

Town Of Concord 2020 Annual Report

CONCORD AT A GLANCE

Settled:	Incorporated 1635
Population:	Town Census as of January 2020– 16,091
Miles of Road:	107
Area:	26 square miles
Elevation:	130 feet
Residential Tax Rate:	\$14.72 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 2020

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TOWN OFFICERS

ELECTED OFFICIALS

SELECT BOARD

(Elected for three years)
Jane Hotchkiss (2021)
Linda Escobedo (2021)
Terri Ackerman (2022)
Susan Bates (2022)
Mathew Johnson (2023)

MODERATOR

(Elected for one year)
Carmin Reiss (2021)

SCHOOL COMMITTEE

(Elected for three years)
Heather Bout (2021)
Courtland Booth (2021)
Cynthia Rainey (2022)
Alexa Anderson (2022)
Fatima Mezdad (2023)

HOUSING AUTHORITY

(Elected for five years)
Richard W. Eifler-State Appointee
Hester Hill Schnipper (2021)
Stephen Dirrane (2021)
Charles Phillips (2021)
Edward Tar Larner (2024)

BOARDS AND COMMITTEES

BOARDS ESTABLISHED BY STATE STATUTE

RETIREMENT BOARD

(Elected/Appointed for three years)
Peter J. Fulton (10/31/19-10/29/2022)
Elected by Plan Members
Arnold Roth (12/31/18-12/30/21)
Appointed by Retirement Board
Brian Whitney (5/30/17-5/29/20)
Elected by Plan Members
Kerry Lafleur (6/1/18-5/31/21)
Appointed by Board of Selectmen
Mary Barrett – Indefinite
Ex-Officio Member

APPOINTED BY THE MODERATOR

FINANCE COMMITTEE

(Appointed for three years)
Richard Jamison (2021)
Christine Reynolds (2021)
Dee Ortner (2022)
Parashar Patel (2021)
Wade Rubinstein (2021)
Greg Guarriello (2022)
Mary Hartman (2022)
John Hickling (2022)
Dean Banfield (2022)
Andrea Zall (2023)
Lois Wasoff (2023)
Brian Taylor (2023)
Kathy Cuocolo (2023)
Philip C. Swain, Jr. (2023)
Ray Andrews (2023)

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT

(Appointed for three years)
Steve Ledoux (2022)

APPOINTED BY THE SELECT BOARD

2229 MAIN STREET ADVISORY COMMITTEE

(Appointed for three years)

Leonard V. Rappoli (2021)

Pamela Rockwell (2021)

Frederick D. Seward (2021)

Linda Escobedo - Select Board Appointee

Deborah Farnsworth – BOH Appointee (2022)

AGRICULTURAL COMMITTEE

(Appointed for five years)

Carolyn Goethert (2021)

Lise Holdorf (2021)

Liza Bemis (2025)

Stephen Verrill (2025)

Dan Schmid (2025)

Associate Members

Melissa Maxwell (2021)

Joe Rogers (2022)

BOARD OF APPEALS

(Appointed for three years)

Elizabeth Akhurst-Moore (2021)

Theo Kindermans (2022)

Associate Members:

Stuart Freeland (2021)

Ravi Faiia (2022)

Eve Isenberg (2022)

Jim Smith (2023)

BRUCE FREEMAN RAIL TRAIL COMMITTEE

(Appointed for three years)

Kent Carlson (2021)

Carol Steele (2021)

Nathaniel Welch (2023)

Richard Fahlander (2023)

Adrienne Boardman (2023)

Dorcas Miller (2023)

CAPITAL PLANNING TASK FORCE

Terri Ackerman (2021)

Stephen Crane (2021)

Laurie Hunter (2021)

Kerry Lafleur (2021)

Cynthia Rainey (2021)

Jared Stanton (2021)

Elise Woodward (2021)

Karle Packard (2021)

Parshar Patel (2021)

Hugh Lauer (2021)

COMMUNITY PRESERVATION COMMITTEE

(Appointed for three years)

John Cratsley (2021) SB Appointee

Thomas Kearns (2022) SB Appointee

Peter Ward (2023) SB Appointee

Diane Proctor (2023) SB Appointee

(Standing Committee Appointees)

Paul Grasso (2021) Recreation Comm

Judy Zaunbrecher (2021) Natural Resources

Burton Flint (2022) Planning Board

Nancy Nelson (2023) Historical Comm

Hester Schnipper (2023) Housing Authority

CONCORD CENTER CULTURAL DISTRICT ADVISORY COMMITTEE

(Appointed for three years)

Kimberly Burns (2020)

Maria Madison (2020)

Kate James (2021)

Carole Wayland (2021)

Jerry Wedge (2021)

Diana Clymer (2022)

Robert Munro (2022)

CONCORD CULTURAL COUNCIL

(Appointed for three years)

Alicia Hesse-Cleary (2021)

Thomas Martin (2021)

Betsy Levinson (2021)

Leli Sudler (2023)

Arthur Rogers (2023)

CONCORD HOUSING DEVELOPMENT CORP.

(Appointed for three years)

Jerry Evans (2021)

Douglas Bacon (2021)

Yannis Tsitsas (2021)

Peter Lowitt (2022)

James Burns (2023)

CONSERVATION RESTRICTION STEWARDSHIP COMMITTEE

(Appointed for three years)
Arthur Schwope (2021)
Richard Higgins (2022)
Michelle Wiggins (2022)
Neil Ryder (2022)
Annemarie Altman (2023)

ECONOMIC VITALITY COMMITTEE

(Appointed for three years)
Cato Anderson (2022)
John Boynton (2022)
Remon Karian (2022)
Jennifer McGonigle (2022)
Mark Martines (2022)
Jane Obbagy (2022)
Dawn Rennert (2022)
Jennifer Schunemann (2022)
Jan Turnquist (2022)
Debra Stark (2022)
Steven Verrill (2022)
Beth Williams (2022)

FINANCIAL AUDIT ADVISORY COMMITTEE

Courtney Booth (2021) School Rep.
Linda Escobedo (2021) SB Rep.
Carol Wilson (2021)
Arthur Fulman (2021)
Wendy Rovelli (2021) CMLP Rep.
Thomas Piper (2021)

HANSCOM FIELD ADVISORY REP.

(Appointed for one year)
Vacant

HATS REPRESENTATIVES

Linda Escobedo (2021) SB Rep.
Robert Easton (2021)

HISTORIC DISTRICTS COMMISSION

(Appointed for three years)
Nea Glenn (2022) Museum
Peter Nobile (2023) Library
Luis Berrizbeitia (2024) Planning Board
Paul Ware (2024) NRC
Melinda Shumway (2024) Selectmen
Dennis Fiori (2025)
Associate Members:
Kathleen Chartener (2022) Museum
Abigail Flanagan (2023) Library
Katherine Mast (2024) Planning Board

HUGH CARGILL TRUST COMMITTEE

(Appointed for three years)
Robert Abraham (2021)
Lucy Rosborough (2022)
Judith A. Terry (2022)
Deena Whitfield (2023)
Elisabeth Elden (2023)

JUNCTION VILLAGE OPEN SPACE TASK FORCE

(Appointed for one year)
Christa Collins (2021)
Sue Felshin (2021)
Robert Hartman (2021)
Harry Bartlett (2021)

LIBRARY COMMITTEE

(Appointed for three years)
Patricia Nelson (2021)
Tara Edelman (2022)
Susan Curtin (2022)
Krysten Morganti (2022)
Laura Klein (2023)
Kathleen Reidy (2023)

MAGIC/MAPC REPRESENTATIVE

Jane Hotchkiss (2021)

MBTA REPRESENTATIVE

Terri Ackerman (2021)

PERSONNEL BOARD

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

PLANNING BOARD

(Appointed for five years)

Allen Sayegh (2021)

Burton Flint (2022)

Kristen Ferguson (2022)

Nathan Bosdet (2023)

Kate McEneaney (2024)

Haley Orvedal (2024)

Linda Miller (2025)

POLLINATOR HEALTH ADVISORY COMMITTEE

(Appointed for one year)

Sarah Grimwood (2020)

Christin Krueger (2020)

Brain Cramer (2020)

Mark Hanson (2020)

Joseph Levine (2020)

Stanley Lucks (2020)

Sig Roos (2020)

PEG ACCESS ADVISORY COMMITTEE

(Appointed for three years)

Ruth Lauer (2021)

Karlen Reed (2021)

Scott Hopkinson (2022)

Vince Carlson (2022)

PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE

(Appointed for five years)

Thomas Valle (2021)

Trish Ng (2021)

Erin Logan (2021)

Julissica Rona (2022)

David Bell (2024)

Sue McCrory (2024)

Robert Norton (2025)

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 (2021)

Wendy A. McNally (2021)

Connell A Benn (2023)

Kaari Mai Tari, Town Clerk

TAX FAIRNESS COMMITTEE

(Appointed for three years)

Reinier Beeuwkes (2021)

Walter Birge (2021)

Nancy Cronin (2021)

Jonathan Keyes (2021)

Bill Kemeza (2023)

David Karr (2023)

TAX RELIEF COMMITTEE

(Appointed for three years)

Helena Long (2021)

Virginia McIntyre (2022)

Eric Van Loon (2023)

TRUSTEES OF TOWN DONATIONS

(Appointed for three years)

James Dohoney (2021)

Frederick Miller (2021)

Gavin Morrissey (2022)

Jennifer Ubaldino (2023)

WEST CONCORD ADVISORY COMMITTEE

(Appointed for three years)

Amy Kaiser (2021)

Geoffrey Walton (2022)

Susan Miodozeniec (2022)

Alan Koder (2023)

John Cooley (2023)

WEST CONCORD JUNCTION CULTURAL DISTRICT COMMITTEE

(Appointed for three years)

Karen Currie (2021)

Carlene Hempel (2021)

Ann Sussman (2021)

Amy Kaiser (2021)

Harry Bartlett (2022)

Lisa Evans (2022)

Susan Miodozeniec (2022)

Jennifer Montbach (2022)

Geoffrey Walton (2022)

Kate Yoder (2023)

Margot Kimball (2023)

WHITE POND ADVISORY COMMITTEE

(Appointed for three years)
 Carmen Jaquier (2021)
 Cheryl Baggen (2022)
 Beth Kelly (2023)
 Jeff Parker (2023)
 Susan O'Shea-Folgar (2023)

YOUTH COORDINATOR ADVISORY BOARD

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)
 Susan Livingston (2021)
 Bill Herring (2021)
 Thomas Matthews (2022)
 Brendan O'Neil Kemeza (2023)

CLIMATE ACTION ADVISORY BOARD

(Appointed for three years)
 Peter Nichol (2021)
 Jake Swenson (2021)
 Brian Foulds (2021)
 Courtney Eaton (2021)
 Brian Crouse (2021)
 Pam Hill (2022)
 Michael McAteer (2022)
 Warren Leon (2023)
 John Bolduc (2023)
 Ruthy Bennett (2023)
 Scott Wood (2023)

COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE

(Appointed for three years)
 Bradley Hubbard-Nelson (2021)
 Sharon Jones (2021)
 Bob Shatten (2021)
 Karen Gibson (2021)
 Janet Miller (2022)
 Jerry Frenkil (2022)
 Julie Kleyn (2023)
 Douglas Sharpe (2023)
 Hany Teylouni (2023)

COMMISSION ON DISABILITY

(Appointed for three years)
 Ellen Hutt (2021)
 Marybeth Barker (2022)
 Meryl Schwartz (2022)
 Janet Beyer (2022)
 Lloyd Price (2023)
 Jean Goldsberry (2023)
 Jennifer Brooke (2023)

HISTORICAL COMMISSION

(Appointed for three years)
 Thomas Beardsley (2022)
 Michael Capizzi (2022)
 Robert Gross (2022)
 Melissa Saalfield (2023)
 Nancy Nelson (2023)
 Associate Member
 (Appointed for one year)
 Alan Bogosian (2021)
 Rebecca Lemaitre (2021)

NATURAL RESOURCES COMMISSION

(Appointed for three years)
 Judith Zaunbrecher (2021)
 Edward Nardi (2021)
 Nick Pappas (2022)
 Gregory Higgins (2022)
 Sarah Grimwood (2023)

APPOINTED BY TOWN MANAGER**CEMETERY COMMITTEE**

(Appointed for three years)
 Paul Cooke (2021)
 Jerry Soucy (2022)
 Leo Carroll (2022)
 Brian Davidson (2022)

CONCORD MUNICIPAL LIGHT BOARD

(Appointed for three years)
 Alice Kaufman (2022)
 Gordon Brockway (2022)
 Pam Hill (2023)
 Brian Foulds (2023)
 Wendy Rovelli (2023)

COUNCIL ON AGING BOARD

(Appointed for three years)

Ann Schummers (2021)
Patty Keane (2022)
Michael Rudd (2022)
Carole Cushing (2022)
Kristin Nelson (2022)
Teri Stokes (2023)
Carol Ann Hannan (2023)
Grazia Del a Cruz (2023)
Arthur Alcaez (2023)
Christina Kendrick (2023)
Ron Reidel (2023)

TRANSPORTATION ADVISORY COMMITTEE

(Appointed for three years)

Stephen Crane (2023)
John Arena (2023)
Marcia Rasmussen (2023)
Steve Dookran (2023)
Aaron Miklosko (2023)
Kevin Monaghan (2023)
Ginger Quarles (2023)
Meryl Schwartz (2023)
Phil Posner (2023)
Wally Johnson (2023)

HEALTH, BOARD OF

(Appointed for three years)

Mark Haddad (2021)
Deborah Greene, MD (2022)
Ray Considine (2022)
Jill Block (2023)
Alma Healey (2023)

PUBLIC WORKS COMMISSION

(Appointed for three years)

Andrew Boardman (2021)
Jim Terry (2021)
K.C. Winslow (2022)
James Fasser (2023)
Dave DeLong (2023)

RECREATION COMMISSION

(Appointed for three years)

Paul Grasso (2021)
Casey Atkins (2022)
Jennifer Lutz (2022)
Paul Boehm (2023)
Peter Funkhouser (2023)

APPOINTED INDIVIDUALS

GENERAL GOVERNMENT

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

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

PUBLIC SAFETY

Emergency Management Director
Chief of Police/Constable
Constable

Animal Control Officer
Assistant Animal Control Officer
Fire Chief/Fire Warden
Municipal Right to Know Coordinator

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

PUBLIC WORKS & LIGHT PLANT

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

Alan Cathcart
David G. Wood
Steve Dookran
John H. Rogers
Aaron Miklosko
Melissa Simoncini

COMMUNITY DEVELOPMENT

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

Matt Johnson
Terri Ackerman
Aaron Miklosko

SCHOOLS

Superintendent of Schools

Dr. Laurie Hunter

HUMAN SERVICES

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

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

FINANCE

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

R. Lane Partridge
Mary Barrett
Erin Mulcahy
Kaari Mai Tari
Patricia Clifford
Kerry Lafleur
Richard P. Delorey

SELECT BOARD



Select Board Members from top left to bottom right: Terri Ackerman, Clerk Susan Bates, Matthew Johnson, Jane Hotchkiss, and Chair Linda Escobedo.

Linda Escobedo
Susan Bates
Jane Hotchkiss
Matthew Johnson
Terri Ackerman

Manager reports to and is annually evaluated by the Board.

Select Board Agenda and Goals

The Concord Select Board annually affirms its values and guiding principles to align its goals and objectives for improving government as it interacts with the Town Manager, committees, task forces, citizens and other units of government. In so doing, the Board aims to lead and establish strategic priorities, to provide support, guidance and encouragement where appropriate and to be collaborative, open and inclusive at all times.

Governance: Effective, Responsive and Transparent Governance

Public Health and Safety: Exemplary of Best Practices for the Safety of All

Financial Stability: Fiscal Responsibility and Financial Stability/Sustainability

Infrastructure: Sufficient and Sustainable, Well-maintained and reliable

Quality of Life: High Level Maintenance of Town Services for Town Citizens

Balance and Equity: Balance and Equity among divergent individual, neighborhood and town-wide interests.

Diversity: Conscious Decision Making to Support Economic and Social Diversity and Inclusion

General Business

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

Historical and Cultural Heritage: Preservation and Promotion of Historical Heritage

Agricultural and Natural Resources: Protection and Enhancement

Sustainability and Resilience: Sustainable Management of Energy Resources, Reduction of Carbon Emissions, and Regeneration of our Natural Environment

Economic Resilience: To Protect the Vitality of the Town and Businesses

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

The Board's goals and guiding principles help it maintain continuous and consistent progress while being mindful of the tax burden and expectations for Town services. Board actions are informed by the Town's long-range plan, Envision Concord: Bridge to 2030, among other important sources of information.

Communications

The Board changed its regular meetings from every other Monday at 7 p.m. to every Monday at 4 p.m. and from in person to remote meetings as a result of the pandemic. Additional meetings take place as required. To allow greater time for consideration of 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 comment. Copies of supporting materials for meetings of the Board are posted on the Town website. Minuteman Media Network records and broadcasts the Board meetings on Concord's local access cable channel 9 and online at minuteman.media. The Concord Journal (concord.wicked-local.com) and Concord Patch (patch.com/Massachusetts/concord) both regularly report on the meetings of the Board. Erin Stevens, the Town's Public Information and Communications Manager, oversees regular postings on the Town's website and social media.

When necessary, the Board meets in Executive Session to discuss issues of litigation, land acquisition, and labor negotiations. Members of the Board also meet with neighboring officials and the Town's representatives in the Massachusetts legislature, as well as with representatives of the MBTA as necessary. Representative Tami Gouveia and State Senator Mike Barrett serve as our current legislative leadership.

Boards and Committees

A hallmark of Concord since its founding has been citizen participation. The Town has three elected boards: the Select Board, the School Committee and the Housing Authority. Citizens also annually elect the Town Moderator. The Town's elected officials, as well as citizen members of approximately 50 other boards, committees and commissions are all volunteers and demonstrate the extraordinary engagement town residents have with the democratic process of the Town. Volunteers indicate their interest in town committees by filling out a Green Card. Green Cards can be submitted in person at the Town Manager's Office in the Town House (when no pandemic restrictions apply) or online at the Town's website: concordma.gov/green-card. Over 270 citizens serve and annually donate hundreds of hours of personal time to benefit Concord. The Board hosts a monthly Chairs' Breakfast, which provides an overview of recent or planned activities from each of the Town's boards, committees and commissions in an informal information-sharing format that is an open and recorded meeting. To further engage citizens and to help ensure transparency, boards, committees and commissions hold public hearings and forums throughout the year on a variety of matters. When not constrained by pandemic conditions, the Town also hosts a number of public events and celebrations each year.

Board Membership

In September following town meeting, Linda Escobedo succeeded Mike Lawson as Chair and Susan Bates became Clerk. Matthew Johnson joined the Board for his first term having been elected in June. Jane Hotchkiss continued to serve her second term and Terri Ackerman continued in her first term. At the end of Annual Town Meeting in September, Mike Lawson concluded his second term

on the board with gratitude from Board members for his invaluable service to the town, serving as chair twice.

Notable Issues

COVID-19 appeared in February and caused a seismic shift in how Town business, and indeed all business, was conducted. The leadership of Public Safety departments, the Town Manager, the School Superintendent, the School Committee, and the Select Board developed new procedures for conducting Town business and new ways of communicating with each other and with citizens to ensure the safety of all. In March the Select Board began remote weekly meetings in compliance with State regulations which continued beyond the end of 2020. Agenda items were scheduled in response to evolving regulations, limiting public ceremonies and events, adjustments to scheduling Town Meeting and frequent updates from the Board of Health. Annual Town Meeting was held outdoors at Doug White Field on Sunday, September 13, 2020. 22 Articles were on the Consent Calendar, an additional 18 Articles were moved and 12 Articles were postponed. The Board has already adjusted the 2021 Annual Town Meeting calendar to reflect the continued pandemic.

Despite the circumstances, the Board continued to focus on the guidance of the long-range plan: Envision Concord: Bridge to 2030. Progress was made in several areas. The Transportation Advisory Committee was seated, the Junction Village Open Space Task Force is nearly complete, as is the Affordable Housing Trust Committee. A subcommittee of the Board reviewed and amended the green card process and the Board approved a Fleet Electrification Policy. The newly formed Economic Vitality Committee quickly became very active in the face of COVID and the threats posed to the local economy. The Town Manager and Chair filed special legislation for Senior Means-Tested Property Tax Exemption and for Additional Liquor Licenses following approval of these articles at Town Meeting.

The Board continued to follow legislation filed last year related to affordable housing as well as local developments related to the Gerow acquisition and White Pond improvements. Collaboration between

CHDC, Lowell Habitat for Humanity, and the Town resulted in the purchase of a Main Street property to develop into two affordable units. Junction Village/Christopher Heights ALE, an 83 unit affordable housing complex, has met most of the state and local statutory requirements and is expected to break ground in the next year.

