



Town Of Concord

2018 Annual Report

CONCORD AT A GLANCE

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

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

ANNUAL REPORT OF THE TOWN OF CONCORD, MASSACHUSETTS



FOR THE YEAR ENDING
DECEMBER 2018

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TOWN OFFICERS

ELECTED OFFICIALS

SELECT BOARD

(Elected for three years)

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

MODERATOR

(Elected for one year)

Carmin Reiss (2019)

SCHOOL COMMITTEE

(Elected for three years)

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

HOUSING AUTHORITY

(Elected for five years)

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

BOARDS AND COMMITTEES

BOARDS ESTABLISHED BY STATE STATUTE

RETIREMENT BOARD

(Elected/Appointed for three years)

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

Elected by Plan Members

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

Appointed by Retirement Board

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

Elected by Plan Members

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

Appointed by Select Board

Mary Barrett – Indefinite

Ex-Officio Member

APPOINTED BY THE MODERATOR

FINANCE COMMITTEE

(Appointed for three years)

Mary Hartman (2019)

John Hickling (2019)

Scott Randall (2019)

June Rzepczynski (2019)

Dean Banfield (2019)

Karle S. Packard (2020)

Thomas A. Tarpley (2020)

Brian Taylor (2020)

Peter Fischelis (2020)

Andrea Zall (2020)

Richard Jamison (2021)

Philip C. Swain, Jr. (2021)

Christine Reynolds (2021)

Mishthi Grace Hanson (2021)

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT

(Appointed for three years)

Carolyn H. Flood (2019)

APPOINTED BY THE SELECT BOARD

2229 MAIN STREET ADVISORY COMMITTEE

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

AGRICULTURAL COMMITTEE

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

AFFORDABLE HOUSING FUNDING COMMITTEE

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

BOARD OF APPEALS

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

BRUCE FREEMAN RAIL TRAIL COMMITTEE

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

COMMUNITY PRESERVATION COMMITTEE

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

CONCORD CULTURAL COUNCIL

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

CONCORD HOUSING DEVELOPMENT CORP.

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

CONSERVATION RESTRICTION STEWARDSHIP COMMITTEE

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

DOG PARK FEASIBILITY COMMITTEE

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

FINANCIAL AUDIT ADVISORY COMMITTEE

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

HANSCOM FIELD ADVISORY REP.

(Appointed for one year)
 Alice Kaufman (2018)

HATS REPRESENTATIVES

Michael Lawson
 Robert Easton

HISTORIC DISTRICTS COMMISSION

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

HUGH CARGILL TRUST COMMITTEE

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

LIBRARY COMMITTEE

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

MAGIC/MAPC REPRESENTATIVE

Jane Hotchkiss (2018)

MBTA REPRESENTATIVE

Wayne Miller (2018)

PERSONNEL BOARD

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

PLANNING BOARD

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

PEG ACCESS ADVISORY COMMITTEE

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

PERSONNEL BOARD

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

PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE

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

RECORDS & ARCHIVES COMMITTEE

(Appointed for three years then indefinite appointment)

- Ronald P. Bernard
- Donald Blackmer
- Sara W. Wilbur

REGISTRARS, BOARD OF

(Appointed for three years)

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

SuAsCo RIVER STEWARDSHIP COUNCIL

- Elissa J. Brown (2021)

TAX FAIRNESS COMMITTEE

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

TAX RELIEF COMMITTEE

(Appointed for three years)

- Stanly Black (2019)
- Eric Van Loon (2020)
- Helena Long (2021)

TRUSTEES OF TOWN DONATIONS

(Appointed for three years)

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

WHITE POND ADVISORY COMMITTEE

(Appointed for three years)

- Joan Kennedy (2019)
- Cheryl Baggen (2019)
- Evan Ricker (2020)
- Nina Nickles First (2021)
- Carmen Jaquier (2021)

YOUTH COORDINATOR ADVISORY BOARD

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

APPOINTED BY TOWN MANAGER WITH APPROVAL OF THE SELECT BOARD

ASSESSORS, BOARD OF

(Appointed for three years)

- Thomas Matthews (2019)
- Andrea Okie (2019)
- Christian Fisher (2020)
- Cynthia Rainey (2021)
- Susan Livingston (2021)
- Associate Member
- Bill Herring (2019)

COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE

(Appointed for three years)

(TM Appointee – with BOS Approval)

- Janet Miller (2019)
- Jerry Frenkil (2019)
- Julie Kleyn (2020)
- Sam Lines (2020)
- Douglas Sharpe (2020)
- Bradley Hubbard-Nelson (2021)
- Sharon Jones (2021)
- Bob Shatten (2021)
- Karen Gibson (2021)

COMMISSION ON DISABILITY

(Appointed for three years)

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

HISTORICAL COMMISSION

(Appointed for three years)

Andrew Koh (2019)

Claire Gauthier (2019)

Nancy Nelson (2020)

Diann Ralph-Strausberg (2020)

Melissa Saalfield (2020)

Associate Member

(Appointed for one year)

Robert Gross

NATURAL RESOURCES COMMISSION

(Appointed for three years)

Gregory Higgins (2019)

Lynne Huggins (2020)

Judith Zaunbrecher (2021)

Edward Nardi (2020)

APPOINTED BY TOWN MANAGER**CEMETERY COMMITTEE**

(Appointed for three years)

Carol Harney (2019)

Whitney Kocher (2019)

Kimberley Connors (2020)

Andrea Solomon (2020)

Paul Cooke (2021)

CONCORD MUNICIPAL LIGHT BOARD

(Appointed for three years)

Dan Gainsboro (2019)

Gordon Brockway (2019)

Margaret B. Briggs (2020)

Lynn Salinger (2020)

Wendy Rovelli (2020)

COUNCIL ON AGING BOARD

(Appointed for three years)

Patty Keane (2019)

Michael Rudd (2019)

Carole Cushing (2019)

Sharyn Lenhart (2019)

Pam Hanson (2020)

Arthur Alcares (2020)

Carol Ann Hannan (2020)

Milton Cohen (2020)

Ann Schummers (2021)

HEALTH, BOARD OF

Deborah Greene, MD (2019)

Ray Considine (2019)

Jill Block (2020)

Alma Healey (2020)

Mark Haddad (2021)

PUBLIC WORKS COMMISSION

(Appointed for three years)

K.C. Winslow (2019)

Steven Ng (2020)

Peter Wallis (2020)

Andrew Boardman (2021)

Jim Terry (2021)

RECREATION COMMISSION

(Appointed for three years)

Peter Ward (2019)

John Carlton, (2019)

Casey Atkins (2019)

Peter Hunter (2020)

Paul Grasso (2021)

APPOINTED INDIVIDUALS

GENERAL GOVERNMENT

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

PUBLIC SAFETY

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

PUBLIC WORKS & LIGHT PLANT

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

COMMUNITY DEVELOPMENT

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

SCHOOLS

Superintendent of Schools	Laurie Hunter
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HUMAN SERVICES

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

FINANCE

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

SELECT BOARD



General Business

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

Select Board Agenda and Goals

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

Governance: Effective, Responsive and Transparent Governance

Financial Stability: Fiscal Responsibility and Financial Stability/Sustainability

Infrastructure: Sufficient, Well-maintained and

Reliable Infrastructure

Natural Resources: Protection and Enhancement of Natural Resources

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

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

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

Diversity: Economic and Social Diversity

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

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

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

Communications

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

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

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



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

Boards and Committees

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

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

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

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

Board Membership

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

Annual Town Meeting and Special Town Meeting

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

Notable Issues

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

2018 Envision Concord: Bridge to 2030 Comprehensive Long Range Plan

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

Dog Park Feasibility Study Committee

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

Affordable Housing

a) Affordable Housing Funding Committee:

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

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

Senior Tax Exemption

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

Complete Streets Policy

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

Nagog Pond

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

Minuteman Media Network

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

Gerow Land

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

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

White Pond

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

Town Manager Search Committee

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

Sustainability

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

Gifts and Acknowledgements

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

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

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

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

TOWN MANAGER

Christopher Whelan, Town Manager

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

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

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

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

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

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

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

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

INFORMATION TECHNOLOGY

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

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

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

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

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

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

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

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

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

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

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

The CIO manages the IT department, consults with

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

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

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

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

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

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

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

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

PUBLIC INFORMATION

Erin Stevens, Public Information and Communications Manager

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

Online Engagement and Social Media

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

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

Outreach and Communication

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

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

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

Public Information and Press Relations

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



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

PEG Services

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

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

SUSTAINABILITY

Kate Hanley, Sustainability Director

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

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



Film Industry in Concord

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

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



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

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

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

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

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



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

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

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

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

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

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

FACILITIES DEPARTMENT

Ryan Orr, Director

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

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

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

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

material that maintained the original architectural character of the building.

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

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

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

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

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

Our 2019 goals:

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

2018 ANNUAL TOWN MEETING

APRIL 9, 10, 11, and 12, 2018

The Annual Town Meeting of 2018 was held in the Concord Carlisle High School gymnasium from April 9-12, 2018 pursuant to a Warrant signed by the Select Board on January 8, 2018 with the signed return of service on February 28, 2018 as inspected by the Town Moderator.

There were approximately 387 voters in attendance at the first session on April 9th, 524 voters participated on April 10th, followed by 475 voters checking in on April 11th and finally, 405 voters participated on April 12th, the final day of the meeting. The Warrant was posted at the required locations at least seven days before the meeting and each session began not earlier than 7:00pm as required by Town Bylaws.

APRIL 9, 2018

Town Moderator Carmin Reiss called the meeting to order at 7:02pm, having determined that a sufficient number of voters were present.

Ms. Reiss thanked Superintendent Hunter, Principal Mastrullo, the Regional School Committees, faculty, students, and staff of the High School for accommodating the meeting, assisting with preparation and patience through the disruption that it causes. All voting would take place in the gymnasium. The meeting would be broadcast live on the High School's radio station WIQH.

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

Upon a motion made by Ms. Hotchkiss and duly seconded, Ms. Flood was elected as Deputy Moderator who will carry out the duties of the Moderator if she is unable to serve.

Ms. Reiss thanked Kerry Lafleur, Finance Director, the Finance Committee, Town Manager Chris Whelan

and his staff, and Dr. Hunter and the School Committees for their hard work on the budget.

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

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

Her gratitude was also extended her gratitude to the team of individuals across many departments, including High School, Facilities, Public Works, Police and Fire Departments, Child Care Coordinator and Sitters, Scouts, Town Clerk's Office staff, Town Manager's Office staff, and IT Department for their varied roles in the successful administration of Town Meeting. Ms. Heather Butler from the Town Manager's Office was praised for her hard work in her new role as Town Meeting Coordinator.

The flags of the United States and the Commonwealth of Massachusetts were brought forward and placed on the stage by members of Girl Scout Troop 76159 and members of Boy Scout Troop 132.

All present were invited to stand and observe a moment of silence for reflection on their roles as private citizens and legislators in preparation for the meeting.

On a motion made by Ms. Hotchkiss and duly seconded, it was VOTED unanimously to omit the reading of the warrant and return of service.

On a motion made by Ms. Hotchkiss and duly seconded, it was VOTED unanimously to take up no new business after 10:00 PM and to reconvene at 7:00pm on Tuesday, April 10, 2018 in this hall.

WARRANT ARTICLE 1. CHOOSE TOWN OFFICERS

To choose all necessary Town Officers and Committees.

Ms. Reiss read the election results from the recent Annual Town Election that are reported elsewhere in this report.

Article 1 VOTE

Upon a MOTION made by Ms. Hotchkiss and duly seconded, it was VOTED unanimously that Article 1

be left open for such other action thereunder as may be necessary and that the Meeting take up Article 2.

WARRANT ARTICLE 2. HEAR REPORTS

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

Article 2 VOTE

Upon a MOTION made by Ms. Hotchkiss and duly seconded, it was VOTED unanimously to accept the 2017 Annual Town Report.

Article 3 **MEETING PROCEDURE**

Affirmative Action Recommended By: Finance Committee, Select Board

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

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

Article 4 **RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**

Affirmative Action Recommended By: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 4 as printed in the Warrant, including, under clause 20, the change to the Classification and Compensation Plan voted by the Personnel Board and effective on March 7, 2018 to add the title "Facilities Operations Coordinator" to Grade MP-2.

Reason: Routine and noncontroversial at hearing.

Article 5 **CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**

Affirmative Action Recommended By: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 5 as printed in the Warrant, except that in Salary Grades TT-1 and TT-2, the word "Annual" be replaced with the word "Hourly."

Reason: Routine and noncontroversial at hearing

Article 6 **USE OF FREE CASH**

Affirmative Action Recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 6 to authorize and direct the Assessors to transfer \$1,000,000 from free cash to reduce the tax levy for the fiscal year ending June 30, 2019.

Reason: Routine transfer of surplus funds to reduce tax levy; noncontroversial at hearing. Surplus results from revenue collection exceeding estimates or actual expenditures being less than appropriations, as explained in FinCom Report page 52.

Article 19 **AUTHORIZE EXPENDITURE FROM PEG ACCESS AND CABLE-RELATED FUND**

Affirmative Action Recommended by: Finance Committee, Select Board

Motion: That the Town vote to transfer from the PEG Access and Cable-Related Fund \$600,000 to be expended during the fiscal year ending June 30, 2019 under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the license agreement, of which the sum of \$400,000 is the estimated license revenue to be received during FY19 in accordance with the license agreement and the sum of \$200,000 shall be allocated from the available fund balance.

Reason: Routine transfer and noncontroversial at hearing. Action on Article 19 has no impact on Article 20 Independence of the Press.

Article 22	<p>ALCOHOLIC BEVERAGE BYLAW AMENDMENT Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 22 as printed in the Warrant. Reason: Noncontroversial at hearing. Amendment will update the bylaw to reflect issuance of one-day special licenses for sale or service of alcohol on Town-owned property such as 51 Walden Street, Emerson Umbrella, and also permit one-day licenses for other properties under Select Board or Town Manager control.</p>
Article 33	<p>ZONING BYLAW AMENDMENT – DEFINITION OF A DWELLING UNIT Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 33 as printed in the Warrant. Reason: Clarification of original bylaw intent; noncontroversial at hearing. Amendment will clarify bylaw to provide better guidance on current Building Inspections Division bylaw interpretation determining whether a space within a structure constitutes a separate dwelling.</p>
Article 36	<p>ZONING BYLAW AMENDMENT – RECONSTRUCTION OF NONCONFORMING STRUCTURES Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 36 as printed in the handout applicable to this Article. Reason: Housekeeping amendment; noncontroversial at hearing. Adds language to clarify potential ambiguity in the bylaw as to the types of building projects to which it applies.</p>
Article 37	<p>ZONING BYLAW AMENDMENT – OFF-STREET PARKING, LOADING, AND DESIGN STANDARDS; TABLE IV MINIMUM PARKING Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 37 as printed in the Warrant. Reason: Housekeeping amendment; noncontroversial at hearing. Amends a parking requirement table to reflect a definitional change voted at the 2017 Annual Town Meeting – (Article 40), <u>classifying a real estate agency as a professional office instead of a business office.</u></p>
Article 42	<p>AUTHORIZE CAMBRIDGE TURNPIKE EASEMENTS Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 42 as printed in the Warrant except that the words “and 200 Lexington Road” be added after the words “18 Cambridge Turnpike” the second time said words appear. Reason: Noncontroversial at hearing. Authorizes the acquisition of easements necessary for Cambridge Turnpike Improvement Project. No appropriation required; easements are to be gifted.</p>
Article 43	<p>MONSEN ROAD STREET ACCEPTANCE Affirmative Action Recommended By: Select Board Motion: That the Town take affirmative action on Article 43 as printed in the Warrant. Reason: Noncontroversial at hearing. Seeks Town Meeting acceptance of an extension of Mosen Road laid out by the Commissioners of Public Works.</p>
Article 48	<p>SOLID WASTE DISPOSAL FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 48 as printed in the Warrant. Reason: Routine enterprise fund authorization typically included on consent calendar; noncontroversial at hearing.</p>
Article 49	<p>SEWER SYSTEM EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 49 as printed in the Warrant.</p>

Reason: Routine annual enterprise fund authorization; noncontroversial at hearing.

Article 50 SEWER IMPROVEMENT FUND EXPENDITURES

Affirmative Action Recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 50 as printed in the Warrant.

Reason: Routine annual action; noncontroversial at hearing. The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of fees paid by certain properties connecting to the sewer system; the Article authorizes expenditure from the Fund for construction and expansion of sewer lines and treatment facility capacity.

CONSENT CALENDAR VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously that the 2018 Annual Town Meeting advance for consideration Articles 3, 4, 5, 6, 19, 22, 33, 36, 37, 42, 43, 48, 49, and 50 (with a hold placed on Article 52) and take action on such Articles without debate on any of such Articles, provided, that upon the request of five voters at this Meeting, made before the vote is taken on this motion, an Article shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

WARRANT ARTICLE 3. MEETING PROCEDURE

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

Article 3 VOTE

Upon a MOTION duly made by Mr. Packard and seconded, it was VOTED unanimously under the Consent Calendar that the Town adopt a "Rule of Meeting" Resolution as printed in the handout applicable to this Article.

WARRANT ARTICLE 4. RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS

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

1. Add the title "Maintenance & Inventory Coordinator" to Grade TCL-3 effective May 11, 2017.
2. Add the title "Project & Procurement Coordinator" to Grade AC-5 effective May 11, 2017.
3. Move the title "Assistant Town Manager" from Grade MP-7 to Grade MP-8 effective July 1, 2017.
4. Remove the title "Finance Administrator" from Grade MP-4 and replace it by adding the title "Financial Manager/Accountant" to Grade MP-5 effective August 30, 2017.
5. Move the title "Customer Services Administrator" from Grade MP-3 to Grade MP-4 effective August 30, 2017.
6. Add the title "Operations Manager" to Grade MP-3 effective August 30, 2017.
7. Remove the title "Assistant to the Water/Sewer Superintendent" from Grade MP-3 and reassign the position to the title "Management Analyst" in that same grade effective August 30, 2017.
8. Move the title "Highway & Grounds Superintendent" from Grade MP-5 to Grade MP-6 effective August 30, 2017.
9. Add the title "Director of Sustainability" to Grade MP-5 effective August 30, 2017.
10. Remove the title "Executive Assistant to the Town Manager" from Grade AC-7 and replace it by adding the title "Administrative Manager" to Grade MP-2 effective August 30, 2017.
11. Add the title "Network Engineer" to Grade MP-4 effective August 30, 2017.
12. Add the title "IT Services Manager" to Grade MP-5 effective August 30, 2017.
13. Add the title "Senior Human Resources Assistant" to Grade AC-6 effective August 30, 2017.
14. Add the title "Administrative Systems Analyst" to Grade MP-2 effective August 30, 2017.
15. Add the title "Licensed Electrician/Skilled Carpenter" to Grade TCL-5 effective January 3, 2018.
16. Add the title "Custodial Maintenance Supervisor" to Grade TCL-4 effective January 3, 2018.
17. Add the title "Master Craftsperson" to Grade

TCL-4 effective January 3, 2018.

18. Move the title "Assistant Town Clerk" from Grade AC-5 to Grade MP-3 effective January 9, 2018.

19. Remove the title "Facilities Maintenance Supervisor" from Grade MP-3 effective February 1, 2018.

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2018

ADMINISTRATIVE-CLERICAL

Grade Number & Class Title	Minimum	Mid-Point	Maximum
AC-1 Receptionist/Clerk Recreation Clerk	Hourly 16.96	20.40	23.83
AC-2 Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk	Hourly 18.94	22.78	26.61
AC-3 Customer Services Representative Senior Account Clerk Senior Department Clerk	Hourly 21.48	25.83	30.18
AC-4 Administrative Assistant Collections Assistant Retirement Assistant Treasury Assistant	Hourly 23.21	27.91	32.60
AC-5 Human Resources Assistant Project & Procurement Coordinator Senior Administrative Assistant	Hourly 24.81	29.82	34.83
AC-6 Finance Assistant Senior Human Resources Assistant	Hourly 25.66	30.86	36.05

TRADES-CRAFTS-LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TCL-1 Building Custodian	Hourly	16.74	20.24	23.73
TCL-2 Building Maintenance Custodian	Hourly	18.91	22.86	26.80
TCL-3 Facilities Maintainer Maintenance & Inventory Coordinator Water/Sewer System Maintainer	Hourly	20.81	25.16	29.50
TCL-4 Custodial Maintenance Supervisor Equipment/Line Operator Master Craftsperson	Hourly	23.28	28.17	33.05
TCL-5 Assistant Public Works Supervisor Crew Leader Licensed Electrician/Skilled Carpenter Senior Master Mechanic Treatment Systems Operator	Hourly	25.78	31.17	36.56
TCL-6 Senior Treatment Systems Operator	Hourly	28.96	35.02	41.08
TCL-7 Public Works Supervisor	Hourly	32.12	38.85	45.58

MANAGERIAL-PROFESSIONAL

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

Grade Number & Class Title		Minimum	Mid-Point	Maximum
MP-1 Associate Engineer Engineering Technician Public Information Officer Recreation Supervisor	Annual	46,086	57,803	69,519
MP-2 Administrative & Special Projects Coordinator Administrative Manager Administrative Systems Analyst Assistant Local Inspector	Annual	52,009	65,229	78,449

Assistant Natural Resources Director
 Budget Analyst
 Energy Specialist
 Environmental Health Inspector
 Environmental & Regulatory Coordinator
 Field Lister
 GIS Technician/Analyst
 Information Systems Technician
 Office Accountant
 Public Health Inspector
 Senior Engineering Technician
 Senior Services Programs Supervisor
 Utility Software Coordinator
 Water Conservation Coordinator

Minimum Mid-Point Maximum

MP-3 Annual 61,367 76,969 92,571

Assistant Assessor
 Assistant Human Resources Director
 Assistant Public Health Director
 Assistant Public Works Engineer
 Assistant to the Water/Sewer Superintendent
 Assistant Town Accountant
 Assistant Treasurer
 Childcare Services Manager
 Civil Engineer
 Customer Service Administrator
 Energy Conservation Coordinator
 Facilities Maintenance Supervisor
 Local Inspector
 Management Analyst
 Recreation Programs & Events Manager
 Retirement System Administrator
 Senior Budget & Operations Analyst
 Senior Environmental & Regulatory Coordinator
 Senior Information Systems Technician
 Senior Planner

MP-4 Annual 65,607 82,287 98,966

Assistant Highway & Ground Superintendent
 Assistant Recreation Director
 Environmental Services Program Administrator
 Financial Administrator
 GIS & Application Integration Program Manager
 Operations Engineer
 Public Works Engineer
 Senior Services Director
 Telecommunications Coordinator

		Minimum	Mid-Point	Maximum
MP-5	Annual	70,570	88,510	106,449
Assistant Library Director				
Assistant Town Engineer				
Budget & Purchasing Director				
Deputy Treasurer/Collector				
Director of Sustainability				
IT Services Manager				
Facilities Manager				
Financial Manager/Accountant				
Natural Resources Director				
Police Lieutenant				
Public Health Director				
Town Clerk				
Town Planner				

MP-6	Annual	77,770	97,540	117,309
Assistant Fire Chief				
Building Commissioner				
Highway & Grounds Superintendent				
Police Captain				
Recreation Director				
Town Accountant				
Town Assessor				
Town Engineer				
Water/Sewer Superintendent				

MP-7	Annual	89,051	111,689	134,327
Director of Planning & Land Management				
Human Resources Director				
Library Director				

MP-8	Annual	99,212	124,434	149,655
Assistant Town Manager				
Chief Information Officer				
Fire Chief				
Police Chief				
Public Works Director				

MP-9	Annual	108,731	136,375	164,018
Finance Director				

ELECTRICAL LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EL-1	Hourly	18.45	22.32	26.18
(Reserved for future use)				

		Minimum	Mid-Point	Maximum
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	23.42	28.32	33.22
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	29.71	33.59	37.46
EL-4 Lineworker, Grade 1	Hourly	36.89	41.72	46.54
EL-5 Lead Lineworker	Hourly	38.63	43.68	48.72
EL-6 Line Supervisor	Hourly	41.60	47.04	52.47

ELECTRICAL MANAGEMENT

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

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EM-1 Meter Supervisor	Annual	63,000	75,613	88,226
EM-2 Electrical Engineer	Annual	78,600	94,300	110,000
EM-3 Lead Electrical Engineer	Annual	82,100	98,550	115,000
EM-4 Assistant CMLP Director Power Supply & Rates Administrator	Annual	103,600	124,300	145,000
EM-5 CMLP Director	Annual	117,800	141,400	165,000

SWIM & FITNESS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
SF-1 Swim/Fitness Specialist	Hourly	11.00	35.50	60.00

HUMAN SERVICES

Grade Number & Class Title		Minimum	Mid-Point	Maximum
HS-A Human Services Assistant	Hourly	11.00	18.00	25.00
HS-1 Human Services Specialist	Hourly	15.25	25.13	35.00
HS-2 Child Care/Education Specialist	Hourly	15.25	28.63	42.00

TELECOMMUNICATIONS TECHNICIANS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TT-1 Telecommunications Technician	Hourly	28.65	34.00	38.66
TT-2 Senior Telecommunications Technician	Hourly	32.74	38.00	44.23

TELECOMMUNICATIONS MANAGEMENT

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

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TM-1 Network Administrator	Annual	71,900	84,450	97,000
TM-2 Network Engineer Telecommunications Coordinator	Annual	81,900	96,250	110,600
TM-3 Network Operations Manager	Annual	85,100	100,000	114,900
TM-4 Chief Information & Technology Officer	Annual	144,500	169,800	195,100

20. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between January 4, 2018, and April 9, 2018.

Article 4 VOTE

Upon a MOTION duly made by Mr. Packard and seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 4 as printed in the Warrant, including, under clause 20, the change to the Classification and Compensation Plan voted by the Personnel Board and effective on March 7, 2018 to add the title "Facilities Operations Coordinator" to Grade MP-2.

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

To determine whether the Town will vote to amend the Classification and Compensation Plan for regular-status Town positions by adopting the following schedules to become effective July 1, 2018, or take any other action relative thereto:

Article 5 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 5 as printed in the Warrant, except that in Salary Grades TT-1 and TT-2, the word "Annual" be replaced with the word "Hourly."

WARRANT ARTICLE 6: USE OF FREE CASH

To determine whether the Town will vote to transfer from free cash, the sum of \$1,000,000, or any other sum, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2019, or take any other action relative thereto.

Article 6 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 6 to authorize and direct the Assessors to transfer \$1,000,000 from free cash to

reduce the tax levy for the fiscal year ending June 30, 2019.

WARRANT ARTICLE 7: TOWN BUDGET

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$43,374,850, or any other sum, for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2019, or take any other action relative thereto:

GENERAL FUND OPERATING BUDGET

(Following Pages)

Item No.	Department	Fiscal 2017 Expenses	Fiscal 2018 Appropriation	Fiscal 2019 Proposal
General Government \$3,074,735 is 7.1% of Total				
1	Town Manager's Office			
	A. Town Manager	382,774	397,167	398,394
	B. Human Resources	235,583	266,710	281,426
	C. Facilities Management	235,108	290,000	290,000
	D. Resource Sustainability Fund	118,276	126,000	151,000
	E. Visitor's Center and Restrooms	32,286	44,028	19,292
	F. 37 Knox Trail	8,187	17,762	13,943
	G. 55 Church Street	-	-	40,796
	Subtotal	1,012,214	1,141,667	1,194,851
2	Legal Services	265,215	225,000	250,000
3	Elections and Registrars			
	A. Elections	45,619	13,627	48,412
	B. Registrars	6,896	8,476	8,666
	Subtotal	52,515	22,103	57,078
4	Town Meeting and Reports	61,156	44,900	100,250
5	Planning			
	A. Planning Administration	476,439	389,012	380,998
	B. Natural Resources	233,392	229,899	219,641
	C. Inspections	467,076	464,669	467,145
	D. Health	323,967	325,905	331,778
	Subtotal	1,500,873	1,409,485	1,399,562
6	141 Keyes Road	50,209	71,027	72,994
	Total General Government	2,942,182	2,914,181	3,074,735
Item No.	Department	Fiscal 2017 Expenses	Fiscal 2018 Appropriation	Fiscal 2019 Proposal
Finance and Administration \$2,531,292 is 5.8% of Total				
7	Finance Committee	1,189	3,410	3,410
8	Finance			
	A. Finance Administration	302,629	293,041	337,252
	B. Treasurer-Collector	289,121	297,639	289,615
	C. Town Accountant	162,946	169,270	162,291
	D. Assessors	423,249	439,328	420,468
	E. Town Clerk	243,942	245,912	245,750
	Subtotal	1,421,886	1,445,190	1,455,376
9	Information Systems	898,055	940,718	951,192
10	Town House	108,426	115,150	121,314
	Total Finance and Administration	2,429,556	2,504,469	2,531,292

Item No.	Department	Fiscal 2017 Expenses	Fiscal 2018 Appropriation	Fiscal 2019 Proposal
Public Safety \$9,317,901 is 21.5% of Total				
11	Police Department	4,442,491	4,518,636	4,508,392
12	Fire Department	4,311,316	4,462,853	4,445,434
13	West Concord Fire Station	40,040	39,664	36,323
14	Police-Fire Station	274,880	284,816	284,816
15	Emergency Management	13,859	16,937	16,937
16	Animal Control Officer	24,010	26,000	26,000
Total Public Safety		9,106,596	9,348,906	9,317,901
Item No.	Department	Fiscal 2017 Expenses	Fiscal 2018 Appropriation	Fiscal 2019 Proposal
Public Works and Facilities \$4,249,152 is 9.8% of Total				
17	Public Works			
	A. CPW Administration	195,255	200,636	201,321
	B. Engineering	385,308	408,966	399,107
	C. Highway Maintenance	1,423,784	1,412,870	1,380,563
	D. Parks and Trees	677,285	699,254	702,841
	E. Cemetery	66,561	66,689	70,351
	Subtotal	2,748,193	2,788,414	2,754,182
18	Snow and Ice Removal	587,447	610,000	610,001
19	Street Lighting	60,840	73,463	56,863
20	CPW Equipment	300,000	325,000	325,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	100,000	110,000	115,000
23	Road Improvements	90,000	100,000	100,000
24	133/135 Keyes Road	102,237	83,875	83,106
Total Public Works and Facilities		4,193,717	4,295,753	4,249,152
Item No.	Department	Fiscal 2017 Expenses	Fiscal 2018 Appropriation	Fiscal 2019 Proposal
Human Services \$3,134,538 is 7.2% of Total				
25	Library	1,951,574	2,153,361	2,141,097
26	Human Services			
	A. Human Services	27,149	39,152	53,516
	B. Senior Services	350,759	394,414	483,791
	C. Recreation Services	70,093	76,678	101,761
	Subtotal	448,001	510,244	639,068
27	Harvey Wheeler Community Center	120,424	121,905	124,342
28	Hunt Recreation Center	105,574	111,701	99,438
29	Veterans	99,958	125,310	107,970
30	Ceremonies and Celebrations	24,307	19,228	22,624
Total Human Services		2,749,838	3,041,749	3,134,538

Item No.	Department	Fiscal 2017 Expenses	Fiscal 2018 Appropriation	Fiscal 2019 Proposal
Unclassified \$1,742,895 is 4.0% of Total				
31	Town Employee Benefits			
	A. Unused Sick Leave	90,000	90,000	90,000
	B. Public Safety Disability	157	2,500	2,500
	C. Employee Assistance Program	7,177	7,500	7,500
	Subtotal	97,334	100,000	100,000
32	Reserve Fund*	-	225,000	225,000
	*Transfers totaling \$169,117.62 were made to other accounts in FY17.			
33	Salary Reserve**	-	618,954	1,407,895
	**Transfers of \$746,594 in FY17 and \$174,969 (to date) in FY18 were made to other accounts			
34	Land Fund	10,000	15,000	10,000
	Total Unclassified	107,334	958,954	1,742,895
Item No.	Department	Fiscal 2017 Expenses	Fiscal 2018 Appropriation	Fiscal 2019 Proposal
Joint (Town - CPS) \$19,324,337 is 44.6% of Total				
35	Insurance			
	A. Group Insurance	4,650,000	4,800,000	5,526,100
	B. OPEB	1,400,000	1,470,000	1,617,000
	C. Property/Liability	250,000	250,000	275,000
	Subtotal	6,300,000	6,520,000	7,418,100
36	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	104,579	100,000	110,000
	B. Workers' Comp.	95,421	100,000	100,000
	Subtotal	200,000	200,000	210,000
37	Retirement	3,317,000	3,667,000	3,777,010
38	Social Security and Medicare	731,944	810,000	814,713
39	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	2,685,973	3,015,800	3,277,862
	CPS Principal and Interest	939,386	700,350	679,283
	Subtotal	3,625,359	3,716,150	3,957,145
	Interest on Notes	-	135,000	30,000
	Other Debt Expense	1,295	8,850	7,500
	Subtotal Within Levy Limit	3,626,654	3,860,000	3,994,645
	B. Excluded Debt			
	Town Principal and Interest	99,794	99,794	392,294
	CPS Principal and Interest	2,907,470	3,507,713	2,992,575
	Less: Use of Stabilization Funds	(1,000,000)	(785,000)	(275,000)
	Subtotal Excluded Debt	2,007,264	2,822,507	3,109,869
	Total Debt Service	5,633,918	6,682,507	7,104,514
	Total Joint (Town - CPS)	16,182,862	17,879,507	19,324,337
	TOTAL APPROPRIATION (Accounts 1-39)	37,712,084	40,943,520	43,374,850

And further, that the Town Manager is authorized to turn in or sell at public auction any surplus equipment, with the amount allowed or received therefore to be applied against the purchase of new equipment; and

That the sum of \$11,000, State Aid to Libraries, be transferred to the use of the Library Committee for the purchase of books, periodicals, and subscriptions; and

That the Town appropriate and transfer the sum of \$750 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's Rabies Clinic; and

That the appropriation for Salary Reserve under Line Item 33 shall be transferred by the Town Manager to the various Salary Line Items in accordance with salary levels established on July 1, 2018 and thereafter pursuant to the salary schedules adopted under Article 5, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and Collective Bargaining Agreements. Any such transfer shall be reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year; and

That the Town authorize the following sums to be expended from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY19:

<u>Amount</u>	<u>Loan Number</u>	<u>Original Loan</u>	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Town Authorization</u>
\$10,828.73	T5-97-1070	\$200,000	12/22/99	FY21	Art. 46 (1997)
\$70,317.00	T5-05-1243	\$703,170	03/18/09	FY19	Art. 50 (2004)
\$29,705.00	T5-05-1243-A	\$296,830	06/13/12	FY23	Art. 50 (2004)
\$32,471.00	T5-05-1243-B	\$324,715	05/22/13	FY23	Art. 42 (2009)
\$19,745.70	T5-05-1243-C	\$197,457	01/07/15	FY15	Art. 42 (2009)

And, that the Town appropriate the sum of \$275,000 from the High School Debt Stabilization Fund, to be expended under the direction of the Town Manager, to pay a portion of Concord's share of debt service excluded from the Property Tax Levy Limit due and payable during FY19, and that said appropriation shall be in addition to the sum contained in Line Item 39 herein; or take any other action relative thereto.

Article 7 VOTE

Upon a MOTION made by Ms. Hotchkiss and duly seconded, it was VOTED unanimously that the Town raise and appropriate amounts of money for each item number as shown in the column headed “Fiscal 2019 Proposal”, with the exception of Line 35A, which is reduced by \$151,263 to \$5,374,837, for a total of \$43,223,587, and authorize the actions in the text following Item No. 39, as shown in Article 7 as printed in the Warrant, for the necessary and expedient purposes of the Town for the Fiscal Year ending June 30, 2019, and that the same be expended only for such purposes and under the direction of the Town Manager.

WARRANT ARTICLE 8: MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$752,938, or any other sum, for the following necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2019, or take any other action relative thereto.

Article 8 VOTE

Upon a MOTION made by Ms. Flood and duly seconded, it was PASSED by a declared near unanimous vote that the Town raise and appropriate Concord’s apportioned share of \$742,679 for the Minuteman Regional Vocational Technical School District for the Fiscal Year ending June 30, 2019.

A discrepancy of \$30 in the above article was noted at the beginning of the second night of the meeting on April 10th.

WARRANT ARTICLE 9: CONCORD PUBLIC SCHOOLS BUDGET

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$38,461,880, or any other sum, for the following necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2019; or take any other action relative thereto:

Article 9 VOTE

Upon a MOTION made by Ms. Bout and duly seconded it was PASSED by a declared near unanimous vote that the Town raise and appropriate the sum of

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET			
Department/Description	Fiscal 2017 Adopted	Fiscal 2018 Adopted	Superintendent’s Proposed Budget & Fiscal 2019 Assessment
Minuteman Regional High School Budget	\$19,728,097	\$19,449,466	\$21,331,204
Concord’s Assessment	\$423,444	\$599,313	\$752,938** (est. @ 1/05/2016)

**Includes \$605,823 assessment for operating budget and \$147,115 assessment for exempt debt.

SCHEDULE A - PUBLIC SCHOOL BUDGET			
Department	Fiscal 2017 Adopted	Fiscal 2018 School Committee	Fiscal 2019 School Committee Vote of Dec. 12, 2017
Concord Public Schools Budget/Appropriation	\$35,660,111	\$36,810,111	\$38,461,880

\$38,246,895 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2019; and that the same be expended only for such purposes and under the direction of the Concord School Committee.

The original motion was amended on the floor to include the words “and appropriate” on line 2.

WARRANT ARTICLE 10: CONCORD PUBLIC SCHOOLS FY18 SUPPLEMENTAL APPROPRIATION

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$400,000, or any other sum, to be added to the appropriation voted under Item No. 32 Reserve Fund of Article 7 of the Warrant of the 2017 Annual Town Meeting, for the purposes of meeting extraordinary or unforeseen expenditures in the Concord Public Schools; or take any other action relative thereto.

Article 10: NO ACTION DECLARED

WARRANT ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

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

Article 11 VOTE

Upon a MOTION made by Ms. Boynton and duly seconded, it was PASSED by a declared near unanimous vote that the Town appropriate the sum of \$900,000 to be expended under the direction of the Concord School Committee for remodeling, construction, reconstructing or making extraordinary repairs, including original equipment and related work at various Concord Public School buildings; and further, to meet this appropriation, authorize the Town Treasurer with the approval of the Select Board to borrow \$900,000 and to issue bond or notes under the provisions of Chapter 44, Section 7 of the Massachusetts General Laws, or any other enabling authority; and further that, in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, the premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to pay project costs and the amount authorized to be borrowed under Article 11 shall be reduced by the amount of any such premium so applied.

WARRANT ARTICLE 12

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, a sum of \$23,051,352, or any other sum, for the following necessary and expedient purposes of the Concord-Carlisle Regional School District for the fiscal year ending June 30, 2019; or take any other action relative thereto.

Article 12 VOTE

Upon a MOTION made by Mr. Conti and duly seconded, it was PASSED by a declared near unanimous vote that the Town raise and appropriate the sum of \$22,654,028 as the Town's apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2019; and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.

SCHEDULE A – CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET			
Department	Fiscal 2017 Adopted	Fiscal 2018 School Committee	Fiscal 2019 School Committee Vote of Dec. 12, 2017
Concord-Carlisle Regional High School Budget	\$31,741,774	\$31,741,774	\$33,905,081
Concord's Assessment	\$20,783,976	\$21,599,072	\$23,051,352*

**includes \$19,544,198 assessment for operating budget and \$3,507,154 assessment for debt.*

WARRANT ARTICLE 13: CONCORD-CARLISLE REGIONAL HIGH SCHOOL CAPITAL PROJECTS

To determine whether the Town will vote to approve \$1,000,000, or any other sum, of debt authorized by the Concord-Carlisle Regional School Committee for paving campus entrance roads and improving external lighting; provided, however, that this approval shall be contingent upon passage of a Proposition 2½ debt exclusion referendum under Massachusetts General Laws c. 59, § 21C(k) to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing; or take any other action relative thereto.

Article 13: NO ACTION DECLARED

WARRANT ARTICLE 14: ESTABLISH REVOLVING FUNDS UNDER THE MUNICIPAL MODERNIZATION ACT, MGL c.44 § 53E 1/2

To determine whether the Town will vote to amend the Town Bylaws by adding a new Section to establish and authorize Revolving Funds for use by certain Town Departments, Boards, Committees, Agencies or Officers, under the direction of the Town Manager, and pursuant to Massachusetts General Laws c. 44, § 53E ½, as follows; or take any other action relative thereto.

Departmental Revolving Funds

1. Purpose. This bylaw establishes and authorizes revolving funds for use by Town departments, boards, committees, agencies or officers, under the direction of

the Town Manager, in connection with the operation of programs or activities that generate fees, charges or other receipts to support all or some of the expenses of those programs or activities. These revolving funds are established under and governed by Massachusetts General Laws c. 44, § 53E½.

2. Expenditures Limitations. A department manager, board, committee or officer, under the direction of the Town Manager, may incur liabilities against and spend monies from a revolving fund established and authorized by the bylaw without appropriation subject to the following limitations:

- A. Fringe benefits of full-time employees whose salaries or wages are paid from the fund shall also be paid from the fund.
- B. No liability shall be incurred in excess of the available balance of the fund.
- C. The total amount spent during a fiscal year shall not exceed the amount authorized by Town Meeting on or before July 1 of that fiscal year, or any increased amount of that authorization that is later approved during that fiscal year by the Select Board and finance committee.

3. Interest. Interest earned on monies credited to a revolving fund established by this bylaw shall be credited to the General Fund.

4. Procedures and Reports. Except as provided in Massachusetts General Laws c.44, § 53E½ and this bylaw, the laws, charter provisions, bylaws, rules, regulations, policies or procedures that govern the receipt and custody of Town monies and the expenditure and payment of Town funds shall apply to the use of a revolving fund established and authorized

by this bylaw. The Town Accountant shall include a statement on the collections credited to each fund, the encumbrances and expenditures charged to the fund and the balance available for expenditure in the regular report the Town Accountant provides the department, board, committee, agency or officer on appropriations made for its use.

5. Authorized Revolving Funds. The table on the next page establishes:

- A. Each revolving fund authorized for use by a Town department, board, committee, agency or officer;
- B. The department or agency head, board, committee or officer authorized to spend from each fund;
- C. The fees, charges and other monies charged and received by the department, board, committee, agency or officer in connection with the program or activity for which the fund is established that shall be credited to each fund by the Town Accountant;
- D. The expenses of the program or activity for which each fund may be used;
- E. Any restrictions or conditions on expenditures from each fund;
- F. Any reporting or other requirements that apply to each fund; and
- G. The fiscal years each fund shall operate under this bylaw.

Article 14 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED unanimously that the Town take affirmative action on Article 14 as printed in the Warrant, except to include on the first line of the chart labeled "Tree Preservation," in Column C, titled "Fees, Charges or Other Receipts Credited to the Fund," *the words, "including permit application fees."

WARRANT ARTICLE 15: AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER THE MUNICIPAL MODERNIZATION ACT, MGL c. 44, § 53E ½

To determine whether the Town will vote to authorize the total expenditures for the following revolving funds pursuant to Massachusetts General Laws c. 44, § 53E½ for the fiscal year ending June 30, 2019, to be expended in accordance with the bylaw previously approved; or take any other action relative thereto.

Article 15 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED unanimously that the Town take affirmative action on Article 15, as printed in the Warrant.

Revolving Fund	Annual Spending Limit
Regional Housing Services	\$265,000
Road Repair	\$120,000
Senior Services	\$35,000
Tree Preservation	\$100,000

Authorized Revolving Funds Chart

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

WARRANT ARTICLE 16: ACCEPT PROVISIONS OF THE MUNICIPAL MODERNIZATION ACT CONCERNING BOND ISSUANCE PREMIUMS

To determine whether the Town will vote to supplement each prior vote of the Town that authorizes the borrowing of money to pay costs of capital projects to provide that, in accordance with Massachusetts General Laws c. 44, § 20, the premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to pay project costs and the amount authorized to be borrowed for each such project shall be reduced by the amount of any such premium so applied; or take any other action relative thereto.

Article 16 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED unanimously that each prior vote of the Town that authorizes the borrowing of money to pay costs of capital projects is hereby supplemented to provide that, in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, the premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to pay project costs and the amount authorized to be borrowed for each such project shall be reduced by the amount of any such premium so applied.

WARRANT ARTICLE 17: APPROPRIATE FUNDS IN PREMIUM RESERVE FUND

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$324,000, or any other sum, from the Bond Premium Reserve Fund, representing a net premium paid to the Town upon the sale of \$10,035,000 General Obligation Municipal Purpose Loan of 2017 Bonds on June 5, 2017, to the Capital Project Fund in the amount of \$277,000 and to the Water Enterprise Fund in the amount of \$47,000, to pay project costs authorized by the following Town Meeting Articles, and to reduce the amount authorized to be borrowed for such projects by a like amount, as follows; or take any other action relative thereto.

Article 17 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED unanimously that the Town appropriate and transfer the sum of \$324,000 from the Bond Premium Reserve Fund, representing a net premium paid to the Town upon the sale of \$10,035,000 General Obligation Municipal Purpose Loan of 2017 Bonds on June 5, 2017, to the Capital Project Fund in the amount of \$277,000 and to the Water Enterprise Fund in the amount of \$47,000, to pay project costs authorized by previous Town Meeting Articles, as printed in the Warrant.

Article #	Town Meeting	Project	Amount	To
33	2014 ATM	West Concord Infrastructure Improvements	\$5,500	Capital Project Fund
52	2015 ATM	Rideout & Emerson Playground Improvements	\$35,000	Capital Project Fund
53	2015 ATM	Parking Management Plan Implementation	\$5,500	Capital Project Fund
54	2015 ATM	Town House Interior Improvements	\$20,500	Capital Project Fund
12	2016 ATM	Concord Public Schools Building Improvements	\$33,300	Capital Project Fund
26	2016 ATM	2016 Roads Program	\$113,700	Capital Project Fund
23	2016 ATM	Land Acquisition, Ball's Hill	\$47,000	Capital Project Fund
23	2016 ATM	Land Acquisition, Ball's Hill	\$47,000	Water Enterprise Fund
25	2016 ATM	Cemetery Improvements	\$2,500	Capital Project Fund
57	2016 ATM	Rail Trail Design & Engineering	\$14,000	Capital Project Fund
		Total:	\$324,000	

WARRANT ARTICLE 18: ALLOWING 17 YEAR OLDS TO VOTE IN TOWN ELECTIONS & TOWN MEETINGS – By Petition

To see if the Town will petition the Massachusetts General Court for permission to adopt a Town Bylaw to define a “qualified voter” as follows, or take any action thereon: Any citizen seventeen years of age or older, so long as they are a resident of Concord at the time they register to vote and are otherwise eligible under all provisions beside age set for voters in M.G.L. Chapter 51, Section 1, is a qualified voter of the town and is entitled to vote in all Town elections, participate and vote in all Town Meetings, participate in Town Caucus and sign all nominating, warrant and other petitions authorized by Town bylaws. Persons wishing to serve in elected positions must be registered voters of at least 18 years of age; or act in relation thereto.

The Meeting recognized Ms. Abigail Gordy, a seventeen year old CCHS student who spoke about the important perspective that 17 year olds can provide to the Town and the willingness of students to be involved.

Article 18 VOTE

Upon a MOTION made by Mr. Grom and duly seconded, it was VOTED by a clear majority that the Town authorize the Select Board to petition the Massachusetts General Court for permission to adopt a Town Bylaw to define a “qualified voter” for the purposes of Town elections, Town Meetings, Town Caucuses, and the bringing forward and signing of all nominating, warrant, and other petitions authorized by the Town Charter or Town Bylaws as any citizen seventeen years of age or older, so long as said citizen is (a) a resident of Concord at the time that citizen registers to vote and (b) otherwise eligible under all provisions, other than age, set for voters in Chapter 51, Section 1 of the Massachusetts General Laws; provided, however, that persons wishing to serve in elected positions must be registered voters of at least 18 years of age.

WARRANT ARTICLE 19: AUTHORIZE EXPENDITURE FROM PEG ACCESS & CABLE-RELATED FUND

To determine whether the Town will vote to raise and appropriate, or transfer from the PEG Access and Cable-Related Fund the sum of \$600,000, or any other sum, said funds to be expended during the fiscal year ending June 30, 2019 under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the license agreement, of which the sum of \$400,000 is the estimated license revenue to be received during FY19 in accordance with the license agreement and the sum of \$200,000 shall be allocated from the available fund balance; or take any other action relative thereto.

Article 19 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town transfer from the PEG Access and Cable-Related Fund \$600,000 to be expended during the fiscal year ending June 30, 2019 under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the license agreement, of which the sum of \$400,000 is the estimated license revenue to be received during FY19 in accordance with the license agreement and the sum of \$200,000 shall be allocated from the available fund balance.

WARRANT ARTICLE 20: INDEPENDENCE OF THE PRESS – By Petition

To determine whether the Town will vote to reverse the Town Manager’s decision to acquire the CCTV (Concord Carlisle Television) Organization and make Town Department; or take any other action relative thereto.

Article 20 VOTE

Upon a MOTION made by Ms. Gailus and duly seconded, it was PASSED by a declared well more than Majority vote that the Town request of the Town Manager, and urge the Select Board to request of the Town Manager, that Concord Carlisle Television (CCTV) remains the independent non-profit provider of Public Educational Government (PEG) Access services to the Town.

A MOTION was made by Ms. Lauer and duly seconded that Article 20 be committed to study until the 2019 Annual Town Meeting. The motion failed by an overwhelming majority.

WARRANT ARTICLE 21: APPROPRIATE FUNDS FOR THE MUNICIPAL CAPITAL PROJECTS

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Massachusetts General Laws c. 44, § 7 the sums of money specified below in the FY19 Debt Plan, or any other sum, said funds to be expended under the direction of the Town Manager, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Massachusetts General Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; or take any other action relative thereto.

ARTICLE 21: APPROPRIATE FUNDS FOR MUNICIPAL CAPITAL PROJECTS

Mr. Whelan Moves:

That the Town appropriate the sums of money specified in Article 21 for the respective projects set forth in the FY19 Debt Plan, as printed in the Warrant, said funds to be expended under the direction of the

Town Manager; and that to meet this appropriation, the Town Treasurer with the approval of the Select Board is authorized to borrow \$2,600,000 under the provisions of Chapter 44, Section 7 (1) of the Massachusetts General Laws, or any other enabling authority, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Law, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Article 21 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED that the Town take affirmative action on Article 21 as printed in the handout applicable to this article.

WARRANT ARTICLE 22: ALCOHOLIC BEVERAGE BYLAW AMENDMENT

To determine whether the Town will vote to amend the Town’s Alcoholic Beverage Bylaw to add a new section 2 such that the Bylaw reads as follows:

FY19 Debt Plan

Item No.	Department	Project	Amount	Authorization Clause
1	Town Manager	Renovation/ Construction/ Acquisition of Town Buildings	\$510,000	1
2	Planning	Trail Improvements	\$75,000	1
3	Public Safety	New truck replacing Engine #5 (1989) & Engine #7 (2007)	\$365,000	1
4	Public Works	Road and Parking Lot Reconstruction	\$1,400,000	1
5	Human Services	Library, Efficient Energy Systems	\$150,000	1
6	Human Services	Parking Lot, Harvey Wheeler Building	\$100,000	1
		Total	\$2,600,000	

TOWN OF CONCORD, MASSACHUSETTS – ALCOHOLIC BEVERAGE BYLAW

Section 1. No person shall drink any alcoholic beverage, or possess an open container of any alcoholic beverage, as defined in Massachusetts General Laws, c. 138, § 1, while in or upon any public way or any way to which the public has a right of access, whether in or upon a vehicle, or on foot, or while in or upon any public place or public building or playground, or while in or upon a private parking lot, or a private way to which the public has access as invitees or licensees, or in or upon any private land or place without the consent of the owner or authorized person in control thereof. A police officer may arrest without a warrant any person who commits a violation of this bylaw in the officer's presence. All alcoholic beverages being used or possessed in violation of this bylaw shall be seized and safely held until final adjudication of the charge against the person arrested or summonsed before the court.

Section 2. Notwithstanding the provisions of Section 1 of this Bylaw, the Select Board may, to the extent permitted by State law, issue a one-day special license for the sale or service of alcohol on property owned by the Town, and which is subject to the control of the Select Board or the Town Manager, in connection with a community event or celebration being held on such Town property; or take any other action relative thereto.

Article 22 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 22 as printed in the warrant.

At 10:03 it was voted to reconvene at 7:00pm on April 10th to begin with Article 23.

APRIL 10, 2018

At 7:02 pm, the Moderator declared the meeting in adjourned session.

Following introductory announcements, repeated from the first night of the meeting, Ms. Reiss announced the Finance Committee appointments. There were five

members with terms ending. Richard S. Jamson and Philip Swain were reappointed for three year terms. Outgoing members Linda Miller, Triveni Upadhyay and Tom Swaim were thanked for their energy, commitment, and good sense while serving the committee. New members Christine Reynolds and Grace Hanson were appointed to three year terms, leaving one vacancy.

Tellers and Ballot counters under the leadership of Mr. Fisher, Mr. Carr and Mr. Wells, were sworn in.

It was again voted that no new business would be brought up after 10:00pm.

DEDICATIONS

School Committee and CCHC Committee member Johanna Boynton, recognized John Flaherty for his 15 years of service to the schools in the Finance office, most recently as Director of Finance and Operations. From budgets to building projects, he was thanked for shouldering a huge responsibility with grace and a smile. His approachable nature and tireless dedication to his work will be missed.

School Committee and CCHC Committee member Heather Bout recognized Dan Conti, whose term was ending for bringing his extensive experience in education and thoughtful deliberation to committee discussions, always remembering the constituencies that the committees represent.

Select Board member Alice Kaufman recognized outgoing Select Board member, Steven Ng, whom she referred to as Mr. Concord, with gratitude for his years of service on the Select Board. He served as liaison on many Boards, including Affordable Housing and Housing Funding Committees, Public Ceremonies and Celebrations Committee, Recreation Commission, Youth Advisory Committee, MAGIC, HATS and Dog Park Study Committee. His brought a great sense of humor along with a unique and creative perspective as an architect and project manager to all his work as a Board Member. Select Board member Michael Lawson joined Ms. Kaufman to read a proclamation by the Board and present Mr. Ng with a sash noting his newly appointed title of "Town Crier" along with a Cheese hat, in tribute to his energy in working with the Public Ceremonies and Celebrations Committee in

bringing attention to Concord events.

Select Board member Michael Lawson presented to the Meeting the gift of a traditional Ainu (translates to human) robe from Sister City Nanae, Japan that was received by the Concord delegation visiting the city in 2017. Dr. Curtin explained the meaning of the various design elements on this rare and beautiful robe that represents the first people of Japan island who relied on the land to provide all they needed. The robe will be on display at the Town House with an information plaque.

WARRANT ARTICLE 23: COMMUNITY RESILIENCE GOALS – By Petition

To determine whether the Town, recognizing the Fourth National Climate Assessment Report (NCA4) released by 13 Federal agencies in fall 2017, will take action to maintain and regenerate our natural environment in order to protect our community and mitigate and build resilience to climate disruption by:

- a) urging the Select Board to designate the identification and implementation of cost effective solutions to mitigate future weather event impacts a top priority; and
- b) urging that a new committee be formed (or an existing committee be directed) by fall 2018 to address town resilience to future climate events; and further; to determine whether the town will urge that the designated committee
 - a) be multidisciplinary and include members with expertise in such areas as restoration ecology, green water / transportation / waste management, regenerative land management and agriculture, toxic substance reduction, and green architecture; and
 - b) serve as an advisory committee to town departments, committees, and boards, and interface with groups such as the MAGIC Climate Working Group, conservation groups, and other pertinent organizations and committees; and
 - c) review and recommend modifications of town bylaws, policies and codes, including zoning and other proceedings to formalize improvements pertaining to climate resilience; andeducate and raise awareness among Concord residents regarding resilience; or take any other action relative thereto.

EXCERPTED FROM HANDOUT

Ms. Gill-Pazaris moves that the Town adopt the following resolution:

RESOLUTION

To take action to maintain and regenerate our natural environment in order to protect our community and mitigate and build resilience to climate disruption, Town Meeting urges the Select Board to:

- a. recognize climate resilience and the identification of cost effect methods to build resilience as top priorities;
- b. form a committee by fall 2018 to address town resilience to future extreme climate events;

and further, that said committee, among other things:

1. consist of a multidisciplinary team with specialized knowledge;
2. review and recommend changes and additions to current and new bylaws, regulations, policies; and
3. review proposals that affect natural systems; and
4. recommend resilience goals, actions; and implementation plans

Article 23 VOTE

Upon a MOTION made by Ms. Gill-Pazaris and duly seconded, it was PASSED by more than a majority vote that the Town adopt the resolution as printed in the handout applicable to this article.

WARRANT ARTICLE 24: COMMUNITY PRESERVATION COMMUNITY HOUSING FUND

To determine whether the Town will vote to re-appropriate the sum of \$247,000.00 from the Community Preservation Fund, originally allocated at the 2015 Annual Town Meeting for Phase II of the Peter Bulkeley Terrace renovation, to the General CPA Fund, in accordance with Massachusetts General Laws c. 44B to be appropriated for Community Housing projects; or take any other action relative thereto.

Article 24 VOTE

Upon a MOTION made by Ms. Ortner and duly seconded, it was VOTED unanimously that the Town

take affirmative action on Article 24 to re-appropriate the sum of \$248,658.57 from the Community Preservation Fund, originally allocated by the 2015 Annual Town Meeting for Phase II of the Peter Bulkeley Terrace Renovation, to the Community Housing Reserve Fund, in accordance with Chapter 44B of the Massachusetts General Laws.

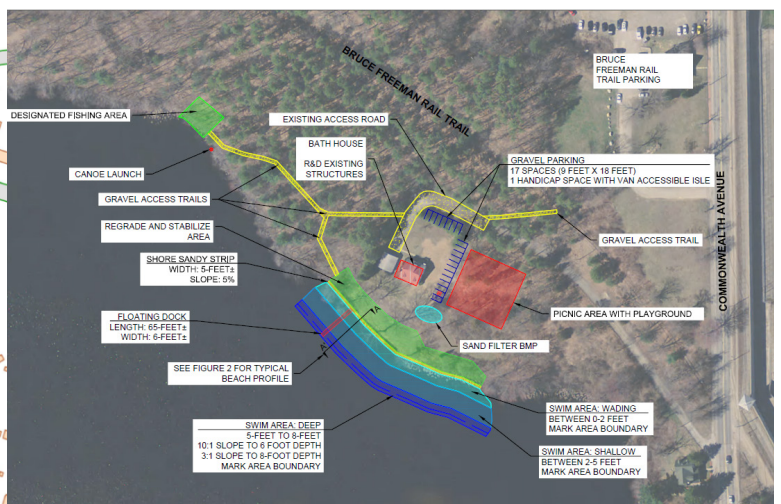
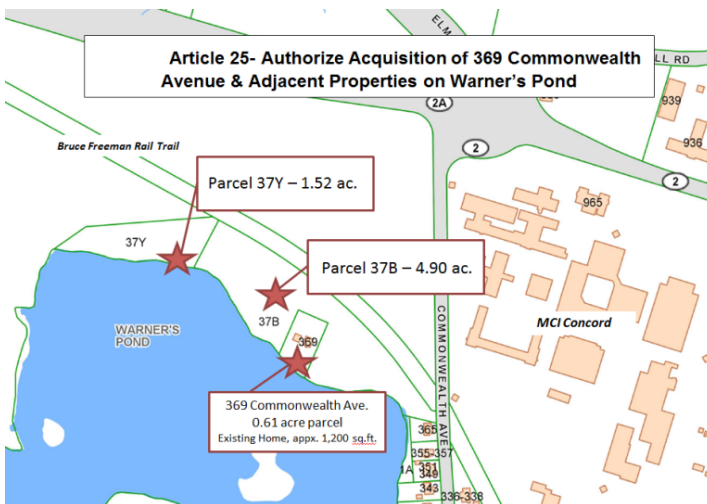
WARRANT ARTICLE 25: AUTHORIZE ACQUISITION OF 369 COMMONWEALTH AVENUE & ADJACENT PROPERTIES ON WARNER'S POND

To determine whether the Town will vote to authorize the Select Board to acquire, by purchase, gift, eminent domain or otherwise, fee, easement and/or other property interests in, on, over, across, under and along all or any portion of the property at 369 Commonwealth Avenue and adjacent land, including the buildings and appurtenances thereon, shown on the assessors maps as parcels #2157, #2158 and #2159, containing a total of 7.0 acres more or less, for municipal purposes, including active recreation purposes, under such terms and conditions as the Select Board may determine, and further, that to meet such appropriation the Town will vote to raise and appropriate, transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Massachusetts General Laws, c. 44, the sum of \$2,500,000, or any other sum, for the purpose of acquiring said property, including any necessary improvements to the property and incidental related expenses, and further that any premium received by the Town upon the sale of any

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

**Article 25 Handout
Authorize Acquisition of 369 Commonwealth Avenue & Adjacent Properties on Warner's Pond**

Mr. Whelan moves:
That the Town authorize the Select Board to acquire, by purchase, gift, eminent domain or otherwise, fee, easement and/or other property interests in, on, over, across, under and along all or any portion of the property at 369 Commonwealth Avenue and adjacent land, including the buildings and appurtenances thereon, shown on the Assessor's Maps as Parcels #2157, #2158 and #2159, containing a total of 7.0 acres more or less, for municipal purposes, including active recreation and affordable housing, under such terms and conditions as the Select Board may determine, and further, that to meet such appropriation, the Town Treasurer with the approval of the Select Board to authorized to borrow \$2,500,000 under the provisions of Chapter 44, Section 7 of the Massachusetts general Law, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20



of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Article 25 VOTE

Upon a MOTION made by Chris Whelan and duly seconded, it was PASSED by well more than a two-thirds majority vote that the Town take affirmative action on Article 25 as printed in the handout applicable to this Article.

Article 25 Amendment 1: A motion was made by Mr. Packard and seconded to amend the motion by deleting the words “and Affordable Housing” from Article 25 as moved. The amendment failed.

Article 25 Amendment 2: A motion was made by Ms. Gailus and seconded to add the words “provided said affordable housing is limited to the preservation of the existing structure” after the phrase “active recreation and affordable housing” in Article 25 as moved. The amendment failed by a clear majority.

WARRANT ARTICLE 26: COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$1,861,038, or any other sum, from the Concord Community Preservation Fund, of which up to \$10,000 shall be appropriated from the undesignated fund balance as of June 30, 2017; \$247,000 shall be appropriated from the Community Housing Reserve Fund; \$120,000 shall be appropriated from the Open Space Reserve Fund; and up to \$1,484,038 shall be appropriated from projected FY19 Fund Revenues, in accordance with Massachusetts General Laws c. 44B, to be expended under the direction of the Town Manager as follows; or take any other action relative thereto.

Article 26 HANDOUT (following pages)

Article 26 VOTE

Upon a MOTION made by Ms. Ortner and duly seconded, it was VOTED by a wide majority that the Town appropriate the sum of \$1,861,038 as shown in

the handout.

WARRANT ARTICLE 27: HISTORIC DISTRICTS MAP AMENDMENT – HUBBARDVILLE EXTENSION

To determine whether the Town will vote to extend the Hubbardville District southward to add the property comprised of 30,700 square feet, more or less, and the building located upon it at 387 Sudbury Road, known as Assessor Parcel #0386 and being shown as Lot 7 on the plan entitled “Plan of Land in Concord Massachusetts (Middlesex County) 387 Sudbury Road” dated March 8, 2017 by Stamski and McNary, Inc. and recorded with the Middlesex South Registry of Deeds as Plan No. 4678G of 2017, effective July 1, 2018; or take any other action relative thereto.

Article 27 VOTE

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

At 10:25 pm it was voted to reconvene at 7:00pm on April 11th to begin with Article 28.

APRIL 11, 2018

At 7:00 pm, the Moderator declared the meeting in adjourned session.

Ms. Reiss appointed Mr. Fisher as Head Teller,. Mr. Summer was appointed Assistant Teller, Mr. Carr was appointed as Head Ballot Supervisor, and Mr. Wells was appointed as Assistant Ballot Supervisor. Tellers and Ballot Counters were sworn in by the Moderator.

Ms. Reiss invited the meeting to participate in a Town Meeting survey, asking in particular for input on thoughts about the closed captioning being offered for the first time, thanks to the nimble hands of Stephanie Farrell.

It was again voted that no new business would be brought up after 10:00pm and the meeting would reconvene on April 12, 2018 if necessary.

COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS

Item	Project/Description	Category	Sources		Prior Year Fund Balance	FY19 CPA Fund Revenues	Total Amount Recommended
			Community Housing Re-serve Fund	Open Space Reserve Fund			
A	Town of Concord – Regional Housing Services Program	Community Housing	\$12,000			\$6,000	\$18,000
B	Concord Housing Authority – Bedford Court Unit Renovations	Community Housing				\$123,838	\$123,838
C	Town of Concord – Junction Village Assisted Living	Community Housing	\$235,000			\$115,000	\$350,000
D	51 Walden Inc. – Access 51	Historic Preservation				\$100,000	\$100,000
E	Concord Masonic Corporation – Corinthian Lodge Restoration	Historic Preservation				\$150,000	\$150,000
F	Concord Museum – Systems Replacement Project	Historic Preservation			\$10,000	\$130,000	\$140,000
G	Town of Concord Natural Resources Division – White Pond Slope Restoration	Open Space				\$87,100	\$174,200
		Recreation				\$87,100	
H	Town of Concord – Assabet River Pedestrian Bridge Design & Permitting	Open Space				\$17,500	\$35,000
		Recreation				\$17,500	
I	Town of Concord – Land Acquisition (369 Commonwealth Ave.)	Open Space		\$120,000			\$500,000
		Recreation				\$380,000	
J	Town of Concord – Bruce Freeman Rail Trail Phase 2C and 2B	Open Space				\$20,000	\$40,000
		Recreation				\$20,000	
K	Town of Concord Public Works – Emerson Field Improvements	Recreation				\$200,000	\$200,000
L	Staff and Technical Support	Administration				\$30,000	\$30,000
			\$247,000	\$120,000	\$10,000	\$1,484,038	\$1,861,038

CPA Funding Recommendations for the 2018 Annual Town Meeting

Project #	Name of Project	Category	Amount Requested	Suggested Amount to Award	2018 ATM Appropriation	Additional funds	Suggested Category	Notes
3-17	Regional Housing Services Program	Community Housing	\$18,000	18,000	6,000	12,000	Community Housing	12K Peter Bulkeley Return
8-17	Community Housing Reserve Fund	Community Housing	\$123,838	123,838	123,838	0	Community Housing	
5-17	Junction Village Affordable Assisted Living	Community Housing	\$350,000	350,000	115,000	235,000	Community Housing	235K Peter Bulkeley Return
1-17	Access 51	Historic Preservation	\$100,000	100,000	100,000	0	Historic Preservation	
9-17	Corinthian Lodge Restoration	Historic Preservation	\$256,180	150,000	150,000	0	Historic Preservation	
11-17	Concord Museum Systems Replacement Project	Historic Preservation	\$181,268	140,000	130,000	10,000	Historic Preservation	10K Admin Return
2-17	White Pond Slope Restoration	Open Space, Recreation	\$174,200	174,200	174,200	0	Open Space, Recreation	Project Divided 50% Open Space, 50% Recreation
4-17	Assabet River Pedestrian Bridge Design & Permitting	Open Space, Recreation	\$250,000	35,000	35,000	0	Open Space, Recreation	Project Divided 50% Open Space, 50% Recreation
7-17	Land Acquisition (former Gerow Land)	Open Space, Recreation	\$500,000	500,000	380,000	120,000	Open Space, Recreation	Project Divided 50% Open Space, 50% Recreation
6-17	Bruce Freeman Rail Trail Phase 2C and 2B	Open Space, Recreation	\$40,000	40,000	40,000	0	Open Space, Recreation	Project Divided 50% Open Space, 50% Recreation
10-17	Emerson Field Improvements	Recreation	\$600,000	200,000	200,000	0	Recreation	
ADM	Staff and Technical Support	Administration	\$30,000	30,000	30,000		Administration	
Total Requested:			\$2,623,486	1,861,038	1,484,038	377,000		
CPA Funds Available: \$1,851,845.20 (CPA funding and Reserves)								
10% Minimum Amount = \$148,874								

WARRANT ARTICLE 28: APPROPRIATE FUNDS FOR 2229 MAIN STREET (NMI/STARMET SUPERFUND SITE) REDEVELOPMENT PLAN

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$25,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of creating a redevelopment plan for the property at 2229 Main Street; or take any other action relative thereto.

Article 28 VOTE

Upon a MOTION made by Ms. Rockwell and duly seconded, it was PASSED by a near unanimous vote that the Town appropriate the sum of \$25,000 from the Certified Free Cash Balance of June 30, 2017 to be expended under the direction of the Town Manager for the purpose of creating a redevelopment plan for the property at 2229 Main Street commonly known as the NMI/STARMET Superfund Site.

WARRANT ARTICLE 29: ACCEPT MGL C.90, § 17 LIMITING TRAFFIC SPEED

To determine whether the Town will vote to accept the provisions of Massachusetts General Laws c. 90, § 17C: Establishment of 25-miles-per-hour speed limit in thickly settled areas or business district in a city or town; or take any other action relative thereto.

Article 29 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED by well more than a majority that the Town take affirmative action on Article 29 as printed in the Warrant.

WARRANT ARTICLE 30: BYLAW AMENDMENT – TO PROHIBIT ALL TYPES OF NON-MEDICAL “MARIJUANA ESTABLISHMENTS” AS DEFINED IN MGL c. 94G, § 1

To see whether the Town will vote to amend the Town’s General Bylaw by adding the following section: provided, however, that this section shall only be adopted if approved by a vote of the voters at a Town election.

MARIJUANA ESTABLISHMENTS

The operation within the Town of Concord of any marijuana establishment, as defined in Massachusetts General Laws c. 94G, § 1, including, without limitation, a marijuana cultivator, marijuana testing facility, marijuana product manufacturer, marijuana retailer or any other type of licensed marijuana-related business, is prohibited. This prohibition shall not apply to the sale, distribution or cultivation of marijuana for medical purposes by a Registered Marijuana Dispensary as defined in Section 4.3.9 of the Zoning Bylaw; or take any other action relative thereto.

Article 30 VOTE

Upon a MOTION made by Mr. Considine and duly seconded, it was PASSED by more than a majority that the Town take affirmative action on Article 30 as printed in the Warrant.

Article 30 Amendment 1: A motion was made by Mr. Whitney and duly seconded to add the following words at the end of the Bylaw: “Nothing in this article shall be interpreted to apply to hemp or marijuana derivatives that do not contain THC.” The motion failed for lack of majority.

Article 30 Amendment 2: A motion was made by Mr. Banfield and duly seconded to amend the motion as follows:

The operation within the Town of Concord of any marijuana ~~establishment~~ retailer, as defined in Massachusetts General Laws c. 94G, § 1, ~~including, without limitation, a marijuana cultivator, marijuana testing facility, marijuana product manufacturer, marijuana retailer or any other type of licensed marijuana-related business,~~ is prohibited. This prohibition shall not apply to the sale, distribution or cultivation of marijuana for medical purposes by a Registered Marijuana Dispensary as defined in Section 4.3.9 of the Zoning Bylaw.

The motion failed by well more than a majority.

WARRANT ARTICLE 31: ACCEPT MGL c. 64N, §3 AND ADOPT A 3% LOCAL SALES TAX ON MARIJUANA PRODUCTS

To determine whether the Town will vote to accept Massachusetts General Laws c. 64N, § 3 and impose a local sales tax upon the sale or transfer of marijuana or marijuana products by a marijuana retailer operating within the Town to anyone other than a marijuana establishment at a rate of 3 percent of the total sales price received by the marijuana retailer, said sales tax to take effect on the first day of the calendar quarter commencing at least thirty days after such vote of the Town Meeting; or take any other action relative thereto.

Article 31 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED almost unanimously that the Town take affirmative action on Article 31 as printed in the Warrant.

WARRANT ARTICLE 32: ZONING BYLAW AMENDMENT – MARIJUANA ESTABLISHMENT TEMPORARY MORATORIUM EXTENSION

To determine whether the Town will vote to amend the **Zoning Bylaw Section 4.8.3 Marijuana Establishment Temporary Moratorium** to delete the date July 31, 2018 and insert in its place the date December 31, 2018 (changes are shown in bold for emphasis only) so that the Section reads as follows:

4.8.3 Temporary Moratorium

For the reasons set forth above and notwithstanding any other provision of the Zoning Bylaw to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures for “Marijuana Establishments”. The moratorium shall be in effect through December 31, 2018. During the moratorium period, the Town shall undertake a planning process to address the potential impacts of marijuana in the Town, consider the Cannabis Control Commission regulations regarding “Marijuana Establishments” and related uses, and shall consider adopting new Zoning Bylaws to address the impact and operation of Marijuana Establishments and related uses; or take any other action relative thereto.

Article 32 VOTE

Upon a MOTION made by Mr. Easton and duly seconded, it was VOTED by well more than a two-thirds majority that the Town take affirmative

action on Article 32 as printed in the Warrant.

WARRANT ARTICLE 33: ZONING BYLAW AMENDMENT - DEFINITION OF A DWELLING UNIT

To determine whether the Town will vote to amend the Zoning Bylaw Section 1.3.8 Dwelling unit to add the phrase “, and private” after the word independent (changes are shown in bold for emphasis only) so that the Section reads as follows:

1.3.8 Dwelling unit: A structure or portion thereof providing complete, independent, and private living facilities for one or more persons, including permanent provisions for living, sleeping, eating, cooking, and sanitation; or take any other action relative thereto.

Article 33 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 33 as printed in the Warrant.

WARRANT ARTICLE 34: ZONING BYLAW AMENDMENT – HEIGHT OF ACCESSORY BUILDINGS

To determine whether the Town will vote to amend the Zoning Bylaw Section 6.2.11 Height to (i) Add after the third paragraph the sentence “In the Residence AA, Residence A, Residence C and Residence B Districts, any accessory structure located within the required minimum side or rear yard shall be limited in height to not more than twenty-four (24) feet to the peak of a pitched roof or eighteen (18) feet to the highest point of the exterior in the case of a flat roof.” (changes are shown in bold for emphasis only) so that the Section reads as follows:

6.2.11 Height: The height of a building shall be measured as the vertical distance from the mean ground level of each side of the building to either the highest point of the exterior in the case of a flat roof or to the mean average finished grade between the plate and the ridge in the case of a pitched roof. Chimneys, spires, towers, and other projections not used for human occupancy or storage may extend above the height limits herein fixed except wind turbine facilities,

which can only exceed the maximum height requirement by special permit granted by the Board. In the Medical-Professional District south of Route 2, no portion of a building shall exceed thirty-five (35) feet in height unless such portion sets back from each street and such Medical-Professional District boundary line an amount equal to the sum of one (1) the applicable minimum yard requirement and two (2) feet for each foot of height in excess of thirty-five (35) feet, provided that in no case shall any portion of a building exceed one hundred ten (110) feet in height. **In the Residence AA, Residence A, Residence C and Residence B Districts, the height of a building shall be measured as the vertical distance from the 'base elevation' to the peak of the roof, or the highest point of the exterior in the case of a flat roof.**

The 'base elevation' is the average of the elevations of the ground where the two corners of the lowest foundation wall of any existing structure meet the ground. In the absence of an existing structure, the base elevation shall be the average elevation (measured as indicated in the previous sentence) of the ground at the location on the site where the new building is to be placed, prior to any grading or mounding.

In the Residence AA, Residence A, Residence C and Residence B Districts, any accessory structure located within the required minimum side or rear yard shall be limited in height to not more than twenty-four (24) feet to the peak of a pitched roof or eighteen (18) feet to the highest point of the exterior in the case of a flat roof.

The Board may grant relief from the above definition for the height of a building in the Residence AA, Residence A, Residence C and Residence B Districts provided the Board finds that a literal application of this requirement would be unreasonable because there are no reasonable alternatives available and that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw. In the Residence C and Residence B Districts any part of the principal structure that extends into the three (3) foot side yard exception as defined in subsection 6.2.7 shall be no greater than fifteen (15) feet in height.

In the West Concord Business and West Concord Village Districts, the minimum height of the side and

rear portions of a principal building shall be fifteen (15) feet; the front façade shall have a minimum height of eighteen (18) feet; or take any other action relative thereto.

Article 34 VOTE

Upon a MOTION made by Mr. Sayegh and duly seconded, it was PASSED by a near unanimous and well more than two-thirds majority vote that the Town take affirmative action on Article 34 as printed in the Warrant.

WARRANT ARTICLE 35: ZONING BYLAW AMENDMENT - COMBINED BUSINESS/ RESIDENCE

To determine whether the Town will vote to amend the **Zoning Bylaw Section 4.2.3.3 Combined business/residence** to (i) replace the semicolon at the end of Section 4.2.3.3 with a period, (ii) add the sentence "The Board may grant a special permit to allow less than the required amount of open space if the Board finds that the proposed combined business/residence development is in harmony with the general purpose and intent of this section and that it will not be detrimental or injurious to the neighborhood in which it is to take place;" at the end of Section 4.2.3.3; (iii) delete the phrase "a decrease in the" after the word allow in Section 4.2.3.4; and (iv) add the phrase "less than the required" after the word allow in Section 4.2.3.4 (changes are shown in bold for emphasis only) so that the Section reads as follows:

4.2.3 Combined business/residence: A dwelling unit or units may be located on the same lot where commercial uses are conducted provided that:

4.2.3.1 Each such unit is structurally part of the commercial building, having common walls, foundation, roof and floor;

4.2.3.2 For development of four (4) or more units, at least twenty percent of the dwelling units (and no less than one unit) are available as affordable housing;

4.2.3.3 Open space shall be provided on the lot (apart from any paved area) equal to twice the gross floor area of the residential portion of the building. Any deck, balcony or rooftop garden shall be considered as open space if its floor area is more than twenty-five (25) square feet. **The Board may grant a special permit to allow less than the required amount of open space if the Board finds that the proposed combined**

business/residence development is in harmony with the general purpose and intent of this section and that it will not be detrimental or injurious to the neighborhood in which it is to take place;

4.2.3.4 Except in Limited Business District #2, in a combined business/residence building where more than ten percent of the dwelling units are available as affordable housing, the Board may grant a special permit to allow **less than the required** amount of open space, an increase in the height of the building to forty (40) feet and/or a decrease in the number of parking spaces if the Board finds that the proposed combined business/residence development is in harmony with the general purpose and intent of this section and that it will not be detrimental or injurious to the neighborhood in which it is to take place; or take any other action relative thereto.

Article 35 VOTE

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

WARRANT ARTICLE 36: ZONING BYLAW AMENDMENT – RECONSTRUCTION OF NONCONFORMING STRUCTURES

To determine whether the Town will vote to amend the **Zoning Bylaw Section 7.1.5 Nonconforming Single and Two Family Structures** to (i) add the phrase “reconstruction, alteration or structural change” to the second sentence following the word “extension”; (ii) replace the word “alteration” wherever it appears in Section 7.1.5(a), (b), or (c) with the phrase “extension, reconstruction, alteration or structural change;” (iii) add the word “a” before “structure” in Section 7.1.5(a); and (iv) add the word “structural” before the word “change” in the final paragraph of Section 7.1.5 (changes are shown in bold for emphasis only) so that the Section reads as follows:

7.1.5 *Nonconforming single and two family residential structures.* Nonconforming single and two family residential structures may be reconstructed, extended, altered, or structurally changed upon a determination by the Building Inspector that such proposed reconstruction, extension, alteration, or

structural change does not increase the nonconforming nature of said structure. Where the proposed extension, **reconstruction, alteration or structural change** does not increase the gross floor area contained within the existing structure by more than fifty percent (50%), the following circumstances shall not be deemed to increase the nonconforming nature of said structure:

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

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

FROM PLANNING BOARD REPORT AS HANDOUT

Article 36 Zoning Bylaw Amendment – Reconstruction of Nonconforming Structures

This Warrant Article is a housekeeping item to clarify Section 7.1.5 and help to eliminate any ambiguity in the meaning and intent of the section. The Board would like to point out that in the current Bylaw, Section 7.1.5(d) was unintentionally omitted in the printing of the Warrant. **The Planning Board unanimously voted to recommend affirmative action on Article 36 as printed in the Warrant with the**

inclusion of the following existing language which was unintentionally omitted in the Warrant: Section 7.1.5(d); extension of a structure by more than fifty percent (50%) is based on the aggregate of all expansions undertaken within a consecutive five (5) year period.