Continuing land disputes over public access to the Estabrook Trail and challenged water rights for Nagog Pond are unfortunately still issues before the Town. The court ruled favorably in the Nagog Pond dispute but appeals are pending. The Town anticipates a trial date in June, 2021 for the Estabrook Trail issue.

Gifts and Acknowledgements

Concord's 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 acknowledges all gifts in excess of \$500.

The Board acknowledges, among many others, the following generous and greatly appreciated gifts in 2020: White Pond Associates, Inc. gift of \$1,692.03 to the White Pond Management Plan Gift Account; White Pond Associates, Inc. gift of \$201,690.00 to the White Pond Management Account; Concord Carousel Scholarship Fund Committee gift of \$6,649.68 to the Carousel Preschool Scholarship Fund; Middlesex Savings Bank gift of \$10,000 to the Concord Police Department; Middlesex Savings Bank gift of \$10,000 to the Concord Fire Department; Friends of the Concord Free Public Library gift of \$3,000 to the Library Staff Gift Account; David and Melissa Schoenfeld gift of a 2003 Volkswagen Jetta, valued at \$3,267.00, to the Fire Department; William & Maureen Kemeza gift of \$510.00 to the Memorial Trees Account; His Presence Christian Fellowship Inc. gift of \$1,000.00 to the Council on Aging Gift Account; Spaulding Management LLC, gift of a picnic table valued at \$898.00, to the Concord Visitor Center; Concord-Carlisle Community Chest gift of \$3,062.50 to the Volunteer Coordinator Account; Concord-Carlisle Community Chest gift of \$10,335.50 to the Outreach Worker Account; Concord-Carlisle Community Chest gift of \$4,427.00 to the Social Services Coordinator

Account; Mrs. Mariann H Goslovich gift of \$4,000.00 to the Council on Aging Account; Concord-Carlisle Youth Baseball gift of \$7,700.00 to the Ripley Baseball Field Gift Account; Concord Free Public Library gift of \$500.00 to the Library Gift Account; Milltarry Market LLC gift of \$22,392.00 to the Keyes Road Street Lights Account; The Boston Foundation gift of \$2,500.00 to the Nanae Gift Account; Middlesex School gift of \$50,000 for emergency equipment purchases; Concord-Carlisle Community Chest gift of \$3,062.50 to the Volunteer Coordinator Account; Concord-Carlisle Community Chest gift of \$10,335.50 to the Outreach Worker Account; Concord-Carlisle Community Chest gift of \$4,437.00 to the Social Services Coordinator Account; Concord-Carlisle Community Chest gift of \$7087.50 to the Community Services Coordinator Gift Account; Concord-Carlisle Community Chest gift of \$7087.50 to the Community Services Coordinator Gift Account; Eric Green and Carmin Reiss \$25,000 to the Affordable Housing Trust Fund; Mr. and Mrs. John J. Langan \$800 to the Council on Aging.

The Select Board wishes to thank Town Manager Stephen Crane, Deputy Town Manager Kate Hodges, Administrative Manager Chris Carmody, Senior Administrative Assistant Jeremy Romanul, Chief Financial Officer 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 skills to Town affairs, without whom the Town could not function.

TOWN MANAGER

Stephen Crane, Town Manager

This is my 11th annual report as a municipal administrator, the second as Concord Town Manager and, by far, the most challenging I have ever had to write. 2020 began normally enough, then Town staff began talking about this mysterious illness emerging in Asia and watched with horror as it began to devastate Europe. Like a levy breaking, COVID-19 hit the US swiftly and overwhelmingly. Just days into the State of Emergency, it was clear that Concord would not be spared from its effects. In many ways, Concord was aware of the threat but, like most communities, was unprepared for how quickly it descended. The Town made the decision to close non-essential Town operations on Friday, March 13th 2020 in anticipation of the Governor's order the following week. On that day, there were 15 licenses for remote access to the Town network; by March 17 there were a 125 along with a plan to deploy laptops to those who needed them and the purchase of the Town's first Zoom license.

In the early days of the pandemic, the demands on municipal employees, especially first responders, grew exponentially as uncertainty about the virus and the future deepened. Guidance about masks, surface spread of the virus, and what defined "close contact" were all new frontiers that required constant attention and seemed to change daily, if not more frequently. Employees, along with boards and committees, had to learn new ways to work in real time. The analogy of "building the airplane in midair" was used often but always seemed to capture the feeling.

Despite the rapidly shifting forces affecting daily life, Town departments provided full services even though Town buildings were closed to the public to prevent the spread of the virus. Notably, the Town Clerk's Office issued marriage licenses through curbside service, which became very popular, while managing major changes to election procedures—resulting in robust voter turnout via both mail-in

ballots and in-person voting. The Library introduced its own curbside service that also remained very popular during the year. The closure to the public did allow for the start of a long-planned renovation to the first floor of the Town House.

In March of 2020, the Select Board declared a local State of Emergency that mirrored the State of Emergency declared by the Governor. It was a State of Emergency unlike any other and the Town committed at the very beginning to adhere to the emergency orders promulgated by the Governor. One of the immediate results was the cancellation of most community events and traditions. Among the notable events lost to the pandemic in 2020 include the Patriots Day Parade and Dawn Salute, Ag Day, Jazz Fest, Easter Egg hunt, Picnic in the Park, and the Holiday tree lighting/parade. As the year progressed, some events became virtual programs as more aspects of daily life occurred on a screen. The new virtual work environment included new challenges for the Town to address including unknowns risks to the Town's network security and threats of "Zoom bombing," when people enter virtual public meetings shouting or displaying inappropriate content. Fortunately, Town staff did a great job protecting both meetings and the network.

Another result of the changes made to comply with the emergency orders was the delay of the Annual Town Meeting from April 22nd to September 13th. The FY21 Town Budget was prepared and presented at a public hearing in February but needed to be revised significantly to reflect the impact of the pandemic on the local economy. Moreover, the four nights that were planned for the Town Meeting in April were consolidated into one afternoon and was moved from the CCHS gym to the Doug White Fields (fortunately the weather cooperated).

In addition to conducting Town business in new ways, town businesses also had to adapt to rapidly changing conditions and endure lost revenues,

increased costs, and the stress of an uncertain future. The Town government collaborated with community stakeholders to create new ways of supporting local businesses including outdoor dining, sidewalk sales, discount cards, and online advertising. The spirit of cooperation between the Town and the business community helped mitigate some, but certainly not all, of the pandemic's economic impact.

Finally, at the end of 2020, the Town worked with 5 other communities to establish a regional clinic to vaccinate first responders. The clinic, which was set up at CCHS, help protect public health and safety workers and marked an important shift toward ending the pandemic and a better 2021.

INFORMATION TECHNOLOGY

The Information Technology department's mission is threefold:

1. To provide both strategic technology vision and leadership to the Town of Concord
2. To provide secure, reliable information systems and technology to support all Town entities
3. To work with all departments and enterprises to support and improve business functions through the adoption and advancement of technology.

In 2020, the COVID-19 pandemic expedited the adoption of remote work policies and development of infrastructure to support them. The IT Department deployed new or repurposed laptops to several dozen staff members for use at home while they were unable to be in Town buildings. Additional upgrades, from firewalls and VPN appliances to bandwidth enhancements, allowed these employees to keep working during this difficult time.

This was also the year that online permitting rolled out for several departments, beginning with the Board of Health. Applicants and contractors can now, from the convenience of their homes and offices, conduct this business entirely online while tracking the workflow and progress of each permit. We continue to add additional departments and expect to have full adoption by Spring of 2021.

The Town of Concord maintains approximately 80 servers in support of operations, and steps are underway to consolidate these where possible and move many to the cloud, where economies of scale and carbon-neutral datacenters can save the town money and contribute toward the community's goal of embracing sustainability.

Concord GIS (Geographic Information Systems) began offering Nearmap® web-based aerial imagery, updated three times per year and deployed via a variety of web-based maps published directly from our ArcGIS Server. This provides the public with access to the latest imagery and data about the Town: parcel ownership, polling stations, natural resources, recreation and much more. Concord GIS also supported major business information infrastructure upgrades by integrating GIS data into the NISC

(utility billing, accounting, engineering, and operations) and PermitEyes (licensing and permitting) projects.

Security continues to be an area of supreme concern as malicious actors increasingly see state and local governments as easy targets for network penetration and ransomware. Through the adoption of policies, greater end-user training and additional security software, we aim to reduce our attack surface and increase our detection and reporting of anomalous events. This work is paying off as more Town staff have swift and direct communication when they suspect something is not right, leading to an immediate investigation. The Town is currently implementing both a Risk Committee and a Cyber Incident Response Team to assist with these security-focused policies. The pandemic had a large impact on the technology needs and helpdesk ticket counts town-wide. Instead of usual break/fix requests, the department spent much more time scaling up infrastructure to support remote work needs, deploying laptops, adjusting VPN access and reconfiguring software to be more widely accessible. Support ticket volume showed reductions from March through October, but has gradually increased at the end of the year. Nearly 4,000 tickets were managed by internal staff and our managed service provider partner.

In addition to supporting operations and staff, we always welcome collaboration, input and feedback from citizens. Feel free to look up our contact details on the Town website to get in touch.

PUBLIC INFORMATION

Erin Stevens, Public Information and Communications Manager (PICM)



Members of the Concord Minutemen completed a photo shoot to encourage public mask wearing during the pandemic.

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

The Public Information Office spent a great deal of 2020 finding new ways to communicate with and keep the community informed on the COVID-19 pandemic. The COVID-19 website was set up and updated nearly daily with information updates from the State Department of Public Health, Concord Health Division, Town Manager, Concord Emergency Management, Federal Public Health partners, and more.

More than ever, our communication channels through social media, news and notices, the Town website, Minuteman Media Network local cable, and robocalls were used to try and provide valuable information to the community who was looking for as much information as possible. While many of our more traditional forms of communication methods were useful, the pivoting to a mostly online and virtual world made getting information out in these formats all the more crucial.

Working with various departments, the Public Information Office helped to notify people about

Town building closures, how to get/find services, how to help others, shopping local, and how to keep safe. A lawn sign campaign was coordinated and brought to fruition by the division utilizing photos taken by the PICM and the Concord Mintemen in a costumed and masked photo-shoot in April.

Public Information designed, created, provided photography services and maintained the COA's Harvey Wheeler Gift Shop's new online store providing an additional source of income for the COA and a way for the gift shop to stay 'open' during the pandemic.

The Public Information Office continues to work with various departments, boards and committees, and individuals to get information about the Concord community out to people in creative methods and using creative design.



PEG Services

Community access television, also known as PEG which stands for Public, Education Government, has been provided through Minuteman Media Network (MMN) since October of 2018. Since its inception, MMN has been working hard to provide quality coverage for community events, meetings, and more.

The pandemic drastically shifted the way that MMN operated moving for nearly 5 months to completely remote work. Many of the video postings became almost exclusively recorded zoom meetings. Despite the constraints of the pandemic, the number of recorded board and committee meetings rose to record numbers with the ease of recording meetings through the zoom record feature. With zoom recorded meetings allowing committees to film themselves, the MMN team were able to post

more meetings than ever and work on tasks that had been delayed such as updating of equipment systems and the creation of new file sharing systems to make working together remotely more accessible for the staff.

The MMN team was able to do a full inventory of equipment and practice new skills and editing techniques, making the most out of their limited time in the studio as well as time working remote. During the warmer months and into the fall, the staff began to work doing outdoor interviews and capturing the beauty of Concord and Carlisle for promotional videos and the online bulletin board which can be seen in between scheduled programs.

MMN also was instrumental in this year's outdoor Town Meeting in September. The meeting, which was postponed and held outdoors due to concerns over the coronavirus, was live streamed from the Doug White Field behind the Concord Carlisle Regional High School thanks to the hard work of the MMN team, Facilities Division, CMLP, and our vendors.

SUSTAINABILITY

Kate Hanley, Sustainability Director

The Town of Concord has a long history of commitment to sustainability. We have ambitious climate and sustainability goals, including reducing community-wide greenhouse gas (GHG) emissions 80% by 2050 in alignment with the Paris Climate Accord and the Massachusetts Global Warming Solutions Act. Working with town departments, committees, residents, partners and businesses, Concord’s Sustainability Division, led by Director of Sustainability Kate Hanley, is responsible for developing and implementing programs, policies and initiatives to achieve the Town’s climate and sustainability goals.

The most significant milestone of 2020 was the completion of Sustainable Concord, the Town’s first comprehensive climate action and resilience plan. Sustainable Concord is the roadmap for how Concord will take action in the next 5 years to make progress toward our climate goals. It is a

commitment to take 22 climate actions and includes detailed implementation blueprints.

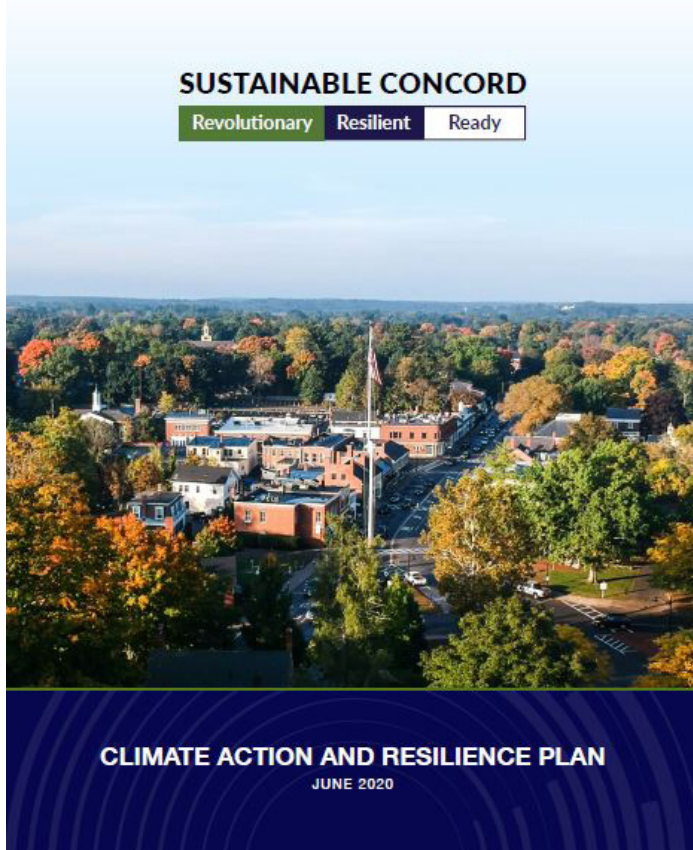
Sustainable Concord was developed through a collaborative process between municipal staff and the community with support from a consultant team courtesy of a grant from state’s municipal vulnerability preparedness (MVP) program. In early 2020, we hosted in-person events and stakeholder meetings, and transitioned to online community engagement in March. Despite the timing of the pandemic, the plan was completed on time and on budget in June of 2020.

In 2020, we also made progress toward implementing some of the priority actions in the Sustainable Concord plan. In October, Concord opted in to the state’s PACE (Property Assessed Clean Energy) program, a tax based financing mechanism for energy improvements to commercial buildings enabled by state legislation. The program provides commercial property owners access to third-party funds to invest in energy improvements to their property and allows for the funds to be repaid through a betterment assessment on the property tax bill. Opting into PACE will help to provide incentives for businesses to invest in renewable energy and energy efficiency.

We also took steps to continue to decarbonize and electrify the Town’s vehicle fleet as detailed in the Sustainable Concord plan. The Town continued its efforts to add electric vehicles to the fleet by purchasing several new Nissan Leafs. In partnership with the school department, we also moved forward in purchasing a new electric school bus thanks to a grant funded through the VW settlement.

Implementing another step from the plan, Concord adopted an electric-first vehicle policy in December of 2020. The Select Board adopted APP 65 Sustainable Fleet Policy requiring new town vehicle purchases to prioritize electric options. It maintains fuel efficiency standards for conventional vehicles as well as requires other greenhouse gas reduction strategies, such as minimizing idling, for the town’s vehicle fleet.

In 2020, the Sustainability Division also continued to expand and enhance community outreach and



communications around sustainability. The division oversaw release of two sustainability resources for Concord residents. Your Sustainable Home Now! is a brochure created by the Comprehensive Sustainability and Energy Committee (CSEC) in partnership with several town departments. It highlights a full range of actions that Concord residents can take at home, and rebates and incentives to support those, to create a more sustainable future.

The Sustainability Division also collaborated with the Department of Planning and Land Management to release a Sustainability Guide for Historic and Older Homes. This guide was developed by UNH Sustainability Institute summer fellow, Abigail Ahern, a recent graduate of architecture school. The guide provides practical tips and strategies for improving the sustainability of historic and older homes in Concord.

Following the completion of the Sustainable Concord plan, the Town launched the Sustainable Concord Dashboard. The Dashboard is an interactive, online platform that allows residents to review priority actions in the climate action and resilience plan, see progress on those actions, and engage with Concord-specific climate data. The dashboard also features a blog with monthly posts about sustainability topics. The Dashboard complements a Sustainable Concord monthly newsletter that was also launched in 2020.

The Sustainability Division continued and expanded its partnership with Concord Free Public Library in 2020 by participating in Climate Preparedness Week for the second time and joining a planning committee for a library sustainability plan. Climate Preparedness Week is a national effort to raise awareness of the impacts of climate change on communities. This year, we hosted virtual events, featuring a movie discussion, storytimes for children, and a well-received presentation by two Climate Reality Leaders, including Concord resident Keith Bergman, titled The Climate Reality and How To Talk to Your Kids About It.

Sustainability is a team effort and Sustainability Director Kate Hanley collaborates and engages with many town departments. Kate is the staff liaison to

two committees, the Comprehensive Sustainability and Energy Committee and the Climate Action Advisory Board, and serves on the Concord Middle School Building Committee. The Sustainability Division looks forward to continued collaboration in 2021 to create a more sustainable and resilient Concord.

FACILITIES DEPARTMENT

Ryan Orr, Director

Responsibilities

Centralizing the management of Concord facilities began in January 2016. This effort has provided better oversight of how Concord maintains its 41 public buildings. Responsibilities include custodial services, building maintenance and repairs, landscaping, support of capital projects and day-to-day project management for new construction and major renovations. The goal of the department is to maintain healthy, comfortable buildings and productive environments for all who work in and use our facilities. The staff consists of eight full-time and one part time skilled technicians, Facilities Director, Facilities Coordinator and Facilities Administrator. The Facilities management and administrative staff develops and implements the programs that provide services for the Town buildings. In addition, the Facilities Capital Budget is managed by the Facilities staff. Building maintenance budgets were historically funded for individual departments. Beginning in FY21, these budgets were transferred to the Facilities Department, creating a centralized building maintenance budget.

COVID-19

In March 2020, the COVID-19 pandemic forced all town departments to rethink how to protect the public, staff and maintain operations. The primary role of the Facilities Department in dealing with COVID-19 is to create a safe work environment. Working with the Town Manager's Reopen Task

Force, the Facilities team developed recommendations on operational and workplace changes required because of COVID-19. An evaluation was made of janitorial schedules, daily cleaning practices, spot sterilization, and workplace-specific sanitization standards. The custodial staff implemented new practices that increased daily cleaning and added additional disinfecting for each town building. The department was also charged with procuring and distributing PPE, Plexiglas guards, cleaning, disinfecting and sanitizing supplies.

Because COVID-19 spreads primarily through airborne droplets, air quality is a major concern. Top-level priorities included the replacement of HVAC filters as well as service and maintenance to ensure efficiency from all systems. Between June and August, our HVAC technician and electrician installed ultraviolet (UV) air scrubbers in all buildings containing air handling and roof top units. In December, Facilities purchased portable air purifiers capable of scrubbing the air and removing contaminants as small as .007 microns including COVID-19 at .1 microns. These units were placed in all Town buildings. Building air quality is safer today than it has ever been.

Another challenge was ensuring Town employees had a means of staying in contact with the public without contaminating any of the buildings. Facilities installed drop boxes and video doorbells at a number of town buildings. The staff also had to determine which workspaces are safe vs. what spaces are not efficient under new social distancing guidelines. In December, Facilities began building vestibules inside 133 and 135 Keyes Road for safer interaction between town employees and the public. During December 2020 and January 2021, Facilities assisted with wiring and general set up of a temporary structure at the Concord Carlisle High School for COVID-19 testing and a vaccination.

Projects

In January 2020, the Facilities team coordinated the refinishing of the historical yellow birch hardwood flooring in the second floor hall of the Town House. The existing carpet was removed. The floor was sanded and finished to match the Hearing Room flooring that was refinished in 2019. The hallway and

Select Board Room were repainted. The project was completed in late February 2020.

In April 2020, The Facilities team completed replacement of roof top units at the Beede Swim and Fitness Center with high efficiency units and an upgraded control system. High efficiency furnaces and heat pump condensers were also installed at 37 Knox Trail in May. Also in May, the team replaced a large walk-in shower in the men's locker room at the Police Department.

Working with CPW Highway and Grounds Division, Facilities replaced the underground water filtration pipes for the Emerson pool. Cutting up the existing pool deck replacing filtration pipe, repairing the pool deck, pressure washing the pool and installing new sod, was completed in June prior to the opening of Concord Recreation Summer Camp.

In mid-June 2020, the Facilities Department completed building an addition to Fire Station 2. Additional space was created for a new gear room. The original gear room is now used for exercise equipment. A new electric heat pump mini split for heating, cooling and dehumidification was added which aids in the drying of equipment after a call. A new electric heat pump hot water heater was also installed.

In January 2021, Facilities completed a build-out of the Visitors Center at 58 Main Street. A staircase was added to access the unfinished second floor. Two large offices, a small meeting room, mechanical room and an employee restroom were built on the second floor. A high efficiency furnace was installed. Repairs were also made to the plumbing and drainage in the public restrooms.

Town House Renovation

In preparation for the first floor Town House renovation project, the Deputy Town Manager, Facilities Director, Facilities Team, Public Information Officer, Sustainability Director and Senior Department Clerk were relocated to 55 Church Street in June. In August, Facilities adjusted the layout, painted and added cubicles to the second floor of 37 Knox Trail to accommodate the relocation of the Town Manager, Finance Department, Accounting Department, Treasury

Department, Senior Administrative Manager, Senior Administrative Assistant and Veterans Services. Following the national election in November, the Town Clerk's Department was relocated to the Harvey Wheeler Community Center. The first floor Town House renovation began in mid-November. This project will create a much-needed rework to the current floorplan allowing for more convenient customer service as well as a safer interaction between the public and Town employees. This remodel will also include two accessible public restrooms on the first floor.

Additional Accomplishments

- Barrett's Mill Farm front roof replaced and plumbing repairs to the apartment bathroom February 2020.
- Marshall Farm septic repair, Furnace replacement and installation of a washer and dryer connection November 2020.
- Roof repair at Police station March 2020.
- Interior painting for the Walden Street Fire Station.
- Assisted with managing the demolition of the existing White Pond Bath Houses May 2020.
- Assisted with the 95% completion of the plans and specifications for the Gerow property park with collaboration and vision of the Deputy Town Manager who also played a major role in seeing this major project come to fruition.

2021 Goals

- Full HVAC system replacement at 141 Keyes Road.
- Enhance technical skills of staff by coordinating and scheduling appropriate training courses, and begin monthly OSHA training for staff.
- Continue to assist the Building and Fire Departments with fire and life safety inspections.
- Fire Station 2 Phase 2 renovation.

2020 ANNUAL TOWN MEETING

September 13, 2020

The Annual Town Meeting of 2020 was held on the Douglas White Soccer Field at the Concord Carlisle High School on September 13, 2020 pursuant to a Warrant signed by the Select Board on January 27, 2020 with the signed return of service on February 5, 2020 as inspected by the Town Moderator. The Warrant was posted at the required locations at least seven days before the meeting.

Due to the COVID-19 Pandemic, Town Meeting which was originally scheduled for April 27, 2020, was delayed through five separate declarations from the Moderator due to health and safety concerns.

Town Moderator Carmin Reiss called the meeting to order at 1:03 pm, having determined that the return of service on the Warrant was in order and a sufficient number of voters were present. A total of 381 voters were in attendance

Fire Chief Tom Judge reviewed evacuation procedures in the event of a pop-up thunderstorm. The meeting was broadcast over Minuteman Media Network and WIQH 88.3 radio, and a wifi hotspot was made available to voters on the field, from a van donated by Xfinity for which they were thanked.

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

Ms. Reiss appointed Mr. Fisher as Head 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 and thanked for their service.

Ms. Reiss noted that September 12th marked the 358th year since the incorporation of the Town of Concord in 1635.

Ms. Reiss thanked the many Town staff for their extraordinary efforts to prepare for the first outdoor Town Meeting held in the history of the Town.

The following people were asked to stand to be recognized:

- 2020 Honored Citizen: Jonathan Keyes
- Select Board Chair: Michael Lawson
- School Committee Chair: Wallace Johnston
- Former School Committee member: Yuval Ehrlich
- Finance Committee Chair and past member, Karl Packard
- Finance Committee member and past Chair, Tom Tarpy

The documents used or referred to at the meeting were the “2021 Annual Town Meeting: Meeting Materials Book” (including a condensed edition of the Town Meeting Traditionals and Procedures) and the “Finance Committee report – COVID edition.” All presentations for articles were available online prior to the meeting along with public hearings and no presentations were given during the meeting. Speakers were limited to one minute and microphone covers were changed for each speaker.

There were 52 articles on the Warrant, of which 24 were moved on the Consent Calendar, 11 were postponed, one was referred to committee for further study and 16 were moved for full deliberation.

The table on the following pages shows where each article can be found as they are reported by manner of vote.

ARTICLE	SUBJECT	ACTION TAKEN
1	Choose Town Officers	Postponed indefinitely
2	Hear Reports	Passed by well more than a 2/3 vote under the Consent Calendar
CC	Consent Calendar	Passed by well more than a 2/3 vote
3	Meeting Procedure	Passed by well more than a 2/3 vote under the Consent Calendar
4	Ratify Personnel Board Classification Actions	Passed by well more than a 2/3 vote under the Consent Calendar
5	Classification & Compensation Plan for Regular-Status	Passed by well more than a 2/3 vote under the Consent Calendar
6	Positions	Postponed indefinitely
7	Personnel Bylaw Amendment Accept Provisions of M.G.L. c. 32, §103(J), as Amended by Section 19 of c. 188, to Increase the Cost of Living Adjustment (COLA) Base	Passed by well more than a 2/3 vote under the Consent Calendar
8	Use of Free Cash	Passed by well more than a 2/3 vote under the Consent Calendar
9	FY20 Budget Adjustment	Postponed Indefinitely
10	Town Budget	Passed nearly by near unanimous and more than a 2/3 vote
11	Capital Improvement and Debt Plan Final motion included an additional \$150,000 to the borrowing for electric bus infrastructure to make the total appropriation \$4,056,855.	Passed nearly by near unanimous and more than a 2/3 vote
12	Authorize Expenditure of Revolving Funds Under Mass. Gen. Laws c. 44, § 53E1/2	Passed by well more than a 2/3 vote under the Consent Calendar
13	Affordable Housing Trust Bylaw Final motion replaces the word "Board" with the word "Trustees" in "Section 4. Trustees"	Passed by well more than a 2/3 vote under the Consent Calendar
14	Funds for Affordable Housing	Passed by well more than a 2/3 vote under the Consent Calendar

ARTICLE	SUBJECT	ACTION TAKEN
15	Authorize Special Legislation – Senior Means Tested Property Tax Exemption	Passed by near unanimous vote
16	Approval of Tax Increment Financing Agreement	Passed by a clear majority vote
17	Light Plant Expenditures & Payment in Lieu of Taxes	Passed by well more than a 2/3 vote under the Consent Calendar
18	Solid Waste Disposal Fund Expenditures	Passed by well more than a 2/3 vote under the Consent Calendar
19	Sewer System Expenditures	Passed by well more than a 2/3 vote under the Consent Calendar
20	Sewer Improvement Fund Expenditures	Passed by well more than a 2/3 vote under the Consent Calendar
21	Water System Expenditures	Passed by well more than a 2/3 vote under the Consent Calendar
22	Authorize Expenditure from PEG Access and Cable-related Fund	Passed by well more than a 2/3 vote under the Consent Calendar
23	Beede Swim & Fitness Center Enterprise Fund Expenditures	Passed by well more than a 2/3 vote under the Consent Calendar
24	Minuteman Regional Technical High School District Budget	Passed by well more than a 2/3 vote under the Consent Calendar
25	Concord Public Schools Budget	Passed by a near unanimous vote
26	Concord Public Schools Capital Budget	Passed by a near unanimous and well more than a 2/3 vote
27	Concord-Carlisle Regional High School Budget	Passed by a near unanimous vote
28	Concord-Carlisle Regional High School Capital Projects	Postponed Indefinitely
29	Middle School Stabilization Fund	Passed by well more than a 2/3 vote under the Consent Calendar
30	Citizen Petition: Healthy School Buses for Students Final motion reduced the sum from \$200,000 to \$50,000, because the sum of \$150,000 for fueling infrastructure was added to the Capital Improvement and Debt Plan under Article 11.	Passed by well more than a majority

ARTICLE	SUBJECT	ACTION TAKEN
31	Citizen Petition: Municipal Fleet Electrification Report	Postponed Indefinitely
32	Zoning Bylaw Amendment – Additional Dwelling Unit Final motion included substitution of the word “additional” for the word “accessory” in Section 4.2.2.2(h)	Passed by more than a 2/3 majority vote
33	Zoning Bylaw Amendment – Two-Family Dwelling Unit	Postponed Indefinitely
34	Zoning Bylaw Amendment – Planned Residential Development & Table 1 Principal Use Regulations Final motion added the words “at least” after the first word and “not more than” before “a one car garage” in section 10.2.3.6.(b)	Passed by near unanimous vote and more than a 2/3 margin
35	Zoning Bylaw Amendment – Hammerhead Lot	Passed by well more than a 2/3 vote under the Consent Calendar
36	Zoning Bylaw Amendment – Relief from Parking Requirements	Passed by well more than a 2/3 vote under the Consent Calendar
37	Zoning Bylaw Amendment – Thoreau Depot Business & Residence C Zoning District Boundary	Failed for a clear lack of majority
38	Zoning Bylaw Amendment – Fairs, Bazaars, Antique Shows, Suppers and Dances	Passed by well more than a 2/3 vote under the Consent Calendar
39	Zoning Bylaw Amendment – Prohibited Uses	Passed by well more than a 2/3 vote under the Consent Calendar
40	General Bylaw Amendment – Fossil Fuel Infrastructure Citizen Petition: Zoning Bylaw Amendment – Onsite Notice of PRD	Postponed Indefinitely
41	Final motion allows for correction of typographical errors before submittal to the Attorney General’s Office	Passes by a near unanimous vote
42	Citizen Petition: Amend Sign Bylaw to Allow Onsite Posting of Notice of PRD Application	Passed by a near unanimous vote
43	Citizen Petition – One Year Moratorium on Zoning Bylaw Section 10: PRDs	Unanimously referred to Planning Board for further study
44	Community Preservation Committee Appropriation Recommendations	Passed by well more than a 2/3 vote under the Consent Calendar

ARTICLE	SUBJECT	ACTION TAKEN
45	Citizen Petition: Electronic Recording of Select Board Executive Sessions	Motion failed for lack of majority
46	Citizen Petition: Public Posting of Open Meeting Law Complaints	Motion failed for lack of majority
47	Citizen Petition: Investigation and Amendment to the Town Counsel Bylaw	Motion failed by a substantial margin
48	Citizen Petition: Historic Districts Bylaw Nominating Organizations	Postponed Indefinitely
49	Neonicotinoids Prohibition on Town Agricultural Land	Postponed Indefinitely
50	Authorize Special Legislation – Additional Liquor Licenses	Passed by well more than a 2/3 vote under the Consent Calendar
51	Unpaid Bills	Postponed Indefinitely
52	Debt Rescission	Postponed Indefinitely

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

CONSENT CALENDAR

VOTE TO ADVANCE FOR CONSIDERATION AND TAKE ACTION UPON CERTAIN ARTICLES WITHOUT DEBATE

Upon a MOTION made by Mr. Banfield and duly seconded, it was VOTED by well more than a two-thirds majority:

That the 2020 Annual Town Meeting advance for consideration the articles in the table below: and take action on such Articles without debate on any such Articles, provided, that upon the request of ten (10) voters at this Meeting, made before the vote is taken on this motion, an Article, or, in the Moderator's discretion, a portion thereof, shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

Article 2 HEAR REPORTS

Motion: that the Town receive the 2019 Annual Town Report.

Reason: Routine annual action by the Meeting

Article 3 MEETING PROCEDURE

Affirmative Action Recommended By: Finance Committee, Select Board

Motion: That in order to assure compliance with the requirements of the Mass. Gen. Laws c. 59, § 21C, the Meeting adopt the following Rule of the Meeting:

RULE OF THE MEETING

1. Articles for appropriations supported from current taxation and/ or available funds. Any motion made under a warrant article or a motion to amend that would increase the appropriation amount over the amount recommended by the Finance Committee and designated by it as the “allocation at Levy Limit,” or that would provide for an appropriation where the Finance Committee is recommending NO ACTION, must specify the following:

a. the original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and the source of funding- whether from available funds, taxation within the levy limit, or contingent upon approval of an override ballot vote following the conclusion of Town Meeting if such ballot is voted by the Board of Selectmen in accordance with state law;

b. if the proposed increased appropriation is proposed to be funded from taxation within the levy limit, the original motion or motion to amend shall specify the source of funding as:

o a reduction in the appropriation amount already voted under a previous article or within the article currently being considered; or

o a maximum amount that may be appropriated within the Levy Limit under a subsequent article in the warrant.

2. Articles for appropriations supported from borrowing. The Finance Committee shall report to the Meeting summarizing its recommendations for new tax-supported borrowing authority to be offered at this Meeting and for which the debt service is proposed to be funded within the Levy Limit. Any motion made under a warrant article or a motion to amend that would increase the appropriation amount to be met by a borrowing authorization over the amount recommended by the Finance Committee or that would provide for an appropriation to be met by a borrowing authorization where the Finance Committee is recommending NO ACTION, must specify the following:

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

OR

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

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

Reason: Routine and non-controversial at hearing; the motion is identical to Meeting Procedure motions 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.
Reason: Routine annual ratification action; non-controversial 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.
Reason: Routine and non-controversial at hearing
-
- Article 7** **ACCEPTING PROVISIONS OF MASS. GEN. LAWS C. 32, § 103(J), AS AMENDED BY SECTION 19 OF CHAPTER 188, TO INCREASE THE COST OF LIVING ADJUSTMENT (COLA) BASE**
Affirmative Action Recommended by: Finance Committee, Select Board
Motion: That the Town take affirmative action on Article 7 as printed in the Warrant.
Reason: Non-controversial. Adopts local option to increase the base upon which cost of living increases may be granted to Town retirees, last adjusted in 1997, bringing the Town into line with the over 74% of Massachusetts County, Regional and Municipal legislative authorities that have adopted the option to increase the COLA base.
-
- Article 8** **USE OF FREE CASH**
Affirmative Action Recommended by: Finance Committee, Select Board
Motion: That the Town authorize and direct the Assessors to transfer \$1,000,000 from the Certified Free Cash Balance as of July 1, 2019 to reduce the tax levy for the fiscal year ending June 30, 2021.
Reason: Routine transfer of surplus funds to reduce tax levy; non-controversial at hearing. Surplus results from revenue collection exceeding estimates and/or actual expenditures being less than appropriations.
-
- Article 12** **AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER MASS. GEN. LAWS. C. 44, § 53E1/2**
Affirmative Action Recommended by: Finance Committee, Select Board
Motion: That the Town take affirmative action on Article 12 as printed in the Warrant.
Reason: Routine authorization of annual spending limits for Revolving Funds, expenditures made pursuant to the Town's Revolving Fund Bylaw with the approval of the Town Manager. Non-controversial.
-
- Article 13** **AFFORDABLE HOUSING TRUST BYLAW**
Affirmative Action Recommended by: Select Board
Motion: That the Town take affirmative action on Article 13 as printed in the Warrant, except that the word "Board" is replaced with the word "Trustees" in the fifth paragraph of Section 7.
Reason: Non-controversial. Carries out the vote of 2019 Annual Town Meeting to establish a Municipal Affordable Housing Trust Fund pursuant to Mass. Gen. Laws c. 44, § 55C by adopting a bylaw to establish the Trust.
-
- Article 14** **FUNDS FOR AFFORDABLE HOUSING**
Affirmative Action Recommended by: Select Board, Finance Committee
Motion: That the Town transfer from the Certified Free Cash Balance as of July 1, 2019 the sum of \$500,000 for the purpose of developing or supporting affordable housing within the Town, to be expended under the direction of the Town Manager on such terms and conditions as the Select

Board may determine, including transferring the funds to the Municipal Affordable Housing Trust Fund.

Reason: Non-controversial. The proposed transfer follows the 2018 recommendation of the Affordable Housing Funding Committee that the Town appropriate sums from free cash to support affordable housing when the free cash balance is higher than five percent of the annual operating budget, until such time as other means of generating funds to support affordable housing are in place.

Article 17 LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES

Affirmative Action Recommended by: Select Board, Finance Committee

Motion: That the Town authorize the income from sales of electricity and from servicing and jobbing during the fiscal year ending June 30, 2021, together with the balance of operating cash in the Light Plant Fund, to be expended under the direction and control of the Town Manager, without further appropriation, for the expenses of the Light Plant for the fiscal year, as defined in Mass. Gen. Laws c. 164, § 57, and/or for other plant extension, enlargements, additions, renewals, and reconstruction.

Reason: Routine annual action; non-controversial at hearing. Authorizes the Light Plant to expend its income for operations and provides for the transfer of \$474,500 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, 2021.

Article 18 SOLID WASTE DISPOSAL FUND EXPENDITURES

Affirmative Action Recommended by: Select Board, Finance Committee

Motion: That the Town take affirmative action on Article 18 as printed in the Warrant.

Reason: Routine annual authorization; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue from the fiscal year ending June 30, 2021 and cash on hand in the Solid Waste Disposal Fund to operate the Town's curbside solid waste and recycling collection and disposal program.

Article 19 SEWER SYSTEM EXPENDITURES

Affirmative Action Recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 19 as printed in the Warrant.

Reason: Routine annual enterprise fund authorization; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2021 and cash on hand in the Sewer Fund for the operation, maintenance, and improvement of the Town's sewer system.

Article 20 SEWER IMPROVEMENT FUND EXPENDITURES

Affirmative Action Recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 20 as printed in the Warrant.

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

Article 21 WATER SYSTEM EXPENDITURES

Affirmative Action Recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 21 as printed in the Warrant.

Reason: Routine annual action; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2021 and cash on hand in the Water Fund for the operation, maintenance, and improvement of the Town's water system.

- Article 22** **AUTHORIZE EXPENDITURE FROM PEG ACCESS AND CABLE-RELATED FUND**
Affirmative Action Recommended by: Finance Committee, Select Board
Motion: That the Town transfer from the PEG Access and Cable-Related Fund the amount of \$376,934 to be expended under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Comcast licensing agreement.
Reason: Routine transfer; non-controversial at hearing.
-
- Article 23** **BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES**
Affirmative Action Recommended by: Finance Committee, Select Board
Motion: That the Town appropriate from the Community Pool Enterprise Revenues the sum of \$1,575,000 and appropriate from Retained Earnings the sum of \$772,043 for a total appropriation of \$2,347,043, the amount required for the total operating and capital expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2021, in accordance Mass. Gen. Laws c. 44, § 53F½, to be expended under the direction of the Town Manager.
Reason: Routine annual enterprise fund authorization; non-controversial at hearing.
-
- Article 24** **MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET**
Affirmative Action Recommended by: Finance Committee, Select Board
Motion: That the Town raise and appropriate the sum of \$1,258,898 for the necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2021.
Reason: Non-controversial. Routine ratification of assessment of Concord’s share of the annual operating budget for the Minuteman Regional Technical High School District, pursuant to formula set forth in governing regional agreement.
-
- Article 29** **MIDDLE SCHOOL STABILIZATION FUND**
Affirmative Action Recommended by: Finance Committee, Select Board
Motion: That the Town establish a Middle School Building Stabilization Fund as authorized by Mass. Gen. Laws c. 40, § 5B, and transfer from the Certified Free Cash Balance of July 1, 2019 the sum of \$2,000,000 to the fund so established.
Reason: Non-controversial. Concord Middle School buildings will require substantial renovation or replacement in the near future at a significant cost. The stabilization fund created and funded under this article will be used to reduce the annual property tax impact of borrowing necessary for the project.
-
- Article 35** **ZONING BYLAW AMENDMENT - HAMMERHEAD LOT**
Affirmative Action Recommended by: Planning Board, Zoning Board of Appeals, Select Board
Motion: That the Town take affirmative action on Article 35 as printed in the Warrant.
Reason: Non-controversial. Transfers permit granting authority for Hammerhead Lot Special Permit applications from Zoning Board of Appeals to Planning Board, consistent with the views of both boards that the Planning Board is better suited to review and decide upon such applications.
-
- Article 36** **ZONING BYLAW AMENDMENT- RELIEF FROM PARKING REQUIREMENTS**
Affirmative Action Recommended by: Planning Board, Zoning Board of Appeals, Select Board
Motion: That the Town take affirmative action on Article 36 as printed in the Warrant, with the inclusion of the words “if applicable” at the end of Item (a).
Reason: Non-controversial. Amends the zoning bylaw to add the six criteria that the Planning Board, in its current practice, considers when evaluating requests for relief from parking requirements.