Article 36 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 36 as printed in the handout applicable to this article.

WARRANT ARTICLE 37: ZONING BYLAW AMENDMENT - OFF-STREET PARKING, LOADING, AND DESIGN STANDARDS; TABLE IV MINIMUM PARKING

To determine whether the Town will vote to amend the Zoning Bylaw Section 7.7.2.1

Table IV Minimum Parking to delete the phrase “& real estate agency” from the definition of “Financial and business office” in said table, so that the definition reads as follows:

Financial and business office: bank, loan agency, travel or other consumer services offices; or take any other action relative thereto.

FROM PLANNING BOARD REPORT AS HANDOUT

Article 37 Zoning Bylaw Amendment – Off Street Parking, Loading & Design Standards

This Warrant Article is a housekeeping item to delete real estate agency from the financial and business office parking requirement. At the 2017 Annual Town Meeting a real estate agency was classified as a professional office instead of a financial and business office. Deleting the reference to real estate agency from Financial and Business Office parking requirement will not change the parking requirement for a professional office and a financial and business office since they are the same; one space per 250 square feet of gross floor area. The Planning Board unanimously voted to recommend affirmative action on Article 37.

Article 37 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 37 as printed in the Warrant.

WARRANT ARTICLE 38: ZONING BYLAW AMENDMENT - SITE PLAN REVIEW

To determine whether the Town will vote to amend the **Zoning Bylaw Section 11.8.5 Site Plan Review** to (i) replace the word “, and” at the end of subsection (f) with a semicolon, (ii) delete the period and insert the word “; and,” at the end of subsection (g), and (iii) add a new subsection “(h) Incorporation of sustainability principles into the site design that result in a plan that is responsive to the environment and actively contributes to the development of a more sustainable community.” at the end (changes are shown in bold for emphasis only) so that the Section reads as follows:

- 11.8.5 Site Plan Review: In reviewing the site plan submittal, the following matters shall be considered:
- (a) Protection of adjoining premises against seriously detrimental uses by provision for surface water drainage, sound and sight buffers, and preservation of views, light and air;
 - (b) Convenience and safety of vehicular and pedestrian movement within the site, the location of driveway openings in relation to traffic or to adjacent streets and, when necessary, compliance with other regulations for the handicapped, minors and the elderly;
 - (c) Adequacy of the methods of disposal of refuse and other wastes resulting from the uses permitted on the site;
 - (d) Adequacy of the arrangement of parking and loading spaces in relation to the proposed uses of the premises;
 - (e) Adequacy of the method of exterior lighting for convenience, safety and security within the site and for protection of neighboring properties, roadways and the night sky;
 - (f) Relationship of structures and open spaces to the natural landscape, existing buildings and other community assets in the area and compliance with other requirements of this Bylaw;
 - (g) Impact on the Town’s resources including the effect of the Town’s water supply and distribution system, sewage collection and treatment, fire protection, and

streets; and,

(h) **Incorporation of sustainability *principles into the site design that result in a plan that is responsive to the environment and actively contributes to the development of a more sustainable community;** or take any other action relative thereto.

Article 38 VOTE

Upon a MOTION made by Mr. Johnson and duly seconded, it was VOTED by well more than two-thirds majority that the Town take affirmative action on Article 38 as printed in the Warrant as amended: to add the words *‘‘and resiliency’’ after ‘‘Incorporation of sustainability’’ in Section H.

WARRANT ARTICLE 39: ZONING BYLAW AMENDMENT – SITE PLAN REVIEW FOR RELIGIOUS USES, EDUCATIONAL USES AND CHILD CARE FACILITIES

To determine whether the Town will vote to amend the **Zoning Bylaw Section 11.8.7.1 Site Plan Review for religious uses, educational uses and child care facilities** to (i) delete the word ‘‘and’’ at the end of subsection (f), (ii) delete the period and insert the word ‘‘; and,’’ at the end of subsection (g), and (iii) add a new subsection ‘‘(h) Incorporation of sustainability principles into the site design that result in a plan that is responsive to the environment and actively contributes to the development of a more sustainable community.’’ at the end (changes are shown in bold for emphasis only) so that the Section reads as follows:

11.8.7.1 In reviewing the site plan submittal for religious uses, educational uses and child care facilities, the following issues shall be considered:

(a) Relationship of the bulk and height of structures and adequacy of open spaces to the natural landscape, existing buildings and other community assets in the area and compliance with other requirements of this Bylaw, which includes, but is not limited to, building coverage requirements, yard sizes, lot areas and setbacks;

(b) Physical layout of the plan as it relates to convenience and safety of vehicular and pedestrian movement within the site, the location of driveway openings in relation to traffic or to adjacent streets

and, when necessary, compliance with other regulations for the handicapped, minors and the elderly;

(c) Adequacy of the arrangement of parking and loading spaces in relation to the proposed uses of the premises;

(d) Physical lighting of the site, especially the adequacy of the method of exterior lighting for convenience, safety and security within the site and for protection of neighboring properties, roadways and the night sky;

(e) Protection of adjoining premises against seriously detrimental uses by provision for surface water drainage;

(f) Adequacy of the methods of disposal of refuse and other wastes resulting from the uses permitted on the site;

(g) Adequacy of fire protection measures, and;

(h) **Incorporation of sustainability* principles into the site design that result in a plan that is responsive to the environment and actively contributes to the development of a more sustainable community;** or take any other action relative thereto.

Article 39 VOTE

Upon a MOTION made by Mr. Johnson and duly seconded, it was VOTED by a two-thirds majority that the Town take affirmative action on Article 39 as printed in the Warrant as amended: to add the words *‘‘and resiliency’’ after ‘‘Incorporation of sustainability’’ in Section H.

WARRANT ARTICLE 40: ZONING BYLAW AMENDMENT – PERSONAL WIRELESS COMMUNICATIONS FACILITY – By Petition

To determine whether the Town will vote to expand the Wireless Communications Facility District as follows: Amend the Wireless Communication Facility(s) Overlay District map to include additional property on the Middlesex School campus (Parcel #1533 excluding 1,000-foot setback along the northwest border with Parcel #1535-15 which is not currently included in the overlay district) as shown on the revised map of The Wireless Communication Facility(s) Overlay District, dated April 30, 2018.

And revise the date in Section 2.2 Zoning Map for the Wireless Communication Facility(s) Overlay District map to read as follows: The Wireless Communications Facility(s) Overlay District, Town of Concord, April 30,

2018 (Scale 1” = 1000’ consisting of a single sheet); or take any other action relative thereto.

Article 40 MOTION

A MOTION was made by Ms. Del Sobral and duly seconded to take affirmative action on Article 40 as printed in the handout applicable to this Article. The motion failed to pass by a two-thirds majority with a counted vote of 144 in favor to 126 opposed.

At 10:40 pm it was voted to reconvene at 7:00pm on April 12th to begin with Article 41.

APRIL 12, 2018

At 7:02 pm, the Moderator declared the meeting in adjourned session.

Ms. Reiss appointed Mr. Fisher as Head Teller, Mr. Summer was appointed Assistant Teller, Mr. Carr was appointed as Head Ballot Supervisor, and Ms. Rainey was appointed as Assistant Ballot Supervisor. Tellers and Ballot Counters were sworn in by the Moderator.

It was noted that there was a discrepancy of \$30 in Article 8.

WARRANT ARTICLE 41: GENERAL BYLAW AMENDMENT - TREE PRESERVATION BYLAW

To determine whether the Town will vote to amend the Tree Preservation Bylaw to (i) add a new definition “Protected Tree Impact and Removal Permit” as shown below, and renumber the remaining definitions accordingly, (ii) add to the first sentence of Section 5.1 after the words “Protected Tree” the phrase “without a Protected Tree Impact and Removal Permit”, (iii) add to the second sentence of Section 5.3 after the words “Protected Tree” the phrase “(a) without a Protected Tree Impact and Removal Permit or (b)”, and add a comma after the word “Plan” in that sentence, (iv) add to the first sentence of Section 5.4(a) after the phrase “Prior to the issuance of a” the phrase “Protected Tree Impact and Removal”, (v) replace the words “any applicable” in the first sentence of Section 5.4(d) after the phrase “Reviewing Agent may issue” with the phrase “a Protected Tree Impact and Removal”, (vi) replace the word “may” with the word “shall” and the word “and” with the word “or”

in the first sentence of Section 5.4(d), (vii) replace the word “Department” at the end of the first sentence of Section 5.4(d) with the phrase “Departments of such issuance”, and (vii) replace the phrase “the appropriate Town Department that all applicable permits shall not be issued” in the second sentence of Section 5.4(d) with the phrase “withhold the Protected Tree Impact and Removal Permit” so that these Sections read as follows (changes are shown in bold for emphasis only):

2.9 Protected Tree Impact and Removal Permit: A permit issued by the Reviewing Agent prior to the commencement of demolition or construction on a property on which a Protected Tree is located.

5.3 Unauthorized Removals: The removal of any Protected Tree **without a Protected Tree Impact and Removal Permit** not identified on the Tree Protection & Mitigation Plan shall require mitigation at the rate specified in Section 5.2. In addition, any person removing any Protected Tree **(a) without a Protected Tree Impact and Removal Permit or (b)** not identified on the Tree Protection & Mitigation Plan, in violation of this bylaw shall be subject to a non-criminal disposition fine as specified in Appendix A of the Regulations for Enforcement of Town Bylaws under Massachusetts General Laws c. 40, §21D and the Bylaw for Non-Criminal Disposition of Violations adopted under Article 47 of the 1984 Town Meeting, as amended. Any such fines shall be paid to the Town of Concord.

5.4 Plan Review and Permit Issuance:

(a) Tree Protection & Mitigation Plan Submittal: Prior to the issuance of a **Protected Tree Impact and Removal Permit** in connection with one or more of the circumstances set forth in Section 4.1 on property on which a Protected Tree is located or was located within twelve (12) months prior to application, the owner of the property shall submit a Tree Protection & Mitigation Plan to the Reviewing Agent along with the applicable application and fee.

Reviewing Agent Action: If the Tree Protection & Mitigation Plan is consistent with the protection and mitigation requirements contained herein and any established Rules and Regulations, and applicable Tree Fund contributions have been submitted, the Reviewing Agent **shall** issue a **Protected Tree Impact and Removal Permit** and notify the appropriate Town

Department(s) of such issuance. If the proposal does not meet or satisfy these requirements, the Reviewing Agent shall notify the applicant and **withhold the Protected Tree Impact and Removal Permit** until the requirements are met. If the Reviewing Agent fails to act on an application within thirty (30) days after the application has been made, it shall be deemed to be approved; or take any other action relative thereto.

Article 41 VOTE

Upon a MOTION made by Ms. Whiting Cash and duly seconded, it was VOTED by well more than two-thirds majority and almost unanimously that the Town take affirmative action on Article 41 as printed in the Warrant.

WARRANT ARTICLE 42: AUTHORIZE CAMBRIDGE TURNPIKE EASEMENTS

To determine whether the Town will vote to authorize the Select Board to acquire, by purchase, gift, eminent domain or otherwise, easements associated with the Cambridge Turnpike Improvement Project in the locations shown on the following easement plans prepared by GCG Associates, Inc.: (1) "Easement Plan 18 Cambridge Turnpike & 200 Lexington Road," dated December 22, 2017, for the construction and maintenance of parking and sidewalk and perpetual public access over 18 Cambridge Turnpike by motor vehicle, foot or bicycle; (2) "Easement Plan 22B Cambridge Turnpike," dated December 22, 2017, for the construction and maintenance of parking, sidewalk and a retaining wall including perpetual public access over the same by motor vehicle, foot or bicycle; as the same are on file with the Town Clerk; or take any other action relative thereto.

Article 42 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 42 as printed in the Warrant except that the words "and 200 Lexington Road" be added after the words "18 Cambridge Turnpike" the second time said words appear.

WARRANT ARTICLE 43: MONSEN ROAD STREET ACCEPTANCE

To determine whether the Town will vote to (a) accept as a Town way the laying out by the Commissioners of Public Works of an extension of Monsen Road of approximately 746 feet+/- and terminating in a cul-de-sac turnaround over land formerly owned by Bentley Building Corp., as shown on plan sheet 2 of 8 filed with the Town Clerk and recorded at the Middlesex South District Registry of Deeds on August 06, 2013 as Plan No. 592 of 2013, entitled "Monsen Farm, Definitive Subdivision Plan, Concord Massachusetts", dated October 23, 2012 and last revised on February 22, 2013 prepared by Stamski and McNary, Inc., containing eight (8) sheets; (b) name said street Monsen Road; (c) authorize the Commissioners to acquire on behalf of the Town, by purchase, eminent domain or otherwise, such interests in land as may be necessary and related thereto, including the fee interest in Monsen Road, a Drainage Easement and an Emergency Access, Pedestrian and Utility Easement as shown on sheet 2 of 8 of said plan set, on such terms and conditions as the Commissioners may determine; and (d) raise and appropriate, transfer from available funds or accept a grant of a sum of money therefor; or take any other action relative thereto.

Article 43 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 43 as printed in the Warrant.

WARRANT ARTICLE 44: MORATORIUM ON IMPLEMENTATION OF NATURAL RESOURCES COMMISSION DOG RESTRICTIONS ON CONSERVATION LAND-By Petition

To determine whether the Town will vote to urge the Natural Resources Commission to adopt a two-year moratorium on implementing any new (2018) NRC dog restrictions on Conservation Land; or take any other action relative thereto.

Article 44 VOTE

Upon a MOTION made by Mr. Shobrys and duly seconded, the following was PASSED by a counted vote, with 234 voters in favor and 152 voters opposed,

that the Town urge the Natural Resources Commission (NRC) to adopt a two-year moratorium on implementing any new NRC dog restrictions on Conservation Land.

WARRANT ARTICLE 45: RECOGNIZING DOG WALKING AS A PASSIVE-RECREATION ACTIVITY – By Petition

To determine whether the Town will vote to urge an addendum to the 2015 Open Space and Recreation Plan Concord Massachusetts recognizing that dog walking (on-leash or off-leash) is a passive recreation activity; or take any other action relative thereto.

Article 45: NO ACTION DECLARED

WARRANT ARTICLE 46: BYLAW PROHIBITING USE OF GASOLINE-POWERED LEAF BLOWERS – By Petition

To determine whether the Town will vote to amend the Town Bylaws by adding a Bylaw to prohibit the use of gasoline-powered leaf blowers, as follows:

Section 1. PURPOSE AND INTENT

WHEREAS, the Town has a duty to protect the natural environment, the economy, and the health of its citizens; and

WHEREAS, in July 2011 the Select Board adopted sustainability principles to be used by the Town for municipal decision-making; those principles being: 1) reduce dependence upon fossil fuels, underground metals, and minerals; 2) reduce dependence upon synthetic chemicals and other manufactured substances; 3) reduce encroachment upon nature; and 4) meet human needs fairly and efficiently; and

WHEREAS, gasoline-powered leaf blowers require gasoline and oil which are fossil fuels, non-renewable resources; and

WHEREAS, gasoline-powered leaf blowers

produce significant emissions when operated, including non-methane hydrocarbons (NMHC), oxides of nitrogen (NOx), carbon monoxide (CO), and carbon dioxide (CO2); these emissions contributing to ground-level pollution, air pollution, smog, acid rain, climate change, and adverse health effects for humans and animals exposed to them; and WHEREAS, gasoline-powered leaf blowers produce significant amounts of airborne particulates when operated, which are irritants to human bronchial and pulmonary systems; and

WHEREAS, gasoline-powered leaf blowers generate loud noise when operated, and are identified by the Center for Disease Control as a common noise that can contribute to permanent hearing loss; and WHEREAS, affordable and effective alternatives to gasoline-powered leaf blowers exist including electric and battery-powered leaf blowers; and WHEREAS, other suburban and urban municipalities throughout the United States and Canada have eliminated or restricted the use of gasoline-powered leaf blowers;

NOW THEREFORE, the Town of Concord hereby enacts this bylaw to prohibit the use of gasoline-powered leaf blowers by all parties within the boundaries of the Town of Concord.

Section 2: DEFINITIONS

The following words and phrases shall, unless context clearly indicates otherwise, have the following meanings:

Gasoline-powered leaf blower refers to any portable, or pushed or pulled wheeled machine with a two- or four-cycle gasoline-powered engine that is used to blow leaves, clippings, dirt or other debris off lawns, sidewalks, driveways, fields, and other surfaces.

Section 3. PROHIBITED USE OF GASOLINE-POWERED LEAF BLOWERS

(a) In 2019 and 2020, parties within the boundaries of the Town of Concord shall not use gasoline-powered leaf blowers except between April 1 and June 1, and between October 1 and December 1.

Bylaw	Fine Schedule	Fine Allowed	Enforcement Agency
BYLAW PROHIBITING USE OF GASOLINE-POWERED LEAF BLOWERS	1st offense 2nd offense 3rd offense 4th & each subsequent offense	Warning \$100.00 \$200.00 \$300.00	Town Manager’s Designee

(b) As of January 1, 2021, parties within the boundaries of the Town of Concord shall not use gasoline-powered leaf blowers.

Section 4. EXEMPTIONS

The Concord Public Works Department and their contractors are exempt from the provisions of this bylaw for their work on public property.

Section 5. TEMPORARY WAIVING OF BYLAW

The Town Manager or his/her designee may waive any prohibited use identified in this bylaw in the event of emergency operations and cleanup associated with severe storms or natural disasters.

Section 6. ENFORCEMENT: VIOLATIONS AND PENALTIES

Enforcement of this bylaw shall be the responsibility of the Town Manager or his/her designee. The Town Manager shall determine the enforcement process to be followed, incorporating the process into other town duties as appropriate. Any party found to be in violation of this bylaw shall be subject to a non-criminal disposition fine as specified in Appendix A of the Regulations for Enforcement of Town Bylaws under Massachusetts General Laws c. 40, §21D and the Bylaw for Non-Criminal Disposition of Violations adopted under Article 47 of the 1984 Town Meeting, as amended. Any such fines shall be paid to the Town of Concord.

Section 7. SEVERABILITY: EFFECTIVE DATE

(a) Each section of this chapter shall be construed as separate to the end that if any section, sentence, clause or phrase thereof shall be held invalid for any reason, the remainder of that chapter and all other chapters shall continue in full force.

b) This Bylaw shall take effect January 1, 2019.

And to amend Appendix A of the Non-Criminal Disposition Bylaw by adding the following; or take any other action relative thereto.

Bylaw	Fine Schedule	Fine Allowed	Enforcement Agency
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Article 46 VOTE: NO ACTION DECLARED

WARRANT ARTICLE 47: LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES

To determine whether the Town will vote that the income from sales of electricity and from servicing and jobbing during the ensuing fiscal year, together with the balance of operating cash in the Light Plant Fund,

be expended without further appropriation under the direction and control of the Town

Manager for the expenses of the Light Plant for said fiscal year, as defined in Massachusetts General Laws c. 164, §57; and/or for other plant extensions, enlargements, additions, renewals and reconstruction; and further, to authorize a transfer of \$461,000 or any other sum, from the operating fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2019; or take any other action relative thereto.

Article 47 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was PASSED by almost unanimous vote that the Town take affirmative action on Article 47 as printed in the Warrant, with authorization of a transfer in the sum of \$461,000 from the Light Plant to the Town to reduce the tax levy.

WARRANT ARTICLE 48: SOLID WASTE DISPOSAL FUND EXPENDITURES

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

Article 48 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 48 as printed in the Warrant.

WARRANT ARTICLE 49: SEWER SYSTEM EXPENDITURES

To determine whether the Town will vote that the income from user fees, special service fees and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund,

be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting; or take any other action relative thereto.

Article 49 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 49 as printed in the Warrant.

WARRANT ARTICLE 50: SEWER IMPROVEMENT FUND EXPENDITURES

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

Article 50 VOTE

Upon a MOTION made by Mr. Packard and duly seconded, it was VOTED unanimously under the Consent Calendar that the Town take affirmative action on Article 50 as printed in the Warrant.

WARRANT ARTICLE 51: WATER SYSTEM EXPENDITURES

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

Article 51 VOTE

Upon a MOTION made by Mr. Fulman and duly

seconded, the following was VOTED unanimously that the Town take affirmative action on Article 51 as printed in the Warrant.

WARRANT ARTICLE 52: BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES

To determine whether the Town will vote to appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2019 for the operation of the Community Pool, in accordance with Massachusetts General Laws, c. 44, § 53F½, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

Article 52 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was PASSED by near unanimous vote that the Town appropriate from the Community Pool Enterprise Revenues the sum of \$2,122,500 and appropriate from the Undesignated Fund Balance the sum of \$824,905, for a total appropriation of \$2,947,405, the amount required for the total operating and capital expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2019, in accordance with Chapter 44, Section 53F ½ of the Massachusetts General Laws, the funds so appropriated to be expenses under the direction of the Town Manager.

WARRANT ARTICLE 53: UNPAID BILLS

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, a sum of money to pay the unpaid bills of prior fiscal years, or take any other action relative thereto.

Article 53: NO ACTION DECLARED

Having no further business to take up, a motion it was voted to adjourn and dissolve the 2018 Annual Town Meeting.

Attendance

- Monday, April 9, 2018: 387 voters checked in
- Tuesday, April 10, 2018: 524 voters checked in
- Wednesday, April 11, 2018: 475 voters checked in
- Thursday, April 12, 2018: 405 voters checked in

2018 SPECIAL TOWN MEETING

October 1, 2018

Town Moderator Carmin Reiss called the Special Town Meeting to order at 7:00 pm on Monday, October 1, 2018 at the Concord-Carlisle High School Auditorium.

Ms. Reiss declared that she had inspected the Return of Service of the Warrant, and found it not in order due to a 24 hour delay in posting. The warrant was mailed to every household but due to the State Primary recount, the Town Clerk's Office was unable to arrange for the posting of the Warrant in a timely manner. Ms. Reiss expressed gratitude to Sen. Barrett's and Rep. Atkin's offices for filing legislation to validate all actions taken by Special Town Meeting despite the posting delay. There were 387 registered voters in attendance.

Ms. Reiss conveyed the gratitude of the communities affected by the recent gas explosions that was expressed in a letter from the Town Moderator of Andover. Concord was among the towns providing mutual assistance with public safety personnel. We wish them a speedy return to normal.

Ms. Reiss thanked Superintendent Hunter for assistance in using the auditorium for the Meeting. She noted that Minuteman Media Network would be broadcasting the meeting.

Upon a motion made by Mr. McKean and duly seconded, Ms. Flood was elected as Deputy Moderator who will carry out the duties of the Moderator if she is unable to serve.

Ms. Johanna Glazer was thanked for being the Town Meeting procedure resource person, available to assist any voter with process questions for the meeting, including drafting and presenting motions and amendments.

Stephanie Farrell was thanked for providing a very accurate closed caption transcription of the proceeding that has been very favorably received at the 2018 Annual Meeting.

The flags of the United States and the Commonwealth

of Massachusetts were brought forward by members Boy Scout Troop 132 and were placed on the stage. All present were invited to stand and observe a moment of silence in preparation of the meeting.

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

WARRANT ARTICLE 1. EMINENT DOMAIN SETTLEMENT (214Y MAIN STREET) – ADDITIONAL COMPENSATION

To determine whether the Town will vote to raise and appropriate, transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, or any other authority, the sum of \$300,000, or any other sum, to be paid to W.R. Grace & Co. – Conn., as a settlement payment in compensation for the property at 214Y Main Street taken by eminent domain by the Town in August of 2015, said funds to be expended under the direction of the Town Manager, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with the Massachusetts General Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; or take any other action relative thereto.

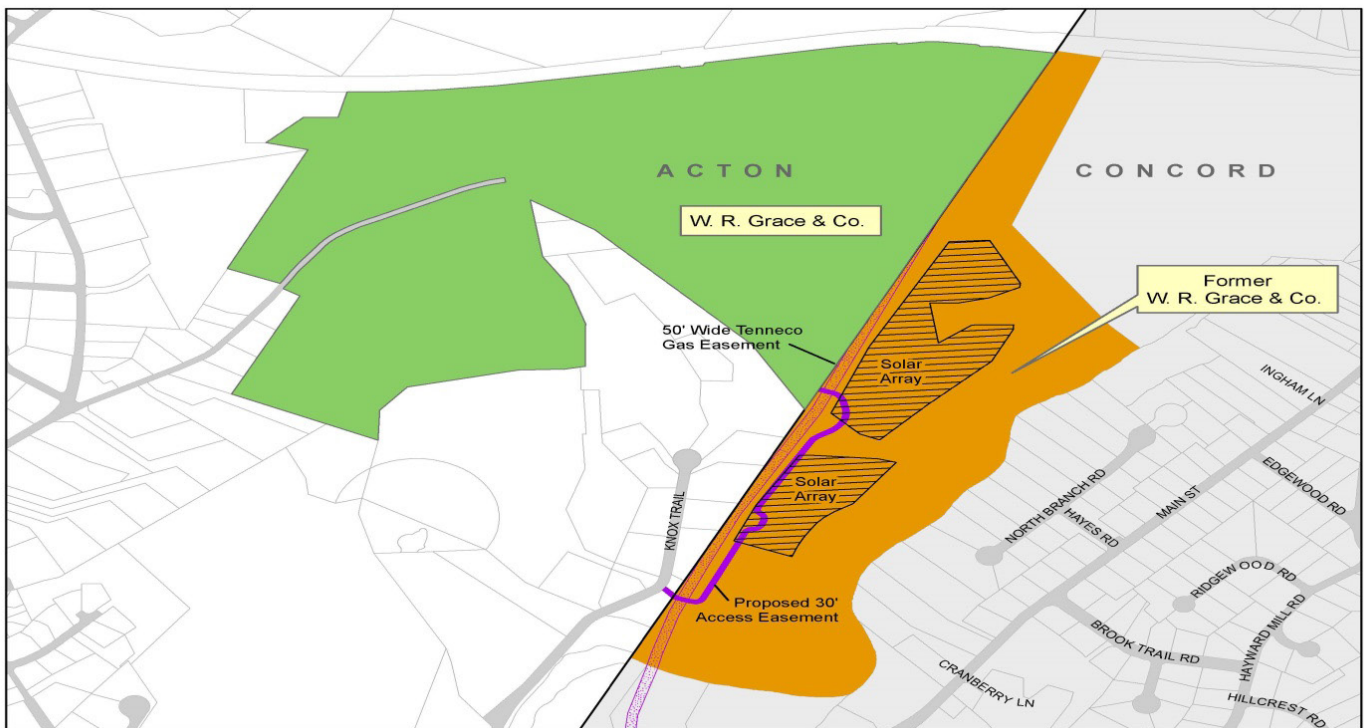
HANDOUT

ARTICLE 1. Mr. Whelan moves: that the Town appropriate the sum of \$300,000, to be paid to W.R. Grace & Co. – Conn., as a settlement payment in compensation for the property at 214Y Main Street taken by eminent domain by the Town in August of 2015, said funds to be expended under the direction of the Town Manager; and that to meet this

appropriation, the sum of \$150,000 be transferred from Light Plant Fund receipts and that the Town Treasurer with the approval of the Select Board is authorized to borrow the sum of \$150,000 under the provisions of Chapter 44 of the Massachusetts General Laws, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby

WARRANT ARTICLE 2. EMINENT DOMAIN SETTLEMENT (214Y MAIN STREET, CONCORD & 37 KNOX TRAIL, ACTON) – GRANT OF EASEMENT

To determine whether the Town will vote to authorize the Select Board to grant or deed an easement, on terms and conditions acceptable to the Select Board, over a parcel of land owned by the Town at 214Y Main Street, Concord and 37 Knox Trail, Acton, MA for the purposes of providing and maintaining emergency access to W.R. Grace & Co.



W.R. Grace Property

reducing the amount authorized to be borrowed to pay such costs by a like amount; and further that while said bonds or notes shall be general obligations of the Town, it is the intent of the Town that said bonds and notes are to be repaid by the Sewer Fund.

Article 1 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was PASSED by near unanimous vote that the Town take affirmative action on Article 1 as printed in the handout as applicable to this Article.

– Conn., and its successors and assigns (collectively “Grace”), to and from Grace’s property in Acton; or take any other action relative thereto.

Article 2 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED unanimously that the Town take affirmative action on Article 2 as printed in the warrant.

WARRANT ARTICLE 3. EMINENT DOMAIN SETTLEMENT (214Y MAIN STREET) –ZONING BYLAW AMENDMENT

To determine whether the Town will vote to amend the Zoning Bylaw Section 4.4.1 Concord Municipal Use to (i) add “(1)” before the words “the general use and welfare of the Town”; (ii) replace the period after the words “within the Town” with a semicolon (;); and (iii) add at the end of the section “or (2) emergency vehicular or pedestrian access over land owned by the Town to access an adjacent property.” so that the section reads as follows (changes are shown below in bold for reference only) - or take any other action relative thereto.

4.4.1 Town of Concord Municipal Use: use of any building, facility and/or area owned or leased by the Town of Concord for (1) the general use and welfare of the Town, its inhabitants or businesses located within the Town; or (2) emergency vehicular or pedestrian access over land owned by the Town to access an adjacent property.

Article 3 VOTE

Upon a MOTION made by Mr. McKean and duly seconded, it was VOTED by well more than a two-thirds majority that the Town take affirmative action on Article 3 as printed in the warrant.

WARRANT ARTICLE 4: WHITE POND ASSOCIATES, INC. – GIFT OF REAL ESTATE

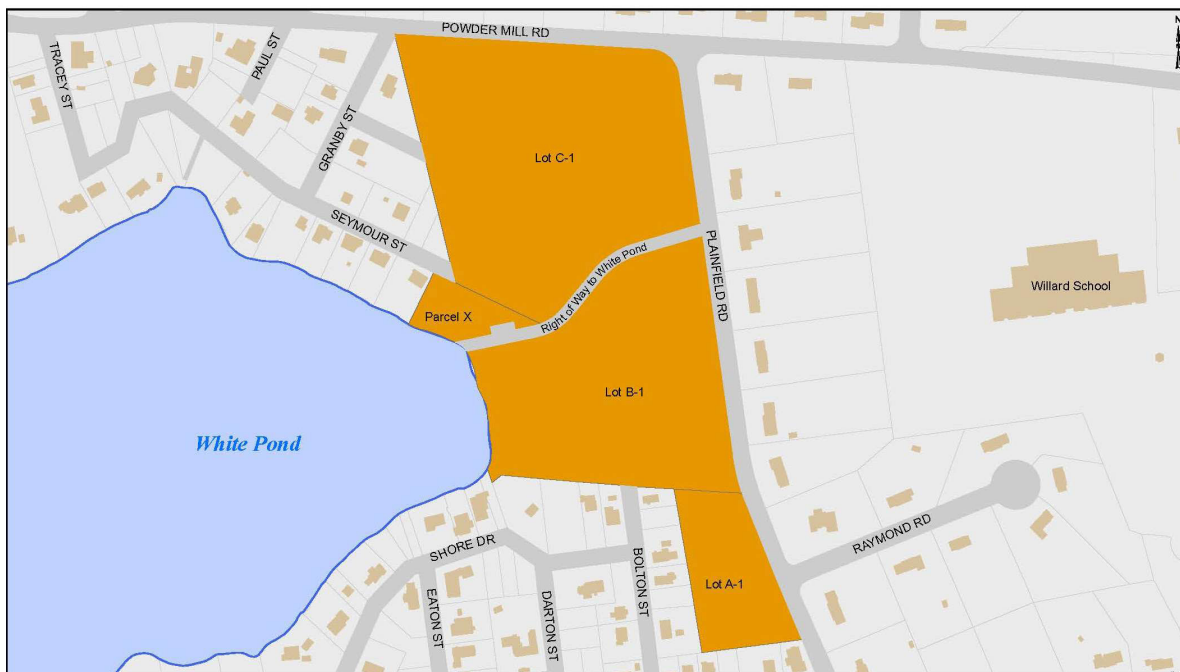
To determine whether the Town will vote to authorize the Select Board to accept from White Pond Associates Inc. the gift of the fee, easement or other property interests in, on, over, across, under and along all or any portion of Lot A-1, Lot B-1, Lot C-1 and Parcel X all as shown on a plan entitled “Plan of Land in Concord, Massachusetts,” prepared for White Pond Associates Inc. dated August 2, 2018 by Perley Engineering LLC, containing a total of 18.14 acres, more or less, with improvements thereon (herein the “White Pond Property”) subject to a perpetual restriction limiting the use of the White Pond Property to recreation, open space and/or conservation purposes under such terms and conditions as the Select Board and White Pond Associates Inc. mutually determine; or take any other action relative thereto.

Article 4 VOTE

Upon a MOTION made by Ms. Kaufman and duly seconded, it was VOTED by a substantial majority that the Town take affirmative action on Article 4 as printed in the warrant.

Article 4 Amendment: The following MOTION was made by Mr. Beveridge and duly seconded but failed by a large preponderance:

To add the following language after that which is in the proposed article:



White Pond Property

“That any restriction limiting any portion of the use of the White Pond Property for a public bathing beach, shall restrict such use to residents of the Town of Concord, and that measures shall be put in place to assure that this restriction is observed. The Town may at its discretion, and with appropriate restrictions, allow use of such public bathing beach by any members of the White Pond Association (White Pond Associates, Inc.) who are members as of the date of the passage of this Article and who are not currently residents of the Town. The Town will put in place measures to protect residential neighbors of the White Pond Property and the White Pond neighborhoods from any potential deleterious effects of the public use including trespass, violations of privacy rights and any other similar breaches. These restrictions and conditions shall not limit any other terms, conditions or restrictions that may be determined to be warranted by the Select Board.

WARRANT ARTICLE 5: WHITE POND – APPROPRIATION OF FUNDS FOR BEACH OPERATIONS

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$30,000, or any other sum, to be expended under the direction of the Town Manager, for the costs of operating a public bathing beach at White Pond, including staffing, equipment, materials, and consulting services related to operating a public bathing beach facility, and other costs necessary or incidental thereto; or take any other action relative thereto.

Article 5 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was PASSED by near unanimous standing vote that the Town raise and appropriate the sum of \$30,000 to be expended under the direction of the Town Manager, for the cost of operating a public bathing beach at White Pond, including staffing, equipment, materials and consulting services related to operating a public bathing beach facility, and other costs necessary or incidental thereto.

WARRANT ARTICLE 6: CONCORD-CARLISLE REGIONAL HIGH SCHOOL – CAPITAL IMPROVEMENTS

To determine whether the Town will vote to approve \$100,000 of debt, or any other sum, authorized by the Concord-Carlisle Regional School Committee, for the purpose of making capital improvements at Concord-Carlisle Regional High School, including (i) drainage improvements at Lower Field, (ii) spray booth duct work, (iii) emergency shower repairs, and (iv) an ambulance cut to improve access to the nurse’s office, and for the payment of all costs incidental and related thereto, which amount shall be expended at the direction of the Concord-Carlisle Regional School Committee; or take any other action relative thereto.

Article 6: NO ACTION DECLARED

WARRANT ARTICLE 7: CONCORD-CARLISLE REGIONAL HIGH SCHOOL – CAPITAL FEASIBILITY STUDY

To determine whether the Town will vote to approve \$200,000 of debt, or any other sum, authorized by the Concord-Carlisle Regional School Committee, for the purposes of conducting a design and engineering study of the Concord-Carlisle High School building and campus, including cost analysis and feasibility of potential capital improvements, said study to be undertaken at the direction of the Concord-Carlisle Regional School Committee; or take any other action relative thereto.

Article 7: NO ACTION DECLARED

ARTICLE 8: TOWN MANAGER SEARCH – APPROPRIATION OF FUNDS

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$20,000, or any other sum, to be expended under the direction of the Town Manager, for the cost of hiring a professional recruiting firm, and advertising and other costs associated with recruiting a new Town Manager; or take any other action relative thereto.

Article 8 VOTE

Upon a MOTION made by Mr. McKean and duly seconded, it was PASSED by near unanimous vote that that Town raise and appropriate the sum of \$20,000 to be expended under the direction of the Town Manager,

for the cost of hiring a professional recruiting firm, and advertising and other costs associated with recruiting a new Town Manager.

ARTICLE 9: POLICE DEPARTMENT – FISCAL YEAR 2019 SUPPLEMENTAL APPROPRIATION

To determine whether the Town will vote to transfer the sum of \$48,000, or any other sum, from the Emergency Response Stabilization Fund to be added to the amounts previously appropriated under Item No. 11, Police Department, of Article 7 of the 2018 Annual Town Meeting, said sum to be expended under the direction of the Town Manager; or take any other action relative thereto.

Article 9 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED by a declared two thirds majority that the Town transfer the sum of \$48,000 from the Emergency Response Stabilization Fund to be added to the amounts previously appropriated under Item No. 11, Police Department, of Article 7 of the 2018 Annual Town Meeting, said sum to be expended under the direction of the Town Manager.

ARTICLE 10: STATE GRANT FOR TRANSIT SERVICES – APPROPRIATION OF FUNDS

To determine whether the Town will vote to appropriate from Transportation Network Surcharge Fees, the sum of \$3,210, or any other sum, to address the impact of transportation network services on municipal roads, bridges and other transportation infrastructure or any other public purpose substantially related to the operation of transportation network services in the town, including but not limited to, the complete streets program established pursuant to Massachusetts General Laws c. 90I, § 1, and other programs that support alternative modes of transportation; or take any other action relative thereto.

Article 10 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was PASSED by near unanimous vote that the Town appropriate the sum of \$3,210 from Transportation Network Surcharge Fees, to address

the impact of transportation network services on municipal roads, bridges and other transportation infrastructure or any other public purpose substantially related to the operation of transportation network services in the Town, including but not limited to, the complete streets program established pursuant to Massachusetts General Laws c. 90I, § 1, and other programs that support alternative modes of transportation.

WARRANT ARTICLE 11: LEGAL SERVICES – APPROPRIATION OF FUNDS

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$100,000, or any other sum, to be added to the funds appropriated under Article 7, Item 2 Legal Services of the 2018 Annual Town Meeting, said sum to be expended under the direction of the Town Manager; or take any other action relative thereto.

Article 11 VOTE

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED that the Town raise and appropriate the sum of \$100,000 to be added to the funds appropriated under Item No. 2, Legal Services, of Article 7 of the 2018 Annual Town Meeting, said sum to be expended under the direction of the Town Manager.

WARRANT ARTICLE 12: AMENDMENT OF PHASE II BLACK BIRCH SITE DEVELOPMENT AND USE PROPOSAL

To determine whether the Town will vote to approve an amendment of the Phase II Black Birch Alternative Planned Residential Development (PRD) Preliminary Site Development and Use Proposal for Lot 4A and Parcel A Forest Ridge Road dated September 12, 2016, as further amended through March 14, 2017 (herein the “Phase II Black Birch Site Development and Use Proposal”), which Phase II Black Birch Site Development and Use Proposal was approved under Article 42 of the 2017 Annual Town Meeting pursuant to Section 10.3.4 of the Zoning Bylaw, by adding the following standard to the Phase II Black Birch Site Development and Use Proposal - or take any other action relative thereto.

“4. As an alternative to the provision of two (2) affordable units as set forth in Paragraph 3 and in

exchange for approval from the Town to complete the sixteen (16) units in Black Birch Phase II as market-rate units, ABODE agrees to donate one million dollars (\$1,000,000.00) to the Town, or any other entity designated and approved by the Select Board, to be placed in a fund restricted to affordable housing purposes subject to terms and conditions to be established by the Board of Appeals and approved by the Select Board based upon a determination by both Boards that such funds will enhance affordable housing opportunities in the Town of Concord.”

Article 12 MOTION

A MOTION was made by Mr. McKean and duly seconded that the Town take affirmative action on Article 12 as printed in the warrant. The motion failed for lack of majority.

ARTICLE 13: BRUCE FREEMAN RAIL TRAIL – GRANT OF EASEMENT

To determine whether the Town will vote to authorize the Select Board, for purposes of establishing, constructing, operating and maintaining an improved multi-use rail trail for non-motorized transportation, open space and recreation purposes and for all other purposes for which rail trails are now or hereafter may be used in the Commonwealth, to acquire by purchase, gift, eminent domain or otherwise fee, easement, leasehold, license or other real property interests in, on, over, across, under and along (a) all or any portion of the land, premises, easements, rights-of-way and/or other rights in Concord comprising the former Lowell Secondary Track railroad right-of-way acquired by the Commonwealth of Massachusetts, (acting through its former Executive Office of Transportation and Construction) by deeds dated April 28, and November 29, 1982, and recorded in the Middlesex South District Registry of Deeds at Book 14609, pages 302-317 and Book 14836, pages 507-512, and (b) abutting and underlying properties as necessary for clearing title to said railroad right-of-way, laying out an improved multi-use rail trail in that right-of-way and within associated easement, and providing access to the rail trail area for construction, maintenance and repair purposes, on such terms and conditions as the Select Board may determine, and further to see if the Town will raise and appropriate or transfer from available funds the sum of \$25,000, or any other sum, or accept gifts for these purposes, or take any other action relative thereto.

Article 13 VOTE

Upon a MOTION made by Mr. McKean and duly seconded, it was VOTED by well more than two-thirds majority that the Town take affirmative action on Article 13 as printed in the warrant, in the amount of \$25,000, said amount to be raised and appropriated and expended under the direction of the Town Manager.

Having no further business to take up, the Special Town Meeting of 2018 adjourned and dissolved at 10:33pm.

Chapter 291
of the Acts of 2018

THE COMMONWEALTH OF MASSACHUSETTS

In the One Hundred and Ninetieth General Court

AN ACT VALIDATING CERTAIN PROCEEDINGS OF THE TOWN OF CONCORD.


Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Notwithstanding section 10 of chapter 39 of the General Laws or any other general or special law or town by-law or charter provision to the contrary, all acts, proceedings and votes taken by the town of Concord at its special town meeting on October 1, 2018 and all actions taken pursuant thereto are hereby ratified, validated and confirmed to the same extent as if notice of the meeting had been published as required by law.

SECTION 2. This act shall take effect upon its passage.

House of Representatives, October 29, 2018.

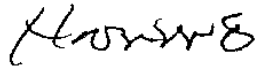
Passed to be enacted,

 , Acting Speaker.

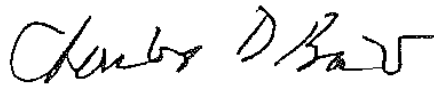
In Senate, October 29, 2018.

Passed to be enacted,

 , Acting President.

 , 2018.

Approved,
at 11 o'clock and 18 minutes, A. M.



Governor.

GENERAL GOVERNMENT

TOWN CLERK

Kaari Mai Tari

Vital Statistics

Births Registered in Concord (89 to Concord residents)	1,299
Deaths Registered in Concord (154 Concord residents)	310
Marriages Registered in Concord (14 Concord residents)	45

Staff

Town Clerk's Office staff, consisting of Assistant Town Clerk Patricia Clifford and Senior Department Clerk Arlene Fitzpatrick with database assistance from Joanna DaSilva allows us to more efficiently manage office operations and produce statistics. Special thanks to Ruth Lauer who was able to assist the office with census, elections and research projects throughout the year. Information about the elections and town meeting functions of the Town Clerk are reported elsewhere in this Town Report, under the Board of Registrars.

Vitals

The presence of Emerson Hospital in the community results in a high number of birth recordings in Concord. The number of births, deaths and marriages remained fairly constant compared to past years as illustrated in the table below. In addition, the staff processed 65 Affidavits & Corrections of Vital Records, and issued 266 burial permits. Our online offering for the purchasing of birth, death and marriage certificates continues to be very popular with customers, with 50% of our transactions being requested and completed online. This online offering allows us to provide expedited service for vital records (at an additional charge) and reduces the number of walk-in customers, allowing us to better manage the Division's workload.

Recorded Vital Statistics for Concord 2008-2018 (Numbers include babies born to Concord parents at other Massachusetts hospitals) (# of Concord residents is in parenthesis)

Year	Births	Deaths	Marriages
2018	1,299 (89)	310 (154)	45 (14)
2017	1,301 (109)	351 (172)	62 (29)
2016	1,329 (113)	347 (164)	70 (30)
2015	1,215 (104)	356 (163)	83 (40)
2014	1,229 (100)	349 (160)	77 (32)
2013	1,194 (126)	397 (174)	81 (35)
2012	1,175 (103)	371 (169)	67 (32)
2011	1,213 (98)	360 (156)	80 (33)
2010	1,191 (107)	386 (159)	84 (32)
2009	1,204 (126)	375 (139)	76 (25)
2008	1,200 (102)	402 (149)	58 (22)

Licenses

We had another good year for dog licenses, with 1,933 licenses issued during the year. Staff participated in the Rabies Vaccination Clinic sponsored by the Board of Health in March.

Town Meeting

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

Recordings

The Department issued 96 Business Certificates, recorded 83 Historic Districts Commission decisions, and 46 Zoning Board of Appeals decisions during the year.

Public Records Law Changes

Public Records Law changes went into effect on January 1, 2017. Serving as one of the Town's Records

Access Officers, the Town Clerk registered or coordinated the town's response for 76 requests for access to public records. This does not include public records requests that Town Departments respond to individually. Public records access guidelines are available on the Town's website and are posted in the Town House.

Records Management

Finance Department staff participated in records management activities to prepare for shredding and assess storage needs for longer retention and permanent records.

A microfilm scanner was purchased to improve access and availability of town records on 210 rolls of microfilm housed in the Town House to staff and the public.

Three reels of film showing Concord parades from 1928, 1935 and 1950 were converted to digital format for easier viewing and preservation purposes.

Miscellaneous

During the year, the staff swore in new committee and board appointees and posted 905 public meetings and agendas. The Town's website is the official posting location for meeting and agenda postings. Agendas are also posted on the main bulletin board in the lobby of the Town House. The Office provided information to staff, boards and committees, and citizens on the issues of the Open Meeting, Public Records, Conflict of Interest, and Campaign & Political Finance Laws, and maintained records of completion of the mandatory state ethics training by committee and board members.

Department staff prepared and recorded 42 new cemetery deeds and continued to maintain the cemetery deed, burial permit, and lot records. 18 raffle permits were issued to community non-profit organizations. The Town Clerk's Office offers Notary Public services for customers with proper identification. A nominal fee is charged, and appointments are recommended for complex documents. In addition, several staff members have been appointed by the Governor's Office to serve as "Commissioners to Qualify," which authorizes us to administer the Oath of Office to individuals appointed as a Notary Public or Justice of the Peace in Massachusetts. We continued to receive and process

routine genealogical requests, referring the more complex ones to the Municipal Archivist. During 2018, the Town Clerk's Office accepted and recorded fees totaling \$110,795.

BOARD OF REGISTRARS

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

The four-member Board of Registrars consists of not more than two members from each of the major political parties; three members appointed by the Select Board, plus the Town Clerk. By virtue of the position, the Town Clerk is a participating and voting member of the Board of Registrars. Wendy McNally, the newest member of the board was appointed by the Select Board to serve a three year term.

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

Voter Registration

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

During the year when we encountered petition signers who were not registered voters in Concord (and therefore could not be certified as signers), we mailed voter registration information to them. We also mailed election information to residents who are eligible but have not yet registered to vote. The Activism Club and Concord Carlisle Regional High School held several voter registration sessions resulting in many new voters. Town Clerk's Office staff processed 1,192 voter registrations (this includes new voters as well as changes to existing registrations), ending the year with a total of 13,269 voters. In addition, 937 voters were deleted (moved, deceased,

or following four years of inactivity and notification of removal), 396 voters switched parties, and 417 were placed on Inactive Voter status due to either not returning a census form, or information that we received that they no longer live in Concord. Inactive voters who still reside in Concord will need to return the annual census form or complete an affirmation of continuous residence form at the polls and show ID in order to be able to participate in an election or at town meeting.

Census

The Annual Town Census is conducted exclusively by mail. Census forms were distributed to residents in late December. The 2018 population per the town census was 16,777. Note that the town census does not include the prison population, while the federal decennial census counts the prisoners (approximately 1,500 additional residents).

Town Caucus—January 29, 2018

The Town Caucus was attended by 58 voters. Candidates were nominated for the offices of Town Moderator, Select Board, School Committee and Housing Authority without contest for any seat. All participants in the Caucus and especially the candidates are to be commended for their commitment to public service and the election process in Concord. Caucus minutes are included elsewhere in this report.

Annual Town Election—March 27, 2018

There were no contested seats on the 2018 Annual Town Election ballot resulting in a low voter turnout. A total of 499 voters turned out to vote (3.79% of the total registered voters in Concord). Absentee ballots were distributed to 19 voters.

Annual Town Meeting—April 9, 10 and 11, and 12, 2018

The Annual Town Meeting featured 53 Warrant Articles (including seven submitted by petition) and was attended by 387 registered voters on the first session, 524 on the second session, 475 on the third session, and 405 on the fourth and final session. In total, 955 voters (7%) participated across the four sessions of Town Meeting.

Special Town Election – June 12, 2018

A Special Town Election was held on June 12th to

address the question of whether or not to adopt a bylaw prohibiting non-medical marijuana establishments. This bylaw passed at Town Meeting. Voter turnout was on the side of the prohibition with 67% voting in favor of the bylaw. In total, 1,791 of 13,207 eligible voters went to the polls to let their voices be heard. Of those, 112 cast absentee ballots.

State Primary – September 4, 2018

The State Primary saw a record turnout with 10 candidates vying for retiring Congresswoman Niki Tsongas' 3rd Congressional District seat on the Democratic Ballot. Almost 42% of eligible voters turned out to vote in one of three primaries. Of those, 571 voters cast absentee ballots.

State Primary Recount – September 15, 2018

The top two vote getters for the Congressional Seat were within less than .5% of each other, prompting a district-wide recount. Election Workers, volunteers and a contingent from the Town of Lexington assisted with the completion of the recount. Lori Trahan, the top vote-getter in the Primary remained the lead at the conclusion of the Recount and was declared the victor.

Special Town Meeting – October 1, 2018

A one-session Special Town Meeting was called relative to an eminent domain settlement of 214Y Main Street (W.R. Grace & Co. – Conn.). Additional warrant articles were added resulting in 12 articles for town meeting consideration. A total of 387 voters participated in the Special Town Meeting. Special Legislation was obtained to validate all Town Meeting postings because of a 24 hour delay in the posting of the Special Town Meeting Warrant.

State Election – November 6, 2018

The State Election was held on the First Tuesday in November, according to State Law. Early voting was conducted during the two weeks prior to the Election. Mark Giddings and Gerry Boyle directed activities in the voting area and assisted with transportation of voting material daily during that time period. Of the 10,191 or 75% of eligible voters who participated in the State Election, 3,158 or 31% of them voted early. Special thanks to retired Town Clerk Anita Tekle and many members of the League of Women Voters for their assistance with processing early voted ballots at the Central Tabulation Facility on November 6, 2018.

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

Nomination Papers/Initiative Petitions

During the year the Clerk's Office staff accepted and certified 5,206 signatures as follows: 4,995 for state ballot questions (initiative petitions) and candidates; 211 for

Annual Town Meeting petition articles. Voters are reminded to sign petitions legibly, with a name and address consistent with voter registration.

Special Acts of Legislature

2018 marked the passage of legislation to amend the Town's Charter with gender-neutral language. The legislation was proposed as a result of an affirmative vote under Article 7 on the 2015 Annual Town Meeting Warrant. Later in 2018, a delay in posting the Special Town Meeting Warrant resulted in a second Act of Legislature on behalf of the Town. That is printed following the Special Town Meeting minutes elsewhere in this report.

**Town of Concord
Annual Town Election - MARCH 27, 2018
Official Results All Ballots Counted**

PRECINCTS	1	2	3	4	5	TOTAL
VOTERS PARTICIPATING	103	148	120	91	37	499
REGISTERED VOTERS	2,545	3,127	2,741	2,884	1,881	13,178
% of Registered Voters Participating	4.05%	4.73%	4.38%	3.16%	1.97%	3.79%
MODERATOR for 1 Year -- Vote for Not More Than One						
Blanks	6	7	6	5	3	27
Carmin C. Reiss	97	141	113	85	34	470
Write-Ins	0	0	1	1	0	0
TOTALS	103	148	120	91	37	499
BOARD OF SELECTMEN FOR 3 Yrs -- Vote for Not More Than TWO						
Blanks	40	40	35	27	10	151
Jane C. HOTCHKISS	83	128	101	83	32	427
Linda L. ESCOBEDO	83	128	103	72	32	418
Write-Ins	0	0	1	0	0	0
TOTALS	206	296	240	182	74	996
SCHOOL COMMITTEE for 3 Year -- Vote for Not more Than TWO						
Blanks	26	34	27	22	5	114
Heather Ann BOUT	86	118	100	75	34	413
Courtland L. BOOTH	94	144	110	85	34	467
Write-Ins	0	0	3	0	1	4
TOTAL	206	296	240	182	74	998
CONCORD HOUSING AUTH for 5 Yrs -- Vote for Not more Than One						
Blanks	10	14	8	9	5	46
Todd L. BENJAMIN	93	134	109	82	32	450
Write-Ins	0	0	3	0	0	3
TOTALS	103	148	120	91	37	499

TOWN OF CONCORD							
SPECIAL TOWN ELECTION--JUNE 12, 2018							
OFFICIAL TALLY							
PRECINCTS							
	1	2	3	4	5	TOTAL	% Margin
REGISTERED VOTERS	2,532	3,156	2,745	2,898	1,876	13,207	
TOTAL VOTES CAST	345	389	402	468	187	1,791	
% of Registered Voters	13.63%	12.33%	14.64%	16.15%	9.97%	13.56%	
QUESTION 1 -- Marijuana Bylaw to Prohibit Non-medical Establishments							
BLANKS	0	0	1	0	0	1	
YES	230	236	292	303	134	1,195	67%
NO	115	153	109	165	53	595	33%
TOTALS	345	389	402	468	187	1,791	

QUESTION 1

SHALL THIS TOWN ADOPT THE FOLLOWING BYLAW?

SUMMARY

A majority of voters in Concord voted in favor of Question 4 on the 2016 state election ballot, entitled “Legalization, Regulation, and Taxation of Marijuana.” Subsequently, the state enacted General Law Chapter 94G, section 3. Under that statute, towns where a majority of ballots were cast in favor of Question 4 must submit any bylaw limiting the type or number of marijuana establishments, or prohibiting such establishments altogether, to voters for approval. On April 11, Concord Town Meeting proposed the bylaw below and voted to submit it for approval to voters pursuant to Chapter 94G.

A “yes” vote on this question would prohibit any marijuana establishment, as defined in chapter 94G, section 1 of the General Laws, from operating in Concord. The prohibition would apply to marijuana establishments including, without limitation, marijuana cultivators, independent testing laboratories, marijuana product manufacturers, and marijuana retailers. The prohibition would not apply to Registered Marijuana Dispensaries that dispense medical marijuana. If this ballot question is approved, the Cannabis Control Commission — a statewide commission created by the Legislature to promulgate regulations and to review license applications for marijuana establishments — would deny licenses to applicants who propose to operate a marijuana establishment in Concord. A “no” vote disapproves the bylaw, meaning the prohibitions described below would not take effect in Concord.

MARIJUANA ESTABLISHMENTS BYLAW

The operation within the Town of Concord of any marijuana establishment, as defined in Massachusetts General Laws c. 94G, § 1, including, without limitation, a marijuana cultivator, marijuana testing facility, marijuana product manufacturer, marijuana retailer or any other type of licensed marijuana-related business, is prohibited. This prohibition shall not apply to the sale, distribution or cultivation of marijuana for medical purposes by a Registered Marijuana Dispensary as defined in Section 4.3.9 of the Zoning Bylaw.

2018 State Election Results

Senator in Congress (Vote for One)	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6
Blanks	34	31	30	36	27	158
Elizabeth A. Warren	1,412	1,809	1,573	1,619	1,014	7,427
Geoff Diehl	456	497	504	500	346	2,303
Shiva Ayyadurai	58	79	37	85	40	299
Write Ins	0	2	0	1	1	4
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Governor & Lt. Governor (Vote for One)

Blanks	39	44	53	62	30	228
Baker & Polito	1,184	1,410	1,325	1,355	919	6,193
Gonzalez & Palfrey	737	959	765	820	477	3,758
Write Ins	0	5	1	4	2	12
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Attorney General (Vote for One)

Blanks	38	27	29	56	20	170
Maura Healey	1,550	1,967	1,702	1,791	1,115	8,125
James R. McMahon, III	371	422	413	394	291	1,891
Write Ins	1	2	0	0	2	5
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Secretary of State (Vote for One)

Blanks	53	47	50	69	34	253
William Francis Galvin	1,492	1,869	1,641	1,699	1,065	7,766
Anthony M. Amore	347	398	369	378	287	1,779
Juan G. Sanchez, Jr.	68	102	84	94	42	390
Write Ins	0	2	0	1	0	3
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Treasurer (Vote for One)

Blanks	77	74	82	112	58	403
Deborah B. Goldberg	1,434	1,817	1,569	1,633	1,038	7,491
Keiko M. Orrall	396	445	440	418	300	1,999
Jamie M. Guerin	53	81	53	78	31	296
Write Ins	0	1	0	0	1	2
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Auditor (Vote for One)

Blanks	70	83	84	86	51	374
Suzanne M. Bump	1,204	1,562	1,304	1,337	871	6,278
Helen Brady	578	601	617	664	453	2,913
Daniel Fishman	54	107	86	90	37	374
Edward J. Stamas	54	62	53	63	16	248

(cont)	(P1 cont)	(P2 cont)	(P3 cont)	(P4 cont)	(P5 cont)	(P6 cont)
Write Ins	0	3	0	1	0	4
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Representative in Congress
(Vote for One)

Blanks	47	38	37	45	26	193
Rick Green	387	431	413	430	306	1,967
Lori Loureiro Trahan	1,447	1,841	1,624	1,694	1,047	7,653
Michael P. Mullen	78	108	70	71	49	376
Write Ins	1	0	0	1	0	2
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Councillor (Vote for One)

Blanks	455	537	519	522	323	2,356
Marilyn M. Petitto Devaney	1,502	1,859	1,617	1,707	1,094	7,779
Write Ins	3	22	8	12	11	56
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Senator in General Court
(Vote for One)

Blanks	391	470	450	446	278	2,035
Michael J. Barrett	1,567	1,928	1,685	1,786	1,143	8,109
Write Ins	2	20	9	9	7	47
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Representative in General
Court (Vote for One)

Blanks	303	308	337	309	209	1,466
Tami L. Gouveia	1,521	1,905	1,651	1,751	1,127	7,955
Daniel L. Factor	133	190	150	175	87	735
Write Ins	3	15	6	6	5	35
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

District Attorney (Vote for
One)

Blanks	413	461	474	465	300	2,113
Marian T. Ryan	1,543	1,931	1,661	1,763	1,117	8,015
Write Ins	4	26	9	13	11	63
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Clerk of Courts (Vote for
One)

Blanks	422	502	503	471	309	2,207
Michael A. Sullivan	1,536	1,898	1,634	1,763	1,113	7,944
Write Ins	2	18	7	7	6	40
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Register of Deeds (Vote for
One)

(cont)	(P1 cont)	(P2 cont)	(P3 cont)	(P4 cont)	(P5 cont)	(P6 cont)
Blanks	438	515	520	500	323	2,296
Maria C. Curtatone	1,520	1,883	1,618	1,733	1,099	7,853
Write Ins	2	20	6	8	6	42
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

QUESTION 1: Limit Number of Patients Assigned to each Registered Nurse

Blanks	63	66	70	60	31	290
Yes	391	603	449	468	288	2,199
No	1,506	1,749	1,625	1,713	1,109	7,702
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

QUESTION 2: Citizens Commission to study influence of money in elections

Blanks	50	70	57	52	36	265
Yes	1,565	1,916	1,680	1,802	1,118	8,081
No	345	432	407	387	274	1,845
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

QUESTION 3: Keep gender identity provision in public accommodation law

Blanks	47	56	51	40	26	220
Yes	1,600	1,928	1,717	1,835	1,157	8,237
No	313	434	376	366	245	1,734
TOTALS	1,960	2,418	2,144	2,241	1,428	10,191

Total Registered Voters	2,590	3,282	2,824	2,994	1,891	13,581
Precinct Totals	1,960	2,418	2,144	2,241	1,428	10,191
Total Voter Turnout	75.68%	73.67%	75.92%	74.85%	75.52%	75.04%

TOWN MEETING VOTER PARTICIPATION 1997-2018

YEAR	# Nights	Highest One Night Attendance	Total Attendance all nights	Total Individual Voters	Registered Voters in Attendance
1997 ATM	4	933	2,060	1,120	11.5%
1997 STM (Oct)	2	1,242	1,541	1,265	13.0%
1998 ATM	4	355	1,391	628	6.2%
1999 ATM	4	960	2,375	1,299	11.6%
2000 ATM	4	925	2,613	1,290	11.0%
2000 STM (May)	1	923	923	923	7.9%
2001 STM (Jan)	1	448	448	448	3.9%
2001 ATM	5	1,277	3,416	1,727	15.0%
2002 ATM	4	930	2,321	1,215	10.5%
2003 ATM	6	912	3,109	1,368	12.2%
2003 STM (Aug)	1	883	883	883	7.9%
2004 STM (Mar)	1	405	405	405	3.5%
2004 ATM	4	1,330	3,524	1,977	17.2%
2005 ATM	3	816	1,616	1,032	9.0%
2006 ATM	5	888	2,537	1,297	11.0%
2007 ATM	3	1,390	2,402	1,568	13.6%
2007 STM (Apr)	1	565	565	565	4.9%
2007 STM (June)	1	1,819	1,819	1,819	15.8%
2007 STM (Nov)	1	1,283	1,283	1,283	11%
2008 ATM	3	816	1,509	925	7.7%
2009 ATM	3	539	1,382	802	6.7%
2010 ATM	4	528	1,926	946	7.9%
2011 ATM	3	843	1,904	1,147	9.5%
2011 STM (Apr)	1	514	514	514	4.3%
2011 STM (Nov)	1	1,664	1,664	1,664	13.6%
2012 ATM	4	831	2,311	1,183	9.7%
2012 STM (Apr)	1	651	651	651	5.4%
2013 ATM	3	1,352	2,878	1,795	14.2%
2013 STM (Dec)	1	1,043	1,043	1,043	8.2%
2014 ATM	3	684	1,589	894	7.0%
2014 STM (May)	1	684	684	684	5.4%
2015 ATM	4	840	2,001	1,171	9.4%
2015 STM (Apr)	1	842	842	842	6.7%
2016 STM (Feb)	1	168	168	168	1.5%
2016 ATM	3	416	1,093	595	4.9%
2016 STM (Dec)	1	220	220	220	1.6%
2017 ATM	4	921	1,959	1,110	8.4%
2018 ATM	4	524	1,791	955	7.0%
2018 STM (Oct)	1	387	387	387	2.9%

ATM = Annual Town Meeting; STM = Special Town Meeting

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

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

TOWN PROFILE

POPULATION

as of January 1, 2018 census

Adults (age 17 or over) 13,646

POPULATION BY AGE GROUP

Under 20 years	3,961
20-29 years	1,613
30-39 years	1,057
40-49 years	2,091
50-59 years	2,723
60-69 years	2,478
70 years and over	2,854
TOTAL	16,777

POLITICAL PARTY AFFILIATION

as of December 31, 2018

Recognized Parties in MA:

Democrat	4,726
Republican	1,447
Libertarian	40
Unenrolled	6,964

Political Designations:

United Independent	25
Other	20
TOTAL	13,222

PERSONNEL BOARD

Ellen Quackenbush, Chair
Nancy Crowley
Susan Bates
Claude Cicchetti

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

Classification and Compensation

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

FY18 Plan Structure Adjustments

The 2017 Town Meeting approved the following changes effective July 1, 2017 (FY18) to pay ranges listed in the Classification and Compensation Plan:

- a 2.5% increase in the minimums and maximums of all AC, TCL, MP, EM and EL ranges;
- an increase in the minimum of the SF-1 and HS-A ranges to \$11.00 (consistent with the Massachusetts minimum wage); and
- increases in the HS-1 and HS-2 minimums and maximums to accommodate grant-funded positions and adjust for grade variations.

FY18 Salary Increase Policies

Funding for all salary increases is contained in the "Salary Reserve" line item of the Town Manager's annual budget. This line funds structural and

performance-based increases for non-union employees, and negotiated increases under collective bargaining contracts. Each fiscal year, the Town Manager and Personnel Board determine the actual salary increases to be received by non-union employees based upon the amount of money appropriated to the Salary Reserve.

Employees in the Trades-Crafts-Labor, Electrical Labor, Administrative-Clerical, and Swim & Fitness categories were eligible for two salary increases during the fiscal year. Each of these employees who achieved satisfactory performance received a 2.5% structural increase plus a 2.5% performance increase, up to the maximum of their assigned salary range. Employees in the Managerial-Professional and Electrical Management categories were eligible for one increase during the fiscal year. Each of these employees received a performance-based increase of 0% to 6.5%, up to the maximum of their assigned salary range. Wage increases for employees in the Human Services categories are influenced by limited external funding sources such as grant, gift, general and revolving funds and increases for managerial-professional Swim & Fitness employees are influenced by the financial status of the enterprise. Accordingly, separate systems for individually considering salary increases for these employees are maintained; where funds were available, these individuals were eligible to receive an increase of up to 5.0%.

Personnel Bylaw Amendment

The Personnel Board recommended, and the 2017 Town Meeting voted, to amend Section 15 of the Personnel Bylaw regarding personal leave. The approved amendment eliminated some language to provide the Town Manager and Personnel Board with increased flexibility related to setting policies for the accrual and use of personal leave, while maintaining the accrual limit to three days per fiscal year. The new language allows the Town to move toward an accrual system where employees earn leave throughout each year and, therefore, no deductions from final paychecks are needed in order to collect leave that a departing employee has used but not earned. This change is expected to make it easier to implement leave management software and provide for more efficient and effective administration of non-union personnel matters.

Acknowledgment of Town Employees

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

We would like to make special mention of the following employees, all of whom had served the Town for 20 or more years in a regular-status position as of December 2018:

HUMAN RESOURCES

Amy Foley, Human Resources Director

The Human Resources (HR) Department provided services to approximately 650 regular, limited, and temporary employees on issues relating to: administering the Personnel Bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers' compensation case management and administrative services; and designing and administering employee benefits programs. HR advised the Personnel Board and Town Manager on related issues; advised managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

**Employees with 20 or more Years of Service
Names noted with * are employees who retired in 2018**

Finance	Human Services	Planning & Land Mgmt	Public Works
Linda Davis*	/Recreation	Karen Byrne	Alan Cathcart
Carolyn Dee	Anita Stevanazzi-Hill	Tracy LaPierre	Paul Cote*
Patricia Robertson*		Marcia Rasmussen	Thomas Ford
	Library	Stanley Sosnicki	Andrew Giles
Fire	Karen Ahearn		Peter Hardy
John Bendel,	Fayth Chamberland	Police	Stephen Harrington
David Curran	Robin Demas	Scott Camilleri	Richard Hathaway
Paul Domenichella	Cynthia DiRenzo	Robert Capone	Michael Haynes
Bradford Ferrie	Patricia Pluskal	Denise Caruso	John Hesdorff
John Gower	Valerie Gay Weiss	Joseph Connell	Adrian Hone
William Haugh	Leslie Wilson	Paul Flynn*	Patricia Hopkins
Marcus Jackson		James Forten*	Jeffrey Koranda
Thomas Judge	Light Plant	Brian Goldman	Todd Manchuso
Brian Lefebvre	Theodore Bartkus	Timothy Landers	Timothy Porter*
Eric Nelson	Martin Boermeester	Gerard Mearn	Paul Reinhardt
William Noke	Ann Breitenwischer	Joseph Morahan	Robert Trainor
James Redmond	Rhonda Buscemi	Paul Morrison*	
Arthur St. John	Philip Connell	Roy Mulcahy	Town Manager's Office
Brian Whitney	Beverly DuFresne	Jeffrey Shelley	Robert Landry
	Peter Hughes	Sylvia Toumayan	Jonathan Straggas
Human Resources	John McGarry	Christopher Troiano	Christopher Whelan
Amy Foley	John Simeone		
	David Wood		

In 2018, HR staff: processed 1,676 applications for employment; conducted 74 recruitments and new appointments; managed 63 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 57 work-related injury cases; responded to multiple unemployment claims; verified and processed more than 962 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 5 contracts; made arrangements for an employee appreciation picnic attended by 213 employees and for an ice cream truck visit enjoyed by approximately 325 employees; coordinated 50 random DOT-required drug and alcohol tests; and provided guidance and

administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

The Town has experienced exciting changes to its organizational structure and growth in its workforce due to the development of PEG-Access, Telecommunications, Facilities, Recreational, Human Service and Visitor Service operations. Those initiatives, combined with a changing labor market, increased minimum wage, the Massachusetts Equal Pay Act taking effect on July 1, 2018, and other factors have required considerable attention to employee compensation. Accordingly, HR oversaw the restructuring and classification review of 15 positions

Workforce Analysis by Gender		
Year	Male	Female
2018	60.10%	39.90%
2017	61.30%	38.70%
2016	62.80%	37.20%
2015	64.60%	35.40%
2014	61.50%	38.50%
2013	62.40%	37.60%
2012	62.50%	37.50%
2011	62.30%	37.70%
2010	62.10%	37.90%
2009	62.90%	37.10%
2008	63.60%	36.40%

Workforce Analysis by Ethnicity											
Year	White		Black		Hispanic		Asian		Native American		Total
	#	%	#	%	#	%	#	%	#	%	
2018	259	93.8%	5	1.8%	3	1.1%	6	2.2%	3	1.1%	276
2017	259	94.5%	3	1.1%	3	1.1%	6	2.2%	3	1.1%	274
2016	263	94.9%	2	0.7%	4	1.4%	5	1.8%	3	1.1%	277
2015	258	95.2%	2	0.7%	3	1.1%	5	1.8%	3	1.1%	271
2014	263	95.6%	2	0.7%	3	1.2%	5	1.8%	2	0.7%	275
2013	247	95.7%	2	0.8%	3	1.2%	4	1.6%	2	0.8%	258
2012	250	95.8%	3	1.1%	2	0.8%	4	1.5%	2	0.8%	261
2011	244	94.9%	4	1.6%	2	0.8%	5	2.0%	2	0.8%	257
2010	247	96.5%	3	1.2%	0	0.0%	4	1.7%	2	0.8%	256
2009	251	96.9%	2	0.8%	0	0.0%	4	1.5%	2	0.8%	259
2008	255	96.6%	3	1.1%	0	0.0%	4	1.5%	2	0.8%	264

and recommended additional revisions to the Town's Classification & Compensation Plan for FY20. Further review of the Town's compensation policies is under way.

As part of its benefits administration activities, HR staff developed and distributed communications to employees throughout the year, including notices regarding Affordable Care Act provisions, HIPAA requirements, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan. 48 coverage changes were processed during open enrollment and 193 individual long-term disability rate adjustments were determined and communicated to each subscriber. 21 GEM (Go the Extra Mile) Certificates and 12 gift-certificate awards were processed in recognition of employee actions that were noted and appreciated by others.

HR staff coordinated with the Finance Director to learn about and provide the Town's Insurance Advisory Committee with information regarding cost-saving health plan design changes, new high-deductible health plan/Health Savings Account options offered for the first time in 2018, and a new limited-purpose flexible spending account. As a result of these changes, HR staff spent a significant amount of time gathering information, planning educational sessions, developing materials, redesigning our website, and communicating with employees. Of the 48 insurance changes processed during open enrollment, 46 were enrollments in a high deductible health plan. The Town had the highest adoption rate of high deductible health plans in the Minuteman Nashoba Health Group.

An employee benefits and wellness fair was coordinated and attended by approximately 150 employees in March. In addition to arranging representation from 14 benefit providers, HR staff engaged representatives of the Police, Fire, Health, and Recreation departments to provide attendees with personal wellness and safety information. Staff also supported the Minuteman Nashoba Health Group wellness coordinator's efforts in offering wellness programs for the Town's employees and their family members.

HR staff coordinated several training initiatives in 2018. Policy orientations were conducted with 65 new employees to acquaint them with expectations of the

Town. Arrangements were made for a professional trainer/attorney to provide Town-wide training on harassment and workplace violence, and these seminars were attended by 348 employees.

Video-based training was provided for employees who could not attend in person. All of the Town's new supervisors were required to attend a full day training session in November, which included information on harassment and workplace violence prevention, as well as employment law and performance management. HR staff ensured that all new employees were advised of required Massachusetts conflict of interest law training. Furthermore, HR distributed the Town's harassment prevention policy and the Massachusetts conflict of interest law summary Town-wide, along with an advisory reminding employees of their obligation to remain aware of all Town policies.

In addition to continuing efforts to integrate HR and Finance software systems, HR staff continued to work on implementation of a web-based applicant tracking system, which will provide a more efficient method for posting jobs and processing employment applications. In addition to improving the selection and hiring experience for both hiring managers and candidates, this system will also reduce our carbon footprint by eliminating paper. System testing was completed and initial hiring manager training took place in December.

TOWN COUNSEL

Mina S. Makarious, Anderson & Kreiger LLP

The following is a description of the lawsuits by or against the Town filed or pending during 2018 that were handled by Town Counsel:

James Balfour, Marianne C. Balfour and Robert A. Schulman, Trustee of the Robert A. Schulman Trust of 2014 v. Planning Board of the Town of Concord and Keuka Road, LLC (Massachusetts Land Court)
Abutter appeal of Planning Board decision approving a four-lot residential definitive subdivision plan of land on Keuka Road. As of December 2018, discovery in the case is closed, and the developer's motion to require the abutters to post a bond is under advisement. The Court will set the final schedule for the case in 2019.

Fitch, et al. v. Zoning Board of Appeals of Town of Concord (Massachusetts Appeals Court)
Appeal from denial of zoning enforcement filed in 2016. Following trial, Land Court upheld the denial. Appeal is currently pending in the Massachusetts Appeals Court, with oral argument expected to be scheduled for January 2019.

Michele I. Mandrioli; Claudette Cavelier; Peter J. Mandrioli, Jr.; and Paul J. Mandrioli v. Whitney S. Hamnet, II; Fern Folz; Gregory and Sharlene Dorothy; David P. Smyth and Anne C. Piessens; Town of Concord; Heirs of Edward W. Sheehan and Kathryn A. Sheehan, et al. (Massachusetts Land Court)
Action to remove a cloud on the title of property. The Town has determined that it does not have an interest in the property, and is seeking dismissal from the case.

Town of Concord v. Hitchcock, Rachel, et al. (Massachusetts District Court)
Town seeking order to enforce order requiring homeowners to build fence to contain nuisance dog. Matter is ongoing.

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

The Town is seeking a declaration and judgment for the right of public access to Estabrook Road, as well as an injunction against the Defendants for interfering with the public's right to access the road. Discovery in the case is pending.

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

Appeal to Concord District Court by firearms licensee following suspension of his license for making untruthful statements in his application. Following a hearing involving testimony and cross-examination of the licensee and a police detective, the parties agreed to a settlement.

PUBLIC SAFETY

FIRE DEPARTMENT

Tom Judge, Fire Chief

2018 was a busy year for the Fire Department. On September 13, 2018, Concord along with other fire departments from Massachusetts Fire District 14 responded as a task force to the City of Lawrence to assist with the overwhelming volume of incidents that were caused by an over-pressurized gas system. The over-pressurization caused a number of explosions in the Merrimac Valley. The task force response was part of an existing pre-plan known as the State-Wide Mobilization Plan; the plan takes many different types of scenarios into account and determines what communities to send based on proximity to the emergency and fire apparatus type needed. Once activated the mobilization plan is managed by the Massachusetts Emergency Management Agency



Concord Fire responded to gas explosions in the city of Lawrence, Towns of Andover, and North Andover.

(MEMA). It is not used often, but it is reassuring to see how well the plan works when it is needed. On March 19, 2018, Concord Fire Department (CFD) responded to a house fire on Estabrook Road. The fire which was discovered by the homeowner occurred on the exterior of the roof and was quickly contained by CFD along with assistance from our mutual aid partners.

Emergency Responses 2018

NFIRS CATEGORY	NUMBER
Fires/Explosions*	44
Overpressure/Ruptures	7
Emergency Medical/Rescue**	1,827
Hazardous Conditions***	221
Service Calls	363
Good Intent Call/Public Service	238
Fire and CO Alarms/Other Alarms	833
Weather Related	2
Special/Miscellaneous	6
TOTAL EMERGENCY RESPONSES	3,541

*Fires occurred within the following sub-categories:

Structure fires: 23

Vehicle fires: 5

Brush fires: 9

Other fires: 7

There were no explosions

Estimated dollar loss from all fires: \$906,000

**2- Of the EMS responses 1,591 resulted in patient transport to a hospital at the following level of care:

BLS transports: 928

ALS transports: 663

Included were 153 Motor Vehicle Accidents

Concord received a mutual aid ambulance 76 times

Concord provided a mutual aid ambulance 68 times

Included are 152 Motor Vehicle Accidents

Concord received a mutual aid ambulance 87 times

Concord provided a mutual aid ambulance 105 times

***Hazardous Conditions included the following responses:

Gas/LPG leaks: 65

Gasoline/Oil spills: 16

Chemical Hazard & Spills: 3

Electrical Problems: 66

Power Lines Down: 49

Carbon Monoxide Incidents: 11

In the early morning hours of June 25, 2018, CFD responded to a Garfield Road home to investigate an alarm reported by an alarm company. Fire companies arrived to find no one at home; firefighters gained access to the house and found a fire in the basement. The fire was quickly extinguished, and the damage was confined to the immediate area of the fire. This fire demonstrates the value of having a monitored fire alarm system and early notification to the fire department.

Fire companies responded on July 31, 2018, to CCHS to investigate an alarm activation. When they arrived, they found alarms sounding and an indication that the buildings sprinkler system was operating. CFD crews found a sprinkler activation in a fourth-floor classroom; the sprinkler activated in response to a fire in the classroom and successfully extinguished the fire. The school, however, sustained significant water damage on all floors.



Burning off of remaining gas at Emerson Umbrella

On Wednesday, October 3, 2018, a piece of machinery struck a liquefied petroleum gas tank at Emerson Umbrella on Stow Street. The container which was a 1,000-gallon underground tank was nearly full when an above-ground valve was dislodged from the tank. The resulting leak caused the need to evacuate the Stow Street construction site and the surrounding neighborhoods. The leak was ultimately contained by an emergency response crew from a consortium of LPG providers. Once the leak was stopped, the remaining gas was burnt off to eliminate the hazard. Fortunately, there were no injuries as a result of this incident.

Fire Prevention

During 2018, the Concord Fire Department assigned its first ever Fire Prevention Inspector. Firefighter David Nichols, a veteran Concord Firefighter, assumed the new role in August. Fire Inspector Nichols was one of the first in Massachusetts to hold the national accreditation of Fire Inspector 2; we are happy to have him in this position. This new position will allow us to provide a much more comprehensive risk reduction program. Some of the responsibilities of the position include: code compliance, permitting, inspections, review of construction plans regarding fire protection systems, and application of the Massachusetts Fire Code, 527CMR.

Fire Prevention Activity	
<u>Inspections</u>	<u>Total</u>
Residential Smoke	366
School inspections	9
Nursing Home	8
Hospital	4
Fire detection/suppression	46
LP Gas Storage	51
Oil burning equipment	68
Construction Site visits	18
<u>School Fire Drills</u>	32
<u>Permits issued</u>	
Open Burning	424
Dumpster	102
Fire protection system	132
Flammable Storage	9
LP Gas Storage	88
Oil burning equipment	42
Tank Removal	54
Tent Permit	34
Welding	32
<u>Construction Plans Reviewed</u>	102

The fire prevention division was busy this year as there continues to be a great deal of construction throughout town. Fire prevention spends much of its time visiting construction sites, performing inspections, and assuring construction site safety regulations are followed. Additionally, inspections are performed at all schools, Emerson Hospital, both Department of Correction facilities, and many businesses in the community.

CFD participates in a program sponsored by the Massachusetts Department of Fire Services called S.A.F.E. (Student Awareness of Fire Education), Lieutenant Sean Murphy manages this program and its companion program Senior SAFE which provides fire prevention services to the senior community. Throughout the year Lt. Murphy visits the schools in Concord and presents programs to students on fire safety. Additionally, the Senior SAFE program gives CFD an opportunity to provide fire safety education and install smoke and carbon monoxide detectors for seniors that need assistance.