Article 38 ZONING BYLAW AMENDMENT – FAIRS, BAZAARS, ANTIQUE SHOWS, SUPPERS AND DANCES

Affirmative Action Recommended by: Planning Board, Select Board

Motion: That the Town take affirmative action on Article 38 as printed in the Warrant.

Reason: Non-controversial. Amends the zoning bylaw to allow philanthropic organizations seeking to hold fairs, bazaars, suppers, dances and similar events to follow the same review process through which other organizations seeking to hold such events are reviewed.

Article 39 ZONING BYLAW AMENDMENT – PROHIBITED USES

Affirmative Action Recommended by: Planning Board, Select Board

Motion: That the Town take affirmative action on Article 39 as printed in the Warrant.

Reason: Non-controversial. Amends the zoning bylaw to clarify that the bylaw is not intended to preclude the keeping of a registered, non-residential trailer on the property.

Article 44 COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS

Affirmative Action Recommended by: Community Preservation Committee, Finance Committee, Select Board

Motion: That the Town appropriate the sum of \$1,960,000 from the Concord Community Preservation Fund, of which \$244,233 shall be appropriated from the Undesignated Fund Balance as of June 30, 2019 and up to \$1,715,777 shall be appropriated from the projected Fiscal Year 2021 Fund Revenues, in accordance with Mass. Gen. Laws c. 44B, to be expended under the direction of the Town Manager, for the ten appropriation recommendations as shown in the Warrant.

Reason: History of community support; numerous prior public hearings. Appropriates Community Preservation Fund funds to projects recommended by the Community Preservation Committee following a series of public hearings on funding applications by the projects, allocating \$320,000 for Community Housing, \$250,000 for Historic Preservation, \$619,223 for Open Space, \$730,000 for Recreation, and \$40,000 for Administration.

Item	Project/Description	Category	Sources		
			Prior Year Undesignated Fund Balance	FY21 CPA Fund Revenues	Total Amount Recommended
A	Concord Housing Authority – Commonwealth Avenue Project	Community Housing		\$300,000	\$300,000
B	Town of Concord Regional Housing Services Program	Community Housing		\$20,000	\$20,000
C	First Parish in Concord – Restoration and Repaint and Gild Belfry	Historic Preservation		\$75,000	\$75,000
D	Holy Family Parish – Holy Family Parish Rectory Renovation	Historic Preservation		\$75,000	\$75,000
E	Friends of Minute Man National Park –Buttrick House Gardens Hardscape Rehabilitation	Historic Preservation		\$100,000	\$100,000

F	Town of Concord – Gerow park Improvements Phase I	Open Space	\$244,223		\$500,000
		Recreation		\$255,777	
G	Town of Concord – Warner’s Pond Dredging Project	Open Space		\$250,000	\$500,000
		Recreation		\$250,000	
H	Town of Concord – Assabet River Pedestrian Bridge Construction Drawings and Permitting	Open Space		\$125,000	\$250,000
		Recreation		\$125,000	
I	Minute Man Arc for Human Services, Inc. – Accessible Outdoor Oasis Recreation Park for People with Disabilities	Recreation		\$100,000	\$100,000
J	Staff and Technical Support	Administra- tion		\$40,000	\$40,000
	Total All Projects		\$244,223	\$1,715,777	\$1,960,000

Article 50 AUTHORIZE SPECIAL LEGISLATION - ADDITIONAL LIQUOR LICENSES

Affirmative Action Recommended by: Select Board

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

Reason: Non-controversial. Authorizes Select Board to request special legislation to ease the Board’s administrative burden in processing the over 100 requests for one-day liquor licenses received annually by authorizing the issuance of “general licenses” to be used by locations that regularly host special events, but do not hold an on-premises liquor license.

VOTE TO POSTPONE INDEFINITELY CERTAIN ARTICLES

On a MOTION duly made by Mr. Lawson and seconded, it was VOTED unanimously:

That the Town postpone indefinitely the following articles:

Article 1 CHOOSE TOWN OFFICERS

Description: Choose town officers

Reason: No motion is necessary under the article as town officers have been elected at the polls.

A Motion to Postpone Indefinitely has the same effect as no motion.

Article 6 PERSONNEL BYLAW AMENDMENT

Description: Proposed comprehensive amendment to Personnel Bylaw transferring to the Town Manager full authority for the Town’s personnel systems.

Reason: Select Board and Personnel Board wish to postpone consideration of the article to a future Town Meeting.

Article 9 **FY20 BUDGET ADJUSTMENT**

Description: Transfer of funds to cover additional legal expenses incurred by the Town in FY20

Reason: No motion will be offered under the article because surplus funds in underspent accounts as of June 30, 2020 were transferred to cover the additional legal expenses and the article no longer is necessary. A Motion to Postpone Indefinitely has the same effect as no motion.

Article 28 **CONCORD-CARLISLE REGIONAL HIGH SCHOOL CAPITAL PROJECTS**

Description: Proposed approval of \$848,000 of debt authorized by Concord-Carlisle Regional School Committee for new parking lot.

Reason: Concord-Carlisle Regional School Committee wishes to postpone consideration of the article to a future Town Meeting.

Article 31 **BY PETITION: MUNICIPAL FLEET ELECTRIFICATION REPORT**

Description: Urging the Select Board to appoint a committee to study and report on potential electrification of municipal vehicle fleet, addressing several aspects.

Reason: Petitioner intends to offer no motion under the article in view of work by the Town on vehicle electrification already in progress. A Motion to Postpone Indefinitely has the same effect as no motion.

Article 33 **ZONING BYLAW AMENDMENT – TWO-FAMILY DWELLING UNIT**

Description: Amendment to allow two-family dwelling by Special permit in Residence C Zoning District, in furtherance of 2018 Comprehensive Long Range Plan goals.

Reason: Planning Board wishes to postpone consideration of the article to a future Town Meeting.

Article 40 **GENERAL BYLAW AMENDMENT – FOSSIL FUEL INFRASTRUCTURE**

Description: Proposal for requirement that new construction and large additions to existing structures be fossil fuel free.

Reason: The Select Board wishes to postpone consideration of the proposal to a future Town Meeting.

Article 48 **BY PETITION- HISTORIC DISTRICTS BYLAW NOMINATING ORGANIZATIONS**

Description: Authorize the Select Board to petition the General Court for home rule legislation for specified changes to the composition of the Historic Districts Commission.

Reason: Petitioner wishes to postpone consideration of the article to a future Town Meeting.

Article 49 **NEONICOTINOIDS PROHIBITION ON TOWN AGRICULTURAL LAND**

Description: Proposal that the Town include a prohibition in new leases and licensing agreements on use of neonicotinoids

Reason: Select Board wishes to postpone consideration of the article to a future Town Meeting

Article 51 **UNPAID BILLS**

Description: Town Meeting authorization of payment of unpaid bills from prior fiscal years.

Reason: No motion necessary as there are no unpaid bills. A Motion to Postpone Indefinitely has the same effect as no motion.

Article 52 **DEBT RESCISSION**

Description: Town meeting authorization to rescind unused borrowing authorization.

Reason: No motion necessary as no rescissions necessary. A Motion to Postpone Indefinitely has the same effect as no motion.

ARTICLE 43. BY PETITION: ONE-YEAR MORATORIUM ON ZONING BYLAW SECTION 10 PRDs

Upon a MOTION made by Mr. Madigan and duly seconded, it was VOTED unanimously that Article 43 be referred to the Planning Board for further study.

ARTICLE 10. TOWN BUDGET

Upon a MOTION made by Mr. Lawson and duly seconded, the following was VOTED by well more than two-thirds majority and nearly unanimously:

That the Town take affirmative action on Article 10 as printed in the materials presented at the Joint Select Board/Finance Committee Public Hearing on August 17, 2020, and reprinted in the table below entitled FY21 Town Budget and that the Town:

1. raise and appropriate the sum of \$44,122,095,
2. transfer \$145,587 from the Parking Meter Fund,
3. transfer \$184,565 from the Cemetery Fund,
4. transfer \$262,165 from the Sewer Fund,
5. transfer \$728,557 from the Water Fund,
6. transfer \$584,136 from the Light Fund,
7. transfer \$148,560 from the Solid Waste Fund,
8. transfer \$38,613 from the Telecom Fund,
9. transfer \$170,880 from the Emergency Services Stabilization Fund,
10. transfer \$3,500 from Transportation Network Fees,
11. transfer \$1,802 from PEG Access Fund,
12. transfer a total of \$555,020 from accounts requiring no further appropriation, and
13. transfer \$715,000 from the Certified Free Cash as of July 1, 2019

for a total appropriation under Article 10, Items 1 – 16, of \$47,660,480, for the necessary and expedient purposes of the Town for the Fiscal Year ending June 30, 2021, and that the same be expended only for such purposes under the direction of the Town Manager; and further, that the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment; and that the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's Rabies Clinic; and further that the Town appropriate \$126,334.42 from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2021.

Town Government Operating Budget

Item No.	Department	Fiscal 2019 Expenses	Fiscal 2020 Appropriation	Fiscal 2021 Proposal
General Government				
\$4,026,648 is 8.4% of Total				
1	A. Town Manager's Office	\$ 663,080	\$ 707,891	\$ 707,457
	B. Human Resources	443,069	480,780	474,854
	C. Information Systems	872,727	1,047,888	1,088,066
	D. Town Meeting and Reports	85,247	100,250	101,225
	E. Economic Vitality & Tourism	4,519	89,238	112,400
	F. Facilities Management			
	F1. Facilities Administration	544,483	230,424	623,700
	F2. Parks & Playgrounds	-	125,294	127,560
	F3. Resource Sustainability	112,024	91,085	160,995
	F4. Town House	119,489	127,919	126,675
	F5. Visitor's Center and Restroom	7,245	18,114	29,765
	F6. 55 Church Street	56,128	104,859	109,376
	F7. 37 Knox Trail	16,261	19,581	19,991
	Subtotal	2,924,273	3,143,321	3,682,063
2	A. Legal Services	629,462	250,000	344,585
	Department Subtotal	3,553,736	3,393,321	4,026,648
Finance				
\$2,373,592 is 5.0% of Total				
3	A. Finance Administration	\$ 579,739	\$ 725,917	\$ 610,697
	B. Treasurer-Collector	469,238	513,859	507,240
	C. Town Accountant	351,927	338,596	347,020
	D. Assessors	431,296	451,355	452,553
	E. Town Clerk	252,698	336,878	371,934
	F. Elections	56,017	42,653	76,176
	G. Registrars	7,421	7,374	7,971
	Department Subtotal	2,148,336	2,416,632	2,373,592

Planning and Land Management				
\$1,858,940 is 3.9% of Total				
Item No.	Department	Fiscal 2019 Expenses	Fiscal 2020 Appropriation	Fiscal 2021 Proposal
4	A. Planning Administration	\$ 467,446	\$ 525,818	\$ 562,302
	B. Natural Resources	285,527	293,518	345,173
	C. Inspections	456,122	490,298	459,084
	D. Health	419,877	439,014	444,182
	E. 141 Keyes Road	38,699	56,583	48,199
	Department Subtotal		1,667,671	1,805,231
Human Services				
\$3,445,273 is 7.2% of Total				
5	A. Library	\$ 2,181,874	\$ 2,401,494	\$ 2,290,638
	B. Senior Services			
	B1. Senior Services	410,989	624,470	663,216
	B2. Harvey Wheeler Community Center	82,935	89,787	93,548
	C. Recreation Services			
	C1. Recreation Services	108,376	121,260	118,882
	C2. Hunt Recreation Center	104,683	100,805	103,628
	D. Human Services	44,526	71,535	71,084
	E. Veterans Services	96,778	88,758	74,646
	F. Ceremonies and Celebrations	22,426	19,030	29,631
Department Subtotal		\$ 3,052,588	\$ 3,517,139	\$ 3,445,273
Public Safety				
\$10,212,263 is 21.4% of Total				
6	A. Police Department	\$ 4,453,500	\$ 4,875,035	\$ 4,624,613
	B. Animal Control Officer	25,734	27,236	27,500
	C. Police-Fire Station	224,990	226,773	231,869
	D. Fire Department	4,692,276	5,323,470	5,291,544
	E. Emergency Management	1,884	16,060	16,000
	F. West Concord Fire Station	16,949	24,898	20,738
	Department Subtotal		\$ 9,415,333	\$ 10,493,472

Public Works				
\$4,473,093 is 9.4% of Total				
7	A. Public Works Administration	\$ 423,951	\$ 446,181	\$ 446,983
	B. Engineering	572,668	696,029	684,215
	C. Highway Maintenance	1,181,219	1,521,160	1,517,682
	D. Winter Maintenance	610,001	625,000	640,000
	E. Parks and Trees	599,668	777,045	774,001
	F. Cemetery	198,268	250,286	257,789
	G. 133/135 Keyes Road	108,824	120,490	124,923
	H. Capital Assets			
	H1. Road Improvements	-	-	-
	H2. Drainage Program	-	-	-
	H3. Sidewalk Management	-	-	-
	H4. Heavy Equipment	-	-	-
	I. Street Lighting	41,250	57,400	27,500
	Department Subtotal	\$ 3,735,849	\$ 4,493,591	\$ 4,473,093

Item No.	Department	Fiscal 2019 Expenses	Fiscal 2020 Appropriation	Fiscal 2021 Proposal
Unclassified				
\$560,000 is 1.2% of Total				
8	Employee Wellness			
	A. Unused Sick Leave	\$ 90,000	\$ 90,000	\$ 65,000
	B. Public Safety Disability	-	2,500	2,500
	C. Employee Assistance Program	7,477	7,500	7,500
	Subtotal	97,477	100,000	75,000
9	Reserve Fund*	-	225,000	225,000
* Transfers totaling \$225,000.00 were made to other accounts in Fiscal Year 2019.				
10	Salary Reserve**	262,500	307,262	250,000
** Transfers totaling \$1,145,395 in Fiscal Year 2019 and \$861,726 in Fiscal Year 2020 were made to other accounts.				
11	Land Fund	10,000	10,000	10,000
	Total Unclassified	\$ 369,977	\$ 642,262	\$ 560,000
TOWN GOVERNMENT SUBTOTAL				
Account 1-10		\$ 23,943,489	\$ 26,761,649	\$ 26,949,809

Joint (Town - CPS)				
\$20,401,671 is 43.5% of Total				
12	A. Group Insurance	\$ 5,374,837	\$ 5,966,069	\$ 6,383,694
	B. OPEB	1,617,000	1,697,850	1,500,000
	C. Property/Liability	275,000	288,750	300,000
	Insurance Subtotal	7,266,837	7,952,669	8,183,694
13	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	83,185	110,000	110,000
	B. Workers' Comp.	126,711	100,000	110,500
	Subtotal	209,896	210,000	220,500
14	Retirement	3,777,010	3,965,861	4,064,734
15	Social Security and Medicare	816,675	800,000	866,864
16	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	3,069,031	3,450,625	
	CPS Principal and Interest	660,594	715,520	
	Subtotal	3,729,625	4,166,145	
	Interest on Notes		25,000	
	Other Debt Expense	3,915	5,000	
	Subtotal Within Levy Limit	3,733,540	4,196,145	3,999,012
	B. Excluded Debt			
	Town Principal and Interest	99,794	350,794	
	CPS Principal and Interest	3,254,356	2,870,387	
	Less: Use of Stabilization Funds	(275,000)		
	Subtotal Excluded Debt	3,079,150	3,221,181	3,375,867
	Total Debt Service	6,812,690	7,417,326	7,374,879
	Total Joint (Town - CPS)	\$ 18,883,108	\$ 20,345,856	\$ 20,710,671
	Total Appropriation	\$ 42,826,597	\$ 47,107,505	\$ 47,660,480

The following MOTION was made by Mr. Dane and duly seconded but FAILED for lack of majority:

That the Town amend Article 10(2)A: Legal Services as follows:

1. By replacing, in Line 2A, Legal Services, the Fiscal '21 Proposed budget figure of \$344,585 with the amount of \$250,000, the same amount as the fiscal 2020 Appropriation.

And Further:

2. That no expenditures for Legal Services in excess of the Appropriated amount be made from Free Cash, unexpended funds appropriated to other accounts, or any other source without prior consultation with the Finance Committee, and, if legally permitted, its consent thereto.

The following MOTION was made by Ms. Touw and duly seconded but FAILED for lack of majority:

That Item 14 be added to article 10 read: "Transfer from free cash available as of July 1, 2019, the amount of \$291,000 to the Concord Free Public Library.

ARTICLE 11. CAPITAL IMPROVEMENT AND DEBT PLAN

Upon a MOTION made by Mr. Lawson and duly seconded, it was VOTED by well more than two-thirds majority and nearly unanimously:

That the Town raise and appropriate the sum of \$1,081,855, transfer the sum of \$150,000 representing unexpended bond proceeds and premium originally borrowed to fund public safety equipment authorized under Article 24 of the 2016 Annual Town Meeting to fund a portion of the costs of the Fire Department Ambulance #2 Replacement (2011) project, and to 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 or §8, or any other enabling authority, the sum of \$2,825,000 for a total appropriation of \$4,056,855 to fund the FY21 Capital Improvement Plan, as shown in the table below, 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 Mass. Gen. Laws c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

FY21 Capital Improvement and Debt Plan

Capital Outlay		FY21 Revised
General Government	Technology Upgrades	\$0
1C. Information Systems	Building Improvements	\$3,830
1F1. Facilities Admin.	Conservation Improvements	\$105,000
1F3. Resource Sustain.		
Human Services	Technology Upgrades	\$5,000
5A. Library		
Public Safety		
6A. Police Department	Vehicles and Equipment	\$165,000
6D. Fire Department	Vehicles and Equipment	\$202,363
Public Works		
7B. Engineering	System Improvements	
7C. Highway	Highway Improvements	\$22,436
Maintenance		\$20,000
7E. Park and Trees	Park Improvements	\$18,226
7H1. Road	Road Improvements	\$100,000
Improvements		\$130,000
7H2. Drainage Program	Drainage Improvements	\$25,000
7H3. Sidewalk Mgt.	Sidewalk Improvements	\$285,000
7H4. Heavy Equipment	Vehicles and Equipment	
Capital Outlay Total		\$1,081,855

FY21 Capital Improvement and Debt Plan

Borrowed Funds Revised		FY21
General Government	Electric Bus Fueling Infrastructure	\$150,000
1. Town Manager		
1F2. Parks & Playgrounds	Emerson Playground Improvements	\$200,000
	Gerow Improvements	\$0
	Rideout Park Improvements	\$0
	Warner's Pond Dredging	\$500,000
	White Pond Improvements	\$600,000
Public Safety	Ambulance #2 Replacement (2011)	\$275,000
6D. Fire Department	Ladder #1 Refurbishment (2012)	\$0
Public Works	Road and Parking Lot Reconstruction	\$1,250,000
7A. Public Works Admin.		
Borrowed Funds Total		\$2,825,000
Transfer funds	Unexpended bond (2016 ATM, Art. 24)	\$150,000
Borrowed Funds Total		\$2,975,000
Total Capital Outlay and Borrowed Funds		\$4,056,855

ARTICLE 15. AUTHORIZE SPECIAL LEGISLATION – SENIOR MEANS TESTED PROPERTY TAX EXEMPTION

Upon a MOTION made by Mr. Karr and duly seconded, it following was VOTED by near unanimous vote:

That the Town authorize the Select Board to petition the Massachusetts General Court to enact home rule legislation for the town of Concord to continue the town's senior means-tested property tax exemption in substantially the same form previously enacted in Chapter 374 of the Acts of 2016, except that Section 8 (the sunset clause) would be eliminated, and Sections 1 and 2 would be amended to ease the administrative burden of eligibility calculations, so that the legislation shall be in substantially the form provided

below, and further to authorize the Select Board to approve amendments to said act before its enactment that are within the scope of the general objectives of the petition:

SECTION 1. With respect to each qualifying parcel of real property classified as Class 1, residential, in the Town of Concord there shall be an exemption from the property tax equal to the total amount of tax that would be assessed if no part of the tax were exempted (the "total tax") less 10 per cent of gross income, except that this exemption shall not be more than 50 per cent of the total tax, nor shall this exemption cause more than 90 per cent of the total tax to be exempted when combined with other exemptions. The percentage of total annual qualifying income may be raised by section 3. The exemption shall be applied to the domicile of the taxpayer only.

For the purposes of this act, a “parcel” shall be a unit of real property as defined by the Board of Assessors under the deed for the property and shall include a condominium unit.