Equipment & Apparatus

The Fire Department fleet has recovered from the fire at Station 2 in early 2017. As of this writing, our fleet is back to full strength, and we are presently working to replace Engine 7 (structural pumper) and Engine 5 (brush fire pumper) due to age. Those engines will be replaced with one engine designed to perform both structural and brush fire missions.

CFD has had so much success with using RTV's for off-road emergencies and brush fires, that we have added a second Kubota RTV to our fleet. This RTV is housed at Station 2 and is equipped to carry a patient to an ambulance, as well as fitted with a small water tank and fire pump. The addition of this RTV enhances our ability to respond off-road and into the woods. With the coming of the Bruce Freeman Rail Trail, this is a great addition to our capability.

Community

The Concord Fire Department, with the assistance of the Bedford Fire Department, was honored to participate in an event in Concord center that was part of a weekend which culminated with the commissioning of the U.S.S. Thomas Hudner, DDG 116. The ship, a guided-missile cruiser was named in honor of Concord resident, Captain (Ret.) Thomas

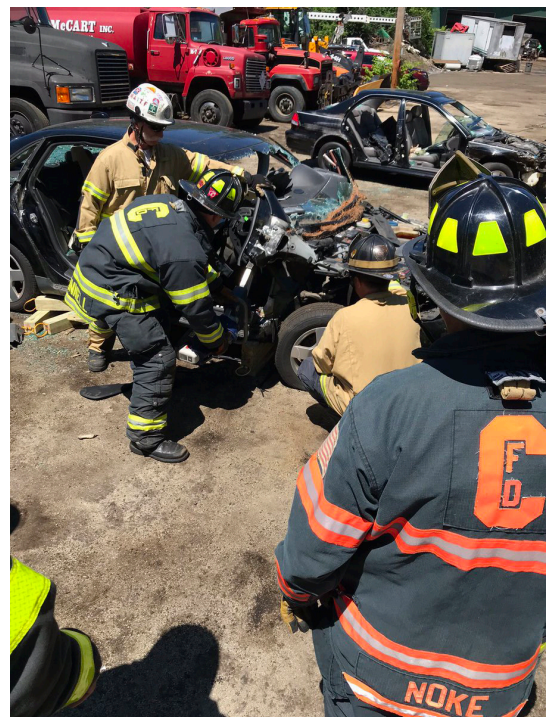
Hudner, who was awarded the Congressional Medal of Honor for action during the Korean War.

The Concord Firefighters Relief Association (CFRA) once again ran a very successful toy drive during the holiday season. CFRA was able to provide support to Concord Youth Services along with several inner-city charities that there is a long-standing relationship with; all of these groups can directly assist families that need assistance.

Other events that Concord Firefighters were able to participate in this past year include Picnic In the Park, Veterans Day Flag Retirement, preparing lunch at the Council on Aging, Concord Community Network Fire Truck Wash, and the annual Holiday Parade and Tree Lighting where CFD Ladder 1 delivered Santa to Monument Square.

Training

In addition to daily training that takes place on Emergency Medical and Firefighting skills, Concord Firefighters participated in some training exercises this past year. Throughout the year our members who belong to the regional technical teams participated in a variety of training exercises; hazardous materials, technical rescue, and communication. Those members include Captain Curran, Captain Noke, Lieutenant Nelson, Lieutenant Ferrie, Firefighter Rolfe Firefighter Ostroskey, and Fire Inspector Nichols.



All members of the fire department were able to participate in an extensive vehicle extrication program that was coordinated by our training officer, Captain Brian Whitney. The program was a combination of classroom, and hands-on training provided by On-Scene training, a provider who specializes in technical rescue themed training.

Some CFD members attended a variety of programs at the Massachusetts Firefighting Academy this past year. We are fortunate to have a tremendous resource like the academy in the state and more fortunate that it is nearby in Stow. Concord Firefighters routinely take advantage of the opportunities available for continuing education at the MFA.

The department continues to be the benefit from homes scheduled for demolition. With the support of the property owners, we can conduct valuable training in these homes before they are torn down. Our department will use these houses to practice firefighting skills that are destructive and would not otherwise be possible to conduct. This valuable training cannot be duplicated, and we much appreciate the generous donation by the owners to allow us to use the property before it is demolished. Training like this does not include any live fires but will enable us to simulate many scenarios, including the use of a theatrical smoke machine smoke-filled environments to create zero visibility scenarios

Personnel

Concord Fire was pleased to welcome Walter Latta as our new Assistant Fire Chief. Assistant Chief Latta most recently served as a Captain / Shift Commander for the Maynard Fire Department. He is a dedicated fire officer who is passionate about the fire service and brings a tremendous skill set to the CFD. Assistant



Chief Latta also serves on a FEMA Urban Search and Rescue Team, Massachusetts Task Force 1 based in Beverly MA.

LOCAL EMERGENCY PLANNING COMMITTEE

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

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

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

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

To learn more about the LEPC and its role in keeping Concord safe, please contact the Fire Chief at 978-318-3450.

CONCORD EMERGENCY MANAGEMENT AGENCY (CEMA)

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

CEMA maintains the Town's State-mandated Comprehensive Emergency Preparedness Plan (CEMP), a document that outlines the roles and responsibilities of different agencies during a significant emergency and provides a resource guide. These could be emergencies involving a broad spectrum of All-Hazard topics such as incidents caused by weather, public health emergencies, hazardous materials spills and other human-created events. Working in conjunction with Public Health Director, Susan Rask, the Medical Reserve Corps integrates readily into our Town assets, ready to support the Town during times of crisis. An example of this is emergency shelter operations, pandemic clinics,

and other larger scale emergencies.

The staffed EOC is the town's conduit to MEMA and the resources available at the State Government level. The EOC is also where the various Concord agencies such as the CPW, CPD, CMLP, CFD, and Public Health coordinate the town's response to different emergency incidents impacting the town.

This year we completed our required town hazard mitigation plan which is required by FEMA. This plan must be reviewed and updated every five years. Our updated plan was submitted to and approved by FEMA this fall.

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

CONCORD POLICE DEPARTMENT

Chief Joseph F. O'Connor

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

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

This year the Department continued the Craigslist Safe Exchange Program, which allows members of the

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

Collaboration continues to strengthen with community-based partners such as The Domestic Violence Services Network (DVSND) and The Communities for Restorative Justice (C4RJ), which provide a resource sharing system and referral network for the Department. Concord Police Officers and Dispatchers continue to participate in training for both programs. In addition, Concord Police Officers received forty hours of training in Crisis Intervention (CIT). Officers also participate in the education of new drivers in the CCHS Driver's Education Program, providing valuable information to assist drivers as they become new drivers and travel on the roadways.

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

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

STARS Team (School Threat Assessment and Response System). The Department has strengthened their partnership with the State Police and will continue to conduct joint “Sobriety Check Points” during the year. The Department collaborated with 8 Middlesex County Police Departments and the Concord District Court, and continues work with a “Jail Diversion” Grant to address mental health issues. The Massachusetts Executive Office of Health and Human Services’ Department of Mental Health awarded the coalition the grant. As part of the coalition’s innovative model, officers work with a Clinical Coordinator, who manages the Jail Diversion Program. The role of the Clinical Coordinator continues to be to train Officers in mental health, first aid, and to serve on the Crisis Intervention Team (CIT). The Coordinator also works with the Department Officers to create a diversion strategy that is appropriate for any individual who comes in contact with police.

The Department continues working toward becoming a fully accredited agency with the Massachusetts Police Accreditation Commission, Inc. The statewide standards for accreditation impact officer and public safety, address high liability/risk management issues, and promote operational efficiency throughout the agency.

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

Our Public Safety Dispatchers answer emergency and non-emergency calls, dispatch public safety personnel, and monitor computer equipment. Concord Public Safety Dispatchers maintain certifications as emergency telecommunicators and law enforcement data professionals, trained to the standards of the Massachusetts State 911 Department, Massachusetts Criminal History Systems Board, National Academy of Emergency Medical Dispatch, and the Association of Public Safety Communications Professionals International. Several Dispatchers also have additional training as Tactical Communications

Specialists. The department welcomed two new Public Safety Dispatchers this past year, Ellen Eggenberger and Francis Ordile. Dispatcher Benjamin LaCure was hired as a full time Police Officer, and will attend the MBTA Police training academy in March 2019 to begin his recruit training.

Officer Kevin Gena was appointed as a School Resource Officer with the approval of town meeting and partial funding by a grant from the Concord-Carlisle Community Chest. Officers Michael Vangelist and Brian Soll resigned from the Department in 2018, as well as Dispatcher Sean Connell. Sergeant Paul Flynn, Detective Paul Morrison, and Detective James Forten retired from the department in 2018. New officers joining the department in 2018 are Michael Bordenca, John O’Connor, Matthew Plausse and Nicholas Clemente.



Officer Mailloux stops to chat with a community member while on patrol in Concord Center.

Officers Toumayan, Mailloux and Rennie continue to serve as members of the NEMLEC Regional Response Team (RRT), and Sergeant Michael Burgess and Officer Ron Holsinger serve as members of the NEMLEC motorcycle unit. Lieutenant Troiano continues to serve as a member of the NEMLEC SWAT team, and

Detective Scott Camilleri remains an active member of the NEMLEC STARS team. Officers Timothy Landers and Michael Burgess were each promoted to the rank of Sergeant, and Christopher Troiano to the rank of Lieutenant in 2018.

The Department maintains an anonymous 24 hour tip line (978 318-3407), and State and federal grant funding continue to provide the department with opportunities to purchase new equipment and technology, and fund existing programs. The

Department was awarded and administered grants for pedestrian and bicycle safety, car seat equipment, and traffic enforcement initiatives, which were funded by the Massachusetts Executive Office of Public Safety and Security's Highway Division. The department was also awarded and administered grant funding through the Massachusetts State 911 Department for dispatcher training and personnel support services.



2018 Incidents Report

Arrests (various)	117
Summons	251
Assaults	36
Suspicious Activity	987
Motor vehicle Crashes	694
Motor Vehicle Stops	6,126
Motor Vehicle v. Deer	22
Operating Under the Influence	37
Protective Custody	12
Traffic Citations	4,446
Criminal Traffic Summons	199
Larceny Investigations	184
Domestic Violence Investigations	61
Narcotics, Drugs Investigations	14
Medical Assists	954
Animal Control	225
Vandalism Complaints	24
Alarms – Commercial/Residential	885
Breaking and Entering Investigations	13
Total Log Items	33,551

Jennifer A. Condon, Animal Control Officer

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

The Animal Control Officer responds to all animal complaints (domestic or wild), which includes the humane removal of all animals. The Animal Control Officer is required to provide a vehicle for the transporting of dogs, as well as a licensed kennel for the temporary housing of any dogs taken into custody. The Animal Control Officer and assistant(s) are on call 24 hours a day and are contacted by pager through the

Public Safety Communications Center.

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

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

2018 Animal Activity by Month											
	Total # Calls	Complaint Calls	Lost Dog	Lost Cat	Other Cat Related	Wildlife	Misc Calls	Pickups	Human / Animal Bite	Quarantine Orders Issued / Released	# Submittals to State Lab
JANUARY	79	8	2	2	1	6	41	1-K9	4	14	0
FEBRUARY	88	7	3	1	0	16	51	1-K9	2	7	0
MARCH	108	11	6	3	1	13	58	2-K9	4	10	0
APRIL	85	5	9	1	0	13	41	3-K9, 1-Feline, 1-Hawk; = 5	2	9	0
MAY	122	7	8	0	0	28	66	4-K9, 1-baby coon, 1-Guenea Hen = 6	0	7	0
JUNE	120	12	3	2	3	22	66	5-K9	1	6	0
JULY	60	2	2	2	0	14	33	2-K9	0	4	1 *
AUGUST	58	3	2	0	1	14	27	1-K9	2	6	2 **
SEPTEMBER	67	5	1	4	3	10	39	1-K9	1	3	0
OCTOBER	65	1	6	1	3	9	35	3-K9	2	5	0
NOVEMBER	81	5	7	0	2	8	47	5-K9	2	5	0
DECEMBER	64	4	4	0	4	11	32	1-K9,	1	6	0
TOTAL	997	70	53	16	18	164	536	1-Hawk = 2 "29-K9, 1-Feline, 2-Hawk, 1-Baby Coon, 1-Guenea Hen =34"	21	82	3

MUNICIPAL LIGHT PLANT

David G. Wood, Director

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

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

Our work in 2018 focused on a number of initiatives designed to achieve those goals.

The Town Manager appoints a five member, volunteer Light Board comprised of local residents. Current Light Board members include Peggy Briggs, Lynn Salinger, Gordon Brockway, Dan Gainsboro, and Wendy Rovelli.



(left to right) Peggy Briggs, Lynn Salinger, Gordon Brockway (Chair), Dan Gainsboro, and Wendy Rovelli.

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

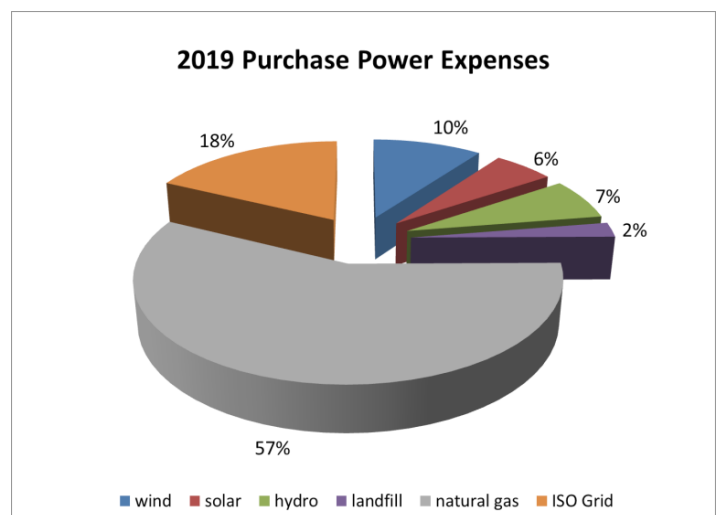
The Concord Municipal Light Plant (CMLP) operates as an Enterprise Fund within the Town government. No property tax money is required or used to operate the Light Plant. All operating expenses including electricity purchases, capital investments, and debt service are paid by the Light Plant customers. In addition, the Light Plant contributes to the Town's operating budget via a Payment-in-Lieu-of Taxes (PILOT). For 2018, this formula based payment was \$461,000.

Power Supply

Concord Light has developed a power supply portfolio from multiple sources under a power supply strategy that best suits our community's needs. The power supply selection strategy included the following tenets:

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

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



CMLP is actively cleaning the power supply and retires Renewable Energy Credits and will continue to expand this program until the power supply is 100% carbon free.

Power Supply includes the cost of Capacity and Transmission – two market services provided by the regional Independent System Operator at Federal Energy Regulatory Commission regulated rates. All power supply costs, generation, capacity and transmission, are passed to CMLP’s customer-owners at cost.

Energy Management

Concord Light continues to provide a variety of energy management services to its customers, including rebates and energy audits for residential and commercial customers.

Electric Vehicles

In 2018, CMLP geared up to drive electric vehicle adoption. In the fall, we began offering electric vehicle (EV) owners a rebate of \$250 to help offset the cost of installing some or all components of a Level 2 system for higher speed charging of an electric vehicle at their home. We launched the EV Miles Program. EV Miles participants program their electric vehicles to charge off-peak and receive a monthly bill credit for their participation. 44 EV owners enrolled in 2018. CMLP also introduced its EV ChargeSmart webpages, which answer common questions about electric vehicle charging at home.

CMLP has contracted with Energy New England (ENE) to provide a variety of EV awareness and education services. ENE launched an Electric Vehicle toll-free support line and email in late 2018, which allows Concord residents to get answers to their questions about all things EV.

HeatSmart Campaign

The Town’s Comprehensive Sustainable Energy Committee (CSEC) and CMLP were selected by the Massachusetts Clean Energy Center (MassCEC) to participate in HeatSmart Mass, a pilot program to promote the adoption of air-source and ground-source heat pumps. In addition to increased comfort, and cost savings for some customers, the use of heat pumps to heat and cool homes will reduce greenhouse gas emissions, helping Concord meet its goal of 80% fewer emissions by 2050.

From March through August 2018, Concord residents were able to get a free assessment to determine whether heat pumps would be a good fit for their heating and cooling needs. The assessments, and installations, if desired, were done by installers selected by MassCEC, CSEC and CMLP staff. Due in part to the HeatSmart campaign, 61 customers adopted air-source heat pumps (ASHPs) in 2018, exceeding our Fuel Switching Initiative Year 1 Goal of 40 ASHP installations by 50%. CMLP provided a total of \$103,000 in rebates to ASHP adopters.

Ten Concord residents signed ground-source heat pump installation contracts during the HeatSmart campaign. One was fully installed in 2018, and was awarded a rebate through CMLP’s new ground-source heat pump rebate program, launched in March. The remaining systems are slated to be installed in 2019.

Home Energy Assessments

162 Concordians requested home energy assessments from CMLP in 2018, and collectively had over 5,600 incandescent light bulbs replaced by LEDs during the assessments.

Residential Energy Efficiency Rebates

CMLP provided residential customers with over \$13,000 in rebates for weatherizing their homes and for purchasing and installing heat pump water heaters and LED light bulbs.

Commercial Energy Efficiency Rebates

In 2018, 18 business customers installed more efficient lighting, and received a total of \$111,000 in rebates through CMLP’s High Efficiency Lighting Program. These commercial lighting projects are projected to reduce electricity consumption by 500,000 kWh per year.

Solar Photovoltaic (PV) Rebates

28 PV systems with an overall capacity of 240 kW DC were installed by CMLP’s residential and commercial customers in 2018. CMLP contributed \$82,000 in rebates towards the installation of these systems. There are now a total of 345 PV systems on residential and commercial rooftops in Concord with a combined capacity of 3.5 MW DC.

Community Service

Annual Holiday Tree Lighting

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

Residential Rate Assistance

CMLP began the Residential Rate Assistance program in 2006 to help Concord residents in financial need. Eligible customers are able to lower their bills by as much as 50%. As of December 2018, there were 163 Concord households enrolled in this program.

Operations

LED Streetlights

CMLP was awarded a grant from the Massachusetts Department of Energy Resources as part of the LED Streetlight Accelerator Program. Using the nearly \$80,000 in funding, CMLP replaced 600 overhead metal halide lights with LED equivalents which consume about 50% less electricity.

New EV Charging Station

CMLP completed the installation of a two new electric vehicle charging stations. The charging stations are located in the newly renovated Keyes Road parking lot and the newly renovated Walden Street parking lot. There are two dedicated electric vehicle parking spots for charging at each location. This brings the Town's municipally owned car chargers to 4, each dual port charging capability.



EV Charger - Keyes Rd Parking Lot

Underground Direct Buried Upgrade

CMLP completed installation of conduit on Tanglewood Drive which allowed for the upgrade of the existing underground distribution system. Crews installed approximately 2500 feet of conduit and wire. This upgrade further improves system reliable.

Overhead Distribution Upgrades

Reconductoring overhead single-phase primary distribution circuits, residential areas and streets including the following locations: Old Bedford Rd (Section), Annursnac Hill Rd (Section), Peter Spring Rd, Arrowhead Rd, Minuteman Dr, Prescott Rd, Cranefield Rd, Damon St, Adams Rd, Coburn Hill Rd, Nimrod Dr, Brister's Hill Rd.

Underground Conversion Projects

CMLP completed the Emerson Field underground conversion project. The Emerson Field Project area includes sections of Thoreau St, Sudbury Rd, Hubbard St, and subsequent side streets. Starting in 2019 we will turn our attention to the Belknap/Elsinore neighborhood.

Substation Security Upgrades and Maintenance

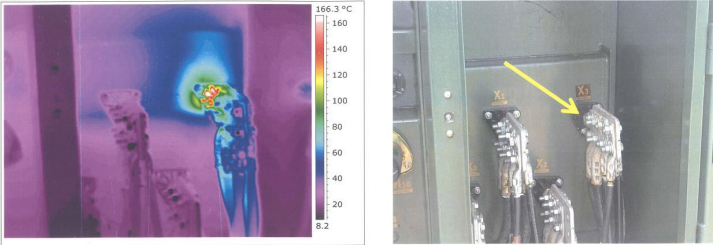
CMLP completed the installation of video surveillance security cameras at Substation 219 This new system will track all activity outside of the building.

Maintenance was completed at both of CMLP's substations. In order to keep equipment operating at peak performance substation maintenance is conducted once every three years. This typically includes transformer oil testing, relay testing and calibration, breaker testing and cleaning, and substation battery maintenance.

Infrared System Survey

CMLP contracted with Infrared Analyzers, Inc to perform an analysis of the Town's overhead electrical infrastructure, underground devices, and switch gear equipment utilizing infrared thermography. Infrared thermography utilizes a highly sensitive infrared imaging system which converts radiated energy into a thermal image of the object radiating the energy. The resulting image captures any hot spot indicating defective equipment, components, cables, and connections. In return these locations are repaired or replaced by CMLP and preventing unscheduled outages. Captured in the picture is a partially damaged

padmount transformer bushing located at a commercial property on Sudbury Road. CMLP was able to deenergize and replace this transformer before the bushing permanently failed. If it had failed and caused an oil spill, the cost to fix the issue could have easily been in the range \$50k along with an extended power outage at this location.



Telecommunications

2018 was the fourth full year of operation for the CMLP's Broadband service. Operating as "Concord Light Broadband" the demand for the service has remained steady and community support and feedback has been excellent. CMLP launched the Broadband service in March 2014 after the 2013 Annual Town Meeting had passed Article 48 which authorized borrowing to fund startup expenses. The 2017 Annual Town Meeting renewed support for the service by passing Article 24 which authorized CMLP to borrow an additional \$1 million to fund additional expansion of telecommunications service offerings. The principal and interest expense from this borrowing will be repaid exclusively from future telecommunication revenue.

Demand for the service continues to be strong. Subscriptions grew 27% to 1215 residential and business accounts between January and December 2018, a net increase of 258 subscribers for the year. Revenues in 2018 exceeded \$942,000, a 26% increase over 2017 as well. Operating costs are in line with expectations. Since the end of 2016, Concord Light Broadband has been generating sufficient operating income to cover the expected operating expenses. Within the next year or so, we expect to be able to fund growth out of current revenue as well.

Concord Light Broadband has continued to offer straight-forward pricing without teaser introductory rates, fees, or hidden increases down the road. We were able to implement our third across the board speed increase while pricing for the services remained steady

in 2018. In fact, we have never had a price increase from our initial offering in 2014. Residential service starts at \$49.95 per month for 35 Mbps. Standard offerings provide speeds up to 300 Mbps; higher speeds are available as a custom bid. These plans offer fully symmetrical bandwidth (matching upload and download speed). The fiber-to-the-home installation includes the industry's best 802.11ac Wi-Fi router for those customers that wish to upgrade their wireless service. Information about the offerings is on the Town's web site at concordma.gov/broadband. Concord Light Broadband has a staffed help desk that answers calls for assistance 24 hours a day, seven days a week.

The ability to cost effectively deploy advanced secure telecommunications to municipal facilities is a benefit of having in-house telecommunications operations. In 2018, the telecom staff, working with Town IT staff, participated in projects to support the Town's network. These included installation of a Town-wide wireless system in every Concord facility. This new system allows for greater security of the Town data network, greater flexibility for employees moving between facilities, and secure, isolated guest Internet access for citizens, guests, and contractors in Town facilities. The telecommunications group was also able to assist in installing new phones and network infrastructure at 141 Keyes Road and the Beede Center.

In 2018, CMLP continued to provide additional leases for "dark fiber". The lease agreements provide access to CMLP fiber telecommunication providers or businesses who wish to gain access to premises in Concord. CMLP earns revenue from the fiber leases and customers benefit from faster, less-expensive installations and access to advanced telecommunication services.

COMPREHENSIVE SUSTAINABILITY & ENERGY COMMITTEE (CSEC)

Janet Miller, Chair
Julie Kleyn, Clerk
Bradley Hubbard-Nelson,
Douglas Sharpe
Sam Lines
Karen Gibson
Jerry Frenkil
Sharon Jones
Bob Shatten

Kate Hanley, Concord Sustainability Director
Alice Kaufman, Select Board Liaison

The Comprehensive Sustainable Energy Committee was established in 2007 to assist the Town in identifying, designing, and implementing programs and projects that foster energy conservation as well as renewable energy generation in all Town sectors. In 2018, the committee was renamed the Comprehensive Sustainability & Energy Committee (CSEC) and the updated Committee charge is to work together with the Director of Sustainability and the Concord Municipal Light Plant to identify, design, and implement community outreach programs and projects to reduce town-wide greenhouse gas emissions (GHG), and to encourage adoption of sustainability policies and practices in the Concord community. Program focuses include energy conservation, energy efficiency, renewable energy generation, electrification of vehicles, and other sustainability and climate resilience initiatives.

CSEC is very excited to be working with Kate Hanley, Concord's Sustainability Director, who was hired in the fall of 2017. She attends CSEC meetings, offers support to the committee, and has successfully applied for grants to support sustainability programs. For example, Kate obtained a grant to participate in the state's Municipal Vulnerability Preparedness (MVP) program, which entailed a Community Resilience Building workshop to identify top climate hazards and potential actions to improve resilience to climate change in town. Janet Miller represented CSEC at the workshops and attended the follow-up public meeting. This process identified and prioritized actions related to infrastructural, societal/economic, and environmental actions for the Town. Completion of this program makes Concord eligible to apply for action grants for specific projects.

Cooler Concord

The Cooler Concord program was a big initiative of CSEC in 2017 and was winding down in 2018. That program included the development of a website, CoolerConcord.org and a subscriber list of 588 individuals, which was used to promote sustainable actions and rebates from the town and CMLP in 2018. The rebates and a survey were used to assess the success of the program. Traceable actions by fair participants reduced greenhouse gas (GHG) emissions by roughly 305 Tons/year (CO₂-equivalent).

Approximately one in four 2017 Cooler Concord Fair attendees followed up on sustainability actions they committed to at the fair. The greatest number of Cooler Concord rebates granted were for weatherization, electric lawn mowers, LED bulbs, and EnergyStar clothes washers, and were funded by the Town's Resource Sustainability Fund and the CMLP (via the CARES budget), totaling almost \$50,000. Note that although the Cooler Concord program has come to an end, CMLP continues to offer a number of home energy rebates.

HeatSmart

Another focus of CSEC in 2018 was the HeatSmart program. Together with Lincoln and Carlisle, CSEC applied for and received a grant from the Massachusetts Clean Energy Center (MassCEC) to fund the program, which promoted the adoption of air-source heat pumps (ASHP), ground-source heat



Sustainability Director, Kate Hanley, with the Town's new Nissan Leaf at the EV promotional event in September.

pumps (GSHP), and wood pellet heat with the goals of reducing fossil fuel use, saving money, and improving comfort. Brad Hubbard-Nelson was the Concord HeatSmart coach and was assisted by volunteers, Julie Kleyn, Alan Whitney, and Doug Sharpe, as well as Jan Aceti from CMLP. Meister Consulting Group developed a website (wepowr.com/heatsmartccl) for the Concord, Carlisle, and Lincoln HeatSmart teams to provide information about the program, technology and financial incentives, and provide online sign-up for energy audits and visits from selected equipment installers. Coaches provided help to residents to understand and compare equipment proposals.

The program ran from February until July 2018, although installations could continue until the end of the year. In order to qualify for the HeatSmart program, residents were required have an energy audit, which provided another opportunity to spur residents to reduce their GHG emissions.

Concord focused promotion on ASHP and GSHP, which made the most sense to the committee and for which CMLP offers rebates. Promotion activities included public presentations from installers, a letter-writing campaign by the CCHS Green Team, articles in the newspaper, mailings, social media, posters, lawn signs, video testimonials, open houses at homes with heat pumps, and outreach to local organizations such as the Council on Aging, League of Women Voters, schools, and faith-based organizations. A market segmentation analysis provided by Meister Consultants helped to identify 1,000 homes as optimal for heat pumps and marketing was targeted to those residents.

The HeatSmart program resulted in contracts for nine GSHP and 61 ASHP systems, exceeding the original goals set for the program. Over 1% of single-family homes in Concord participated during the 5-month program. The estimated GHG reduction of these installations is 350 Tons/year, which will increase to approximately 520 Tons/year by 2022 when CMLP power is 100% renewable. CMLP continues to offer rebates for heat pumps and CSEC hopes that the HeatSmart program has demonstrated their potential to enable all-electric, fossil fuel-free new construction in town.

Electric Vehicle Promotion

Another major project of CSEC in 2018 was the promotion of electric vehicles (EVs). The adoption of EVs is an essential part of reducing our dependence on fossil fuels. Brian Foulds was the primary organizer of an EV showcase event, held at Walden Pond in September. CSEC took charge of much of the publicity and recruitment of volunteers (including six high school students) to help at the event. An estimated 300–400 visitors attended the event. Both private owners and dealer brought cars for display. Kate Hanley brought the Town's new Nissan Leaf, Jan Aceti brought CMLP's EV, and the electric school bus provided a shuttle bus to CCHS, where there was overflow parking. In addition, dealers brought five plug-in vehicles for a total of 65 test drives. Pedal Power brought electric bicycles, which were popular for test rides. Several environmental organizations also participated.

PUBLIC WORKS

PUBLIC WORKS COMMISSION

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



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

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

Highlights of the Commission's activities for 2018 included (in chronological order):

- Conducted a Public Hearing for Monsen Road Street Acceptance and voted to execute a report laying out the extension of Monsen road to be filed with the

Town Clerk in anticipation of the acceptance consideration under an Article at the 2018 Annual Town Meeting.

- Reviewed and voted to approve a Water Service Agreement with homeowners in Carlisle near Monument Street to terminate non-conforming service and disconnect from Concord's Water Service. This agreement was then presented to the Select Board and Town Manager for their approval.
- Conducted a Public Hearing and voted to approve an application for water and sewer main extensions along Warner Street.
- Conducted discussions relative to a potential Leaf Blower Ban Bylaw and its possible impact to operations of Concord Public Works which ultimately was not moved at the Annual Town Meeting by the petitioner.
- Former Public Works Commissioner, Nick Pappas, was appointed as the Public Works Commission liaison for the Comprehensive Long Range Plan Committee. A briefing was conducted and a letter prepared incorporating comments from the Public Works Commission for submission to the Comprehensive Long Range Plan Committee.
- Conducted a Public Hearing and approved revised curbside collection and disposal rates.
- Conducted a discussion of the Nagog Pond Special Permit and Inter-Municipal Agreement, and subsequently voted to approve a draft Inter-Municipal Agreement recommending approval to the Town of Concord Select Board and Town Manager.
- Conducted a Roads Program Briefing followed by a Roads Program Public Hearing.
- Conducted executive sessions to discuss litigation strategy relative to the Nagog Pond Water Treatment Facility Upgrade.
- Discussed various Town Articles and voted on recommendations to be presented at the Annual Town Meeting.
- A letter from the Public Works Commission conveying gratitude to Concord Public Works for their efforts in battling recent snowstorms was prepared and delivered.
- Conducted a Public Information Meeting to discuss the Sleepy Hollow Infrastructure Improvement Project.
- Conducted the Water and Sewer Rate public hearing and approved the FY19 rate schedules along

with adoption of related policies regarding service renewals for water and sewer service lines exceeding 50 years of age and a revision to the single connection per parcel regulation for residential parcels.

- Conducted a Parking Lot Reconstruction Public Information Meeting.
- Gratitude expressed for the many years of dedicated service provided by Commissioner Art Fulman.
- Conducted a Complete Streets Presentation and voted to recommend approval and requested that the Select Board also recommend their approval.
- Voted to approve an increase in sewer capacity as requested for Linear's property identified at 49-57 Main Street (Caffe Nero).
- Voted to approve and accept a drainage easement at 300 Baker Avenue.
- Voted to appoint Arthur Fulman as an advisor to the Public Works Commission with regard to any potential dispute relating to Nagog Pond with the Town of Littleton going forward.
- Participated in a presentation of the Street Scan Roadway Asset Management System.
- Participated in discussions regarding a potential Conservation Restriction at the Walden Street Landfill. This included a meeting with Commissioner Winslow and Director Reine with Kathy Anderson of the Walden Woods Project. An additional review occurred with Concord's Select Board Chair attending a Public Works Commission meeting to discuss this topic.
- Declared a retroactive State of Water Supply Conservation effective July 29, 2018 and instituted a one day per week outdoor watering restriction with watering permitted before 9 AM and after 5 PM, consistent with the Seasonal Water Demand Management Plan dated April 13, 2017. Rescinded the State of Water Supply Conservation retroactively with an effective date of September 28, 2018 and provided the Public Works Commission Chair the authority to rescind any future State of Water Supply Conservation declared which will then be voted on at a future PWC meeting.
- Voted to remove specified trees for road and sidewalk accommodations with regard to the Cambridge Turnpike Project.
- Participated in a discussion relative to a Solid Waste brush fee waiver and design of new disposal tags.
- Participated in a winter maintenance presentation including a weather forecast from Hometown Forecast Services.

- Voted to indicate support of a proposed Emerson Field Improvement Plan urging the Community Preservation Committee to provide \$510,000 in funding at the 2019 Annual Town Meeting.
- Participated in discussions relative to the Cambridge Turnpike Improvement Project.
- Participated in budget review and capital briefing meetings.

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

CEMETERY COMMITTEE

Paul Cooke, Chair
Whitney Kocher-Nguyen, Vice-Chair
Kimberley Connors
Carol Harney
Andrea Solomon

2018 was a busy, productive year for the Concord Cemeteries! Gina Nasson, who was serving as Vice-Chairperson, retired from the Committee and Kimberley Connors joined. Alice Kaufman served as our liaison to the Select Board. Paul Cooke was elected to another term as Chairperson.

Completion of Phase Two of the Roadway, Stone Wall and Drainage Improvement Project
Funded by a \$300,000 Community Preservation Act grant, along with an \$150,000 debt authorization—both approved by the Town in April, 2017—Phase Two of this multi-year project was completed in the fall of 2018. The work crew from Sunshine Paving did a good job and treated the cemetery carefully. At the present, after Phases One and Two have been completed, all the roads in Sleepy Hollow have been restored, granite curbing has been installed in a number of places, drainage problems have been corrected and one

major stone wall has been repaired. The roadway going up and down Prospect Avenue, a challenging job for road restoration, was completed very successfully.

Interment Fees were raised to \$1000 for a full grave interment, and \$1400 for a full grave interment on a weekend or holiday. These fees were increased incrementally over two years to bring our rates in line with those of surrounding communities.

Grounds Maintenance

Cemetery Supervisor Patricia Hopkins did an outstanding job clearing and opening the cemetery after a severe winter storm caused significant tree damage on March 7-8, 2018. Einstein's Inc. continued to be the landscape maintenance contractor completing cemetery lawn care and spring and fall cleanups in Sleepy Hollow while town staff maintained both the Main Street and Old Hill Burying Grounds. A system was initiated to notify interested parties of the schedule when our fall and spring cleanups will be completed. This was accomplished through the town's News and Notices email announcement system to alert concerned citizens of upcoming cemetery activities.

Melvin Memorial Restoration was completed by the historical memorial restoration firm, Daedalus, Inc. Total cost was \$93,700. The work was led by Daedalus principal, Mr. Joshua Craine, and his team of conservators. The work involved cleaning the memorial, repointing the seams and joints, removing the bronze rifles and old slates, placing new slates, cleaning and resetting the bronze rifles, installing new bronze lettering and resetting the steps. Kimberley Connors served as liaison between the Committee and Craine and his Daedalus, Inc. team. A dedication ceremony for the restored memorial is planned for June 16, 2019.

In February 2018, Dan Rowley announced that the \$15,000 grant which he applied for from the Massachusetts State Historical Records Advisory Board was approved; this grant supplied additional funding for the restoration of the Melvin Memorial and for future maintenance. Patricia Hopkins did extensive research to confirm the birth and death dates of the Melvin brothers honored by the Melvin Memorial to ensure the accuracy of the information on the new memorial slates that have been placed there. She

contacted the Melvin family about including the birthdates on the slates (they were not originally inscribed on the existing memorial stones). Patricia Hopkins also did outstanding work in finding additional information about the three Melvin brothers memorialized at the site—information that may be utilized in an historical sign to be placed nearby.



Standing before the Melvin Memorial created by Daniel Chester French, just before the 2018 restoration of the memorial was about to begin, are, from left to right: Joshua Craine, Principal of the historical restoration firm Daedalus, Inc. Dan Rowley, Kimberley Connors, Patricia Hopkins, Keith Baldinger, and Gompo Yarmolinsky, Conservator with Daedalus, Inc.

Updating of the Cemetery Master Plan

This work was led by a subcommittee constituted of Whitney Kocher and Andrea Solomon. The updated plan includes sections about gravesite supply, cemetery operations, infrastructure, monument restoration and further development of the new section of the cemetery. Under the section focusing on supply of gravesites, new burial options were researched at length; concerns under this heading included responding to a mausoleum site request dating back two years, the pressing need for new cremation burial spaces, and the possibility of adding a columbarium at the bottom of the stairs already in place at the Knoll. After considering the many aspects of the plan and discussion of priorities for the Committee, Superintendent Dan Rowley suggested a priority list including completion of the restoration of the Melvin Memorial, the layout of a new area for the burial of cremated remains, and preparing for and holding a public information

meeting on burial supply sites in the cemetery. All these were accomplished in 2018. Other items on the priority list to be addressed in 2019 and 2020 include: 1) continuing the project of restoring broken or fallen headstones; 2) completing the project of digitalizing all cemetery records; 3) addressing the problem of cars driving too close to graves in the Chestnut Hollow area of the cemetery; 4) improving the landscaping on the slope of both sides of Upland Avenue; 5) considering the placement of trees, shrubs or a guardrail along the downslope of Prospect Avenue; 6) beginning to institute a plan to identify and tag all the tree species indigenous to Massachusetts in the cemetery; 7) creating an online cemetery tree map; 8) securing funding for stone wall reconstruction along Bedford Street and at the Main Street Burying Ground; 9) exploring funding sources for stone wall reconstruction at Old Hill Burial Ground; and 10) following up on instituting the two chief alternative burial options addressed in the November, 2018 public information meeting: a columbarium and additional mausoleum sites for sale.

Public Information Hearing on Gravesite Supply

After an almost year-long review to update the Cemetery's Master Plan, the Cemetery Committee, wishing to utilize available space in the cemetery to meet Concord's needs in ways that honor the cemetery's importance to the town, unanimously agreed to hold a public information hearing to communicate with the public and elicit public comments about a number of alternative burial categories the Committee felt could be useful additions to the Sleepy Hollow gravesite supply. These included the addition of a columbarium and of mausoleum sites. The meeting was not for the purpose of initiating policy changes, but was to solicit thoughts and comments from the community about these issues.

In preparation for the meeting Committee members investigated how engineering and construction of mausoleums are handled in a variety of Boston area cemeteries; costs involved and styles available for the construction of a columbarium; and consideration of areas within the present cemetery grounds that may be used for burials, mausoleums, scattering gardens and columbaria. This information was included in materials presented to the public in advance of a November 7th public information meeting. Extensive outreach was completed including inviting members

of the Natural Resource Commission, the Historical Commission and the Friends of Sleepy Hollow Cemetery. The meeting, held in the Town House's second floor assembly room at 22 Monument Square, featured Superintendent Dan Rowley's sharing of a PowerPoint presentation illustrating the extensive work the Committee and the Town has been doing in Sleepy Hollow Cemetery over the past several years. This included the results of a lengthy study of burial options and future interment needs in the cemetery. Committee Chair Paul Cooke then led a discussion and invited attendees to complete a survey to determine community attitudes toward various types of interment methods. The survey results indicated significant interest in seeing the cemetery build a columbarium and in providing more single family mausoleums. Over half of those attending the meeting and completing a survey said they already own a gravesite in Sleepy Hollow. Twenty-three people attended, as well as the five Committee members, the Cemetery Superintendent, the Cemetery Supervisor, staff members including Mallory Price, and Select Board liaison Alice Kaufman.

Walkway through the Wetlands

Lori Capone, Assistant Director of Natural Resources, was contacted regarding the possibility of building a boardwalk to connect the old part of Sleepy Hollow with the new part (the Knoll) through the wetlands area behind Sleepy Hollow's old section. A joint walk-through the area by members of the Natural Resources Committee and the Cemetery Committee was held in October, 2017. It was then estimated by Capone in April 2018, that to construct a boardwalk there would cost between \$250,000 and \$400,000 depending on the quality. There were further concerns that any footings/structures being placed within or over the existing trail might affect water elevation on the northern side of the swamp.

Remediation of the Hoar Family Lots #35 and #36 on Glenn Avenue in Sleepy Hollow Cemetery

Among the many individual issues addressed by the Cemetery Committee this year, one matter that was happily resolved was that of an ongoing concern of lot owner Alex Hoar, to do with the border of two of his family's cemetery lots. A large white pine tree adjacent the Hoar lots that has for decades slowly caused significant movement of two granite blocks forming a perimeter around the lots, had created a safety concern

and was causing erosion within the cemetery lot. The Cemetery Committee agreed to Mr. Hoar's request that we take down the tree as well as grind the stump and remove the displaced granite blocks. Mr. Hoar agreed in return to cover the costs of replacing the granite blocks once we had removed them to address the problem of the tree and its trunk.

Equipment Staging for a Film Project in Concord
Joshua Gibbons, from Ungrown Productions and Netflix came to the Committee asking permission to locate a camera in the Old Hill Burying Ground on Sunday, September 23rd in order to film a brief scene for a series on Netflix. They proposed to station a small crew with only light-weight equipment to film a car driving through the town center. Patricia Hopkins agreed to stay with the crew to ensure proper care was taken in the cemetery. Mr. Gibbons made a donation to the Cemetery to express his company's appreciation for the use of this site for the filming of a scene. The Committee unanimously approved; the filming took place without incident.

Website Updates and Improvements

Anna Trout of Concord Public Works has created a detailed webpage for the three Concord cemeteries. The updated Cemetery Master Plan was put up on the website and a place on the website for the posting of "Concord Cemeteries in the News" has been initiated. The Committee hopes to keep the new site updated regularly.

Friends of Sleepy Hollow

The Cemetery Committee, the Cemetery Superintendent and Supervisor continued our successful, ongoing partnership with the Friends of Sleepy Hollow in 2018. Kevin Plodzick and Susan Dee requested permission to place a stone with a plaque honoring Carolyn Handley and the late Thurston Handley for their years of care of the plantings in the cemetery. This stone was placed near newly planted shrubs that had been funded by the Friends last year. A reception to honor the Handleys was planned for May 20. Carol Harney was again the liaison between the Cemetery Committee and the Friends of Sleepy Hollow this year. Thanks to information provided by Rick Frese who informed us that the Melvin family, of the Melvin Memorial, had belonged to the Trinitarian Congregational Church. It was arranged for the lower part of the three old slates taken from the memorial to

be donated to that institution for a memorial garden. Thanks to Nancy Reilly the upper portions of the old slates were donated to the Concord Library for a planned children's garden.

New Cremation Section

An area in the Knoll was laid out through the measuring efforts of the Concord Public Works' Engineering Division. The Committee named the new burial section "Ivy Path." This area will provide 8-10 years of burial space for cremated remains. Other sections of the Knoll will be available in the future for further development to provide burial places for cremated remains.

Statistics

In 2018 there were 104 interments at Sleepy Hollow Cemetery; of these 39 were Concord residents at the time of their death. Of the interments, 37 were full burials and 67 were cremations. Lot sales for the year totaled 61 with 12 of those being sold to eligible former residents.

ADMINISTRATION

Richard K. Reine, Director of Public Works and
Engineering / Tree Warden

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

Protecting the Town's Infrastructure/Providing Essential Services

Concord Public Works (CPW) is comprised of four Divisions. These include two staff Divisions, Administration (including Recycling and Solid Waste Management) and Engineering and two line Divisions, Highway & Grounds (which includes Cemetery Operations) and the Water & Sewer Division. The Department is responsible for planning and managing a large segment of the Town's infrastructure.

These assets include Concord's roads and roadsides, curbs and sidewalks, catch basins, storm drains, culverts and outfalls, traffic islands, guardrails, street signs and traffic signals. Public shade trees and park trees, Town parks, common areas, playgrounds, ball fields, recreation equipment, and Town cemeteries are all also under our care. Included in CPW is the Town's compost site and closed landfill, including the earth products and snow storage facility. CPW's divisions also manage the public water supply including its storage, pumping, and distribution systems; the Town's sewer collection, pumping, and treatment systems; and CPW buildings and equipment.

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

CPW Team, Programs & Organization

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

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

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

Infrastructure Improvements and Initiatives

The Divisional Reports that follow summarize a series

of initiatives and accomplishments in 2018. Notable accomplishments include:

- The continued targeted roadway and sidewalk maintenance and management program resulted in the internal design and scheduled construction of approximately 1.65 miles of roads improved, 11.9 miles of roads maintained and 1.3 miles of sidewalk improvements. This work also included the improvement of 22 curb ramps.
- Multiple improvements to the Town's drainage system were accomplished. This included ten new catch basins, eight drainage manholes, five gutter inlets and 1,060 linear feet of drainage pipe in the Independence/Alcott neighborhood prior to paving. A number of drainage improvements were also made as part of parking lot improvements which included the installation of two tree box filters, 3 bioretention areas, nine new catch basins, six drainage manholes and 290 linear feet of drainage pipe.
- EPA/NPDES MS4 Permit –The new permit was issued in July of 2018.
- Park and Tree Staff planted 22 public shade and park trees as well as street/scape trees. 63 potentially hazardous trees were removed.
- Expert maintenance continued by CPW Highway and Grounds Division staff of almost 50 acres of athletic fields for use by baseball, softball, soccer, lacrosse and other programs.
- The winter of 2017-18 included over 64 inches of snow with a total of 42 responses for winter maintenance which included applying salt brine before forecasted storms, deicing roads, plowing and snow removal.
- DropOff SwapOff events held in May and October which also included unwanted medication and Sharps collection were well attended.
- Concord Public Works hosted a hazardous waste collection on September 24 which was very well attended with 230 vehicles. This local collection is held every two years.
- Continuation of the water conservation rebate program for high efficiency clothes washers and toilets occurred.
- The unanticipated and contentious permitting process for the Nagog Pond Filtration Plant continues to adversely impact Concord's design and construction schedule.
- Numerous water main extension and replacement projects were undertaken including the extensive

upgrades in the Alcott/Independence Road neighborhood and Cambridge Turnpike.

- A great deal of effort has been undertaken relating to the Cambridge Turnpike Improvement Project.

CPW Leadership and Innovation

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



Public Works Day 2018

Learning and Growth

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

Safety

All employees continue to utilize the Pure Safety online training system customized for specific public works job risks to accomplish their monthly training goals.

Public Works Week – Middle School Event

Concord Public Works celebrated National Public Works Week on May 23 with the 8th grade class from Concord's Middle School for the twelfth consecutive

year. The theme was "The Power of Public Works" The entire public works team worked with CPW's Administrative and Special Projects Coordinator, Anna Trout and Applied Technology Teacher, Doug Shattuck to showcase the importance of public works. Events included stormwater system maintenance, stormwater and water quality, recycling/reuse opportunities, a tour of the Wastewater Treatment Plant, best management practice for turf grass and presentations of stormwater pollution prevention videos created by the students.

Personnel

Concord Public Works appreciates the contributions made by the following employees who moved on from their positions within the department. These include Keith Baldinger (Assistant highway & Grounds Superintendent), Chrisscheyl Bango (Equipment Operator), Scott Cullinane (Park and Tree Specialist), Tim Porter (Equipment Operator), Bill Renault (Town Engineer), We were happy to welcome Richard Byajuta (Equipment Operator).

ENGINEERING DIVISION

Chris Olbrot, Town Engineer

The Concord Public Works (CPW) Engineering Division is responsible for the planning, design, engineering and construction of the Town road, sidewalk, bridge, and stormwater/drainage infrastructure assets. CPW's Engineering Division provides a wide range of professional engineering and construction management services for Concord Public Works (Administration, Water, Sewer and Highway/Grounds/Cemetery) and other Town departments and boards.

Roads Program

There are approximately one hundred and seven miles of public roads, classified as arterial roads, collector roads and local streets. Arterial roads provide movement between collector roads, other arterial roads and major highways and make-up approximately 34% of Concord's public roads. Collector roads, used primarily to connect local streets to other collector and arterial roads, make-up approximately 7% of Concord's public roads, and the remaining 59% of public roads consist of local streets.

Concord's pavement management strategy and 20-year Roads Program emphasize adequate capital investment in the roadway network combined with preventive and routine maintenance activities to prolong the pavement life cycle. Capital roadway improvements typically include the reclamation, mill and overlay and overlay pavement treatments. The reclamation treatment pulverizes the roadway's pavement, re-grades the new subgrade material and installs two new layers of hot mix asphalt pavement. A mill and overlay treatment cold planes off the top wearing course of pavement and a new pavement layer is installed over the grooved pavement. An overlay treatment is a thin asphalt layer installed over an existing roadway.

A condition survey of the Town's roadway network is performed every four years and inputted into the Town's roads program software. This allows the Town to have up-to-date information and plan ahead for a series of years. The survey data provides the Town with Pavement Condition Index (PCI) and Sidewalk Condition Index (SCI) values. These values allow the Town to make capital investments properly and ensure that roadways and sidewalks are being maintained in an equitable fashion while addressing critical infrastructure distresses, ADA compliance concerns and drivability.

CPW's Engineering Division converted to the use of Street Scan as the Town's new asset, data and software solution for Pavement and Sidewalk management in 2018. For many years Concord has been on the cutting edge of roadway and sidewalk management through the use of a data oriented and proprietary software program developed by Vanasse Hangen Brustlin, Inc. (VHB). VHB has been assisting Concord in that capacity since the mid-1990s and was generally considered a single source entity. When researching for the 2019 roads survey CPW approached Street Scan for a possible contract to perform the aforementioned data collection and asset management. After several meetings, presentations and research, CPW entered into a contract with Street Scan.

The contract consists of a two phased approach. The two phases of service consist of data collection and data management. 1) Data Collection: Patented Sensing Technology - Instead of a typical "windshield survey" Street Scan eliminates subjectivity through the

use of a revolutionary multi-sensory van that records acoustic, optical, and electromagnetic waves that translates to countless data points. Ground penetrating Radar, Surface Radar, front and rear cameras, microphones, etc. all combine to allow Street Scan to provide PCI and SCI information. 2) Software Management Tool: Once the data is collected and sorted it is uploaded into PAVEMON, a web-based application which allows the Town to plan and engineer our road and sidewalk improvements with consideration to benefit/cost analysis, financial constraints, and pavement treatment options. The software is a user friendly GIS application and has the ability to be accessed in the field or the office.

Maintenance activities are also used to preserve the integrity of the existing road structures while reducing the need for the more costly rehabilitation treatments. Crack sealing is utilized as the primary preventative maintenance activity, while full depth patching and infrared spot repair are used as the primary routine maintenance activities by CPW.

1.65 Miles of Roads Improved

CPW's Engineering Division completed the internal design and bidding for the FY19 Roads Program in 2018. In total the project bid has programmed improvements of 1.65 miles of Concord's roadways including the reclaim of Baker Ave., Baker Ave. Extension, Alcott Rd., Independence Rd. and Dee Rd. 11.90 Miles of Roads Maintained

CPW continued with a significant roadway maintenance program within calendar year 2018, maintaining a total of 11.90 miles of Concord's roadways. A total of 1.2 miles of roadway patching were bid within the 2018 patching contract. The contract included portions of Old Pickard Rd, Old Bridge Rd., Wheeler Rd., Sudbury Rd., and Main St. CPW also completed its annual crack sealing bid in 2 phases in 2018, selecting 10.7 miles of roadway to be treated with a hot-poured asphalt fiber compound, specifically designed to improve the strength and performance of asphalt pavements and extend the life expectancy of the road. The roads selected for crack seal treatment included: Belknap St., Grant St., Middle St., Academy Ln., Main St., Laws Brook Rd., The Valley Rd., Holden Wood Rd., Garfield Rd., Nashoba Rd., Stow St., and Strawberry Hill Rd.

Cambridge Turnpike Improvement Project

The Cambridge Turnpike Improvement Project (CTIP) will construct roadway improvements to address a major flooding issue which causes frequent closure of the roadway in heavier rain events. The Town also views this as an important opportunity to design and construct improvements to the roadway and other public infrastructure to enhance the experience of the people who use the area. To the extent that is feasible, a project objective will be to integrate several modes of transportation in an aesthetically pleasing manner that complements the community’s character and is sensitive to the nearby environmental and historical resources that Concord residents value and enjoy. CPW initiated a significant public outreach program for the project to provide the residents with multiple input opportunities as the project’s design is advanced. The project is a 2 phased project which includes the following areas:

The Phase I work will include the standard roadway and utility construction sections:

- o Section #1 - From Lexington Road to the Mill Brook Farm
- o Section #3 - From Hawthorne Lane to Sandy Pond Road.

The Phase II work will include bridge and culvert sections with deep ground improvements:

- o Section #2 - Mill Brook Farm Stand wetland crossing
- o Section #4 – Crosby Dam wetland crossing

In 2018, the design team advertised the Phase I CTIP bid on May 16th to support the June 14th bid opening. The low bidder was J. Tropeano of North Andover, MA. Tropeano began construction on Phase I with the installation of the waterline from Lexington Rd. to the Farmstand. Following favorable testing results Tropeano then installed water services along this stretch of roadway to individual house curb stops. Once the water main and services were installed, Tropeano began closed drainage system improvements. Tropeano shut work down for the winter season at the end of 2018. They are expected to resume when weather allows which is expected in March of 2019. Tropeano will need to closely coordinate with the project contractor for Phase II.

Phase II improvements was bid on December 19th, 2018. This contract is expected to be awarded in late January of 2019. Phase II will begin with preliminary matters such as submittals, design consideration and approval for structural elements, installing erosion control and the control of water and demolition of existing elements. Once those initial items are completed, the contractor will begin to install the deep

ROAD CONDITION SUMMARY

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Pavement Condition Index										
(PCI) Network Average	81	82	80	80	81	82	82	80	78	75
(PCI) Arterial/Collector Average	88	86	84	82	87	85	84	82	82	78
(PCI) Local Road Average	75	75	79	78	77	77	79	78	77	73
Recommended Repairs										
Rehabilitation	9%	8%	8%	10%	6%	7%	6%	12%	12%	15%
Maintenance	51%	48%	52%	51%	40%	29%	36%	38%	53%	42%
No Maintenance Required	40%	44%	40%	39%	54%	64%	58%	50%	35%	43%

Note: The above referenced table is based on an infinite budget.
 o Using the FY2018 budget, the actual performed repairs breakdown was:
 (Rehabilitation 0%, Maintenance 2%, No Work Performed 98%)

SIDEWALK CONDITION SUMMARY

Sidewalk Condition Index (SCI)	SCI Range	Miles*	Percent
Replace	0-50	0.8	1%
Localized Repair	51-70	15	25%
Shows Wear	71-90	32	55%
No Distresses	91-100	11.3	19%
Total Miles		59.1	100%

*Approximate Miles

**The 1.1 Miles increase in sidewalk is due to the sidewalk extension as a part of the Cambridge Turnpike Improvements Project.

Network Average	Year	SCI
	2014	82
	2015	81
	2016	79
	2017	77
	2018	75

ground improvements which consist of bi-modulus columns and a bearing mat constructed of crushed stone. This will allow for a structurally sound roadway in addition to building up the roadway and bridge structures out of the floodplain to minimize roadway closures due to flooding. Phase II construction may begin as early as March. It is anticipated that the majority of work will be completed in 2019 with the possibility of final topping, blending driveways, and cleanup being finalized in spring of 2020.

Sidewalk/ADA Compliance Program

Concord's sidewalk management strategy emphasizes adequate capital investment to the existing sidewalk network to maintain and/or improve the pedestrian experience for all sidewalk users. The sidewalk budget also funds ADA compliance maintenance activities and upgrades to the sidewalk network including pedestrian access routes and curb ramps. The sidewalk network contains approximately 58 miles of public sidewalks and approximately 809 curb ramps. A condition survey of the sidewalks is performed every four years in conjunction with the roadway condition survey. A Town wide curb ramp inventory and condition assessment was initially completed in 2011. Also an assessment of physical mobility barriers along pedestrian access routes (sidewalks and curb ramps) was completed as part of an update to the Town's ADA Right of Way Transition Plan in 2016. Most recently,

in June of 2018, StreetScan inventoried the sidewalks in Town in conjunction with the roads scanning as outlined above.

Sidewalks and curb ramp projects are prioritized for repair based on their proximity to high pedestrian generators, overall condition and compliance with current ADA accessibility standards. Sidewalk and curb ramp reconstructions are bid as standalone projects, included within the roads program bid or completed as internal projects by CPW's Highway Division when appropriate.

1.3 Miles of Sidewalk and 22 Curb Ramps Improved

CPW's Engineering Division incorporated 22 new curb ramps in bids for 2018/19 Road Program (3), Cambridge Turnpike Improvement Project (8) and Parking Lot Rehabilitation Phase I bids (11). Additionally 1.3 miles of sidewalk was bid with the Cambridge Turnpike Improvement Project Phase I & II.

ADA Public Right of Way Transition Plan

CPW's Engineering Division completed the installation of 10 new accessible parking spaces with associated signage and pavement markings within two main parking lots in the down town area. Walden St. and Keyes Road each received improvements while maintaining the number of regular parking stalls.

CPW's Engineering staff continued to update the Town's Right of Way Transition Plan by updating pertinent information such as improved ADA Pedestrian Access Routes (PAR) and facilities.

Roads and Sidewalks in Sound Condition

The accompanying tables show the condition of Town roads and sidewalk. The roads and sidewalks are located just outside of the target 80-85 PCI (Pavement Condition Index) and 80-85 SCI (Sidewalk Condition Index) respectively. The Town's overall investment in its road and sidewalk assets have resulted in cost effectively protecting and improving Concord's public way infrastructure for pedestrians and drivers while avoiding a multi-million dollar backlog to be paid by future residents of Concord. The 2018 season experienced a slight decrease in the PCI as a result of setting aside sufficient funding and appropriate construction contingency for the Cambridge Turnpike Project phases I and II. The PCI is expected to rebound when the money set aside for CTIP in FY 2020 can be repurposed back into the program.

Stormwater/Drainage Program

Concord's stormwater infrastructure consists of approximately 216 culverts, 431 outfalls, 1,214 drainage manholes, 2,770 catch basins, 162 leaching structures, 61.1 miles of drain lines, 15 detention basins, 2 infiltration basins, 7 bioretention areas, 8 treatment chambers, 3 dams, and 3 tree box filters. Concord Public Works plans, designs, coordinates and performs construction of drainage improvements in conjunction with the Roads and Sidewalks Programs to minimize disruptions and to eliminate expensive emergency repairs. Drainage maintenance activities are also coordinated with the Division of Natural Resources and are typically performed under a general maintenance permit previously issued by the Natural Resources Commission and last renewed in 2017.

In 2002 and 2003 the Town performed a closed drainage system inventory and in 2011 completed a culvert inventory. Within these inventory projects, condition assessments and rating systems were developed and integrated into the Town's geographical information system (GIS) to provide the basis for the development of the Town's 20-year Stormwater/Drainage Management Plan. This Plan is intended to provide a cost-effective framework for the

upgrade and repair of the Town's stormwater/drainage system and to prevent expensive emergency repairs from occurring in the future through a planned and scheduled maintenance and replacement program.

Staff continues to update the location and condition data of Concord's Stormwater/Drainage infrastructure within the GIS system. CPW Highway Division staff verifies and supplements GIS drainage data during annual catch basin system cleaning operations. CPW's Engineering Division provides updated drainage data obtained through ground survey for various capital improvement projects. All updated inventory data is used to prioritize drainage rehabilitation/replacement projects and to meet federal NPDES MS4 permit requirements.

The Town's National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit is also a key component of the Drainage Program. The new permit was issued in July of 2018. Municipalities and other agencies are required to meet six minimum control measures to improve water quality within the Commonwealth including: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction-site stormwater runoff control, post-construction stormwater management in new development and redevelopment, pollution prevention and good house-keeping in municipal operations. The Town, in accordance with Permit requirements, filed the Notice of Intent in September of 2018 outlining the best management practices (BMPs) that will be implemented in the permit cycle to meet the six minimum control measures outlined above. Additionally, a gap analysis was completed by the Town in late 2018 to verify that the minimum control measures and the BMPs identified to meet those measures will be adequate in the coming permit cycle.

Stormwater/Drainage Projects

CPW's Engineering Division incorporated significant improvements to the Town's drainage collection system within 2018. The Parking Lot Improvements - Phase I project made significant improvements to drainage infrastructure. The contractor installed 2 tree box filters, 3 bio-retention areas, 9 new catch basins, 6 drainage manholes and 290 LF of drainage pipe. These improvements significantly improved drainage

capacity and mitigation of runoff from the newly constructed parking lots while maintaining an emphasis of point source pollution prevention, sustainable design and recharge of groundwater. The project was designed by staff with drainage BMPs specially designed to maximize improvements to the existing system.

Further, the 2018/19 Roads Program also contained a large drainage improvements portion. Significant drainage improvements were completed within the Independence/Alcott neighborhood prior to paving. Ten (10) new catchbasins, eight (8) drainage manholes, five (5) gutter inlets and 1,060 LF of drainage pipe was installed. Also, bid within the project are significant improvements on Baker Avenue, Baker Avenue Extension, and Dee Road which will be installed in spring 2019.

Bridges

CPW's Engineering Division is responsible for the management and monitoring of the (5) Town owned bridges: Heath's Bridge (Sudbury Road), Pine Street Bridge (Pine Street), Flint's Bridge (Monument Street), Hurd's/ Nashawtuc Bridge (Nashawtuc Road) and Pail Factory Bridge (Commonwealth Avenue). Bridge inspections are completed every two years by MassDOT bridge staff and forwarded to CPW's Engineering Division office for inclusion within Town records and to prioritize any needed repairs. Inspections are completed to evaluate the structural condition of bridge components as well as underwater stability/erosion issues to meet National Bridge Inspection Standards. When required bridge rehabilitation project scopes are developed and managed by CPW's Engineering Division. Bridge repair funding comes from a variety of sources including: Chapter 90 State aid, local funding, State accelerated bridge program, etc.) CPW's Engineering Division contacted the State in 2018 to make repairs to the Damon Mill Bridge on Rte. 62 in West Concord in late July. The bridge is owned and maintained by the State.

Cemetery Infrastructure

CPW's Engineering Division finalized construction inspection and contract administration for the second phase of the infrastructure rehabilitation of historic Sleepy Hollow Cemetery. In total the project included the rehabilitation of 4,000 linear feet of

roadways, installation of 11 new drainage structures, 420 feet of new drainage pipe, and 300 feet of new stone waterways.

Parking Lots

CPW's Engineering Division began in-house design and permitting for the second phase of the Town's Parking Lot Improvements Project rehabilitation of the Fairyland, Stowe Street Annex and Library and Harvey Wheeler Center parking lots. The design will incorporate significant drainage, pavement and ADA improvements.

HIGHWAY AND GROUNDS

Daniel Rowley, Highway & Grounds Superintendent
and Deputy Tree Warden

The Concord Public Works, Highway and Grounds Division maintains approximately 107 miles of public streets along with the associated drainage systems consisting of approximately 61.1 miles of drain lines, 2,770 catch basins, 216 culverts, 1,214 drainage manholes, 431 outfalls, 162 leaching structures, 15 detention basins, 7 bioretention areas, and 3 dams. In addition, CPW's Highway and Grounds Division maintains 58 miles of sidewalks, 2,793 signs, over 90 pieces of CPW vehicles and equipment, and manages the Compost Site. It is responsible for 82 acres of public parks and grounds including 50 acres of active recreation areas which includes ten (10) athletic fields. CPW's Grounds Division maintains all public shade and park trees, under the direction of the Town's Tree Warden.

Snow Removal Program

The uncertainty of winter weather and the powerful impact it can have proved to be true for the winter of 2017-2018. The first response of the season was on December 9, 2017, with a 6" snow storm and the last response was on March 28, 2018, when a storm featuring sleet moved through our region. In the end, the total accumulation for the season was 64.25" with a total of 42 responses for winter maintenance which included applying salt brine before forecasted storms, deicing roads, plowing, and snow removal. The most significant storm of the season was on March 7-8, 2018, when 8 inches of snow fell. The snow during this storm had high moisture content so it was very heavy and wet which caused extensive tree damage. CPW

received over 250 calls for tree related issues during that storm and worked closely with CMLP in the cleanup efforts which lasted into May. The storm on March 13-14, 2018, had the greatest accumulation – 18.5 inches. This storm was quite impactful to communities in our county so FEMA declared it to be a major disaster on July 19, 2018, making Concord eligible for reimbursement for storm related costs. The application for reimbursement was completed and submitted in November. Again this year, the Compost Site at 755 Walden Street and an area opposite MCI on Commonwealth Avenue were utilized for snow storage for removal that took place in the downtown areas.

Roads and Sidewalk Maintenance

CPW's Highway Division completed ongoing maintenance and improvement to Concord's roads and sidewalks throughout the year. One program that continued to be a priority was replacing street signs. Significant effort was invested in completing the replacement of street name signs throughout Town. Town-wide street sweeping and sweeping of the designated sidewalk route was completed by the middle of June with weekly sweeping of the downtown areas completed through the fall. Sweeping of the arterial roads was completed in late fall to remove leaf debris from catch basin grates to prevent the debris from entering the storm water drainage system and to prevent flooding. Other roadway improvements included CPW's Highway Division completing full depth patching at selected areas of roadways with deteriorating pavement. Repairs using this technique were completed to sections of pavement on Harrington Avenue, Old Marlboro Road, Monsen Road, Hill Street, Strawberry Hill Road, Buckmaster Drive, and Cambridge Turnpike. CPW Highway Division Crews also assisted Concord Municipal Light Plant with full depth patching of several areas of the parking lot at their facility on Elm Street.

Compost Site Maintenance

The Compost Site at 755 Walden Street continued to be a critical asset to CPW's operation and a valuable resource for the community. Due to the ongoing positive feedback received, CPW continued the pilot program of offering Wednesday afternoon hours for residents to access the Compost Site in addition to the regular Saturday hours to dispose of brush, leaves, grass clippings, invasive species, and paint. CPW

continued to utilize the Compost Site for equipment storage and as a staging area for wood chips and logs that are a result of CPW's Grounds Division tree maintenance efforts. It is also critical to CPW's winter maintenance operations by providing significant storage for snow. Snow removed in the downtown area is hauled to this location. In September, a contractor disposed of the wood chips and processed the brush and logs and disposed of them at a small cost to the Town. CMLP and the Facilities Division installed a utility pole and LED flood lighting which is used to illuminate the drop off area during Wednesday afternoon hours and during snow storms when snow is being hauled during the night.

Drainage

Drainage system maintenance and improvement efforts continued to be another priority of CPW's Highway Division. This year CPW contracted with New England Storm Water Management LLC of Westford, MA, to assist with cleaning catch basins to reach the goal of cleaning 25% of the Town's total catch basin inventory. The contractor completed the cleaning of 519 catch basins and CPW's Highway Division completed the cleaning of 250 catch basins for a total of 769, which reached the goal. The elimination of sand from regular roadway deicing efforts, which began in the winter of 2013-2014, has greatly reduced the amount of debris collected during the catch basin cleaning process. This also reduces the amount of debris which must be disposed of in accordance with DEP standards and also aids in keeping waterways clean. Catch basin repairs and manhole cover adjustments required ongoing attention from CPW Highway Division crews. Many of these needed repairs were identified as part of the inspection that was completed during the catch basin cleaning process.

Ongoing monitoring and maintenance of other drainage structures such as bioretention areas, detention areas, drain swales, and culvert headwalls and outfalls continued to be a priority this year. The drain swale on Annursnac Hill Road received ongoing cleaning and maintenance to ensure its proper function. Bioretention areas were weeded, mowed, and new mulch installed to maintain their functionality and aesthetic properties. Detention areas were mowed and cleaned during the season.

Parks and Playgrounds

CPW's Grounds Division continued to provide exceptional care to the Town's grounds and trees throughout the year. The work completed by CPW's Grounds Division is done in an environmentally sensitive and sustainable manner to care for athletic fields, playgrounds, traffic islands, and other Town owned properties. Improving upon the efficiency of operations, reducing environmental impact, and sustainability remained a priority for CPW's Grounds Division in 2018. Soil testing of the sports fields, parks, and public grounds which the Grounds Division maintains was completed over the summer. The collected samples of soil were sent to the UMass Extension in Amherst, MA for analysis. The results of the analysis were used to determine the nutrient levels of the soils so the appropriate fertilizers could be purchased and the pH adjusted where needed. Maintenance efforts this year included spring and fall cleanups, regular mowing of all turf areas, grooming infields, aerating and overseeding turf areas in the fall, and supporting Concord's many youth sports programs. CPW's Grounds Division also continued to support several other programs including the hanging basket program in West Concord and the community gardens.

The Assessor's Office, located on Court Lane adjacent to Sleepy Hollow Cemetery, had landscaping improvements completed to control erosion. CPW Grounds Division crews, with assistance from an MCI crew, worked with the Facilities Division to rejuvenate a planting area, improve drainage along a stone wall, and install stone on a slope near the parking area.

Maintenance of the Doug White Memorial Fields remained a priority of CPW's Grounds Division. After removing approximately 12" of snow from the two turf surfaces, the Doug White Memorial Fields opened for the season on March 19, 2018, weeks before natural grass fields were ready to be used. This was very beneficial for sports team allowing them to begin practicing for the spring season. The fields were cleaned and groomed on a regular basis with CPW's Grounds Division completing trash removal for the complex and the restrooms cleaned by a contracted custodial service. The perimeter netting was replaced over the summer because the existing netting was in poor condition due to its age – it was installed when the complex was constructed. The annual G-max

testing was completed in September to ensure players' safety and was well within established safe levels. The fields were closed for the season in December. After receiving \$200,000 in Community Preservation Act funding during the 2017-2018 application process for infrastructure improvements at Emerson Field, a second application was submitted in September 2018, for additional funding. The aging infrastructure at this location is in need of renovation or replacement. The proposed improvements include irrigation system upgrades, on-site water supply well redevelopment or replacement, infield and outfield renovations for the two baseball fields and one softball field, sustainability and operational improvements to the spray fountain. CPW is anticipating this will work will need to be completed in a phased approach and plans to complete survey and engineering design and begin construction in 2019/2020.

Trees

CPW's Grounds Division and the Town's Tree Warden began implementing the management plan that was developed by Davey Resource Group as part of the tree inventory project completed in 2017. The tree inventory project included inventorying 23,871 trees, locating 846 stumps, and identifying 2,135 planting locations within the Town's right-of-way, the three cemeteries, parks, and selected Town properties. To assist CPW in its effort to maintain the Town's urban forest to the highest professional standards possible, two separate bid solicitations were completed with contracts issued for supplemental tree related services to augment the efforts of Town crews. The first contract was awarded to Mayer Tree Service, Inc. of Essex, MA, for tree removal and trimming services and the second contract was awarded to Davey Resource Group, Inc. a division of The Davey Tree Expert Company headquartered in Kent, OH, for planting both set-back trees and trees planted within the Town's right-of-way. Under the direction of the Town's Tree Warden, 63 trees were removed that were considered hazardous and 22 trees were planted.

Arbor Day was once again celebrated with the planting of a tree and a commemorative ceremony. Continuing a long standing tradition, the Garden Club of Concord once again gifted a tree to be planted in celebration of Arbor Day. A Carolina silverbell tree was planted at the CMLP facility at 735 Main Street, adjacent to the roadway. This location was significant because it

allowed for the replacement of a tree that failed during the March 7-8, 2018, snowstorm which had to be removed. A celebration was held the morning of Arbor Day, April 27, 2018, at that location with members of CPW and the Garden Club of Concord present.



A Carolina Silverbell Tree was donated and planted for Arbor Day 2018 by the Garden Club of Concord

Recognizing the potential for irreversible damage that can be caused during the construction process, Concord Public Works continued to actively promote the “public shade tree protection policy” as much as possible through interactions with the public, contractors, and Town Departments.

Cemetery

CPW’s Cemetery Operating Unit provided burials year round and properly maintained the Town’s three cemeteries. A great deal of pride is taken in the professional and compassionate service that is provided to residents. This year 104 interments were completed; of which 37 were full burials and 67 were cremation burials. The use of contracted landscaping services continued for the mowing and spring/fall cleanup needs of Sleepy Hollow Cemetery. CPW’s Cemetery Operating Unit crews provided mowing and spring/fall cleanups for the Old Hill Burying Ground and South Burying Place. All other maintenance for the cemeteries was completed by CPW crews including pothole patching, tree and stump removal, and ongoing turf improvements.

Phase two of infrastructure improvements was completed this year in Sleepy Hollow Cemetery by contractor Sunshine Paving Corporation of North

Chelmsford, MA, which included reconstructing selected roadways and improving the storm water drainage system. The construction improvements included removing all asphalt in the roads, installing drainage upgrades, and repaving with base course and top course bituminous asphalt. Roads included in phase two of improvements were Pine Ridge Avenue, Goldenrod Hill, Sycamore Avenue, Sections of Division Avenue, Sections of Sleepy Hollow Avenue, Sleepy Hollow Path, Prospect Avenue, and a section of Linden Avenue. The original contract for the project was \$382,369.08 with one change order authorized in the amount of \$23,632.94 to add more amenities to the cemetery including a replacement waterline on Prospect Avenue, an extension of granite curbing, and a river stone slope stabilization pad. Survey for this phase of improvements was completed by GCG Associates, Inc. of Wilmington, MA, at a cost of \$23,370.00, and engineering design and construction management was completed by CPW’s Engineering Division. This project was funded by Community Preservation Act funds and a debt authorization secured at the Annual Town Meeting in April 2017, as well as funds from the Cemetery Fund.

A substantial restoration and preservation project was completed to preserve and protect the Melvin Memorial. Project contractor Daedalus, Inc. of Watertown, MA, began working on the project in late August and completed all of the work by December. This project included cleaning the memorial, repointing all joints, fixing cracks and spalls, removing and replacing the existing slate panels, installing new bronze lettering and treating the existing rifles and installing them on the slates. Bronze letters were used and the birthdates of the Melvin brothers were added to make the replacement slates appear as close to the original slates as possible. The slates that were removed as part of this project were installed in the 1940’s and were in poor condition due to the impacts of exposure to winter weather which had damaged the area surrounding the rifles as well as the lettering which was etched into the slates and not the bronze letters used originally. The total cost for the project was \$93,700.00 which was covered by fundraising efforts completed many years ago and a \$15,000.00 grant from the State Historical Records Advisory Board. A rededication ceremony is being planned with a tentative date of June 16, 2019, exactly 110 years after the original dedication.

RECYCLING AND WASTE

Rod Robison, Environmental Services
Program Administrator

Curbside Collection, Disposal, and Processing

The municipal curbside collection program provided trash and recycling services to 3,671 house-holds. Subscribers to the municipal curbside collection program set out 1,062 tons of mixed paper, 658 tons of commingled containers, and 2,637 tons of trash for collection. The average subscriber on the Town's curbside program recycled .47 tons of materials and disposed of .72 tons of trash.

Curbside Recycling Rate

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

Curbside Collection Subscribers (as of June 30)

Year	Number of Subscribers	Recyclables collected(tons)	Trash collected (tons)	Recycling Rate
FY98	2,518	1,264	2,351	35%
FY08	3,305	2,025	2,467	45%
FY09	3,323	1,864	2,387	44%
FY10	3,407	1,810	2,426	43%
FY11	3,468	1,780	2,483	42%
FY12	3,488	1,794	2,484	42%
FY13	3,514	1,734	2,513	41%
FY14	3,517	1,760	2,544	40%
FY15	3,539	1,767	2,574	40%
FY16	3,608	1,761	2,581	40%
FY17	3,639	1,716	2,548	40%
FY18	3,671	1,720	2,637	39%

Curbside Recycling

Year	Disposal Cost	Paper Revenue	Avoided Disposal Cost
FY98	\$110,564	(\$8,061)	\$38,798
FY08	\$194,254	\$58,188	\$116,818
FY09	\$194,254	\$25,833	\$93,282
FY10	\$186,786	\$20,220	\$93,247
FY11	\$191,191	\$30,325	\$91,915
FY12	\$191,815	\$32,200	\$92,352
FY13	\$196,067	\$4,981	\$86,868
FY14	\$193,318	\$5,904	\$89,756
FY15	\$199,925	\$1,567	\$90,946
FY16	\$204,424	\$480	\$88,723
FY17	\$201,261	\$19,524	\$87,785
FY18	\$208,343	\$5,941	\$74,854

(FY = July 1 through June 30)

Recycling Savings Exceed \$2.4M

The curbside program received revenue of \$5,941 for paper and avoided \$74,854 in disposal costs by not disposing of paper as trash. Since July 1998, when the Town began receiving revenue for paper, paper revenue has totaled \$521,524, and avoided disposal costs have totaled \$1,917,767, for an overall savings of \$2,439,291.

Reuse and Recycling DropOff & SwapOff Events

The Spring DropOff & SwapOff event on May 5th attracted 945 households. The Fall DropOff event on October 13th (the fall SwapOff was canceled due to rain) was also a great success with 865 households participating. Both events ran smoothly, thanks to the many volunteers who make these events possible.

DropOff SwapOff Participants

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

Unwanted Medication & Sharps Collection

Unwanted medication & sharps were collected at the May 5th and October 13th DropOff events. Eight boxes of unwanted medication and six boxes of sharps were collected between the two events.

Hazardous Products Collection

Subscribers to the curbside collection program receive one free pass per year to the Minuteman Household Hazardous Products Facility in Lexington (for up to 25 lbs. or 25 gallons of hazardous waste). The facility is open one weekend day a month from April – November. Seventy-four curbside subscribers visited the site in 2018, along with thirteen non-curbside subscribers who paid the vendor directly.

Additionally, Concord Public Works (CPW) hosted a hazardous waste collection for residents and

businesses on September 24th. The event was very well attended with 230 vehicles. This included 212 curbside program subscribers, 12 non-curbside program subscribers, 4 municipal sites and 2 businesses. This was CPW's largest hazardous waste collection event to date. As a comparison, there were 207 vehicles in attendance at the September 2016 hazardous waste collection event (these events are held every two years).

Composting Site Turns Yard Waste into Garden Gold

From March through mid-December 2018, residents made more than 13,000 visits to the 755 Walden Street Compost Site, dropping off leaves, grass clippings and brush, while 492 residents dropped off paint at the paint shed and 177 residents picked up paint for reuse. At the Compost Site, 1,278 Christmas trees and 154 bags of Styrofoam™ were collected for recycling from the 2018 holiday season.

Landfill Inspection & Reporting

MassDEP requires an annual landfill inspection by a third-party MassDEP-approved inspector for closed landfills in the Commonwealth. Concord Public Works coordinated the annual landfill inspection with Weston & Sampson. The inspection was conducted on November 8, 2018. The annual landfill inspection report included a summary of the 2018 monitoring results at the landfill.

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

Keeping Mercury Out Of the Environment

Concord Public Works collected 9,140 linear feet of fluorescent light bulbs and 265 lbs. of nickel cadmium, lithium, and lead acid batteries from residents and municipal facilities, for recycling. This is in addition to 20.11 tons of computers, TV's, and other electronics that were collected for recycling at the two DropOff events. Another 6,096 linear feet of fluorescent bulbs and 1.77 tons of computers and

Visits to the Composting Site

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

NOTE: Brush activity was higher than usual in 2018, due to the amount of storm debris associated with nor'easters, including the March 7th - 8th storm (one of four nor'easters over a 21 day period in March). Given the high volume of debris generated from the storms, residents were able to bring brush to the 755 Walden Street Compost Site during the off season, as well as regular hours, at no charge. Brush fees were waived for 2018.

electronics were collected from businesses at the April and September business recycling events.

Annual Right-To-Know, Hazardous Waste Management, & SPCC Training

Annual Right-To-Know (RTK), Hazardous Waste Management, and SPCC (Spill Control & Countermeasure) training was conducted for Concord Public Works employees on June 28th and July 11th. RTK training is required by the Mass. Division of Occupational Safety (DOS), while Hazardous Waste Management and SPCC training are mandated by the EPA and MassDEP.

Grants

Concord Public Works obtained a Recycling Dividends Program (RDP) grant from MassDEP in the amount of \$6,000. This is a points-based grant. The Town earned ten points for its recycling programs. The grant can be utilized to purchase recycling-related equipment including but not limited to curbside recycling bins, compost bins, public space recycling bins, etc.