SECTION 2. The board of assessors may deny an application for the exemption in section 1 if the board finds that the applicant has excessive assets that place the applicant outside of the intended recipients of the senior exemption created by this act. Real property shall qualify for the exemption under section 1 if the following criteria are met:

(i) the qualifying real property is owned and occupied by a person whose prior year’s gross income is no greater than the published income limit of the circuit breaker income tax credit under subsection (k) of section 6 of chapter 62 of the General Laws;

(ii) the qualifying real property is owned by a single applicant who is 65 years of age or older at the close of the previous year or owned jointly if 1 of the joint applicants is 65 years of age or older at the close of the previous year and the other joint applicant is 60 years of age or older;

(iii) the qualifying real property is owned and occupied by the applicant or joint applicants as their domicile;

(iv) the applicant or not less than 1 of the joint applicants has been domiciled in the town of Concord for not less than 10 consecutive years before filing an application for the exemption;

(v) the maximum assessed value of the domicile is not more than the town’s median single-family residential assessed value of the prior fiscal year; and

(vi) the board of assessors has approved the application for the exemption.

SECTION 3. The exemption under section 1 shall be in addition to any other exemption allowable under the General Laws, except that there shall be a dollar cap on the total exemptions granted pursuant to this act equal to 0.5 per cent of the fiscal year’s total residential property tax levy for the town of Concord, including the levy for the regional high school if not included in the town’s tax levy at some subsequent date with the total exemption amount granted pursuant to this act allocated proportionally within the tax levy on all residential taxpayers. After the first year of the exemption, the total cap on the exemptions granted pursuant to this act shall be set annually by the Select Board within a range of 0.5 to

1 per cent of the residential property tax levy for the town. If benefits to the applicants may be limited because the percentage established annually by the select board would otherwise be exceeded, the benefits shall be allocated by raising the total annual qualifying income percentage as required in section 1 as necessary to not exceed the cap. If the cap exceeds the need for the exemption, the total cap on the exemptions granted pursuant to this act shall be reduced to meet the need.

SECTION 4. A person who seeks to qualify for the exemption under section 1 shall, before the deadline established by the board of assessors, file an application, on a form to be adopted by the board of assessors, with the supporting documentation of the applicant’s income and assets as described in the application. The application shall be filed each year for which the applicant seeks the exemption.

SECTION 5. Acceptance of this act by the Town of Concord shall be first by vote of approval at an annual town meeting, to be followed by an affirmative vote of a majority of the voters at any regular or special election at which the question of acceptance is placed on the ballot. Sections 1 to 4, inclusive, and sections 7 and 8 shall take effect 30 days after an affirmative vote by the town.

SECTION 6. This act may be revoked by an affirmative vote of a majority of the voters at any regular or special town election at which the question of revocation is placed on the ballot. Revocation of sections 1 to 4, inclusive, and sections 7 and 8 shall take effect 30 days after an affirmative vote of the Town to revoke those sections.

SECTION 7. An exemption shall not be granted under this act until the department of revenue certifies a residential tax rate for the applicable tax year where the total exemption amount is raised by a burden shift within the residential tax levy.

ARTICLE 16: APPROVAL OF TAX INCREMENT FINANCING AGREEMENT

Upon a MOTION made by Mr. Lawson and duly seconded, it was VOTED by a clear majority:

That, pursuant to Mass. Gen. Laws, c. 40, § 59 and c.

23A, and the applicable regulations thereunder, the Town take affirmative action on Article 16 to:

1. Approve a Tax Increment Financing Agreement between the Town and Concord and Junction Village ALF Limited Partnership (the "TIF Agreement"), substantially in the form approved by the Select Board on September 3, 2020 and included in the Meeting Materials, for property located at 6X Winthrop Street, (Assessor Parcel ID#1022672), which TIF Agreement provides for real estate tax exemptions and personal property tax exemptions at the exemption rate schedule set forth therein;
2. Approve an Economic Development Incentive Program ("EDIP") Local Incentive-Only Application submission to the Massachusetts Economic Assurances Coordinating Council (the "EACC") substantially in the form on file with the Town Clerk,

for the same property as described in TIF Agreement;

3. Authorize the Select Board to execute the TIF Agreement, and any documents related thereto, and to approve submission of the TIF Agreement and the EDIP Local Incentive-Only Application, and any associated documents, to the EACC, all relating to the project as described in the TIF Agreement, and to take such other actions as are necessary or appropriate to obtain approval of the TIF Agreement and the EDIP Local Incentive-Only Application, implement those documents, and carry out the purposes of this Article 16.

[COPY OF AGREEMENT FOLLOWS:]

**TAX INCREMENT FINANCING AGREEMENT
BY AND BETWEEN
THE TOWN OF CONCORD
AND
JUNCTION VILLAGE ALF LIMITED PARTNERSHIP**

THIS TAX INCREMENT FINANCING AGREEMENT (the "Agreement") is made this _____ of _____, 2020, by and among the TOWN OF CONCORD (the "Town"), acting by its Select Board as authorized by vote of the 2020 Annual Town Meeting, and Junction Village ALF Limited Partnership (the "Company").

RECITALS

WHEREAS, the Town is a municipal corporation duly organized under the laws of the Commonwealth of Massachusetts having a principal place of business at 22 Monument Square, Concord, MA 01742; and

WHEREAS, the Company is a Limited Partnership duly organized under the laws of in the Commonwealth of Massachusetts with a principal place of Business at 99 Pleasant Street, Marlborough, MA 01752; and

WHEREAS, the Company plans to commence construction of an approximately 54,000 square foot affordable assisted living located at 6X Winthrop Street, Concord, Massachusetts on property owned by Concord Housing Development Corporation – JV, LLC and shown on the attached Concord Assessors Map 8D Parcel 2013-1 (the "Property"); and

WHEREAS, the Company plans to invest approximately \$19,998,525 dollars to develop and operate the Christopher Heights of Concord at Junction Village (the "Project") at the Property. The Project will consist of an affordable assisted living facility featuring 83-units of low- and moderate-income housing 100% of which will contribute to the Town of Concord's Subsidized Housing Inventory; and

WHEREAS, the Company, as a result of the Project, intends to create 30 new permanent full-time jobs at the facility on Winthrop Street; and

WHEREAS, the Company intends to apply for status as a Local Incentives-Only Project under the Massachusetts Economic Development Incentive Program (“EDIP); and

WHEREAS, on August 31, 2020 the Select Board recommended approval of this Agreement to the Concord Town Meeting; and

WHEREAS, on September 13, 2020 the Concord Town Meeting voted to approve this Agreement; and

WHEREAS, the Town strongly supports increased economic development to provide additional jobs and increase the Town’s Subsidized Housing Inventory with the additional affordable housing units to be created by the Project.

NOW, THEREFORE, in consideration of the mutual promises of the parties contained herein and other good and valuable consideration each to the other paid, receipt of which is hereby acknowledged, the parties hereby agree as follows:

A. THE TOWN’S OBLIGATIONS

1. A Tax Increment Financing (“TIF”) exemption (the “Exemption”) is hereby granted to the Company by the Town in accordance with Chapter 23A, Sections 3A to 3F; Chapter 40, Section 59, and Chapter 59, Section 5, Clause Fifty-first of the Massachusetts General Laws and the applicable regulations thereto. The Exemption for real estate taxes shall be for a period of fifteen (15) years (the “Exemption Term”), commencing in the fiscal year for which the Town has increased the assessed value at the Property to the full assessed value of the Project at the Property (the first day of such fiscal year in which said full assessed valuation occurs is hereinafter referred to as the “Start Date”); and shall provide an exemption from taxation of the new incremental value of the Property resulting from the Project, as determined by the Town of Concord Assessor, as follows:

Fiscal Year	Exemption Percentage
1	69.21%
2	69.21%
3	69.21%
4	69.21%
5	69.21%
6	69.21%
7	69.21%
8	69.21%
9	69.21%
10	69.21%
11	69.21%
12	69.21%
13	69.21%
14	69.21%
15	69.21%

2. The Base Valuation shall be the assessed value of the Property for Fiscal Year 2021 in the amount of \$1,444,200.
3. The Base Valuation shall be adjusted annually by an adjustment factor, which reflects the increased values within the community, as provided in Chapter 40, Section 59 of the Massachusetts General Laws.
4. Notwithstanding the foregoing Exemption Schedule or anything in this Agreement to the contrary, the total amount of the Exemption authorized by this Agreement commencing on the date hereof, shall not exceed an aggregate of \$2,000,000 for the entire Exemption Term (the "Total Exemption"). Once the Total Exemption has been granted to the Company, the Company shall not be entitled to any further Exemption, even if the Exemption Term has not expired.
5. The Company agrees that whether it is acting as Junction Village ALF Limited Partnership or as Grantham Group LLC, or as Christopher Heights of Concord at Junction Village, or any other entity that owns or manages the Project, it shall not seek any type of additional direct or indirect financial support of any kind from the Town for this Project. Further, the Total Exemption shall not be increased without approval of both the Select Board and Town Meeting.
- 6.. The Assessor shall remit to the Company annually, by December 31st, a statement of the amount of the Exemption for each fiscal year of this TIF Agreement and the amount of Exemption remaining until the Total Exemption is met.
7. The Company is also subject to Personal Property tax, which will be exempted at the same percentages as the Real Estate Exemption.

B. THE COMPANY'S OBLIGATIONS

The Exemption granted to the Company by the Town hereby is in consideration of, and conditioned upon the Company's compliance with the following commitments:

1. Company shall create thirty (30) new permanent full-time jobs over a three (3) year period commencing upon the issuance of a certificate of occupancy for the Project at 6X Winthrop Street in Concord. The Company's job retention and creation plans shall be outlined in the Employment & Job Creation section of the EDIP Local Incentive-Only Application to be submitted to the State in connection with the Company's request for a TIF exemption.
2. Provided the Company receives the necessary and appropriate governmental and regulatory approvals to do so, it shall construct an approximately 54,000 square foot 83-unit, affordable assisted living facility at the Property.
3. The Company plans to invest in the Project approximately \$19,998,525 dollars. The Company expects to complete the Project by April 1, 2022, and in the event of construction delays no later than April 1, 2023.
4. Subject to applicable law, the Company will use reasonable efforts, including, but not limited to, cooperating with the Massachusetts Executive Office of Labor and Workforce Development in order to identify and to hire qualified residents within the region to fill vacancies within the Company for Concord-based jobs as they develop.
5. The Company shall submit an annual report pursuant to General Laws Chapter 23A, Section 3F to the Massachusetts Economic Assistance Coordinating Council ("EACC") through the Commonwealth's on-line

portal for each year of the Application designation. The annual report shall include the number of jobs created, and value of the Property capital investments and other related items with respect to the Property annually and on a cumulative basis. The Company shall submit a report as required by General Laws Chapter 40, Section 59(viii) to the Town Clerk and EACC.

6. Subject to the provisions of this Agreement, the Company shall pay all real estate taxes owed to the Town relating to the Property in a timely fashion. The Company shall also pay the real estate taxes as assessed by the Town on any partial construction completion in full and in a timely manner.

7. In the event of any de-certification by the EACC, the Town shall discontinue the Exemption benefits described above, commencing with the fiscal year immediately following the year in which the Company was decertified by EACC and the Company shall pay any taxes due as if no Exemption applied.

8. The Company agrees that the Town has the right to petition the EACC to decertify the Certified Project and to revoke this Agreement if the Town, acting through Select Board, determines that the Company has failed in a material way to meet any particular obligations as set forth in this Agreement, subject to the provisions of this Section B.8 and the further provisions below. Prior to taking any action to request decertification of the Project by the EACC, the Town shall give written notice of the alleged default to the Company and provide them an opportunity to meet with the Town officials to discuss a remedy for the alleged default. The Company shall have thirty (30) days from the receipt of such written notice to respond to the Town regarding any alleged default and one hundred twenty (120) days from the receipt of such written notice to remedy such alleged default.

Prior to filing any such petition for decertification the Select Board shall schedule a hearing and at said hearing, the Select Board shall consider general economic conditions, regional or industry issues affecting the Company directly or indirectly, the Company's potential ability to meet hiring projections, and any other relevant factors. If the Select Board is satisfied that the Company has made a good faith effort to meet its obligations under this Agreement, the parties will attempt to negotiate a mutually acceptable and reasonable resolution, which may result in amendments to the terms of the Agreement, prior to the Town filing a de -certification petition.

9. In addition to discontinuance of benefits as set forth in Paragraph B.8 above, if the Agreement is decertified because the Company has failed to create and maintain the thirty (30) permanent jobs at the 6X Winthrop Street location during the term of this Agreement, as required in Paragraph B.1 hereof, then pursuant to Massachusetts General Laws Chapter 23A, Section 3F(e), the Town may recapture the value of the real estate taxes not paid due to the Exemptions provided herein. Said recapture shall be made through a special assessment on the Company in the municipal fiscal year that follows the EACC's decision to revoke project certification. The assessment, payment, and collection of said special assessment shall be governed by procedures provided for the taxation of omitted property pursuant to Massachusetts General Laws Chapter 59, Section 75, notwithstanding the time period set forth in said Chapter 59 for which omitted property assessments may be imposed for each of the fiscal years included in the special assessment.

10. The matters described above as obligations of the Company are only conditions to the eligibility for tax exemptions under this agreement and do not create any enforceable obligations or covenants of the Company. The Town's sole remedies for failure by the Company to satisfy any of its obligations and conditions are the procedures set forth in paragraphs B.8 through B.9 above.

C. ADDITIONAL PROVISIONS

1. Pursuant to the provisions of Chapter 40, Section 59 of the Massachusetts General Laws and applicable regulations, this Agreement shall be binding upon the Company, its successors, assigns, and subsequent owners

of the Property, so long as the Project has not been decertified by the EACC. The Company shall not convey, assign or transfer this TIF, or its rights hereunder to any third party without the express and advance written consent of the Town, which consent may not be unreasonably withheld by the Town, provided the proposed assignee provides reasonable assurances to the Town regarding the continuing operation of the Project and compliance with the terms of this Agreement. The transfer of any general or limited partnership interest in the Company, or the admission of any additional general or limited partners shall not be considered an assignment or transfer of this Agreement and shall be permitted as a matter of right.

2. The Town and the Company acknowledge and agree that there is no public construction contemplated by this Agreement and, therefore, no betterment schedule referred to in Massachusetts General Laws Chapter 40, Section 59 is required. This Agreement and the Tax Increment Financing Exemption provided for hereunder shall apply only to the Property. No other building shall be eligible for a Tax Increment Financing Exemption unless specifically approved by Concord Town Meeting.

3. This Agreement is governed by the laws of the Commonwealth of Massachusetts. If any provision of this Agreement shall be found invalid for any reason, such invalidity shall be construed as narrowly as possible and the balance of this Agreement shall be deemed to be amended to the minimum extent necessary to provide to the Town and the Company substantially the benefits set forth in this Agreement.

4. This agreement is subject to Massachusetts General Laws Chapter 23A, Sections 3A to 3F, Chapter 40, Section 59, and Chapter 59, Section 5, Clause Fifty-first and the applicable regulations thereto.

5. The time within which the Company shall be required to perform any of its obligations under this agreement shall be extended to the extent the performance of such obligation is delayed by a force majeure event such as an act of God, earthquake, fire, act of terrorism, war, labor dispute, delay or restriction by a government body, or any other cause beyond the reasonable control of the Company.

6. All notices permitted or required under the provisions of the Agreement shall be in writing, and shall be sent by registered or certified mail, postage prepaid, or shall be delivered by private express carrier to the addresses listed below or at such other address as may be specified by a party in writing and served upon the other in accordance with this section. Such notices shall be deemed given when delivered or when delivery is refused.

If intended for the Town, addressed to:

Town of Concord
Office of the Town Manager
24 Monument Square
Concord, MA 01742
Attention: Stephen Crane

with copies concurrently delivered to:

Town of Concord
Board of Assessors
24 Court Lane
Concord, MA 01742

If intended for the Company, addressed to:

Junction Village ALF Limited Partnership
99 Pleasant Street
Marlborough, MA 01752

7. The Company agrees to allow the Town to monitor compliance with this Agreement. The Company shall provide to the Town, upon reasonable request, access to such information as the Town may deem necessary to

monitor the Company's compliance including, but not limited to, income and expense information.

8. This Agreement shall not be binding and shall not go into effect until fully executed by the parties thereto, and until such time as this Agreement has been approved by the Massachusetts Economic Assistance Coordinating Council.

WITNESSETH the execution and delivery of this Agreement by the parties hereto as of the date first above written.

TOWN OF CONCORD SELECT BOARD

Date _____

JUNCTION VILLAGE ALF LIMITED PARTNERSHIP

By: _____

Name: _____

Title: _____

Date: _____

The following MOTION was made by Ms. Gailus and duly seconded but FAILED due to lack of majority:

Except that paragraph A5. of the TIF agreement as included in the meeting materials will be preplaced with a new paragraph A5, which reads as follows:

A5. The Company, whether acting as Junction Village ALF Limited Partnership or as Grantham Group LLC, or as Christopher Heights of Concord at Junction Village, or any other entity that owns or manages the Project, shall not be entitled to any type of additional direct or indirect financial support of any kind from the Town for this Project. The Total Exemption shall not be increased, nor shall any other type of financial assistance from the town be granted without approval of both the Select Board and Town Meeting. Furthermore, the Select Board will be urged to exercise and activate the decertification process outlined in item B8, if the company asks for any further financial support from the town with a claim that it cannot otherwise complete or operate the Project.

ARTICLE 25: CONCORD PUBLIC SCHOOLS BUDGET

Upon a MOTION made by Ms. Bout and duly seconded, it was VOTED nearly unanimously:

That the Town raise and appropriate the sum of \$40,777,193 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2021; and that the same be expended only for such purposes and under the direction of the Concord School Committee.

ARTICLE 26: CONCORD PUBLIC SCHOOLS CAPITAL BUDGET

Upon a MOTION made by Ms. Bout and duly seconded, it was VOTED nearly unanimously:

That the Town appropriate the sum of \$830,000 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 \$830,000 and to issue bond or notes under the provisions of Mass. Gen. Laws c. 44, § 7, or any other enabling authority; and further that, in accordance with Mass. Gen. 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 under this Article 26 shall be reduced by the amount of any such premium so applied.

ARTICLE 27: CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

Upon a MOTION made by Mr. Johnston and duly seconded, it was VOTED nearly unanimously:

That the Town raise and appropriate a sum of \$23,747,968 as the Town’s apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2021; and that the same be expended only for such purposes and under

the direction of the Concord-Carlisle Regional School Committee.

ARTICLE 30: CITIZEN PETITION: HEALTHY SCHOOL BUSES FOR STUDENTS

Upon a MOTION made by Mr. Foulds and duly seconded, it was VOTED by well more than a majority:

That the Town that the Town transfer from the Certified Free Cash Balance as of July 1, 2019 the sum of \$50,000 to be expended under the direction of the Town Manager, to supplement the cost of two electric school buses.

ARTICLE 32: ZONING BYLAW AMENDMENT: ADDITIONAL DWELLING UNIT

Upon a MOTION made by Mr. Flint and duly seconded, it was VOTED by more than a two-thirds majority:

That the Town take affirmative action on Article 32 as printed in the Warrant, with the substitution of the word “additional” for the word “accessory” in Section 4.2.2.2(h).

Article 32: WARRANT ARTICLE

To determine whether the Town will vote to amend the Zoning Bylaw Section 4.2.2.2 Two-family or additional dwelling unit to delete Section 4.2.2.2 entirely and adopt a new Section 4.2.2.2 that reads as follows:

4.2.2.2 For the purpose of providing small additional dwelling units to rent in the Town that will not substantially alter the appearance of the Town or for the purpose of enabling owners of single-family dwellings larger than required for their present needs to share space and the burdens of homeownership, a building permit may be granted for one additional dwelling unit in a single-family dwelling or detached accessory structure, provided that:

- (a) The area of the lot on which the single-family dwelling and additional dwelling unit is located shall not be less than the required minimum lot size for the applicable Zoning District;
- (b) The additional dwelling unit shall occupy no more than 750 square feet of gross floor area of the

single-family dwelling or detached accessory structure;

- (c) No more than one such additional dwelling unit shall exist on the lot;
- (d) Either the additional dwelling unit or the single-family dwelling shall be occupied by the owner of the property except for bona fide temporary absences;
- (e) Dimensioned floor plans of the additional dwelling unit shall be filed with the building permit or special permit application;
- (f) No use or occupancy of the additional dwelling unit shall be allowed prior to the issuance of a certificate of occupancy by the Building Inspector;
- (g) The additional dwelling unit shall meet the required setbacks for the primary structure of the applicable Zoning District and a site plan, at a measurable scale, shall be submitted with the application to the Building Inspector showing the location of the additional dwelling unit, and the location and arrangement of parking spaces on the property;
- (h) One parking space shall be provided for the accessory dwelling unit;
- (i) The property is served by Town sewer or, alternatively, the on-site subsurface disposal system is adequate to accommodate any increased flows generated by the additional dwelling unit;
- (j) The additional dwelling unit shall not be legally separated or sold apart from the single family dwelling;
- (k) The additional dwelling unit shall meet the height restrictions for primary and accessory structures in the applicable Zoning District as required in Section 6.2.11;
- (l) The total gross floor area of all buildings on

the lot shall conform to the maximum floor area ratio as required in Section 6.2.13, and;

(m) The single family dwelling or the additional dwelling unit shall not be used for a bed and breakfast under Section 5.3.15.

The Board may grant a Special Permit for relief for an additional dwelling unit located on a lot with less than the required minimum lot size for the applicable Zoning District, and/or an additional dwelling unit up to 1,000 gross square feet, and/or a reduction in the required setbacks for a detached additional dwelling unit, provided that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw.

or take any other action relative thereto.

ARTICLE 34: ZONING BYLAW AMENDMENT: PLANNED RESIDENTIAL DEVELOPMENT AND TABLE 1 PRINCIPAL USE REGULATIONS

Upon a MOTION made by Mr. Johnson and duly seconded, it was VOTED by well more than two-thirds majority and nearly unanimously:

That Town Meeting take affirmative action on Article 34 to amend the Table I Principal Use Regulations 4.2.7 Planned Residential Development to change Site Plan Approval from NR (Not Required) to R (Required) and to amend Zoning Bylaw Section 10 Planned Residential Development so that the following Sections read as shown below (changes are shown in bold italics and strikeout for emphasis only), and further that typos may be corrected prior to submission to the Attorney General's Office for approval.

		Residential Districts				Commercial Districts					Industrial Districts					
	Principal Use						B CCB TDB NACB									Site Plan Approval
4.2.7	Planned Residential Development	RAA SP	RA SP	RB SP	RC SP	WCZ no	SP	WCB no	LB no	MP no	WCI no	I no	IPA no	IPB no	LIP#1 LIP#2 no[SP••]	RNR

10.1 Purpose

Planned Residential Development allows by special permit from the Board an alternative pattern of residential land development. It is intended to encourage the conservation of open space, while at the same time providing for a mixture and diversity of housing types in the Town at somewhat greater dwelling unit densities than is otherwise permitted without a significant increase in Town-wide population density. In a PRD, dwelling units should be constructed in appropriate clusters that are harmonious with neighborhood development and will not detract from the ecological and visual qualities of the area *and incorporate Low Impact Development for stormwater design and green building practices*. The overall site design and amenities should enhance the quality of living for the residents of the development, the immediate neighborhood and the Town generally. Attention, however, shall be given by the Board as to whether the proposed site design, development layout, number, type and design of housing constitute a suitable development for the neighborhood within which it is to be located.

10.2.2.1 Basic density: The basic density of the PRD shall not exceed the number of units obtained by applying the following calculation:

The number of dwelling units obtained by dividing the sum of (1) the area of the tract exclusive of land situated within the Flood Plain ~~or Wetlands~~ Conservancy districts *or Federal, State or local regulated wetlands*, and (2) twenty-five percent (25%) of the area of land situated within the Flood Plain ~~or Wetlands~~ Conservancy districts *or Federal, State or local regulated wetlands* by the minimum lot size permitted in the zoning district(s) within which the tract is located. In the Limited Industrial Park #1 district the maximum permissible density shall be obtained by dividing the aforesaid sum by 40,000 square feet.

10.2.3 Diversity of Dwelling Units: A mix of diverse housing opportunities shall be provided in all Planned Residential Developments. Such diversity shall consist of the following mix:

- (a) the number of bedrooms available;
- (b) the price or rental rates of the units; and
- (c) two of the three styles of units: single-family, two-family or multi-family.

~~If all the units proposed in the Planned Residential Development are market-rate units, then only the basic density shall be permitted. Increases beyond the basic density within the Planned Residential Development may be authorized by the Board only if at least ten percent (10%) of the units are made available as described in subsection 10.2.3.1 and 10.2.3.2. If only one unit is required, it shall be made available as described in subsection 10.2.3.1, and if two or more units are required, then at least 50% of the affordable units shall be made available as described in subsection 10.2.3.1. Any increases in density permitted by the Board shall not exceed the limits contained in subsection 10.2.2 and shall be based upon the degree to which the proposed PRD provides a range of low income and affordable dwelling units, in addition to the mix of diverse housing opportunities. (Relocated to Section 10.2.3.6)~~

10.2.3.1 Low income dwelling units are those units made available to the Concord Housing Authority, or other entity as the Board may direct, either for purchase within the cost limits allowed by the Commonwealth of Massachusetts Department of Housing and Community Development (DHCD), or for lease under federal or state rental-assistance programs, or through a long-term contractual agreement; which can be counted toward the DHCD's Subsidized Housing Inventory.

10.2.3.5 Long-term availability: The Board, as a condition of a special permit, shall impose appropriate limitations and safeguards to insure the continued availability of the below market-rate units for a minimum of forty (40) years. Such limitations and safeguards may be in the form of deed restrictions, resale monitoring, requirements for income verification of purchasers and/or tenants, rent level controls or other method as the Board may direct.

10.2.3.6 Density Bonus: *Increases beyond the basic density within the Planned Residential Development may be authorized by the Board based upon one or more of the following:*

- a) If at least ten percent (10%) of the units are made available as described in subsection 10.2.3.1 and 10.2.3.2. If only one unit is required, it shall be made available as described in subsection 10.2.3.1, and if two or more units are required, then at least 50% of the affordable units shall be made available as described in subsection 10.2.3.1.*
- b) If at least 50% of the units are less than 2,500 gross square feet with not more than a one car garage;*
- c) If at least 50% of the units are zero step entry with master bedroom and full bathroom on the first floor; Any increases in density permitted by the Planning Board shall not exceed the limits contained in subsection 10.2.2 and shall be based upon the degree to which the proposed PRD provides a range of low income and affordable dwelling units, in addition to the mix of diverse housing opportunities.*

10.2.7 Height: The maximum permitted height of any structure within a PRD shall be thirty-five (35) feet. *The Board may grant relief from the maximum height of a building provided the Board finds that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw.*

10.2.9 Common Open Space: All land within the PRD tract which is not covered by buildings, roads, driveways, parking areas or service areas, or which is not set aside as yards, patios, gardens, or similar areas for exclusive or shared use by the residents, shall be common open space. The area of the common open space shall equal at least ~~thirty-five~~ *twenty-five* (35/25) percent of the total area of the PRD tract. At least 50% of the area of common open space shall be upland (land that is not within the Flood Plain Conservancy District or freshwater wetlands as defined under ~~the Clean Water Act or the Wetlands Protection Act~~ and the Town's Wetlands Bylaw).

10.2.9.1 The common open space shall have a shape, dimension, character and location suitable to assure its use for park, recreation, conservation, or agricultural purposes by at least all the residents of the Planned Residential Development. In determining whether the intent of this section has been satisfied, the Board shall consider the extent to which land having one or more of the following characteristics is included in the proposed open space:

- (a) Land abutting the Concord, Assabet or Sudbury Rivers, their tributaries, Elm Brook, or ponds of significant public interest, which enhance or protect wetlands or flood plain, or which provide public access to the water body, or which enhance or provide significant scenic vistas or views, or which provide water- related recreational opportunities;
- (b) Land which currently is in agricultural use or land which is suitable in size, location and soil characteristics for agricultural use;
- (c) Land which provides a significant wildlife habitat or which is a unique natural area;
- (d) Land which provides recharge to Concord's current or future municipal wells and highly favored aquifer areas;
- (e) Land which is to be developed for active recreational use including playing fields, boat launching areas, playgrounds, and neighborhood parks;
- (f) Land which preserves existing trail networks or land on which new trails will be developed as part of the PRD for integration into an existing trail network;
- (g) Land which enhances scenic views;
- (h) Land providing desirable public access to existing Town or State recreational or conservation land.

10.2.9.2 Provision shall be made so that the common open space shall be readily accessible to at least all of the owners and occupants of the units in the Planned Residential Development, and owned by:

- (a) a membership corporation, trust or association whose members are all the owners and occupants of the units;
- (b) by the Town; or
- (c) otherwise as the Board may direct.

10.2.9.3 In all cases, a perpetual restriction of the type described in G.L. c. 184, sec. 31 (including future amendments thereto and corresponding provisions of future laws) running to or enforceable by the Town shall be recorded in respect to such land. Such restriction shall provide that the common open space shall be retained in perpetuity for one or more of the following uses: conservation, agriculture, recreation, or park. Such restriction shall be in such form and substance as the Board shall prescribe and may contain such additional restrictions on development and use of the common open space as the Board may deem appropriate.

10.2.11 Sustainable Design Requirement

The proposal for the built environment should reflect thoughtful consideration of a broad range of sustainability goals. Such design should be consistent with and further the goals of the Town. In determining whether the intent of this Section has been satisfied, the Board shall consider the extent to which the design plan incorporates the following:

(a) Low Impact Development for Stormwater Design. Low impact development relies on natural features (indigenous to the site or bio-designed) to protect water quality and encourage on-site infiltration of stormwater. Such measures may include use of natural drainage flow paths, minimization of land clearance, incorporation of bioretention features/raingardens, and minimization of the creation of impervious surfaces (through building clustering, minimizing size and footprint of buildings and paved areas, use of pervious surfaces where practical).

(b) Energy Efficiency and Clean Energy Usage. Use of energy efficient appliances and HVAC systems is desired. All-electric buildings, with no fossil-fuel usage, and the use of more sustainable forms of energy production, such as geothermal and solar, are encouraged.

(c) Energy Efficient Building Design. The building envelope and components (Building framing, insulation, windows, HVAC systems) should be designed to maximize energy conservation.

(d) Building Layout. The arrangement of building on the site and the accompanying infrastructure minimizes impervious surface area and maximizes contiguous open space for both residents and wildlife.

(e) Ways to Minimize Greenhouse Gas Emissions. Maintaining or proposing new vegetation to maximize carbon sequestration on site. Selection of HVAC systems and appliances to encourage use of renewable energy sources. Construction design to minimize emissions from construction vehicles.

(f) Other green building, energy efficiency, sustainability measures. The applicant may propose other measures that fit within the broad rubric of sustainable site planning, design and construction.

10.3.1 Special Provisions for the Concord Housing Authority and Town of Concord Projects: Except as provided for in subsection 10.2.6 and 10.2.7 above, the limitations contained in subsection 10.2 shall not apply to a PRD application submitted by the Concord Housing Authority or to a PRD application submitted by the Concord Board of Selectmen in which seventy-five percent (75%) of the units will be of the type described in subsection 10.2.3.1 and 10.2.3.2 provided that the Board shall find that the proposed design is generally in keeping with the purposes of this Bylaw and with Town of Concord Housing Partnership Guidelines and Procedures as in effect from time to time.

10.3.2 Special Provisions for Non-profit entity: Except as provided for in subsection 10.2.6 and 10.2.7 above, the limitations contained in subsection 10.2 shall not apply to a PRD application submitted by a Non-profit entity in which seventy-five percent (75%) of the units will be of the type described in subsection 10.2.3.1 and 10.2.3.2 provided that the Board shall find that the proposed design is generally in keeping with the purposes of this Bylaw.

10.3.3.3 Not later than twenty-four (24) months from the date of Town Meeting approval, an application for a

special permit shall be submitted to the Board for the PRD Conversion in accordance with the procedures for approval set forth in Subsection 10.4 below. A special permit shall be issued only if the Board shall find that the plans submitted to it for the PRD Conversion conform substantially to the terms of the approval granted by the Town Meeting and provided further that such permit shall be issued in conformance with the provisions of Subsection 10.4.4. The Board may, in its discretion, permit minor deviations from the Application as approved by the Town Meeting, so long as it finds that such deviations are not substantially inconsistent with the Town Meeting approval.

10.3.4 Special Provisions for an Alternative PRD to be submitted to and approved by a two-thirds (2/3) vote of Town Meeting – In the Limited Industrial Park (LIP) District, the limitations contained in Subsection 10.2 above shall not apply to any PRD submitted to and approved by a two-thirds (2/3) vote of Town Meeting prior to application for a special permit from the Board all in accordance with the following procedures (herein an “Alternative PRD”):

10.3.4.1 Purpose: The provisions applicable to an Alternative PRD are intended to:

- (a) Permit an applicant to propose and for the Town to vote on a Preliminary Site Development and Use Proposal unique to a particular location;
- (b) Permit flexibility in the development of specific site by requiring few predetermined standards;
- (c) Encourage proposals responsive to the Town’s housing goals including housing types which increase diversity and affordability; and
- (d) Enable the Board to require adherence to the Primary Site Development and Use Proposal approved by Town Meeting in the granting of a special permit.

10.3.4.4 Alternative PRD Application for Special Permit; Reports and Recommendations; and Issuance of a Special Permit by the Board: Generally, the application of a special permit, the Planning Board’s and Natural Resources Commission’s report and recommendations and issuance of a special permit by the Board shall follow the requirements of Section 10.3 provided however that in addition to the provisions contained in Section 10.3.4 the Board shall find:

- (a) The proposed Alternative PRD is substantially consistent with the Preliminary Site Development and Use Proposal approved by Town Meeting;
- (b) The minimum frontage, front yard, side yard and rear yard shall not be less than the minimum permitted in the Zoning District in which the Alternative PRD is located;
- (c) The maximum permitted height of any structure shall not exceed the height permitted in the Zoning District in which the Alternative PRD is located.
- (d) The maximum gross floor area permitted shall not exceed the gross floor area permitted in the Zoning District in which the Alternative PRD is located provided however that the gross floor area of any (i) low income or affordable dwelling units (ii) enclosed parking (iii) enclosed trash/recycling area and (iv) any basement area and unfinished attic area shall not be included in determining the maximum gross floor area as defined and permitted in accordance with this Bylaw
- (e) The minimum Common Open Space shall be equal to at least fifty (50) percent of the total area of the PRD Tract; the Common Open Space shall be subject to a perpetual restriction of the type described in G.L.C. 184 Section 31 and the Common Open Space shall be owned by a membership corporation, trust or association whose members are all the owners of the units or owned by the Town or otherwise owned as the Board may direct;
- (f) The special permit shall be granted within two (2) years of the date of the Town Meeting vote which approved the Preliminary Site Development Use Proposal. Said two (2) years shall not include any time required to pursue or await determination of any appeal applicable to the Alternative PRD.

10.4.1 Application: Any person who desires a special permit for a PRD shall submit an application in writing in such form as the Board may require which shall include the following:

10.4.1.2 Development plans consisting of:

- (a) Site plans meeting, to the extent applicable, the requirements set forth for a Definitive Plan in the Subdivision Rules and Regulations of the Planning Board;
- (b) Building elevations;
- (c) Floor plans;
- (d) Detailed plans for disposal of sanitary sewage; and
- (e) Landscape plan and details;
- (f) Low Impact Design for stormwater drainage;*
- (g) Energy calculation for the proposed project, and;*
- (h) A Tree Protection and Mitigation Plan as required under the Tree Preservation Bylaw.*

10.4.1.3 Low income and affordable dwelling unit marketing program including anticipated:

- (a) Income range (using ranges established by the appropriate state or federal agencies as acceptable to the Board) of family households or single individual residing in each low income or affordable dwelling unit;
- (b) Methods for attracting residents of diverse income and ethnic backgrounds.
- (c) Pre- and post-construction management methods concerning the maintenance of the low income and affordable dwelling units including supporting documents and contracts; and
- (d) Proposed methods of ensuring long-term availability for the low-income and affordable dwelling units, including supporting documents and restrictions.

10.4.1.4 Such additional information as the Board may determine.

10.4.2 Planning Board Report and Recommendations: The Town Planner shall distribute to various applicable Town Departments the development statement and plans for review and comment. Planning Board shall review the development statement and plans and shall submit in writing to the Board a report and recommendations upon the technical quality of the proposed development, and at least the following:

10.4.2.3 An evaluation and opinion upon the degree to which the proposed PRD provides a range of diversity and the size of the units as it relates to increased density that may be permitted by the Board.

10.4.2.5 Its opinion as to whether the proposed site design, development layout, number, type and design of housing constitute a suitable development for the neighborhood within which it is located.

10.4.2.6 An evaluation and opinion upon the degree to which the proposed PRD meets the Sustainability Design Requirements.

10.4.2.76 Recommendations for the granting or denial of the special permit, including recommendations for modifications, restrictions or requirements to be imposed as a condition of granting the special permit.

10.4.3 Natural Resources Commission's Report and Recommendations: The Natural Resources Commission shall review the development statement and plans and shall submit in writing to the Board its report and recommendations upon the degree to which the proposed development enhances the protection of environmental qualities including at least:

10.4.4 Board Issuance of Special Permit: A special permit shall be issued under this section only if the Board shall find that the PRD is in harmony with the general purpose and intent of this section and that the PRD contains a mix of residential, open space, or other uses in a variety of buildings to be sufficiently advantageous to the Town to render it appropriate to depart from the requirements of this Bylaw otherwise applicable to the district(s) in which the PRD tract is located. If a special permit is granted the Board shall impose as a condition thereof that the installation of municipal services and construction of interior drives within the PRD shall comply with the Subdivision Rules and Regulations of the Planning Board to the extent applicable, shall

require sufficient security to insure such compliance and the completion of planned recreational facilities and site amenities, and may impose such additional conditions and safeguards as public safety, welfare and convenience may require, either as recommended by the Planning Board and Natural Resources Commission or upon its own initiative. The Board shall give due consideration to the reports of the Planning Board and Natural Resources Commission and where the decision of the Board differs from the recommendations of the Planning Board or Natural Resources Commission, the reasons therefor shall be stated in writing.

ARTICLE 37: ZONING BYLAW AMENDMENT – THOREAU DEPOT BUSINESS & RESIDENCE C ZONING DISTRICT BOUNDARY

A MOTION was made by Ms. Ferguson and duly seconded that the Town take affirmative action on Article 37 as printed in the Warrant. The motion FAILED for lack of a two-thirds required majority.

Article 37 WARRANT ARTICLE

To determine whether the Town will vote to amend Zoning Bylaw Section 2.2 Zoning Map by expanding the Thoreau Depot Business Zoning District boundary and reducing the Residence C Zoning District boundary on Assessor Parcels #0180 (143 Sudbury Rd.), #0368 (159 Sudbury Rd.), and #0366 (148-150 Thoreau St.) as shown on the “Zoning Map” consisting of one sheet on file with the Town Clerk, and as follows in Exhibit A, Thoreau Depot Business Zoning Map, or take any other action relative thereto.



ARTICLE 41: ZONING BYLAW AMENDMENT: ON-SITE COMMUNITY NOTICE OF PRD APPLICATION

Upon a MOTION made by Ms. Gailus and duly seconded, it was VOTED nearly unanimously: That the Town take affirmative action on Article 41 as printed in the Warrant, except that the word “legally” in the proposed Zoning Bylaw amendment should be replaced with the word “legibly” and that typographical errors may be corrected prior to submittal to the Attorney General’s Office.

Article 41: WARRANT ARTICLE

To determine whether the Town will vote to amend the Zoning Bylaw Section 10.4 by adding an item “10.4.1.5. Detail of a Sign to be installed at Property within five calendar days following submission of Application and to remain on site until approval or denial of a permit, which sign shall include the words ‘Planned Residential Development Special Permit Application Submitted’ in a manner legally visible from the nearest Public Right of Way”, or take any other action relative thereto.

ARTICLE 42: ZONING BYLAW AMENDMENT: AMEND SIGN BYLAW TO ALLOW ONSITE POSTING OF NOTICE OF PRD APPLICATION

Upon a MOTION made by Ms. Gailus and duly seconded, it was VOTED nearly unanimously:

That the Town amend the Sign Bylaw by adding to Section 5 thereof an item 5.j. as follows:

“Notice of Proposed Planned Residential Development. A temporary sign notifying the public that an Application for a Planned Residential Development Special Permit has been submitted for a site may be placed at that site.”

**ARTICLE 45: ELECTRONIC RECORDING OF
SELECT BOARD EXECUTIVE SESSIONS –
CITIZEN PETITION**

The following MOTION was made by Mr. Read and duly seconded but FAILED for lack of majority.

That the Town urge the Select Board to audio record or audio-visually record its executive sessions, and retain and make publicly available the unredacted portions of these recordings for at least three years after the minutes of the recorded meetings are released to the public.

**ARTICLE 46: PUBLIC POSTING OF OPEN
MEETING LAW COMPLAINTS – CITIZEN
PETITION**

The following MOTION was made by Mr. Read and duly seconded but FAILED for lack of majority.

That the Town urge the Town Manager and Select Board to post Open Meeting Law complaints on the Town's webpage for the committee or board to which the complaint refers when such posting is requested by the complainant, and to leave complaints posted until they are resolved to the satisfaction of the complainant, or the complainant reaches the end of the complaint appeal process.