Bike Giveaway

Concord Public Works hosted a bike giveaway on June 20, 2018. The bike giveaway included bikes collected at the DropOff portion of the October 14, 2017 and May 5, 2018 DropOff events. The bike giveaway was very popular with residents. There was a long line of residents at the door well in advance of the 4:00 PM start time. Leftover bikes were donated to Worcester Earn-a-Bike, a nonprofit organization. The next Concord Bike Giveaway will be held on May 16, 2019.



WATER AND SEWER

Alan H. Cathcart, Superintendent

In 1974 and 1976, Annual Town Meeting established separate Water and Sewer Enterprise Funds, to ensure that the operation, maintenance and capital improvement of Concord's water and sewer systems would be financially viable. Expenses incurred for each system are covered by revenues generated by each respective enterprise. The Water and Sewer Division of Concord Public Works (CPW) is responsible for managing the day-to-day operations of drinking water and sewer infrastructure. As of 2017, the total assets for each system are 21.9 million and 17.3 million dollars, respectively.

Water System

Concord was provided with legislative authority to establish a public water system in 1872. In 1874, water from Sandy Pond, Lincoln, began flowing through the original network of water mains to Concord Center. Today, the water system has evolved to include six groundwater wells and one surface water source, seven water pumping stations, two water treatment facilities, and a high-pressure water main network consisting of over 134 miles of pipe. Two covered storage reservoirs, one located on Annursnac Hill and the other located on Pine Hill in Lincoln provide total reserve capacity of 7.5 million gallons. There are presently 5,623 accounts receiving potable water service and fire protection from this supply. This represents approximately 95% of Concord residents and businesses, together with a small number of Acton properties along Route 2A.

Regulatory/Policy Updates

Water Management Act Policy

The Massachusetts Department of Environmental Protection convened two different working groups to evaluate regulatory and non-regulatory approaches that could potentially be advanced to augment water conservation practices across the State. One group was tasked with evaluating what if any demand management conditions could be imposed on a.) water systems that maintained registered withdrawals, and b.) smaller presently unregulated withdrawals such as owners of private wells. The other group was tasked to evaluate how the State may move forward on

imposing new regulations that would require the use of interruptible devices on in-ground irrigation systems including appropriate design, installation, maintenance, and tracking requirements. While Concord established its program back in 2002, there is some concern that a State mandated program could reduce system specific flexibility, particularly in the area of enforcement.

Drought Management Planning

The Executive Office of Energy & Environmental Affairs (EEA) established a working group to evaluate drought management preparedness with a focus on public water supply. The group has considered establishing regional drought indices with system specific demand management response actions. This effort draws further attention on a desire to increase the frequency duration of outdoor water use restrictions. Concord staff participated in this working group and will continue to track developments as they will relate to Concord's needs and potential challenges.

Per- and Poly-fluoroalkyl (PFAS) Substances

National and State regulatory agencies have been evaluating policies, and potential regulations relating to the presence of polyfluoroalkyl substances (PFAS) identified in drinking water. Given the most current toxicological information associated with these compounds, MassDEP is moving ahead with the development of drinking water standards/guidance limits to address emerging public health and safety concerns. Early indications suggest that MassDEP has determined that this is a very important and time-sensitive issue which may have broad-reaching implications on public water systems. As part of a national testing initiative, Concord and 170 other public water system in Massachusetts tested for PFAS or Per- and Poly-FluoroAlkyl Substances. While some systems did identify PFAS in their drinking water supplies, Concord did not.

Water Use and Demand Management

On May 1st, the Town's "State of Concord's Seasonal Demand Management Plan" went into effect, proactively, as it does before each peak demand period. On August 1st, 2018, the Public Works Commission elevated the level of our Seasonal Demand Management Plan outreach from an "advisory" of one day per week lawn watering to a "mandatory" limit of no more than 1-day per week. Despite the unusually

wet summer, this action was triggered when Nagog Pond had to be shut-down to prevent an automatic forfeiture of a long-standing filtration avoidance waiver. CPW's Water Division continued to provide targeted outreach to customers interested in installing in-ground irrigation systems, particularly with respect to registration, design, and connection fee requirements as specified in the Town Bylaws.

Municipal Vulnerability Preparedness

Staff participated in local planning activities designed to comport with the Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness (MVP) Program. This effort partnered municipal departments with local watershed associations, land trusts, conservation commissions, and climate groups to identify climate change resiliency challenges and opportunities. As the risk and frequency of extreme weather increase, so do the risks associated with maintaining essential water and wastewater services.

Water Capacity Resiliency Planning

Weston & Sampson (WSE) was tasked to begin to evaluate and document the capacity of all of Concord's existing drinking water resources, develop a water needs forecast, and evaluate the Town's ability to meet future water supply needs during extreme and drought conditions. The plan includes an evaluation of the existing water conservation program and water use restrictions as well as the Town's emergency response plan for compliance with the anticipated Massachusetts Drought Management Plan. In addition, the effectiveness of Concord's response to the 2016 State drought declaration will be evaluated to identify opportunities to improve overall effectiveness.

Concord's WMA registration and permit presently provides a cap on "authorized" water withdrawals of up to 2.51 million gallons per day (MGD) on average or 916 million gallons per year to meet all residential, commercial, institutional and municipal needs. Conservation limits included in this permit are an allowance of 65 gallons per day per capita (RGPDC) for residences and a 10% allowance for system losses (primarily attributed to leaks). In 2018, the total water production required to meet our system demands was 1.84 million gallons per day or 673 million gallons per year. A peak day demand of 3.18 million gallons was recorded on July 9, 2018. The RGPDC and total system

losses (or "unaccounted" for water use) was calculated to be 66 gals/day and 6%, respectively.

Water Conservation Program Highlights

Residential Irrigation Outreach Pilot

CPW's Water Division partnered with MassDEP and the University of Massachusetts Donahue Institute on a pilot campaign designed to promote behavior change among residents that rely heavily on municipal water for outdoor irrigation purposes. Staff served on an advisory board to guide and customize this messaging campaign which was developed and implemented through a third party social marketing research group, Action Research. While the effort will help advance Concord's ongoing interest in educating our customers while informing us as to effective messaging tools that may be incorporated into a broader smart metering initiative, equally important, the effort may also provide Concord with an opportunity to influence and understand pending State policies relating to outdoor water use.

Water Main Leak Detection

New England Water Distribution Services LLC (Windham, NH) performed a water main leak detection survey on approximately 50% of the water distribution system. The acoustic survey targeted water mains, hydrants, select gate valves, and select service lines located in the southern half of the system. In areas where non-metal mains existed, NEWDS traced the main using acoustic monitoring every 10 feet using a ground microphone. Two (2) hydrant leaks and one (1) private service line leak were detected totaling a loss of approximately 28,080 gallons per year. The hydrant leaks and private service leak have been repaired.

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

Water Quality and Drinking Water Compliance

Routine and non-routine water quality testing activities continue to demonstrate that Concord's drinking water satisfied all applicable State and Federal requirements. A summary of water quality test results is available on the Town website and the Annual Water Quality Report – updated each spring (concordma.gov/wqreport). For customers who prefer to receive a hard copy of this information, please contact CPW's Water/Sewer Division office directly to make such a request.

2018 Water Fluoridation Quality Award

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

Cross Connection Control Program Update

What is a cross connection? A cross connection is any physical connection which is created between a drinking water supply line and a piece of equipment or piping containing water that does not meet drinking water quality standards or contains other substances that could make the water unsafe to drink. For example, cross connections may exist between pipes containing drinking water and boilers, lawn irrigation systems, solar heating systems, photography equipment or fire protection systems. Water Safety Services (Woburn, MA) continued to perform inspections of new commercial operations to ensure appropriate protection controls are in place as well as testing of existing devices that are located within commercial properties throughout Town.

Nagog Pond: Filtration Plant Update

Nagog Pond water supply was voluntarily taken off-line on August 6th due to deteriorating raw water quality observed within the Pond. While this upset did not cause any finished water quality issues post treatment, had the facility not been taken off-line, Concord would have violated its federally issued filtration avoidance waiver. By taking Nagog off-line before the waiver was compromised Concord maintained control over permitting, design and the construction schedule associated with Nagog Pond

Filtration project.

Concord has continued to move forward with increasingly time-sensitive design and permitting activities associated with a federally compliant drinking water treatment facility. Regrettably, these efforts have been burdened by regulatory and legal challenges which have been imposed upon Concord by neighboring communities. Because the Nagog Pond water supply represents Concord's oldest and single most important drinking water resource, Concord has needed to invest considerable time and effort to protect its interests. Until the much-needed treatment facility has been constructed, Concord's ability to use Nagog Pond in a reliable manner will continue to be significantly curtailed.

Water Pumping Station Rehabilitation and Upgrades

CPW's Water Division crews continued to perform routine operation and maintenance of the seven water production facilities and related treatment systems which make up our total water supply. In addition to these routine inspection and service activities, capital upgrades are also planned and performed on the millions of dollars of assets including associated mechanical, electrical, plumbing and instrumentation and control systems housed within these facilities. Notable improvements performed within the past year include: the rehabilitation of a satellite groundwater well (10G) located at the Deaconess well site (performed by Denis L. Maher Company of Ayer, MA), the replacement and rehabilitation of the Hugh Cargill pump and motor assembly, respectively (performed by Maher Services of North Reading); the replacement of the original process controller with a new state of the art programmable logic controller (PLC) that is more compatible with CPW Water Division's current SCADA platform; replacement of variable frequency drive unit (VFD) at the White Pond Well (performed by Jasco Electric of Franklin, MA); and the replacement of high capacity chlorine transfer pump at the Deaconess Treatment facility.

Annursnac Hill Reservoir Rehab/Replacement Project

Weston & Sampson (Peabody, MA) performed site investigations and developed concept plans for the permanent repair /sealant of a concrete structure using a membrane/paint application and installation of an improved mechanical flow mixing system. In addition to these improvement needs, they have also

recommended additional site modifications required to maintain and protect this facility, engineering solutions to reduce operator safety risks, and minor system changes to improve water quality optimization and monitoring goals. As repair costs have been determined to be significant, our consultant has been asked to compare replacement costs prior to determining the most advantageous alternative.

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

Notable water main replacement or extension project activities performed within the past year include:

- Alcott/Independence Road Neighborhood: Fenton & Sons General Contracting (Acton, MA), sub-contractor to Lazaro Paving Corp, performed water main and stormwater system replacement and upgrades within the Alcott/Independence Road neighborhood. The scope of water main work included the replacement of approximately 5,000 ft. of 8-inch transite water main (circa 1938) with 8-inch cement-lined ductile iron pipe (class 52), nine hydrants and fifty-six service laterals has been completed. A new three-way 8x12x12 gate valve assembly was also installed at the intersection of Lexington Road and Alcott Road.
- Cambridge Turnpike Water Main Project: J. Tropeano Inc. (North Andover, MA) is performing phased underground utilities replacement/ installation work along Cambridge Turnpike, including the scheduled replacement of approximately 5,000 ft. of 12-inch cast iron water main (circa 1947) with 8-inch cement-lined ductile iron pipe (class 52) from the intersection of Lexington Road to Sandy Pond Road. Approximately 2,300 feet of water main, along with associated service laterals located within the

right of way, was replaced in 2018, from the intersection of Lexington Road to just beyond the Millbrook Farm Stand.

Emergency Water Main Repairs
Based on the age and condition of water main located throughout the water distribution system, it is not uncommon for sections to fail. When they do, they can cause sudden pressure drops or water discoloration that can affect a few customers or larger neighborhoods. Depending on the nature and location of each break, individual water service interruptions can also occur and last from several hours to over eight hours. This past year, CPW's Water Division performed emergency repairs at the following locations: Sandy Pond Road (January 5, 2018), Sudbury Road (January 17, 2018), Potter Street (June 19, 2018), and Oxbow Road (September 10, 2018).

Sewer System
Concord was provided with legislative authority to create a municipal sewer system in 1894. By early 1900 a small centralized collection system was designed and constructed, carrying wastewater from Concord center via a network of gravity mains to a collection chamber located at 141 Keyes Road where it was then pumped to a cluster of filter beds located approximately one mile away on fields located adjacent to Great Meadows. Over the years, the service area has expanded, and treatment systems improved resulting in a system that consists of over 34 miles of collector mains (gravity and low pressure), two pumping stations six neighborhood lift stations and a 1.2 MGD treatment plant. The present sewer system serves over 1,869 customers or 35% of the community.

Regulatory/Policy Updates
The Environmental Protection Agency (EPA) established final aquatic life water quality criteria for aluminum emphasizing the site-specific nature of the agency's approach, expressing both acute and chronic values as a range that will vary as a function of a site-specific water quality conditions (pH, total hardness and dissolved organic carbon). Unlike the values found in EPA's 1988 criteria recommendation, these final 2018 recommended criteria provide users the flexibility to develop site-specific criteria based on local water chemistry. Massachusetts intends to adopt its own water quality standard for Aluminum that will be based, in part, on the new national criteria.

Annual Water Report Summary Table

Water Statistics	2018	2017	2016	2015	2014
Miles of Main	133.6	133.5	133.3	132.8	132.5
Hydrants	1,328	1,328	1,327	1,321	1,318
Main Pipe - New (linear feet)	442	1,073	2,510	1,660	2,557
Main Pipe - Replaced or Rehabilitated (lf)	6,735	626	1,568	4,800	7,328
Main Breaks	4	5	6	6	1
Number of Service Accounts	5,623	5,605	5,601	5,554	5,518
Total Water Demand (million gal.)	673	674*	728	767	722
Daily Average Demand (million gal.)	1.84	1.85*	1.99	2.10	1.98
Peak Day Demand (million gal.)	3.18	3.04	4.15	3.79	3.82
Unaccounted for Water (percent)	6.0	8.7	11	10.6	11.3
Residential per Capital per day (gal.)	66	65	70	73	65
Annual Precipitation (inches)	57.53	45.49	35.59	35.51	48.29
Mean Annual Precipitation (inches)	42.09	41.98	41.95	41.92	41.97
Residential Rate per Unit (unit = 7.48 gal.)					
Base Rate- Step 1	\$.0537	\$.0516	\$.0496	\$.0477	\$.0459
Conservation Rate – Step 2 (May 1 – Oct. 31)	\$.1128	\$.1084	\$.0992	\$.0954	\$.0918
Conservation Rate – Step 3 (May 1 – Oct. 31)	\$.1423	\$.1367	\$.1240	\$.1193	\$.1148
General Service Rate per Unit of 7.48 gallons					
Step 1 - (<50 Units)	\$.0537	\$.0516	\$.0496	\$.0477	\$.0459
Step 2 - (>50 Units)	\$.0681	\$.0655	\$.0630	\$.0606	\$.0583

Ultimately, these activities will be used to inform future permit conditions and treatment activities associated with Concord's wastewater facility.

Sewer Pumping Stations

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

The Lowell Road and Assabet Sewer pumping stations were last upgraded in the mid-1980s. As most of the mechanical, electrical, plumbing and instrumentation and control systems associated with these two facilities have served well beyond their useful life, planning efforts were initiated towards the replacement or

reconditioning of these facilities. Kleinfelder, a qualified water and wastewater engineering firm, has evaluated existing conditions of each facility and developed a 25% (preliminary) design for needed improvements at each respective facility. It is expected that this coming year final design will be completed and construction contracts awarded.

CPW Water/Sewer Division crews continued to perform routine operation and maintenance of the eight operating sewer facilities. In addition to these routine inspection and service activities, non-routine improvements performed over the past year included; the replacement of one of two existing submersible pumps located within the Laurel Street pump station; the replacement of one of two existing submersible pumps located within the Cousins Park pump station; and the replacement of a faulty relay in the Park Lane pump station.

Collection System

The sewer collection system is composed of over 33 miles of gravity and low-pressure collection main (ranging in size 2-inch to 27-inch diameter) with manholes. While there has been no recent public effort

made to expand the sewer service area, smaller private extensions are reviewed and approved so long as they serve areas consistent with the Town's Comprehensive Wastewater Master Plan (CWMP).

Approximately 50% (15.4 miles) of Concord's sewer collection system is made up of clay pipes – much of it dating back to the original sewer system installed over 100 years ago. Concord continues to investigate the condition of this infrastructure and repair or replace it as needed to reduce preventable inflow and infiltration (I/I). Inflow and infiltration refers to stormwater and groundwater that flows into the sanitary wastewater collection system through illicit connections or leaking pipes. Unlike many cities and towns across the country, Concord is fortunate in that the stormwater and sanitary wastewater drainage systems were originally designed and constructed as completely separate systems. As such, Concord is spared the costly burden of managing combined sewer overflows (CSO's) that is more common when stormwater is directed to the sanitary sewer system. While routine collection system inspections and maintenance efforts continued throughout the year, no major capital improvement projects or system expansion initiatives were realized.

Infiltration and Inflow Program

A successful I/I program is developed to reduce risks and frequency of sanitary sewer overflows, reduces the operating cost required to treat what is essentially clean water, and increases the likelihood of maintaining water quality standards that are included in a strictly enforced discharge permit. This past year, there were no reportable sanitary sewer overflows identified within Concord's system. Furthermore, the 12-month (rolling average) of wastewater flow processed through Concord's wastewater treatment plant was 1.13 MGD, below the 1.2 MGD permitted capacity assigned to this facility. The infiltration rate (of groundwater) into the collection system was calculated at 23.3%, and the inflow rate (stormwater) was estimated at approximately 0.8%. Both rates fall within acceptable industry limits and well below "excessive" rates as defined by the MassDEP.

In an effort to optimize routine maintenance and inspection activities, Weston & Sampson was tasked to compile and analyze flow data collected from the eleven (11) non-contact flow meters which had been leased from HACH back in 2014/2015. Of the 11

meters installed, four of the meters yielded sufficient data that could be analyzed. On a positive note, these four meters captured data for approximately 58% of the sewer system. The estimated infiltration rate for the area covered by these meters was determined to be 1,383 gallons per day per inch-mile (gpdim) MassDEP considers 4,000 gpdim or greater as "excessive."

Wastewater Treatment Plant Operations

Woodard & Curran, Inc. (Portland, ME) continues to operate the Concord Wastewater Treatment Plant (WWTP), located off of Bedford Street. They are in the 5th year of a 10-year service contract. CPW's Water and Sewer Division continues to work closely with Woodard & Curran to ensure day to day operations and maintenance is performed in a quality manner. Within the past year, the facilities and associated equipment ran reliably with and in accordance with State and Federally issued permits.

In addition to routine inspection and service activities, non-routine improvements performed over the past year included; the refurbishment of stem/screw drive assembly on the knife gate required to isolate flow entering Primary Clarifiers Unit #1; dewatering of Primary Clarifiers Unit #2 to allow for inspection of tank and associated drive unit; completion of energy efficient lighting retrofit (performed by M-V Electrical Contractors, Inc. of Acushnet, MA) for the lighting system located on the first floor of the WWTP; the cleaning of the two septage receiving tanks, removing over ten years of grit/solids accumulation on the bottom of the holding tanks performed by BMC Corporation (Billerica, MA); and refurbishing two original Alum feed pumps (installed in 2007) associated with the CoMag system.

NPDES Permit Renewal

Concord submitted a formal request to renew its National Pollutant Discharge Elimination System (NPDES) permit to EPA in accordance with the federally established five-year permit cycle. EPA provided an acknowledgment that the application was received and appeared to be complete, with an understanding that they may request additional information as the permit is developed, should it be necessary to clarify, modify or supplement any previously submitted information. A draft permit and statement of basis or fact sheet to be prepared by EPA is pending and will be forwarded upon the opening of the public comment period.

Sewer Statistics	2018	2017	2016	2015	2014
Assabet Pumping Station					
Total Pumped (million gallons)	94.28	88.09	74.47	73.85	78.67
Monthly Average (million gallons)	7.86	7.34	6.21	6.15	6.55
Daily Average (million gallons)	0.26	0.24	0.20	0.20	0.22
Lowell Road Pumping Station					
Total Pumped (million gallons)	350.37	312.64	258.44	272.02	341.13
Monthly Average (million gallons)	29.20	26.05	21.54	22.67	28.43
Daily Average (million gallons)	0.96	0.86	0.71	0.75	0.93
Bedford Street					
Total Pumped (million gallons)	7.92	6.18	5.80	5.48	5.23
Monthly Average (million gallons)	0.66	0.51	0.48	0.46	0.44
Daily Average (million gallons)	0.02	0.02	0.02	0.02	0.01
Collection System					
Number of Service Accounts	1876	1,869	1,866	1,851	1,834
Miles of Sewer Main	34.03	34.03	34.03	34.03	34.03
Main Pipe Inspected (lf.)	4,515	11,350	1,500	3,500	3,700
Main Pipe Replaced/Rehabilitated (lf.)	0	0	0	0	705
Rate per Unit (unit = 7.48 gallons)	\$.1153	\$.1141	\$.1119	\$.1086	\$.1055

COMMUNITY DEVELOPMENT

DEPARTMENT OF PLANNING AND LAND MANAGEMENT

Marcia Rasmussen, Director of Planning and Land Management

Mission

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

Organization and Staffing

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

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

Coordination (MAGIC), the Battle Road Scenic Byway Committee, the seven towns that participate in the Regional Housing Services Office and participation in the Community Health Network (CHNA) 15 Partnership.

The Natural Resources Division hired two part-time summer conservation crew members, Sean Joyce and Nathan Lavallie, who worked on trails maintenance, signage improvements, and invasive species control of Town open space and conservation lands, and, with funding through the Town Manager’s budget, Rangers Roan Callahan and Chad Riedle were hired to advise visitors and residents about restricted swimming in White Pond and undertake measures to address erosion at the Pond. This was in addition to monitoring land usage by dogs and other trail users at several conservation properties. The Planning Division worked with Recreation and Community Services staff to hire summer intern Charlotte Wallis, whose position was funded through Massport’s Community Summer Jobs Program. Building Commissioner Laurie Livoli resigned her position in December, moving on to work in another community.

This year marks the fifth year with Concord as the lead community in administering the Regional Housing Services Office (RHSO). The RHSO offices are located at 37 Knox Trail. The RHSO is staffed by four people: Program Manager Elizabeth Rust, Senior Housing Specialist Dan Gaulin, and Housing Specialists Lara Plaskon and Elizabeth Valente. The Regional Housing Services Office supports affordable housing activity (such as rental housing monitoring, assisting in re-sales, project development, WestMetro HOME activities, etc.) in seven communities including: Acton, Bedford, Burlington, Concord, Lexington, Sudbury and Weston.

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

BUILDING INSPECTIONS

Laurie Livoli, Building Commissioner/
Zoning Enforcement Officer

Ray Matte, Local Building Inspector

Ed Mullen, Local Building Inspector

Pat Sands, Assistant Local Building Inspector

Tracy LaPierre, Administrative Assistant

Bob Prescott, Electrical/Wiring Inspector

James O'Reilly, Plumbing/Gas Inspector

Building and Zoning Activity

The Building Inspections Division issued 884 building permits in 2018, which is a 4% increase from last year.

The overall construction value decreased in the year 2018 to \$ 72.2 million compared to \$96.7 million in 2017. This is a decrease in the value of construction by 25.4%. Of this total, \$51 million was for residential construction with \$21.2 million in commercial work.

The value of “new residential dwelling units” built in Concord went from \$24.07 million last year to \$21.7 million in 2018. This new residential construction value represents forty-four new detached single-family homes and three duplexes. Of these fifty new

homes, twenty-six or 52% were the result of “tear downs” (an act of demolishing a building, usually to build a new one on the same site)

In 2018, the issuance of Mechanical permits increased by 51%, while the number of Electrical Permits decreased by 5.1% and Plumbing/Gas permits decreased by 2.4 %. Overall, 2945 permits were issued with a .5% increase over the prior year. The Building Division collected \$1,017,932 total in permit fees in 2018 versus \$1,224,460 collected in 2017; which is a 16.8% decrease from last year.

Staffing/Operations

The Inspections staff is made up of four full-time and three part-time personnel. Our staff is committed to pursuing conscientious Zoning and Sign Bylaw enforcement, as well as enforcement of the State Building code, which includes, but is not limited to, handicapped accessibility, structural integrity, fire safety, energy codes and many other regulations relative to public safety. Our staff provides technical assistance to a wide variety of people including: property owners, builders, real estate professionals, Town staff, and Town board and committee members.

Permits Issued	2011	2012	2013	2014	2015	2016	2017	2018
New single family homes	30	29	55	38	51	43	39	44
Multi-family attached units	0	0	0	75	6	6	4	6
Additions/Alterations	686	631	770	759	866	760	719	748
Commercial	90	73	100	114	115	100	88	86
Total Building Permits:	806	733	925	873	1038	909	850	884
Electrical	745	730	933	907	751	865	996	945
Mechanical	26	70	91	119	122	108	93	141
Plumbing	470	487	480	546	478	542	524	507
Gas	340	382	416	443	391	428	433	437
Signs	41	35	54	68	62	29	32	31
Total all Permits:	2428	2437	2899	2956	2824	2881	2928	2945
Value of Const. (millions)	44	68.8	142.6	80.4	80.7	84.7	96.7	72.2
Permit Fee Revenue	\$554,211	\$809,045	\$783,883	\$1,015,370	\$991,099	\$927,555	\$1,224,460	\$1,017,932

In addition to issuing building permits and conducting required onsite inspections, the Building Division staff spends an increasing amount of time reviewing subdivision proposals, special permits, site plans, variance requests, making zoning determinations and addressing zoning complaints. Staff also provides review and comment to the Select Board for annual license renewals, which include licensing for alcohol and beverage facilities and livery licenses.

Noteworthy projects completed or under construction this year include the following: Phase II of Black Birch Development Sweet Birch Lane, a 16-unit Planned Residential Development (PRD) is under construction. The final remaining homes have been permitted for Black Horse Place, a twenty-two unit PRD. The Umbrella Community Art Center at 40 Stow Street has been renovated and a new 11,528 sq. ft. addition is under construction. Renovation of and addition to the Haines and Hobson dormitories at Concord Academy was begun in August. The construction of the Concord Market at 77 Lowell Road was completed, as was build-out of Caffè Nero and Graem Nuts and Chocolate at 55-57 Main Street. Other projects that were completed in 2018 include: renovation of the New Life Church at 221 Baker Ave. and the Fenn School Dining Facility on Carr Road.

ZONING BOARD OF APPEALS

James Smith, Chair
Elizabeth Akehurst-Moore, Clerk
John Brady, Member
Stuart Freeland, Associate Member
Theo Kindermans, Associate Member

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

James Smith was re-elected as Chairman, Elizabeth Akehurst-Moore was appointed as a full member and elected as Clerk, and Theo Kindermans was appointed as an associate member and filled a

one-year vacancy. The Board is currently in need of one additional associate member.

In 2018, the Board held fifteen (15) public hearings and three (3) site visits. The Board received forty-nine (49) Special Permit applications and eleven (11) of these applications were renewals for previously granted Special Permits. Of these applications, forty-three (43) Special Permits were granted, two (2) applications were withdrawn without prejudice at the request of the applicants, and four (4) applications are pending. (Some of these applications included multiple activities; therefore, the activity totals below may exceed the number of applications.)

Zoning Board of Appeals Application Activities

Private Recreation	1
Two-family Dwelling Unit	1
Additional Dwelling Unit	2
Educational Uses	1
Philanthropic Uses	2
Assisted Living Residence	1
Special Home Occupation	7
Workshops and Classes	1
Tourist Home or Bed and Breakfast	4
Fairs Bazaars, Antique Shows, Suppers, and Dances	3
Relief from Setback Requirements	1
Relief from Maximum Height Requirements	1
Relief from Maximum Floor Area Ratio	1
Reduced Frontage	1
Change, Alteration or Extension of a Non-Conforming Use and/ or Structure	19
Increase Gross Floor Area by more than 50%	10
Work within the Flood Plain Conservancy District	5
Work within the Wetlands Conservancy District	1
Earth Removal	1
Work within the Groundwater Conservancy District	1
Parking Waiver	10
Planned Residential Development	2
Special Permit	49
Variance	1
Site Plan Approval (Associated with a Special Permit)	10

BOARD OF HEALTH

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

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

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

In 2018, the Board of Health continued its focus on substance use prevention. Towards this goal, the Board of Health's major effort in 2018 was to sponsor a Town vote on a general bylaw to prohibit non-medical (recreational) marijuana establishments in Concord.

In November 2016, Concord voters approved by a small margin state referendum ballot Question 4, Regulation and Taxation of Marijuana, which allowed non-medical (recreational) marijuana to be produced and sold in Massachusetts. This legislation (M.G.L. Chapter 94G) was written so that non-medical marijuana establishments were automatically allowed in all towns. Towns such as Concord that approved Question 4 were required to hold two votes in order for the town to prohibit non-medical marijuana establishments: a Town Meeting vote, and a ballot question vote. The Board of Health brought forward a 2018 Annual Town Meeting warrant article for a general bylaw to prohibit all types of non-medical marijuana establishments including a marijuana retailers, cultivators, testing facilities, marijuana product manufacturers, or any other type of licensed marijuana-related business. The bylaw was passed by approximately a two-thirds majority at Town Meeting in April. A ballot question vote was held in June and, again, the bylaw was passed by a strong majority of voters.

Prior to Town Meeting, the Board did extensive public outreach to educate Concord residents about public health concerns related to marijuana use, particularly effects on youth. The Board participated in four large public forums on the topic, developed educational materials, and met with numerous town boards and committees to elicit their support for the bylaw. The Board also continued public outreach efforts after Town Meeting to help ensure residents were aware of the need for a second vote at the June special town election which received above average voter participation.

The increasing use of electronic nicotine delivery devices ("vaping") amongst teenagers also continues to be of concern. E-cigarette use has grown dramatically in the last five years and currently more high school students use e-cigarettes than regular cigarettes. These products have as much potential to cause addiction to nicotine as conventional tobacco products, and their long-term health effects are poorly understood. The Board of Health partnered with the Concord-Carlisle Youth Services Coordinator, the Center for Parents and Teachers, and the Concord Public Schools to raise parental awareness about this issue. Educational materials were developed for parents, and several presentations on the topic were hosted by the Board of Health, Center for Parents and Teachers, and the schools.

As in previous years, the Board of Health continued to pursue efforts to curb youth access to tobacco and nicotine delivery products such as e-cigarettes. Concord Board of Health regulations adopted in 2014 prohibit the sale of tobacco products and nicotine delivery products (vaping devices and e-liquids) to persons under age 21. The sale of flavored tobacco and nicotine products are also prohibited. In 2018, the Board conducted one youth compliance check, in which persons under age 21 visit retail businesses and attempt to purchase tobacco or nicotine delivery products. During this check, one of the 14 licensed vendors sold tobacco products to the youth purchaser. These types of compliance checks are essential for ensuring compliance with the regulation to help reduce youth access to tobacco.

HEALTH DIVISION

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

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

Regional Public Health Services

The Concord Health Division has provided inspectional services to the Town of Lincoln under a regional contract since 1996. Over the past several years, the program has evolved from providing limited inspectional services to the administration of public health programs within the Town of Lincoln. The Assistant Public Health Director and Administrative Assistant are the primary contacts for providing services in Lincoln. In 2018, this program generated nearly \$30,000 in additional revenue for the Town of Concord (approximately 450 hours of public health and inspectional/administrative staff support). Staff witnessed test holes on 23 sites, issued 40 septic permits, 16 food service permits, 29 catering permits, 8 well permits, 4 beaver permits, 4 recreational camps, reviewed 20 building projects, 78 septic inspections and conducted 31 food service inspections.

Awareness and prevention of tick-borne illnesses continues to be a priority. Lyme disease is among the most commonly reported communicable diseases in Concord, and two other tick-borne diseases, anaplasmosis (HGA) and babesiosis, are emerging concerns. In 2018, the Health Division continued to work cooperatively with the surrounding towns of Acton, Bedford, Carlisle, Lincoln, Sudbury, Wayland,

Westford and Weston in the Middlesex Tick Task Force to deliver educational programs on tick borne illnesses.

Public Health Initiatives--Substance Use Prevention 2018 brought increasing public health concern around the impending legalization of non-medical (recreational) marijuana, recent increases in teen use of e-cigarettes (vaping), and the continuing problem with opioids in Massachusetts. Substance use prevention became the major focus of the Health Division and Board of Health in 2017 and these efforts continued throughout 2018. Toward this end, the Health Division contributed to a number of community outreach and public education events in 2018:

- Public Forum on Concord's Marijuana Options, to educate residents about the 2018 Annual Town Meeting Warrant Articles relating to regulation of non-medical marijuana.
- Edibles, Vaping & Under-age Drinking; Understanding the Effects of Alcohol, Marijuana and Tobacco on the Teenaged Brain, presented by Concord resident A. Eden Evins, M.D., M.P.H. Founding Director, Center for Addiction Medicine, Massachusetts General Hospital.
- Marijuana, Adolescent Brain Development and Teen Risk-Taking: What Parents Need to Know, presented by Ruth Potee, MD, a board certified Family Physician and Addiction Medicine physician at Valley Medical Group in Greenfield, MA.
- Distribution of a brochure titled What is Vaping?, information for parents about increasing teen use of vaping devices. The brochure was distributed to parents through the Concord Public Schools, the Concord-Carlisle Youth Services Coordinator, the Center for Parents and Teachers and a local pediatric medical practice.

Emergency Preparedness

In 2018, the Health Division continued to work with the Concord Emergency Management Agency (CEMA), the Concord Council on Aging, Massachusetts Department of Public Health Region 4A, and Emerson Hospital to enhance community emergency preparedness. Concord maintains a plan, in compliance with MDPH requirements, for dispensing of medication (vaccines or pharmaceuticals) in an emergency. Concord's primary Emergency Dispensing Site (EDS) is the Concord-

Carlisle Regional High School. The EDS plan was updated in 2016 for use of the new CCHS building.

Permits & Licenses

The Health Division issued the following licenses in 2018 and collected \$166,016.79 in permit fees: 165 Food Service/Retail Food (including farm stands, school cafeterias (private & public), food banks, churches, caterer operations, residential retail kitchens, mobile food trucks, bed & breakfast establishments); 14 Tobacco Sales; 105 Permits to Keep Farm Animals; 4 Bathing Beaches; 28 Swimming Pools; 52 Hazardous Material Storage/Usage; 2 Motels; 17 Recreational Camp Sites; 25 Day Camp Programs; 1 Tanning Facilities; 24 Registered Title 5 Inspectors, 61 Disposal Works Installers; 20 Septic Haulers; 12 Rubbish Haulers; 1 Body Art Establishment; 4 Body Art Technicians; 4 Funeral Directors; 2 Funeral Homes; 179 On-Site Sewage Disposal Permits; 206 Building Permit Reviews; 3 Beaver Permits and 28 Well Permits

Public Health Nursing/Communicable Disease Control

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

Influenza Vaccine Distribution & Clinics

The Health Division sponsored its annual seasonal influenza clinic for Concord Seniors at the Harvey Wheeler Center on October 11, 2018. Emerson Hospital Home Care nurses administered vaccine to 160 participants. Vaccine continues to be readily available from primary care physicians and local pharmacies throughout the year, therefore, cities and towns have seen attendance to these public clinics decrease; but, senior flu clinics allow public health departments to continue to serve the most at-risk population who may not be able to take advantage of those other venues. The Town of Concord, through its Health Division,

also sponsored a Seasonal Influenza Clinic for Town Employees on October 17, 2018. Emerson Hospital Home Care administered approximately 90 doses of vaccine to Town Employees during this clinic.

Sanitary Housing Inspections

The Assistant Public Health Director is responsible for conducting inspections for compliance with the State Sanitary Code, 105 CMR 410.000, Minimum Standards of Fitness for Human Habitation. Health Division staff conducted 5 housing inspections and spent a significant amount of time working with tenants and property owners to resolve several complex housing situations.

Wastewater Permitting Program

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

The Assistant Public Health Director oversees the onsite wastewater management (septic system) program in the Health Division. In 2018, the Division issued 179 permits for construction and/or alteration of septic systems, reviewed 206 building permit applications for regulatory compliance, and witnessed percolation tests and soil evaluations for 68 properties. The Assistant Public Health Director conducted approximately 270 onsite inspections for compliance with Title 5.

Septic System Betterment Loan Program

The Community Septic System Betterment Loan Program is administered by the Health Division Administrative Assistant. In 2009, Concord Town Meeting approved a loan/debt authorization for \$2,000,000 borrowing authorized to be carried out by the Massachusetts Water Pollution Abatement Trust (MWPAT) for the purpose of continuing to fund the Septic Betterment Loan Program. Concord property owners can borrow up to \$30,000 at two percent (2%) interest, to be paid back as a betterment-lien over 10 years. In 2018, \$264,785 was committed to residents to offset costs for onsite sewage disposal expenses through the loan program. Since this program was initially authorized in 2001, over one hundred property owners have benefited from it and over 1.5 million dollars has been expended.

Assistant Karen Byrne works very closely with local engineers, septic installers and other Town

Communicable Disease

	2012	2013	2014	2015	2016	2017	2018
Amebiasis	0	0	0	0	0	0	1
Babesiosis	0	0	2	7	0	2	1
Borelia miyamotoi							3
Calicivirus/Norovirus	0	0	0	0	0	1	2
Campylobacter	5	8	7	10	6	5	3
Cryptococcus	0	0	0	0	0	0	0
Cryptosporidia	1	0	0	0	1	2	1
Cyclosporiasis							1
Dengue	0	0	-	0	0	0	0
E. Coli	-	0	0	0	0	0	0
Encephalitis	0	0	0	0	0	0	0
Giardia	2	0	2	2	6	0	4
Haemophilus influenzae					2	1	
Hepatitis A	0	0	0	0	0	0	
Hepatitis B	0	0	0	0	0	0	5
Hepatitis C	2	10	33	20	6	8	11
h1n1 Influenza	0	0	0	0	0	0	0
HGA (anaplasmosis)	1	0	2	5	4	7	9
Legionnaire's Disease	1	0	0	1	1	0	
Malaria							1
Lyme Disease**	7	11	17	9	58	0	62 (suspect)
Measles	0	0	0	0	0	0	
Meningitis	0	0	0	0	0	0	
Pertussis	2	0	0	1	0	2	3
Rocky Mtn Spotted Fever	0	0	0	0	0	0	
Salmonella	2	12	2	5	7	5	9
Shiga Toxin producing organism						1	1
Shigella	0	0	0	0	1	0	0
Streptococcal Pneumonia	0	1	1	1		0	2
Type B Streptococcus	0	0	2	1	1	2	2
Tuberculosis	0	0	0	0	0	0	4 (latent)
Varicella (Chicken Pox)	0	0	0	0	0	0	1
West Nile Infection						1	
Yersiniosis	0	0	0	0	0	0	
Zika					1	0	
Vibrio					1	0	2
Nonspecified influenza					7	9	57

Departments to actively promote this program and will continue to do so in 2019. The Town is very fortunate to be able to offer this type of financial assistance to its residents to alleviate some of the unexpected financial burdens or stressors that may come with dealing with a failed onsite sewage system.

Food Protection Program

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

In 2018, Concord said a fond farewell to Vincenzo's but welcomed Adelita, a Mexican-themed restaurant in its place. Michael's also closed and was replaced by Rapsallions. Several new food service establishments opened in 2018: Concord Market, Caffé Nero, Graeme Nut Company, Perk Express and Baker's Cafe at 300 Baker Ave., and new kitchen and dining facilities at the Fenn School.

Due to several food borne illness outbreaks, the Health Division sponsored a mandatory Food Safety and Active Managerial Control training for all food service establishments. The trainings reviewed the importance of the Person in Charge in implementing active managerial control of all food processes to ensure food safety. 144 food service staff representing

72 food establishments attended.

In September 2018, the Massachusetts Department of Public Health adopted revisions to the Massachusetts Food Code which incorporate the 2013 Federal Food Code with Massachusetts amendments. Health Division staff is preparing educational material pertaining to the new requirements and will provide training to food service establishments in early 2019.

Food Inspections & Temporary Food Events

Temporary Food Event applications are reviewed by staff to identify and address any potential food safety risk factors that could impact the public health. During 2018, 87 Temporary Food Events/Catered Events were permitted, including Patriots Day Festivities, Chamber of Commerce Spring/Fall Festival, the Memorial Day and Fourth of July Parades, and the Fall Agricultural Fair.

Recreational Camp Program

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

2018 Food Service/Retail Permits	
42 Retail Food Permits	14 Delicatessens in Retail Establishments
165 Food Service Operations (all types)	6 Nursing Homes/Assisted Living
9 Farm Stands	1 Hospital/In-patient Kitchen
9 Public School Cafeterias	4 Private School Cafeterias
6 Religious Organizations	2 Community Assistance Food Groups
1 Food Bank	1 Home for Aged Community
3 Mobile Food Trucks	5 Seasonal Operations
14 Caterers Base of Operations	2 Bed & Breakfast Establishments
2 Food Processors	1 Daycare with Food Service
7 Frozen Ice Cream/Desserts	4 Rental Hall Kitchens
11 Milk/Cream Permits	3 Residential Retail Kitchens

more emphasis on medical protocols and the role of the health care consultant.

The Public Health Inspector reviewed 25 programs which meet the definition of “recreational camp” and which served 4414 campers in Concord. Programs were reviewed for compliance with the regulatory requirements of 105 CMR 430.000: Minimum Standards For Recreational Camps For Children: background checks on staff, health records, trained personnel, medical protocol, and safety checks on all facilities with high risk activities such as ropes courses are reviewed and inspected. There are 15 sites which either host their own camp programs and/or serve as a rental location to “out of town” programs. In recent years, the Health Division has encountered a growing number of summer youth programs that are exempt from licensure because they operate for less than four days in a two-week period and therefore do not meet the regulatory definition of a recreational camp. These programs are not inspected or licensed by the Health Division and do not necessarily meet the regulatory requirements of a recreational camp. Residents who have a question regarding whether a summer youth program is licensed and inspected may call the Health Division for this information.

Bathing Beach Program

The Health Division continued its contract with G&L Laboratories to provide services for collection and analysis of bathing beach water samples. The White Ponds Associates and Dover St. Beach Association beaches were tested weekly using a composite sample. The other two semi-public beaches, Silver Hill Association and Annursnac Hill Association, were also sampled weekly during the 2018 season. Samples are taken from Memorial Day through Labor Day, for compliance with 105 CMR 445.00, Minimum Standards for Bathing Beaches. Forty eight (48) water samples were collected from the 4 beaches over a 16 week time period. There were no beach closures during the 2018 season due to bacterial levels exceeding acceptable limits for bathing beach waters. White Pond continued to have occasional public health advisories posted due to visible cyanobacteria (blue-green algae) blooms which were intermittent throughout the summer.

Swimming Pools

There are 15 sites in Concord which hold recreational pool permits, which include 4 general purpose pools, 14 lap pools, 6 children’s pools, 3 special purpose pools and 1 diving well. The Public Health Inspector conducts water tests at each pool as well as monitors safety equipment and trained personnel for each site.

Animal Permits

The Public Health Inspector serves as the Town’s Animal Inspector. Recent years have demonstrated a growing trend for keeping of backyard animals. The number of permits for keeping of animals has more than doubled in the past five years: 105 permits were issued in 2018, compared to 48 in 2009. The Public Health Inspector conducted annual site visits at all permitted properties to inspect for sanitary conditions, health of animals and prevention of odors and pests from proper manure storage/removal.

Rabies Control Program

During 2018 there were 7 domestic animals (dogs & cats) quarantined by either the Concord Health Division or Animal Control Officers (Boardman Animal Control Services) due to contact with potentially rabid animals. Three (3) domestic animals were quarantined and followed by the Dog Officer because of animal bites to humans. This year, only one animal (bat) was submitted to the Department of Public Health to be tested for the rabies virus because of potential human exposure (found in a bedroom). It tested negative for the virus.

At the Health Division’s Annual Rabies Clinic in March 2018, Concord Animal Hospital veterinarians administered the rabies vaccine to 21 dogs and 9 cats.

2009-2018 Animal Census Information

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Chickens	716	1056	1368	3211	3418	2903	973	538	973	553
Horses	166	164	163	182	171	119	146	154	163	131
Cattle	217	243	178	255	220	180	199	186	226	199
Rabbits	70	78	112	200	0	100	8	10	0	4
Goats	17	10	13	21	21	7	11	12	41	33
Geese/Ducks	23	29	38	37	46	35	52	20	44	21
Guinea Hens	14	9	8	7	7	12	5	5	3	6
Quail	-	-	-	-	-	30	40	62	50	100
Sheep	10	15	1	4	14	12	4	22	31	0
Beehives	4	4	-	-	-	-	-	-	-	-
Llamas	0	0	-	-	-	-	-	-	-	-
Donkeys	2	2	3	2	6	5	5	0	9	11
Turkey	5	7	8	57	57	2	0	0	0	0
Pigs	12	10	2	15	0	0	0	0	0	0
TOTAL	1,256	1627	1894	3991	3960	3405	1443	1009	1540	1058

EMERSON HOSPITAL HOME CARE SERVICES

Judith Labossiere, MBA, BSN, RN, ACHCE
Executive Director, Emerson Hospital Home Care

Emerson Hospital Home Care is a Medicare/Medicaid Certified, Joint Commission accredited, provider of home health services in Concord, as well as 29 surrounding cities and towns. The mission is to deliver high quality, safe, and cost effective services to our patients. These services include skilled nursing, physical, occupational, and speech therapy, home health aide services, and medical social work.

Emerson Hospital Home Care provides community health, education, and communicable disease follow up in accordance with our Board of Health contracts. Our contract with the Town of Concord also allows Home Care to make home visits to qualifying individuals who have no source of payment to cover our services. This remains an important aspect of our work with the Board of Health. Home Care also coordinates closely with Concord Council on Aging to promote health and wellness to seniors through

lectures and other programs. The influenza vaccination program serves both residents and employees of the Town of Concord.

Emerson Hospital Home Care looks forward to a continued partnership with the Board of Health and other community organizations as we continue our commitment to care for the residents of Concord.

WEIGHTS AND MEASURES INSPECTIONS

The function of the Weights and Measures official is to safeguard the public in matters involving the commercial determination of “quantity” and ensure that whenever merchandise or service is bought or sold, that honest weights and honest measures are delivered, and that fraud, carelessness or misrepresentation of such transactions are eliminated. The accuracy of all weighing and measuring devices used for sale to the public are inspected, sealed or condemned as required. Inspections are conducted at all gasoline and diesel dispensing devices (pumps),

home heating (fuel oil) delivery trucks, scales used at supermarkets, delis, meat/seafood markets, retail checkout counters, farm stands, pharmacies, and any other facility using a weighing or measuring device for sale of product. Bar Code pricing devices (scanners) are also inspected for accuracy and proper operation. State law requires that scanners be inspected once every two years for businesses with three or more electronic checkout systems. On alternating years, scanners are verified if the Health Department is contacted via a complaint and/or a new device is installed.

The Town of Concord contracts with the Massachusetts Division of Standards (DOS) through the Concord Health Department. The Health Department Administrative Assistant and DOS Inspectors work closely together to coordinate and ensure that any complaint received by a consumer is addressed in a timely manner as well as ensuring that proper invoicing and payments are received by the Town. In 2018, inspections were performed at 51 establishments throughout Concord: 143 gasoline meters; 90 weighing scales, and 19 fuel delivery trucks. The Health Department invoiced \$6,960 in Weights & Measures fees in 2018.

NATURAL RESOURCES COMMISSION

Gregory E. Higgins, Chair
Jeffrey W. Adams
Lynn G. Huggins
Edward Nardi
Judith R. Zaunbrecher



Left to Right: Jeff Adams, Karen Bockoven (staff), Greg Higgins, Judy Zaunbrecher, Lori Capone (staff), Lynn Huggins, Ed Nardi, and Delia Kaye (staff)

The Natural Resources Commission (NRC) and staff are responsible for the overall stewardship of the natural resources of the Town, and the establishment of Town environmental policy in conjunction with the Select Board and Town Meeting. The NRC administers the state Wetlands Protection Act (MGL Chapter 131, Section 40), the Rivers Protection Act (MGL Chapter 258 of the Acts of 1996) and accompanying regulations (310 CMR 10.00), and the Concord Wetlands Bylaw and Regulations. The NRC also plays an important role in open space planning pursuant to its authority under the Conservation Commission Act (MGL Chapter 40 Section 8c).

Wetlands Protection Act

The majority of Commission and staff time is dedicated to administering and enforcing state and local wetland regulations. The NRC held 23 meetings to review permit applications, which included 34 Notices of Intent, seven Abbreviated Notices of Resource Area Delineations, and 25 Requests for Determinations of Applicability, for a total of 66 new applications. The NRC closed out many completed

projects, issuing 40 Certificates of Compliance and three Partial Certificates of Compliance. Division staff reviewed 52 Administrative Approvals for very minor projects including limited tree and invasive species removal. The 2017 appeal of the NRC's decision approving a cell tower at Middlesex School was withdrawn in 2018. The NRC's decision to approve a 4 lot subdivision at Keuka Road was appealed to DEP this year. Following DEP's concurrence with the NRC's decision, DEP's decision was then appealed to the Office of Appeals and Dispute Resolution and a decision is expected in early 2019.

Projects of interest reviewed by the NRC this year include a proposed 8 unit Planned Residential Development at 430 Old Bedford Road and a number of wetland boundary determinations for future developments including 1651/1657/165X Main Street, 676/68Y/712/70Y Monument Street, 285 Elm Street/3A Crescent Road, 399 Lowell Road, 498 Fitchburg Turnpike, 209/29A Musterfield Road, 2160 Main Street, and 33A/353 Elm Street.

Conservation Restrictions

The Natural Resources Commission reviewed one Conservation Restriction this year over nearly 11 acres of land owned by the White Pond Associates, which will be conveyed to the Concord Land Conservation Trust. The underlying land is expected to be conveyed to the Natural Resources Commission for conservation purposes in early 2019, while the beachfront parcels will be conveyed to the Select Board for continued recreation purposes.

NATURAL RESOURCES DIVISION

Delia R. J. Kaye, Natural Resources Director
Lori A. Capone, Natural Resources Assistant Director
Karen T. Bockoven, Administrative Assistant

Natural Resource Management

In addition to providing technical and administrative support to the Natural Resources Commission, Division staff are responsible for the stewardship of approximately 1,400 acres of Town conservation land (including White Pond Reservation), maintaining over 26 miles of trails, and mowing 84 acres to maintain trails and open meadows. Natural resources management also includes

staff support to three NRC active subcommittees, as well as coordinating with other local and regional stewardship initiatives.

National Park Foundation

The Division was honored to receive a \$42,000 grant from the National Park Foundation following a successful application to improve river access along the Assabet River. Two kayak/canoe landings are in the process of being installed, one at Westvale across from Damon Mill and the second at 36A Baker Avenue. Picnic tables were installed at each location, and a small gravel parking area was put in at Baker Avenue. Extensive invasive vegetation removal was conducted at each location and native plantings will be planted next year.

Community Preservation Act

Town Meeting approved additional construction funding for slope restoration at Town lands at White Pond, and a contractor was selected to begin work in 2019. Four applications were submitted for Community Preservation Committee consideration in 2019 and all were recommended for funding. The first application sought funding to acquire nearly six acres of land for conservation purposes adjacent to the historic Emerson House; this acquisition is supported by a generous matching gift from the Concord Land Conservation Trust. Following the completion of the Warner's Pond Feasibility Study, an application for permit preparation was submitted to dredge a portion of Warner's Pond to improve the ecological health and recreational opportunities of the pond. A third application was submitted to extend the historic stone wall around the Lexington Road/Heywood Street curve, removing unsightly concrete bollards and further connecting the two sides of the meadow. The last application was for an additional year of invasive species control at Old Calf Pasture to improve the habitat for the rare Britton's violet.

Division staff oversaw the ninth year of invasive species control at Old Calf Pasture, in part with funding received through Community Preservation Act funds awarded in 2013 and 2016. New areas of invasive glossy buckthorn were treated by the New England Wildflower Society, expanding the areas of improved habitat for native flora and fauna, including the rare Britton's violet.

Rangers

After a brief hiatus, Roan Callahan returned this summer and served as Ranger with Chad Riedle. Rangers educated visitors on rules and regulations around White Pond, and at conservation lands around Town where new dog regulations were put into effect over the winter of 2017/2018. Most of their efforts were educational and increased compliance with rules and regulations was noted over the course of the summer. Rangers also worked with other Division staff to remove invasive plants from Town conservation lands.

Conservation Crew

Sean Joyce and Nathan Lavallie joined the Division this summer to perform trail maintenance, remove invasive vegetation, and conduct general maintenance on conservation lands throughout Town. The Crew continued the hand pulling efforts to remove the invasive aquatic water chestnut from Macone Pond, Warner's Pond, and Hutchins Pond, and continued the cooperative effort with US Fish and Wildlife Service, the Conservation Land Conservation Trust, and the Town of Lincoln to remove water chestnut from Fairhaven Bay and the Sudbury River. For the seventh consecutive summer, the aquatic weed harvester was not needed on the Sudbury River and Fairhaven Bay, a testament to the vigilant efforts of previous mechanical harvesting efforts between 2001 and 2011 and continued hand pulling efforts. The crew also replaced, repaired, and/or repainted conservation land signs and kiosks, and maintained and constructed new boardwalks along seasonal trails.

Cooperative Invasive Species Management Area

Division staff continued working with other towns, organizations, and individuals in the Sudbury, Assabet, and Concord Rivers (SuAsCo) watershed to develop strategic regional plans for invasive species management in the watershed, and to promote collaborative approaches to achieve these priorities, including a new subcommittee on water chestnut control. This year, the largely grant funded Coordinator position was transitioned to Sudbury Valley Trustees. The CISMA Steering Committee also provided input to Senator Jehlen's office on a proposed statewide Invasive Species Coordinator position.

Conservation Restriction Stewardship Committee

The CRSC continued to assist the Division of Natural

Resources with its land management responsibilities of the 80 plus parcels with Conservation Restrictions that have been granted to the Town by monitoring their care and condition. Committee members performed monitoring visits on 30 parcels and wrote one new Baseline Documentation Report (for the town's



Two kayakers using the Lowell Road boat launch

acquisition of the White Pond Associate's agricultural fields). Former chair Catherine Perry was gratefully thanked for her 7 ½ years of dedicated service. New committee members Arthur Schwope and Jane Wells joined committee members Kathy Angell, David Bell (Chair), John Ferguson, Mary Ann Lippert, and Neil Ryder.

Heywood Meadow Stewardship Committee

The Heywood Meadow Stewardship Committee continued with its mission to preserve and protect this historic meadow. As a result of the 2017 wild flower seeding initiative, the West Meadow was carpeted in flowers this spring and summer. A highlight of the summer was a festive planting ceremony for three "Butters" (better known as Baldwin) apple whips on the East Meadow, donated by Janet Beyer in honor of her ancestor who propagated the first Butters apple. Members of the HMSC include: Lola Chaisson, Susan Clark (co-chair), Mary Clarke, Joanne Gibson (co-chair) Stan Lucks, Bev Miller, Murray Nicolson, and Independent Battery representative Sandy Smith.

Trails Committee

A major effort in 2018 was development of the Baker Avenue boat launch and Westvale boat landing, funded

FARMING AND COMMUNITY GARDENS

by a National Park Foundation grant. Beginning with a chainsaw training class, invasive trees were felled at Baker Avenue to clear a trail to the Assabet River. Volunteer work parties cleared the undergrowth of invasive species and uncovered a concrete pad, once the floor of the Ellis Chemical Company that now serves as a picnic grove with tables. A small parking area was constructed and accumulated felled trees will be chipped for use in covering walkways along with plantings to beautify the site. A second area was cleared and picnic tables installed for a boat landing along the Assabet River near the Main Street bridge at Damondale.

Trail upgrades and maintenance continue, made more challenging this year by tree damage from three late winter storms. Other trail improvements conducted this year include: creation of a new overlook of the Assabet River at Cousins Field where invasive species were removed and wild flowers seeded; three park benches were constructed and installed at scenic spots at October Farm Riverfront, Rogers Community Garden, and at the Assabet River overlook; a footbridge was built across Baptist Brook in the Hidden Trails property off Commerford Road, improving access between the east and west sections; an information kiosk was installed at October Farm Riverfront; a 16-foot retaining wall was constructed at Westvale-Harrington property to shore up the trail; additional boardwalks were constructed along the Emerson-Thoreau Amble; and trail-head plantings were installed to beautify West Concord Park.

Being vigilant of trail needs and correcting obstructions to assure walkers' access is a never ending task handled by stewards and Committee members. Committee members include Spencer Borden, David Clark, Carlene Hempel, Jonathan Keyes, Ken Miller, Peter Siebert and Bob White (Chair).

Conservation Land Use Permits

A total of 13 permits were issued to various groups using Town conservation land for wetlands training, drag hunting, and research projects. A permit was also issued to the Musketaquid Arts and Environment Program for the Art Ramble to display temporary art installations from several artists at Hapgood Wright Town Forest again this summer.

Agricultural Farming Agreements

The Division continues to work with local farmers to retain land in agriculture, overseeing 15 agreements over 200 acres of actively farmed land.

Marshall Farm

The main greenhouse was renovated this spring, and uses about 30 percent less heat in late winter through spring and almost no electricity to vent. Drip irrigation was installed which saved hours of watering. A water line was installed to connect the three Marshall Fields and greenhouses to the new irrigation well installed on the Rogers land. One field was completely fenced to protect crops from deer which proved unsuccessful as deer jumped the fence and ate all the spaghetti squash. The main field got a boost with almost 200 yards of compost spread throughout. Substantial effort was made to remove and burn the bittersweet that has taken over parts of Harrington Park.

McGrath Farmstead

Barrett's Mill Farm completed their fifth growing season at the McGrath Farmstead and their third season farming the parcel across the street at 41A Barretts Mill Road. Crops grown on about 8 acres at the main farmstead are certified organic, while crops grown on about 4.5 acres at the 41A parcel will be eligible for organic certification in 2019. An additional 1.5 acres on the main farmstead were left in cover crop for the duration of the season.

Produce grown on both parcels was sold to the general public through the farm store and CSA program. The CSA and Barrett's Bucks (farm store credit) programs grew to over 300 members in 2018. In addition, later season produce offerings were expanded, with a 100 member extended season CSA providing members produce until Thanksgiving, as well as a "pop-up" farm stand in early December. The pick-your-own flower field continued to be a draw both for PYO Flower CSA members and the general public. Barrett's Mill Farm's commitment to increasing access to fresh produce continued with weekly vegetable donations to Open Table and the Boston Area Gleaners. In addition, Barrett's Mill Farm donated CSA memberships to Minute Man Arc and Dignity in Asylum, and offered discounted CSA memberships to several households receiving SNAP benefits.

The major capital investment for the 2018 season was building a 96 foot by 30 foot unheated high tunnel with funding from NRCS's EQIP program covering the majority of the costs. The high tunnel will be used for protected and extended season growing of crops like tomatoes, greens, and ginger in the future.

Thoreau Birthplace

Gaining Ground, a non-profit farm that grows food for hunger relief with the help of volunteers of all ages and abilities, manages approximately 3 acres of land at the Thoreau Birthplace and adjacent Massport land. In 2018, in its 24th growing season, the farm donated over 92,000 pounds of organic produce to thirteen food pantries, meal programs, and direct donation markets in Lowell, Boston, and surrounding Metro West communities. The farm has nearly tripled its harvest totals over the past five years, due largely to a conversion to innovative "no-till" agricultural methods. Gaining Ground was honored to be selected to participate in a three-year Conservation Innovation Grant study focused on no-till farming, funded by the USDA Natural Resources Conservation Service. Gaining Ground continues to take part in the New England tradition of maple sugaring in February and March, this year harvesting over 200 buckets of sap and finishing 30 gallons of syrup to be donated. Farm staff worked alongside more than 2,500 volunteers throughout the season, educating school, corporate, and community groups, individuals, and families in all aspects of farm operation.

Community Gardens

The long standing tradition of the organic community gardens continues to thrive under the helpful guidance of volunteer coordinators Terry Marzucco, Rebecca Sheehan Purcell, and Michelle Wiggins at the Hugh Cargill Community Garden, Dale Clutter, Trish Ng, and India Rose at the East Quarter Farm Community Garden, and Brenna Roth Lindsay at Cousins Community Garden. Carol Aronson, Mark Del Guidice, and Mary Hartman, provided guidance for Rogers Community Garden. Coordinators assign garden plots, coordinate annual meetings and cleanups, and offer guidance to gardeners to produce beautiful and bountiful harvests.

The summer of 2018 was a great season for East Quarter Farm. Gardeners in both the annual and no-till plots enjoyed successful harvests with no

drought issues and fewer pests than previous seasons. Nestled in a quiet corner behind the Ripley School on the east side of town, this secluded hidden gem lost some long-time gardeners this season as some members moved out of town at the end of 2017. The "no-till" area has grown to almost 1/3 of the total plots, with more interest in perennials, herbs, and soil amendments increasing the numbers.

Communal berries (raspberries and blueberries) thrived this season due to continued fertilizing and pruning from dedicated volunteers. We hope to continue to grow and welcome new gardeners to join us for the 2019 growing season.

The Hugh Cargill land has been farmed since 1793, when it was donated to the Town by Hugh Cargill to benefit the residents of the nearby poor farm. Over the years, it has been used by interested citizens, including farmers and a local 4-H Club. In the late 1970's, it became a community garden, enabling residents to grow their own vegetables, fruits, and flowers. Over the years, novice gardeners have worked alongside their more experienced neighbors, enjoying the benefits of growing their own crops. As with seasons, each year brings changes in our community—we said "goodbye" to some longtime gardeners and welcomed eager new ones.

The Rogers Community Garden is in its third year and interest continues to grow. During the summer of 2018, 28 individuals participated in a community garden. Efforts continue to improve the organic content of the soil and remove rocks. Each season brings a new and different challenge but harvests of tomatoes, peppers, squash, tomatillos, sweet potatoes, and okra were bountiful .

Environmental and Educational Activities

The Division continues to sponsor the longstanding tradition of early morning Conservation Coffees on the first Tuesday morning of most months at 7:30 a.m. These lively and stimulating gatherings of citizens, conservation organization representatives, and federal, state, and local officials provide an interesting and effective forum to exchange information, ideas, and concerns about conservation and the environment.

The Division continues to host an annual spring migratory bird walk, led by Peter Alden. This popular

walk, generally held on the second Saturday in May, brings together local birders to welcome the return of many colorful migrants back for the season or on their way to more northern breeding grounds, as well as observe resident birds in a variety of habitats.

The NRC continues to support Dr. Bryan Windmiller's research and headstarting efforts on the Blanding's turtle, a threatened species with a population at Great Meadows which he has studied in depth since 2003.

PLANNING BOARD

Gary Kleiman, Chair
Matt Johnson, Vice Chair
Kristen Ferguson, Clerk
Robert Easton
Burton Flint
Allen Sayegh
Nathan Bosdet

Marcia Rasmussen, Director
Elizabeth Hughes, Town Planner
Nancy Hausherr, Administrative Assistant



Seated: Allen Sayegh, Nathan Bosdet, Gary Kleiman, and Kristen Ferguson. Standing: Matthew Johnson, Burton Flint, and Robert Easton

The Planning Board's authority is contained in MGL Ch. 41 "Improved Methods of Municipal Planning" and MGL Ch. 40A "The Zoning Act". The Board is responsible for making rules and regulations relating to subdivision control, initiating Zoning Bylaws, holding public hearings on all Zoning Bylaws submitted to the Select Board, evaluating various developments through Site Plan Review, revising and updating the Comprehensive Long Range Plan, and from time to time making studies of the resources and needs of the Town. Additional responsibilities are found in the Town Bylaws and the Town Charter.

The Board met twenty-three times in 2018. In addition to their regular meetings, five public hearings were held. One public hearing was on the adoption of the Tree Preservation Bylaw Rules and Regulations. A public hearing with two sessions was held for 4-lot Definitive Subdivision Plan of land off Keuka Road. One public hearing was for Zoning Bylaw amendments to be considered by Annual Town Meeting. One public hearing was for a Common Driveway Special Permit. Lastly, a public hearing was held for Zoning Bylaw Amendments to be considered by the October Special Town Meeting.

Brooke Whiting Cash ended her term and the Board welcomed new member Nathan Bosdet.

Residential Development

Nine "Approval Not Required" (ANR) plans were submitted to the Board for endorsement. Four of these plans approved changes of lot lines that did not create additional lots. Five endorsed plans created six additional lots.

In February, the Board granted, with certain waivers and conditions, approval of a four-lot Definitive Subdivision Plan "Hosmer Meadows" which had been filed in November, 2017.

In February, the Board also made an affirmative recommendation to the Zoning Board of Appeals to grant a special permit to divide land into two or more building lot(s) which contains reduced frontage, lot width, lot area and/or side and rear yard setback for the purpose of preserving existing historically significant structures or dwelling at 317 Garfield Road.

In April, the Board granted a Common Driveway Special Permit for 254 & 254A Fairhaven Road.

Two affirmative recommendations with conditions were made to the Zoning Board of Appeals regarding Special Permit applications for work in the Floodplain Conservancy District; one at 201 Commonwealth Avenue and the other at 190 Southfield Road. An application for 83 Pilgrim Road filed in 2018 is still under review by the Planning Board.

Two Planned Residential Developments (PRDs) were filed in 2018. The Planning Board's role in these matters is to make a recommendation to the Zoning Board of Appeals. One PRD Special Permit application is for an 8-unit development "Concord Culinary Cottages" at 430 Old Bedford Road and the other is for a 36-unit development "Center & Main" at 1440, 1450 & 146B Main Street.

In December 2018, the developer of the "Center & Main" PRD also filed a 22-lot Preliminary Subdivision Plan B application for 1440, 1450, 146B Main Street & 10B Highland Street. On the filing date, the Applicant filed an extension request with the Town Clerk in order to extend the Board's time to render a decision to April 1, 2019.

Commercial, Institutional and Other Development

The Board made affirmative recommendations to the Zoning Board of Appeals on the following site plan/special permit applications in 2018:

- Caffé Nero Americas, 55-57 Main Street
- Nashawtuc Country Club, 1861 Sudbury Road (two applications)
- Concord Animal Hospital, 245 Baker Avenue
- Concord Youth Theatre, Inc., 53 Church Street
- The Trustees of Reservations, 269 Monument Street (The Old Manse)
- Meridian Associates, 68 Commonwealth Avenue (Concord Park Assisted Living)
- Holy Family Parish, 70 Monument Square
- New England Deaconess Abundant Life Communities, 80 Deaconess Road

In July, Site Plan Approval with conditions was granted to Concord Academy for the Haines Hobson Commons project.

Zoning Amendments and Town Meeting Actions
For the 2018 Annual Town Meeting, the Planning Board sponsored eight Zoning Bylaw amendment warrant articles and one General Bylaw (an amendment to the Tree Preservation Bylaw). The Board voted in the majority to recommend no action on citizen petition Zoning Bylaw amendment warrant Article 40. Passed were:

- An article to amend Zoning Bylaw Section 4.8.3 Marijuana Establishment Temporary Moratorium to extend the date to December 31, 2018.
- An article to amend Zoning Bylaw Section 1.3.8 Dwelling unit to add the phrase ", and "private"" to clarify the meaning and intent of the definition.
- An article to amend Zoning Bylaw Section 6.2.11 Height to limit the height of accessory structures within the required side and rear yard in all residential districts to 24 feet for a pitched roof and 18 feet for a flat roof.
- An article to amend Zoning Bylaw Section 4.2.3.3 Combined Business/Residence to allow less than the required amount of open space by special permit.
- An article to amend Zoning Bylaw Section 7.1.5 Nonconforming Single and Two Family Structures to add the phrase ", reconstruction, alteration or structural change" to various paragraphs in order to eliminate any ambiguity in the meaning and intent of the section.
- An article to amend Zoning Bylaw Section Table IV Minimum Parking to delete the phrase "& real estate agency" from the definition of "Financial and business office" for uniformity purposes.
- An article to amend Zoning Bylaw Section 11.8.5 Site Plan Review to add a sustainability review criterion.
- An article to amend the Zoning Bylaw Section 11.8.7.1 Site Plan Review for religious uses, educational uses and child care facilities to add a sustainability review criterion.

For the 2018 Special Town Meeting, the Planning Board sponsored a Zoning Bylaw amendment warrant article to amend Zoning Bylaw Section 4.4.1 Town of Concord Municipal Use to permit the use of easement proposed under STM Article 2 to permit access over Town-owned land to an adjacent parcel with the Town's permission. The Article was one piece of a three-part settlement of a dispute between the Town and the W.R. Grace Co. concerning the value of land taken by eminent domain. The article passed at Special Town Meeting.

Other Actions

Reviews of draft language for potential Zoning Bylaw amendments were held at several of the Board's meetings in anticipation of submitting nine Zoning Bylaw amendment warrant articles for the 2019 Annual Town Meeting.

In addition the Board:

- Developed goals and objectives for 2018 – 2019 (throughout the year)
- Devoted time at several meetings to discuss the work and objectives of the Comprehensive Long Range Plan Committee and the ongoing development the Town's Comprehensive Long Range Plan Update including providing feedback for the Committee's consideration on Land Use and Zoning as they finalized the Plan.
- Held a public hearing on the adoption of the Tree Preservation Bylaw Rules and Regulations (January)
- Determined and provided a written opinion to the Public Works Commission that the Subdivision Rules and Regulations do not apply to a proposed water and sewer main extension in a private way at 47 Warner Street (January)
- Appointed an associate member to the West Concord Advisory Committee (April)
- Discussed ATM Article 23, a citizen petition article on Community Resiliency Goals, and voted to take no position on the Article. (April)
- Discussed moderate affordable refinance guidelines with Liz Rust of the Regional Housing Services Office (May)
- Released Performance Guarantee for Mosen Road (May)
- Elected officers and made liaison appointments (June)
- Recommended members to Select Board for appointment to the West Concord Advisory Committee, a subcommittee of the Planning Board (June and November)
- Discussed draft Complete Streets Policy and made recommendation to the Select Board (July)
- Appointed a Planning Board liaison to the Climate Action Advisory Board (September)
- Nominated to the Select Board an associate Historic District Commission member to a full member (November)

The Board previously appointed, and now recommends, members to the West Concord Advisory Committee for nomination by the Select

Board. They also nominate members for the Community Preservation Committee and Historic Districts Commission. Members of the Planning Board serve on the following regional committees: MAGIC (Minuteman Advisory Group on Interlocal Coordination) and HATS (Hanscom Area TownS) and participate on other Town Committees by providing liaisons to the Comprehensive Sustainable Energy Committee, West Concord Advisory Committee, Community Preservation Committee, Climate Action Advisory Board, and the Comprehensive Long Range Plan Committee while it was active.

West Concord Advisory Committee (WCAC)

The West Concord Advisory Committee (WCAC), a subcommittee of the Planning Board with seven regular and two associate members, serves as a resource for the Planning Board by providing input to developers and property owners as well as the Board when plans and concepts are proposed for development, renovation, circulation, etc. in West Concord. Village business owners as well as residents in and around the West Concord Village use the WCAC as a sounding board for ideas to communicate to Town administration as well as to pose questions they have. All members of the WCAC also have liaison responsibilities with other Town boards and committees and report back about issues related to the Village and its surrounding neighborhoods.

The WCAC worked on several initiatives in 2018 Those included:

- Reviewing designs for 13B Commonwealth Ave, the final portion of the approved Brookside Square development project. The proposed space consisted of 6750 sq. ft. of retail in a single story building at the corner of Commonwealth Ave and the northern intersection with Beharrell Street. The Committee hosted 3 reviews of design iterations, allowing the Committee and public ample opportunity to provide feedback. While successive iterations were steered toward incorporating more aspects of the West Concord Design Guidelines, the developer ultimately decided to go back to rework plans to better respond to public concerns before going in front of the Planning Board. The Committee looks forward to working with the developer in 2019 to help complete this exciting project.
- Working with the Town to host information sessions

and build public support for acquiring 369 Commonwealth Ave on Warner's Pond, also known as the "Gerow" property. Presented in support of the acquisition warrant at the 2018 Town Meeting and participated in planning and use discussions after its successful passage.

- Providing feedback to the Planning Board on potential 2019 Town Meeting changes to the zoning bylaws. This included conducting a public information display and survey on West Concord zoning at Discover West Concord Day in the fall. Some of this was prompted by committee discussions surrounding the potential sale of 152 Commonwealth Ave (Nashoba Brook Bakery building).
- Reviewing and providing feedback on the proposed PRD development at 1440 Main Street which is currently in the permitting stage.
- Supporting creation of and now partnering with the newly formed West Concord Cultural District Committee to preserve and enhance the artistic and cultural aspects of the village that provides its unique character.
- Monitoring aspects of the Bruce Freeman Rail Trail in and around the village center, especially providing input on the Commonwealth/Main intersection that was eventually reworked to enhance the pedestrian experience.
- Working with members of the public and other committees to plan and procure street furniture (benches, bike racks, etc.) to enhance spaces around the village.
- Working with the Recreation Department to build support for their West Concord Concert and Movie summer series and provide feedback on the events.
- Continuing outreach through the town hosted website and a Facebook page to encourage participation and information exchange.

The WCAC finished the year with plans to work on a number of projects in 2019, including monitoring and reviewing major development projects such as 13B Commonwealth (Brookside Square) and 1440 Main St., continuing to work with the newly formed West Concord Cultural District Committee on common priorities. These included street furniture and design guidelines, continuing partnership with the Recreation Department on development of the Gerow property and their village summer concert/movie series, monitoring the completion of the BFRT in the village center and working with the Planning Division on the

project to construct a pedestrian bridge over the Assabet River that will connect the village with 300 Baker Avenue.

PLANNING DIVISION

Marcia Rasmussen, Director of Planning
& Land Management
Elizabeth Hughes, Town Planner
Heather Gill, Senior Planner
Nancy Hausherr, Administrative Assistant
Heather Carey, Administrative Assistant

The Planning Division provides professional and administrative staff support to multiple standing boards and committees including: the Zoning Board of Appeals (ZBA), Planning Board, Historic Districts Commission, Historical Commission and Community Preservation Committee. Planning Division staff coordinated the town staff review of all development proposals submitted for regulatory approval to the ZBA and the Planning Board. Planning Division staff assisted the Community Preservation Committee with the required Community Preservation Act (CPA) Plan update and the CPA application and funding distribution processes. This year the Division continued to provide staff support to the Bruce Freeman Rail Trail Advisory Committee (BFRTAC) and the West Concord Advisory Committee (WCAC), a subcommittee of the Planning Board, as well as the Concord Center Cultural District Committee and West Concord Junction Cultural District Committee. Staff also provided support to the Comprehensive Long Range Plan Committee until completion of the Envision "Concord-Bridge to 2030 Comprehensive Plan in July. Planning staff participated in the Battle Road Scenic Byway Task Force, the HOME Consortium and Regional Housing Services Office. The Division's agenda includes initiatives in the area of open space protection, affordable housing production, traffic and transportation planning, economic development guidance, historic resources protection, public facilities planning, development regulation creation, and sustainable practices.

Director Marcia Rasmussen continued to provide project oversight of the construction of the Bruce Freeman Rail Trail Phase 2C project, which will be



Section of the Bruce Freeman Rail Trail in Concord, MA. The trail runs through Lowell, Chelmsford, Westford, Carlisle, Acton, Concord, Sudbury, and Framingham.

completed in the spring of 2019, and coordinated with the Town of Acton, State agencies and design consultant Greenman-Pedersen, Inc. on the design/construction plans for Phase 2B (the bridge over Route 2) that will be advertised for construction in 2019. Marcia continued coordinating implementation of the 2013 Parking Management Plan, working with town staff from Finance, Police, IT and Public Works. She provided support to the West Concord Junction Cultural District Committee with a \$5,000 grant from the Massachusetts Cultural Council to study how to retain creative and arts oriented businesses and the Concord Center Cultural District Committee with a \$5,000 grant to promote tourism and visitors in Concord Center. In partnership with the Minute Man National Historic Park Superintendent, she developed a grant application for the Federal Lands Access Program to implement a joint Town and MMNHP shuttle bus service from the commuter rail station that can be used by commuters in the mornings and evenings and visitors to the park during the day. Both Marcia and Elizabeth continue participating in and promoting the Town's involvement in the CrossTown Connect Transportation Management Association to seek mechanisms to foster and promote alternative transportation options for the community.

Town Planner Elizabeth Hughes provided professional support to the Planning Board and the

ZBA in addition to shepherding the plan review process for all development proposals submitted to these boards. Elizabeth worked closely with the Planning Board on the presentation of Zoning Bylaw amendments, including an extension to the Moratorium on Marijuana Establishments at the 2018 Annual Town Meeting, the adoption of Tree Preservation Bylaw Rules & Regulations, and the development of nine warrant articles for the 2019 Annual Town meeting.

Senior Planner Heather Gill provides professional support to the Historic Districts Commission (HDC), Community Preservation Committee (CPC) and Historical Commission. Heather's support to the Historical Commission included the review of 5 applications under the Demolition Review Bylaw; administration of the historic house marker program; potential amendments to the Demolition Review Bylaw, and; the second Concord Preservation Awards in May. She coordinated the acceptance and review of 14 applications to the Community Preservation Committee for CPA funding, and conducted the annual CPA project status updates for all open/ongoing projects. Heather researched and assisted with the public outreach for the Historic Districts Commission on the possibility for the extension of the Main Street Historic District.

Administrative Assistants Nancy Hausherr and Heather Carey continued to provide exceptional support to the numerous residents and applicants dealing with a range of questions and issues, as well as, all of the boards, committees and Division staff. To help keep the public informed, Nancy and Heather post information on current applications before the Planning Board, ZBA and HDC and update the information and materials on the BFRTAC and WCAC pages. In October, Nancy and Heather began participating in a Town staff working group in reviewing the administrative procedures for the execution of consultant contracts and the processing of invoices with the goal of improving these procedures.

The Planning Division was also supported by an intern Charlotte Wallis, funded through the Massport Summer Jobs Program. Charlotte provided support for a wide-range of projects supporting multiple town departments. She investigated Search Engine Optimization for the Recreation Department that

resulted in a detailed analysis of current sites and recommendations to maximize visibility on search engine results; updated and reformatted the Human Services Resource Guide, providing a ready-to-print document for the Human Services Department; scanned and organized extensive records from the Wheeler-Harrington House lessees, dating from 1983 to 2018, and created a key that will be helpful in researching past work on the house; assisted the Historical Commission in identifying properties with historic house markers, adding houses/sites to the inventory list, and creating a marketing plan for the historic house marker program, and; photographed street furniture in Concord Center and prepared a PowerPoint presentation that will be useful in talking to the Historic Districts Commission about future planning for additional pedestrian and bicyclist amenities in the town center.



The Friend Building – renovated and opened in 2018 with Graem Nuts and Chocolates and Caffè Nero

COMMUNITY PRESERVATION COMMITTEE

Terri Ackerman, Chair (Select Board Appointee)
 John Cratsley, Vice Chair (Select Board Appointee)
 Dee Ortner, Secretary (Select Board Appointee)
 Judy Zaunbrecher, Treasurer (Natural Resources Commission Appointee)
 Tom Kearns (Select Board Appointee)
 Hester Schnipper (Concord Housing Authority Appointee)
 Burton Flint (Planning Board Appointee)
 Peter Ward (Recreation Commission Appointee)
 Melissa Saalfield (Historical Commission Appointee)

The Community Preservation Committee had a busy year in 2018 with an increasingly competitive application process. The Community Preservation Committee (CPC) recommended that \$1,861,038 in CPA funds be appropriated for projects involving community housing, historic preservation, open space, and recreation to the 2018 Annual Town Meeting. These funding recommendations were approved without alteration as noted below:

Community Housing Projects

Town of Concord - \$18,000 for the Town's participation in the Regional Housing Services Office, an inter-municipal organization which provides professional housing staff for the administration of the affordable housing programs in Concord and six neighboring communities.

Town of Concord - \$350,000 for the Junction Village Assisted Living project. Funds will be used towards the development of an 83 unit, fully affordable assisted living complex on former State land in West Concord, with 43 units available at deeply affordable levels. The Concord Housing Development Corporation is working with the Grantham Group, on this development.

Historic Preservation Projects

51 Walden Inc. - \$100,000 to connect the performing arts center building's 100-year old plumbing to the Town sewer system. In order to accomplish this, the bathrooms in the Green Room will need to be relocated to one side of the building and a waste pipe run thru the basement to connect to existing plumbing.

Concord Masonic Corporation - \$150,000 for the restoration of the Corinthian Lodge. Funds will be used to repoint the building's historic brick façade, which has begun to degrade resulting in leaking that has caused damaged to the interior of the building.

Concord Museum - \$140,000 to replace obsolete mechanical and electrical systems in the museum's original ca. 1930 Little building. This work will create a stable physical environment to ensure the long term preservation of the Museum's permanent collection of nationally significant, Concord-based artifacts.

Open Space and Recreation Projects

Town of Concord Division of Natural Resources - \$174,000 to restore eroded slopes and remove dilapidated steps on Town land at White Pond, thereby reducing sediment and pollutant loading and improving water quality of the pond. Slope restoration will be accomplished through removal and replacement of old concrete steps, improved and directed access points to minimize slope erosion, and plantings and erosion controls to stabilize eroded slopes in five locations.

Town of Concord - \$35,000 to conduct the initial survey that will provide a starting point for the design of the Assabet River Pedestrian Bridge, and conduct the permitting needed for the project. The bridge will provide a pedestrian connection that links the Baker Ave. business area with the West Concord Village Center.

Town of Concord - \$500,000 for the acquisition of 369, 37B and 37Y Commonwealth Ave land; known as the Gerow Land; to meet the Town's Open Space and Recreation goals. This 7-acre property has been identified in Town plans as land of interest to the Town for three of the purposes outlined in the Community Preservation Act.

Town of Concord - \$40,000 to provide additional landscaping and screening during final construction of Phase 2C of the Bruce Freeman Rail Trail and to be available for additional design for Phase 2B that may not be funded by MassDOT, as well as additional historic interpretation features near the Nashoba Brook bridge.

Recreation Projects

Town of Concord Public Works - \$200,000 to begin improvements at Emerson Field, including irrigation system upgrades, on-site water supply well redevelopment or replacement, infield and outfield renovations of the two baseball fields and one softball field, and sustainability and operational improvements to the spray fountain. Pathway installation and ADA upgrades, replacement of fencing, backstops, and player bench areas, and potential improvements to the seasonal winter ice skating rink.

Administration

Town of Concord - \$123,838 to contribute to the Community Housing Reserve fund, a reserve fund established to insure that funding is available when needed for future housing projects.

Town of Concord - \$30,000 for administration of the CPA. Funding provides staff support, signage, legal and consulting services, public notices, copying, and other administrative expenses.

In addition to the funding recommendations noted above, the CPC worked closely with funding recipients and the Finance Department throughout 2018 to ensure that the reimbursement process went smoothly and efficiently and that completed projects were closed in a timely manner. The CPC held informational meetings in June and September for potential applicants. At the end of September, the Committee received 15 new applications for 2019 Annual Town Meeting funding. As in previous years, the nearly \$2.6 million in CPA funds requested far exceeded the just over \$1.4 million in CPA funds estimated to be available for distribution. From October through December, the CPC has been working to better understand these projects in order to make its recommendations for the 2019 Annual Town Meeting. A recommendation to allocate \$1,811,419 in CPA funds to 12 projects will be included in a warrant article for the 2019 Annual Town Meeting.

COMPREHENSIVE LONG RANGE PLAN COMMITTEE

John Boynton, Member-at-Large (Clerk)
Margaret Briggs, Concord Municipal Light Plant
James Bryant, Member-at-Large
Jane Hotchkiss, Select Board ex-officio
Peter Hunter, Recreation Commission
Wally Johnston, School Committee
Gary Kleiman, Planning Board (Co-Chair)
Barron Lambert, Member-at-Large
Barbara Morse, Concord Housing
Development Corporation
Sharyn Lenhart, Council on Aging
Nick Pappas, Public Works Commission
Wade Rubenstein, Member-at-Large
Elise Woodward, Historical Commission (Co-Chair)
Judith Zaunbrecher, Natural Resources Commission

For 2018, the Committee continued to meet almost every other Friday morning at 8 a.m. from January to June. The Committee held 15 regular meetings and 1 public hearing in April to get community input.

The Committee spent January, February, March and April reviewing and finalizing the first four draft chapters of the Plan, the 3 Big Opportunities and the glossary of terms used in the Plan. In May, the Committee began developing the fifth chapter, Implementation Actions and working through a “punch list” of topics and public comments that needed to be finalized in the Plan. In June, the Committee reviewed the Executive Summary and the final Plan which was submitted to the Planning Board and the Select Board. The Planning Board voted to adopt the Plan on July 24th and the Select Board voted to accept the Plan on July 30th.

The Committee would like to extend its extreme gratitude to former Town Clerk and Concord resident Anita Tekle for her amazing skill in writing the Executive Summary and the entire consultant team at CivicMoxie for their guidance and expertise.

The Committee spent exactly two years and two weeks developing the Envision Concord-Bridge to 2030 Plan and on December 14th accepted from the Massachusetts Chapter of the American Planning Association the Municipal Comprehensive Plan Award.

HISTORIC DISTRICTS COMMISSION

Commission Members:
Nea Glenn, Chair
Mark Giddings, Vice Chair
Peter Nobile, Secretary
Justin King
Terry Gregory

Associate Commission Members:
Luis Berrizbeitia
Kate Chartener
Melinda Shumway
Paul Ware
Abigail Flanagan

The Historic Districts Commission (HDC) is charged with “the preservation and protection of buildings, places and districts of historic or literary significance” within Concord’s six local historic districts: the American Mile, Barrett Farm, Church Street, Hubbardville, Main Street, and Monument Square/ North Bridge. Concord’s Historic Districts Act (Chapter 345) was one of the first such Special Act in Massachusetts when it was passed by the State Legislature in 1960, and over the intervening years the HDC has worked diligently to preserve the Town’s unique historical and architectural character by encouraging the retention of original building materials and the advancement of new elements that are in keeping with the character of each District.

As part of its mandate under the Historic Districts Act, the HDC regularly reviews applications for changes to exterior features which are visible from a public way or place and issues Certificates of Appropriateness for their approval. In 2018, the HDC held 23 regularly scheduled public meetings at which 83 new applications for Certificates of Appropriateness were reviewed. The Commission issued 83 Certificates of Appropriateness. Two of these Certificates of Appropriateness were for extensions of existing Certificates and fourteen were for modifications to previous approvals. The Commission also conducted fifteen official site visits during the year.

In addition to conducting project reviews, the Commission worked with the Historical Commission to save a historically significant house from demolition. The Abiel Wheeler House, located at 387

Sudbury Road, was placed under a demolition delay by the Historical Commission, set to expire on July 31, 2018. The HDC recognized the multiple historic values of the house; its architectural style; association with a number of figures from Concord's history; its role in the farming history of Concord; as well as its contribution to the Hubbardville streetscape. The HDC sponsored a warrant article to expand the Hubbardville District to include this property, for consideration at the 2018 Annual Town Meeting, which was approved by well more than two-thirds majority vote.

The Commission bid goodbye to Terry Gregory, whose eight years of hard work, expertise and contributions to the HDC were greatly appreciated. The HDC welcomed two new Associate Members to the Commission in 2018 – Abigail Flanagan (Concord Free Public Library), and Paul Ware (Natural Resources Commission). The Commission will be continuing its work to fill the one vacant position in 2019.

The following is a list of applications by category (a single application may involve several categories):

- Addition - 6
- Awnings - 1
- Bike Rack - 2
- Deck/Porch - 1
- Demolition - 1
- Doors - 5
- Dormer - 1
- Fencing - 6
- Garage - 3
- Garage Doors - 1
- Lighting - 3
- Outdoor Seating (Benches, Picnic Tables, etc.) - 1
- Paint Colors - 4
- Paving (Including Driveways and Patio Areas) - 3
- Roofs/Gutters/Roof Guards/Chimneys/Vents - 1
- Shed - 1
- Security Cameras - 1
- Siding - 1
- Signage - 13
- Stone Walls - 1
- Windows - 10

HISTORICAL COMMISSION

Commission Members:
 Diann Strausberg, Chair
 Claire Gauthier
 Andrew Koh
 Nancy Nelson
 Melissa Saalfield

Associate Members:
 Robert Gross

2018 was a productive year for the Concord Historical Commission (CHC). This year's projects and programs include the following:

Ball Benson House and Barn Project

In 2016, the CHC began working with the Town to develop a plan for reconstruction of the Ball Benson house and Barn, two 18th century timber frame structures rescued from demolition and stored by a private citizen several years ago, until a new use and location could be found. Since then the Commission has been working with the Planning Division and a consultant to research the former buildings and to evaluate the feasibility of the buildings' reconstruction. Five possible sites have been identified and we will proceed to investigate reconstruction, function, and funding possibilities when the consultant report is received and evaluated in the near future.

Concord's Annual Preservation Awards Program

The CHC awarded the second biennial Concord Preservation Awards this past spring. Nominations were solicited for projects completed between 2014 and 2017 in a variety of historic preservation fields. A total of six projects were recognized this year for excellent work in the areas of Landscape Preservation, Sensitive Addition/Alteration, Adaptive Reuse and Proper Restoration/Rehabilitation, and Proper Restoration/Rehabilitation. The Commission also awarded the inaugural award for Lifetime Achievement. Award recipients were invited to the awards ceremony on May 21, 2018, where CHC Chair Electa Tritsch, and former CHC member Annette Bagley presented the awards.

House Marker Program

The CHC reviewed and approved two historic house markers for buildings located at 275 Old Bedford Road and 21 River Street.

Archaeology Program

In 2014, the CHC began working with Brandeis University to develop a multi-year cooperative archaeological survey project. In March of 2018, the program submitted the interim report of the first phase of reconnaissance and intensive survey of McGrath Farm, currently identified as the Col. James Barrett Farm. The survey details the first phase of fieldwork designed to assess the archaeological integrity of the property to provide a guide for future activity on the land.

Demolition Delay Bylaw

The CHC received five applications for Demolition Review in 2018. Two of these structures (155 Belknap Street, 46 Hubbard Street) were found to be Historically Significant and required a public hearing. At the public hearing, both structures were determined to be “Preferably Preserved” and demolition was delayed one year from the date of application. The Abiel Wheeler House, located at 387 Sudbury Road, was placed under a demolition delay by the Historical Commission in 2017, set to expire on July 31, 2018. The house was found to be historically significant and preferably preserved. The CHC worked with the Historic Districts Commission, who sponsored a warrant article to expand the Hubbardville District to include this property, for consideration at the 2018 Annual Town Meeting. The warrant article was approved by well more than two-thirds majority vote; thus saving the house from demolition. Any exterior changes to the house will now require a Certificate of Appropriateness from the Historic Districts Commission.

Community Preservation Act Project Reviews

The CHC reviewed two applications submitted for review in the Historic Preservation funding category of the Community Preservation Act, to be voted on at the 2019 Annual Town meeting. Projects included the renovation of the Heywood-Benjamin House, as part of the Main Library’s expansion project; and architectural design work needed for the preservation of the historic Timothy Wheeler House. The Commission also reviewed an application

submitted under the Open Space funding category, which concerned the extension of the stone wall at Heywood Meadow.

State and National Register Program Reviews

The CHC reviewed the 2017 Hanscom Field Environmental Status and Planning Report, as part of their wider responsibilities concerning Section 106 Federal funding and other government-mandated reviews of proposed projects with potential impacts on local historic sites and structures.

Lastly, the Commission bid good bye to long time member Electa Tritsch in June when her term on the Commission came to an end. Electa’s dedication to protecting Concord’s history and resources was unmatched and will be missed. The CHC looks forward to continuing work on all of these projects in 2019.

BRUCE FREEMAN RAIL TRAIL ADVISORY COMMITTEE

James Lyon, Chair
Kent Carlson
Suzanne Knight
John Soden
Carol Steele

The purpose of the Bruce Freeman Rail Trail Advisory Committee (BFRTAC) is to advise the Select Board and Town Manager on matters concerning the design, development, and long-term maintenance of the Bruce Freeman Rail Trail in Concord.

Phase 2A (Acton, Westford & Carlisle)

This phase of the trail construction has been completed and is open for all to enjoy!

Phase 2B (Trail and Bridge over Route 2 – Acton & Concord)

The 75% design plans for Phase 2B, the 0.8 mile bridge over Route. 2 were submitted to the state at the end of June. The plans are posted at concordma.gov/980/Bruce-Freeman-Rail-Trail-Committee. Most of the comments from State agencies have been submitted and are being reviewed. The BFRTAC reviewed the 75% design plans and submitted comments for review. A letter reaching out to the public was submitted to the

Concord Journal and local social media soliciting further comments and concerns. Advertising for the Phase 2B project is expected in August 2019 with construction anticipated to begin in fall 2019, and a completion date in fall 2021 or spring 2022.

Phase 2C (Concord)

Design revisions to the intersection at Main Street and Commonwealth Avenue are underway. The reconstruction of the intersection of Main Street and Commonwealth Avenue will be completed this year. The design reduces the length of the trail across Main Street, creating a safer crossing for trail users and pedestrians while providing for adequate turning movement of larger vehicles and retaining existing parking spaces. Contractor D.W. White completed most of the paving, fence installation, road crossings, and pedestrian signal installations. MassDOT has requested a final inspection at the end of the construction season, with a punch list (items remaining to be completed) generated at that time.

The Town will then be responsible for maintenance of the trail after the winter season. We are eagerly awaiting an April 2019 opening!

Phase 2D (Sudbury)

At a Special Town Meeting on October 15 Sudbury residents voted to appropriate \$650,000 from free cash to fund the final design of the BFRT Phase 2D to MassDOT standards. The Sudbury Town Manager has authority to contract with a design firm to complete design for the Bruce Freeman Rail Trail. Once the design is finished, the project will move to the construction phase. This project remains on the State TIP for construction funding in FY2022.

Community Preservation Funding

At Annual Town Meeting in April, the Community Preservation Committee recommended and Town Meeting approved funding of \$40,000 for Phase 2B and additional landscaping for Phase 2C. Special Town Meeting in October approved Article 13, which is related to the grant of easements needed from the State for the construction of Phase 2B.

The BFRTAC/ WPAC (White Pond Advisory Committee) worked towards the common goal of designing the best trail possible, while balancing the

environmental concerns around White Pond. Long-term discussions are ongoing to ensure the Concord section of Phase 2D is constructed as originally planned and designed as part of the Phase 2C PS&E plans.

The BFRTAC continues to work with the Concord Journal and local social media to write and publish articles to raise overall awareness of the on-going Phase 2C construction and Phase 2B design work.

As design of Phase 2B progresses and construction of Phase 2C looks to an April 2019 opening, the BFRTAC is focusing on safety; public education and outreach for the best possible trail experience.

WHITE POND ADVISORY COMMITTEE

The year started with our committee receiving final approval from the Select Board for our new charter which we worked on through most of 2017. The final version provides a good format for the future protection of White Pond.

Susan Rask, Public Health Director for the Concord Department of Health, gave an excellent informative presentation on best practices for septic systems, geared especially for homeowners living near White Pond. The talk was followed by questions and discussion.

Our committee continues to look for an answer for correcting the problem of pollution and runoff at the county road area, also known as the boat launch. The State Department of Conservation and Recreation is the entity that is responsible for any repair project. The main event of 2018 was the gift from White Pond Associates of their land and beach area to the Town of Concord. This will provide a town beach and recreation area and will facilitate the town having full oversight of the land around White Pond. With town ownership will come necessary ADA-mandated improvements to walkways, stairs, parking, bathrooms, and also a change in the use of the fields on Plainfield and Powder Mill Roads.

Our committee has written a list of recommendations to the Select Board for improvements and maintenance

which we believe are needed with ownership of this new property.

In September we welcomed Nina Nickles as a new member.

White Pond continues to participate in the EPA Cyanobacteria Workshop weekly seasonal testing and weekly water testing by Dr. Bill Walker and his team.



CONCORD LAND CONSERVATION TRUST

Concord Land Conservation Trust Trustees:

Joan D. Ferguson, Chairman
John M. Stevens, Jr., Secretary
Pauline Cross Reeve, Vice-Chairman
Jeff Wieand, Treasurer
Lynn G. Huggins
Frederic H. Mulligan
Gordon H. Shaw, Trustee Emeritus

Concord Open Land Foundation Directors:

Thomas C. Tremblay, President
F. Robert Parker, Treasurer
Lynn G. Huggins, Secretary
John G. Bemis
Nancy A. Nelson

The Concord Land Conservation Trust (P.O. Box 141, Concord, MA) is a tax exempt, 501(c)(3) charitable organization established in 1959. Our membership and the properties that we own are open to all. CLCT's mission is to conserve the natural resources of Concord and the town's traditional landscape of

woods, meadows and fields. Its programs complement other conservation efforts of the town, state and national governments as well as other non-profit organizations. The Land Trust works closely with its affiliate, the Concord Open Land Foundation.

Many of our activities this year were focused on the stewardship of our almost 1,000 acres of land. Following on the heels of the acquisition of the October Farm Riverfront in 2016, CLCT has worked with the Town to actively manage this new 80-acre parcel of conservation land. This year, the Land Trust successfully oversaw the construction of a gravel parking area for five cars and an accessible van space. Volunteers under the supervision of CLCT's property manager completed a new trail around the westernmost esker along the Concord River, and our volunteers also helped protect a population of a rare wildflower.

A small but important part of the Land Trust's property inventory consists of almost 70 acres of actively farmed fields that we lease to commercial farmers in support of local agriculture. This year we were able to assist a farmer in improving their crop rotation by allowing a portion of one of our nearby old meadows to be converted to cultivation. And at Hartwell Meadow, a 5.3 acre hayfield and our most recent acquisition, we continued the work of preparing a conservation restriction to be held by the Town. This will allow for a wide range of agricultural activities to be considered in the far future beyond the haying by a local dairy farm that is its current use. This is also insuring that no residential or other development can occur.

Managing invasive plants is another critical component of our stewardship activities. Water chestnut control in the Sudbury River is a watershed-wide endeavor that we have been a part of for more than ten years. This year, our intern Will Meehan spent a long hot summer on the Sudbury River and Fairhaven Bay harvesting these invasive aquatic plants. His work, along with that of the volunteers whom he organized and others who stepped forward, is keeping the water chestnut population in check. Earlier in the season, 60 high school seniors spent a morning in our Wright Woods pulling out another invasive – glossy buckthorn. Hundreds of seedlings and saplings were hand-pulled

and weed-wrenched to try to break the cycle of buckthorn's establishment in these woods.



In 2018 CLCT continued our partnership with the Musketaquid Program for the Arts and Environment by sponsoring some of its 'Wild Walks' and by making our properties available to the 'Nature Ninjas' program. Properties like Newbury Field, Miller Farm and Chamberlin Woods provided a varied and beautiful setting where Musketaquid's naturalists engaged children and families through hands-on and experiential learning. Land Trust members also enjoyed being out in nature on the seasonal walks that we lead. Local naturalist Peter Alden enlivened these events with his encyclopedic knowledge of plant and bird lore.

Towards the end of the year, we said goodbye to our longtime office manager, Nancy Cowan, who left CLCT's employment to pursue another job opportunity. During her decade with us, Nancy oversaw the professionalization of our operations. Our successes during these years have everything to do with her thoroughness, creativity and gentle persuasion, and we appreciate how lucky we have been to have had Nancy on our team. Her work has set the stage for taking the next step: hiring a full-time director to work with the trustees to lead the organization forward as our work adapts to address the needs of perpetual stewardship of land, the impacts of climate change, and the opportunities to engage new generations of Concordians in our mission.

The Land Trust is a largely volunteer organization with

a volunteer board, supported almost exclusively by annual membership donations. We are grateful to the many residents of Concord who have been so generous in donating land, conservation restrictions on land and the funds necessary to acquire and maintain conservation land. We are privileged to live in a town that places such a high value on maintaining a balance of land uses characteristic of the traditions of a New England town and hope that all Concord residents enjoy this open space that so many people have helped to preserve.

AGRICULTURE COMMITTEE

Carolyn Goethert, Chair
Lise Holdorf, Clerk
Brian Cramer
Steve Verrill
Emily Wheeler
Jo-Ann Lovejoy, Associate

The Agriculture Committee provides a forum for matters of interest to farmers in Concord and reports to the Select Board on how best to support farming in Concord. The Committee is comprised of 3 members who are actively engaged in the business of farming and 2 members who have an active interest in farming. Dudley Goar stepped down as chair in May and was replaced by Carolyn Goethert of Scimone Farm and Small Farm of Stow. A new Associate member, Jo-Ann Lovejoy, joined in early spring. We enjoy visits from the community at all of our meetings. Additionally, the committee provided input for the 2018 Long Range Plan through a recommendation for a source of affordable housing for farm workers.

2018 was a wet, cool, sunny, dry, hot season. Every month sported a different climate and many crops were late while others seemed unaffected. The fall was somewhat long and enjoyable but a deep snow fell in mid-November which laid hopes for a snowy December, but there was none. The end of the year only presented a few raw and windy days.

Verrill Farm celebrated its 100th birthday throughout the year with a cookbook "A Farm Grows in Concord". Farmer Richard Marshall, founder of Marshall Farm, died in July.

Concord Land Conservation Trust
Statement of Activities
September 30, 2018 and 2017

	2018		2017
<u>Revenue and Support</u>			
Membership dues	\$ 150,784	\$	125,649
Contributions	172,986		1,711,451
Rental income	10,061		10,061
Trail guide fees	36		60
Investment income, net	145,738		142,667
Total revenue and support	479,605		1,989,888
<u>Expenses</u>			
Program services			
Salary and wages	44,002		42,760
Property maintenance	56,414		15,691
Education studies	1,365		200
Insurance	5,077		5,058
Printing and postage	2,163		4,589
Professional fees	13,062		-
Payroll taxes	3,502		3,297
Organizational dues	1,300		1,100
Office rent and utilities	4,435		4,715
Annual meeting and events	574		2,508
Telephone	687		595
Real estate taxes and other taxes	1,837		-
Other	3,499		903
<u>Support Services</u>			
Salary and wages	17,437		8,617
Bad debt	-		13,604
Printing and postage	1,284		2,613
Office rent and utilities	2,218		2,358
Professional fees	8,112		7,837
Payroll taxes	1,754		1,162
Office supplies and services	488		750
Telephone	344		297
Real estate taxes and other taxes	6,051		5,104
Bank and credit card fees	1,313		5,663
Conference fees and training	65		-
Insurance	1,433		2,183
State filing fees and other taxes	510		510
<u>Fundraising Expenses</u>			
Salary and wages	8,812		8,617
Office rent and utilities	2,218		2,358
Payroll taxes	654		659
Office supplies and services	893		850
Telephone	344		297
Printing and postage	382		329
Total expenses	192,229		145,224
Increase (decrease) in net assets	287,376		1,844,664
Net assets at beginning of year	31,948,880		30,104,216
Net assets at end of year	\$ 32,236,256	\$	31,948,880

Concord Land Conservation Trust
Statements of Financial Position
September 30, 2018 and 2017

		2018		2017
<u>Assets</u>				
Current assets	\$	190,724	\$	273,747
Cash and cash equivalents		2,645,567		2,249,837
Investments		11,500		780,250
Promises to give - net - current		4,189		4,077
Prepaid expenses		2,851,980		3,307,911
Total current assets				
Non-current assets				
Promises to give - net - long-term		10,952		33,810
Land - held as open space		29,356,340		28,538,242
Prepaid land costs		-		33,719
Website costs		20,000		-
Deposits		600		39,350
Total non-current assets		29,387,892		28,645,121
Total assets	\$	32,239,872	\$	31,953,032
<u>Liabilities and Net Assets</u>				
Current liabilities				
Accrued expenses	\$	-	\$	1,510
Accrued payroll		3,616		2,642
Total current liabilities		3,616		4,152
Net assets				
Unrestricted net assets		2,341,378		2,140,612
Temporarily restricted net assets		538,538		1,270,027
Permanently restricted net assets		29,356,340		28,538,241
Total net assets		32,236,256		31,948,880
Total liabilities and net assets	\$	32,239,872	\$	31,953,032

Agriculture Committee cont.

The first of the Ag Committee's annual public events, the Spring Forum, was held at the Willard School on March 29th, 2018 and featured historian and farmer Brian Donahue, who spoke about Farming in Concord and New England.

In September the Ag Committee hosted the 13th annual Concord Ag Day Farmers Market on Main Street. The market marked the opening of the annual Concord Food Farm and Garden Fair which concluded the day with tours of home kitchen gardens by members of the Garden Club of Concord and concluded with four farm tours on Sunday. Bill Kenney displayed the mechanical bean picker used in large scale green bean production. This once a year local market showcases produce, plants, and farm products grown and raised in Concord.

New projects for the Ag Committee included the Concord Farms Passport which invited the community to visit local farms, be stamped in the passport and three names were drawn to be rewarded with \$50 "Ag Bucks" to be redeemed at participating farmstands. An Instagram account was created by Jo-Ann Lovejoy for different farms in Concord to post current photos of their activities (@farmsofconcord).



2018 Ag Day farmers market in Concord Center

Concord Dog Park Feasibility Committee

Anne Umphrey, Chair
Susanne Jarnryd
Deborah Richardson
Bob Schulman
Don Shobrys
Kate Stout
Jeff Young

Established in December 2017, the Dog Park Feasibility Study Committee was charged to consider whether there is community interest in and a need for one or more dog parks in Concord, a place reserved for use specifically by dogs and dog owners.

The committee was also charged to determining the key elements desirable in a dog park and to consider whether the need exists for a larger parcel of land designated for dog use that would not be fenced allowing for long, off-leash walks in a wooded or natural area.

The committee was asked to review a list of town-owned land for possible use as a dog park and to consider whether there may be privately owned parcels, which the owners may be interested in allowing to be used for a dog park. The committee interviewed Marcia Rasmussen, Director of Planning and Land Management who provided the committee with a list of 12 Concord sites for possible use; Jill Moonheron, Concord's GIS Analyst who helped the committee understand and use the GIS system to analyze data; and Ryan Kane, Concord Recreation Director. The committee received information from Kate Hodges, Assistant Town Manager and Alan Cathcart (via Kate Hodges) Water Superintendent. Of the 12 parcels six were immediately eliminated as unsuitable, and the remaining were considered marginal for a variety of reasons.

A minimum of five acres was deemed desirable for a dog park in order to have adequate space for the park itself, adequate parking, and accessibility. From information from towns in the region it was determined that the cost to develop a one acre parcel would be approximately \$234,050 therefore a five acre parcel would cost considerably more. The cost to maintain a dog park would be estimated at the minimum to be \$17,500 per year. This does not take

into account the cost to purchase a privately owned parcel.

The committee conducted a survey of dog owners in Concord to determine what they would like to see in a dog park. Dog Parks in communities near Concord and across the country were reviewed for size, parameters and cost to build and maintain.

The committee held a Public Hearing on May 22 to solicit comments from the community on the need for a dog park, desirable elements and possible locations. The committee met 17 times over the course of the year. It also held a hearing on November 13 to present the findings made by the committee. Very little public interest was exhibited by the low attendance at both hearings and at regular meetings.

The Dog Park Feasibility Study Committee concluded that a dog park for Concord is not feasible at this time for Concord. The reasons are fivefold:

- Lack of community interest in a dog park. Even with the highly public and highly polarized debate in Concord the Committee, despite concerted effort, did not find that the community at large had an interest in a dog park
- Considerable cost to the Town and by extension to Concord taxpayers whether or not they are dog owners
- No standout location for a dog park at this time, although one or more may surface in the future
- No volunteer organization in place to work with the Town to address dog issues generally or to oversee the building of and on-going use of a dog park
- Significant fear on the part of dog owners that their rights as citizens of Concord to access and use public/conservation land as has traditionally been allowed for all previous generations of Concord residents will be compromised if a dog park is built.

The committee recommended that a freestanding committee be formed to serve as liaison between Town interests and dog-related concerns in Concord. This committee would develop a Dog Owners' Rule Book to be given to all dog owners when licensing their pets. It would include information about responsible dog ownership and good dog behavior. The committee would be mandated to advance public education in dog etiquette at multi-use sites as well as at trailheads. It would work with the Recreation Department to

improve such things as pet/playground buffers, general respect and cooperation. The committee would provide a forum for addressing and resolving pet behavior issues and encourage responsible shared use of all Concord open spaces. It would develop and maintain a working relationship between the dog committee and other town departments as well as with the public at large.

The committee presented its final report to the Select Board on December 3, 2018. The committee's charge was concluded as of December 31, 2018.

CONCORD HOUSING AUTHORITY

Richard Eifler, Chair
Todd Benjamin
Edward Larner
Fatima Mezdad
Hester Schnipper

The primary mission of the Concord Housing Authority(CHA) is to develop and administer an adequate supply of rental housing for the elderly, disabled, and families of low and moderate income in Concord. Our goal is to provide decent, safe and sanitary housing opportunities to improve the quality of life for these individuals and families as well as promote economic self-sufficiency and long term stability. The goals of the CHA are consistent with the Town's historical commitment to foster a heterogeneous and integrated community.

The Concord Housing Authority(CHA) was established in 1961 under M.G.L. Section 121.B as a local municipal agency for providing low income housing and is subject to state, federal and local regulations. The CHA is governed by a Board of Commissioners, four of whom are locally elected and one of whom is a state Appointee. All programs are dependent on state, federal, and vital local sources of funding and support.

The CHA operates 228 subsidized units in both Public Housing and Section 8 programs and currently serves more than 375 people. Our State/Federal Family and elderly units are scattered throughout the Town in over 20 locations. Tenant turnover rates for CHA units remain low and waiting

lists for available units remains high, translating into lengthy times for the next unit availability.

Capital improvements this spring included paving and asphalt repairs at Everett Gardens Expansion as well as the final phase of the Everett Gardens roofing project. Three new energy efficient boilers have been installed in Federal family units and several new kitchen and bath updates in both elderly and family units.

Anticipated projects to begin in the spring of 2019 are ADA compliant shower surrounds to replace old bathtub units as well as continued updates and modernization improvements at turnover.

As part of CHA strategic board focus the CHA continues to work with the Town of Concord and other town housing groups to investigate funding options in order to create additional and much needed affordable opportunities in Concord.

CONCORD HOUSING FOUNDATION

Charles Phillips, President
Nancy McJennett, Treasurer
Barbara Powell, Clerk
Steve Carr
Holly Darzen
Frank Feeley
Terry Rothermel
Win Wilbur

Since 2001, the Concord Housing Foundation (CHF), a private, non-profit, volunteer organization, has fought to keep Concord more affordable. We have raised over \$700,000 for seven affordable housing developments so far.

The CHF was very involved in the effort to allow affordable housing on the Gerow land along Warner's Pond that the Town purchased this year. After initial planning for the property a lot was identified that would be appropriate for an affordable house.

Following up on the CHF-initiated article at the 2017 Town Meeting, an Affordable Housing Funding Committee was created. This committee has recommended a strategy to the Select Board to establish continuous funding for preserving and

expanding its affordable housing stock. The CHF has been involved in this process and will continue to assist the Select Board in preparing and promoting articles at the 2019 Annual Town Meeting on this subject.

The Foundation's newsletter, The Concord Housing News, is usually published in the spring and fall. The newsletter reports on topics related to affordable housing, including the current activities of the Concord Housing Authority, the Concord Housing Development Corporation, the CHF, and housing issues at Town Meeting.

CONCORD HOUSING DEVELOPMENT CORPORATION

Douglas Bacon
James Burns
Jerry Evans
Barbara Morse
Nicole Palmer
Lee Smith
Yannis Tsitsas

The Concord Housing Development Corporation (CHDC) is a non-profit corporation established by a special act of the Massachusetts Legislature in August 2006, as a successor entity to the Concord Housing Trust, and the Concord Affordable Housing Committee before that.

All Board members are appointed by the Select Board, and are volunteers and Concord residents. The CHDC works under the charge developed by the Concord Select Board to investigate and implement alternatives for the provision of affordable housing for persons of low, moderate and middle income and others whose needs may be identified from time to time in the Town. The corporation works closely with all Town boards, Committees and Departments to support the Town's goal of housing diversity.

In the last 12 years, the CHDC has made great strides towards its mission. The CHDC has constructed and sold eight income-restricted units in the Lalli Woods mixed income housing development, contributed funds to a lower level of affordability for several new housing units, allowing them to be counted on the town's subsidized housing inventory (SHI), and

preserved the affordable housing restrictions on several units at Emerson Annex by purchasing, renovating and reselling the units.

The CHDC has also continued its Small Grants Program in 2018, which helps low to moderate-income residents of Concord make repairs to their homes to improve health and safety. The Small Grant Program has two grant cycles with maximum grant amounts of \$5,000. The grants are awarded based on availability of funds and the health and safety justifications of the requests. The CHDC has awarded 37 grants for \$128,000, 44% to senior residents. Further information regarding the CHDC Small Grant Program is available on the Town website or from the Town Planning Office.

The CHDC continued on its Junction Village development initiative in 2018. The CHDC owns a 12-acre property on Winthrop Street, known as Junction Village, which was given to the CHDC by the Commonwealth specifically for affordable housing and open space purposes. The current plans include a residential development proposal for 83 units of permanently restricted affordable assisted living, developed and managed by the Grantham Group, and an open space passive recreation area protected by a conservation restriction. Both complex efforts are in process: the residential portion is applying for state financing, and the open space engineering is planned to start in spring 2019.

The CHDC is an important part of Concord's housing "family", collaborating with the Concord Housing Authority and the Concord Housing Foundation to promote affordable housing in Concord and increase housing diversity. Concord remains an expensive town in which to live, and the need for affordable housing remains constant. We will continue to seek out and support responsible additions to the Town's affordable housing inventory to help maintain and increase our housing diversity.

The CHDC is well positioned to advance Concord's housing agenda, and looks forward to new initiatives and activities.

The Board typically meets on the second Tuesday of each month, with meeting agendas and minutes are

posted on the Town's website. Interested residents are welcome to attend a meeting and get a sense of how the Board operates.

METROPOLITAN AREA PLANNING COUNCIL: MINUTEMAN ADVISORY GROUP ON INTERLOCAL COORDINATION (MAGIC)

The Minuteman Advisory Group on Interlocal Coordination (MAGIC) includes the towns of Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Lincoln, Littleton, Maynard, Stow, and Sudbury. MAGIC was established as a growth management committee in 1984 and has become a respected voice in regional decision-making; focusing on transportation, the environment, energy, open space, affordable housing, economic and community development, and legislative issues.

MAGIC held six regular business meetings in 2018. Highlight meeting topics included the following:

- MPO Transportation Planning & Projects discussion
- AARP Age Friendly Applications
- Community Engagement Tools, best practices in use in MAGIC
- MetroCommon 2050, the update to the regional plan
- MAGIC FY 2018 Work Plan discussion
- MAGIC Special Assessment Funds to priority projects allocation
- MicroTransit Project discussions

Special Events

2018 MAGIC Legislative Breakfast Over 50 local officials, municipal staff, and other members of the MAGIC gathered at the Maynard Golf Course on Tuesday, April 10 to hear from and ask questions of their state and Congressional representatives over a continental breakfast. Congresswoman Niki Tsongas, State Sen. Jamie Eldridge, and State Reps. Jennifer Benson and Kate Hogan attended to engage in a dialogue, explain their legislative priorities, and talk about local concerns. State Rep. Carmine Gentile also stopped by for a portion of the breakfast to connect

with constituents. Congresswoman Tsongas kicked off the discussion after being presented with MAPC's Congressional Leadership Award for proudly representing the 3rd Congressional District of Massachusetts, exemplifying bipartisanship in the halls of the U.S. Congress, and her fierce advocacy on priorities benefitting Massachusetts and the nation. Congresswoman Tsongas reflected on her career, her legislative successes, and the political situation in Congress before fielding questions from participants. More on the breakfast and photos is available on the MAPC blog.

Regional Projects

MAGIC communities make a voluntary annual contribution to a Special Assessment Fund, to increase the region's capacity to pursue projects of regional interest. FY2018 and FY2019 MAGIC Special Assessment allocations to regional projects are as follow:

Fiscal Year 2018:

- MAGIC Regional Age Friendly Planning: \$17,395.67
- MAGIC Climate Resilience Project: \$5,000.00

Fiscal Year 2019:

- MAGIC Stormwater Partnership: \$10,000.00
- MAGIC MicroTransit Project: \$10,000.00

MBTA ADVISORY COMMITTEE

Wayne H. Miller

As the Concord representative on the MBTA Advisory Committee, I attended Committee meetings during 2018 and fielded questions and service issues from Town citizens. Among the issues that Town citizens had in 2018 were disability access at the Concord Center station, schedules that unfairly penalize Concord and Lincoln compared to farther out towns, especially during the evening commute, and too long trains that keep the crossing gates closed on Sudbury Road for an unreasonable length of time during off-peak hours. I brought all of these concerns to the attention of the Committee's Executive Director, who passed them along to the MBTA. Unfortunately, none of them were addressed by the MBTA during 2018

RIVER STEWARDSHIP COUNCIL OF THE SUDBURY, ASSABET, AND CONCORD WILD AND SCENIC RIVER

Anne Slugg
Elissa Brown



Congresswomen Niki Tsongas led representatives from the 8 SuaAsCo member towns in celebrating the 50th anniversary of the Wild and Scenic Rivers Act and the 20th anniversary year of the SuAsCo Wild and Scenic River.

This was an incredible year for work along the Sudbury, Assabet and Concord (SuAsCo), for two reasons: The River Stewardship Council (RSC) celebrated the 50th anniversary of the Wild and Scenic Rivers Act through a range of programming and together we drafted an update to the now-20-year old Conservation Plan. This is the management plan that united the eight wild and scenic towns together with US Fish and Wildlife Service, the Commonwealth of MA, and the National Park Service.

The River Stewardship Council kicked off the 50th anniversary celebration by participating in local parades. We then premiered the "Partnership Rivers Film", in which the SuAsCo River is featured as one of three special rivers, at the OARS film festival in March and the Lowell Environmental Film Festival in June. In June, the 50th anniversary was the theme of our annual June Riverfest celebration, during which the Council and over 20 partners hosted events up and down the River in many different communities and engaged over 1,000 people! And in October, we hosted a special ceremony for partners, municipal leaders and volunteers at the Old North Bridge in Concord, MA.

This year the Council also produced an update to the

River Conservation Plan. This is now in a public comment period. Drafted in 1995, the original document brought communities and local, State, and Federal organizations together around the best strategies to protect the River resources in this region. At that time, water quality was one of the most pressing issues. As part of the Plan Update, Mason and Associates, a New England consulting firm, was hired to do a thorough review of regulatory structures at the State and local level, and this resource is available to communities. Now, with more invasive species, growing development, extreme weather patterns causing increased drought and storm intensity, and climate change, as newer threats, the Council is counting on the updated Conservation Plan to guide its work going forward.

This year the Council funded a number of meaningful projects through our Wild and Scenic budget. Funds supported land protection efforts by Sudbury Valley. The RSC also once again supported monitoring water quality through partner-organization OARS' long-term water quality monitoring program. This citizen science program, engaging local volunteers in water quality sampling, is not only vital to all of us, but is now a resource that the State is tapping into as they improve their data program. The MA Audubon River Schools Program is funded to support elementary and middle-school students getting out on the River. The RSC also supported control of invasive species on the rivers by supporting the small grant program of the SuAsCo Cooperative Invasive Species Management Association (CISMA). Other projects included contributing the production of a Concord River Map through OARS.

This year the River Stewardship Council and the Town of Concord also received a National Park Foundation grant to improve two new boat access areas in the Town of Concord, for all to enjoy. Those are in production now; stay tuned for more details!

WEST CONCORD JUNCTION CULTURAL ARTS COMMITTEE (WCJCDC).

Harry Bartlett
 Lisa Evans
 Carlene Hempel, Chair
 Margot Kimball
 Jen Montbach
 Ann Sussman
 Kate Yoder

The West Concord Junction Cultural District Committee (WCJCDC), appointed by the Select Board with seven regular members, serves as a planning group to support a thriving creative/artist community through events as well as initiatives in the Village district. The WCJCDC also seeks to illuminate the notion that art is an important economic engine that can strengthen all Village businesses and serve as a magnet for visitors who want to shop and play here. The WCJCDC was officially formed in June, and has already made a significant impact on the Village's artistic community. Its work in the second half of 2018 included:



Tim Alexander, member of West Concord Advisory Committee discusses zoning in West Concord during Discover West Concord Day

- Participation in the first annual summer concert series held over three Thursday evenings in July at the Harvey Wheeler Community Center lot. In support of the Town's Recreation Department and the West Concord Advisory Committee, the WCJCDC helped to market the event, which will hopefully repeat in 2019.
- Participation in Discover West Concord Day, held as an annual event in October to support and encourage

more visitors to local businesses. For the event, the WCJCDC organized an Open Studios in collaboration with the artists of ArtScape and 152 Commonwealth Ave. Our group also organized a tent area with displays from various groups including Fowler Library, Marx Fencing Academy, Lincoln Physicians and the West Concord Advisory Committee. Finally, three outdoor music performances were organized to occur through the 10 a.m. to 3 p.m. event – one at Junction Park, one in the Teacakes/Twin Seafood plaza, and one outside Reasons to be Cheerful.

- Application for and receipt of a \$5,000 grant from the Massachusetts Cultural Council to study Village artist and creative space to determine how the WCJCDC can help to sustain and preserve the artist community by both continuing to promote the arts and protecting artists/creatives from rising rents and diminishing available space.

The WCJCDC finished the year with plans to work on a number of projects in 2019, including participating in a state-wide, week-long arts showcase called ArtWeek (April 26 - May 5); a welcome party in June for Concord Youth Theater, which is relocating to the Village, and in September, a “Porch Fest” that will bring several live musicians to residents’ porches over one night or a weekend. We also plan to develop a web presence and increase our profile in the town’s announcements in 2019.



Discover West Concord Day 2018

POLLINATOR HEALTH ADVISORY COMMITTEE

Sarah Grimwood, Chair
Christian Kruegar, Clerk
Brain Cramer
Mark Hanson
Joseph Levine
Stanley Lucks
Sig Roos

The purpose of Pollinator Health Advisory Committee (PHAC), which was formed in 2018, is to understand the regulatory framework for pesticide registration and use, to examine the issues and concerns surrounding the use of neonicotinoids, and to advise the Select Board on planning for a communications strategy. This would include educating citizens, lawn care companies and farmers about the risks of these compounds to pollinators and advising on alternative best practices.

In March the PHAC discussed their directive with Jay Feldman, Executive Director of the National Environmental and Public Health Group “Beyond Pesticides” (beyondpesticides.org), who has a 38-year history of working with communities nationwide on toxics and organic policies, and agricultural and land management practices that maintain ecological balance, biodiversity, and avoid reliance on toxic chemicals. Dr Feldman advised that any recommendations to be made by the Committee will need to be limited to public property as MA did not pre-empt restrictions set by the Environmental Protection Agency (EPA); i.e. the use of pesticides on private property cannot be restricted in MA.

The PHAC is particularly concerned about the use of neonicotinoids (neonics), which are systemic pesticides. They are absorbed by plants via the vascular system and can end up in the soil and waterways. Neonics are reported to affect bees’ behavior, i.e. foraging, navigation skills etc., so they don’t make it back to their hive, in addition to reducing their ability to resist diseases. In 2013 the EU passed a 3-year moratorium banning the use of neonics. This became permanent in 2016 and Canada will be proposing a ban for some uses. In order to better understand the extent of neonic use in Concord, PHAC members visited the Massachusetts Department of Agricultural Resources (MDAR), which requires

annual reporting by commercial organizations using pesticides. Unfortunately the Massachusetts Pesticide Use Reports were found to be in disarray and are apparently not followed up on; this negligence was subsequently reported. Notably, data is not collected on the application of neonic coated seed, a major source of neonic exposure for pollinators visiting planted crops.

On Ag Day the PHAC hosted a table to provide handouts on Pollinators and Neonicotinoids, which were produced by the Friends of the Earth. Work is ongoing to understand and educate others on the negative effects that neonics and other pesticides can have on pollinators, and how Concord residents can contribute to improving pollinator health.

SCHOOLS

CONCORD SCHOOL COMMITTEE

Johanna Boynton, Chair
Wallace Johnston, Vice Chair
Court Booth
Heather Bout
Robert Grom

The Concord Public Schools continue to enjoy strong support from Concord citizens, which empowers the teachers and administrators to deliver high-quality education to every child in the community. The residents of Concord place a high priority on education and that allows the schools to maintain high achievement levels, hire and support excellent teachers, utilize updated curriculum and appropriate technology, and to provide students with a safe and healthy environment.

Mission and Core Values

Members of the School Committee use the vision articulated in the District's mission statement and core values to guide decisions. The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become independent lifelong learners, creative thinkers, caring citizens, and responsible contributors to our increasingly diverse global society. The core values are: academic excellence, empathic and respectful community, professional collaboration, educational equity, and continuous improvement. In addition, the School Committee and Administration set annual goals for student achievement and instruction, learning environment, professional collaboration, communication and community engagement, as well as for infrastructure and operations.

Enrollment

Concord Public Schools (CPS) serves 2074 students in grades PK-8. CPS experienced a decrease of 14 students in FY19. During the past several years, the enrollment has varied between a high of 2,152 (FY13) and a low of 2,072 (FY16).

The Superintendent and School Committee carefully monitor enrollment projections as well as other factors

that could impact enrollment such as new housing projects and pre-school enrollment levels.

Student Achievement and Activities

The School Administration and School Committee focus on improving student learning. Teachers and Administrators work hard to ensure an appropriate educational experience and learning environment for each student. The district uses a variety of assessments to monitor student progress, and details of student learning and achievement are provided in the Superintendent's Report. The district continues efforts to integrate technology into the daily curriculum as one of many tools that enhance teaching and learning, with teachers exploring new strategies and serving as mentors to each other. The School Committee supports these efforts by providing resources through the school budget.

The level of student engagement in the learning process, the appropriate use of available tools to enhance teaching and learning, and the interdisciplinary aspect of learning activities is exciting to see and is further validation of the importance of the work being done in our schools.

There are robust music and arts programs in Concord schools and all students receive music and art instruction. Most students participate in supplemental music programs for orchestra, band, and chorus that are offered in grades four through eight. Activities beyond the school day extend the learning experience for students in a multitude of areas that enhance academic studies including athletics, the arts, technology, games and student interest groups. Outside organizations such as the Concord Education Fund and the Parent Teacher Groups (PTGs) fund many of these activities. Concord Public Schools are extremely fortunate to have teachers, parents and citizens who facilitate and support these opportunities for students.

Strategic Planning with Superintendent Laurie Hunter

Following the appointment of Dr. Laurie Hunter as the new Superintendent beginning July 1, 2017, members of the School Committee engaged with the Superintendent in a strategic planning initiative. The

initiative, which was designed to follow the completion of Superintendent's entry plan, was driven by a 50-member stakeholder group that included faculty, students, school committee members, parents, community members and school administrators. This planning committee began meeting in January of 2018 and held more than 20 public forums to gather input and feedback to shape a shared vision for both Districts in the coming years. As part of the process, each stakeholder group was charged with organizing and facilitating public forums for the groups that they represented on the planning committee to ensure that all voices were heard and interested individuals were able participate.

Several key themes emerged such as reducing student stress and maintaining academic excellence. The strategic plan will be utilized to guide and prioritize decision making regarding teaching and instruction, curriculum, budgets, and planning for facilities amongst other matters. Also, it will include provisions for analysis and review of the plan's on-going success as well as for on-going input from the public.

School Budget

The goal of the School Committee is to develop budgets that meet the needs of our students and are sensitive to the impact on taxpayers. The School Committee, School Administration, and Finance Committee meet every year in October and November to discuss funding priorities and cost drivers.

Concord residents approved a fiscal FY19 operating budget recommendation of \$38,246,896 at Town Meeting, which represents a 3.9 percent increase from the current year's operating budget and was consistent with the Concord Finance Committee guideline. The main cost-drivers for CPS are the contractual increases in teacher salaries and special education costs. Salaries constitute 83 percent of the CPS budget, and the current Concord Teachers Association contract reflects a concerted effort to gain parity with teacher salaries in the regional district. The budget includes reductions in several areas including computer hardware, staff and instructional supplies and materials.

Members of the Committee continue to communicate with the Finance Committee to discuss potential

improvements to how those bodies work together regarding annual operating budget recommendations.

Concord Middle School Buildings

Following a comprehensive study of both Concord Middle School (CMS) buildings completed in 2017, the Facilities Planning Committee concluded that the current buildings need to be unified into a single structure that will support CMS students for the next 50 years.

In order to advance the goal of building a new school building, the District applied to the Massachusetts School Building Authority (MSBA) for funding to complete a feasibility study. Despite acknowledging the strong need for a new facility, for the second time in as many years, the MSBA did not fund the grant request for CPS.

Members of the Concord School Committee have advanced a warrant article for consideration at Town Meeting that would fund the feasibility study with exclusively Town funding. School Committee members expressed a desire to conduct a robust public dialogue on this matter in the months leading to Town Meeting before making a decision to move or dismiss the article.

School Committee Adopts Policy Regarding Accommodations for Religious and Cultural Observances

The School Committee and Superintendent set goals regarding cultural proficiency and awareness. While there have been consistent and on-going efforts in both districts prior to 2018, members of the School Committee and Superintendent Hunter have made this conversation a priority. The goal of these efforts is to ensure an inclusive learning environment where all are welcome, safe and accepted.

As part of their efforts in this area, School Committee members identified the need to create a policy regarding accommodations for religious and cultural observances. A number of public forums were held by the School Committee and Superintendent to be sure that there were opportunities for feedback and for all voices from the community to be heard. Using input from that public dialogue as well as from teachers, students and administrators, both School Committees drafted and later adopted a new policy. The policy

allows for excused absences for religious or cultural observances upon notification by a parent or guardian and calls for teachers to plan curriculum, major assignments, assessments and testing based on their awareness of their students' attendance plans.

In addition to adopting the policy, the Superintendent and School Committees outlined an implementation plan which includes providing the teachers, staff and community with the necessary support to ensure the policy achieves the stated goals. This plan includes provisions for comprehensive professional development for teachers and administrators during 2018-2019 developed by a Cultural Competency Committee and an invitation to parents to share religious and cultural practices with the schools. The Cultural Competency Committee will work to ensure that teachers, students, staff, parents and administrators have a voice throughout this process.

CPS and CCRSD School Committees Approve Aligned School Calendar for 2018-2019

The Concord and Concord-Carlisle Regional School Committees approved an aligned 2018-2019 school calendar. School Committee members prioritized adopting aligned calendars and credited the new accommodation policy for students who miss classes due to religious and cultural observances as a key factor in being able to achieve that goal.

New Hires

The Concord and Concord-Carlisle School Committees approved the nomination of Jared Stanton as the new Director of Finance and Operations for both districts. Jared started on July 1, 2018. Superintendent Laurie Hunter nominated Stanton following an extensive search process that included input from a wide range of stakeholder groups in the school communities. Andrew Nyamekye was hired as the new METCO Director for Concord and Concord-Carlisle School Districts. School officials were pleased that the search process attracted a very deep pool of highly qualified candidates who expressed a desire to work in such high performing districts.

Communication and Community Engagement

The School Committee has an ongoing goal of continuously improving communication with stakeholders. The Committee held several School Committee - Community Coffees as forums beyond

their regular business meetings, where members of the public can comment and ask questions of School Committee members. Individuals who are interested in knowing more about the role of the School Committees as well as receiving the latest updates on school budgets and informational events are encouraged to enroll in the "School Committee News" Subscriber List. These updates will include timely information such as meeting dates and agendas, minutes, event announcements, and the School Committee Report. Individuals can sign up at www.concordps.org/school_committee_subscriber_list

These initiatives will continue in 2019 along with continuing work to explore other efficient means of interaction with CPS stakeholders. The public comment process for Committee meetings has been altered to allow for input at the beginning of the meeting and after Committee discussion of items of significant interest, but prior to Committee voting. In addition, the Committee continues to submit regular articles to the Concord Journal to update citizens about School Committee news and has rolled out a new and improved School Committee Web Page. School Committee meetings are open to the public and agendas with linked attachments are posted on the School Committee page of the district web site (www.concordps.org). The meetings are broadcast on the Minuteman Media Network and are available on demand at concordma.gov/mmn. Members of the School Committee welcome everyone's participation through one or more of these avenues as part of their efforts to be as informed as possible of stakeholder ideas and sentiments.

Appreciation

Members of the School Committee are grateful to have exemplary school leadership and an exceptional faculty and staff, whose dedicated work makes Concord Public Schools amongst the top districts in the Commonwealth of Massachusetts. In addition, members want to express their appreciation to all of the parents and community members who volunteer their time on behalf of Concord Public Schools. Most of all, members want thank the citizens of Concord for their ongoing support of our schools.

In addition, members wanted to acknowledge and thank Dan Conti for his service on the School Committee; Dan's term expired following Town

Meeting. Also, John Flaherty was recognized for his many years as Deputy Superintendent for Finance and Operations; John retired on June 30, 2018.

CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

Robert Grom, Chair
Mary Storrs, Vice Chair
Johanna Boynton
Heather Bout
Court Booth
Wallace Johnston
Christine Lear

The citizens of Concord and Carlisle have continued to provide significant support to the students, faculty and Administrators of the Concord-Carlisle Regional High School. As is reported annually, members of the Regional School Committee continue to be very proud of the accomplishments both inside and outside the classroom. Students, teachers, administrators, staff and residents from both communities are enjoying and benefiting from all that the new high school facilities have to offer. More than half of the current student population never attended classes in the old school. In addition to the new building, CC at Play has made the campus athletic facilities second to none and members of the Regional School Committee salute the many donors and volunteers who made this possible in addition to the contribution from the Community Preservation Coalition fund.

The Regional School Committee is part of a district composed of teachers, administrators and staff who are dedicated to educating our students in new and progressive ways, and to shaping them into life-long learners, creative thinkers, caring citizens, and responsible contributors to our global society.

New Members of the Regional School Committee
In May, Christine Lear was welcomed to the Regional

Committee as one of the representatives from Carlisle. She replaced outgoing Melissa McMorrow; the Superintendent and School Committee members honored Melissa for her many years of service to the Committee and The District.

Enrollment

Concord-Carlisle High School has 1272 students in grades 9-12. CCHS experienced an increase of 4 students in FY19. The Superintendent and School Committee carefully monitor enrollment projections as well as other factors that could impact enrollment such as new housing developments.

Budget and Finances

The District continues to maintain excellent academic programs while working in a challenging funding environment. Core budgeting principles remain focused on prioritizing resources to support student learning and growth while being sensitive to the impact of budgets on residents of the District communities.

Members of the Regional School Committee successfully worked to develop an operating budget recommendation that achieved alignment with the Concord Finance Committee recommendation and was subsequently approved at both Town Meetings. The FY19 operating budget was \$29,101,720 which represented a 3.78% increase over the previous year.

The newly created School Committee budget subcommittee worked with the Superintendent to adopt a zero-based budgeting model for the FY20 budget.

The approval of this budget is the culmination of a six-month process that begins with the submission of the annual School Improvement Plan that is developed with input from teachers, parents, and administrators. Based on this plan, the Superintendent and the Deputy Superintendent propose a budget to the School Committee who further develop the recommendations and present them to the Concord and Carlisle Finance Committees for their review. Throughout this process, the School Committee engages with the public by encouraging them to attend regularly-scheduled business meetings and through discussions at Parent Teacher Group meetings and at a School Committee Community Coffee. Members are pleased with the

level of transparency and collaboration between the District and the Finance Committees of Concord and Carlisle.

Cultural Proficiency Initiative and Accommodations for Religious and Cultural Observances

The Regional School Committee and Superintendent made cultural proficiency training a priority for professional development at CCRSD in addition to CPS. Similarly, members of the Joint Committees attended a training session and held multiple public forums regarding accommodations for religious and cultural observances as part of this effort.

Members of the Regional School Committee and the Concord School Committee adopted a policy that allows for excused absences for religious or cultural observances upon notification by a parent or guardian and calls for teachers to plan curriculum, major assignments, assessments and testing based on their awareness of their students' attendance plans. The policy for CCHS also included an implementation plan that provided appropriate supports for teachers, staff, and members of the school community as well as comprehensive professional development for teachers and administrators.

Landfill Remediation and Campus Advisory Committee

The Regional School Committee and Town Meeting approved a \$1.2 million recommendation to address the remediation of the former landfill site located on the CCHS campus in a manner that will allow flexibility in how the area can be used in the future. While there are no current plans for how that area of the campus will be utilized, the Committee worked with the environmental consultants to develop an approach that will allow a wide variety of potential uses that can be discussed in a future public dialogue while allowing the District to meet regulatory mandated schedules to address the remediation.

As part of this process, the Regional School Committee created a Campus Advisory Committee to examine this issue as well as other matters associated with the high school campus. The Advisory Committee is comprised of School Committee members, administrators, teachers, athletic coaches, residents and students.

Later Start Time for CCHS

A key priority for the past year was to focus on decreasing stress and increasing rest for students at CCHS and to that end, the Regional School Committee supported new homework policies and worked with the Administration to develop and implement a later school start time at CCHS.

The later start time was implemented for the 2017-2018 school year and was the culmination of work that began with a Start Time Advisory Committee formed in 2016. The committee was comprised of teachers, administrators, School Committee members, parents and students. The charge to the committee was to review the research regarding the benefits of a later start time for High School students, evaluate our current environment and provide a recommendation to the Regional School Committee. After a series of meetings, the Regional School Committee voted unanimously to support the initiative based upon the compelling health benefits.

Donations Make a Big Difference

The District benefits from the immense generosity of citizen-run, non-profit organizations including the Concord Education Fund, the CCHS Parents' Association, the Concord-Carlisle Community Chest, CC at Play, and others. Members of the Regional School Committee are grateful to all of these organizations and to the generosity of individuals in Concord and Carlisle who donate to them. These donations allow the District to enhance students' experiences without asking the taxpayers for additional funds beyond the budgets that they so generously support.

Gratitude to the Towns

Once again, members of the Regional School Committee extend the citizens of Concord and Carlisle deep appreciation for your active support of the students and faculty at CCHS. The School Committee is grateful to have exemplary school leadership and an exceptional faculty and staff whose commitment to excellence consistently place CCHS among the top districts in the Commonwealth of Massachusetts. Gratitude is extended to all the parents and community members who volunteer their time on behalf of CCHS and to the citizens of Concord and Carlisle – the CCHS community is very fortunate to have your support!

SUPERINTENDENT'S REPORT

Dr. Laurie Hunter, Superintendent

The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our diverse global society. We are able to achieve our mission through the investment of educators, staff, parents, and community members who work tirelessly to improve our schools.

My first year leading the districts was rewarding and engaging. The commitment and dedication to the schools are continually evident in the community's engagement and support.

District Goals

Every school year, the administration develops district goals for the Concord Public Schools (CPS) and the Concord-Carlisle Regional School District (CCRS) which are approved by the School Committees. We focus on efforts to improve student learning by providing students with a rigorous and coherent curriculum and high quality instruction, monitoring student progress through common assessments, identifying appropriate interventions, adjusting instructional practices, and closing the achievement gap. The goals also specify improvements in authentic learning experiences, instructional strategies, integrating digital tools, respectful and responsible student citizenship, teacher collaboration and evaluation. In addition, we strive for prudent management of school budgets, resources, capital projects, the new high school building project, and resolution of fair collective bargaining contracts. Following the completion of a strategic plan in June of 2018, cultural competency and student wellness became high priorities.

Student Learning

All district efforts focus on improving student learning and teaching. There is a focus on two curriculum areas this year: music, writing and STEAM (Science, Technology, Engineering, Art, and Mathematics). In each area, there is some new curricula and/or pedagogy which is intended to make students' learning experiences more relevant, more engaging, and more rigorous.

Exciting efforts are underway in the area of STEAM engineering. A team of preK - 12 educators created a strategic plan to ensure all students are involved in engaging STEAM tasks so that more students consider a future in this field. The fruits of this labor are coming to bear. At the preschool level, faculty worked over the summer designing age-appropriate tasks for their students. At the elementary level, students began to visit Ripley and the temporary STEAM lab while the permanent STEAM innovation Lab is under construction. At the middle school level, all students participated in the creation of a sculpture that represents measuring time as modeled on the work of Sarah Sze. At the high school, an exciting two-week experience called, "Q5," was implemented that allowed all students to choose among over 80 interdisciplinary courses in lieu of the traditional last two weeks of school in June.

Committees continue their work in reviews of music and written language. The Writing Committee recommended furthering the previous work in the Lucy Calkins writing program, providing extensive training this summer. Common language and practices are expanding vertically in order to build cohesion and consistency of approaches. The music teachers are reflecting on their curriculum and the exceptional opportunities for students in both vocal and instrumental music.

There were exciting updates in the teaching of world languages. Spanish classes are offered at each of the three elementary schools having completed the first full year of the program. A certified teacher of Spanish is available for each school. Each class attends Spanish twice a week as the students begin their introduction to the Spanish language and culture of Spanish speaking countries. Spanish has been integrated into Music classes and individual classrooms to promote the generalization of these Spanish speaking skills across our schools. Students and teachers have embraced the introduction and inclusion of this new curriculum area into our elementary schools. At Concord Middle School(CMS), students could choose to take Latin now as an elective choice in addition to another world language.

This year CMS created a comprehensive new advisory program named homeBASE. Advisory programs, common in many middle schools, fill a

number of purposes. At CMS we anticipate that student-teacher relationships will be enhanced, ensuring each student feels connected to at least one adult in the building. HomeBASE replaces homeroom, house huddles and the CMS Stands Together. HomeBASE groups meet daily and include extended meetings addressing topics such as bullying, academic advising, social and emotional support and entertainment and fun. Early feedback has been extremely positive from both student and staff participants.

Concord Middle School students explored, created, competed, and performed in a wide range of exploratory and extra-curricular activities through creative, scientific, and critical thinking pursuits. CMS students participated in Lego Robotics, Science Olympiad, Math Team competitions, Girls Who Code, and Model UN. The Spider Team consisting of a small group of students working in conjunction with MIT's Laboratory for Atomistic and Molecular Mechanics continues to investigate the structural properties of spider silk. The Lego Robotics club fielded three teams this year in the First Lego League Qualifying Competition. For the first time in program history, one team make it to the First Lego League State Finals at WPI. This program continues to grow as the 2018-2019 year opens.

Concord Carlisle High School (CCHS) remains one of the top achieving public high schools in the state of Massachusetts. When evaluated solely on academic performance, particularly on state and nationally standardized tests, CCHS ranks near the top of every list.

Overall, 95% of our students participated in a club, group, or athletic team. Last year proved to be another stellar year for our athletic program. Many CCHS teams were victorious with state championships awarded in boys' soccer and girls' cross country. The competitive spirit, sportsmanship, and citizenship displayed by our coaches and student-athletes are hallmarks of the program.

The CCHS Repertory and Concert Bands earned medals at the Massachusetts Instrumental and Choral Conductors Association (MICCA) State Concert Festival. Many student musicians (band, orchestra, jazz band, and chorus) were nominated and

accepted into the MECH All-eastern Honors Ensembles.

The collaboration between English and Social Studies on an interdisciplinary course, Twice Told Tales, continues with carefully coordinated field trips enhancing the classroom experience. Our Rhetoric and Advanced Language and Senior Honors English teams continue to see improved student writing and analytical skills. More than 100 students completed an AP English exam with 93% scoring 3 or better.

2018 marked the seventh year of Rivers and Revolutions. This interdisciplinary, experiential "school-within-a-school" prizes creative thought across all academic disciplines as students develop their capacity to think holistically and collaborate with their peers. This heterogeneous program has served over six hundred students of all backgrounds and abilities. Through the Stewardship portion of the program, students have engaged in meaningful work throughout the community, including projects at the Concord Museum, The Robbins House Interpretive Center, deCordova Sculpture Park and Museum, Gaining Ground, the Umbrella Community Arts Center, The Ripley Playscape, and many more. Further, students have taught at all three of the elementary schools, helping to create meaningful connections between students and teachers across the entire district. Rivers and Revolutions has caught the interest of schools from across the state and is frequently visited by students, teachers, and administrators who are looking to create their version of this innovative program.

The Special Education Department continues to work collaboratively with families, students, and colleagues to meet the diverse needs of our student body. Students in the Pathways Program have benefited from a variety of placements that enhance their critical vocational behaviors associated with career exploration, acquisition, and retention. Placements include an eclectic range of services based on their skills, abilities, and interests. Off-campus sites include Concord Elder Services, Buddy Dog, Acton Discovery Museum, Goodnow Library, Drumlin Farm, TJ Maxx and the Acton Food Pantry. We are thankful for the supportive community.

The World Languages Program promotes linguistic and cultural literacy while cultivating a lifelong appreciation and enthusiasm for classical and modern languages and the cultures they reflect. At CCHS students pursue language acquisition in French, Chinese, Latin, and Spanish with the latter three offering AP options. Students enrolled in a language are developing proficiency in the language they choose in an interactive, cooperative environment that emphasizes both oral and written expression through authentic linguistic experiences in the target language. Students enrolled in Latin will engage in an in-depth study of the Latin language and Roman history and culture. Students translate text, a task which requires analytical skills, problem-solving and creativity.

Linguistic and Cultural Exchanges are offered every other year for students studying Chinese, French, and Spanish. Students spend two weeks in Hangzhou, China, Versailles, France and Quito, Ecuador and then reciprocate by hosting these students in their homes for two weeks.

Last year several students earned their Global Literacy Certificate (GLC). This program is designed to foster global and cross-cultural awareness in high school students. These students completed 20 or more hours of service learning in a global/ international setting, at home or abroad. Also, they demonstrated a sincere appreciation and regard for diversity and the ability to interact respectfully with others, at home, and around the world.

Approximately 135 students of color in grades K-12 who reside in Boston attend the Concord Public Schools and Concord-Carlisle High School via METCO. Our METCO Program is the sixth largest in Massachusetts. CPS provides a comprehensive orientation process for families of students entering Kindergarten, concluding with a four-week summer readiness program at Alcott School to prepare students for the transition to Kindergarten. CPS also maintains a robust Family Friends Program and a strong relationship with Concord Recreation to provide enrichment opportunities for METCO students in grades K-8. Alcott's Kindergarten and First Grade partnered with The Umbrella Community Arts Center to provide three 9-week sessions of a weekly enrichment course for our METCO students and their Concord peers, with a focus on early literacy,

mathematics, and the arts. In addition, Alcott provides an Extended Tuesday Tutoring Program to students in first and second grades needing extra practice in ELA and Math.

CMS provides individualized progress monitoring for all METCO students with English and math teachers and one tutor. Prior to the beginning of school, CMS provides a summer workshop for rising 6th grade METCO students which focuses on building students' organization, time management, and self-advocacy skills. Students also develop a stronger connection to Concord through field experience at the Old North Bridge, Sleepy Hollow Cemetery, and the Robbins House Interpretive Center. CMS METCO students may also attend a summer "Math Academy" grades five - eight. At CCHS, all ninth grade METCO students are enrolled in Achievement Strategies, a course designed to improve executive functioning skills. CCHS math teachers offer a summer math program, "Algebridge" which incoming Boston students attend to increase their participation in higher-level math courses.

CCHS METCO students also serve as mentors in POWER (Positive Opportunities with Engaging Relationships), a student leadership initiative in which each METCO freshman is matched with a student who is a junior or senior. CCHS continued its implementation of the Anti-Defamation League's World of Difference Institute, an anti-bias program designed to prepare students for competence in a multicultural society with new students completing training as peer leaders for Advisory.

Student Achievement

CCHS and CPS students continue to achieve at high levels both in state and district assessments. For students in grades 3 - 8, CPS participated in the new MCAS 2.0 online assessment. This is a more rigorous assessment than the old MCAS/PARCC and Concord students continue to score at high levels. The 2018 results reflect the shift in the test with a very strong performance of 80% or more student meeting or exceeding expectations. Willard was awarded a commendation by the state for the growth in student outcomes. As has been historically true, CCHS was among the top performing schools in the state with 92-98% of student demonstrating proficiency across English, math and science.

Elementary students engaged in a variety of community building and outreach efforts through the year including Grade 5 Service Day, Grade 5 Holiday Craft Day, Trick or Treat for UNICEF, From the Pumpkin Patch, Honoring our Veterans, Coats for Kids, Open Table, Concord Rec. Dept., Minuteman ARC, Emerson Hospital, Read to Feed, These Come from Trees, hosting visitors from Japan, and collaborating with CCHS student partners in the Rivers and Revolutions program.

CMS students developed cultural and community awareness and responsibility through involvement in a variety of leadership opportunities as members of Student Leaders and CMS Stands Together. Awareness was raised for local organizations through the Coats for Kids drive, fundraising walk for Children's Hospital, and the Animals and Planet club's second annual Pet Palooza, a fundraising pet show. In September, student leaders created a community quilt to highlight this year's CMS Stands Together bullying prevention program.

These activities and achievements are only a sampling of the wide range of student programs and projects at Alcott, Thoreau, Willard, CMS, and CCHS. For more information, visit the district website at concordps.org.

Special Education

The Special Education Department of Concord Public Schools and the Concord-Carlisle Regional School District is dedicated to providing quality services and programs for students with disabilities beginning on their 3rd birthday through their 22nd birthday. As the complexity of student needs continue to evolve, we remain committed to meeting the diverse needs of students with learning, medical, cognitive and social disabilities within their local communities. In line with the national trends, the numbers of students with complex disabilities are on the rise. We continue to look at providing opportunities both in and out of school to increase independence at all age and grade levels, especially for students who are turning 14 through the duration of their special education eligibility (either graduation or their 22nd birthday). The Transition Specialist at CCHS continues to expand the community experiences for students 14 and above, working to secure employment when appropriate. Additionally, we have broadened our relationships with other agencies including DCF, DDS and DMH. The

Concord Integrated Preschool continues to meet the needs of our earliest learners. Beginning at age three, students with disabilities are learning with community peers (children who tuition into the special education preschool program) in all of our classrooms. By adding a fourth classroom in 2016, we have been able to meet the needs of more students in district. At the Elementary level, the special education teachers are working in collaboration with their grade level general education colleagues on the district's EM4 math curriculum implementation at all grade levels and have seen a tremendous skill growth. The special educators are also working on the science curriculum roll-out and are participating in the STEAM planning process. At CMS, we are continuing with our focus on executive functioning skills as well as examining our intervention programming. We have expanded the amount of time general education classes are supported, allowing students to more fully access the instruction being provided by their content teachers. At CCHS, the special education department has continued to increase increasing self-advocacy and independence in accessing support. Executive functioning coaching is being interwoven into small group instruction as well as in a coaching model as appropriate. The programs and services for students with disabilities at CCHS reflect each student individually and are designed to meet each student's needs.

External reviews of special education were completed for both K-8 and CCHS. The schools are reviewing the recommendations and beginning to implement changes. CCHS created a new approach based on cohorts of disabilities. Intensive programs to serve developmentally delayed and social and emotional needs formed at Thoreau and CMS.

Professional Development

The district continued to invest considerable resources in professional development, providing educators with learning opportunities in curriculum development and technology integration. A new professional development program, "The Concord Fellows," is being utilized. In this program, veteran teachers lead their colleagues in study on such topics as: Classroom Management; Mindfulness in the Classroom; Project Based Learning; Using Google Apps in the classroom. PreK-12 Teachers took courses in content areas, Open Circle,

English Language Learners, and special education. Teachers participated in committee work on music and, K12 writing. During the summer, K12 teachers participated in eighty (80) curriculum development projects. Many of these focused on the implementation of new, more rigorous math curriculum, new science curriculum and initiatives in STEAM education.

Human Resources

The majority of the new hires filled vacancies created by retirements, resignations, and temporary leaves of absences. Retention rates for educators continue to remain strong. The CCHS retention rate in 2018 for educators was 97.8% with an eight year average of 97.5%. The CPS retention rate in 2018 for educators was 98.6% with an eight year average of 97%.

The districts have significant mentoring programs to ensure that new educators swiftly and substantively become part of the learning communities at each school site. The human resources office continued supporting improvement in implementation of the new comprehensive supervision and evaluation system for educators including evaluators. The Teachers Associations and administration continued to meet regularly to discuss ideas, issues, and concerns.

Other activities include ongoing efforts to align professional development offerings with educator plans and goals, school improvement plans, and district goals and implement initiatives to build community through district-wide wellness activities. Contract negotiations concluded with the CPS and CCRSD Building Workers as well as the K12 Maintenance Associations.

Information Technology

The IT department is focusing efforts on efficiency and productivity by tying together and automating core administrative systems. Reducing rework and complexity will improve delivery for the growing demand of data in compressed time frames. We continue to migrate towards a fully virtual server environment. As a result, we can decommission aging home directory servers and storage units housed in school buildings. Both students and staff have full access to Google Drive for document storage.

Upgrades of the wi-fi coverage were completed across the schools allowing for a secure network with specific limitations for guest users. We continue to optimize bandwidth to and within schools using QOS (Quality of Service). QOS is essential to manage the growth of high-bandwidth video and multimedia traffic. This helps assure that all buildings are getting acceptable bandwidth for students at each site.

We have introduced a help desk ticketing system (Spiceworks) at both the HS and MS. This provides faster response times and better service to both staff and students. We are also using the inventory module for this system.

Finance and Operations

The districts continue to maintain excellent academic programs while meeting challenging funding goals. Our core budgeting principles remain focused on using resources to support student learning and growth. The district goals approved by the school committees provided direction to the budget process to support student learning opportunities. The district administration and Concord School Committee submitted a Statement of Interest to the MSBA for the Concord Middle School and also conducted a CMS feasibility study and were unfortunately not selected. Following extensive discussion, FY19 budgets met the Finance Committee revised guidelines.

Summary

The major highlights of 2018 are the outstanding student achievement and the comprehensive strategic planning process. We are extremely proud of our students, faculties, and staff, and we are grateful for the Concord and Carlisle communities' support. The schools made significant progress in achieving the district goals by increasing student learning, improving curriculum and instruction, integrating technology into the classrooms, supporting faculty and staff, increasing teacher collaboration, developing responsive and responsible budgets. For more information, please visit the districts' website, www.concordps.org.

MINUTEMAN VOCATIONAL TECHNICAL SCHOOL

Dr. Edward A. Bouquillon, Superintendent-Director

Minuteman is a four-year public high school. All of its programs operate under the auspices of the Massachusetts Department of Elementary and Secondary Education and Massachusetts General Laws Chapter 74. The school is also an accredited member of the New England Association of Schools and Colleges (NEASC).

Originally established in the 1970s (Concord was a founding member), Minuteman is one of more than two dozen vocational-technical high schools in Massachusetts. Over the years, Minuteman has distinguished itself by building a reputation for excellence. Its students consistently excel on the larger stage and have won numerous awards at state and national competitions.

Minuteman High School serves a geographically diverse area including the 10 District-member towns of Acton, Arlington, Belmont, Bolton, Concord, Dover, Lancaster, Lexington, Needham, and Stow. While students from these member towns enjoy first priority for admission to Minuteman, the District also has a decades-long tradition of accepting students from non-member cities and towns throughout Greater Boston, where permitted under applicable State regulations. As of October 1, 2018, 25 students residing in Concord were enrolled at Minuteman.

Minuteman High School Named 2018 National Blue Ribbon School by U.S. Department of Education
Minuteman High School was named a 2018 National Blue Ribbon School by the U.S. Department of Education. The announcement of all 349 public and private school honorees was made on October 1, 2018 by the U.S. Secretary of Education. Minuteman is the sole vocational high school in the State to be accorded this award. Abington High School and Swampscott High School are the only other Massachusetts schools that earned this recognition.

According to a U.S. Department of Education press release, National Blue Ribbon Schools earn the designation by excelling in one of two performance categories - either as Exemplary High Performing

Schools or Exemplary Achievement Gap Closing Schools, “which are among their state’s highest performing schools in closing achievement gaps between a school’s student groups and all students over the past five years.” All three National Blue Ribbon Schools from Massachusetts, including Minuteman, were cited for being Exemplary Achievement Gap Closing Schools. An awards ceremony for all of this year’s National Blue Ribbon Schools was held in Washington, D.C., in November.

Also in 2018, Minuteman was named a Massachusetts Commendation School by the Massachusetts Department of Elementary and Secondary Education for being outstanding in both categories. Governor Charles D. Baker presented Dr. Bouquillon with a plaque honoring the school at a State House ceremony.

Minuteman High School Sees Improvements in 2018 MCAS Scores

2018 MCAS results released by the Department of Elementary & Secondary Education showed Minuteman students made continued improvement in their performance on the English Language Arts (ELA) exam. Compared to the year prior (2017), the percentage of Minuteman students scoring “Advanced” increased by 7% and the number of students who scored “Proficient” increased 11%. The number of students who were in the “Needs Improvement” category fell 17% while the number of students in the “Failing” also declined.

On the Mathematics exam, Minuteman students also showed a positive shift with the number of students scoring “Advanced” in 2018 at 48% compared to 45% in 2017. This showed a positive movement from the “Proficient” category to “Advanced”, while the population of students in the “Needs Improvement” and “Failing” category was stable.

MCAS Biology saw a small decline in the number of “Advanced” students and an equal shift into the “Proficient” category. The population in the “Needs Improvement” category stayed the same and there was a small increase in the number of students who were in the “Failing” category (2%).

On the MCAS Chemistry exam, 74% of Minuteman students scored in the “Advanced” category compared to 37% 2017. This was a strong positive trend,

especially considering that another 21% scored “Proficient”, making the “Advanced + Proficient” rating 95%.

Minuteman Building Project Continues To Move Towards Completion in the Fall of 2019

The Minuteman High School building project has reached another major milestone.

In ceremonies attended by hundreds of students, dignitaries and Minuteman supporters, Gilbane Building Company used a 185-foot crane to lift the final steel beam into place over what will become the new high schools’ main entrance. Erection of the 24-foot beam – painted white and signed by students, teachers, elected officials, and well-wishers – marked completion of the steel structure of the building. The Topping Off Ceremony is a traditional builders’ rite and marks the point at which the final steel beam is installed at a construction site. A small tree along with an American flag was tied to the beam to represent good luck and honor this significant and long awaited accomplishment.

Despite challenging weather over the fall and early winter, the Minuteman project remains on schedule and on budget. Students are now scheduled to start classes in the new building in the fall of 2019, more than a full year earlier than estimates initially provided to member towns.

Minuteman High Schools awarded \$495,000 State Grant to Expand its Metal Fabrication and Welding Programs

Minuteman High School secured a \$495,000 state grant to update and expand its Metal Fabrication & Joining Technologies (Welding) program. The grant award was announced by governor Charles Baker on June 21, 2018 and is one of three successful such grant applications submitted by Minuteman, collectively delivering nearly \$1.5 million over the last 2 years.

This particular grant will be used to modernize and expand Minuteman’s metal Fab and Welding program, allowing both its high school and post-grad students to train on modern, industry-standard equipment. The funds are being applied specifically to purchase Virtual Welding Trainers, Multi-Process Inverters, a Guillotine Shear, Press Brakes, Bending Brakes, a Drill Press, a Punch, and a five-foot Power Roll. Hands-on

experience with such state-of-the-art equipment will enhance future employability of Minuteman students in the region’s defense, manufacturing, STEM/medical device, and power-generation industries, thus contributing substantially to our regional economic wellbeing.

Minuteman Technical Institute Launches New Evening Post-Secondary Programs

Minuteman Technical Institute (MTI) launched new evening post-secondary programs for adults on October 1, 2018. Initial programs include Advanced Manufacturing, Culinary, Electrical and Metal Fabrication and Joining (Welding), and were selected based on current and future needs of area employers. Each program is ten-months long, features 700 to 900 hours of instruction, and is aimed at high school graduates taking a gap year, as well as adults seeking to change their career paths for these four high-wage, in-demand professions.

CONCORD-CARLISLE ADULTS AND COMMUNITY EDUCATION

Jill Weintraub, Director
Advisory Committee:
Demi Ayres, Concord
Stuart Freeland, Concord
John Ballantine, Chair, Carlisle
Marla Iyasere, Concord
Ron Bernard, Concord
Christine Lear, Carlisle
Paula Casey, Concord
Carol Murphree, Carlisle
Claudia Feeney, Concord

Concord Carlisle Adult & Community Education (CCACE) provides opportunities for lifelong learning to the citizens of the school district and surrounding towns. It responds to community needs and interests with our communities’ talents and resources, calling upon local people to develop and coordinate programs and services for children, adolescents, and adults throughout the year.

Adult & Community Education provides extended-day educational programs for citizens in Concord and Carlisle. It promotes and supports school and community learning projects that cannot be funded

or presented in traditional ways. Adult & Community Education is both a program of classes and educational events and a process that connects local citizens with each other and their public schools in ways that are creative, educational, and cost effective.