**ARTICLE 47: INVESTIGATION AND
AMENDMENT TO THE TOWN COUNSEL
BYLAW – CITIZEN PETITION**

The following MOTION was made by Mr. Read and duly seconded but FAILED for lack of majority.

That the Town urge the Select Board to appoint a committee whose purpose will be to investigate the reasons for numerous recent violations of the Town Counsel Bylaw, and then recommend amendments to the bylaw which will allow the Town to return to compliance with it.

Having no further business to take up, a motion it was voted to adjourn and dissolve the 2020 Annual Town Meeting at 4:01 pm on September 13, 2020.

ARTICLE 5 - CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITION

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2020

ADMINISTRATIVE-CLERICAL

Grade Number & Class Title		Minimum	Mid-Point	Maximum
AC-1 Receptionist/Clerk Recreation Clerk	Hourly	17.81	21.43	25.04
AC-2 Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk	Hourly	19.90	23.93	27.96
AC-3 Customer Services Representative Senior Account Clerk Senior Department Clerk	Hourly	22.57	27.14	31.70
AC-4 Administrative Assistant Assistant to the Town Clerk Collections Assistant Retirement Assistant Treasury Assistant	Hourly	24.38	29.32	34.26
AC-5 Human Resources Assistant Project & Procurement Coordinator Senior Administrative Assistant	Hourly	26.07	31.33	36.59
AC-6 Finance Assistant Senior Human Resources Assistant	Hourly	26.96	32.42	37.87

TRADES-CRAFTS-LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TCL-1 Building Custodian	Hourly	17.59	21.26	24.93
TCL-2 Building Maintenance Custodian	Hourly	19.86	24.01	28.16
TCL-3 Facilities Maintainer Maintenance & Inventory Coordinator Water/Sewer System Maintainer	Hourly	21.86	26.43	31.00
TCL-4 Custodial Maintenance Supervisor Equipment/Line Operator Master Craftsperson	Hourly	24.46	29.60	34.73
TCL-5 Assistant Public Works Supervisor Crew Leader Licensed Electrician/Skilled Carpenter Senior Master Mechanic Treatment Systems Operator	Hourly	27.08	32.75	38.41
TCL-6 Senior Treatment Systems Operator	Hourly	30.42	36.79	43.16
TCL-7 Public Works Supervisor HVAC Technician	Hourly	33.74	40.82	47.89

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 Media Technician Recreation Supervisor Station Manager Tourism & Visitor Services Manager	Annual	48,419	60,729	73,038
MP-2 Administrative & Special Projects Coordinator Administrative Manager	Annual	54,642	68,531	82,420

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

MP-3	Annual	64,474	80,866	97,257
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Assistant Assessor			
Assistant Human Resources Director			
Assistant Public Health Director			
Assistant Public Works Engineer			
Assistant Senior Services Director			
Assistant Town Accountant			
Assistant Town Clerk			
Assistant Treasurer			
Associate Financial Manager			
Childcare Services Manager			
Customer Service Supervisor			
Energy Conservation Coordinator			
Local Inspector			
Management Analyst			
Municipal Archivist/Records Manager			
Operations Manager			
Recreation Programs & Events Manager			
Retirement System Administrator			
Senior Budget & Operations Analyst			
Senior Environmental & Regulatory Coordinator			
Senior Information Systems Technician			
Senior Planner			

MP-4	Annual	68,928	86,452	103,976
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Assistant Highway & Ground Superintendent			
Assistant Recreation Director			
Customer Service Administrator			
Environmental Services Program Administrator			
GIS & Application Integration Program Manager			
Operations Engineer			
Public Works Engineer			

		Minimum	Mid-Point	Maximum
MP-5	Annual	74,142	92,990	111,838
Assistant Library Director				
Assistant Town Engineer				
Budget & Purchasing Director				
Deputy Treasurer/Collector				
Director of Sustainability				
IT Services Manager				
Financial Manager/Accountant				
Natural Resources Director				
Police Lieutenant				
Public Health Director				
Senior Services Director				
Town Clerk				
Town Planner				
MP-6	Annual	86,092	107,977	129,861
Assistant Fire Chief				
Building Commissioner				
Facilities Director				
Highway & Grounds Superintendent				
Police Captain				
Recreation Director				
Town Accountant				
Town Assessor				
Town Engineer				
Water/Sewer Superintendent				
MP-7	Annual	93,559	117,343	141,127
Director of Planning & Land Management				
Human Resources Director				
Library Director				
MP-8	Annual	104,234	130,733	157,231
Assistant Town Manager				
Chief Information Officer				
Fire Chief				
Police Chief				
Public Works Director				
MP-9	Annual	114,235	143,278	172,321
Deputy Town Manager				
Finance Director				
Public Works & Engineering Director				

ELECTRICAL LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EL-1 (Reserved for future use)	Hourly	19.38	23.44	27.50
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	25.20	30.48	35.75
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	31.98	36.15	40.31
EL-4 Lineworker, Grade 1	Hourly	39.70	44.90	50.09
EL-5 Lead Lineworker	Hourly	41.57	47.01	52.44
EL-6 Line Supervisor	Hourly	44.77	50.62	56.47

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 Senior Engineering Technician	Annual	66,189	79,441	92,693
EM-2 Electrical Engineer	Annual	84,593	101,491	118,388
EM-3 Lead Electrical Engineer	Annual	90,885	109,095	127,305
EM-4 Power Supply & Rates Administrator	Annual	106,190	127,408	148,625
EM-5 Assistant CMLP Director	Annual	111,500	133,778	156,056
EM-6 CMLP Director	Annual	128,593	154,356	180,118

MEDIA SPECIALISTS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
MS-1 Education Coordinator Lead Producer	Hourly	18.45	24.60	30.75

SWIM & FITNESS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
SF-1 Swim/Fitness Specialist	Hourly	12.75	36.38	60.00

HUMAN SERVICES

Grade Number & Class Title		Minimum	Mid-Point	Maximum
HS-A Human Services Assistant	Hourly	12.75	21.38	30.00
HS-1 Human Services Specialist	Hourly	15.63	30.32	45.00
HS-2 Child Care/Education Specialist	Hourly	15.63	28.82	42.00

TELECOMMUNICATIONS TECHNICIANS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TT-1 Telecommunications Technician	Hourly	30.10	35.36	40.62
TT-2 Senior Telecommunications Technician	Hourly	34.40	40.44	46.47
TT-3 Lead Telecommunications Technician	Hourly	36.12	42.46	48.80

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	75,540	88,726	101,911
TM-2 Network Engineer Telecommunications Coordinator	Annual	86,047	101,123	116,199
TM-3 Telecommunications Director	Annual	99,439	116,850	134,261
TM-4 Chief Information & Technology Officer	Annual	151,816	178,397	204,977

GENERAL GOVERNMENT

TOWN CLERK

Kaari Mai Tari

Customer Service during the COVID-19 Pandemic
Town Clerk's Office served the public in person until March 13th when the Town House closed to the public due to health and safety concerns associated with the COVID-19 Pandemic. From that time forward service continued, but the method of delivery changed greatly. Perhaps the greatest visible change we saw was with Marriage Intention filing resulting in a seven-fold increase in the number of filings. With so many town halls closed, this service was suspended in many communities. We offered curbside service allowing couples to complete their marriage intentions in their cars, administering the oath of legal impediments while wearing masks. The highest number of intentions were filed in June with 46 filings compared to six in 2019 during that same period. Assistant Town Clerk Patricia Clifford played a central role in managing this process to the delight and relief of couples from across the state.

Vitals

The presence of Emerson Hospital in the community results in a high number of birth recordings in Concord. While the number of births remained fairly constant, there was an increase in deaths and marriages saw a sharp increase from previous years as illustrated in the table to the right. In addition, the staff processed 64 Affidavits & Corrections of Vital Records, and issued 294 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. From mid-March to the end of the calendar year, the primary method for obtaining birth, marriage, and death certificates as well as dog licenses was online. This was particularly helpful as we managed staffing limits due to COVID social distancing requirements.

Dog Licenses

Dog licensing was very active again this year with

Recorded Vital Statistics for Concord 2010-2020 (Numbers include babies born to Concord parents at other Massachusetts hospitals) (# of Concord residents is in parenthesis)

Year	Births	Deaths	Marriages
2020	1,340 (96)	354 (172)	217 (66)
2019	1,357(114)	286 (147)	65 (29)
2018	1,299 (89)	310 (154)	45 (14)
2017	1,301 (109)	351 (172)	62 (29)
2016	1,329 (113)	347 (164)	70 (30)
2015	1,215 (104)	356 (163)	83 (40)
2014	1,229 (100)	349 (160)	77 (32)
2013	1,194 (126)	397 (174)	81 (35)
2012	1,175 (103)	371 (169)	67 (32)
2011	1,213 (98)	360 (156)	80 (33)
2010	1,191 (107)	386 (159)	84 (32)

1,804 licenses issued during the year. There was no rabies clinic held due to the Pandemic.

Town Meeting

The Town Clerk and staff attended and recorded the proceedings of the Annual Town Meeting in September. Town Meeting was held outdoors on the Douglas White Soccer Fields at the Concord-Carlisle Regional High School on Sunday, September 13th, beginning at 1:00 pm. The meeting adjourned and dissolved at 4:01 pm, having no further business to take up. Town Meeting minutes are included elsewhere in this Report.

Recordings

The Department issued 156 Business Certificates, recorded 60 Historic Districts Commission decisions, and 40 Zoning Board of Appeals decisions during the year.

Committee-related activities

During the year, the staff swore in new committee and board appointees and posted 710 public meetings and agendas. Due to social distancing obligations during the COVID-19 pandemic, the Open Meeting Law was relaxed to

allow full remote participation in meetings, which paved the way to virtual meetings via Zoom. The Town's website is the official posting location for meeting and agenda postings. 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.

Other Business

Department staff prepared and recorded 57 new cemetery deeds and continued to maintain the cemetery deed, burial permit, and lot records. Five raffle permits were issued to community non-profit organizations. The Town Clerk's Office offers Notary Public services for customers with proper identification. A nominal fee is charged, and appointments are recommended for complex documents. In addition, several staff members have been appointed by the Governor's Office to serve as "Commissioners to Qualify," which authorizes us to administer the Oath of Office to individuals appointed as a Notary Public or Justice of the Peace in Massachusetts. We continued to receive and process routine genealogical requests, referring the more complex ones to the Municipal Archivist.

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

TOWN RECORDS

Town Records form the institutional history/record/memory of the Town's actions through its departments, committees and boards. It is the responsibility of the Town Clerk's Office to preserve the Town's permanent records and schedule non-permanent records for destruction with approval. Town records are public records and access is governed by the Public Records Law. Public records access guidelines are available on the Town's website.

Public Records Requests

Serving as Records Access Officers, the Town Clerk and Archivist registered or coordinated the town's

response for 102 requests for access to public records. This does not include public records requests that Town Departments respond to individually.

Records Management

The Municipal Archivist/Records Manager, Nate Smith, worked throughout the year with a variety of Town Departments to manage retention periods, inventory files, and digitize selected records. In November, several departments moved from the first floor of the Town House for renovations. Over 400 boxes of records were moved in a three-week period with the majority being stored by an off-site storage company. Critical and historical records were moved to the vaults of the Fowler and Main Branches of the Concord Free Public Library (CFPL), thanks to an agreement between the Town and the Library Corporation. This part of the move was completed with the generous assistance of the Massachusetts State Archives.

In addition, Nate coordinated a Town department-wide shredding event with approval for destruction from the State that resulted in the destruction of approximately 100 boxes of records. Nate also worked with other Local and State Archivists and Records Managers on Email Archiving strategies as part of a planning grant application.

Archives Management

Town Archives are stored in vaults located both at the Town House and the in the Special Collections vault by agreement with the Library Corporation. The Town Archivist and Special Collections Curator, Anke Voss, work collaboratively to provide access to Town records stored in the Special Collections archives.

As Nate continues to inventory the Town's Archives, he was able to locate the voter registration record for Louisa May Alcott. He also coordinated with the Concord Museum to provide digital versions of Town Records for exhibits.

In January, the Town of Concord Archives applied for a National Endowment for Humanities Grant (NEH) to hire the Northeast Document Conservation Center (NEDCC) to complete a

Preservation Assessment of the Town Archives. The \$8,405 Grant was awarded in August and the Draft Preservation Assessment was submitted in December, to be finalized in early 2021. This Preservation Assessment will guide future decisions regarding the preservation of all Town Records to ensure that they are not lost to deterioration or any other cause.

To begin the year, the Town Archives brought on a Simmons College intern who assisted with the archives inventory until mid-March when the internship was suspended due to the Pandemic. Nate also hosted an Outreach Class from Simmons College School of Library and Information Science that resulted in a proposal to enhance the webpage for outreach purposes. In August, a Concord Town Archives page was added to the website to provide contact information for the Municipal Archivist as well as details on the holdings and mission of the Town Archives. The goal for the coming years is to add a catalog of the resources available for research as well as integrating a portal for records that are digitized.

Nate initiated an effort to archive Town records related to COVID-19 and the Town's response and continues to ensure that records are collected and preserved to capture how the Town Government functioned in 2020.

BOARD OF REGISTRARS

E. Joanne Mente, Chair (D)
 Wendy Ann McNally (R)
 Helen N.H. Brady (R) – resigned in July
 Connell Benn (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. In July, Helen Brady resigned and Connell (Connie) Benn was appointed in her place. The Board wishes Helen well.

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

Voter Registration

The Town Clerk's Office saw a sharp increase in voter registrations through the state's Voter Registration Information System due to legislation signed into Law in 2018 (Chapter 205 of the Session Laws), paving the way for automatic voter registration beginning in January 2020. Automatic voter registration agencies include the Registry of Motor Vehicles, the Division of Medical Assistance and the Commonwealth Health Insurance Connector Authority.

TOWN OF CONCORD TOWN ELECTIONS							
Election Date	# Absentee	# Vote by Mail	# Early in person	# At polls in person	Total Turnout	Voters in Concord	% Turnout
3/3/2020	507	2	1228	6013	7750	13688	57%
6/11/2020	324	1518	0	562	2404	13761	17%
9/1/2020	402	5276	482	1120	7280	13993	52%
11/3/2020	775	6743	3146	1727	12391	14315	87%

Total Voters: includes active and inactive voters
Voter registrations & changes include new voter,
address, and name changes

Change of party: refers to party enrollment and
is generally higher in even-numbered years when
primaries are held.

Inactivated: voters who do not respond to the
annual census must by law be inactivated.
Confirmation mailings are sent annually to provide
every opportunity for voters to respond. Inactive
voters appearing at the polls or at town meeting
need to sign an affirmation of continuous residence
and show ID in order to be able to vote.

Deleted: voters who have moved or are deceased are
deleted. Inactive voters are deleted after 4 years of
inactivity.

Petitions signed: refers to certification of signatures
conducted at the Town Clerk's Office.

Census

The Annual Town Census is conducted exclusively
by mail. Census forms were distributed to residents
in late December. The 2020 population per the town
census was 16,622. Note that the town census does
not include inactive voters of the prison population,
while the federal decennial census counts the
prisoners (approximately 1,500 additional
residents).

Town Caucus—January 29, 2020

The Town Caucus was attended by 70 voters.
Candidates were nominated for the offices of Town
Moderator, Select Board, and School Committee.
The Caucus nominated three candidates for two
available seats on the Select Board. All participants
in the Caucus and especially the candidates are
applauded for their commitment to public service
and the election process in Concord.

Presidential Primary—March 3, 2020

Voter turnout for the Presidential Primary drew
57% of the town's voters to the polls, voting early, or
by absentee ballot. The Democratic Primary saw the
highest turnout of the four parties holding
primaries that day with 7,074 ballots cast. The
Republican Primary drew 661 voters while 11 voters

participated in the Libertarian Primary and four
voters chose Green Rainbow Party ballots.

Annual Town Election—June 11, 2020

The 2020 Annual Town Election was postponed
from its original date of March 31, 2020 due to the
COVID-19 Pandemic. Emergency legislation was
enacted to allow all voters to vote by mail in effort
to ensure the safety of voters and election workers.
Of the 1,825 ballots mailed early to voters, and 1,576
were returned and tabulated electronically at the
polls. All five precincts voted in the Concord-
Carlisle Regional High School gymnasium for this
election. A total of 2,404 or 17% of voters
participated in the Town Election.

Annual Town Meeting—September 13, 2020

The Annual Town Meeting was held on the
Douglas White Soccer Field behind the High
School, the first outdoor meeting of its kind in
Concord. Town Meeting featured 52 Warrant
Articles and was conducted in one day, thanks to the
careful planning of the Moderator and Town Staff.
A total of 381 voters attended the outdoor meeting.
Minutes are included elsewhere in this report.

State Primary—September 1, 2020

The State's Elections Division mailed vote by mail
ballot applications to every voter in the State to
encourage voting. In addition to vote by mail, early
voting in person was added to further spread out
voting opportunities during the Pandemic. The
Town Clerk's Office staff mailed out 6,360 vote by
mail applications. In total, 7,280 or 52% of
Concord's voters participated in the State Primaries.
The Democratic Primary had 6,627 voters
participate, while the 644 ballots were cast for the
Republic Primary. Six voters chose Librarian Party
ballots and three voters chose Green Rainbow Party
ballots.

Presidential Election—November 3, 2020

Unlike the Presidential Election in 2016, the
majority of voters had mailed in ballots or voted
early in person before Election Day, leaving 1,727
out of 12,391 who chose to vote in person on
Election Day. This meant an enormous amount
of work had to be done at the Town Clerk's Office
in the weeks leading up to November 3rd. Town
Clerk's Office staff led by Assistant Town Clerk

Patricia Clifford and Town Archivist Nathaniel Smith coordinated the mailing of 10,931 vote by mail ballots. Retired Town Clerk Anita Tekle coordinated a large group of volunteers to verify signatures for almost all of the incoming vote by mail ballot envelopes. Many Election Workers helped to prepare ballot packets for mailing. Facilities staff, the Police Dept. and Historic Districts Commission all played important roles in securing the location and ensuring the safety of using a ballot drop box and protecting the health and safety of voters and election staff during in-person voting.

Post Election Audit – November 9, 2020

Precinct 2 was among 3% of the State’s voting precincts to be randomly selected for a post election audit. The audit was successfully conducted in the gymnasium at Ripley School.



Anita Tekle with all the early voted ballots for the November 2020 Presidential Election

TOWN PROFILE			
as of January 1, 2020 census*			
POPULATION	16,091*	Registered Active Voters	11,324
Adults (age 17 or over)	12,998	Political Party Affiliation:	
POPULATION BY AGE GROUP		Democrat	4,494
Under 20 years	3,882	Green Rainbow	4
20-29 years	1,410	Libertarian	27
30-39 years	1,118	Republican	1,138
40-49 years	2,001	Unenrolled	6,445
50-59 years	2,620	Other (Political Designations)	21
60-69 years	2,383	Total:	12,129
70 years and over	2,677		
TOTAL	16,091		
*Figures include 2020 Town Census respondents only, with responses received through September 15, 2020			

TOWN MEETING VOTER PARTICIPATION 2000-2020

YEAR	# Nights	Highest One Night Attendance	Total Attendance all nights	Total Individual Voters	Registered Voters in Attendance
2000 ATM	4	925	2,613	1,290	11.0%
2000 STM (May)	1	923	923	923	7.9%
2001 STM (Jan)	1	448	448	448	3.9%
2001 ATM	5	1,277	3,416	1,727	15.0%
2002 ATM	4	930	2,321	1,215	10.5%
2003 ATM	6	912	3,109	1,368	12.2%
2003 STM (Aug)	1	883	883	883	7.9%
2004 STM (Mar)	1	405	405	405	3.5%
2004 ATM	4	1,330	3,524	1,977	17.2%
2005 ATM	3	816	1,616	1,032	9.0%
2006 ATM	5	888	2,537	1,297	11.0%
2007 ATM	3	1,390	2,402	1,568	13.6%
2007 STM (Apr)	1	565	565	565	4.9%
2007 STM (June)	1	1,819	1,819	1,819	15.8%
2007 STM (Nov)	1	1,283	1,283	1,283	11%
2008 ATM	3	816	1,509	925	7.7%
2009 ATM	3	539	1,382	802	6.7%
2010 ATM	4	528	1,926	946	7.9%
2011 ATM	3	843	1,904	1,147	9.5%
2011 STM (Apr)	1	514	514	514	4.3%
2011 STM (Nov)	1	1,664	1,664	1,664	13.6%
2012 ATM	4	831	2,311	1,183	9.7%
2012 STM (Apr)	1	651	651	651	5.4%
2013 ATM	3	1,352	2,878	1,795	14.2%
2013 STM (Dec)	1	1,043	1,043	1,043	8.2%
2014 ATM	3	684	1,589	894	7.0%
2014 STM (May)	1	684	684	684	5.4%
2015 ATM	4	840	2,001	1,171	9.4%
2015 STM (Apr)	1	842	842	842	6.7%
2016 STM (Feb)	1	168	168	168	1.5%
2016 ATM	3	416	1,093	595	4.9%
2016 STM (Dec)	1	220	220	220	1.6%
2017 ATM	4	921	1,959	1,110	8.4%
2018 ATM	4	524	1,791	955	7.0%
2018 STM (Oct)	1	387	387	387	2.9%
2019 ATM	3	927	1,849	955	7.1%
2020 ATM	1	381	381	381	2.8%

ATM = Annual Town Meeting; STM = Special Town Meeting

TOWN OF CONCORD VOTER REGISTRATION HISTORY -- 1960 TO 2020 (as of January 1)

YEAR	Democrats	%	Republicans	%	Unenrolled/ Independents	%	Other	%	Total
2020	4,493	36.93%	1,133	9.31%	6,481	53.27%	60	0.49%	12,167
2019	4,744	35.74%	1,446	10.89%	6,998	52.72%	85	0.64%	13,273
2018	4,726	35.74%	1,447	10.94%	6,964	52.67%	85	0.64%	13,222
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

PERSONNEL BOARD

Ellen Quackenbush, Chair
Nancy Crowley
William Mrachek
Jim Richardson

The Personnel Board has responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town and is supported by the staff of the Human Resources Department. The Town's Personnel Bylaw applies to approximately 200 of the Town's 330 budgeted regular-status positions 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 and budget conditions. The Town Manager and Human Resources Director recommended amendments to the Plan based on multiple considerations including: current and anticipated workforce needs; compensation provided by similar municipalities, light plants, fitness facilities, and other employers with comparable positions to Concord's; and providing equal pay for comparable positions. The Personnel Board is responsible for recommending Plan amendments to Town Meeting. Structural adjustments and salary increases are intended to uphold Concord's tradition of maintaining total compensation rates (i.e., pay plus benefits) for most positions that are above average, but not top, among comparable municipal employers in order to keep the Town

competitive in attracting and retaining competent employees.