CCACE is a program of the Concord-Carlisle Regional School District that was established in 1954 to provide continuing education, enrichment, and community access to public schools. We are fully self-funded by the tuition money we take in through various programming.

Through Adult & Continuing Education, we offer a wide variety of continuing education programs for adults, including one-night and ongoing workshops. We also offer enrichment programs for K-12 students, including test prep and summer STEAM programs. In 2016, we created what we are now calling the “Can We Talk” series. This ongoing series is designed to engender productive and respectful discourse here in Concord. The goal is to create opportunities for the community to come together to discuss and learn from what is happening around us. Since 2016, the CCACE Advisory Committee has promoted and hosted three community forums: Fake News: The Changing Landscape of Journalism in the 21st Century, Conversations in a Civil Society-Agreeing to Disagree, and The Defamation Experience.

Driver Education promotes and teaches safe driving attitudes, defensive driving skills, and respect for the rules of the road. It prepares students for the Registry of Motor Vehicles license exam and it strives to prevent or reduce accidents and fatalities that involve young drivers. Driver Education at Concord-Carlisle High School includes: 30 classroom hours, 12 hours of behind-the-wheel instruction, 6 hours of in-car observation, and one 2-hour parent/guardian class, attended by a least one parent. We also offer optional practice road tests and sponsor students for road test appointments.

The Instrumental Music School of Carlisle and Concord (IMSCC) specializes in music lessons for students of all ages. For close to forty years, IMSCC has brought the highest level of individual musical instruction to the students of Concord and Carlisle. Founded in 1980 by the Concord-Carlisle Regional School District to serve the musical needs in

our communities, our distinguished faculty of professional musicians and educators provide instruction for over 300 student musicians annually. Whether students are beginning a new instrument or honing skills developed through many years of practice, IMSCC is dedicated to helping young musicians excel. Our teachers work one on one with students to help them develop basic skills, learn repertoire, and prepare for performances. With close ties to school music departments, IMSCC teachers are well equipped to help students prepare for ensemble playing, both in school and beyond. IMSCC graduates have gone on to conservatory programs and professional careers in music. We also offer a variety of summer workshops including ensembles of different types.

Over the past year, almost 10,000 individual music lessons were held, Driver Education teachers provided over 2,000 hours of behind-the-wheel training, and students could also choose from among hundreds of online courses we offer in collaboration with ed2go. Approximately half of our students are adults, while the other half are school-age children. Eighty percent of our adult and continuing education students live in Concord or Carlisle. Non-residents may participate on a space-available basis and pay a small additional fee. Their participation broadens our range of educational services and extends the necessary cost sharing.

Many familiar courses remained in demand over the past year including world languages, financial planning, health and wellness, bridge, writing, test preparation, and more. Our enrollment numbers continued to increase in both Driver Education and the Instrumental Music School. We continued to see high enrollment numbers in our Village University programs, with a mix of new and returning courses and volunteer instructors. This was all made possible by over one hundred and twenty-five community educators, including volunteers, instructional subcontractors, and part-time employees.

In FY18, we were able to award scholarships to 32 families, representing 34 students through the generosity of the Concord-Carlisle Community Chest. The average scholarship awarded was \$488, with program fees ranging from as little as \$15 to almost \$1,000. These students represented adults seeking continuing education, students enrolling in our driver

education program, and students taking private music lessons. We were also able to help an Iraqi refugee family living in Concord. Despite the husband's employment, the family needed the wife to get a job to help support their three young children. And to get to and from a job, she required a driver's license. She had one from Iraq but needed to learn how to drive in this country. We worked with this young woman for eight hours to help her learn our rules of the road, despite speaking almost no English, and then successfully took her for her road test.

We are continually evaluating our programs to ensure that our offerings are new and relevant to continue attracting students in all of our areas. Our aim is to create and foster continuous learning and social integration of all types for students of all ages, and make this programming accessible to as many people as possible.

THE SCHOLARSHIP FUND OF CONCORD AND CARLISLE

Executive Committee

Rebecca Britten 'Bee' Loprete - Chair
 Travis Minor - Assistant Chair
 Welles Hatch - Treasurer
 Albert Powers - Assistant Treasurer
 Elaine DiCicco - Secretary
 Paul Ressler - Past Chair
 Lucy V. Miller - Past Chair

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Kenneth Anderson - Associate Trustee
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 Janet Rhodes Friedman
 David Gould - Emeritus Trustee
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 Danae Laura - Associate Trustee
 Leah Levinger - Associate Trustee
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*The Scholarship Fund of Concord and Carlisle 2018-19 Trustees
 Left to Right Back: Welles Hatch, Danae Laura, Leah Levinger,
 Elaine DiCicco, Hanna Bruno, Nick Carter, Deb Mayerson, Jeanne
 DeTemple, Paul Ressler, Priscilla White Sturges, Julie Hagan
 Left to Right Front: Lucy Miller, Travis Minor, Janet Rhodes
 Friedman, Bee Loprete, Devra Feshbach-Meriney, Al Powers*

The Scholarship Fund of Concord and Carlisle (formerly known as the Concord-Carlisle Scholarship Fund) was established in 1966 to provide need-based grants to deserving young men and women from Concord or Carlisle to obtain additional educational opportunities after secondary school. The Fund is a tax-exempt charitable trust. Recipients must either live in or have attended school in either town.

The Scholarship Fund of Concord and Carlisle celebrated its 50th anniversary in 2016. Grateful for the continued support from the townspeople of Concord and Carlisle, we look forward to the next 50 years of supporting our young men and women who aspire to higher levels of education.

The Fund is administered by a 22-member volunteer board of trustees. Scholarships are financed through an annual appeal, a student-staffed phonathon, and by income generated from memorial gifts, bequests, and named funds. For more information about The Scholarship Fund, please see the website: thescholarshipfundofcc.org

In 2018, the trustees awarded \$213,170, supplemented by \$52,930 from The Scholarship Fund's affiliated organizations, bringing the total to \$266,100 awarded to 68 high school seniors and in-college students. Since its inception, The Scholarship Fund has assisted over 1,400 students.

The Scholarship Fund of Concord and Carlisle Trustees are pleased to announce that the following students have been awarded scholarships for the 2018-2019 academic year.

* Scholarships marked with one asterisk are managed by The Scholarship Fund of Concord and Carlisle.

** The scholarships marked with two asterisks are managed by the Trustees of Town Donations of the Town of Concord.

• All other scholarships are managed by the named affiliate organization

Scholarship Recipients

The Abby Memorial Scholarship*
Charles Israel

The Acton Toyota of Littleton
Scholarship
Sophie Fisher

The William W. Anderson
Memorial Scholarship*
Robert Sanderson

The Janet Babb Memorial Scholarship*
Jessica Chin

The Bean Family Scholarship*
Charisse Stakutis

The Trudy Biernson Memorial
Scholarship*
Ryan Baker

The Garden Club of Concord
Scholarship
Chloe Koval

The Kay Chambers Scholarship*
Zeba Malek

The Eleanor Winstanley Childs
Memorial Scholarship*
Alex Hamel

The Class of 1962 John F. Donovan Scholarship*
Ryan Baker

The Concord Children's Center
Scholarship
Ryan Baker

The Concord Firefighters' Relief Association Scholarship
Burke Hutchinson

The Concord High School/Concord-Carlisle High
School Alumni
Scholarship*
Aliya Huseni

The Concord Lions Club Scholarship
Jasmil Santana
Amanda Tong

The Concord Police Relief Association Scholarship
Thomas Copland
Savannah Kangas

The Concord Women's Club – Ruth Bullerwell
Scholarship*
Alyssa Cucinotta

The Mary Connorton Memorial
Scholarship*
Aliya Huseni

The Guido S. D'Asti Memorial
Scholarship*
Jessica Chin

The Clair Day Memorial Scholarship*
Julia Jacobs

The Charles W. and Nancy I. Dee
Memorial Scholarship*
Zeba Malek

The Joan M. and Norman E. Dee Scholarship*
Amanda Tong

The Elaine DiCicco Scholarship*
Johanna Murphy

The Guy P. and Teresa E. DiGiovanni
Scholarship*
Laud Bosomprah-Bonsu

The Engel and Völkers Scholarship
Sophie Fisher

The Charles Evans Scholarship*
Michael Burke

The John B. Finigan Memorial
Scholarship*
Ryan Baker

The Wilson Flight Scholarship*
Liviya Kovacevic

The Essie Golden Scholarship*
Tashim Zene

The Bobby Gray Memorial
Scholarship*
Charles Israel

The Margaret Haggerty
Scholarship*
Olivia Maione

The Wells A. Hall Memorial
Scholarship*
Willow Kangas

The Anthony Halls-Keenan Smith
Scholarship*
Jaeden Scott-Massey

The Thomas Hart Memorial
Scholarship*
Nancy Jin

The Christopher Hentchel - WIQH
Scholarship*
Robert Sanderson

The Seitaro and Shina Ishihara
Memorial Scholarship*
Aliya Huseni

The Jiro and Tama Ishihara
Memorial Scholarship*
Aliya Huseni

The Vinod Jalan Memorial
Scholarship*
Amanda Tong

The Casper C. Jenney and Eleanor M.
Jenney Memorial Scholarship*
Somil Teabo
Amanda Tong

The Diane Kenneally Memorial
Scholarship*
Amanda Tong

The Knights of Columbus Scholarship*
Johanna Murphy

The Sally Lanagan Memorial
Scholarship*
Julia Jacobs

The Norton Levy Scholarship*
Julian Rojas Valvo

The Anthony (Tony) Logalbo
Scholarship*
Tashim Zene

The Charles E. Manion, Jr. Memorial
Scholarship*
Tashim Zene

The Adrian A. Martinez Memorial
Scholarship*
Jacob Hamilton
Lucy Jin
Zeba Malek
Jackson Moore

The Elizabeth A. Mattison Memorial
Scholarship*
Sativa Unger-Laffin

The Elizabeth V. McAllister
Memorial Scholarship*
Somil Teabo

The Mary F. McHugh Memorial
Scholarship*
John Driscoll

The Dr. Barbara Schips Miller
Scholarship*
Jasmil Santana

The Middlesex Savings Charitable
Foundation Scholarship
Burke Hutchinson

The Janet Gates Peckham
Memorial Scholarship*
Ryan Baker

The Albert L. and June B. Powers
Scholarship*
Jennifer Brown

The David Prifti Memorial
Scholarship*
Sativa Unger-Laffin

The Katrina J. Przyjemski
Memorial Scholarship*
Aliya Huseni

The Marguerite Purcell Memorial
Scholarship*
Olivia Maione

The Nick Ressler Memorial
Scholarship*
Burke Hutchinson

The Rivercrest – Deaconess –
Newbury Court Scholarship
Rose Piz

The Maura Roberts Memorial
Scholarship*
Sativa Unger-Laffin

The Al Robichaud Scholarship*
Jurgens Michel, Jr.

The Rotary Club of Concord
Scholarship
Nicholas Gallant
Jasmil Santana

The Rotary Club of Concord Interact Scholarship Alex Hamel	The Scholarship Fund of Concord and Carlisle Scholarship* Zoe Blacquier Johanna Blake Gabriely Bowen Andrew Brown Jennifer Brown Maire Callahan Carly Chelton Richard Chelton Jeremy Chiang Jessica Chin Anna Christiansen Timothy Collins Thomas Copland Alyssa Cuccinotta John Driscoll Julia Dunn Jack Fell Aiden Gerstmyer Alexandra Goulet Jovan Grant Justin Gray Erika Hedden John Hudson Savannah Kangas Sophia Marsh Jurgens Michel, Jr Shannon Morahan Johanna Murphy Angela Ortiz Mitchell Palmer William Palmer Lillian Piz Rose Piz Charisse Stakutis Alexa Thomas Nicholas Wilbur Katherine Williams Abigail Yamartino Dante Zayas Joel Zayas	The Video Revolution, Ralph and Ellie Grossi Scholarship* Michael Burke
The Rotary Club of Concord William L. Eaton Memorial Scholarship Abigail Yamartino		The Harvey Wheeler Memorial Scholarship* Burke Hutchinson
The Rotary Club of Concord Richard L. Hale Scholarship Katherine Williams		The Doug White Memorial Scholarship* Alex Hamel Chloe Koval
The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship Nicholas Wilbur		The Joyce Woodman Memorial Scholarship* Tashim Zene
The Scholarship Fund of Concord and Carlisle Trustees' Scholarship* Alyssa Cuccinotta		The Charles K. Yeremian Scholarship* Burke Hutchinson
The James E. Shepherd Memorial Scholarship* Nicholas Gallant		The Tameji and Chiyo Yoshimura Memorial Scholarship* John Driscoll
The Farnham W. Smith Memorial Scholarship* Nancy Jin		
The David S. Soleau Memorial Scholarship* John Driscoll		
The Maybeth F. Sonn Scholarship* Julian Rojas Valvo		
The Mark Teverovsky Memorial Scholarship* Willow Kangas		
The Jeanne A. Toombs Memorial Scholarship* Willow Kangas		
The Town of Concord Scholarships Aiden Gerstmyer Maxwell Morgan Rose Piz	The United Women's Club of Concord Scholarship Charles Israel Chloe Koval Madison Seiss	

HUMAN SERVICES

SENIOR SERVICES DIVISION / COUNCIL ON AGING

The mission of the Senior Services Division and the Council on Aging is to promote quality of life for Concord's seniors (age 60 and older) by helping them to maintain their dignity, self-esteem, personal independence and their roles as full participants in the life of the community. The COA strives to fulfill this mission by providing opportunities for seniors to enhance their physical, emotional, intellectual and spiritual well-being.

According to the January 2018 Town Census, there are 4930 Concord residents over the age of 60 and this now represents 32% of the total population of Concord and has been growing steadily for the last several years. The percentage is up from 22.5% in 2006. The 2010 Federal census showed that the state average was roughly 16%, so Concord is significantly higher.

The following is a sampling of service statistics for FY 2018: 1995 seniors were active at the COA. 51% were female and 49% were male. 234 new seniors began participating for the first time at the COA. 215 seniors used the van service and received 9461 rides. 538 seniors used Outreach/Social Services, 209 seniors participated in a fitness class and 3691 meals were served at the COA to 287 seniors.

Outreach and Social Services

Our professional staff provides advice, assessment, consultation, and referrals to seniors and their support network (family, friends and neighbors) while adhering to strict standards of confidentiality. Their extensive and specialized knowledge of resources helps to assist seniors to live independently as long as possible. Strong working relationships with various town departments, hospitals, home health care agencies, aging service access points, housing authorities, and businesses provide the best comprehensive service. We have been able to increase the Social Service Supervisor hours from 18 per week to 28 per week to help us continue to meet the growing demand.

Wellness and Fitness

The COA offers a wide diversity of program and fitness opportunities (Aerobics, Tai Chi, Yoga, line dancing and Strength and Flexibility) that contribute to the overall health of Concord seniors. We offer regular health clinics and screenings as well as a variety of speakers on an assortment of health topics. We continue to offer the free loan of durable medical equipment and 282 seniors borrowed 755 pieces of equipment this past year. Our geriatric health nurse is available to do home visits for seniors who have complicated medical situations who need extra support and advice.

Social, Recreational, and Educational Opportunities

Because the opportunity to interact with peers, stay intellectually active, and feel valued and needed by the community is key to emotional and physical health, we offer day trips, speaker's series, movies, parties, computer tutoring, discussion groups, craft workshops, book groups, cooking classes, games, music classes, and guided walks just to name a few. We make an effort to film our presentations for public broadcast so that our homebound residents can benefit from the information. This past year, we were pleased to work with Eagle Scout candidate, Miles Inman to build two more raised garden beds to expand our intergenerational gardening program with the students of Carousel Preschool. We continue to produce a 12 page monthly newsletter that is filled with many choices of activities to engage in and explains the services that we offer. Seniors that opt to receive the newsletter may do so by e-mail or postal mail delivery.

Transportation

Our vans provide weekday local transportation for seniors who no longer drive or who have a temporary limitation. We offer transportation daily Monday through Friday and continue to offer two vans three days a week in order to meet increasing demand. In addition to providing transportation around town to medical appointments, banks, pharmacies, grocery stores, hospitals, etc we continue to provide transportation to the Annual Town meeting and to vote on Election Day.

Lockboxes and File of Life

The COA offers the installation of a lock box on the residence of any senior who requests it. This box, installed by a COA volunteer allows the resident to place a key to their home inside in case of emergencies. Only the Fire/Ambulance Service and the COA have master keys. In the case of any emergency, the locked home can be entered without breaking a door or window. The COA also continues to encourage the use of “File of Life”, which is a red plastic folder for the refrigerator and the wallet with important medical information in case of emergency. The COA provides these free of charge to all Concord seniors.

Additional Support Services

The COA offers these additional services thanks to cooperative arrangements with other agencies businesses and churches: “Ask the Lawyer” program which provides seniors with a free 30 minute consultation with an attorney, SHINE (Serving the Health and Information Needs of Everyone) counselors to help seniors with issues related to their health insurance, “Ask a Pharmacist”, AARP tax return assistance program, fall clean up days, flower delivery to home bound seniors and the delivery of buckets of sand for winter. This year we added a support and educational group for seniors who are looking for employment and also offered very successful Caregiver Support groups and a Bereavement group.

Social Media

The COA Facebook page provides an opportunity for seniors to follow the activities of the COA and to read important and relevant tips on successful aging. We encourage readers to like our page and share our story with your family and friends.

Volunteers and Public Relations

Volunteers greatly enhance and support the work of the staff and thanks to their efforts and talents; we are able to offer a rich mixture of programming. We are always looking for new volunteers for a variety of possibilities and encourage residents to step forward and see where they can help. This year we enhanced the Volunteer Coordinator position and now have a Volunteer and Public Relations Coordinator and are actively working to make the COA services better known in the Community and build relationships with the business community.

Financial Support

In addition to receiving funding from the Town’s General Fund, the COA is grateful to the following funding sources for their commitment to Concord seniors and the financial support of our work:

Concord-Carlisle Community Chest: Grant allocations provide partial funding for the following positions: Volunteer Coordinator, Social Service Supervisor and Outreach Coordinator.

Executive Office of Elder Affairs: The Formula Grant, based on the number of seniors in our community, provides full or partial funding for the following positions: Geriatric Health Nurse, Outreach Coordinator, and Activity Coordinators.

Harvey Wheeler Treasure Chest Gift Shop: Thanks to the many residents who donate quality goods for re-sale, the patrons who shop there and the many dedicated volunteers, proceeds are used to support many COA programs.

COA Gift Account

We are grateful to the many people who chose to make a donation to the COA gift account. Most offerings at the COA are free of charge, but with the assistance of the gift account we are able to provide scholarships or partial assistance for the cost of an event or trip to folks who could not otherwise afford to attend something they were interested in.

COA Board

The COA Board, which acts in an advisory capacity to the Director, consists of nine full members appointed for three year terms and two associate members appointed for one year terms by the Town Manager. Members of the COA Board serve as liaisons to the following committees: Disability, Housing and Minuteman Senior Services. This year the Board also provided formal feedback to the Long Range Planning Committee about important needs and concerns that senior residents have.

COMMISSION ON DISABILITY

The Concord Commission on Disabilities work through 2018 centered on several main areas:

1. Adding information to Concord's mapping project
2. Responding to complaints about or requests for input on accessibility
3. Meeting with Town departments
4. Planning for a celebration for Disability Month in October 2019

We met with the Town's GIS Technician to discuss ways to add information on accessibility to the map system. Various members went to businesses throughout Concord to provide information on accessibility, best entrances, and available accessible restrooms.

The commission responded to a citizen complaint about the entrance at Bank of America. Several visits to the bank and discussions with the manager led to improved accessibility. The Commission also followed up on previously supported projects at Concord Academy and 51 Walden Street. The Library Corporation presented their plans to the Commission, and members provided thoughts on accessibility as well as support for the project. After meeting at 55 Church Street, the Commission found that the building was not safely accessible and is continuing to work with the Town on ways to make the accessible entrance safer.

The Commission met with representatives of the Natural Resources Commission and the Building Commissioner to discuss ways to collaborate.

The Commission is planning a Disability Celebration in fall 2019 in collaboration with West Concord Union Church, Minute Man Arc, and potentially others.

COMMUNITY SERVICES

Bonny Wilbur, Community Services Coordinator

The Community Services Coordinator position was established in 2005 by the Town of Concord in collaboration with The Concord Carlisle Community Chest. The purpose of the position is to assist Concord and Carlisle residents under the age of 60 in accessing information on a broad range of local, privately funded, and state funded services including financial, food and fuel assistance.

The position was originally part-time, funded entirely by a grant from The Concord Carlisle Community Chest. Due to an increased need for services, the Community Services Coordinator position was increased to full-time in 2014. The increase in hours has allowed for more face to face time with residents, as well as more involvement and collaboration with community agency programs. As the hours have increased, so has the Town of Concord's contribution to the funding for the position. FY18's funding was a true 50/50 split between the Town's General Fund and the Community Chest Grant monies. The Town is committed to funding the position entirely by FY22.

The Community Services Coordinator's office is located at 55 Church Street in West Concord. The space affords privacy for Concord residents wishing to meet with the Community Services Coordinator, and is located just a short walk from the West Concord train depot. There is also ample parking available.

The Community Services Coordinator continues to aid individuals and families in accessing needed services on a variety of fronts. Referrals made to Concord and Carlisle residents over the course of the year continue to increase. In 2018, referrals were made to state and local food assistance programs, job assistance agencies, mental health services, state and local fuel assistance programs, low-income legal services, disability advocacy agencies, low cost health care options, holiday assistance, homelessness assistance resources and emergency housing, financial assistance, after-school and summer camp scholarships, and parenting support services.

The Community Services Coordinator works collaboratively with the Concord and Carlisle Public Schools, Concord Housing Authority, the Domestic Violence Services Network, Concord and Carlisle Councils on Aging, The Concord Carlisle Community Chest, Concord's Veterans' Agent, The Society of St. Vincent de Paul, The Hugh Cargill Trust Committee, The Salvation Army, Concord's First Parish Church, the Concord Police and Fire Departments, Concord District Court, Corinthian Lodge of Concord, Concord Municipal Light Plant, Concord Recreation, Open Table, Concord Adult and Community Education, The Concord Free Public Library, Minute Man Arc for Human Services, Concord Planning and Development Department, The Regional Housing Services Office, Concord Department of Public Health, Mass Department of Developmental Services, South Middlesex Opportunity Council, Mass Health, and the Department of Transitional Assistance.

The Community Services Coordinator continues to be a point of contact in conjunction with the Council on Aging, and Concord's Police and Fire Departments for the Concord Cares Emergency Fuel Assistance Program. Concord Cares provides 75 gallons of home heating oil to any low-income Concord resident who is in emergency need.

The Community Services Coordinator managed the Back-to-School Backpack Program again this year. The program provides brand new backpacks and school supplies, donated by Concord and Carlisle residents, to students from low-income families. Over 40 backpacks were distributed to Concord and Carlisle students in 2018.

Once again this year, the Community Services Coordinator collaborated with community agencies to provide assistance to low-income families over the holidays. The Concord Carlisle Community Chest, the Corinthian Lodge of Concord, Concord's Silent Fund, Holy Family Parish, and Beacon Santa provided gift cards, toys, or cash during the 2018 holiday season. Over 85 individuals and/or families received financial assistance from one or more of these agencies. In addition, several thousand dollars in toys and gifts, donated by Town of Concord employees and residents, were distributed to over 75 Concord children.

Working in collaboration with the Community Services Coordinator, Concord's Corinthian Lodge Angel Fund is available throughout the year to assist families with children who are struggling financially. In addition, Corinthian Lodge generously provided \$5,000 in gift cards to help low-income families provide a happy holiday for their children.

The Community Services Coordinator once again updated and distributed the Concord Community Social Services Resource Guide. The Guide is available in hard copy in various locations throughout the town, and a link to the guide can be found online at concordma.gov/community.

Residents are welcome to speak to the Community Services Coordinator by phone, by appointment at the Community Services Office located at 55 Church Street, or in their home. For additional information or to schedule a confidential appointment, please contact the Community Services Coordinator at 978-318-3034 or bwilbur@concordma.gov.

HUGH CARGILL TRUST COMMITTEE

Robert Abraham
Sally Clutter
Richard Gauthier
Judy Terry
Lucy Rosborough

In 2018, the Hugh Cargill Trust Committee (HCTC) continued to implement the mission of the Trust, established over 212 years ago by Concordian Hugh Cargill. The Trust's purpose is to provide short-term emergency financial assistance to residents of the town. The Committee acts on behalf of the Select Board in receiving and reviewing requests for assistance and in distributing funds in accordance with the provisions of the Trust. Concord residents request aid by leaving a phone message at the Town House: 978-318-3100, ext. 2030. Calls are returned promptly. The Committee can also be contacted through email at hctc@concordma.gov. All requests are kept confidential.

In 2018 the HCTC was responsible for distributing financial support from the following funds: the Hugh

Cargill Trust (HCT) and HCT Donors, the Concord Municipal Light Plant (CMLP), Concord Cares, Tax Relief Fund and the Silent Fund. The HCTC met monthly in 2018. A total of \$126,839 was received in 2018 for these funds and a total of \$105,882 was distributed from them in 2018. These generous contributions were crucial to the Committee's efforts to meet the ever-increasing needs of Concord's residents.

The breakdown for each fund follows below:

Hugh Cargill Trust

Private donors gave \$42,697 to the Hugh Cargill Trust Fund in 2018. The Committee approved 84 grants totaling \$21,872 from this fund. Typically grants were made for the payment of rent, medical expenses, water, telephone and car insurance

CMLP Fund

The Concord Municipal Light Plant donated \$14,000 to the CMLP Fund. 27 grants totaling \$6,611 were made in 2018.

Concord Cares

The HCTC also administers funds dispersed by Concord Cares for citizens in need of emergency fuel assistance. One gift of \$1,000 was received from a generous donor. The total funds dispersed in 2018 were \$2,317 to 9 Concord citizens. Requests are granted by the Committee plus other Concord services such as the Community Services Coordinator, the Police Dept., the Fire Dept., and the COA.

Tax Relief Fund

The HCTC has been designated by the Select Board to administer the tax-relief fund from monies raised in response to the Select Board's annual appeal. Donations to this fund totaled \$53,872 in 2018. This past year, between 45 and 48 Concord residents received a reduction in their real estate tax bill each quarter. The total tax relief given in 2018 was \$61,100.

Silent Fund

In 2017 the Select Board designated the HCTC to administer the Silent Fund. This fund supports summer camp tuition for worthy Concord children and also small gifts during the winter holiday season. \$13,980 was distributed by the Silent Fund in 2018.

The Committee continues to make known its existence and its mission through local communications such as the Concord Journal and the Adult & Continuing Education publications and contacts with the Community Services Coordinator, the Concord Housing Authority, the Council on Aging, the Recreation Department, the Community Chest, Open Table, local clergy, and other local groups.

In light of the current economic conditions, the Committee anticipates 2019 could be another difficult year for many residents. We welcome private donations to continue the mission of providing short-term, emergency assistance to Concord residents. Donations may be sent to: The Hugh Cargill Trust at the Town House, P.O. Box 535, Concord, MA 01742. All contributions are tax-deductible.

TAX RELIEF COMMITTEE

Helena Long, Chair
Stanly Black
Eric Van Loon

The Board of Selectmen established the Tax Relief Committee in 2011. This Committee assumed responsibilities previously initiated and handled by the Selectmen related to tax relief. The Tax Relief Fund succeeded the Selectmen's Fund that was started in 2006. The charge of the Committee is to implement an annual fundraising on behalf of households in Concord with demonstrable financial need for assistance in paying their property taxes. The contributors to this fund are caring citizens of Concord.

The Hugh Cargill Trust Committee, with which we now share solicitations, screens the applicants for tax relief from this fund and subsequently provides quarterly grants towards (or credits against) their property tax obligations. The tax relief grants made by the Hugh Cargill Committee have helped approximately 50 Concord households annually. In 2018, grants of \$325 were made quarterly, leading to a maximum of \$1300 per household over a year's time.

Total annual contributions to the Tax Relief Fund in

2018 is \$55,290 solicited via a town-wide mailing. Donations for this current campaign will continue to be gratefully received through June 30, 2019. The number of annual donors has decreased slightly this year since we are combining our fundraising campaign with Hugh Cargill Trust.

We continue to be grateful for the generous contributions of so many to this purpose. We are also thankful for the caring hours of support provided by Andrew Mara in the Town House.

AFFORDABLE HOUSING FUNDING COMMITTEE

Ray Andrews
Vince Carlson
Sue Myers
Todd Benjamin, Chair
Holly Darzen, Clerk

The Affordable Housing Funding Committee (AHFC) was appointed by the Select Board, per amended Article 49 at the 2017 Concord Annual Town Meeting, to recommend appropriate measures to fund the Town's affordable housing goals. The Committee began its work on September 26, 2017.

Since that first meeting, we have worked with a wide range of residents and town staff throughout our community to identify ways to support affordable homes in Concord. These conversations have illustrated the clear need for affordable homes in Concord such as:

- The wait for affordable rental homes can exceed seven years in Concord.
- Statistics provided by the Regional Housing Services Office show that almost 1/3rd of households in Concord are cost burdened. That means approximately 2,080 households spend more than 30% of their income on housing.
- Goal 3 of the 2015 Housing Production Plan is for the Town to "encourage creation of affordable rental and ownership housing for households with low-incomes, moderate, and middle-incomes throughout the community."

Concord is currently adding approximately 900-1,000 new homes every ten years. To keep 10% of its housing stock affordable, Concord will need to produce 9-10

affordable homes each year or undertake a significantly sized project every five years.

The Committee estimated an average cost to develop one unit of affordable housing in a multi-unit development at \$400,000 - \$500,000. The total amount of new revenue needed each year to support 10 affordable homes would be \$4 - \$5 million.

Concord's per unit contribution could be less than \$400,000 - \$500,000 with buy-downs of condos, accessory dwelling units, or if state, federal, or other funds could be utilized.

Predictable, sustainable funding sources are best for affordable homes Concord would benefit from predictable, sustainable funding sources so funds are readily available when affordable home opportunities arise. Without the necessary funds to act quickly, many valuable opportunities are missed.

Our research examined 10 different funding strategies. We also looked at the crucially important topic of zoning. Zoning is a significant impediment to building the types of homes Concord needs. Meaningful zoning reform is an imperative catalyst that will allow our town to maintain our character, enhance our town's vitality, and help us meet our sustainability goals.

Of the 10 strategies we explored, we recommended 4 to the Select Board on October 29, 2018. These were the annual budget line item, building permit fee surcharge, local real estate transfer fee surcharge, and Payment in Lieu of Taxes (PILOT) for only the 6 largest institutions that pay no property tax. The full list can be viewed in our report which can be found at concord-ma.gov/1932/Affordable-Housing-Committee.

These strategies were selected for two primary reasons. First, the annual budget line item and PILOT can be implemented once the town decides to act. While these options are being implemented, the other two options, which require the longer process of state legislative approval, can be started. Second, these strategies are equitable and are shared across our whole community. Our Committee also made several related recommendations that we believe are instrumental to reaching the town's goals.

Use of Funds for Affordable Homes

- At least 75% of funds would support affordable homes for those earning 80% of AMI, or below. These units could then be listed on the Massachusetts Subsidized Housing Inventory (SHI), contributing to the state goal of 10% of housing stock deemed affordable.
- The remaining 25% of funds would support affordable homes for those earning 80% to 110% of AMI. While still affordable, these units will not be on the SHI.

Management of Dedicated Revenues for Affordable Homes

There are several options for a dedicated mechanism to hold funds for affordable homes. Out of the seven options explored (See Appendix C in the full report to the Select Board for the full list.), the Committee proposes one of the three following options:

- municipal affordable housing trust fund
- non-profit fund
- revolving fund

Whichever choice is made, the mechanism should have the flexibility for funds to be used in a timely manner to take advantage of new opportunities that arise quickly. In addition, a transparent, clearly defined process for dispersing these funds should be an integral part of this process.

single-family homes. This is not the case in Concord, where the multi-family Concord Housing Authority’s Everett Gardens complex sits amid a neighborhood of \$1-2 million+ homes.

Concord should review and revise zoning regulations to make it easier to develop both multi-unit market rate and affordable homes, including scattered duplex and accessory dwelling units. Compared to single-family homes, multi-unit homes often have:

- lower development costs
- lower infrastructure expense
- higher environmental sustainability
- less impact on school costs
- more tax revenue
- residents with fewer cars who drive less

Changes to the Cluster Development and Planned Unit Development sections of the Zoning Bylaw, as well as new regulations on accessory dwelling units, are specific items that could result in more affordable homes.

The Committee looks forward to continuing to do our part to keep Concord a great place to live and work while prudently adapting to the current and future needs of our residents.

Source	Potential Revenue	
	High	Low
Annual Budget Line Item	\$916,331	\$916,331
Building Permit Fee Surcharge	\$1,000,000	\$800,000
Local Real Estate Transfer Fee Surcharge	\$3,300,000	\$1,600,000
Payments in Lieu of Taxes (PILOT)	\$3,265,866	\$1,632,933

Zoning Changes to Facilitate Development of Affordable Homes

The 2018 Envision Concord Plan noted that “Concord, like many of the municipalities in the state, is zoned primarily for single-family residences, which constrains production of diverse housing options”. The Plan further stated that zoning is a “major constraint” in developing more flexible housing, especially multi-family homes.

There may be concerns that multi-family units would not ‘fit’ a town or would decrease the value of

Please feel free to view our report at <https://www.concordma.gov/1932/Affordable-Housing-Committee> or to contact us via email at AHFC@ConcordMA.gov.

CONCORD FREE PUBLIC LIBRARY COMMITTEE

The seven-member Library Committee is appointed by the Select Board. Committee members serve for staggered three-year terms and work with the Library Director to meet the following goals:

1. Maintain the Library's financial stability and well-being
2. Provide short term and long-range planning support
3. Support policy development and update existing policies, as needed
4. Enhance patrons' experience using the Library
5. Consider and implement new technologies to enhance services and facilitate the work of the Library staff
6. Continue the Library's leadership in organizing active programming for all ages, drawing on in-house resources and community collaboration
7. Support community sustainability efforts through education and organizational practice.

The Library continues to expand and enhance its role as a community educational resource and gathering place. Among the highlights for the 2018 program year were the following:

Technology Planning: The Library is working with the Town of Concord to expand and enhance its technology services. The Library worked with a consultant, Jennifer Koerber, to develop a technology plan and met with Mark Howell, Chief Information Officer for the Town, to begin to understand the increased usage and demand for the wireless network by Library patrons, and the related need for increased tech capacity, authentication of users and privacy considerations.

One technology addition to the Library was the digital monitor installed across from the circulation area. The monitor features library programs and was a particular hit during the "Libraries Rock" summer reading program when participating children were featured as "reading rock stars". There were 443 participants in summer 2018, an increase of 38% over the previous year.

The Library of Things: The Library of Things is a collection of non-traditional items that complement

the Library's mission to ignite curiosity, facilitate life-long learning, and connect our community. A sample of items in the collection include a Kill-A-Watt meter, a portable record player, digital microscope, telescope, coding tools, such as Cubelets, Dash & Dot robots and Code-a-pillar. The contents of the Library of Things are limited by the finite amount of storage space for the items. Library staff members selected the items in the collection. Suggestions from the community are welcome, although the Library staff will have the final decision on acquisitions. The Library has developed lending policies and packaging for the items and short videos to facilitate usage of the items in the collection. The "soft launch" of the new Library of Things is planned for early 2019.

The Concord Festival of Authors: 2018 was a "bridge year" for the Festival, following the retirement of Rob Mitchell, the founder and long-time sponsor of the annual October event. The Library and the Concord Bookshop reached out to a number of community organizations and the Festival of Authors was a great success. Co-sponsors included the Concord Free Public Library, the Concord Bookshop, the Concord Museum, Orchard House and Be Well Be Here. Programs were held every day during October at ten locations around town, with the participation by 25 authors. Rob Mitchell was so inspired by the success of the expanded program that he secured a \$5,000 grant to help pay for the next Festival of Authors in October, 2019.

Long-Range Plan: In 2018, the Library Committee reviewed the Long-Range Plan for 2016 – 2020, and found that, two years into the process, the Library has completed most of the goals for the four-year plan. In December, the Committee decided to identify a consultant to lead another planning effort and to update the plan, which will include expanded programming when the Library completes the renovation and construction of additional space at 151 Main Street.

Planning for Expansion: While the Library Corporation, also known as the Trustees, has the authority and has taken the lead in the planning and design of the space at 151 Main Street, the Library Committee has focused on plans for programs in the new space and related staffing needs. Tara Edelman and Carl Vause, from the Library Committee, serve on

the Communications Committee of the Connecting our Community Campaign, and Mav Pardee is a member of the Campaign Committee.

Program Highlights: The Library continued offering a wide array of programs during 2018. These include various story times and “sing-a-longs”, special exhibits such as Bill Anderson’s Concord, a series of photographs taken by a local photographer in the mid-20th century, Girls Who Code and other technology trainings, and various summer concerts. In September, the Library held a library card drive and issued 177 new library cards.

The Library Committee meets monthly except during the month of August. Guests are welcome to attend the meetings which take place on the third Tuesday of the month at 7:00 pm. Meetings are held at the Main Library.

CONCORD FREE PUBLIC LIBRARY ADMINISTRATION

Kerry Cronin, Library Director

The Concord Free Public Library’s mission is to inspire lifelong learning and to actively promote personal enrichment by connecting community members to information, ideas, culture, unique historical resources and each other in a tradition of innovation and excellence.

The Library continues to thrive by providing comfortable and inviting spaces alongside interesting and varied programming for all ages. Over the course of the year, collaborations with area organizations have contributed to mission fulfilment. Among these included: the introduction of Mindful Baby Yoga and Mindful Mornings Intergenerational Yoga on the Main Library lawn with Ivy Child International, a three part Mapping the Road to Town Meeting voter education series with the League of Women Voters of Concord Carlisle, and the Beede and Books story time and swim program with Concord Recreation. The Fowler Branch Library was pleased to host an exhibition and opening featuring the work of resident artists from Newbury Court. In observance of National Library Week, the Library Committee and CFPL staff members launched Concord Community Readers bookmarks featuring

area educators, leaders, and business people who promoted several of their favorite books.

We are grateful to the following participants: Dr. Robin Cicchetti, CCHS Head Librarian, Ben Elliott, Owner of Saltbox Kitchen, Jim Terry, 2018 Concord Honored Citizen, Steve Verrill, Owner of Verrill Farm, Dr. Laurie Hunter, Superintendent of Concord-Carlisle Regional District, and Debra Stark of Debra’s Natural Gourmet. Debra Stark also promoted library services in a window display during the month of April and has generously offered to host a monthly library book discussion in her store, which is now an ongoing, successful monthly program.

Finally, the Library worked with a number of local organizations, including the Concord Bookshop and the Concord Museum, throughout the year to continue Rob Mitchell’s legacy of the Concord Festival of Authors. The Festival attracted over 1,500 people throughout the month of October for author lectures, writing workshops, and book discussions. These community partnerships have been valuable in expanding the Library’s influence in the community and helping us to reach new audiences.

Services for children remain an integral part of our work as we strive to inspire and support emerging readers. More than 400 children enrolled in the 2018 Libraries Rock Summer Reading Program. Each week participants earned prizes as they reached their reading goals and CFPL staff members featured photographs of many “Reading Rock Stars” and the number of minutes they had read on the Library’s digital monitor as a means to inspire one another. We celebrated the accomplishments of all readers at ice cream parties at both library locations in August. Youth services is also flourishing at the Fowler Branch Library with an 82% increase in the number of programs offered and an 84% increase in attendance at those programs.

There has been an increase in teen participation at library programs. The CFPL is currently offering a third year of Girls Who Code thanks to our dedicated volunteer facilitators John Lewis and Teresa Hubscher-Younger. The new Q5 program at the Concord-Carlisle Regional High School enabled the CFPL to host two groups of students enrolled in a course “I’d Rather Be Reading” for a behind the scenes

tour of library operations. Another group of talented musicians offered a delightful lunchtime concert for residents. Additionally, the Library supported the Concord Middle School auction by offering a group sleepover for several sixth grade students and their adult chaperons.

Thanks to the generosity of residents, the Library expanded weekend service hours to coincide with the school year and to open on two additional Saturdays in the summer. The Library also benefited from a Green Communities Grant the Town of Concord received which enabled us to upgrade the majority of lighting at both locations to LED. This supports the Town's sustainability goals and we have begun to realize the savings and efficiency gained from this upgrade. We are fortunate to have an exceptional staff who we honored at an employee appreciation luncheon co-sponsored with the Friends of the Concord Free Public Library and with a community cake and coffee event during National Library Workers Day. During the year, please follow the Concord Free Public Library on Facebook @ConcordLibrary and Twitter @CFPL_Updates to learn more about library programs and services.

Children's Services

The Children's Room is an exciting destination for many patrons. From the weekly storytime sessions to the monthly visit by singer and musician Ed Morgan, people of all ages love to visit the Children's Room. As a result of a Mind in the Making grant, Children's Services purchased new educational toys which are enjoyed by children of all ages.

Children's Services offered many programs throughout the year. Some of the highlights include: Toddler Drive-In, a Seuss party in honor of Dr. Seuss's birthday, Gardening in a Secret Garden, Talk Like a Pirate Day, monthly book group meetings for 3rd, 4th, and 5th grade children, Stay and Play sessions, and numerous additional workshops, weekly, and monthly programming made for a very busy year.

Children's Services also had several major events this year. The Summer Reading Club, Libraries Rock! was a huge success. Children and families enjoyed the kickoff event, a giant Candy Land game on the front lawn of the Library. The club culminated with an ice cream party in August. The summer reading program

for teens was also a great success, incorporating parts of a school designed program. The annual Concerts on the Lawn series brought two groups to the Concord Library: Lenny Gomulka and Chicago Push (Polka) and Fellswater Scottish Band (Celtic). Additionally, the Fall Scarecrow Festival has become an annual tradition - new this year was a Family Day component. Award winning children's author Kate DiCamillo delivered the annual Leslie Riedel Memorial Lecture to an enthusiastic audience. The annual Family Trees display at the Concord Museum is a project that Children's Services staff enjoy working on all year. Favorite children's books are the inspiration for trees decorated with ornaments created by volunteers. Children's Services staff have assisted with this fun event for over 20 years.

Children's Services is proud to provide a mix of cultural events. The Korean Cultural Society of Boston worked with us to plan a Korean Family Month program. This was a wonderful mix of music, dance, Korean food, and a display of Korean art. The Inishfree School of Step Dance provided a wonderful St. Patrick's Day step-dancing program. Similarly, we are trying to address the needs of patrons by increasing our collection of books in various languages. In addition, we are adding high interest, low reading level books to fill the need of the English as a Second Language reader.

Children's Services is continuing to provide the Read to Luna the Dog Program. Once a month Concord resident Nancy Riley and her dog Luna listen to children read in a non-judgmental setting. Reader's advisory is an important part of our department. Numerous booklists, a 101 Picture Books program, book displays, and our own mock Newbery Award list assist patrons young and old.

Outreach is also an important departmental goal. Collaboration with all of Concord's schools with programs, research, displays, class visits, and submissions to the school newsletters enables us to be a part of everyday activities in Town. Librarians provide monthly storytimes specially planned for Concord Carousel Preschool. We have regular visits by children from the Concord Recreation department. Beede and Books, a new program at the Beede Center, includes stories read by a librarian and a swim in the kiddie pool. We take part in the Concord-

Carlisle Children's Center's Babies and Books program. We are a site for the high school's year-end alternative program. Children who signed up for the "I'd Rather Be Reading" program received a behind-the-scenes tour of the Library. This year the Children's Department participated in the Concord Carousel Preschool auction in order to support financial scholarships. Our Librarian for a Day garnered many bids!

Circulation

2018 was a busy year for the Circulation Department. The movement of thousands of items each day also takes the work of five Library Pages to return items to the shelves. This year the Circulation Department fulfilled more than 41,000 requests for held items and handled 2,700 museum pass reservations to various Massachusetts destinations. In response to a frequent request, we created a new foreign language section for DVDs in six major languages.

As the Library prepares to launch a new "Library of Things" initiative, the Circulation Department already has laptops, Kill-A-Watt Meters, hot spots, phone chargers and a Cassette to MP3 converter available for use. Many more unique items will be added to this new collection soon.

Circulation continues to make community outreach a priority. We are particularly happy to provide a Food for Fines program that benefits Concord's Open Table Food Pantry. This year we collected several moving boxes full of nonperishable items and in return we waived over \$300 in late fines. In addition to Open Table, we provided outreach and interlibrary loan service to the public and private schools, MCI Concord, Concord Prison Outreach, FMC Devens, New England Deaconess, Concord Park, and several Concord residents through our Direct to You Home Delivery program.

Circulation participated in several professional development opportunities. Two of our staff members achieved MLA Paraprofessional Certifications and three of the Main Library Circulation staff served as judges for the Independent Publishers of New England 2018 Awards program.

The Circulation Department had several staff changes with the departures of Olivia Hanselman, Patricia Bates, and the retirement of long-time

employee Maliha Quddus. We also welcomed Danielle Gillette and Tracy Bull. Circulation is additionally grateful to our 2018 volunteers Kathy Dwyer, Susan Birge, Kristin Whitehead, Daniel Rodrigues and Tius McKenna, and to the Friends of the Concord Free Public Library for their continued support.

Fowler Branch

The Fowler Branch Library continues to be an important community resource. Patrons frequently praise the welcoming, comfortable space and the friendly, approachable staff. In addition to providing reader's advisory, reference help, technology assistance, and fulfilling requests, the Fowler Branch was very active in 2018 with programming for all ages.

Towards the middle of the year, we introduced two new recurring programs for children ages 5 and under. Family Storytime has been a welcome addition for our youngest patrons and consistently draws devoted attendees in addition to new families. Artexplorers also began this year and has been a popular art-based program occurring monthly with positive community feedback. Successful middle school programs included a Harry Potter Escape Room, where kids in grades 4-8 worked in teams to solve puzzles to escape the room.

Fowler also hosted a number of successful adult programs. The Friends of the Library ran their annual Friday Flicks at Fowler during January, February, and March. The Concord Seed Lending Library opened in March and the Branch hosted a number of related programs, including several seed saving workshops. In November, both libraries participated in National Novel Writing Month (NaNoWriMo), providing space and a welcoming environment for budding authors to work on their writing.

At the community's request, Fowler also began displaying the artwork of local community members in the lower level meeting room. A core group of artists from Newbury Court held an inaugural reception in May, displaying numerous pieces of original art.

Summer was a busy time at Fowler with a large increase of children visiting to participate in the Summer Reading program. A total of 151 kids signed up with Fowler listed as their home library – a 55% increase from last year! Summer programs included a

David Polansky concert, a Winnie the Pooh meet-and-greet, and a highly attended end-of-summer Ice Cream Party. Fowler also continued to host successful ongoing programs such as Cookbook Club, Book-a-Mystery discussions, Toddler Time, and singalongs with Ed Morgan.

Fowler saw some staff changes this year with the departures of Kimberly Tolson and Elizabeth Sweet. Later in the year we welcomed Stephanie Rivera as the Branch Librarian and Sally Duscha as the Library Page. New this year, the library participated in “Discover West Concord Day”, an annual street fair with local businesses and organizations that draws hundreds of attendees from surrounding communities.

Reference

The Reference Department continues to deliver valued services for patrons of all ages, offering research assistance and an essential interlibrary loan service, assisting with technology-related questions, providing proctoring services and helping patrons to download digital media to their devices through Overdrive, Hoopla, RBDigital, New York Times Digital, and Kanopy. The Reference staff are also responsible for booking meeting rooms, which are heavily used by non-profit groups, tutors, and study groups. The scanner and self-service fax machine remain very popular.

The Reference Department staff answered 5,474 in-person reference questions, 1,758 phone reference questions, and 66 email reference questions in 2018. Reference staff helped 1,397 patrons with computer questions, while the Library’s meeting rooms were reserved 2,266 times.

The Cookbook Club continues to be a very popular monthly event, attracting over 30 participants each month. The Literary Book Discussion Group also continues to draw an enthusiastic crowd. In April, the group collaborated with The Military Family Support Group of Concord to read and discuss *A Catalog of Birds*. The book’s author, Laura Harrington, took part in the discussion. In addition, the department partnered with a local business, Debra’s Natural Gourmet, to offer a second monthly book discussion that takes place in the evening. Other well-received programs included lectures about silent and French cinema, by Randall Warniers, a workshop on the Art

of Remembering Names with Neil Kutzen, two origami workshops for adults with Lisa B. Corfman, a six-week genealogy workshop with Linda MacIver, and a one-man show by actor Stephen Collins about the life of artist James McNeill Whistler.

The Library also hosted several well-attended author talks during 2018. Notable talks included *Searching for Subversives*, by Mary Elizabeth Basile Chopas, *Spiritual Pilgrim*, by Jim Sherblom, and *Other Worlds*, by Christopher White. In addition, members of the department proudly took part in the planning process of this year’s Concord Festival of Authors – Bridge Year. The Reference Department also partnered with NaNoWriMo Municipal Liaison Kyra Wilson Cook to offer two write-in events in November at the Main Library to celebrate National Novel Writing Month. The Reference Department creates monthly displays on current and relevant topics that support community interests. Popular book display topics in 2018 included: a death penalty display in coordination with a local Amnesty International Group, a mystery writers display in partnership with the organization Sisters in Crime, a “Blind Date with a Book” display for Valentine’s Day, in which patrons selected a wrapped book with a description of the book on the wrapping, a display on Korea, a D-Day display, and a Dyslexia Awareness display.

The Reference Department was pleased to welcome a new staff member in 2018. YA/Reference Librarian Olivia Durant joined the team in September and has already made her mark, offering exciting programming for library teens and bringing with her a wealth of knowledge about reference services and reader’s advisory for the young adult population. Since September, Olivia has created 25 programs with attendance of 173 teens. The Girls Who Code Club is in its second successful year, with 12 girls registered who attend weekly sessions to learn how to code. Another program growing in popularity is T(w)een Tech Tuesdays, which focuses on a different technology each month. Students are able to get hands-on experience with gadgets such as little Bits and Snap Circuits while experimenting in an anxiety-free environment. Each week, Olivia meets with the YA Galley Club at Concord-Carlisle High School, a group of high school students that discusses books. She accompanied them on a field trip to the Boston Teen Author Festival in September. Other popular

programs have included an Oreo Taste-off and a DIY Gingerbread House workshop.

A monthly Teen Department email newsletter was launched in October and now has more than 60 subscribers who are interested in learning what programs are offered for teens, plus book and database recommendations. The Teen Space has been updated with new signage, age-appropriate booklists, a crafting space, and additions to the YA nonfiction collection.

Special Collections

2018 was the year of Louisa May Alcott's *Little Women*. First published in two parts in 1868 and 1869, the book celebrates its sesquicentennial anniversary in 2018 and 2019. In October, scholars Joel Myerson and Daniel Shealy delivered the lecture "Duty chains me to my galley": Publishing Louisa May Alcott", exploring matters relating to *Little Women* and also how manuscript resources in the Library's Special Collections contribute to understanding and appreciation of the text.

The beginning of the year was devoted to preparation of the gallery exhibition "No picture could be more lovely": Ada Shepard with the Hawthornes in Florence, 1858". The show told the story of the young woman who served as governess to the Hawthorne children while the family traveled in Europe following Nathaniel Hawthorne's consulship in Liverpool. Leslie Wilson worked closely with Susan Abele, donor of Shepard's letters and papers to the Library. The show ran from April through June of 2018, and was accompanied by three lectures. Pulitzer Prize-winning biographer Megan Marshall spoke at the heavily attended formal opening early in April. Phyllis Blum Cole and Jennie Rankin delivered lectures in May and June, respectively.

The department hosted a second, highly popular gallery exhibition in September and October. Kristin Anderson Emerson curated a show of images selected from family archives to explore the photographic legacy of her father Bill Anderson, founder of Anderson Photo in Concord Center. Kristin spoke to a bumper crowd at the late September opening.

Throughout the year, Staff Assistant Conni Manoli-Skocay planned and installed a number of small displays for the Special Collections, Main Street

lobby, and Fowler Branch showcases. Featured topics included the mid-century modernism of Carl Koch's *Conantum*, Frank Thayer Merrill's illustrations for the 1880 Roberts Brothers edition of *Little Women*, 1924 Concord High School graduation portraits, the history of the Damon Mill, Herbert Wendell Gleason summer photographs, the 1918 flu epidemic in Concord, the end of World War I in Concord, Kay Davis's "Little Drummer Boy", and other subjects related to departmental initiatives.

Wilson presented to a variety of visiting groups: Calvin College students; participants in the annual Concord history and guides class; students from the Tremont School; two groups from Emerson College; a writers group led by Gary Schmidt; librarians from the Norwood Public Library; two Concord-Carlisle Regional High School groups; the Thoreau Society Annual Gathering (subject: Alfred Winslow Hosmer's "Grangerized Salt"); the Lynnfield Senior Center; two groups of Reading High School students; teachers from Haverhill High School; and a group of private school librarians organized by Martha Kennedy of Concord Academy. She also made a brief presentation at an event to acknowledge a major endowment gift. Additionally, both Wilson and Manoli-Skocay provided instruction and guidance to three interns from the Simmons College Graduate School of Library and Information Science.

The department handled slightly more than 1500 on-site research visits over the year, plus hundreds of inquiries by mail, phone, and e-mail. One collaborative project in particular required significant staff attention—the preparation of a documentary on Concordian Joe Wheeler by filmmaker Susan Rieder. Thanks to a generous gift by Judith and Matthew Fichtenbaum, a major and long-delayed conservation project was undertaken: the restoration of Edward Jarvis's heavily annotated and extra-illustrated copy of Lemuel Shattuck's 1835 history of Concord. Work on the volume was completed at NEDCC in Andover. The department organized a round of five Concord Oral History interviews for August. Interviewees included Susan Curtin and Concord-Nanae associates Alfred Dentino and David Nurnberg, James B. Terry, Jr., Byron Woodman, Jr., Jeff Adams, and Anita Tekle.

In addition, Special Collections volunteer Carol Gannon made progress in converting our old

hand-written Concord obituary file to electronic form—a process that may eventually result in another useful addition to the Library’s website.

Wilson took part in meetings of the committee to select an awardee for the 2018 Ruth Ratner Miller Award for Excellence in American History and of another to prepare a disaster plan for the Library (potentially serving as a model for other agencies in the community). Manoli-Skocay facilitated meetings of the art jury to select the roster of artists whose work is shown in the gallery, and served as the contact point for artists making inquiries about the jury or selected to mount a show.

As always, the collections grew. Incoming gifts included two clusters of Munroe family papers from Martha Cole and her sister Mary Miller, typed transcriptions of letters by Ellen Tucker Emerson (daughter of RWE) from Paul Elias, daguerreotypes of Henry Francis Smith and Hannah Lincoln Smith from Patricia Johns, and Bill Anderson photographs from Kristin Anderson Emerson. Leslie Wilson also purchased items for the collections, notably one of Frank Merrill’s original pen and ink sketches for the 1880 edition of *Little Women* and the 1905 diary of a guard at the Massachusetts Reformatory in Concord (both purchased at online auction).

During the final weeks of 2018, Leslie Wilson focused on her final gallery show before she retires at the end of July 2019. “Curator’s Choice” will focus on a selection of items added to Special Collections during Wilson’s tenure, exploring why formal collecting policy supports their acquisition and simultaneously highlighting their personal appeal for her. The opening event will take place on Friday, May 3, 2019.

Technical Services / Technology

The Technical Services department was busy this year planning, implementing, maintaining, and supporting library technology, maintaining the Library website, contributing to and publishing library eNewsletters, training staff and teaching the public about new technologies and key computer skill sets, and book conservation.

In 2018, staff members ordered, received, cataloged, processed and added to the Library collections and Minuteman Library catalog a total of 11,000+ books,

music and spoken CDs, DVDs, Blu-rays among other formats. This included uploading new books and spoken CDs to the Library’s “New Arrivals” webpage for online display right before they are made available for circulation.

The Library’s digital media collection continues to grow. At present, the Library provides Concord residents access to 700,000+ downloadable and streaming titles in OverDrive, Hoopla, RB Digital Classics and RB Digital Magazines free of charge. With a valid library card, Concord residents can enjoy eBooks, audiobooks, movies, TV series, music albums, and eMagazines from the comfort of their home 24/7 or when they travel. In addition, the Library renewed its subscription to Lynda.com, an online learning website, which contains over 4,000 video-based courses on all topics from technology skills to photography to “soft skills”, available to Concord residents. In 2018, the Library added another two streaming services – Kanopy (an on-demand streaming service for award-winning documentary films and international films) and Tumble eBooks for Kids. And last, but certainly not the least, in the past year, through our membership with the Minuteman Library Network, the Library added the New York Times Digital to our free eContent for Concord residents. The service includes unlimited article access on library computers, as well as for remote access on patrons’ home computers and mobile devices with promotional codes.

The Library soft launched the 3D printing service to the local community in 2017. In 2018, we have seen a steady increase in 3D printing requests. Patrons printed a variety of 3D objects on the Library’s 3D printer.

In accompanying the 3D printing service, Technical Services staff members offered a monthly “Introduction to the Library’s 3D Printer and Printing Workshop” to the public for the first 6 months of the year followed by 3D Model Design and Printing workshops for children and adults taught by instructors from Toys in Box based in Wellesley. Toys in Box instructors brought 7 to 10 3D printers and 15 laptops for each workshop held in the Fowler large meeting room to meet the needs of the 15 attendees (class size up to 15 people). Both adults and kids were enthusiastic learners in the class. Displayed in the Main Library Lobby, the 3D printer (especially when it is in action) generated strong interest and attracted the attention of our patrons.

CONCORD FREE PUBLIC LIBRARY CORPORATION

Staff members continued to offer regular computer classes and Drop-In Tech Help sessions at the Main Library. Staff members offered a number of classes in 2018, including iPhone/iPad 101, Intro to MS Word 2016, Intro to Library Digital Media Services, Facebook, Android Devices, various Google Suite courses, and Essential Computer Skills. There were a total of 50 Drop-In Tech Help sessions, and 25 one-on-one “by appointment” teaching sessions.

Our Book Conservator provided tours of the Book Repair and Conservation Studio to library visitors and demonstrated the book repair and conservation process. Recently, our Book Conservator installed an exhibit in the Main Library’s foyer entitled “Taking Care of Our 19th Century Periodicals,” which explains the conservation treatment given to damaged pages.

Launched in March 2017, the Library’s website continues to receive thousands of page views per month. In addition to maintaining the website, staff members worked with the web designer to enhance it by improving the functionality of the Kids and Teen pages.

More technology enhancement projects also took place in 2018. The Fowler Meeting Room’s audio-visual system was upgraded to meet the current technology standards. A new public announcement (PA) system was installed in the Main Library to facilitate the staff making daily closing announcements through the PA system. A large (49”) digital signage was installed in the Main Library hallway next to the Circulation Desk to display library news and event poster slides. A new high-quality sound system for public events was purchased and put in use in the past year. It significantly enhanced the audience experience in the Main Library Lobby, Periodical Room and Trustees Room.

We are appreciative of the Town IT Department for their responsiveness and support to library technology needs in the past year. Among these contributions included the upgrade of all Wi-Fi routers in the Main Library building, which significantly enhanced the Wi-Fi connection, coverage and speed for our library users - over 5,000 a month.

Sherry F. Litwack, President
O. Mario Favorito, Vice President
Richard D. Briggs, Jr., Treasurer
Jeffrey W. Adams
Cristina Coletta Blau
John W. Boynton IV
Diana W. Clymer
Lowell S. Smith



*Concord Free Public Library Corporation Board Members.
Back: Rick Briggs, Lowell (Sandy) Smith, Jeff Adams, Front: John Boynton, Sherry Litwack, Mario Favorito, Di Clymer Cristina Blau (not pictured)*

The Concord Free Public Library Corporation is a Massachusetts charitable corporation created by the Massachusetts Legislature in 1873 for the purpose of forming and maintaining a public library in Concord, which it undertakes to do in collaboration with the Town and the Library Committee. For more information on how the Library works, go to the Library’s website: <https://concordlibrary.org/about/how-we-work>

The primary responsibility of the Trustees is to preserve, maintain, protect (insurance and security), and enhance (improvements and expansion) the Library’s buildings and grounds including the Main Library in Concord Center and the Fowler Branch in West Concord and to preserve, protect, develop, interpret, and share the Special Collections. In FY 2017-2018 the Corporation contributed over \$400,000

to the Library, including nearly \$125,000 to supplement the Town Budget for library books and materials. The majority of these funds come from the Annual Appeal and income from the Corporation's Endowment.

Five years ago, we reported that the Corporation purchased the Heywood-Benjamin house next door to the Main Library at 151 Main Street. Since making the purchase, we have been actively exploring how this additional space could enhance services and programs at the Library to meet the future needs of the community as reflected in the long-range plan. We have solicited ideas from the Library staff, Library Committee, Friends of the Library, as well as a wide range of Town groups and individuals representing all age groups. There have been several public forums for the citizens of Concord, in addition to brainstorming sessions and presentations to the Select Board, League of Women Voters, community groups, and neighbors. Through this process, we have identified many exciting possibilities, including improvements and enhancements in children's services, teen services, technology, energy efficiency, meeting and collaborative working spaces, program spaces, and special collections. We have an architectural plan that reflects the needs identified in the Library's long-range plan and through community engagement.

We are actively engaged in raising money to make these plans a reality. While the Corporation is responsible for raising the funds for the project through private donations and grants, we will continue to work closely with Town officials and managers as we have since the opportunity to purchase the property presented itself. We will continue to share plans with the public well in advance of any Town budget approval needed for staff, utilities, furniture, fixtures, equipment, and CPA funding. Campaign and project updates are available on the Library's website: <https://concordlibrary.org/give/the-campaign-1>

The William Munroe Special Collections continues to be an outstanding resource not only for the community but also for researchers from around the world.

As Trustees of the Williams Scholarship Fund, made possible by a bequest from Charles H. S. Williams, we continue to award grants to several college students pursuing studies in the arts. This year's recipients included Timothy Collins, Elanna Honan, and

Helen Wargelin. In the past, we have administered this fund through the Concord-Carlisle Scholarship Fund. However, this year we decided to administer the award ourselves in order to return to the original spirit of the bequest. A committee of distinguished people in the arts has been formed to select the award recipients.

This past year has been another busy and productive year as the Library increasingly fulfills its role as a cultural community center offering a wide range of programs, exhibits, and services free and open to the public. The Library Corporation is committed to supporting the growth and development of the Library by ensuring that our beautiful historic buildings meet the community's growing and evolving needs.

THE FRIENDS OF THE CONCORD FREE PUBLIC LIBRARY

The Friends of the Concord Free Public Library is a nonprofit organization of members who love the Concord Free Public Library. We serve the Library and the community in a number of ways:

- We fund book and media purchases, special programs, Library staff professional development, and museum passes including the Isabella Stewart Gardner Museum, the Museum of Russian Icons, the New England Aquarium and many more.
- We develop and present free programs at the Library, including concerts, readings, and film series.
- We develop and present free programs at the Library for children and youth.
- We do community outreach that includes providing donated books to Open Table, Peter Bulkeley Terrace, the Concord Prison Outreach program, and other organizations.

Our gifts and programs are funded through memberships, sales of donated books, and sales of Historic Concord, a book published by the Friends. Online sales are managed by Empire Books, and books are for sale every day on the Friends Book Sale shelves at the Main and Fowler Libraries.

The Friends' Holiday and June book sales are our biggest sources of revenue, and they are also much-loved and well-attended community events. The June Book Sale on the lawn raised over \$23,000 and the Holiday Sale in December raised over \$12,000 – both breaking records once again.

Because of our successful sales and well managed funds the Friends were able to contribute \$100,000 towards the Library Corporation's project to connect the Main Library with 151 Main Street and expand space for the collections and programs. Programming continues to be a vital role of the Friends.

In 2018 we presented the annual Ruth Ratner Miller Award for Excellence in American History to Annette Gordon-Reed, the Charles Warren Professor of American Legal History at Harvard University and author of National Book Award and Pulitzer Prize winner *The Hemingses of Monticello: An American Family*.

We continued the Concord Festival of Authors with a new leader at the helm, board member Lara Wilson of Be Well Be Here, and partnered with other Concord organizations including the Concord Bookshop, Orchard House, the Concord Museum, the Barrow Bookstore, the Old Manse, the Walden Woods Project, Debra's Natural Gourmet, First Parish, and TriCon, to create an entire month of author events in Concord.

In 2018 our Poetry at the Library series hosted poets Nausheen Eusuf, Natalie Shapero, Duy Doan, Ben Purkert, Jana Prikryl, Matt Miller, Gail Mazur, January Gill O'Neil, and Alan Feldman.

We screened foreign films on select Fridays in January, February, and March for our Friday Flicks at Fowler. The Music from the Library Series presented the vocal music of Italian Renaissance master Cipriano de Rore performed by Blue Heron, and chamber music by the San Francisco based Del Sol String Quartet in the Main Library's Rotunda. Summer concerts were also performed on the lawn.

To learn more, or to join the Friends pick up a brochure at the Library or visit us online at the Library's website under the How We Work section: <http://concordlibrary.org/about/how-we-work/>

If you have books you'd like to donate for our sales please see the reference librarian at the Main Library and thanks!

Follow us on Facebook www.facebook.com/concordlibraryfriend

E-mail us at friends@concordlibrary.org

RECREATION COMMISSION

Peter A. Hunter, Chair
Casey Atkins
John Carlton
Paul Grasso
Peter Ward

Liasons: Linda Escobedo, Select board



The Recreation Commission is an all-volunteer Town Manager-appointed Committee that provides community input, advice and guidance to the Recreation Division of Human Services. In 2018, the Commission played a critical role in supporting the department as its management team navigates the opportunities and challenges facing a community that deserves and expects high quality recreation and fitness programs and facilities. Since the Recreation Department is practically self-funded and currently utilizes a very limited amount of funding through the town, managing the department's fiscal health has been a priority of the Commission. In 2018, In addition to providing strategic guidance to the department on all recreation department programs, the Commission focused on the direction at Beede Swim & Fitness, providing input and guidance on the hiring of a New General Manager, facility upgrades, and general improvements. The Commission also worked closely with the Concord Long Range Planning Committee (CLRPC) to finalize a long-range plan that included many areas of focus involved with Public Recreation.

Financial Status

The Recreation Division operates with minimal tax support. In FY 2018, the department expenses (including the Beede Swim & Fitness Center) of \$3,845,480 for all programs and staff, received \$196,526 from the General Fund, or just over 5%. According to

data from the National Recreation and Park Association, the average park and recreation agency receives a tax subsidy of approximately 70-75% of their expense. The Revolving budget experienced a healthy 2018 with \$1,980,145 in revenues and reporting a surplus of \$96,706 after expenses for a total of 4.8% positive rate. The Beede Enterprise Fund experienced a small surplus of \$9,543, after depreciation expenses.

Department Awards

The Recreation Commission established the Maureen Taggart Award in 1985. Any high school student, public or private, who is a resident of Concord or Carlisle, and who has demonstrated a loving and giving spirit through voluntary service to the community is eligible. The main feature of this award is that the recipient has the privilege of designating a deserving organization to receive a financial grant in Maureen's name. The recipient's name is placed on a plaque located at the Hunt Recreation Center. Congratulations to Burke Hutchinson the 2018 Maureen Taggart Award winner.

Community Support

Thank you to our community sponsors and supporters, without the involvement and commitment from many members of the community the Department cannot thrive. Concord-Carlisle Community Chest, the Silent Fund, Alcott School Turkey Trot, all provide funding towards scholarship programs. Additionally, many corporate sponsors assisted in funding with sponsorship dollars that helped keep many community events low cost or free including Abode, Adelita, Artemis Capital Partners, Black Birch, Concord Market, the Concord Free Public Library, Dow Law Group, Greatscapes Landscaping, Lunig Construction, Middlesex Bank, Nashoba Brooks School, Orange Theory Fitness, Pure Barre, Sorrento's Pizza, Strop & Blade Barber Shop, Trails End Café. Lastly, a thank you goes out to Concord's schools that allow us to use space for programming, the Nashoba Brooks School, the Middlesex School, the Fenn School, and Concord Academy.

And finally, the assistance from other Town Departments and organizations that make things like Jazzfest, the Stow Street Block Party, and the Holiday Tree Lighting and Parade possible – the Department of Public Works, the Concord Municipal Light Plant, the Water Department, the Police and Fire Departments

and the Facilities Department, to name a few.

Recreation Projects

Concord Recreation completed a major renovation project in 2018 with the refinishing of the newly acquired 55 Church Street building to include space for Recreation programming. The Commission has continued to utilize the 2014 Recreation Facilities Strategic Plan as the guide for the direction of the Department and facilities improvements along the way. Future projects include: the undertaking of White Pond as a Town operated beach, the development of a Park at the Gerow land and continued upgrades to the Beede Swim & Fitness Center.

RECREATION DEPARTMENT

Director, Ryan Kane

Department Mission Statement

Concord Recreation is a leader in providing activities that enhance personal development, promote healthy lifestyles, and encourage greater community involvement. As dedicated professionals, we strive to promote lasting experiences, while creating fun, unique inclusive opportunities in excellent facilities. Concord Recreation is a self-supporting operation that strives to meet the needs of the community by delivering the highest quality customer-focused programs, events and services.



Programs & Events

Throughout the course of the last year, the Concord Recreation Department has worked to improve existing programs and facilities and to continue to pro-

vide first rate Recreation opportunities for the Concord community. In the 2018, some major accomplishments included:

- finalizing the Group Exercise space at 55 Church Street in West Concord
- the addition of Trekkers Camp for children entering grades 7&8
- installation of Pickle ball lines at both Rideout Tennis Courts and Hunt Gym
- Super Hero & Princess Breakfasts events at Trails End Café
- Installation of new Pavilion at Rideout Park, funded by CPC
- St. Patrick's Day Road race
- Anna McKeown was elected to the MRPA Executive Board

Concord Recreation team

With over 200 employees ranging from full-time to seasonal summer help, the Recreation team is committed to providing quality recreational experiences to the community. The passion that the staff has for their work is visible in everyday events around the Carousel Preschool program to Masters Swim team. We are fortunate to have the quality, caring staff that make the programs come to light. This past summer the Department was recognized by State Representative Corey Atkins with a citation from the State House, recognizing The Concord Recreation Department for “continued commitment to providing residents with outstanding community events and programs.” While this recognition was presented to the full time Concord Recreation team, it is the day to day staff that deserve the praise, from the Preschool teachers, Camp Counselors, Class Instructors, Coaches, etc. The Concord Recreation Department has a great team.

Beede Swim & Fitness Center

The Beede Swim and Fitness Center, managed by the Recreation Division, is an affordable community facility. The Beede Center is self-supporting and does not receive tax dollars. Members and program participants provide all the funding to operate the Beede Center. The Beede Center welcomes an average of 600 visitors per day and is committed to serving the needs and interests of everyone in the community including children, adults, senior citizens, and individual with disabilities.

Membership

A Beede Center membership gives members access to all the aquatic and fitness facilities at Beede, in addition a discount on any program offerings including: aquatic fitness, group exercise, personal training, and swim lessons. In addition to an Annual membership the Beede Center also offers a 3 month membership and 10 visit pass.



Welcome New Beede Team Members

In July of 2018, Andy Dutton was hired as the new General Manager for the Beede Center. Dutton joins Beede after an extensive career at Babson College, recently serving as an Assistant Athletic Director. Andy has a great passion for community recreation and believes in operating a first rate facility for the Concord residents. Additionally, Brian Kalagher joined the team as a Personal trainer and Amanda Smith as the Program Manager.

Program Offerings

The Beede Center offers a wide variety of learn-to-swim classes designed to meet a diverse range of needs and ability levels. The Center also offers a comprehensive water fitness program in deep and shallow water. Every member receives a free equipment orientation and workout plan from one of our certified trainers. The Beede Center offers affordable personal training and body composition testing. We also offer a large variety of group classes. Beede members receive a discount on classes. Our classes are open to non-members as well. The Beede Center also hosted many Community events including; the Egg Hunt, Trunk or Treat, St. Patrick's Day 5k and the CCHS Swim Boosters Masters Meet.

Swim Teams

The Beede Center is the official home to both the

CCHS Bobcats Swim & Dive teams, along with the Beede Centers own Concord Otters program. Both programs have an extensive number of swimmers CCHS (approx. 100) and the Otters (approx. 179). Making Beede a “hub” for local swim meets.

Department-Wide Financial Assistance

Concord Recreation wants to assure that all community members are able to participate in programming, regardless of their ability to pay. In total, the Department awarded \$154,529 in financial assistance to those in need. It will continue to be a priority of the Department to assure that no one is excluded for financial reasons.

Continued Progress and Development of Facilities & Programs

As we move forward, our Department is eager to share news of even more events and specialized programs to meet our community's needs:

- White Pond Beach operation
- Development of Gerow Park
- Expanded programming and activities with the Visitor Center.
- The unveiling of the Minuteman Bike Share Program with bike rental stations in Concord Center and West Concord.
- A new presence in West Concord with an office and staff located at 55 Church Street, the Town's new Human Services building.
- A continued reintroduction to the Concord Community through innovative and exciting expansions and new programs at the Beede Swim and Fitness Center.

Program Testimonials (names changed for privacy)

Basketball: “The structure and atmosphere of the league is just about right to get everyone involved. Kids had a good season and I think they actually got a lot better!”

Camp Three Rivers Inclusion Program: “I just wanted to write a note and thank you and your staff for the wonderful camp program - both my boys enjoyed camp. In particular, I was floored by the inclusion program from start to finish - intake to implementation - what an amazing way to include kids that need that extra support in order to participate. As the parent of a child that often needs that extra support, it is very difficult to find

programming that allows that to happen, and what you have is very remarkable in how thorough and flexible the program is, and how it can meet kids where they are and allow them to participate with their peers. The daily sheets were awesome for knowing how Mark did and how his day went, and it's clear that everyone was able to "get" Mark. My observations all around show that you hire engaged staff. Thank you to you for checking in with us early in the week and sending photos, and for running this terrific inclusion program."

"I wanted to thank you for everything you are doing to introduce adaptive programs across Concord Recreation. It feels much more inclusive than when we moved here in 2014."

Summer Camps: "She had the best summer ever. Always wanting to go to camp every day was great."



"Thank you for another FABULOUS summer! It is a true testament to all the hard work you, the counselors, and the staff put in this summer to see how often my kids did NOT want to leave camp at the end of the day. They had the very best time, made good friends and were exhausted from all the fun they had. They are super excited about being 'junior trekkers' next week at post camp. So, THANK YOU!!! I think we have the very best Rec Dept!"

Special Events: "Alice Kaufman made a point of mentioning at the end of the Select Board meeting last night how pleased she was that the Rec staff's put on a wonderful Easter egg hunt last week. She said it seemed like there was thousand people there, everyone was happy, and it was enjoyable even for people who don't have kids to see how much fun the children were having. Jane said she was also there and really enjoyed

the event. Both said that everyone commented that it is great that the Rec Dept puts on such great feel-good events like that which make people happy and make them feel part of a community. They asked me to thank you and the staff for such an enjoyable event." Chris Whelan

Carousel Preschool: "Our family has enjoyed an incredible experience at Carousel Preschool over the past 3 years. Our first daughter not only make deep and lasting connections with local friends due to the small class sizes, but she also forged authentic and caring relationships with her teachers, the other classroom teachers, and the program director, Anita. These connections are made possible due to the intimate and familial feel of Carousel, and I know our experience isn't unique to us. Her transition to Kindergarten was seamless, both socially and academically, and I credit Carousel for the ease of that transition given how well prepared she was for school. My second daughter enters Carousel every morning with a huge smile on her face, excited about what new activities are in store for her, ready to play make believe with her classmates, and giddy to get outside for Carousel's daily outdoor recess time. The outdoor space is enclosed, houses a slide set into a little hill, and has plenty of green space and sand for little kids to use their imagination together. It's the most magical place for children."

Beede Center: "I came to the Beede Center about 5 years ago with a bad shoulder (rotor cuff) and a bad back (sciatica). The exercises I have done here have cleared my symptoms. I am deeply grateful to the trainers and staff at Beede for a healthy outlook without any surgery. Awfully nice people, members and staff make the efforts congenial."

2018 PICNIC-IN-THE-PARK

Doug Ellis – Chair, Fund Raising, Publicity
Marie Foley – Booths
Johanna Ellis – Secretary
George Herbolsheimer – Treasurer,
Master of Ceremonies
Karen Ahearn – Entertainment
Irmi Doane – Picnic Backers
Peter Gilman – Fund Raising
Ann Lang – Children’s Parade
Anne Edgar – Hot Air Balloon
Michael Rudd – PA System, Posters

Concord’s annual July 4th celebration, Picnic-In-the-Park, was again a great success! It was a very warm sunny day and everyone experienced nothing but smiles and great family times. The event took place at Emerson Field and the Hunt Gym. Once again, we had the REMAX hot air balloon and the kids parade led by the Concord Police. Entertainment included David Polansky, Southern Rail Band, The Hampstead Players, Lizzie the Clown, the Roving Railroad and the Concord Band. The 911 House was sponsored by the Concord Fire Department and the Concord Police timed baseball pitches and welcomed everyone to check out a cruiser.

Many local non-profit organizations provided information about their groups and a variety of food and beverages were available for purchase. The Picnic-In-The-Park committee members organize and seek donations for the event, but the day’s programs would not be possible without the invaluable assistance of the Town of Concord. The Concord Public Works Highway Division, the Concord Light Department, the Concord Fire Department and the Concord Police Department are essential to the day’s success. Concord resident Rob Beyer organized the field games. Members of the Concord branch of the National Charity League, a national organization of mothers and daughters, provided tremendous assistance during the day. George Herbolsheimer was the Master of Ceremonies for the parade and announcements throughout the day.

The following corporate sponsors and private donors provided financial backing for the entertainment: Charles and Gloria Clough, Middlesex Savings Bank, Barrett/Sotheby’s Real Estate, Dunkin Donuts of

Concord, Cambridge Trust Company and the Picnic-In-The-Park Backers-private donors.

The Committee encourages Concord citizens to support this annual event with financial contributions and volunteer efforts both behind the scenes or on the event day, on the committee or during the day.

Thank you Concord for another great year! Visit us on Facebook at <https://www.facebook.com/PicnicintheParkConcordMa/> for more information.



Wednesday, July 4th
Picnic in the Park
Emerson Field
11:30 AM - 4:30 PM
RE/MAX Balloon 10:00-12:00
(wind permitting)
Children’s Bicycle and Tricycle Parade - assemble 11:15 AM
David Polansky 11:45 - 1:15
Southern Rail Band 1:30 - 3:00
Hampstead Players - Treasure Island - Hunt Gym 2:00 - 3:00
The Concord Band 3:15 - 4:30

Field Games 12:30 — 1:30
Lizzie the Clown 1:00 — 3:00
Henna Tattoos 1:00 — 4:00
Roaming Railroad Rides 1:00 — 4:00

Minuteman Classic Road Race Youth Fun Run 8:30 am 5-mile Road Race 9:00 am

PUBLIC CEREMONIES AND CELEBRATIONS COMMITTEE

John Arena, III – Chair
Robert Norton
Erin Logan
Tom Valle
Edward Murray
Trish Ng
Julissica Rona



The Public Ceremonies and Celebrations Committee has the responsibility of organizing, coordinating and managing several ceremonies and celebrations sponsored by the Town of Concord. Celebrations for 2018 included: Honored Citizen Ceremony, Meriam's Corner Exercise, Dawn Salute on April 19, Veterans' Day Flag Retirement Ceremony on November 11, and Concord's annual Tree Lighting. The committee is grateful to the many people and organizations that helped make 2018 such a successful year! These especially include Parade Marshall Brig, Gen. Francis B. Magurn, Town and State officials, various Town departments especially the Fire, Police and Public Works Departments, Honored Citizen Jim Terry, local Veterans, Concord Minutemen, Concord Independent Battery, Middlesex County 4H Fife & Drum Corps, participating clergy from Concord, Concord Girl and Boy/Cub Scouts, CCHS music volunteers, and the many others and organizations who participated in and attended the 2018 events. The committee is comprised of seven members who understand the importance of upholding these valued town traditions.

Honored Citizen Ceremony & Reception

Each year, since 1962, Concord honors a deserving citizen(s) who has demonstrated extraordinary town service and volunteerism by being selected as Honored Citizen.

Jim Terry was named Honored Citizen for 2018. For over thirty years, Jim has been active on numerous boards and committees, making exceptional contributions to the town. During the 1980's, he served for six years on the Finance Committee, and as its chair for one year. This was immediately followed by two years on the Planning Board. As one nominator stated, "Jim proved to be calm and methodical during times of controversy and rigorous in his attendance. People came to know and rely on Jim's ability to follow through on anything he started."

In 1994, Jim was elected to the Select Board. During his six-year tenure, and while serving as the board's chair, Nanae, Japan was officially recognized as Concord's sister city. A nomination letter for Jim described how "he led a delegation to Japan, making sure that all members understood the correct protocol and were prepared to engage in local customs. The visit was widely followed by the Japanese press and Jim's dignified approach added much to the stature of Concord."

Following his term on the Select Board, Jim continued to offer his time to volunteer in the town's best interest. He became a member of the School Building Committee, the Bruce Freeman Rail Trail Advisory Committee, the Municipal Light Board, and the Financial Audit Advisory Committee. He has also been an "invaluable asset" to Open Table of Concord, serving as a board member and treasurer. Jim has established a wonderful reputation for fulfilling a commitment with sincere dedication: "When it came time to find a more permanent home for the Food Pantry and Community Supper, Jim worked for six years to find suitable space, manage the renovation, and serve as site manager. Volunteers and guests alike rely on his good judgment and compassion."

A proud Concord resident for over forty years, Jim and his wife Judy raised their two children, Bronson and Monica, who were both educated in the Concord public school system. Jim "encourages and exemplifies the virtue of good citizenship as evidenced by his volunteer service to the town almost continuously since 1982." This record of faithful town service makes him deserving of being recognized as Concord's Honored Citizen for 2018.

Meriam's Corner Exercise

This ceremony commemorates the assembly and actions of militia and Minuteman units that arrived at Meriam's Corner during the British retreat from Concord on April 19th, 1775. After the Regulars' withdrawal from the Old North Bridge, they began a retreat back to Boston. By the time the Regulars arrived at Meriam's Corner, at half past noon, there were reported to be about 1,100 Minutemen in the area from more than a dozen towns. On that April 19th, at Meriam's Corner, a day of relatively small but violent skirmishes blossomed into a running, 16-mile battle that became the opening salvo to the eight-year American Revolutionary war.

Dawn Salute

The Dawn Salute is held at the Old North Bridge every year on April 19th to commemorate the opening battle of the American Revolution in 1775. Church bells toll at 5:45AM from the First Parish to sound the alarm. "Dr. Prescott" arrives at the Bridge after riding across the countryside warning towns and villages that the Regulars were on the march and their destination was Concord. Minutemen firing salutes, volleys by the Concord Independent Battery from Buttrick's Hillside and a performance by the "Old Guard" contributed significantly to the event.



Dawn Salute 2018

Memorial Day

Memorial Day parades and remembrance ceremonies were held in West Concord at Percy A. Rideout Field and Kenneth J. Dunn Square and in Concord Center at Monument Square. Concord's proud Role of Honor was read at Monument Square.

Commemorative wreaths were placed by Concord veterans at the West Concord locations as well as several monuments in the Square. The Concord Independent Battery and Concord Minutemen fired multiple times throughout the morning to commemorate the brave men and women who lost their lives in the line of service.

Veterans Day

Concord's Flag Retirement Ceremony is held each year on Veterans' Day and provides Concordians with the opportunity to retire their worn American flags. The ceremony was established in 1965 by James Carroll, Dr. Francis McDonald, Bernard Rushe, Former Fire Department Chief Thomas Tombeno, and Clark McClevin. This group of Concord residents, and the Town at large, felt that worn, torn and/or faded flags, left in place through the fall and winter months, honored neither our nation's colors nor our departed veterans. For the past fifty two years, this ceremony has been conducted to remedy this situation by properly retiring flags by burning with assistance from the Concord Fire Department and participation from veterans, local officials, Concord Independent Battery, Concord Minutemen, and the Military Family Support Group. Each year, local Girl and Boy Scout troops assist the committee with properly folding the flags at Hunt Gym, a few days prior to the retirement ceremony. The committee is grateful to the years of participation from our Concord Scouts!

Tree Lighting

2018 marked the second year that the Public Ceremonies Committee assisted with the annual Tree Lighting and Parade. With additional assistance from the Concord Recreation Department, the committee planned a small parade from Hunt Gym to Monument Square, with the grand finale featuring Santa on top of a Concord fire truck.

CONCORD LOCAL CULTURAL COUNCIL

Tom Martin (Chair)
Terry Yanulavich
Alicia Cleary
Tracy Winn,
Betsy Levinson

The Concord Cultural Council (CLCC), whose members are appointed by the Select Board, supports community cultural projects through its grant program. Funds are received from the Massachusetts Cultural Council (MCC) whose mission is “to promote excellence, access, education and diversity in the arts, humanities, and interpretive sciences in order to improve the quality of life for all Massachusetts residents and to contribute to the economic vitality of our communities.”

For FY18, the amount available for grants was \$7,000.00. \$5,000.00 was received from the MCC and the Town of Concord budgeted an additional \$2,000 to enhance this fund.

Individuals and organizations may apply to the CLCC for funding for projects and presentations in music, dance, visual arts, poetry, literature, drama, humanities, and scientific interpretation for all age groups. Preference is given to applicants who live or work in Concord or who offer programs, projects, or presentations that specifically benefit Concord.

Information about applying for FY18 grants was publicized in the Concord Journal and on the Massachusetts Cultural Council website at www.mass-culture.org/Concord.

Guidelines and applications were available online. The application deadline for FY18 was October 15, 2018. Public meetings were held on September 25, October 23, November 20 and December 18, 2018.

On November 20 and December 18, 2018, applications were reviewed and voted on in accordance with both State and Local guidelines.

CLCC chose to fund the following 29 proposals:

- Color In Sound
- Shadaj
- Dances by Isadora Duncan
- Tanya Barteveyan
- Nashoba Valley Chorale
- Concord Art
- The Sudbury Savoyards
- Concord Museum
- The Umbrella
- Art Gym
- Concord Conservatory
- Susan Orleans Rieder
- Concord Band Association
- Acton Community Chorus
- Concord Chorus
- Women of Note
- Concord Women’s Chorus
- Music Dance
- Concord Orchestra
- Maitreyee Chakraborty
- Discovery Museums
- Carlisle Chamber Orchestra
- DeCordova Museum
- Open Door Theater
- Iron Work Farm
- 51 Walden Street
- Kammerwerke Double Wind Orchestra
- Indian Hill Music
- Sarah Whitney

Additional information on the CCC grant program is available at

<https://www.mass-culture.org/Concord>.

CONCORD-CARLISLE HUMAN RIGHTS COUNCIL

Officers for the 2018 year are:

Co-Chairs: Louisa Paushter and Rob Morrison

Treasurer: Libby Kurten

Secretary: Sarah Napier

Website: cchumanrights.org

Formally established in 1979 as a 501c3, the Council has a membership of approximately 675 households in the Concord-Carlisle community, with an Executive Board that meets monthly.

The first event of 2018 was in January when we held our 25th annual Martin Luther King, Jr. Celebration at the Fenn School. The performers were artist of the spoken word Lisa Lee, Joyful Voices of Inspiration, the Fenn Treble Choir, the Boston Children's Chorus, and the Willard 5th Grade Chorus. It was a joyful evening of song masterfully mc'ed by CCHS graduate, Charisse Alouidor.



CCHS Graduate Charisse Alouidor emcees the MLK, Jr. Celebration

On April 22, 2018, the Council again coordinated the Annual Holocaust Memorial on behalf of the Concord Select Board. Deborah Shelkan Remis described her personal journey as a daughter of a Holocaust survivor to being a member of One by One, a group comprised of sons and daughters of the Holocaust and descendants of the Third Reich and how her extraordinary path led her to produce a multi media theatrical violin concert. Deborah shared the story of her passionate and persistent research to reclaim the life of Sara, her father's first wife, a violin prodigy and one of six million Jewish victims of the Holocaust. Her American born mother,

the former Bertha Kerson, spoke of Sara when Deborah was a child. In 2015, Deborah traveled to Latvia to trace her father's footprints and garner more information about Sara's short yet prodigious career as a violin virtuoso. She spoke about creating SARA'S VOICE sotto voce, a multi-media theatrical violin concert, which has been performed to sold out audiences at the Shalin Liu Performance Center in Rockport, MA and in Calgary, Alberta, Canada. Cantor Rosalie Gerut from Congregation Kerem Shalom offered memorial prayers and music. Select Board member, Alice Kaufman, represented the Town of Concord with welcoming remarks.

In 2018, we changed from having a "Climate for Freedom" breakfast to a Human Rights Day Sunday Tea. It was held on December 9th at First Parish Church. Concordian Steven Cadwell showed his film "Wild and Precious" about his life as a gay man growing up in Vermont and living through the AIDS epidemic and celebrating gay marriage, a Q&A followed.

Apart from these annual events, sub-committees of the Council have been busy following up local issues of human rights, and we have liaised with the Concord Police Department to help follow up with complaints of human rights abuses.

CONCORD-NANAE NETWORK JAPANESE SISTER CITY RELATIONSHIP

Sue Curtin
John Cratsley
Holly Cratsley
Nancy McJennett
Jack Nevison
Lee Flight
Jim Terry
David Nurenberg
Beverly Gauthier
Dick Gauthier
Daisuke Matsukura
Leslie Burnard

The Concord-Nanae Network Sister Cities (CNN) is the sponsoring organization in Concord for the 21-year old sister city relationship between Concord and Nanae, Hokkaido, Japan.



Members of Nanae Delegation in front of the Concord Town House. Pictured are Noriko Tobe, Shoichi Nishikawa, Toshio Takahashi, Junko Sekiguchi, and Yuji Nakamura

In the spring of 2018, a subcommittee of CNN conducted interviews for the Coordinator of International Relationships (CIR), a position that is supported and funded by the town government of Nanae. Several highly qualified candidates (young Concord residents who have completed their college education) applied in response to a letter in the Concord Journal and outreach by CCHS teachers. The CNN committee chose Sarah Tan as Nanae's new CIR. The CIR job is for one year, with an expected second one-year term based on the quality of the CIR's work. Nanae provides the CIR with an apartment, a car, and a salary. Speaking Japanese is not required, but the CIR is expected to learn Japanese while in Nanae. For more information about this position, please contact a member of the CNN.

At the Concord-Carlisle Regional High School, there has been continuing activity between Sister High Schools CCHS and Nanae High School. In April 2018, English teacher Dr. David Nurenberg led the sixth Scifi Club delegation of about thirty students to Nanae and parts of Honshu. In June/July 2018 the second William Wheeler Exchange student, Allyson Lee, traveled to Nanae for a month-long stay and classes at Nanae High School. In October 2018, the first William Wheeler Exchange student from Nanae, Taiki Chiba, came to Concord to live and study at CCHS for a month. The William Wheeler Exchange is overseen by Dr. Nurenberg and Principal Mike Mastrullo.

Also at CCHS, Concert Band director David Gresko and Concert Band members are preparing for a band trip to Nanae, Japan, in April 2019. This forthcoming

trip continues a long tradition of Concert Band trips to Nanae and Sapporo, Japan.

At CCHS, the school dedicated a plaque honoring the nearly three decades of sister-school relations and activities between CCHS and Nanae High School. The plaque describes the history of the relationship, honors four CMS/CCHS teachers and four Nanae High School teachers who were particularly instrumental in developing and growing that relationship, and includes a Japanese poem specially translated by a citizen of Nanae. Dr. Nurenberg conducted the dedication ceremony, which was attended by Superintendent Laurie Hunter, Curriculum Coordinator Kristen Herbert, Principal Mike Mastrullo, and the entire Nanae delegation.



Alcott School musical assembly.

Nanae's 2017 gift to Concord of an Ainu embroidered robe is currently hanging in the Hearing room on the Town House second floor. The robe hangs inside a specially treated glass case. A descriptive explanation of the gift hangs next to the robe.

In late October, the annual delegation of six Nanae adults and nine Nanae students came to visit Concord for a week. As in the past, Dr. Nurenberg arranged the Nanae students' homestays and their activities at CCHS. CNN members coordinated homestays for the Nanae adults, as well as several evening events and activities during the daytime.

Select Board members welcomed the adults at the Town House and Concord-Carlisle administrators welcomed the adults at CCHS. The adults toured the North Bridge and Walden Pond. They met Louisa May Alcott (Director Jan Turnquist) at the Orchard House,

who took them on a tour. Lunch and a tour at Fruitlands followed.

Nanae adults also met with the entire Alcott School; students, faculty, and administration. Two Alcott students performed on the piano and the violin, all the students sang Japanese songs and performed a Japanese dance, and the Nanae adults played guitars and sang Japanese songs for the students.

Another day the adults, led by Jill Block, Board of Health member, toured the Council on Aging, the Carousel PreSchool, and the Concord Children's Center. They met with Steve Verrill and Jen Verrill Faddoul at the Verrill Farmstand where they enjoyed lunch and listened to farming information and history provided by Steve and Jen. Later the adults had a meeting with Town Planner Marcia Rasmussen and Superintendent of Water and Sewer Alan Cathcart where they discussed town planning, and energy and water issues.

The week also included a trip to Harvard Square with lunch at Quincy Market, plus a visit to the "Constitution" in Charlestown. Host families provided activities and tours for their guests on the weekend before the delegation left for New York City by bus.

Thanks to all the CNN members, the CCHS students and faculty, Concord institutions and friends of Nanae for making this annual visit a very special event for all.

PEG ACCESS ADVISORY COMMITTEE (PAAC)

Karlen Reed, Chair
Peggy Wargelin, Clerk
Court Booth, School Committee Representative
Frank Breen
Jil Colpak
Scott Hopkinson
Ruth Lauer
Christine Lear, Carlisle ex-officio
Jane Hotchkiss, Concord Select Board Liaison
Erin Stevens, Public Information and
Communications Manager



This report by the PEG Access Advisory Committee (PAAC) includes an overview of the PAAC's work as well as an assessment of the community's access to Public, Education and Government (PEG)-related services and offerings by the Town's Minuteman Media Network (MMN) on cable TV channels 8, 9, and 99. This report encompasses a significant event, the Town of Concord's assumption of the duties to provide PEG services formerly provided under contract with the Town by CCTV Inc., which filed for dissolution with the Attorney General's office on September 11, 2018.

For each goal set in the committee's charge, the PAAC asks several questions: Is MMN monitoring effectiveness, are PEG services conforming to expectations, are they promoting fairness and equal access, promoting quality telecommunications, and are they fulfilling the Select Board's requests?

The PAAC sought to answer questions regarding PEG programming and effectiveness through its monthly meetings, by analyzing data and regulatory dockets, attending conferences, interviewing

subscribers, reviewing content, meeting with PEG and cable TV providers, as well as additional research.

Observations

The Town took responsibility for providing PEG services as of October 1, 2018, following an involved discussion over the provision of PEG services by the non-profit CCTV. Partly in response to citizen concerns over freedom of the press, the Select Board created the PAAC to provide citizen input on PEG and cable TV services. PAAC meetings are open to the public, and members of the public have attended each meeting. The transition from CCTV to MMN as the PEG provider has progressed smoothly and almost seamlessly to the community. MMN has hired staff, installed equipment in the Town House, and established a special revolving fund for its PEG accounts. MMN is developing its website and has linked to YouTube for posting the most recent videos. MMN has over 23 playlists, or groupings, of videos of Concord and Carlisle programs. Videos are generally posted within four days of recording. MMN announced intentions to review its current data and archive storage systems, with the PAAC's help.

While the MMN web page is under construction, several Town officials have reported citizen confusion about how to locate the MMN website and, more importantly, how to locate the "on" button for viewing government live stream and on-line videos. Currently, the logo and link to MMN are located on a second tier web page. PEG channels are just 3 of the 140+ channels that Comcast offers to Concord subscribers, and monthly PEG fees constitute roughly \$6 out of a typical \$100 Comcast bill for Concord cable TV subscribers. The PAAC has begun to establish a working relationship with the Town's Comcast representatives and will continue to maintain open communications with our cable TV provider for the betterment of subscribers and viewers.

The Select Board expressed some concern about the financial viability of PEG services. As for revenues, our analysis of Comcast's data shows that subscriber numbers have dropped slightly over the past three years. The number of cable TV subscribers in Concord dropped from 5930 to 5620 between 2015 and 2017. Comcast's annual revenues from Concord cable TV subscribers for the same time period, however, rose from \$7,976,613 to \$8,249,009 and Concord's annual

PEG revenues rose from \$382,876 to \$395,953.

The PEG revenue amount for the most recent quarter, 3Q 2018, was \$90,882, which is down slightly from 2Q 2018, which was \$91,969. Part of this decrease may be due to an industry-wide accounting change in revenue recognition. The PEG Access and Cable-Related Fund held \$1,119,597 as of March 12, 2018, and \$1,117,018 as of November 7, 2018. The PAAC will continue to monitor PEG financial stability, PEG revenues and expenses, cable TV rates, and other cable TV-related issues. The Concord Town Manager, the Carlisle Town Administrator, and the Regional High School District are working out agreement terms for shared PEG services and the use of the PEG studio space in the Concord-Carlisle Regional High School. The MMN has a satellite office, editing station, and equipment storage in the Concord Town House.

A survey of Concord households on preferences, questions, and concerns about PEG services and Comcast cable TV service has not been conducted for at least several years. The PAAC submitted two questions for the Town's biennial Citizen Survey about PEG services. MMN has established a contact email: MMNetwork@concordma.gov, for scheduling requests, questions, and concerns.

Recommendations

A critical part of the PAAC's charge is to make recommendations to the Select Board regarding PEG access and other cable TV services. Consequently, the PAAC recommends that:

1. MMN continues to improve its website, service offerings, programming, and education efforts.
2. The Select Board, with input from the PAAC, reviews the PAAC's charge to determine if changes are needed to reflect a town-managed PEG service operation.
3. The Select Board consults with the Town Manager to determine if sufficient fiscal and operational checks and balances are in place for MMN.
4. MMN posts videos and updates the Town's website within four business days, when possible.
5. MMN inserts its logo on the Town home page with a direct link to the MMN web page.
6. A 10-12 question survey on PEG and cable TV to all Concord households be funded from the next MMN budget and conducted as soon as possible.
7. The Select Board and the PAAC conduct site visits

of the PEG studio, shared head-end at the high school, and satellite offices to better understand the PEG assets, layouts, and capabilities.

8. MMN continues to develop metrics and track statistics of its viewership in order to provide better service to its viewers.

9. MMN creates a 5-year capital improvement plan and provides quarterly expense reports to the PAAC.

10. MMN considers cloud storage versus local backup storage alternatives, including their relative costs and streaming source locations.

THOREAU FARM TRUST

Birthplace of Henry David Thoreau

Margaret Carroll-Bergman, Executive Director

Ken Lizotte, President

Nancy McJennett, Vice President

Molly Eberle, Treasurer

Peter Alden, Director

Debbie Bier, Director

Courtland Booth, Director

Lawrence Buell, Director

Jack Maguire, Director

Joseph Wheeler, Director

Robert Pinsky, Honorary Chair

Bill McKibben, Honorary Director

978.451.0300

Website: www.thoreaufarm.org

email: info@thoreaufarm.org

This fall marked the 20th anniversary of the Thoreau Farm Trust. In 1998, the Town of Concord called for citizens to step forward and raise funds to restore Thoreau's birth house. The Town had identified grants and other funding sources to make the initial purchase of the Breen Farm/Thoreau Birthplace, yet the house was in ill repair. The Thoreau Farm Trust was born that year.

Thoreau Farm Trust, a nonprofit organization, serves as steward of the Henry David Thoreau birthplace on Virginia Road. Thoreau Farm Trust purchased the house from the Town for one dollar. At one time

suffering from neglect and deterioration, the Thoreau birthplace has been transformed through a \$1 million restoration greatly supported by the local community, including Concord Community Preservation Act funding. The site is now listed on the National Register of Historic Places and received two awards for the restoration project.



*Five of the original members of Thoreau Farm Trust, the group who helped save the birthplace of Henry David Thoreau
Front: Lucille Stott, Joseph Wheeler, Jayne Gordon Back: Court Booth, Helen Bowdoin*

Thoreau Farm Trust offers a unique historic house experience for visitors from Concord and around the world. We believe Thoreau's extraordinary insights and ideas about life, nature, and individual responsibilities are as relevant today in the 21st century as they were during his lifetime. His birthplace provides a source of inspiration for living deliberately, practicing simplicity, and exploring new ideas for positive change.

Tours and educational programming focus on Thoreau's ideas, stimulate discussion and debate with visitors, and encourage visitors to reflect on how they can live more deliberately in accordance with their own values. In 2018, Thoreau Farm Trust hosted programs on John Brown; natural history tours; mushroom forays; author's talks; and book launches.

Thoreau Farm Trust celebrated its 20th Anniversary, with the following events held on November 17-18, 2018:

VETERANS' SERVICES

Dick Krug, Veterans Services Officer

The Veterans' Services program is mandated according to Massachusetts General Law, Chapter 115 and is administered under State guidelines to provide information, advice and assistance regarding benefits to veterans and their families. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a Veterans' Services Officer. The Veterans' Services Officer must be a war-era veteran and be available to provide assistance. The Town is reimbursed by the State for 75% of benefits paid under this mandated program. With the support of the Commonwealth's House, Senate and Executive Office, Massachusetts is now recognized as having one of the most comprehensive veterans' programs in the nation.

The Office of Veterans' Services, located at 55 Church Street, advocates and provides critical services to veterans and families. Current benefits extend to "natural disasters" where benefits may apply to a loss resulting from a hurricane, blizzard or tornado. The Veterans' Service Officer will help Veterans complete their application for Chapter 115 benefits which offers a need-based program of financial and medical assistance for Veterans and their dependents. The mission of the Veterans' Services Officer has grown to encompass the full range of VA federal benefits, rehabilitation, employment and educational opportunities, military records, tax exemptions, housing and shelter assistance, annuities, funeral assistance and care and decoration of veterans' graves.

Program Implementation

The Veterans' Services Officer responds to daily calls requesting information, advice and assistance. With so many veterans and their families facing profound challenges related to their service and the current economy, the Veterans' Services Officer has become more important than ever.

The Veterans' Services Officer often helps veterans obtain assistance from veterans' organizations as well as local, state and federal organizations. This assistance often takes the form of community services and Social Security. The Veterans' Services Officer also has been

- Panel Discussion on "Living A Principled Life" hosted by NPR's Jack Beatty, and featuring historians Jane Gordon and Robert Gross and documentary filmmaker Joseph Stillman.
 - Screening of the film, "Citizen Clark ... A Life of Principle," a documentary about former U.S. Attorney General Ramsey Clark, followed by a Q & A with director Joseph Stillman.
 - Select Board member Jane Hotchkiss and Town Planner Marcia Rasmussen represented the Town of Concord in a dedication of a plaque to those who contributed to the initial acquisition of the Breen Farmstead/Thoreau Birth House.
 - Lucille Stott, former president of Thoreau Farm Trust, presented her new book, "Saving Thoreau's Birthplace: How Citizens Rallied to Bring Henry Out of the Woods."
- In addition, other achievements and developments in 2018 include:

- A "writers retreat" located in the Thoreau birth room and available for rent by day, week or month.
- Expert docents, who give tours every Saturday and Sunday, May through October, and by appointment.
- Partnered with Freedom's Way for "Hidden Treasures" program in May.
- Guest bloggers to our blog, The Roost! Send your Transcendentalist insights to info@thoreaufarm.org for consideration.

As Henry wrote: "Surely joy is the condition of life." We thank the residents of Concord for their generous support and invite them to experience the joy of visiting Thoreau Farm.



Select Board Member Jane Hotchkiss (left) and Director of Planning and Land Management, Marcia Rasmussen dedicate a plaque this November to the early contributors of the purchase of the Breen Farm/Thoreau Birthplace.

called upon to provide transportation to and from medical appointments for veterans. Currently there are nine individuals receiving financial assistance for qualifying Chapter 115 benefits.

The Veterans' Services Officer has spent time working with local civic groups, senior citizen groups and area veterans' organizations as well as families of service members currently deployed. He has assisted at veterans' funerals and worked with students and presenters at Veterans' Day, Flag Day and Memorial Day. In addition, Dick Krug has served as a guest speaker for high school and elementary school classes, the Rotary Club of Concord, the Lions Club of Concord, Concord Deaconess, and Concord Park Assisted Living.

Each month, benefits were paid by the Federal Department of Veterans Affairs. "Service connected" disabled Concord Veterans received a total of \$96,000 distributed amongst 94 veterans. Low income benefits of \$8,000 were distributed between 6 Concord veterans. Dependency and Indemnity Compensation (DIC) benefits totaling \$24,000 were distributed between 18 residents of Concord. A death benefit of \$4,000 were provided to 5 Concord veterans.

The following is a list of applications applied for or services requested from Concord Veterans' Services during the year 2018:

Prescription Benefits	91
Death Benefits	9
Housing Benefits	96
Assisted Living	11
Transportation	15
Aid & Attendance	12
Chapter 115	93
Fuel Assistance	81
VA Forms	35
Financial Assistance	123
Social Security	78
Well Being Checks	13
Hugh Cargill Trust	3
Military Medals and Flags	7
Military Records	28
Health Benefits	101
Employment	11
SNAP Food Assistance	54
Disability Filing	7
Disability Tax Abatement	43
Veterans' Outreach	13
Annuities	7
Post GI Bill	3
Veteran Grave Flags	2600



Commissioning of the U.S.S. Hudner

2018 Concord Veteran Count – 663
 74 Veterans from World War II
 155 Korea War
 302 Vietnam War
 132 Gulf War I and II

For information or assistance on Veterans' Services please call 978-318-3038 or e-mail dkrug@concordma.gov.

For information about services, events, and other veterans' organizations please visit Concord's web page at concordma.gov/clerk/veterans.htm.

REGISTRAR OF VETERANS GRAVES

Harold Nichols, Registrar

There were 29 interments of United States Veterans in Concord cemeteries in 2018. The names of the Veterans, their respective wars, date of burials, and place of burial are as follows:

<u>VETERAN'S NAME</u>	<u>PERIOD OF DUTY</u>	<u>INTERMENT DATE</u>	<u>CEMETERY</u>
Edward Lanchester	Peacetime	January 18, 2018	Sleepy Hollow
John Chisholm	World War II	January 20, 2018	St. Bernard's
Madeline Belmont	World War II	February 14, 2018	St. Bernard's
James West	World War II	February 23, 2018	St. Bernard's
Richard Mullins	Korea	March 23, 2018	St. Bernard's
John Peter Driscoll	Vietnam	March 24, 2018	Sleepy Hollow
Stephen R. Walker	Vietnam	April 18, 2018	Sleepy Hollow
Peter N. Kondon	World War II	May 22, 2018	Sleepy Hollow
Robert Louis Cusano	World War II	May 22, 2018	St. Bernard's
Richard Goodwin	Korea	June 10, 2018	Sleepy Hollow
Donald Geary	World War II	June 12, 2018	St. Bernard's
Raymond Lally	World War II	June 13, 2018	St. Bernard's
John M. Cooper Jr.	Korea	June 29, 2018	Sleepy Hollow
Edmund G. Kling	World War II	July 13, 2018	Sleepy Hollow
Allen Foss	World War II	July 18, 2018	Sleepy Hollow
Farnham W. Damon	Korea	July 27, 2018	Sleepy Hollow
George R. Erie	Peacetime	August 4, 2018	Sleepy Hollow
Albert R. Studer Jr.	Vietnam	August 26, 2018	Sleepy Hollow
March G. Purinton Jr.	World War II	August 27, 2018	Sleepy Hollow
William M. Hopkins	Vietnam	August 31, 2018	Sleepy Hollow
Edward W. Jones	World War II	September 8, 2018	Sleepy Hollow
Richard E. Cassidy	World War II	September 17, 2018	Sleepy Hollow
William F. Gower	Peacetime	October 4, 2018	Sleepy Hollow
Henry S. Julier II	World War II	October 15, 2018	Sleepy Hollow
Nathaniel Codding	Vietnam	November 2, 2018	Sleepy Hollow
Mary E. Narcisi	Korea	November 3, 2018	St. Bernard's
John K. Mullaney	World War II	November 12, 2018	Sleepy Hollow
John Stanlake	World War II + Korea	December 7, 2018	St. Bernard's
William F. Erisman	Vietnam	December 29, 2018	Sleepy Hollow

FINANCE

FINANCE COMMITTEE

Thomas A. Tarpey, Chair
Dean S. Banfield, Vice Chair
Peter Fischelis
Mishti Grace Hanson
Mary Hartman
John Hickling
Richard Jamison
Karle S. Packard
Scott Randall
Christine Reynolds
June Rzepczynski
Philip C. Swain, Jr.
Brian Taylor
Andrea Zall

The Finance Committee's charge to consider any or all municipal questions and report or make recommendations to the Town, including carrying out special studies of Town services, programs and facilities; approving or disapproving the transfer of moneys from the Reserve Fund; and making recommendations to the Town regarding the transfer of any amount of public money previously appropriated to any other use authorized by law. Finance Committee members observe other Town Committees and follow issues of financial importance to the Town, contributing to financial oversight by asking question of the appropriate bodies regarding the financial analyses being conducted.

FY20 Operating Budget Guidelines

Every fall, the Finance Committee considers the upcoming spending needs for each of our Town's three primary budgeting entities, the Town government, the Concord Public Schools, and Concord's assessment for the Concord Carlisle Regional High School, to determine the operating budget guidelines for the fiscal year that begins on July 1st of the following year. These guidelines are meant to inform and advise the Town and School Administrations, the Select Board, and the School Committees as to what the Finance Committee believes are the appropriate levels of spending.

Trying to find the right balance for the times is a complex process. Finance Committee members research, debate, interview, invite feedback and seek consensus within the Committee, with the budgeting entities and ultimately with the Town's citizens. The Select Board, Town Manager, School Committees and Superintendent of Schools work collaboratively with the Finance Committee with the intention of reaching a consensus on budgets without impairing any important Town services or the quality of public education in Concord.

In establishing the Guidelines, the Finance Committee also seeks to maintain operating cost increases within certain criteria to meet a goal of fiscal sustainability over the long term. These criteria include keeping increases from depleting excess levy limit capacity to the extent that general overrides are required, Free Cash is depleted, bond ratings are affected, or taxpayers are burdened beyond what typical expectations of income growth can accommodate.

The Finance Committee issued its FY20 guidelines on November 30, 2018, as required by our Town bylaw. The Guideline adopted by the Finance Committee directs \$2,921,000 of incremental funds to the operating budgets, a 3.58% increase over FY 2019 General Fund operating budget levels (see FY 2020 Operating Budget Guidelines and Total Budget Plan, page 3). The Finance Committee is proposing a total FY20 General Fund spending plan of \$113,995,708, which would be an increase of 4.37% over the adopted FY19 budget. The overall increase in the tax bill to existing taxpayers for FY 2020 is projected to be 3.71%, inclusive of Exempt Debt. This guideline projects a tax levy totaling \$95,638,868, and an unused levy limit of \$3,590,230 (which is 3.89% under the projected levy limit). The Guidelines Subcommittee believes that retaining a modest unused levy capacity is important for the town to maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses and other contingencies.

Several overriding factors and concerns were considered by the Finance Committee during of the guidelines process:

- The Finance Committee is very aware of the cumulative impact of operating budget increases and the related rise in property tax assessments on Concord taxpayers. There remains an overall concern that even more moderate increases when sustained for a number of years could have an impact on the makeup of Concord's population.

- The U. S. economic outlook is healthy according to the key economic indicators. The most critical indicator is the gross domestic product (GDP), which measures the nation's production output. The GDP growth rate is expected remain between the 2 percent to 3 percent ideal range. The overall unemployment rate remains low at 3.7 percent. The Massachusetts economy continues to grow, which remains evident in Concord by increases in building permits and some local excise taxes. However, there is a large projected gap in the Massachusetts state budget and, despite assurances to the contrary, there exists concern about the level at which local aid to cities and towns will be funded by the State.

- Long term employee costs due to contractual pay increases, obligations for pensions and Other Post-Employment Benefits (OPEB), and higher than anticipated increases in employee health insurance after a prolonged period of stability will have an impact on budgets and will remain a liability that will require careful management for the future.

Based on information provided to date, the Finance Committee anticipates that the Town Government and the Concord Public Schools (CPS) will have difficulty maintaining core services and meeting critical operating priorities within the recommended Budget Guideline. The Committee is hopeful that each entity will be able to review its requests, make budgetary adjustments or employ a more creative service delivery method to be able to provide current service levels within the approved Guideline. The Finance Committee will continue to work collaboratively with budget authorities to monitor these factors and provide additional responses or recommendations that may be warranted as the FY 2020 budget finalization proceeds, leading up to Town Meeting in April.

Looking ahead, the Committee foresees increased demands for fiscal resources. Potential renovation of or new construction at the middle schools will incur significant new debt services costs. The burden of debt service for the new high school building project peaked in FY19. The Finance Committee's five year projection will be updated as new information is received with respect to these factors.

TAX FAIRNESS COMMITTEE

Jonathan Keyes, Chair
Walter Birge, Vice-chair
Nancy Cronin, Clerk
Reinier Beeuwkes, Member
James Phelps, Member
David Karr, Member
Bill Kemeza, Member

2018 marked the year that the Concord Senior Means-Tested Property Tax Exemption began to take effect. The Tax Fairness Committee had guided passage of the exemption through two Town Meetings, the State Legislature, and a vote at the Concord Town Election in order for the new exemption take effect on the 2019 property taxes.

The first part of 2018 was spent informing Concord residents about the new exemption. The Board of Assessors sent a comprehensive mailing about the exemption to all Concord residents on April 15, and followed it up by assisting residents with filing their applications. The committee wanted to ensure eligible homeowners were aware of these new benefits before the application deadline of September 1, 2018 and so they mailed an additional informational postcard to all Concord homeowners. It was hoped that residents who became aware of these benefits would encourage potential applicants to file. The Town Assessor and the Committee worked with the Council on Aging, church groups, and social service organizations to spread the word.

The exemption applies to Concord homeowners age 65 or older whose incomes are within the income limits for the State Income Tax Circuit Breaker credit. This amount in 2018 was \$57,000 for a single owner and \$86,000 for joint owners. Assessed value of the

owners' property must be at or below Concord's median of \$838,900. To allow homeowners with limited incomes who have lived here 10 years or more to stay in their homes as property taxes rise, the goal is to reduce their tax to no more than 10% of their income, but no lower than 50% of their property tax. Fifty-nine owners applied, and fifty were eligible. The exemptions granted ranged between \$2,000 and \$5,000. The total cost was \$191,300 which amounted to an addition of three cents on the tax rate and approximately \$30 on the tax of a median valued home. This was below the required cap of ½ of 1% of the town tax levy.

This exemption can continue for three years after implementation, and if the Town so decides, it can be renewed for another three years, or it could be made permanent.

BOARD OF ASSESSORS

Chris Fisher, Chair
Cynthia Rainey, Vice Chair
Tom Matthews
Andrea Okie
Susan Livingston
Bill Herring



Susan Livingston, Cynthia Rainey, Chris Fisher, Andrea Okie, Tom Matthews and Bill Herring

The Board of Assessors began Calendar Year 2018 by processing 44 abatement applications, completing all by the deadline of May 1, 2018. The Board granted abatements in whole or in part for 28 applications. The dollar amount of abatements granted during the FY2018 abatement hearings totaled \$4,751,405 for real estate, which is \$67,897.56 in tax dollars. The majority of abated taxes were attributed to small corrections in property listings and most resulted in permanent adjustments to the property data. There were three FY2018 appeals filed with the Appellate Tax Board (ATB).

At the 2017 Annual Town Meeting and a ballot question on the subsequent town wide election, the citizens of Concord created a new Senior Mean Tested Real Estate Tax Exemption. The language of the new exemption authorized the Board of Assessors to administer the program, which included creating an application and setting asset limits. All this was debated and worked out over several meetings and the Exemption was ready to go for FY 2019. The Assessor's Office received 59 applications and granted 49. The

total amount of the exemption was \$191,413, which is funded by a tax shift of \$.03 per thousand.

The remainder of the year was devoted to the Fiscal Year 2019 interim year adjustment. Property valuations for FY19 tax purposes (the tax year beginning July 1, 2018) are based on a valuation date of January 1, 2018. Market value as of this valuation date is derived from the analysis of Calendar Year 2017 sales.

The Board of Assessors revalues all properties in the town every year in accordance with the state law requirement that property values must be at 100% of their full and fair cash value each year. The values are certified by the Massachusetts Department of Revenue (DOR) once every five (5) years through on-site and intensive examination of the procedures and methodology being employed by the local Board of Assessors. In the intervening years the local valuation process is the same but state oversight consists of review and approval of the required statistical analysis. FY 2019 was an interim year adjustment and the DOR has approved Concord's FY19 assessed values. The next three (3) years will be interim years, with FY23 being our next re-certification year.

The major objective in any year is to update the various factors in the tables of the Computer Assisted Mass Appraisal (CAMA) system. The CAMA system is used to calculate the assessed value for each property, adjusting the valuation tables as indicated by sales data. The DOR issues regulations that define how the statistical sales analysis must be done. There were 350 sales with 232 qualified sales in Calendar Year 2017, the time frame required by DOR guidelines. A qualified sale is an open market transaction between a willing and educated buyer and seller. Types of sales that are not considered qualified by the DOR include those between family members or intra-corporation sales, those not exposed to the market, auction and foreclosure sales, those that involve more than one property and/or additional personal property, stressed sales (such as an estate sale, court settlement or as a result of a divorce), and where there has been a significant change in the property after the sale and before the sales analysis is done.

State DOR guidelines, also require that the median Assessment to Sales Ratio (ASR) fall within required

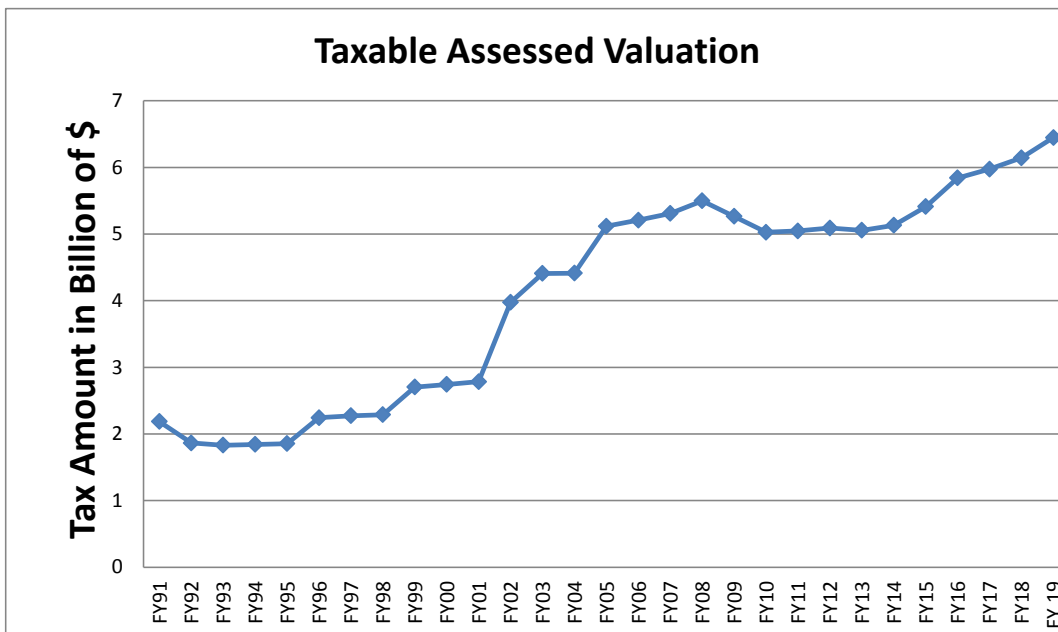
parameters each year:

- A. The overall ASR median must be within plus or minus ten percent of 100% of full and fair market value.
- B. The median for each subcategory within the sales stratifications - such as style, location and size - must be within plus or minus five percent of the overall median.

The overall median ASR is 0.95 for Fiscal Year 2019. The DOR requires that buildings and land be valued separately and that land valuations must also be supported by the sales. In the absence of vacant land sales, a technique called "Land Residual" analysis is used. This analysis subtracts the building's calculated value from the sales price, and then the assessed land value is divided by the residual sale price amount to produce a land residual ASR. This ASR for the land must be within 5% of the overall ASR and proves the land value to be correct.

For FY19, Concord's average Single Family Residence (SFR) is valued at \$1,065,176 (up 5.02% from FY18) and the median SFR is valued at \$881,550 (up 5.08%). The overall valuation of the Town indicates that property values have had an increase, greater than last year. Assessed values are 2 years behind the actual real estate market, because state law requires a valuation date of January 1st of the prior calendar year using the sales information from the previous calendar year. Values stabilized in 2010 after the recession of 2007 and have steadily risen each year since. There was a modest increase from FY2018 to FY2019 of 4.92%. This change reflected the improved residential real estate market in Calendar 2017. The Commercial segment of the market went down 3.04 %, while the industrial segment went down .62%. Please see the graph below for the overall change in value from FY 1991 to FY 2019.

The FY19 final values are then used to establish the tax rate in order to meet the budget requirements as voted at Town Meeting. Since the percent increase in the overall value of the town was higher than the percent increase in the levy, the tax rate decreased .7%, from \$14.29 to \$14.19 per thousand dollars of valuation.



New Growth

The value of new construction increases the levy limit. It is measured for the period from July 1, 2017 through June 30, 2018. The new growth amount for FY19 is attributable primarily to building permits from additions and new construction of mostly single-family dwellings. The growth this year was slightly lower as compared to the prior year, primarily due to a decrease in large projects. The overall volume of building permits, remained similar, but with only one small non-residential project. The growth included 33 new homes, 66 major renovations and additions. The start of the condominiums at Black Birch Phase II and the continuation of Black Horse Condominiums resulted in a total of 21 more units and contributed to the change in overall condominium value. Personal Property New Growth is largely due to the addition of property on three accounts Comcast, Avention, Inc, Prysm, Inc., and Welch Foods.

Classification Hearing

The Board of Assessors recommended to the Select Board that for FY19 vote: to adopt a Uniform Tax Rate, not to grant an Open Space discount, not to adopt a Residential Exemption and not to adopt a Small Commercial Exemption. Since FY98 the Select Board has adopted a uniform tax rate for all classes of property. A public hearing was held on December 3, 2018, at which time the Select Board voted a uniform tax rate for FY19. The full report of the Board of Assessors is available on the Town's website.

This is the first year of the Senior Means Tested exemption, which was funded by a tax shift. The residential rate was increased to \$14.19 from \$14.16. To maintain the uniform tax rate the Select Board voted to increase the Commercial/Industrial/Personal Property rate to match at \$14.19

All the components together account for the slight decrease in growth from Fiscal 2018 to 2019. (See Below).

New Growth by Class, Fiscal 2019 Tax Levy			
Class	% of Total Value	Adjustment	New Growth
Residential	\$73,455,800	\$1,049,683	84.93%
Open Space	\$ 0	\$ 0	0%
Commercial	\$ 2,377,400	\$ 33,973	2.75%
Industrial	\$ 5,047,424	\$ 0	0%
Personal Property	\$10,655,520	\$ 152,267	12.32%
Total			
Prior Year Growth Fy 2018	\$86,490,820	\$1,235,953	

VALUATION, TAX RATES, AND TAX LEVY: FY2008 TO FY 2019

Fiscal Year	Assessed Valuation	Tax Rate	Tax Levy	% Change Tax Levy	Tax Levy as % of Assessed Value
2008	\$5,498,736,316	10.72	\$58,946,453	5.1%	1.072%
2009	\$5,264,591,702	11.90	\$62,648,641	6.3%	1.190%
2010	\$5,026,552,229	13.09	\$65,797,569	5.0%	1.309%
2011	\$5,045,140,030	13.19	\$66,545,397	1.1%	1.319%
2012	\$5,090,058,629	13.58	\$69,122,996	3.9%	1.358%
2013	\$5,054,970,094	14.07	\$71,123,429	2.9%	1.407%
2014	\$5,130,493,662	14.45	\$71,135,633	4.2%	1.445%
2015	\$5,412,298,562	14.29	\$77,341,746	4.32%	1.429%
2016	\$5,841,889,295	13.92	\$81,319,099	5.14%	1.392%
2017	\$5,973,716,402	14.07	\$84,050,190	3.35%	1.40%
2018	\$6,144,650,600	14.29	\$87,809,181	4.47%	1.43%
2019	\$6,447,033,517	14.19	\$91,483,406	4.18%	1.42%

Statutory Exemptions

Tax exemptions are available to qualified homeowners who are disabled veterans, elderly or blind. The exemption amount and the income and asset limit eligibility conditions are set by state statute. The state reimburses the town for certain specified amounts. State law allows a local option to increase the exemption amount by up to 100% (up to double the statutory amount). The state does not participate in financing this added cost. At the 2015 Annual Town Meeting the town took advantage of a recent change in legislation that allows for a one-time vote for this purpose rather than voting each year. Beginning in FY10, several of these exemptions also have an

annual state-determined cost-of-living adjustment applied to the qualifying thresholds (income and/or whole estate value), pursuant to a vote at the 2009 Annual Town Meeting which accepted this provision of state law. Exemptions granted for FY18 and the related state exemption reimbursements to the town are shown in the following table.

The New Senior Means Tested Exemption is also shown. This exemption is funded by a tax shift and there is no reimbursement from the Commonwealth.

FY 2018 EXEMPTIONS GRANTED

Exemption Type	MGL Ch. 59, S.5,	# Granted	State Base Amount	Total Base	Actual Abated*	State Reimbursement	Net Town Funds
Veterans	22	45	\$ 400	\$18,000	\$36,000	\$10,125	\$25,875
Veterans	22D	2	Various	13,204	13,204	13,204	0
Veterans	22E	4	1,000	4,000	8,000	3,300	-4,700
Elderly & Surviving Spouse	17D	2	175	350	700	900	550
Elderly	41C	8	500	4,000	6,000	0	-8,000
Blind	37A	9	500	4,500	10,000	788	-8,212
TOTALS		70			\$74,904	\$28,317	\$46,587
Sr. Means Tested		49			\$191,318	\$0	\$191,318

* Inclusive of optional 100% increase where applicable.

Agricultural, Recreational and Forest Land

State law provides property tax relief designed to encourage the continuation of certain types of land use. These classifications carry strict application requirements. The law directs the valuation methods and procedural requirements, as well as how to calculate the payment of back taxes when land is withdrawn from these tax-favored classifications. The three categories are:

Chapter 61 - Forest Land refers to land of at least 10 contiguous acres held in a wooded state and subject to a management plan certified by the State Forester. Such land is valued at a specific acreage value set by the state.

Chapter 61A - Agricultural/Horticultural Land refers to land of at least 5 contiguous acres that is used to raise agricultural or horticultural products to be sold on the market. The state requires the town to verify the income requirements from the sale of the products. The state has also established specific acreage valuations which depend upon the product produced on the land.

Chapter 61B - Recreational Land refers to land of at least 5 contiguous acres that is retained in substantially a natural, wild or landscaped condition designed to preserve wildlife and natural resources. Included under this classification are golf courses, horse stables and riding areas, hunting and fishing areas, areas for target shooting, camps, and other picnic, swimming, boating and recreational areas.

FY19 FOREST, AGRICULTURAL, AND RECREATION LAND – VALUES AND DISCOUNTS						
Chapter	Class	# of Parcels	Market Value	Taxable Value	Exempted Value	Tax Levy Impact
61	Forest Land	17	\$30,288,700	\$6,414,887	\$23,873,813	\$338,769
61A	Agricultural Land	58	\$90,048,900	\$50,341,412	\$39,707,488	\$563,449
61B	Recreation Land	36	\$97,018,600	\$75,500,346	\$21,518,254	\$305,344
	Totals	111	\$217,356,200	\$132,256,645	\$85,099,555	\$1,207,562

Fy 2019 Taxable Assessed Value							
Assessment Date:	January 1, 2017	January 1, 2018					
Budget Year:	7/1/17 - 6/30/18	7/1/18 - 6/30/19				Last Year	10 years Ago
Class	FY18 Valuation	FY19 Valuation	\$ Change FY18-19	% Change FY18-19	FY19 % Share	FY18 % Share	FY09% Share
Class 1 - Residential	\$5,623,508,756	\$5,923,488,031	\$299,979,275	5.33%	91.88%	91.52%	90.70%
Class 2 - Open Space	\$0	\$0	\$0	na	0.00%	0.00%	0%
R/O Subtotal	\$5,623,508,756	\$5,923,488,031	\$299,979,275	5.33%	91.88%	91.52%	90.70%
Class 3 - Commercial	\$444,876,674	\$448,415,526	\$3,538,852	0.80%	6.96%	7.24%	7.73%
Class 4 - Industrial	\$27,268,900	\$26,439,500	(\$829,400)	-3.04%	0.41%	0.44%	0.62%
Class 5 - Personal Property	\$48,996,270	\$48,690,460	(\$305,810)	-0.62%	0.76%	0.80%	0.95%
C/I/P Subtotal	\$521,141,844	\$523,545,486	\$2,403,642	0.46%	8.12%	8.48%	9.30%
TOTAL	\$6,144,650,600	\$6,447,033,517	\$302,382,917	4.92%			
Class 9 - Exempt	\$879,882,300	\$889,054,300	\$9,172,000	1.04%			

TRUSTEES OF TOWN DONATIONS

Robert Donelan, Chair
Christine Ayotte-Brennan
James Dohoney
Janet Rhodes Friedman
Frederick Miller

Kerry A. Lafleur, Treasurer

Citizens of Concord today continue to benefit from the remarkable generosity of those who preceded them. Our community is strengthened in important ways by the consideration of our forebears. Beginning more than 250 years ago, various funds were established according to the wishes of the donor. Generally, these wishes addressed specific needs such as scholarship funding, library materials, health and environmental concerns, and beautification of the Town.

For those individuals making their estate plans, the Trustees would be pleased to respond to inquiries about creating a new trust and/or adding to an existing fund.

During FY2018, the Trustees received \$205,852.63 in Interest Earnings and Receipts, net of fees and expenses, including \$37,195 from the sale of Cemetery lots, and recorded \$218,999.46 of realized capital gains. The Trustees distributed at total of \$136,114.38, including: \$66,250 of cemetery lot sale proceeds to the Town's Cemetery Fund; \$8,160 for the repurchase of cemetery lots; \$8,741.38 for maintenance of Chamberlin Park; \$33,447 from income according to the terms of the various trusts; and made special disbursements from temporarily restricted assets totaling \$5,800 (permitted expenditures from accumulated capital gains). Additional disbursements include \$13,716 for administrative expenses and advisory and investment management fees of \$37,730.40 (approximately 48 basis points annually and charged on a monthly basis). Administrative expenses are primarily for the services of the Concord Finance Department. Advisory and investment management fees were paid to BNY Mellon Wealth Management.

BNY Mellon Wealth Management is retained to manage the portfolio. The annualized rate of return to June 30, 2018 (fiscal year reporting period), net of fees, is as follows:

Portfolio Rate of Return as of June 30, 2018 Annualized, net of fees			
Concord	One Year	Three Years	Five Years
Performance	6.53%	+ 5.78%	+ 6.46%
Benchmark	7.75%	+ 6.63%	+ 7.55 % (gross of fees)

The portfolio's performance benchmark is: 60% MSCI ACWI and 40% BarCap U.S. Intermediate Gov/Credit, provided that the portfolio also includes a dividend sub-portfolio which may add or detract from performance against the benchmark.

The Trustees have established the target portfolio asset allocation as follows:

Large cap stocks	30%-55%
Mid cap stocks	0%-10%
Small cap stocks	0%-10%
International (developed)	0%-20%
International (emerging)	0%-10%
Fixed Income	35%-50%

As of June 30, 2018, the market value of assets was recorded at \$7,918,101.84 an increase of 5.65% from the year earlier.

A partial listing of disbursements made by the Trustees during FY 2018 (the period ending June 30, 2018) includes:

- \$15,000 from the Silent Fund transferred to the Board of Selectmen, distributed by the Board of Selectmen to individuals in need (Fund #1);
- \$1,200 from the bequest of Cyrus Stow (1878) to benefit the Concord-Carlisle High School (Fund #5);
- \$5,000 from the William M. Prichard bequest (1899) to benefit students in Concord public schools (Fund #6);
- \$3,015 from the Sarah E. A. Richardson Fund (1926) and the Estate of Mary E. Gross to benefit Emerson Hospital (Funds #7 and 10);
- \$160 from the bequests of Edward B. Caiger (1960) and Edith F. Sellors (1984) for the Concord Free Public Library to purchase books (Funds #25 and 26);

- \$3,800 from the Anna Holland Fund for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Funds #8 and #9);
- \$8,741 from the Anne B. Chamberlin Park Fund (1970) for support of the maintenance of the park area that stretches between Lowell Road and the Mill Brook in Concord Center (Fund #30);
- \$66,250 from earnings on the Cemetery Perpetual Care Fund, transferred to the Town's Cemetery Fund and used for support of the Cemetery maintenance costs (Fund #34);
- \$500 from the Maureen Taggart Memorial Fund for a student award conferred by the Recreation Commission and a charitable donation to an organization selected by the student (Fund #36).
- \$7,000 from the Guy P. DiGiovanni Family Scholarship Trust for academic scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #39).

The Town of Concord Trustees of Town Donations administers the following funds:

1. Silent Fund

A trust fund for the benefit of the poor of Concord, established in 1731, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

2. Hugh Cargill Fund

Income paid annually to the Board of Selectmen of Concord and added to funds administered by the Hugh Cargill Committee for the aid of Concord residents in need.

3. Hugh Cargill Trust

A trust fund for the benefit of the poor of Concord, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

4. Public School Donations

Bequest of John Beaton and John Cumming.
 John Beaton: to improve the schooling of the youth.
 John Cumming: benefit to a school, Town of Concord and to be under the direction of the Selectmen.

5. High School Donations

Bequest of Cyrus Stow in 1878, the net income to be expended by the School Committee for said Town for the benefit of the high school.

6. Manual Training School Donations

Bequest of William M. Prichard, income to be used for the purpose of manual training, industrial arts, mechanical drawings, and domestic science and in furtherance of those subjects.

7. Sarah E. A. Richardson Fund

Bequest of Sarah E. A. Richardson in 1926 of \$12,000 to be held as a permanent fund, the income thereof to be used by the Trustees of Town Donations for the Town of Concord for the assistance of people suffering from physical disabilities in a hospital, or as the Trustees of Town Donations shall deem best.

8. & 9. Anna M. Holland Fund

Income to be used for:

- A. Frederic M. Holland Scholarships: Higher Education for boys and girls over 16, who have been students in the Concord High School.
- B. Anna M. Holland Scholarships: Higher education for young women over 16, residents of Concord who have attended school in Concord for at least two years.

10. Mary E. Gross

Income to be paid to Emerson Hospital of Concord.

11. Shade Tree Donations

Bequest of Reuben N. Rice in 1886 of \$2,000 and Samuel Hoar in 1904 of \$1,000, the principal to be invested and the income thereof annually expended in planting and the care of shade or ornamental trees in the public square, or on the highways and streets of Concord.

12. Adelaide Fowler Tree Fund

To be held as trust fund for 100 years or for such less periods as the Board of Selectmen or the Trustees of Town Donations may deem advisable, income thereof to be used by it for the setting out and care of trees and shrubs.

13. Hapgood Wright Semi-Centennial Trust Fund

Gift of Hapgood Wright, August 25, 1885. Income to be used for the semi-centennial celebration of the incorporation of the Town of Concord until the third

centennial year of the incorporation of the Town of Concord.

14. Hapgood Wright Centennial Trust Fund

Gift of Hapgood Wright in 1916 for the benefit and improvement of the Town or the citizens of Concord as determined by a two-thirds vote of Town Meeting.

Part A. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 1985 and at each 100 years thereafter;

Part B. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 2035 and at each 150 years thereafter.

15. Nineteenth of April Donations

Bequest of Ebenezer R. Hoar in 1895 to be safely invested and the income added to the principal, and in the year 1925, and in every 25th year thereafter, so much of the then existing accumulations of income as the town shall think fit, shall be used for the celebration of the Nineteenth of April 1775, and the surplus, if any, for such educational purposes as the Town may determine. The principal, however, to be always kept intact.

16. Melvin Fund

Bequest of James C. Melvin in 1917, the sum of \$2,000 to provide income to be used in connection with the 19th of April celebrations.

17. The Colonel James Barrett Fund

Bequest received in 1936. Income to be accumulated for periods of 60 years to be spent as Selectmen designate.

18. Charles Hosmer Walcott Fund

Legacy from the Estate of John Walcott, income to be used by the School Committee for a prize for papers of historical or other subjects relating to Concord.

19. Fanny E. Wheeler Fund

Bequest from Fanny E. Wheeler, parcel of land situated at the junction of Sudbury and Assabet rivers containing 7.9 acres more or less and having thereon "Egg Rock" so called. Bequest subject to the restriction that no building of any kind shall ever be erected or placed on said premises. Also a bequest of \$1,000 the income therefrom to be used for the care and maintenance of said premises.

20. Martha R. Hunt Legacy

Remainder of the legacy from Martha R. Hunt of \$1,000 income to be expended for the improving, repairing, and renovating on grounds, fences, and structures of the Old Hill Burying Ground.

21. Mary Stone Eaton Fund

For the benefit of the people of Concord who are physically disabled in a hospital.

22. Harriet Louise Eaton Fund

For the benefit of the people of Concord who are physically disabled in a hospital.

23. The George F. Flavin Scholarship Fund

This fund created by bequest in 1984, the income to be used exclusively for the higher education of worthy boys and girls who are graduates of the Concord-Carlisle High School.

24. Edward B. Caiger Fund

The income of this fund, by bequest in 1960, is used for prizes for high school seniors.

25. Edward B. Caiger Library Fund

Bequest received in March 1978. Principal to remain intact and income to be paid to the Concord Free Public Library.

26. Edith F. Sellors Library Fund

Bequest by Edith F. Sellors in 1984. Trust fund to be administered by Board of Public Library Trustees, the income thereof to be expended in each year for the purchase of books for the library, in addition to those provided from town appropriations or other funds. By decision at the 1984 Annual Town Meeting (article 54) "to authorize the Trustees of Town Donations to hold, manage and administer such legacy in accordance with said will."

27. Political Science Scholarship Fund

This fund created by a gift in 1963, the income to be used for the benefit of a girl, in the graduating class of Concord-Carlisle Regional High School, most interested in the science of government.

28. Ruth E. Helsher Scholarship Fund

This fund created by bequest in 1965, the income to be used for the higher education of boys and girls who are graduates of the Concord-Carlisle Regional High School.

29. Eleanor Baldwin Fenn Memorial Fund
Gift from the League of Women Voters of Concord, June 1980, to be supervised and invested by the Trustees of Town Donations. The gift is required to be retained as principal. The income each year will be awarded to a member of the Concord-Carlisle Regional High School graduating class who has demonstrated an ongoing personal commitment to servicing the community. The Scholarship and Awards Selection Committee at the high school shall choose the recipient. If there is no qualified recipient, the income for that year shall be divided and presented to the award recipients over the next three years. This award is given in beloved memory of Eleanor Baldwin Fenn who devoted her life to active, informed, concerned citizenship throughout the community.

30. Anne B. Chamberlin Park Fund
Gift in March 1970, from the Chamberlin family, of which a sum up to \$2,000 may be spent for plans and construction of a path from Lowell Road to the Town land on the westerly side of Mill Brook. The balance of such sum to be held in trust, the income to be expensed on direction of the Natural Resources Commission, or its successor, toward the maintenance of the path and its borders.

31. John Upshire Smith Memorial Fund
A trust fund for the benefit of the needy of Concord, income therefrom to be paid to the Silent Poor Fund.

32. Sleepy Hollow Cemetery Fund
Income to be paid annually to the Town Treasurer, to be used by the Cemetery Department.

33. Sleepy Hollow Burial Lot Fund
Payments for lots purchased in Sleepy Hollow Cemetery; principal and income to be paid to the Town of Concord annually.

34. Cemetery Donations - Sleepy Hollow Cemetery
Funds paid for perpetual care on lots in Sleepy Hollow Cemetery; income paid to the Town Treasurer quarterly for the maintenance of Sleepy Hollow Cemetery.

35. Cemetery Donations - St. Bernard's Cemetery
Donations for care of lots in Saint Bernard's Cemetery. Income to be paid to St. Bernard's annually.

36. Maureen Taggart Memorial Award
The Recreation Commission established the Maureen Taggart Memorial Award in January 1985. The award is open to any high school student, public or private, who is a resident of Concord or Carlisle, and who has demonstrated a loving and giving spirit through voluntary service in the community. The recipient will have the privilege of designating a deserving organization and/or individual to receive a financial grant in Maureen's name. The recipient's name will be placed on two plaques - one at the Harvey Wheeler Community Center, and the other at the school of the chosen student. The citizens of Concord and Carlisle and any faculty member or student of the candidate's high school will make nominations. Nomination forms are available at the Concord Recreation Department, the local high schools, the two Concord libraries and the Carlisle Library. Nominations should be sent to the Recreation Department. Submittal deadline is April 1.

37. Concord Scholarship Fund
A Fund established to receive gifts to be used for scholarships to further the education of Concord residents. Gifts should be made payable to the Town of Concord and the fund is to be administered by the Trustees of Town Donations to be called "Concord Scholarship Fund." Gifts are tax deductible as a charitable contribution on individual tax return.

38. Concord's 350th Birthday Fund
Funds received from the Town of Concord. The Board of Selectmen voted to use remaining funds raised for the Town's 350th-birthday observance to set up a permanent trust fund for the "maintenance and improvement of the Monument Square Flagpole, related lighting, and flags." The principal and interest can be expended on the authorization of the Board of Selectmen.

39. DiGiovanni Family Scholarship Trust
Initial funds received April 1999 from Guy P. DiGiovanni, the income to be paid to the Town Treasurer annually and, through June 30, 2011, to be used by the Concord Recreation Commission for the funding of summer camp scholarships for programs managed by the Concord Recreation Department. After June 30, 2011, the donor revised the purpose of the fund; income will be applied to academic scholarships for Concord students attending college.

40. Beede Center Endowment

The Special Town Meeting of November 5, 2007 acted under Article 4 to transfer to the custody of the Trustees a gift of \$300,000 from the Alfred Sawyer Trust for the purpose of establishing an endowment for the Beede Swim and Fitness Center. The Town Meeting vote further stipulated that the principal was to remain intact and the income was to be made available upon request of the Town Manager for the operation and maintenance of the Beede Center. Subsequently, the gift was accepted by the Board of Selectmen on December 27, 2007 with further condition of the Sawyer Trustee that use of the endowment income would be restricted to capital expenses. \$55,000 was applied for such purpose in fiscal year 2014.

Other funds under management by the Trustees of Town Donations:

Alfred H. Sawyer Trust Gift

Article 4 of the Special Town Meeting of November 5, 2007 also transferred to the custody of the Trustees of Town Donations “the sum of \$1,700,000 or any other sum that may be accepted by the Board of Selectmen from the Trustees of the Alfred Sawyer Trust to create an expendable fund for sustainable energy and other resource conserving initiatives for town buildings, said funds to be expended under the direction of the Town Manager, in accordance with certain terms and conditions to be agreed upon by the Board of Selectmen and the trustees of the Alfred Sawyer Trust.”

On December 21, 2007, the Board of Selectmen executed a Memorandum of Agreement with the Trustees of the privately held Alfred Sawyer Trust and on January 3, 2008 the sum of \$1,730,437.58 was received into the custody of the Town of Concord Trustees of Town Donations. Subsequently, the sum of \$15,507.80 has been received into the fund as supplemental distributions from the Sawyer Trust trustees

As this is an Expendable Trust which initially was expected to have a payout period extending five to seven years, the Town of Concord Trustees of Town Donations placed the funds in a short-term bond fund account. In August 2013, the remaining funds were transferred into a money market account, an action taken in view of the diminished return available on the short-term bond fund account and the expected short-term horizon for disposition of the remaining balance of the Sawyer Trust gift account balance. Through June 30, 2018, \$258,763.80 has been earned on the funds under the custody of the Trustees of Town Donations and added to the Sawyer Trust gift account by the Trustees.

Through the end of fiscal year 2018, 71 energy conservation projects in various town-owned buildings have been funded. Activity since inception and for the most recent fiscal period ended June 30, 2018 is as follows:

Alfred Sawyer Resource Conservation Fund		
	Fiscal Year 2018	Since Inception
Market Value, BEGINNING	\$ 214,563.89	\$ 1,730,437.58
Additions to trust capital	\$ 0.00	\$ 15,507.30
Income	2,329.85	204,854.50
Realized gains	0	53,909.30
<i>Less:</i>		
Project funding – transfer to town	\$ 82,605.00	\$ 1,870,419.94
Market value, ENDING	\$ 134,288.74	\$ 134,288.74

Treasurer's Report for the Year Ended June 30, 2018

Combined statement, all funds

Beginning Balance @ June 30, 2017		Book Value	Market Value
Bank of America	\$ 34,239.90		
Mellon Cash Reserves	56,387.06		
Mass Municipal Depository	25,169.05		
Total cash accounts		\$ 115,796.01	\$ 115,796.01
Equity - stock and mutual funds		3,583,211.61	4,678,146.32
Fixed Income		2,726,091.78	2,701,039.31
TOTAL ASSETS @ June 30, 2018		\$ 6,425,099.40	\$ 7,494,981.63

FY2018 RECEIPTS:

interest	\$ 495.39		
other income	0.0		
dividends	166,497.64		
Total interest and dividends		\$ 166,993.03	
other receipts:			
Cemetery lots	37,195.00		
Cemetery Perpetual Care	39,395.00		
Realized gains	218,745.14		
Other revenue	0.0		
Total Other Receipts		\$ 295,335.14	
TOTAL Gross Receipts		\$ 462,328.17	

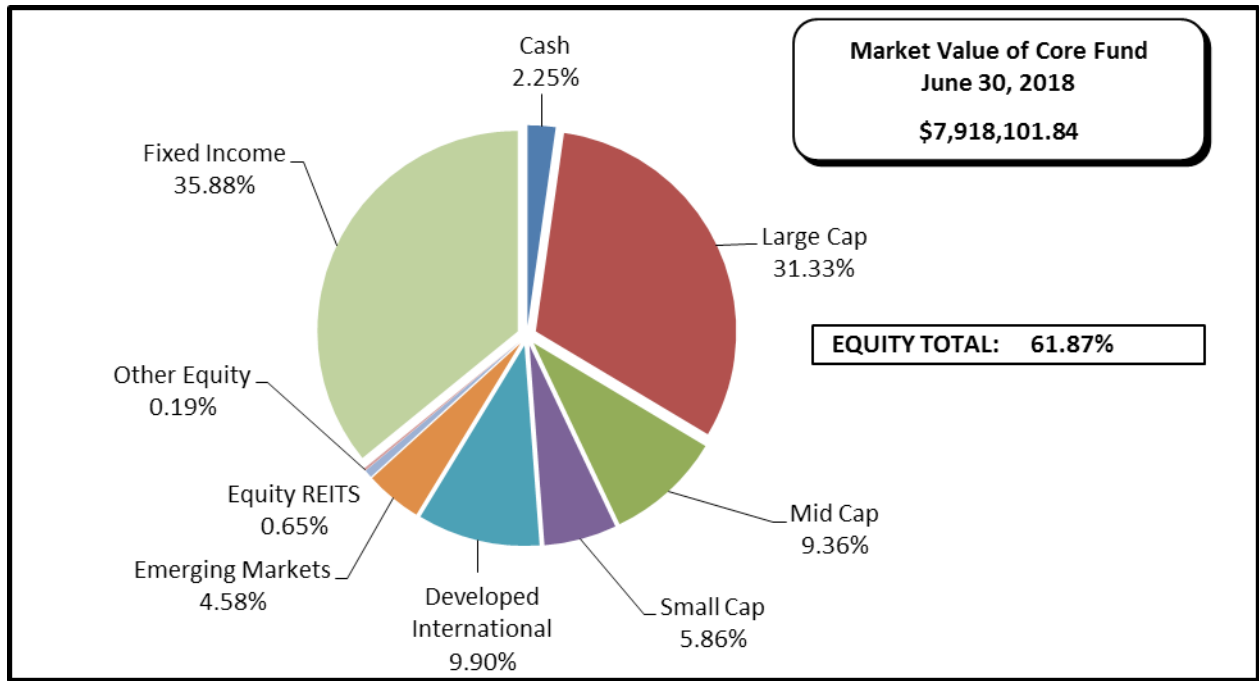
Less

General expense	(9,934.31)		
Investment mgmt. fees	(37,730.40)		
TOTAL NET RECEIPTS		\$ 414,663.46	

FY2017 DISBURSEMENTS

Distributions from income		\$ 24,542.75	
Distributions from temporarily restricted assets		31,683.00	
Cemetery lot sales proceeds to Town		60,500.00	
Cemetery lot buybacks		9,200.00	
TOTAL DISBURSED		\$ 125,925.75	
NET ACTIVITY, FY17		\$ 288,737.71	

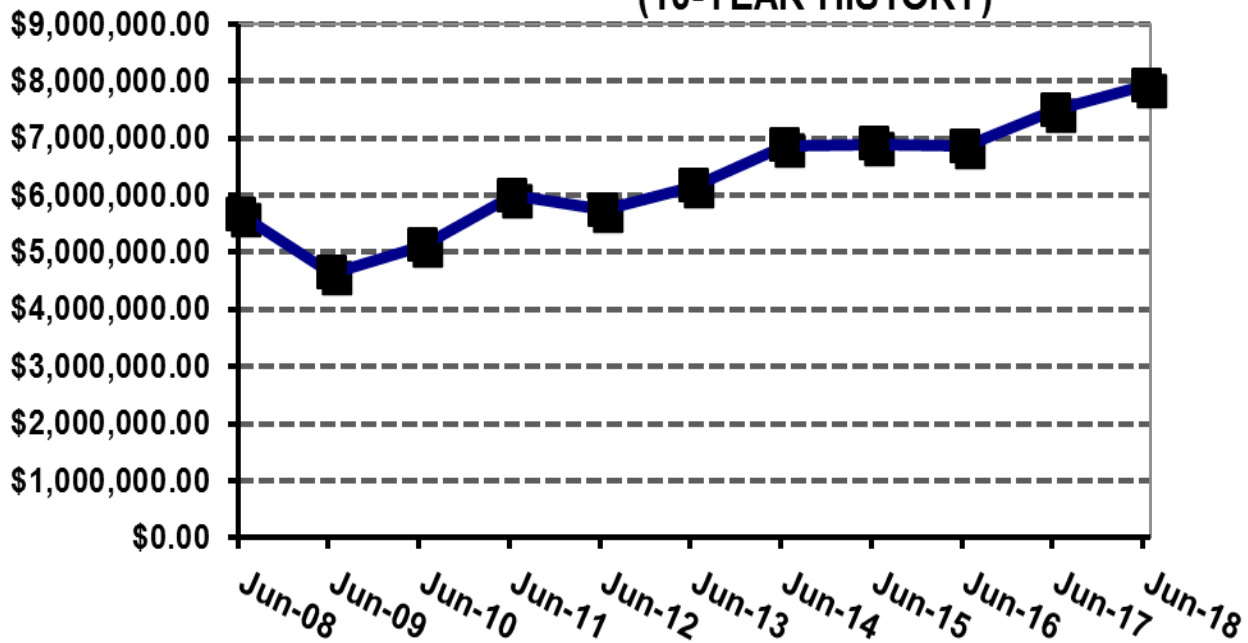
Ending Balance @ June 30, 2018		Book Value	Market Value
Bank of America	\$ 36,385.85		
Mellon Cash Reserves	128,419.91		
Mass Municipal Depository	13,407.30		
Total cash accounts		\$ 178,213.06	\$ 178,213.06
Equity - stock and mutual funds		3,620,983.52	4,898,624.12
Fixed Income		2,914,640.48	2,841,264.65
TOTAL ASSETS @ June 30, 2018		\$ 6,713,837.06	\$ 7,918,101.83



Change in asset allocation: (totals may not sum due to rounding)

	6/30/15	6/30/16	6/30/17	6/30/18	FY18 Change (% of total)
Cash	2%	3%	1%	2.25%	+1.25%
Equities	63%	59%	65%	61.87%	-3.13%
Fixed Income	35%	37%	34%	35.88%	+1.88%
Other Assets	0%	0%	0%	0%	no change

**Assets at Fiscal Year End to June 30, 2018
(10-YEAR HISTORY)**



Trustees of Town Donations - Book and Market Value of Assets at June 30, 2018

	identification	Tax Cost Book Value	Face Value or # shares	Book Value per share	Market Value @ price	Market Value Value	% of Core portfolio
Bank of America	830-40809	36,385.85				36,385.85	
BNYMellon	CON00433000	128,419.91				128,419.91	
MMDT	44-201242	13,407.30				13,407.30	
Total cash accounts		178,213.06				178,213.06	2.25%
US large cap							
Individual stock holdings		1,013,246.00				1,215,165.29	15.35%
Dreyfus Basic S&P 500 Stock Index	DSPIX	727,096.00	21,819.719	33.323	54.6100	1,191,574.85	15.05%
Drefus US Equity Fund	DPUYX	55,434.70	3,755.738	14.760	19.6800	73,912.92	0.93%
US mid cap							
Western Gas Equity Partners LP	WGP	20,202.33	446.000	45.297	35.7500	15,944.50	0.20%
ISHARES TR S&P Midcap 400	IJH	404,946.79	3,725.000	108.710	194.7800	725,555.50	9.16%
US small cap							
ISHARES TR S&P Smallcap 600	IJR	105,367.50	1,575.000	66.900	83.4600	131,449.50	1.66%
Dreyfus Select Mgrs Small Cap Growth	DSGYX	101,141.03	6,047.727	16.724	30.2700	183,064.70	2.31%
Dreyfus Select Mgrs Small Cap Value	DMVYX	111,545.44	5,816.155	19.179	25.6700	149,300.70	1.89%
Developed international							
Mellon International Fund	MPITX	247,531.68	20,568.613	12.034	13.4300	276,236.47	3.49%
Glaxo Smithkline PLC Spons ADR	GSK	18,532.02	460.000	40.287	40.3100	18,542.60	0.23%
Dreyfus Int'l Small Cap Fund	DYYPX	155,825.18	11,295.303	13.796	16.7500	189,196.33	2.39%
Dreyfus/Newton Int'l Equity	NIEYX	150,108.55	7,609.676	19.726	21.1700	161,096.84	2.03%
Dreyfus Int'l Stock Fund	DISYX	100,920.22	7,505.541	13.446	18.5400	139,152.73	1.76%
Emerging markets							
Dfa Emerging Markets Core							
Virtus Emerging Markets	DFCEX	268,874.56	13,134.620	20.471	21.1700	278,059.91	3.51%
	HIEMX	80,538.42	7,477.586	10.771	11.2100	83,823.74	1.06%
Equity reits (Real Estate Investment Trust)							
New Residential Investment Corp							
Starwood Property Trust	NRZ	23,680.61	1,745.000	13.571	17.4900	30,520.05	0.39%
	STWD	21,002.73	970.000	21.652	21.7100	21,058.70	0.27%
Other equity							
Crown Castle International Corp Preferred		14,989.76	14.000	1070.697	1069.2010	14,968.81	0.19%
Total Equity		\$3,620,983.52				\$4,898,624.12	61.87%
Dreyfus Floating Rate Income Fund		174,500.00	14,545.287	11.997	12.0100	174,688.90	2.21%
Dreyfus High Yield Fund		110,369.56	17,826.878	6.191	6.1000	108,743.96	1.37%
Mellon short-term US Govt Securities		767,000.00	66,167.173	11.592	11.5100	761,584.16	9.62%
Mellon Intermediate Bond Fund		833,974.97	67,614.218	12.334	12.2300	826,921.89	10.44%
Mellon Bond Fund		1,028,795.95	78,806.971	13.055	12.3000	969,325.74	12.24%
Total Fixed Income		\$2,914,640.48				\$2,841,264.65	35.88%
Sutbtotol, Core		\$6,713,837.06				\$7,918,101.84	100%
Sawyer Trust/MMDT money market		134,288.74				134,288.74	
GRAND TOTAL		\$6,848,125.80				\$8,052,390.58	

Trust Fund Assets: Transaction Summary, FY2018- as of June 30, 2018

Fund #	Fund	Book Value 6/30/17	Market Value 6/30/17	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/18	Market Value 06/30/18
1	Silent Fund	198,250.92			0.00	0.00		198,250.92	
	Principal	149,399.24			0.00	5,800.00	15,324.48	158,923.72	
	temp restricted	1,634.23	524,461.15	9,045.14	0.00	9,200.00		1,479.37	554,068.98
	Expendable	600.00			0.00	0.00		600.00	
2	Hugh Cargill Fund	964.42			0.00	0.00	54.11	1,018.53	
	Principal	30.69	1,852.07	31.95	0.00	0.00		62.64	1,956.63
	temp restricted	117,519.88			0.00	0.00		117,519.88	
	Expendable	152,938.53			0.00	0.00	9,638.49	162,577.02	
3	Hugh Cargill Trust	1,081.58	329,864.96	5,689.03	0.00	0.00		6,770.61	348,487.09
4	Public School Donations	22,384.65			0.00	0.00		22,384.65	
	Principal	34,856.48			0.00	0.00	1,977.61	36,834.09	
	temp restricted	189.51	67,681.12	1,167.27	0.00	1,100.00		256.78	67,681.12
	Expendable	24,523.72			0.00	0.00		24,523.72	
5	High School Donations	38,188.41			0.00	0.00	2,176.49	40,364.90	
	Principal	197.15	74,487.62	1,284.65	0.00	1,200.00		281.80	78,692.73
	temp restricted	98,010.76			0.00	0.00		98,010.76	
	Expendable	152,618.64			0.00	0.00	8,698.19	161,316.83	
6	Manual Training	775.42	297,684.65	5,139.03	0.00	5,000.00		914.45	314,490.08
7	Sarah E. A. Richardson fund	52,601.49			0.00	0.00		52,601.49	
	Principal	81,919.14			0.00	0.00	4,673.90	86,593.04	
	temp restricted	635.83	159,958.65	2,758.73	0.00	2,900.00		494.56	168,988.92
	Expendable	38,586.13			0.00	0.00		38,586.13	
8	Anna M. Holland Fund #1	4,429.53			0.00	2,300.00	1,720.34	3,849.87	
	Principal	208.79	58,876.88	1,015.43	0.00	0.00		1,224.22	62,200.70
	temp restricted	24,129.42			0.00	0.00		24,129.42	
	Expendable	2,867.06			0.00	1,500.00	1,119.38	2,486.44	
9	Anna M. Holland Fund #2	125.55	38,309.62	660.70	0.00	0.00		786.25	40,472.34

10	Mary E. Gross	Principal temp restricted Expendable	1,946.50						0.00	0.00			1,946.50		
			3,032.09						0.00	0.00		173.31	3,205.40		
			31.92	5,931.12	102.28				0.00	115.00			19.20	6,265.95	
11	Shade Tree Donations	Principal temp restricted Expendable	409.14						0.00	0.00			409.14		
			638.49						0.00	0.00		37.85	676.34		
			69.60	1,295.89	22.34				0.00	0.00			91.94	1,369.05	
12	Adelaide Fowler Tree Fund	Principal temp restricted Expendable	1,128.70						0.00	0.00			1,128.70		
			3,027.47						0.00	0.00	199.94		3,227.41		
			1,963.34	6,843.04	118.03				0.00	0.00			2,081.37	7,229.36	
13	Hapgood Wright Semi-Centennial	Principal temp restricted Expendable	1,207.80						0.00	0.00			1,207.80		
			7,092.29						0.00	0.00		513.22	7,605.51		
			7,389.81	17,563.82	302.91				0.00	0.00			7,692.72	18,555.36	
14A	Hapgood Wright Centennial Trust (1985 and each 100 years)	Principal temp restricted Expendable	1,000.00						0.00	0.00			1,000.00		
			5,412.86						0.00	0.00		416.79	5,829.65		
			6,343.27	14,264.27	246.01				0.00	0.00			6,589.28	15,069.54	
14B	Hapgood Wright Centennial Trust (2035 and each 150 years)	Principal temp restricted Expendable	1,000.00						0.00	0.00			1,000.00		
			448,254.00						0.00	0.00		33,113.45	481,367.45		
			564,185.46	1,133,265.97	19,544.93				0.00	0.00			583,730.39	1,197,243.14	
15	Nineteenth of April Donations	Principal temp restricted Expendable	2,000.00						0.00	0.00			2,000.00		
			8,599.38						0.00	0.00		594.88	9,194.26		
			3,340.16	20,358.91	351.12				0.00	0.00			3,691.28	21,508.25	
16	Melvin Fund	Principal temp restricted Expendable	291.42						0.00	0.00			291.42		
			756.28						0.00	0.00		52.08	808.36		
			347.03	1,782.35	30.75				0.00	0.00			377.78	1,882.97	
17	Colonel James Barrett Fund	Principal temp restricted Expendable	1,000.00						0.00	0.00			1,000.00		
			2,398.32						0.00	0.00		167.81	2,566.13		
			1,737.54	5,743.13	99.05				0.00	0.00			1,836.59	6,067.35	
18	Charles Hosmer Walcott Fund	Principal temp restricted Expendable	122.72						0.00	0.00			122.72		
			814.75						0.00	0.00		57.61	872.36		
			825.46	1,971.37	33.99				0.00	0.00			859.45	2,082.66	

19	Fanny E. Wheeler Fund	Principal temp restricted Expendable	3,000.00						0.00	0.00				3,000.00		
			35,825.33						0.00	0.00				38,444.05		
20	Martha Hunt Legacy	Principal temp restricted Expendable	41,320.64	89,622.24	1,545.67				0.00	0.00				42,866.31		94,681.76
			251.78						0.00	0.00				251.78		
			392.04						0.00	0.00				413.03		
			42.43	718.57	64.87				0.00	0.00				107.30		759.14
21	Mary Stone Eaton Fund	Principal temp restricted Expendable	6,447.74						0.00	0.00				6,447.74		
			13,586.06						0.00	0.00				14,529.33		
			8,835.07	32,282.26	556.75				0.00	0.00				9,391.82		34,104.72
22	Harriet Louise Eaton Fund	Principal temp restricted Expendable	5,087.90						0.00	0.00				5,087.90		
			11,130.59						0.00	0.00				11,905.20		
			7,488.65	26,510.22	457.22				0.00	0.00				7,945.87		28,006.82
23	George F. Flavin Scholarship	Principal temp restricted Expendable	5,658.13						0.00	0.00				5,658.13		
			683.64						0.00	360.00				575.13		
			44.53	8,606.36	148.42				0.00	0.00				192.95		9,092.22
24	Edward B. Caiger Fund	Principal temp restricted Expendable	1,000.00						0.00	0.00				1,000.00		
			308.38						0.00	0.00				375.66		
			91.92	2,302.76	39.71				0.00	0.00				131.63		2,432.76
25	Edward B. Caiger Library Fund	Principal temp restricted Expendable	2,113.52						0.00	0.00				2,113.52		
			3,291.16						0.00	0.00				3,478.67		
			15.80	6,417.17	110.68				0.00	105.00				21.48		6,779.44
26	Edith F. Sellors Library Fund	Principal temp restricted Expendable	1,053.75						0.00	0.00				1,053.75		
			1,641.31						0.00	0.00				1,734.79		
			9.82	3,199.43	55.17				0.00	55.00				9.99		3,380.05
27	Political Science Scholarship	Principal temp restricted Expendable	1,210.62						0.00	0.00				1,210.62		
			391.53						0.00	0.00				469.42		
			111.84	2,665.62	45.97				0.00	0.00				157.81		2,816.10
28	Ruth E. Helsher Scholarship	Principal temp restricted Expendable	5,132.29						0.00	0.00				5,132.29		
			723.53						0.00	470.00				656.66		
			54.23	13,797.03	237.95				0.00	0.00				292.18		14,575.92

29	Eleanor Baldwin Fenn Memorial	Principal temp restricted Expendable	1,710.62					0.00	0.00			1,710.62	
			595.28					0.00	0.00		118.84	714.12	
			155.09	4,067.58	70.18			0.00	0.00			225.27	4,297.21
30	Anne B. Chamberlin Park Fund	Principal temp restricted Expendable	20,000.00					0.00	0.00			20,000.00	
			161,240.68					0.00	0.00		8,408.01	169,648.69	
			64,134.26	287,753.45	4,962.74			0.00	2,952.75			66,144.25	303,998.23
31	John Upshire Smith Memorial	Principal temp restricted Expendable	485.00					0.00	0.00			485.00	
			826.06					0.00	0.00		55.31	881.37	
			351.32	1,893.68	32.65			0.00	0.00			383.97	2,000.59
32	Sleepy Hollow Cemetery Fund	Principal temp restricted Expendable	4,892.83					0.00	0.00			4,892.83	
			4,567.37					0.00	0.00		267.03	4,834.40	
			25.90	9,137.86	157.60			0.00	155.00			28.50	9,653.73
33	Sleepy Hollow Burial Lot Fund	Principal temp restricted Expendable	13,986.74					33,010.00	5,550.00			41,446.74	
			14,455.19					0.00	0.00		489.58	14,944.77	
			69.41	16,755.86	288.98			0.00	310.00			48.39	17,701.79
34	Cemetery Donations - perp. care	Principal temp restricted Expendable	1,660,275.71					35,680.00	3,650.00			1,692,305.71	
			1,427,154.26					0.00	13,716.00		103,771.94	1,515,234.30	
			9,132.97	3,558,443.89	61,376.50			0.00	60,500.00			10,009.47	3,763,907.67
35	Cemetery Don. - St. Bernard's	Principal temp restricted Expendable	18,409.81					0.00	0.00			18,409.81	
			28,668.63					0.00	0.00		1,633.90	30,302.53	
			148.13	55,918.60	964.39			0.00	950.00			162.52	59,075.42
36	Maureen Taggart Memorial	Principal temp restricted Expendable	7,972.66					0.00	0.00			7,972.66	
			12,610.26					0.00	0.00		720.55	13,330.81	
			151.24	24,660.05	425.29			0.00	500.00			76.53	26,052.20
37	Concord Scholarship Fund	Principal temp restricted Expendable	1,200.00					0.00	0.00			1,200.00	
			373.13					0.00	0.00		74.43	447.56	
			200.17	2,547.25	43.94			0.00	0.00			244.11	2,691.05
38	Concord's 350th Birthday	Principal temp restricted Expendable	3,386.39					0.00	0.00			3,386.39	
			3,839.68					0.00	537.00		201.39	3,504.07	
			158.87	8,614.65	27.13			0.00	0.00			186.00	8,345.75

39	Guy P. DiGiovanni Fund	Principal temp restricted Expendable	110,500.00					0.00	0.00			110,500.00	
			79,222.40					0.00	7,000.00	5,409.63		77,632.03	
			654.61	185,138.47			3,193.00	0.00	0.00			3,847.61	195,590.24
40	Beede Center Endowment	Principal temp restricted Expendable	300,000.00					0.00	0.00			300,000.00	
			15,887.31					0.00	0.00	11,446.22		27,333.53	
			24,680.19	391,732.04			6,756.03	0.00	0.00			31,436.22	413,846.80
	TOTAL		6,425,099.37	7,494,981.63			129,204.20	68,690.00	125,925.75	218,745.14		6,713,837.06	7,918,101.84
	Distributed from Income:	24,542.75											
	Distributed from Temporarily Rest.	31,683.00	31,683.00				197,894.20						
	Distributed to Town from Lot Sales	60,500.00										Book	Market
	Distributed to Re-purchase Lots	9,200.00		6,715,812.96					Principal			2,819,978.74	3,325,799.94
									Temp restricted			3,100,707.44	3,656,883.10
		125,925.75							Expend-able			793,150.88	935,418.81
												6,713,837.06	7,918,101.84
										From Trust Fund Assets,			Book & Market Value
												6,713,837.06	7,918,101.84
										Difference:	(0.00)		0.00

CONTRIBUTORY RETIREMENT BOARD

Peter J. Fulton, Chair (elected member)
 Mary Barrett, Town Accountant (ex officio member)
 Kerry A. Lafleur, Finance Director (Select Board's
 appointed member)
 Arnold Roth (member appointed by the Board)
 Brian J. Whitney (elected member)

Linda Boucher, Retirement System Administrator

The Concord Retirement Board is one of 104 local Boards operating under one set of statewide rules and one benefit structure established by Massachusetts General Laws Chapter 32. Its responsibility is fiduciary to the members and beneficiaries of the Concord Retirement System.

The PERAC Annual Report for the year ending December 31, 2017, reported the following data regarding Concord's system:

The Concord Retirement Board administers the Contributory Retirement System, a multi-employer pension board that includes the Town of Concord staff (including non-teaching staff of the Concord K-8 School Department), the Concord-Carlisle Regional School District non-teaching staff and the Concord Housing Authority. The system covers all employees working at least 25 hours per week in regular employment, except for teaching personnel (who are members of the State Teacher Retirement System). The Town Accountant, by statute, is a member ex officio of the Retirement Board. The Town Treasurer is the Treasurer of the Retirement System. Staff of the Concord Town Treasurer and the Town Accountant provides administrative support for the System.

The Retirement System operates on a calendar year fiscal period. Legally, the Concord Retirement Board is a state agency rather than a town committee. Its work and financial records are supervised by the Public Employee Retirement Commission Administration (PERAC), a state agency located within the Massachusetts Department of Revenue, Executive Office of Administration and Finance.

<u>Annualized rate of return</u>	<u>Concord Board</u>	<u>Composite (all boards)</u>
1 year (2017):	15.20 %	17.63 %
5 years (2013-17):	9.80 %	9.83 %
10 years (2008-17):	6.36 %	5.57 %

As of the most recent actuarial valuation (January 1, 2018), Concord's funded ratio (assets compared to system actuarial liabilities) was 87.0%, up from 85.0% from the prior year, but down from a high of 96.0% as of January 1, 2008, before the market collapse of late 2008 and early 2009. Total assets and accrued liabilities as of January 1, 2018 and 2017 were reported as follows in the chart below.

The actuarial value of assets is a derivation that spreads investment gains and losses (results above and below the assumed rate of return, the rate at which future liabilities are discounted to present value) over a four-year period. Thus, for example, the investment gains in 2017 that resulted from exceeding the 7.00% discount rate are divided equally into four parts, with one-quarter (one part) recognized in calendar year 2017 results and the other quarter parts recognized in 2018, 2019

Total assets and accrued liabilities as of January 1, 2018 and 2017		
	<u>Jan. 1, 2018</u>	<u>Jan. 1, 2017</u>
Actuarial Accrued Liability (AAL)	\$184,723,981	\$174,389,616
Actuarial Value of Assets (AVA)	159,852,855	148,500,200
Unfunded Actuarial Accrued Liability (UAAL = AAL- AVA)	24,871,127	25,889,394
Discount rate (assumed earnings rate)	7.00%	7.00%
Funded ratio (AVA/AAL)	85.00%	85.00%

and 2020. Thus, AVA may depart from the Market Value of Assets (MVA) – but PERAC regulations require that the ratio of MVA to AVA can be no more than $\pm 10\%$.

The ratio of the Market Value of Assets to the Actuarial Value of Assets at January 1, 2018 was 1.0411. That is, the market value of assets, at \$166,415,841, was 4.11% higher than the actuarial value of assets used to determine the funded ratio.

No changes were made in the non-economic assumptions used to prepare the January 1, 2018 actuarial valuation. The funding schedule remains the same, amortizing the remaining unfunded liability by 2029. The funding schedule determines the annual employer contributions to be paid by the Town of Concord, the Concord-Carlisle Regional School District and the Concord Housing Authority.

Of the 104 Boards comprising the Massachusetts Retirement System, Concord's funded ratio ranked 9th highest on the listing published as of January 1, 2018, up from 11th highest last year, as reported by PERAC. As of 1/1/18, just two of the 104 board's in the MGL Chapter 32 public employee pension system were using a discount rate lower than 7.00% (Leominster & Wellesley), and four others were using a discount rate of 7.00%, like Concord. Ninety-seven (97) boards were using discount rates ranging from 7.25% to 8.00%. Of the eight boards with higher funded ratios, 6 reported that the discount rates used in the most recent actuarial valuation range from 7.25% to 7.75%. Use of a lower discount rate increases the present value calculation of future liabilities and therefore tends to lower the reported funded ratio. Since the valuation of January 1, 2010, the Concord Board has lowered its assumed rate of return from 7.75% to the current 7.00% rate, reflecting its expectation of achievable future investment returns.

The funding schedule is subject to revision based on the results of each actuarial valuation study. The investment results of calendar year 2018 will be reflected in the next planned valuation with an effective date of January 1, 2019.

At January 1, 2018, system membership was 519 Active Members, 157 Inactive Members and 300 Retired Members.

The Retirement System maintains the following fund balances:

The Annuity Savings Fund contains the accumulated contributions plus earnings of active member employees and terminated employees who have not withdrawn their balances. By law, interest earnings to be credited to the individual member account within this fund (and the Annuity Reserve Fund) is set by the state for the calendar year at the average passbook savings rate of the prior year, not at the earnings rate actually realized by the System.

The Annuity Reserve Fund contains the accumulated contributions and earnings of members receiving retirement or disability payments. Accumulated balances are transferred to this fund from the Annuity Savings Fund upon a member's retirement.

The Special Military Services Fund contains employer appropriations for certain armed services veterans who qualify for additional benefits under Massachusetts law.

The Pension Fund receives and maintains the employer contributions. Retirement benefits funded by employer contributions are disbursed from this fund.

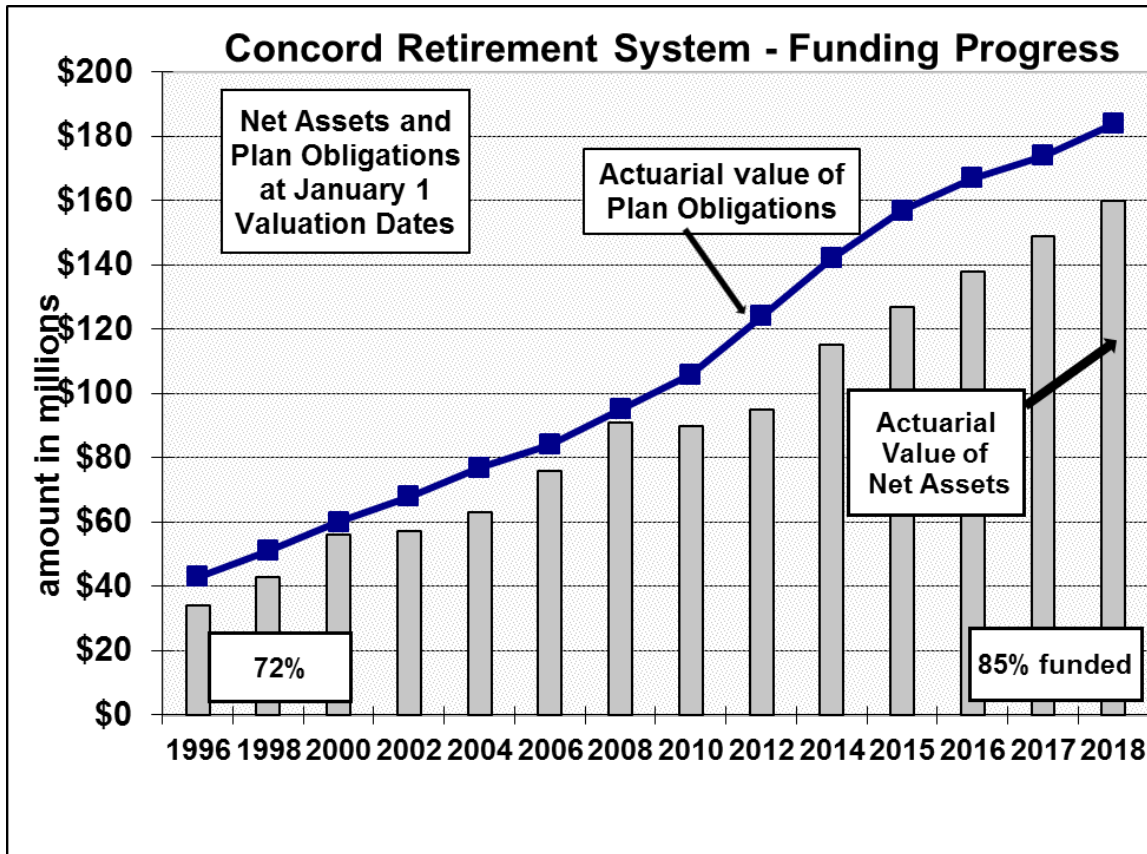
The Pension Reserve Fund receives excess investment income (if any) after allocations are made to all other funds. This fund also receives any pension assessments made against federal grants and any forfeit of accumulated interest by a member withdrawing from the system before 5 years (all annuity account interest is forfeited) or ten years (50% of annuity account interest is forfeited).

The Expense Fund receives and disburses monies associated with the Retirement Board's administrative expenses.

Based upon calendar year financial statements published by the Concord Retirement Board and audited as part of the Town's annual audit, a three-year comparison (2015-2017) of total assets by fund is shown below:

**Audited Financial Data
December 31**

	2015	2016	2017
Annuity Savings Fund	\$29,242,180	\$30,799,253	\$31,799,996
Annuity Reserve Fund	6,615,554	7,105,163	7,959,818
Military Service Fund	4,484	4,488	4,493
Pension Fund	1,393,241	1,178,367	770,833
Pension Reserve Fund	96,511,305	106,251,763	125,880,701
TOTAL at Market Value	\$133,766,764	\$145,339,033	\$166,415,841



FINANCE DEPARTMENT

Kerry A. Lafleur, Finance Director

The Department of Finance and Administration consists of five divisions: Administration, Assessing, Treasurer/Collector, Accounting and Town Clerk. The Department is also responsible for budget management, Town purchasing administration, Town payroll administration, group insurance management (in collaboration with the Personnel Department) and Retirement System administration. The Town Treasurer serves as the Parking Clerk, administering the parking violation system. The Town Treasurer also serves as Treasurer for the Trustees of Town Donations. The report of the Town Clerk division appears elsewhere in this Town Report.

ADMINISTRATION

Kerry A. Lafleur, Finance Director and
Treasurer-Collector

Jonathan Harris, Budget and Purchasing Director

This division is responsible for the development and implementation of the Town Manager’s budget, the Enterprise Fund budgets, and the five-year Capital Improvement Program. The division provides guidance and oversight of procurement and public bidding procedures for all town departments under the Town Manager in accordance with applicable state laws. These functions are conducted under the direction of the Budget and Purchasing Director with the assistance of the Senior Budget & Operations Analyst.

This division handles all aspects of Town payroll administration and all federal and state reporting of wages and payroll taxes for the Town departments, the

Concord Public Schools (K-8) and the Concord Retirement System. The division handles retiree benefit administration and direct interaction with the town’s 300 retirees for all group insurance matters. These functions are under the direction of the Assistant Treasurer supported by the Finance Assistant.

The Finance Director is responsible for group insurance administration and is custodian-treasurer of the Retirement System and treasurer of the Trustees of Town Donations. The division provides staff support to the 15-member Concord Finance Committee appointed by the Town Moderator. The Finance Assistant provides administrative support in these activities.

The Finance Director is also appointed as the Town Treasurer-Collector. In this capacity, the Finance Director is responsible for cash management, debt management and treasury operations. The Director is supported in these activities by the Deputy Treasurer (Treasury Division).

Payroll

Total payrolls for the Town Government departments and the Concord Public Schools, for the fiscal periods ended June 30, 2017 and 2018, were as follows in the chart below.

Group insurance

Group health plans are offered to the Town’s employees through the multi-town Minuteman-Nashoba Health Group (MNHG) established in December 1990 under the authority granted by Massachusetts General Laws Chapter 32B, section 12. This statute permits local governments to join together for the joint provision of employee group health insurance plans. The MNHG presently includes 17 area towns and regional school districts with 2,751 employee and retiree members,

PAYROLL - ALL FUNDS			
	Year ended 6/30/17	Year ended 6/30/18	Percent change
Town Manager departments	\$ 25,355,077	\$ 25,828,715	1.87%
Concord Public Schools	29,006,278	30,958,969	6.73%
TOTAL	\$ 54,361,355	\$ 56,787,684	4.46%

covering a total of 5,342 persons (including dependents) as of December 2018. Financial operations for the group were handled by the Concord Finance Department, Administration Division, until August 2017, at which time, these operations were transferred to another member entity. The Group's financial performance is independently audited, on an annual basis.

The primary health care networks offered are the Harvard Pilgrim Health Plan (HP), the Tufts Total Health Plan, and the Fallon Health Plan. The Plans offered to active employees, early retirees (pre-age 65) and non-Medicare eligible retirees are self-funded. The group also provides Medicare Supplement plans for

eligible retirees, with premium rates set by Tufts, Harvard Pilgrim and Fallon. The MNHG Group establishes the prices for the various active employee and non-Medicare retiree plans annually based on actual claims experience and with the protection of a stop-loss reinsurance program. Harvard, Tufts and Fallon are paid an administrative fee, negotiated annually, which is based on the number of enrollees.

For the Group's Plan Years ending May 31, 2016 and May 31, 2017, the following financial information was reported. Please note that at the time that this report was submitted, audited statements as of May 31, 2018 were not yet available.

Minuteman-Nashoba Health Group Summary Financial Statement		
	Year Ending 5/31/16	Year Ending 5/31/17
Assets, Liabilities and Fund Balances		
Cash & investments	\$ 11,199,970	\$ 6,519,073
Other current assets	1,221,137	867,470
Total assets	\$ 12,421,107	\$ 7,386,543
Claims Liabilities	\$ 412,254	\$ 286,142
Claims incurred but not reported	3,648,781	3,786,189
Other liabilities	<u>1,499,277</u>	<u>643,642</u>
Total Liabilities	\$ 5,560,312	\$ 4,715,973
Unrestricted/Total Net Position	<u>\$ 6,860,794</u>	<u>\$ 2,670,570</u>
Revenues, Expenses and Change in Net Position		
OPERATING REVENUES		
Participants' contributions	\$ 43,864,208	\$ 46,170,612
Other revenues	<u>0</u>	<u>0</u>
Total Operating Revenues	\$ 43,864,208	\$ 43,864,208
OPERATING EXPENSES		
Claims expense	\$ 36,060,968	\$ 39,575,116
Claims administration expense	2,562,762	2,724,203
Other group expenses	7,571,569	8,130,471
Total operating expense	\$ 46,195,299	\$ 50,429,790
OPERATING INCOME (LOSS)	\$ (2,331,091)	\$ (2,440,257)
NON-OPERATING REVENUES		
Investment income	\$ <u>41,036</u>	\$ <u>68,954</u>
Change in net position	\$ <u>(2,290,055)</u>	\$ <u>(4,190,224)</u>
Net position, beginning of year	\$ <u>9,150,879</u>	\$ <u>6,860,794</u>
Net position, end of year	\$ <u>6,860,794</u>	\$ <u>2,670,570</u>

TREASURER-COLLECTOR

Cheryl Robertson, Deputy Treasurer-Collector

The Treasurer-Collector division of the Finance Department is responsible for the receipt, investment and disbursement of all Town funds, billing and collection of all taxes, curbside collection subscriptions, utility and parking violation collections, miscellaneous billing and debt management. This division serves as custodian-treasurer for the Concord Retirement System.

Short-term investments

For the year ended June 30, 2018, interest earnings on short-term investments of all Town funds totaled \$1,368,356.07. The General Fund, which supports the Town and Schools operating budgets, earned \$735,487.31. These earnings represent an average return for the fiscal year of 1.34%, up from the previous year's return of 0.78%. Interest earnings funded approximately 1.33% of the \$103.2 million General Fund budget for the fiscal year that ended June 30, 2018. Interest earnings funded about 0.40% of the

\$98.2 million General Fund budget for the previous fiscal year.

Tax collection

Property tax collections during FY18 totaled \$87,712,445 net of refunds. This is 5.34% more collected than the previous year. The delinquency rate on the FY18 tax levy was 0.31% as of June 30, 2018, the twenty-third consecutive year in which this rate has been under 1%. The total dollar amount of property taxes outstanding on the tax collector's records (all years) was \$599,596 at the end of FY18. During FY18, \$207,458 of unpaid property taxes was transferred to Tax Title accounts, including \$13,480 in utility liens. A Tax Title is a legal procedure involving advertisement of the delinquency and the recording of a priority lien against the deed to protect the Town's claim for taxes owed. \$261,681 was collected during the year on Tax Title accounts, along with \$51,818 in penalty interest. Tax Titles bear a penalty interest rate of 16% per annum. At June 30, 2018, 38 properties were in Tax Title status, amounting to accumulated unpaid taxes of \$554,291 (compared to 38 parcels and \$605,984 at June 30, 2017).

Interest earned FY18	
Allocated by Fund	Amount
General Fund	\$735,487.31
Municipal Light Operating Fund	123,522.59
Land Acquisition Fund	312.33
Water Fund	130,256.33
Sewer Fund	137,588.00
CPA Fund	34,248.03
CMLP Depreciation Fund	43,485.49
CMLP Underground Fund	18,804.18
Pension Reserve	28,090.66
Contributory Retirement Fund	46,450.36
General Stabilization Fund	67.23
Group Insurance Claims Trust Fund	1,241.98
Student Activity	2,559.42
Beede Swim & Fitness Center	49,070.30
53G Fund	261.17
Parking Fund	10.56
CPS Capital Stabilization	676.69
CPS Tech Stabilization Fund	11.31
High School Debt Stabilization Fund	5,600.31
Emergency Response Stabilization Fund	10,548.84
Arts Lottery Fund	62.98

Debt and credit rating

In fiscal year 2018, one Bond and one Bond Anticipation Note were issued, as detailed below:

Bond Issuance

\$ 6.035 million Bond

Issue date: June 15, 2018 Payable December 15, 2018 through June 15, 2028
Maturity date: 1 - 10 years
Interest rate: 2.165156% true interest cost

Purpose:

- Article 12 of 2016 ATM	Bus Depot	\$	268,200
- Article 22 of 2016 ATM	Municipal Buildings Renovations 1	\$	141,000
- Article 22 of 2016 ATM	Municipal Buildings Renovations 2	\$	50,000
- Article 8 of 2017 ATM	Municipal Buildings Renovations 3	\$	312,600
- Article 27 of 2017 ATM	Municipal Needs Study	\$	235,000
- Article 8 of 2017 ATM	Public Safety Communication Equipment	\$	211,200
- Article 34 of 2014 ATM	Police Department Renovations	\$	51,500
- Article 10 of 2017 ATM	Fire Engine Replacement	\$	512,700
- Article 57 of 2016 ATM	Ambulance Replacement	\$	232,700
- Article 15 of 2017 ATM	CPS Renovations	\$	757,030
- Article 30 of 2014 ATM	Keyes Road Facility	\$	140,875
- Article 8 of 2017 ATM	2017 Roads Program	\$	1,259,970
- Article 8 of 2017 ATM	Cemetery Roads & Infrastructure	\$	94,100
- Article 15 of 2016 ATM	CPS Bus Depot (2)	\$	1,735,625

\$400,000 Bond Anticipation Note

Issue date: June 22, 2018
Maturity date: June 21, 2019
Interest rate: 2.000% net interest cost

Purpose:

- Article 48 of 2013 ATM	Telecommunications (CMLP)	\$	400,000
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Moody's Investors Services reaffirmed Concord's Aaa credit rating prior to the bond sale. The Town's credit rating has retained this Aaa rating since 1987.

FY2018 Debt Service Summary by Issue

Issue Date	Issue Detail	Amount	True Interest Cost	Final Maturity	Principal	Interest	Total Debt Service
07/24/03	MWPAT, Title V 97-2003	\$195,089	5.041	06/30/21	\$10,828.73	\$-	\$10,828.73
11/16/05	MWPAT, Pool 11, CW-04-10	\$4,190,000	1.999	06/30/26	\$215,336.00	\$39,891.50	\$255,227.50
09/15/07	Thoreau School (IE) non-called	\$6,800,000	3.992	09/15/25	\$380,000.00	\$7,600.00	\$387,600.00
04/01/08	General Obligation Bond Issue, 2008	\$6,301,000	3.016	04/01/18	\$350,000.00	\$13,125.00	\$363,125.00
12/09/08	MWPAT, Pool 12, CW-06-01	\$9,967,780	2.000	06/30/27	\$545,314.32	\$114,078.09	\$659,392.41
03/15/09	Willard School (IE) non-called	\$11,900,000	3.723	06/30/19	\$625,000.00	\$42,188.00	\$667,188.00
03/18/09	MWPAT T5-05-1243	\$703,170	0.000	07/15/18	\$70,317.00	\$-	\$70,317.00
1/15/10	Willard School Construction (IE)	\$12,900,000	3.177	06/30/29	\$680,000.00	\$275,475.00	\$955,475.00
05/17/11	General Obligation Bond Issue, 2011	\$8,750,000	2.585	05/15/26	\$670,000.00	\$106,525.00	\$776,525.00
06/13/12	MWPAT T5-05-1243A	\$296,830	3.610	06/13/12	\$29,660.00	\$-	\$29,660.00
05/29/12	General Obligation Bond Issue, 2012	\$2,785,000	0.999	06/30/19	\$300,000.00	\$15,000.00	\$315,000.00
05/22/13	MWPAT T5-05-1243B	\$324,715	1.400	06/30/23	\$32,472.00	\$-	\$32,472.00
06/04/13	General Obligation Bond Issue, 2013	\$3,360,000	0.813	06/01/20	\$465,000.00	\$25,400.00	\$490,400.00
06/12/14	General Obligation Bond Issue, 2014	\$7,985,000	1.563	06/01/23	\$875,000.00	\$180,925.00	\$1,055,925.00
01/7/15	MWPAT T5-05-1243C	\$197,457	3.070	06/30/25	\$19,745.70	\$-	\$19,745.70
05/21/15	General Obligation Bond Issue, 2015	\$2,781,500	1.525	09/15/24	\$1,120,000.00	\$161,700.00	\$1,281,700.00
05/19/16	General Obligation Bond Issue, 2016	\$9,955,000	1.178	09/15/25	\$895,000.00	\$322,300.00	\$1,217,300.00
06/05/17	General Obligation Bond Issue, 2017	\$10,035,000	1.562	03/15/28	\$845,000.00	\$254,891.00	\$1,099,891.00
					\$8,128,673.75	\$1,559,098.59	\$9,687,772.34

Authorized but Unissued as of June 30, 2018

Category	Town of Concord, MA	Purpose	Authorized, but Unissued Debt as of June 30, 2018	Issued	Rescinded	Unissued as of 06/30/18
within levy	8-ATM-2017	Municipal Building Renovations	\$350,000.00	\$(312,600.00)	\$(37,400.00)	\$-
within levy	21(1)-ATM-2018	Municipal Building Renovations	\$510,000.00	\$-	\$-	\$510,000.00
within levy	21(2)-ATM-2018	Trail Improvements	\$75,000.00	\$-	\$-	\$75,000.00
within levy	21(3)-ATM-2018	Fire Engine Replacement, #5 and #7	\$365,000.00	\$-	\$-	\$365,000.00
within levy	21(4)-ATM-2018	Road Improvement Program 2018	\$1,400,000.00	\$-	\$-	\$1,400,000.00
within levy	21(5)-ATM-2018	Library, Energy Efficient Systems	\$150,000.00	\$-	\$-	\$150,000.00
within levy	21(5)-ATM-2018	Parking Lot Improvements, HWCC	\$100,000.00	\$-	\$-	\$100,000.00
within levy	11-ATM-2018	Concord Public School Renovations	\$900,000.00	\$-	\$-	\$900,000.00
within levy	25-ATM-2018	Gerow Land Purchase	\$2,500,000.00	\$-	\$-	\$2,500,000.00
within levy	30-ATM-2014	Keyes Road Public Works Facilities Design	\$150,000.00	\$(150,000.00)	\$-	\$-
within levy	31-ATM-2014	141 Keyes Road Renovations (DPLM)	\$600,000.00	\$(200,000.00)	\$-	\$400,000.00
within levy	33-ATM-2014	West Concord Infrastructure Improvements	\$100,000.00	\$(94,500.00)	\$(5,500.00)	\$-
within levy	34-ATM-2014	Public Safety Building Security Improvements	\$85,000.00	\$(84,000.00)	\$(1,000.00)	\$-
within levy	12-ATM-2016	Concord Public Schools - Bus Depot	\$300,000.00	\$(268,200.00)	\$(31,800.00)	\$-
within levy	52-ATM-2015	Rideout & Emerson Playground Improvements	\$600,000.00	\$(565,000.00)	\$(35,000.00)	\$-
within levy	53-ATM-2015	Parking Management Plan Implementation	\$250,000.00	\$(244,500.00)	\$(5,500.00)	\$-
within levy	54-ATM-2015	Town House Interior Improvements	\$700,000.00	\$(679,500.00)	\$(20,500.00)	\$-
within levy	12-ATM-2016	Concord Public School Renovations	\$570,000.00	\$(536,700.00)	\$(33,300.00)	\$-
within levy	22-ATM-2016	Municipal Building Renovations	\$150,000.00	\$(141,000.00)	\$(9,000.00)	\$-
within levy	22-ATM-2016	Municipal Building Renovations	\$50,000.00	\$(50,000.00)	\$-	\$-

Authorized but Unissued as of June 30, 2018

within levy	23-ATM-2016	Land Acquisition, Ball's Hill Road	\$800,000.00	\$ (753,000.00)	\$ (47,000.00)	\$-
within levy	24-ATM-2016	Public Safety Equipment, Fire Engine Refurbishment	\$150,000.00	\$-	\$-	\$150,000.00
within levy	25-ATM-2016	Cemetery Improvements	\$50,000.00	\$ (47,500.00)	\$ (2,500.00)	\$-
within levy	26-ATM-2016	Road Improvement Program 2016	\$1,350,000.00	\$ (1,236,300.00)	\$ (113,700.00)	\$-
within levy	57-ATM-2016	Rail Trail Design/ Engineering, Phase 2B	\$250,000.00	\$ (236,000.00)	\$ (14,000.00)	\$-
within levy	9-ATM-2017	Public Safety Communications	\$225,000.00	\$ (211,200.00)	\$ (13,800.00)	\$-
within levy	10-ATM-2017	Fire Engine #8 Replacement	\$575,000.00	\$ (512,700.00)	\$ (62,300.00)	\$-
within levy	11-ATM-2017	Ambulance Replacement	\$260,000.00	\$ (232,700.00)	\$ (27,300.00)	\$-
within levy	15-ATM-2017	Concord Public School Renovations	\$850,000.00	\$ (757,030.00)	\$ (92,970.00)	\$-
within levy	27-ATM-2017	Municipal Facility Needs Study	\$250,000.00	\$ (235,000.00)	\$ (15,000.00)	\$-
within levy	46-ATM-2017	Cemetery Improvements	\$150,000.00	\$ (94,100.00)	\$ (5,900.00)	\$50,000.00
within levy	47-ATM-2017	Road Improvement Program 2017	\$1,415,000.00	\$ (1,259,970.00)	\$ (155,030.00)	\$-
excluded	15-ATM-2016	Concord Public Schools - Bus Depot	\$1,950,000.00	\$ (1,735,625.00)	\$ (214,375.00)	\$-
Enterprise	36-ATM-2012	Land Acquisition, WR Grace	\$600,000.00	\$ (412,500.00)	\$-	\$187,500.00
Enterprise	36-ATM-2012	Land Acquisition, WR Grace	\$600,000.00	\$ (412,500.00)	\$-	\$187,500.00
Enterprise	48-ATM-2013	Telecommunications	\$1,000,000.00	\$ (600,000.00)	\$-	\$400,000.00
Enterprise	23-ATM-2016	Land Acquisition, Ball's Hill Road	\$800,000.00	\$ (753,000.00)	\$ (47,000.00)	\$-
Enterprise	28-ATM-2016	Water System Improvements, Water Treatment Plant	\$13,665,000.00	\$-	\$-	\$13,665,000.00
Enterprise	28-ATM-2016	Water System Improvements, Reservoir Improvements	\$965,000.00	\$-	\$-	\$965,000.00
Enterprise	28-ATM-2016	Water System Improvements, Nagog Water Intake	\$1,870,000.00	\$-	\$-	\$1,870,000.00
Enterprise	24-ATM-2017	Telecommunications	\$1,000,000.00	\$-	\$-	\$1,000,000.00
Enterprise	26-ATM-2017	Smart Grid Improvements	\$3,000,000.00	\$-	\$-	\$3,000,000.00
		Totals:	\$41,680,000.00	\$ (12,815,125.00)	\$ (989,875.00)	\$27,875,000.00

53G Fund

In accordance with Massachusetts General Law Chapter 44, Section 53G as adopted by the Concord Board of Appeals, the Natural Resource Commission and the Planning Board, it may be determined (due to a proposed project's size, scale, complexity, potential impact or use of land) that the review of a permit application warrants the assistance of outside consultants. Project applicants must pay for the services provided by the independent advisor. Funds provided by the applicant for this purpose are deposited with the Town Treasurer in an account separate from other monies. Expenditures made from the account may be made without further appropriation and used only for the review of a specific project whose funds have been received from the applicant. Upon completion of consultants services required by the governing body, all funds (plus interest) remaining in the projects' balance are returned to the applicant.

The review of several project applications proposed in Fiscal Year 2018 necessitated the expertise of outside consultants. The following table summarizes the activity in the 53G Review Fund for the fiscal year ending June 30, 2018.

ASSESSING

R. Lane Partridge, Town Assessor

The Assessing Division of the Finance Department is responsible for the fair and accurate listing and assessment of all real estate and personal property for taxation purposes, in accordance with state statutes and regulations. The Division assists taxpayers in determining eligibility for statutory property tax exemptions and in understanding the basis for all property assessments. The Division also carries out the valuation of all real property under construction as of each June 30, determines the applicability of the Supplemental Assessment Law for newly constructed property receiving a Certificate of Occupancy during the year, and examines all property sales during the year for inclusion in the annual sales analysis. The Division is responsible for the commitment of approximately 17,000 motor vehicle excise tax bills during the year, based on data received from the Registry of Motor Vehicles, and assists taxpayers with the adjustment of excise bills throughout the year as vehicles are added and removed from registration.

53G Fund Summary of FY Activity

Project	Beginning Balance 7/1/2017	Funds received	Funds disbursed	Ending balance 6/30/2018
Construction review-Granite Post Rd.	\$809.64	\$13.59		\$823.23
Project review & inspections-Monsen Farm	\$9,399.55		\$9,399.55	\$0.00
Site Plan Review 1888 Main Street	\$0.19		\$0.19	\$0.00
Site Plan Review Black Birch/Forest Ridge Rd	\$2,535.36	\$42.64		\$2,578.00
Site Plan Review 1400 Lowell Road (Middlesex School)	\$0.43		\$0.43	\$0.00
Parking/traffic review-91,97 Lowell Rd &105 Keyes Rd.	\$1,081.25		\$1,081.25	\$0.00
Site Plan Review 1400 Lowell Road	\$10.72	\$0.16		\$10.88
Site Plan Review Junction Village Winthrop St	\$51.32		\$51.32	\$0.00
Subdivision Review Keuka Rd Residential Development	\$4,809.98		\$4,809.98	\$0.00
Keuka Rd Subdivision	\$0.00	\$4,831.50	\$2,848.00	\$1,983.50
ILSF Peer Review Services	\$0.00	\$1,700.00	\$1,700.00	\$0.00
Peer Review 1075 Lowell Rd	\$0.00	\$2,980.00	\$2,980.00	\$0.00
Special Permit 55-57 Main St	\$0.00	\$5,125.14	\$2,125.00	\$3,000.14
Special Permit 430 Old Bedford Rd	\$0.00	\$3,910.37		\$3,910.37
Total	\$18,698.44	\$18,603.40	\$24,995.72	\$12,306.12

The Assessing Division also has the added responsibility of administering the new Senior Mean Tested Real Estate Tax Exemption. The new program went into effect for Fiscal year 2019 and the office processed 59 application and granted 49 exemptions. The total amount of tax dollars exempted was \$191,318. The exemptions were funded by a tax shift of \$.03, making the Fy 2019 rate \$14.19

The Town Assessor, three full- time staff and one part-time staff members assist the Board of Assessors. The Board, consisting of five members and up to three non-voting associate members appointed by the Town Manager, is the decision-making body with respect to all property valuation determinations.

Property Valuation

Massachusetts General Law requires the Town to value property for tax purposes as of the January 1st preceding the start of the July 1 fiscal year for which property taxes will be levied. Once every five years, the Department of Revenue (DOR) certifies the valuation of local assessments at “full and fair cash value” with on-site examination. This is referred to as the “certification year”. The four intervening years are

“Interim” years, during which DOR review of required annual valuation adjustments is done by desk review of the required submitted documentation. Fiscal Year 2019 is the first of the four interim years. For the Division the work is the same for an interim year, but without the process of on-site DOR examination. The last certification was completed for fiscal 2018 and the DOR has approved the interim year adjustments.

On December 3, 2018, following a public hearing and acting upon the recommendations of the Board of Assessors, a uniform tax rate was adopted by the Select Board for FY 19,. The FY19 property tax rate was approved by the Department of Revenue on December 5, 2018. The FY2019 values are based on an assessment date of January 1, 2018 and a market value analysis using calendar year 2017 “arms-length” sales. The Town’s total taxable property value increased 4.92% from FY2018 to FY2019.

The goal of the Assessing Division is to value properties as equitably and consistently as possible. The following table summarizes the Town’s values by property use.

Assessments by Property Use (Form LA-4)					
Class Type	Class Code	FY18 Parcel Count	Total Value	FY19 Parcel Count	Total Value
Single Family	101	4,591	\$4,656,510,200	4,590	\$4,889,158,324
Condominium	102	843	403,783,850	865	458,232,133
Miscellaneous	103,109,140	63	137,748,600	64	144,887,300
2-Family	104	104	70,109,100	104	70,858,200
3-Family	105	2	1,565,400	2	1,689,900
Apartments	111-125	27	193,258,800	27	193,204,200
Vacant Land	130-132,106	293	45,087,840	283	41,287,440
Commercial	300-393	335	389,897,200	337	394,522,825
Industrial	400-452	29	27,268,900	27	26,439,500
Forest Land (Ch. 61)	601-602	17	37,615	17	46,458
Agricultural (Ch. 61A)	700	61	1,079,800	59	1,085,102
Recreation Land (Ch. 61B)	800	35	11,001,825	36	11,198,775
Mixed Use	012-043	26	158,305,200	26	165,732,900
Personal Property	501-508	232	48,996,270	239	48,690,460
Total		6,658	\$6,144,650,600	6,678	\$6,447,033,517

Tax Levy

The Towns budget for fiscal 2019 is approved at the 2018 Annual Town Meeting. Taxpayers vote the appropriation of which is funded by several sources. The majority of the funds come from Real Estate and Personal Property taxes and is called the Levy. The levy limited by Proposition 2 ½, which allows the levy to grow by only 2 ½ percent each year and new growth. The town meeting can also vote an override to the 2 ½ percent increase, but Concord has only allowed overrides for funding capital projects.

The maximum permitted property tax levy for FY19, the total amount of money that can be raised through real and personal property taxes in accordance with state law, is \$95,339,078. This includes a levy of \$6,474,827 for excluded debt service. The actual FY19 property tax levy is \$91,289,995. Thus, \$4,049,083 of the maximum permitted levy limit remains unused. The FY2019 tax levy increased from FY2018 by 3.97%. The Annual Levy Limit is calculated as follows:

Uniform Tax Rate and under this rate, each class of property pays a share of the tax levy equal to its share of the total town value. The calculation for the Town of Concord for FY2019 is:

$$\$91,483,406 / \$6,447,033,517 = .01419$$

or \$14.19 per thousand dollars of assessed valuation

Property taxes are billed quarterly. For FY2019 the first two tax payments were due August 1 and November 1, 2018. These were estimated based on the previous year’s taxes plus 3.19%, a preliminary adjustment allowed by state law and based on the permitted 2.5% increase plus any increase attributable to the FY19 cost of overrides or debt exclusions previously voted by town ballot. In December the Select Board voted a “residential factor” of .999797, thereby setting the FY19 tax rate at a Uniform Tax Rate, which has been their practice for the past 21 years. The third and fourth quarter

Levy Limit Calculation	
FY2018 Levy Limit	\$85,491,022
FY 18 New Growth Adjustment (form LA-13a)	\$ 0
2 ½% allowed increase	\$ 2,137,276
New Growth (form LA-13)	<u>\$ 1,235,953</u>
TOTAL (before debt exclusion and override)	\$88,864,251
DEBT EXCLUSION	\$6,474,827
(Principal and interest due on debt authorized to be repaid from taxation above the levy limit)	
OVERRIDE	\$ 0
MAXIMUM PERMITTED LEVY	<u>\$ 95,339,078</u>
FY2018 PROPERTY TAX LEVY	\$91,289,995
Unused Levy Limit	\$ 4,049,083

Property Tax Rate

The Town of Concord has repeatedly had one of the lowest tax rates of the surrounding communities; however, the average tax bill is one of the highest in the state. This is due to the Town’s high average single family residential valuation of \$1,065,176. The median single family residential valuation is \$881,550.

The tax rate, in its simplest form, is the tax levy divided by the town’s taxable valuation. This is called the

tax payments are due on February 1, 2019 and May 1, 2019, based on the total annual taxes minus the total of the first two estimated billings. Utility Liens for unpaid town utility bills and the annual allocation of betterment apportionments are added to the third quarter bill due February 1.

Motor Vehicle Excise Tax

The Assessing Division is responsible for committing Motor Vehicle Excise Taxes to the Town

Collector. The tax is calculated by the Registry of Motor Vehicles which conveys the bill file electronically to each municipality based on the place a vehicle is garaged. The taxable value is based on the manufacturer's original list price for the particular model (without regard to accessories and without regard to the purchase price negotiated between the buyer and seller) multiplied by a yearly discount. The yearly discount schedule applied to the original list price is as follows:

50%	the year preceding the designated year of manufacture
90%	the year of manufacture
60%	the second year of manufacture
40%	the third year of manufacture
25%	the fourth year of manufacture
10%	the fifth and all succeeding years of manufacture

Once the taxable value of the vehicle is determined, an excise tax is calculated at the rate of \$25.00 per thousand. By state law, the tax is adjusted by the number of full or partial months the vehicle is on the road. Abatements are issued when vehicles are sold or disposed of, calculated only in full months proration (again, according to state law) and subject to a minimum bill of \$5.00.

The Assessing Division committed the following excise tax amounts to the collector during Fiscal Year 2018 is below.

The total amount of motor vehicle excise tax collected in Fiscal Year 2018, not including refunds, was \$3,227,497.78 3.35% higher than the prior year.

MOTOR VEHICLE COMMITMENTS from July 1, 2017 to June 30, 2018			
Calendar Year	# of Commitments	# of Bills	Amount Committed
2017	7	1879	\$ 329,708.79
2018	5	15,555	\$2,897,788.99
Totals	12	17,434	\$3,227,497.78

ACCOUNTING

Mary Barrett, Town Accountant

The Accounting Division of the Finance Department is responsible for maintaining the financial records of the Town, preparing periodic and annual financial statements, overseeing and processing the Town bills for inclusion in the weekly disbursement warrant for approval by the Select Board, providing financial reporting services to other Town Departments, coordinating and managing the annual Town Audit. Other duties include maintaining budgetary records, monitoring and retaining records of all contracts and grants including State and Federal grants and ensuring that statutory reports are in compliance with standards set by the State and by the Government Accounting Standards Board (GASB). Furthermore, the Town Accountant serves as Ex-Officio board member of the Concord Contributory Retirement System.

In addition, this division handles the billing and payment application of the Town's water/sewer and electric/broadband utilities.

Financial results from operations of municipal enterprises and for the Governmental funds – General Fund for the most recently completed fiscal period (source: the Town's Comprehensive Annual Financial Report for year ended June 30,2018) are shown on the following page.

FINANCIAL RESULTS FROM OPERATIONS OF MUNICIPAL ENTERPRISES

Year ended 6/30/18, Electric year ended 12/31/17

	Electric Fund	Water Fund	Sewer Fund	Beede Center
Operating Revenues	\$27,507,990	\$6,027,556	\$3,128,492	\$ 2,288,021
Operating Expenses	26,281,468	3,800,447	3,055,907	2,196,064
Operating Income (loss)	\$ 1,226,522	\$2,227,109	\$ 72,585	\$ 91,957
Non-operating Income (Expense)	(299,213)	36,956	(10,955)	49,070
Transfer from Other Funds		47,000	84196	
Transfers to Other Funds	(474,000)	(82,117)	(20,529)	(71,038)
<i>Change in net position</i>	\$ 453,309	\$2,228,948	\$ 125,297	\$ 69,989
Net Position at Beginning of Year,	\$46,792,352	\$26,875,002	\$20,013,887	\$10,679,120
Net Position at End of Year	\$47,245,661	\$29,103,950	\$20,139,184	\$10,749,109

**GOVERNMENTAL FUNDS – GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES AND
CHANGE IN FUND BALANCE
YEAR ENDING JUNE 30, 2018**

Revenues:

Property Taxes	\$87,784,383
Excise Taxes	4,373,063
Penalties, interest and other taxes	268,010
Departmental	1,437,976
Licenses and permits	1,602,574
Fines and forfeitures	89,696
Intergovernmental	8,853,181
Investment income	1,512,011
Other	46,966
Total Revenues:	\$105,967,860

Expenditures:

General government	\$7,462,671
Public safety	9,320,391
Education	61,994,123
Public works	3,518,096
Snow and Ice	1,051,875
Health and human services	690,498
Culture and recreation	2,224,648
Employee benefits	12,357,121
Debt service	6,958,825
Intergovernmental	479,643
Total Expenditures:	\$106,057,891

Excess (deficiency) of revenues over expenditures	\$ (90,031)
Other financing sources (uses)	\$ 1,077,901
Change in fund balance	\$ 987,870

Fund Balance Beginning	\$35,446,553
Fund Balance Ending	\$36,434,423

CLASSIFICATION OF ENDING FUND BALANCES (GAAP Basis, GASB STATEMENT #54):

	<i>At 6/30/17</i>	<i>at 6/30/18</i>	
Restricted	\$10,025,132	\$10,323,885	Pension Reserve
Committed	7,170,438	5,218,845	Stabilization, Ins. Reserve, FY18 Certified Free Cash Use
Assigned	6,614,824	7,879,697	Encumbrances, FY18 Certified Free Cash Use – Tax Rate
Unassigned	11,636,159	13,011,996	
	\$35,446,553	\$36,434,423	

Notes on abbreviations used:

GAAP: Generally Accepted Accounting Principles

GASB: Government Accounting Standards Board

MSBA: Massachusetts School Building Authority

Town of CONCORD, LONG-TERM DEBT STATISTICS												
Direct Debt - FY07 to FY18												
@ June 30	Assessed Value	Outstanding Long-term Debt		Population	per capita income	% of Assessed value		Debt per capita		Debt per capita as % of per capita income		
		Gross	Net			decennial census	decennial census	gross debt	net debt	gross debt	net debt	gross debt
2007	\$5,309,253,833	\$55,091,156	\$31,052,480	16,993	\$51,477	1.04%	0.58%	\$3,242	\$1,827	6.30%	3.55%	
2008	\$5,498,736,316	\$62,606,176	\$39,739,546	16,993	\$51,477	1.14%	0.72%	\$3,684	\$2,339	7.16%	4.54%	
2009	\$5,264,591,702	\$71,479,238	\$49,853,220	16,993	\$51,477	1.36%	0.95%	\$4,206	\$2,934	8.17%	5.70%	
2010	\$5,026,552,229	\$79,599,890	\$59,831,473	16,993	\$51,477	1.58%	1.19%	\$4,684	\$3,521	9.10%	6.84%	
2011	\$5,045,140,030	\$80,557,680	\$57,138,277	17,668	\$67,374	1.60%	1.13%	\$4,560	\$3,234	6.77%	4.80%	
2012	\$5,090,058,629	\$75,393,732	\$53,893,601	17,668	\$67,374	1.48%	1.06%	\$4,267	\$3,050	6.33%	4.53%	
2013	\$5,054,970,094	\$70,984,036	\$50,782,417	17,668	\$67,374	1.40%	1.00%	\$4,018	\$2,874	5.96%	4.27%	
2014	\$5,130,493,662	\$70,598,766	\$48,544,694	17,668	\$67,374	1.38%	0.95%	\$3,996	\$2,748	5.93%	4.08%	
2015	\$5,412,298,562	\$62,596,727	\$41,730,402	17,668	\$67,374	1.16%	0.77%	\$3,543	\$2,362	5.26%	3.51%	
2016	\$5,841,889,295	\$58,382,966	\$39,391,306	17,668	\$67,374	1.00%	0.67%	\$3,304	\$2,230	4.90%	3.31%	
2017	\$5,973,716,402	\$54,309,398	\$36,661,977	17,668	\$67,374	0.91%	0.61%	\$3,074	\$2,075	4.56%	3.08%	
2018	\$6,144,650,300	\$54,911,022	\$34,086,831	17,668	\$67,374	0.89%	0.55%	\$3,108	\$1,929	4.61%	2.86%	

“Net debt” is tax-supported, net of self-supporting debt issued for the water, sewer and electric funds.

EQV and Debt: The Town’s Equalized Valuation (EQV) is the full and fair value of property in Concord and is set by the state biennially. This EQV is used in various state formulas for some state grant allocations. The value set at Jan. 1, 2018 is \$6,572,447,900. By state law (MGL c. 44, § 10), the Town’s debt limit is capped at 5% of its EQV. The Town’s gross outstanding debt of \$54,911,022 as of June 30, 2018 is 0.83% of EQV.

Budget - All Accounts , FY15 - FY18 Budgeted, FY19 Proposed

Line #		FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Adopted	Dollar Change	Percent Change	Percent of Total
	Town Government								
1	personal services	15,181,707	\$15,721,241	16,468,178	17,285,653	17,983,494	697,841	4.04%	16.78%
2	O & M	3,332,306	3,458,772	3,470,835	3,683,360	3,897,019	213,659	5.80%	3.64%
3	capital outlay	1,625,000	1,709,000	1,800,000	1,870,000	1,945,000	75,000	4.01%	1.81%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.21%
5	Total General Fund	20,364,013	21,114,013	21,964,013	23,064,013	24,050,513	\$986,500	4.28%	22.44%
	Emergency Services Stabilization Fund	200,000	100,000	50,000	0	0	0		
	Total Town Government	20,564,013	21,214,013	22,014,013	23,064,013	24,050,513	\$986,500	4.28%	22.44%
6	Concord Public Schools	32,440,538	34,542,735	35,660,111	36,810,111	38,461,880	1,651,769	4.49%	35.88%
7	Concord-Carlisle RSD	15,856,221	16,556,221	17,035,005	17,935,005	19,544,198	1,609,193	8.97%	18.23%
8	Total Operating Budgets	68,860,772	72,312,969	74,709,129	77,809,129	82,056,591	4,247,462	5.46%	76.56%
	JOINT TOWN & CPS ACCOUNTS								
9	Group Insurance	4,650,000	4,650,000	4,650,000	4,800,000	5,526,100	726,100	15.13%	5.16%
10	OPEB Trust	900,000	1,150,000	1,400,000	1,470,000	1,617,000	147,000	10.00%	1.51%
11	Retirement	3,125,000	3,220,000	3,317,000	3,667,000	3,777,010	110,010	3.00%	3.52%
12	Town & CPS Debt Service	3,500,000	3,605,000	3,730,000	3,860,000	3,994,645	134,645	3.49%	3.73%
13	Refunding savings, required levy		114,217						0.00%
14	Social Security/Medicare	685,000	740,000	765,000	810,000	814,713	4,713	0.58%	0.76%
15	Other Fixed & Mandated	425,000	425,000	450,000	450,000	485,000	35,000	7.78%	0.45%
16	subtotal	13,285,000	13,904,217	14,312,000	15,057,000	16,214,468	1,157,468	7.69%	15.13%
17	CCRSRD Debt Service			80,753	102,583	102,809	226	0.22%	0.10%
18	Town Excluded Debt Service	4,495,632	4,206,283	4,007,828	3,607,507	3,384,869	(222,638)	-6.17%	3.16%
19	CCRSRD Excluded Debt Service	1,858,841	3,514,429	3,668,218	3,561,484	3,404,345	(157,139)	-4.41%	3.18%
20	Minuteman Excluded Debt Service					147,115	147,115		0.00%
21	Minuteman Voc Tech	191,689	407,041	423,444	599,179	605,823	6,644	1.11%	0.57%
22	subtotal	6,546,162	8,127,753	8,180,243	7,870,753	7,644,961	(225,792)	-2.87%	7.13%
23	Appropriation of Free Cash		625,000		1,000,000	0	(1,000,000)		

TOWN OF CONCORD
FY 2018 TRANSACTIONS AND CHANGES IN FUND BALANCES
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

Acct. #	Fund	6/30/2017 FUND BALANCE	ADJUSTS/ TRANSFERS IN	ADJUSTS/ TRANSFERS OUT	REVENUES	EXPENDI- TURES	6/30/2018 FUND BALANCE	GL End Balance
Fund 10	Community Preservation Fund	1,942,080.05			1,409,836.11	819,049.37	2,532,866.79	2,532,866.79
Fund 15	Parking	267,506.14		67,138.00	404,653.21	306,563.39	298,457.96	298,457.96
Fund 16	Cemetery	362,780.12		125,173.09	120,725.00	0.00	358,332.03	358,332.03
Fund 17	PEG Access	1,000,997.09			387,891.89	277,252.36	1,111,636.62	1,111,636.62
Fund 18	Reserved for Appropriation							
000-000-610	Dog Fund	975.57					975.57	975.57
000-000-612	Dog inoculation fees	6,814.10		750.00		0.00	6,064.10	6,064.10
133-133-562	Premium from sale of bonds	324,000.00			(324,000.00)		0.00	0.00
180-175-640	DPU TNS Surcharge	0.00			3,210.40		3,210.40	3,210.40
455-455-669	Title 5 D Betterments	(223,048.19)			62,956.15	85,293.85	(245,385.89)	(245,385.89)
455-455-660	Title 5 C Betterments	364,383.51			37,524.93		401,908.44	401,908.44
455-455-667	Title 5 A Betterments	68,446.96				10,828.73	57,618.23	57,618.23
455-455-671	Title 5 B Betterments	189,025.35			18,423.99	152,194.70	55,254.64	55,254.64
610-610-611	State aid to Libraries	27,445.44		11,000.00	16,680.85	0.00	33,126.29	33,126.29
	Subtotal Fund 18	758,042.74	0.00	11,750.00	(185,203.68)	248,317.28	312,771.78	312,771.78
Fund 19	53G Review Fund	16,315.25			9,699.87	16,367.75	9,647.37	9,647.37
Fund 20	Other Special Revenue	106,603.81			91,474.66	122,855.26	75,223.21	75,223.21
Fund 22	School Lunch	179,617.87			586,142.33	553,566.88	212,193.32	212,193.32
Fund 23	Gifts							
	Town Manager:							
122-123-180	Environmental Improvement	33,000.00					33,000.00	33,000.00
122-123-210	Beharrel St Traffic Study	1,504.70					1,504.70	1,504.70
122-123-213	Solar Fair	48.98					48.98	48.98
122-123-220	Tercentary Signs Restoration Gift	270.00					270.00	270.00
122-123-221	McGrath Farm Affordable Housing Gift	6,652.51					6,652.51	6,652.51
122-123-233	Retirement Celebration Gift	144.01					144.01	144.01

FY 2018 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-123-240	Parking Management Gift	2,500.00								2,500.00		2,500.00
122-123-305	Public Safety Middlesex School	5,200.00								5,200.00		5,200.00
122-123-320	Saint Mande Sister City	317.20								317.20		317.20
122-123-617	Energy Efficiency Improvements	500.00								500.00		500.00
122-123-691	Selectmen's Budget Reduction	1,300.00								1,300.00		1,300.00
122-123-768	Selectmen's Gift	1,091.96								1,091.96		1,091.96
122-123-808	Boston Foundation Cutni Kargula Nanae	4,780.06				2,500.00			1,324.56	5,955.50		5,955.50
122-123-809	Nanae Sister City	9,581.15				650.00			6,180.94	4,050.21		4,050.21
122-123-874	Colonial Inn	3,910.00								3,910.00		3,910.00
122-123-879	Plantings	596.44								596.44		596.44
122-123-892	Hanscom Legal Fund	250.00								250.00		250.00
122-123-925	Visitors Center	20,975.00								20,975.00		20,975.00
	Finance Department											
131-131-613	Finance Committee	62.91								62.91		62.91
133-133-598	James Catterton Memorial Bench Fund	73.11								73.11		73.11
133-145-616	Concord Medal	26.26								26.26		26.26
133-145-622	Emerson Annex	1,850.24								1,850.24		1,850.24
133-145-789	Melvin Memorial	44,605.82				200.00			2,000.00	42,805.82		42,805.82
133-145-813	Hapgood Wright/Melvin Mem.	52,512.45								52,512.45		52,512.45
133-145-875	Celebration Year 2000	6,319.19								6,319.19		6,319.19
133-145-919	Fireworks Gift	1,069.23								1,069.23		1,069.23
	Planning & Land Management Department											
180-171-211	White Pond Management Plan	1,625.00								1,625.00		1,625.00
180-171-400	Tree Restorative School	50.00								50.00		50.00
180-171-563	Bruce Freeman Rail Trail	1,900.00								1,900.00		1,900.00
180-171-606	Colonel Barrett/ Nat. Resources	402.01								402.01		402.01
180-171-607	Wildlife Passages Task force	5,552.88								5,552.88		5,552.88
180-171-615	Hanscom Gift Account	464.00								464.00		464.00
180-171-627	Community Gardens	17,060.70				3,335.00			1,386.54	19,009.16		19,009.16
180-171-674	Memorial Tree	114.00								114.00		114.00
180-171-754	Garden Club	1,028.26				783.00			783.00	1,028.26		1,028.26
180-171-790	Arena Farm	395.00								395.00		395.00
180-171-810	Hapgood Wright/Open Space Guide	532.46								532.46		532.46
180-171-880	Agriculture Committee	960.15				225.00			108.00	1,077.15		1,077.15

FY 2018 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

410-410-759	CPW Memorial Tree Gift	32.50				1,112.70	1,113.50	31.70	31.70
410-410-1072	Public Drinking Fountain Gift	822.93				455.00		1,277.93	1,277.93
410-411-954	Baker Ave Extension Gift	66,881.78						66,881.78	66,881.78
410-422-232	Assabet & Concord River Signs Gift	0.00				541.75		541.75	541.75
410-490-208	Ripley Baseball Field	4,139.37				7,700.00	157.15	11,682.22	11,682.22
410-490-230	Rideout Baseball Field Gift	5.59						5.59	5.59
410-490-242	Emerson Field Flagpole Maintenance Gift	1,000.00				194.00	194.00	1,000.00	1,000.00
410-490-243	Emerson Field Landscaping Gift	1,000.00						1,000.00	1,000.00
410-490-321	Public Shade Tree Gift	0.00				832.15	832.15	0.00	0.00
410-490-743	FCCF Field Maintenance	137,582.89					41,611.59	95,971.30	95,971.30
414-414-846	Sidewalk Management	15,608.23						15,608.23	15,608.23
	Human Services								
520-521-201	Holiday Program Gifts	0.00				500.00	400.00	100.00	100.00
520-521-852	Youth Coordinator Gift	5,367.66				17,500.00	17,484.52	5,383.14	5,383.14
520-521-943	Community Service Coordinator	0.00				29,734.00	29,734.00	0.00	0.00
520-541-214	John J. Florio COA Bequest Gift	51,932.25					8,478.80	43,453.45	43,453.45
520-541-219	Comm Chest Worker Benefit Costs	8,471.00				1,255.00	1,849.05	7,876.95	7,876.95
520-541-329	COA Van Drivers	7,459.85						7,459.85	7,459.85
520-541-586	Social Services Coordinator	0.00				10,400.00	10,400.00	0.00	0.00
520-541-623	COA Gift Account	109,826.28				28,717.25	24,133.37	114,410.16	114,410.16
520-541-680	COA Outreach Worker	12,236.48				16,443.00	28,679.48	0.00	0.00
520-541-742	H.E.A.L. Gift	349.59						349.59	349.59
520-541-944	COA Volunteer Coordinator	0.00				6,000.00	2,997.50	3,002.50	3,002.50
520-541-952	COA Programs Gift	9,296.26				1,511.70		10,807.96	10,807.96
520-541-963	COA Van Repairs Gift	86.63						86.63	86.63
520-541-964	Friends of the Aging Gift	0.00				863.00		863.00	863.00
520-546-238	HWCC Centennial Celebration Gift	0.00				500.00		500.00	500.00
520-630-099	Golf Tournament	33,428.39						33,428.39	33,428.39
520-630-151	Ripley Playground Gift	99,500.00				4,600.00	104,100.00	0.00	0.00
520-630-226	Southmeadow Playground Gift	10,000.00					6,820.73	3,179.27	3,179.27
520-630-228	Recreation General Gifts	1,750.00					1,750.00	0.00	0.00
520-630-235	Carousel Preschool Scholarship Gift	3,938.67				9,971.53	79.98	13,830.22	13,830.22
520-630-295	Skate Park	8,600.00						8,600.00	8,600.00
520-630-300	Friends of CC Playing Fields	4,566.86						4,566.86	4,566.86

FY 2018 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

300-300-536		Metco	0.00			490,253.00	490,253.00	0.00	0.00
300-300-538		DOE Circuit Breaker	594,412.29			797,644.00	858,808.81	533,247.48	533,247.48
300-300-601		Big Yellow Bus Cultural	253.60					253.60	253.60
300-300-602		Stars Residency Cultural	0.00			9,500.00	(28.00)	9,528.00	9,528.00
		Public Works Department							
410-422-771		Cambridge Turnpike	0.00			523,767.43	523,767.43	0.00	0.00
410-491-190		Vets Coll Sites Memorial Program	0.00			15,000.00		15,000.00	15,000.00
433-433-631		DEP SMRP RDP Grant	3,780.34			6,000.00	1,447.00	8,333.34	8,333.34
455-455-916		Water Pollution Abatement Trust	1,442.19					1,442.19	1,442.19
		Human Services							
520-541-730		MCOA Aging Mastery Program	14.98					14.98	14.98
520-541-733		COA Formula Grant	0.00			45,260.00	45,260.00	0.00	0.00
520-630-502		USTA New England Grant	0.00			250.00		250.00	250.00
		Library							
610-610-668		LEPC Grant	1,801.00					1,801.00	1,801.00
610-610-715		Library Non-Resident Circulation	32,780.06		15,000.00	8,366.20	0.00	26,146.26	26,146.26
		Subtotal Fund 28	655,548.60	0.00	24,193.82	2,290,192.58	2,303,682.82	617,864.54	617,864.54
Fund 29		Highway Fund	0.00			122,764.93	122,764.93	0.00	0.00
Fund 30		Capital Projects							
000-000-795		Capital Equipment Article 13, 1987	13.32					13.32	13.32
122-123-316		Art8 ATM17 Municipal Building Renovations	0.00			350,000.00	64,214.46	285,785.54	285,785.54
122-123-352		Art 50 ATM13 51 Laws Brook/Rideout Field	6,265.70				2,000.00	4,265.70	4,265.70
122-123-354		Art44 ATM 13 Town Hse Exterior Reno	6,519.58					6,519.58	6,519.58
122-123-364		Art1 ATM14 Land Acquisition & Improv.	26,240.71				26,240.71	(0.00)	0.00
122-123-368		Art 5 ATM15 Rideout/Emerson Playground Impr.	519,000.00			35,000.00	481,650.71	72,349.29	72,349.29
122-123-370		Art 54 ATM15 Town House Interior Reno	578,450.77			20,500.00	84,474.36	514,476.41	514,476.41
122-123-371		Art55 ATM15 37 Knox Trail Reno/Site Work	144,736.06				51,570.54	93,165.52	93,165.52
122-123-374		Art 15 ATM 16 CPS Bus Depot	(1,091,674.89)			1,950,000.00	777,168.19	81,156.92	81,156.92
122-123-376		Art 23 ATM 16 Ball's Hill Land Acquisition	(47,000.00)			47,000.00		0.00	0.00
122-123-390		Art27 ATM17 Municipal Facilities Needs Study	0.00			250,000.00		250,000.00	250,000.00
180-175-369		Art53 ATM15 Parking Mgmt Plan Implementation	(5,500.00)			5,500.00		0.00	0.00

FY 2018 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

180-175-383	Art 57 ATM 16 Bruce Freeman Trail 2B Design	236,000.00			14,000.00	3,649.31	246,350.69	246,350.69
197-197-358	Art31 ATM14 141 Keys Rd Renovations	200,000.00					200,000.00	200,000.00
215-215-343	Art 12 ATM12 Police Station Improvements	33,150.65					33,150.65	33,150.65
215-215-361	Art34 ATM14 Public Safety Bldg Security Improv	0.00			52,135.00		52,135.00	52,135.00
215-215-384	Art9 ATM17 Public Safety Communications Equip	0.00			225,000.00	112,500.00	112,500.00	112,500.00
220-220-336	Art 33, 11 Ladder Truck	43.65					43.65	43.65
220-220-347	Art 12 ATM12 Fire Station Improvements	13,844.74				2,839.36	11,005.38	11,005.38
220-220-372	Art57 ATM15 Fire Engine Replacement	3,663.99					3,663.99	3,663.99
220-220-385	Art10 ATM17 Fire Engine 8 Replacement	0.00			575,000.00	568,185.90	6,814.10	6,814.10
220-220-386	Art11 ATM17 Ambulance 1 Replacement	0.00			260,000.00	257,566.73	2,433.27	2,433.27
300-300-366	Art24 ATM15 CPS Bus Depot	0.00			300,000.00	3,661.00	296,339.00	296,339.00
300-300-373	Art 12 ATM 16 CPS Renovations	79,047.56			33,300.00	112,347.56	0.00	0.00
300-300-387	Art15 ATM17 CPS Renovations	0.00			850,000.00	243,264.03	606,735.97	606,735.97
410-410-360	Art 33 ATM 14 W. Concord Infrast. Improv	94,500.00			5,500.00	100,000.00	0.00	0.00
410-491-378	Art25 ATM16 Cemetery Improvements	5,369.65			2,500.00	7,869.65	0.00	0.00
410-491-391	Art46 ATM17 Cemetery Improvements	0.00			100,000.00		100,000.00	100,000.00
426-426-357	Art30 ATM14 Keys Rd Facility Design	0.00			150,000.00		150,000.00	150,000.00
429-429-339	Main St. Road Design/Engineering	2,100.00				2,100.00	0.00	0.00
429-429-363	Art 55 ATM14 Road Improvements	150,900.87				148,694.39	2,206.48	2,206.48
429-429-367	Art42 ATM 15 Road Improvements	288,849.90				198,987.88	89,862.02	89,862.02
429-429-379	Art 26 ATM16 Road Improvements	1,080,121.26			113,700.00	368,937.33	824,883.93	824,883.93
429-429-392	Art47 ATM17 Road Improvements	0.00			1,415,000.00	264,077.56	1,150,922.44	1,150,922.44
546-546-362	Art 34 ATM14 Harvey Wheeler Bldg Improv	5,301.25			32,865.00	38,163.05	3.20	3.20
546-546-375	Art22 ATM16 HWCC Bldg Renovations	0.00			150,000.00	150,000.00	0.00	0.00
631-631-375	Art22 ATM16 Hunt Bldg Renovations	0.00			50,000.00		50,000.00	50,000.00
	Subtotal Fund 30	2,329,944.77	0.00	0.00	6,987,000.00	4,070,162.72	5,246,782.05	5,246,782.05
Fund 63	Solid Waste Fund	434,422.10			143,923.00	1,134,755.81	539,397.58	539,397.58
Funds 78 thru 89								
	Stabilization Funds							
78	High School Debt Stabilization Fund	1,055,687.01			5,600.31	785,000.00	276,287.32	276,287.32
79	Emergency Response Stabilization Fund	664,933.64			10,548.84		675,482.48	675,482.48
80	CPS Technology Stabilization Fund	700.31			11.31		711.62	711.62

FY 2018 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

83	Stabilization Fund - General	4,241.04			67.23		4,308.27	4,308.27
85	CPS Capital Needs Stabilization Fund	42,657.35			676.69		43,334.04	43,334.04
	Trust and Agency Funds							
81-960-914-000	Group Insurance Trust	48,847.46			9,170,891.58	9,167,349.00	52,390.04	52,390.04
82-180-171-638	Shade Trees	1,884.02					1,884.02	1,884.02
82-210-210-635	Law Enforcement	1,973.48					1,973.48	1,973.48
82-300-300-629	Public Schools	18,974.30			1,100.00		20,074.30	20,074.30
82-300-300-636	Manual Training	90,804.48			5,000.00		95,804.48	95,804.48
82-610-610-639	Library	34.62					34.62	34.62
84-911-911-000	Pension Reserve (market value)	10,025,131.88	521,038.00		844,769.44	1,067,054.09	10,323,885.23	10,323,885.23
87	OPEB Trust	13,452,251.61	1,611,000.00		1,056,360.51		16,119,612.12	16,119,612.12
88-000-000-825	Middle School Activity	180,838.35			83,338.70	111,243.20	152,933.85	152,933.85
89	Agency Accounts	169,179.96					224,817.75	224,817.75
	Sub-Total Fund Group #78-89	25,758,139.51	2,132,038.00	0.00	11,178,364.61	11,130,646.29	27,993,533.62	27,993,533.62
	Grand Total - All Funds	38,566,818.15	2,159,866.50	474,069.41	29,020,262.41	25,311,913.54	44,016,601.90	44,016,601.90

TELEPHONE DIRECTORY
AMBULANCE, FIRE AND POLICE EMERGENCY – 911

Call this Department/Entity:	For questions on:	Phone:
AFTER HOURS EMERGENCIES	Electricity, highways, parks, sewer, snow removal, trash, trees, water	318-3400
Assessing	Assessments, Abatements	318-3070
Board of Appeals	Zoning Appeals, Special Permits & Variances	318-3295
Board of Health	Health, Sanitation, Septic Permits/Title V	318-3275
Building Inspector	Building Permits, Electric Permits, Plumbing & Gas Permits, Plot Plans, Home Occupation Permits, Zoning Enforcement	318-3280
Minuteman Media Network	Local Public Access Television	318-3052
Comcast Cable (Westford)	Cable Television sales and service	692-6500
Community Services Coordinator	Financial assistance, counseling, legal services, domestic violence resources, after school and camp support, employment, fuel assistance, parenting support groups	318-3034
Council on Aging	Senior Activities, Information & Transportation	318-3020
Fire Department	Routine Fire & Ambulance Business, Burning Permits	318-3488
Historic Districts Commission	Historic Districts	318-3299
Concord Housing Authority	Affordable, Subsidized & Elderly Housing	369-8435
Human Resources	Town Personnel Information & Job Openings	318-3025
Library	Main Library	318-3300
	Circulation Desk	318-3301
	Fowler Branch Library	318-3350
	Children's Services	318-3358
	Reference Services	318-3347
Light Plant	Electric Service & Operations	318-3101
Natural Resources	Electric, Water & Sewer Final Readings; Electric New Accounts	318-3154
Planning & Land Management	Conservation Land/Environment, Wetlands	318-3285
Police	Planning, Land Use, Zoning, Affordable Housing Lotteries	318-3290
	Routine Police Business and Animal Control Officer	318-3400
Public Works	Administration	318-3206
	Cemeteries	318-3230
	Engineering/Road Permits	318-3210

TELEPHONE DIRECTORY

	Highways/Snow & Ice Removal	318-3220
	Parks & Trees	318-3230
	Trash, Recycling & Yard Waste Information	318-3240
	Water & Sewer Operations (see Town Accountant for Billing)	318-3250
Recreation Department	Recreation Programs, After/Before School, Carousel, Terrific Tuesday, Hunt Gym	287-1050
	Beede Swim and Fitness Center	287-1000
Retirement Board	Town Retirement System Information/Benefits	318-3068
School Department	Ripley Administrative Offices/Superintendent's office	318-1500
	Alcott Elementary School	318-9544
	Thoreau Elementary School	318-1300
	Willard Elementary School	318-1340
	Peabody Middle School	318-1360
	Sanborn Middle School	318-1380
	Concord-Carlisle Regional High School	318-1400
	Concord-Carlisle Adult and Community Education	318-1432
Select Board	Committee Appointments; Alcoholic Beverage Licensing	318-3001
Town Accountant	Accounting	318-3060
	Utility Billing (Light, Water, Sewer)	318-3062
	Water & Sewer New Accounts	318-3062
Town Clerk	Births, Deaths, Marriages; Dog Licenses; Business Certificates; Elections; Voter Registration	318-3080
Town Manager's Office	General Administration	318-3000
	Public Information Officer	318-3052
	Facilities Manager	318-3132
Treasurer/Collector	Ambulance Bills; Parking Tickets; Property & Excise Tax Bills; Trash Collection & Recycling Subscriptions; Electric, Water & Sewer Bill Payments	318-3050
Youth Services Coordinator	Assists with programs and services for youth and families	318-3043
Veterans Agent	Veterans' Information/Referrals/Benefits	318-3038

To find out if a public meeting has been canceled, visit the Town's web site at www.concordma.gov. Also visit the web site for a calendar of municipal events and meetings, and for general information about the Town.

AUTUMN AT THE NORTH BRIDGE

FRONT COVER: The U.S.S. Thomas Hudner, named for Medal of Honor Recipient Capt. Thomas Hudner, was commissioned on December 1st, 2018 at Black Falcon Pier in Boston. In honor of Capt. Hudner, the crew of the ship participated in a run through Concord Center. Sandy Smith's photos of the U.S.S. Hudner ship commissioning were selected through the second Annual Town Report Cover Photo Contest. Thank you to all who participated. Photos on the cover were taken by Sandy Smith and Erin Stevens.

MILLDAM IN WINTER

BACK COVER: A photo of a snow covered Concord Center was submitted by Kate Carr for the Annual Town Report Cover Photo Contest.

COVER DESIGN

Erin Stevens

PHOTO CREDITS

Front Cover: Sandy Smith and Erin Stevens

Back Cover: Kate Carr

PHOTOS CREDITS

Erin Stevens	Pg 13	Marcia Rasmussen	Pg 145
Erin Stevens	Pg 20	Erin Stevens	Pg 151
Erin Stevens	Pg 21	Concord Land Conservation Trust	Pg 152
Kate Hanley	Pg 22	Erin Stevens	Pg 155
Provided by Chief Tom Judge	Pg 86	Sarah Burskey, NPS	Pg 159
Provided by Chief Tom Judge	Pg 87	Marcia Rasmussen	Pg 160
Provided by Chief Tom Judge	Pg 88	Marcia Rasmussen	Pg 161
Provided by Chief Tom Judge	Pg 89	Althea Williams	Pg 176
Provided by Chief Joseph F. O'Connor	Pg 91	Concord Free Public Library Corporation	Pg 194
Provided by Chief Joseph F. O'Connor	Pg 92	Ryan Kane	Pg 197
Provided by CMLP	Pg 94	Concord Recreation	Pg 198
Provided by CMLP	Pg 96	Concord Recreation	Pg 199
Provided by CMLP	Pg 97	Concord Recreation	Pg 200
Provided by CSEC	Pg 98	Provided by Public Ceremonies and	
Provided by Public Works Commission	Pg 100	Celebrations Committee	Pg 202
Provided by Cemetery Committee	Pg 102	Erin Stevens	Pg 203
Anna Trout	Pg 106	Louisa Paushter	Pg 205
Anna Trout	Pg 114	Lee Flight	Pg 206
Erin Stevens	Pg 117	Erin Stevens	Pg 207
Delia Kaye	Pg 135	Nancy McJennett	Pg 209
Marcia Rasmussen	Pg 137	Provided by the Thoreau Farm Trust	Pg 210
Provided by Planning Board	Pg 140	Maia Kennedy	Pg 211
Marcia Rasmussen	Pg 144	Lane Partridge	Pg 215

Many thanks to all who have contributed to the 2018 Annual Town Report. A special thanks to the Concord Select Board, Town Manager's Office, and all those who helped to make this report a success. This report was prepared using Adobe InDesign and other software and typeset in Adobe Minion Pro. The Annual Town Report is also available in color at www.concordma.gov.

Erin V. Stevens, Editor

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Photos:

(Front Cover) Commissioning of the U.S. Thomas Hudner, photos provided by Sandy Smith and Erin Stevens

(Back Cover) A snowy Concord Center, photo submitted by Kate Carr