FY21 Plan Structure Adjustments

The 2020 Town Meeting ratified three job title and classification actions. Furthermore, with adoption of the Classification and Compensation Plan effective July 1, 2020 (FY21) the following structural changes were made:

1. salary range minimums, midpoints and maximums were increased by 2.5%, except for the Swim & Fitness and Human Services ranges where no increase to the maximum was recommended; and
2. the minimums of the SF-1 and HS-A ranges were further increased in accordance with the new Massachusetts minimum wage.

FY21 Salary Increase Policies

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

One impact of the pandemic on the Town’s FY21 budget was a reduction in salary reserve, which the Town Manager recommended to ensure filled positions could be sustained despite economic hardships. This decrease in available funds altered plans to provide non-unionized staff with both a 2.5% wage adjustment on July 1, 2020 and, if not already at the maximum pay rate for their position, an increase to provide wage progression within their assigned salary range. Accordingly, a revised Salary Increase Plan was proposed by the Town Manager and Human Resources Director, and approved by the Personnel Board. The adopted FY21 Salary Increase Plan provided a 2.5% increase effective December 28, 2020 to employees hired before January 1, 2020, contingent on satisfactory performance. The pay rate of each employee hired on or after January 1, 2020 was individually considered and an increase up to 2.5% was granted where determined appropriate. By delaying the

salary adjustments for 6 months, the Town was better able to maintain its position in salary markets than would have been the case had a 1.25% increase been applied to the entire year.

Personnel Bylaw – Proposed New Approach/Authority

The Personnel Bylaw’s stated purpose is to “establish an equitable and efficient system of personnel administration for Town employees,” and it strives to accomplish that by outlining compensation-related policies, including job titles, salary ranges, and paid leave benefits for non-unionized positions. For many years, the Personnel Board has contemplated whether the structure for approving, modifying, and administering the Personnel Bylaw remains effective and efficient. The Personnel Board and Town Manager administer the Bylaw, and Town Meeting must approve all changes. Responding to ever-changing employment laws, workforce trends, and new service demands (e.g., broadband, PEG access), presents challenges under the current authority structure.

In January 2020, the Board concluded that the Town’s system for approving wage and classification policy (the Personnel Bylaw) does not add value and inhibits the Town’s ability to maintain a responsive, creative, effective and efficient system of personnel administration. A new approach was unanimously recommended by the Personnel Board via Warrant Article 6.

Article 6 of the 2020 Town Meeting Warrant proposed to strike the text of the Personnel Bylaw in its entirety and replace it with language that defines elements of the personnel system that the Town Manager will be responsible for maintaining and adhering to. Required elements include:

- A lawful, equitable, and efficient system of personnel administration
- Personnel policies about employee rights, obligations, and benefits
- A job classification plan
- A compensation plan
- A method for appointing employees based on merit principles
- A record-keeping system

As proposed, adoption of the new Personnel Bylaw would have the following effects:

- Move administrative authority for the non-union personnel administration system to the Town Manager, while retaining the Personnel Board in an advisory role
- Eliminate the need to bring non-union personnel policy/system changes, including job titles, salary grades assignments, salary ranges, and paid leave paid leave policies to the Personnel Board and Town Meeting for approval
- Reduce the Personnel Board from 5 to 3 members

Due to the pandemic, Town officials strove to limit Town Meeting to essential items and those not likely to have amendments on the floor. Accordingly, the Personnel Board advised the Select Board that Article 6 should be considered non-essential and no action should be taken at Town Meeting. The

pandemic also inhibited the Personnel Board’s ability to meet, so there was no further discussion on this matter in 2020.

Acknowledgement of Town Employees

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

We would like to make special mention of the following employees, all of whom had served the Town for 20 or more years of regular service as of December 2020:

Employees with 20 or more Years of Service
Names noted with * are employees who retired in 2020

<p>Finance Carolyn Dee</p> <p>Fire John Bendel* David Curran Paul Domenichella Bradford Ferrie John Gower Marcus Jackson Thomas Judge Brian Lefebvre Jeffery Lex Sean Murphy Eric Nelson William Noke James Redmond Arthur St. John Brian Whitney</p> <p>Human Resources Amy Foley</p>	<p>Human Services /Recreation T.J. Liakos Anita Stevanazzi-Hill</p> <p>Library Fayth Chamberland* Robin Demas Cynthia DiRenzo Patricia Pluskal Valerie Gay Weiss</p> <p>Light Plant Theodore Bartkus Martin Boermeester Ann Breitenwischer Rhonda Buscemi James Coakley Beverly DuFresne Peter Hughes John McGarry John Simeone David Wood</p>	<p>Planning & Land Mgmt Karen Byrne Tracy LaPierre Marcia Rasmussen Stanley Sosnicki</p> <p>Police Robert Capone Denise Caruso Joseph Connell Brian Goldman Timothy Landers Gerard Mearn Kevin Monahan Thomas Mulcahy Jeffrey Shelley Sylvia Toumayan</p>	<p>Public Works Alan Cathcart Susan Clark Thomas Ford Andrew Giles Peter Hardy Stephen Harrington* Richard Hathaway Michael Haynes John Hesdorff Adrian Hone Patricia Hopkins Timothy Jones Jeffrey Koranda Todd Manchuso Paul Reinhardt</p> <p>Town Manager’s Office Robert Landry Jonathan Straggas</p>
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HUMAN RESOURCES

Amy Foley, Human Resources Director

The Human Resources (HR) Department provided services to approximately 700 regular, limited, and temporary employees on issues relating to: administering the Personnel Bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers' compensation case management and administrative services; and designing and administering employee benefits programs. HR advised the Personnel Board and Town Manager on related issues; advised managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

2020 was an extraordinarily unique and challenging year for all, and the impacts on human resource management were many. As the coronavirus outbreak began, the HR Director worked with other senior managers to develop plans and communications related to decreasing the potential for workplace exposure to the virus, lowering the impact on operations, addressing anticipated staff absences, and responding to anticipated employee benefit needs. New protocols and temporary pay provisions to address various pandemic-related situations were quickly put in place.

Within a few short weeks, non-essential operations were temporarily suspended and Town offices were closed to the public. The HR team developed methods of performing much of the department's work remotely and implemented new systems that enabled continued service, including implementation of a completely online open enrollment process for health benefits and the creation of electronic signature/approval procedures.

While executing new protocols for our own operations, early-pandemic activities for HR staff also included working with other departments to

determine which employees were considered essential for on-site work, addressing questions about remote work, and communicating with employees about impacts on their jobs. HR staff assisted with administration and communication related to the furlough of approximately 100 Recreation division employees, coordinated with benefit providers to implement temporary policy provisions that allowed employees and their families to obtain needed benefits, and implemented the provision of a new federal law, the Families First Coronavirus Response Act.

The pandemic created work barriers for many employees, including concerns about potential COVID-19 exposure, quarantine requirements due to actual COVID-19 exposure or travel, and issues related to caring for family members. These situations had to be considered on a case-by-case basis, balancing the Town's operational needs with the goal of providing a supportive workplace. HR staff worked to determine how to apply both the Town's traditional leave and pay policies, and those developed in response to circumstances created by the pandemic.

To ensure a safe workplace for all, HR staff worked with the Senior Management Team and the Town's Reopening Task Force to develop a new workplace safety policy, APP 64, in accordance with guidelines provided by the Commonwealth of Massachusetts and the CDC. The HR Department website and Employee Self-Service Portal were updated with COVID-related resources for employees.

Hiring was lower in 2020 due to the pandemic, but HR staff still managed 85 recruitments and new appointments and processed 1,798 applications for employment. HR staff managed 67 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies, in addition to COVID-related requests. HR responded to numerous unemployment claims, processed 26 work-related injury cases, and coordinated approximately 50 random DOT-required drug and alcohol tests. 16 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. The HR Director assisted in the negotiation of four 1-year

union contracts (all negotiated remotely) and the HR team helped to implement new salary increase provisions for employees covered by a collective bargaining agreement as well as non-unionized staff.

HR staff coordinated several training initiatives in 2020, including virtual policy orientations for 45 new employees, virtual harassment and workplace violence prevention trainings for 23 new employees. New supervisors, either newly hired or new to a supervisory role, received additional training on employment law and performance management. HR staff also ensured that all new employees were advised of required Massachusetts conflict of interest law training.

Although the pandemic left very little time for longer-term projects, progress was made toward two very important goals: a Diversity, Equity and Inclusion program and a Learning Management System. HR staff began the Diversity, Equity and Inclusion journey by attending several trainings and engaging in conversations with the Senior Management Team and professionals in the field. HR staff also coordinated and participated in training for the Cornerstone Learning Management System and launched a pilot learning course.

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 2020 and handled by Town Counsel:

Michele I. Mandrioli; Claudette Cavelier; Peter J. Mandrioli, Jr.; and Paul J. Mandrioli v. Whitney S. Hamnet, II; Fern Folz; Gregory and Sharlene Dorothy; David P. Smyth and Anne C. Piessens; Town of Concord; Heirs of Edward W. Sheehan and Kathryn A. Sheehan (Massachusetts Land Court)
Action to remove a cloud on the title of property. The Town determined that it does not have an interest in the property, and entered into an Agreement for Partial Judgment dismissing it from the case in April 2019. Case is pending among the remaining parties. The Town expects to be formally dismissed from the case when final judgment enters.

Perry, et al. v. Concord Zoning Board of Appeals, et al. (Massachusetts Superior Court)
Appeal from the issuance of a special permit and site plan review to the Concord Free Public Library for renovations to the existing library at 129 & 151 Main Street filed in November 2019. The plaintiffs and the Library entered into a confidential settlement agreement to which the Town was not a party, and all parties then stipulated to the dismissal of the case in May 2020.

Perry, et al. v. Concord Historic Districts Commission, et al. (Massachusetts Superior Court)
Appeal from a Certificate of Appropriateness issued by the HDC for renovations to the Concord Free Public Library. The plaintiffs and the Library entered into a confidential settlement agreement to which the Town was not a party, and all parties then stipulated to the dismissal of the case in May 2020.

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. The Town obtained a preliminary injunction in July 2020 preventing the Defendants from interfering with public access while the case is pending, after the Defendants attempted to close the road.

Discovery in the case is complete. Trial is scheduled for early June 2021. The Rasmussens, Read/Kays, Robbs, and Harvard College remain as Defendants. The Town had settled with Harvard and the Baker/Nielsens, but Harvard chose to re-enter the case and participate in trial because its rights might be affected by the Court's ruling. The Town's case focuses on historical records regarding establishment of the Road. The Town voluntarily withdrew an alternative prescriptive easement claim to streamline discovery and trial, and successfully moved to exclude certain evidence offered by the Defendants, which should also streamline trial.

PUBLIC SAFETY

FIRE DEPARTMENT

Tom Judge, Fire Chief

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

The year 2020 presented unprecedented challenges to the members of the Fire Department as we have endeavored to deliver the highest level of service possible. On March 15, 2020, as we observed fire departments across the country losing large numbers of staff to mandatory quarantine periods, we implemented restrictions designed to minimize the impact of an infection within the department. This helped us avoid cross-contamination and potentially compromising our ability to fulfill our mission. Those changes meant that members could only work in their assigned station; on-duty training could not be conducted with members from both stations which seriously hampered our normal training program. Internal staffing changes were made to create the safest possible environment as we continued to provide fire and EMS service. Through these efforts, and the hard work of an extremely dedicated staff of Firefighters and Fire Officers we were able to meet the demands of calls for service without any interruption or reduction in response.

Concord Firefighters enthusiastically became an important part of the pandemic solution locally. They conducted COVID-19 testing for Town employees which aided tremendously in the ability for the Town to continue to provide important services. The Firefighters were also trained to administer vaccinations, and that is a need that they help to fill early 2021.

The Fire Department call volume decreased slightly from the previous year, most likely attributable to people staying or working at home, significantly less traffic, and businesses closing or working with reduced hours.

Emergency Responses 2020

NFIRS CATEGORY	NUMBER
Fires/Explosions*	43
Overpressure/Ruptures	0
Emergency Medical/Rescue**	1,794
Hazardous Conditions***	182
Service Calls	340
Good Intent Call/Public Service	232
Fire and CO Alarms/Other Alarms	782
Weather Related	8
Special/Miscellaneous	10
TOTAL EMERGENCY RESPONSES	3,391

*Fires occurred within the following sub-categories:

Structure fires:	19
Vehicle fires:	5
Brush fires:	13
Other fires:	6
There were no explosions	
Estimated dollar loss from all fires:	\$31,000

** - Of the EMS responses 1,417 resulted in patient transport to a hospital at the following level of care:

BLS transports:	641
ALS transports:	776

Included are 53 Motor Vehicle Accidents
Concord received a mutual aid ambulance 43 times
Concord provided a mutual aid ambulance 58 times

***Hazardous Conditions included the following responses:

Gas/LPG leaks:	68
Gasoline/Oil spills:	4
Chemical Hazard & Spills:	6
Electrical Problems:	46
Power Lines Down:	18
Carbon Monoxide Incidents:	16

Fire Prevention Activity

<u>Inspections</u>	<u>Total</u>
Residential Smoke/CO Alarms (Sale/Transfer)	338
Residential Smoke/CO Alarms (Construction/Alteration)	139
Commercial Fire Alarm/Suppression System	79
LP Gas Storage	40
Oil Burning Equipment	14
Oil Tank Installation	22
Oil Tank Removal	22
Liquor License	19
Day Care Facilities	5
Summer Camps	5
Hotels/Inns	9
Historic/Museums	11
Assembly Occupancies	5
Correctional Facilities	2
Healthcare Facilities	22
Schools/Dormitories	11
Construction Sites	31
Other, not classified	40
Re-inspection/Corrective Action	69
<u>Plan Reviews</u>	
Residential	67
Commercial	67
<u>School Fire Drills</u>	
Public	18
Private (including dormitories)	7
<u>Permits issued</u>	
Open Air Burning	517
Blasting	0
Cannon or Mortar Firing	9
Dumpster	76
Fire protection system	131
LP Gas Storage	44
Flammable/Combustible Storage	46
Oil burning equipment	58
Tank Removal	37
Cutting/Welding/Hot Work	10
Other, not classified	19



Firefighters preparing to extinguish a vehicle fire on Old Marlboro Road

Fire Prevention

Despite the challenges that the pandemic presented, the Fire Prevention Division had a busy year. Inspections continued as expected in the guidance of the Massachusetts Fire Code. The exception was smoke detector inspections required at the time of a residential real estate transaction. On March 20, Governor Baker issued an Executive Order temporarily deferring all residential smoke and carbon monoxide detector inspections at sale or transfer. In July, when the order was rescinded, the deferred inspections started; all of the deferred inspections were completed by October.

During the past year, the Fire Department along with other town departments has been transitioning to online permitting and scheduling for inspections. Before this, the Fire Department had been issuing some permits online. The combination of the new system and the previous experience proved to be beneficial as we had to transition quickly into an online entity for the non-emergency administrative type of work required in Fire Prevention.

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

Construction site fire safety, both commercial and residential, has been an important area of focus for the Fire Prevention Division. The Assistant Fire Chief and the Fire Prevention Inspector spend numerous hours meeting with various building contractors and construction supervisors, and inspecting the many properties in town undergoing construction, alteration, and demolition, to ensure optimum fire safety during these critical phases.

CFD participates in a program sponsored by the Massachusetts Department of Fire Services called S.A.F.E. (Student Awareness of Fire Education), Lieutenant Sean Murphy manages this program and its companion program Senior SAFE which provides fire prevention services to the senior community. Normally, Lt. Murphy along with other staff visits the schools in Concord and presents programs to students on fire safety. In 2020, Lt. Murphy went virtual and conducted SAFE presentations to the schools via Zoom.

The Senior SAFE program gives us an opportunity to provide fire safety education and install smoke and carbon monoxide detectors for seniors that need assistance.

Community

The Concord Firefighters Relief Association sponsored its annual toy drive once again this year. This year we were given a boost by the Concord Carlisle High School (CCHS) Football team who reached out and asked if they could contribute their



Members of the CCHS Football team, along with CFD Members displaying a sampling of the toys that were collected in a team effort!

time to collecting toys. This year, with the ongoing pandemic there was a greater need than ever, and the members of Concord Fire Department were proud to be able to make the holidays a little better for families that were in need.

Training

Many hours are dedicated to continuing education in Emergency Medical and Firefighting skills, additionally; several of our staff are members of specialized regional teams such as hazardous materials, technical rescue, fire investigation, emergency communications, and incident support teams. Throughout the year, those members, Captain Dave Curran, Captain Bill Noke, Lieutenant Billy Nelson, Firefighter Rolfe, Firefighter Ostroskey, and Fire Inspector Nichols trained with their teams. The regional approach to these specialized teams provides the Town with access to a tremendous amount of resources and expertise. The Massachusetts Firefighting Academy is a training resource for all departments in the state; not only does Concord Fire take advantage of the opportunities, we are fortunate that many of our staff are instructors at the academy.

Despite the challenges that the pandemic created for our regular training program. Regular training continued, while maintaining social distance and keeping staff separated as much as possible. Our staff was still able to much of the normal day-to-day training.

Personnel

Firefighter John Bendel retired on April 27, 2020 after thirty-three years of service to the town. We wish John and his wife Ellen a long and happy retirement!

Firefighter Matthew Vickery tendered his resignation to accept a position with the Marlborough Fire Department. We wish Matt every success!

New Firefighter

We are pleased to have Firefighter Chris Hunter join us this year. FF Hunter is assigned to Ambulance 3 at Station two on Group 1.

LOCAL EMERGENCY PLANNING COMMITTEE

Thomas Judge, Fire Chief /
Emergency Management Director, Chair
Donald Kingman, Co-Chair

Our Local Emergency Planning Committee, 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.

Early in 2020, Concord joined the Mystic Regional Emergency Planning Committee (MREPC). Joining the REPC provides training opportunities for town staff with emergency management responsibilities, and being a member community aids Concord in staying in compliance with the Emergency Planning and Community Right-to-Know Act (42 U.S.C. 11011 et seq. (1986)).

CONCORD EMERGENCY MANAGEMENT AGENCY (CEMA)

Thomas Judge, Emergency Management Director
Walter Latta, Assistant Fire Chief,
Deputy Emergency Management Director
Don Kingman, Deputy Director

CEMA maintains the Town's State-mandated Comprehensive Emergency Preparedness Plan (CEMP), a document that outlines the roles and responsibilities of different agencies during a significant emergency and provides a resource guide. These could be emergencies involving a broad spectrum of All-Hazard topics such as incidents caused by weather (floods, ice storms, etc.), public health crises, hazardous materials spills and other human-created events.

The public health crisis was certainly at the forefront during 2020. Emergency Management working closely to support the Concord Health Department with its public health mission has been a priority. A virtual Emergency Operations Center (EOC) was opened in March and EOC staff from town

departments met daily through the end of the summer, then meetings continued weekly. As the Health Department managed all of the contact tracing, and planning for vaccinations, Emergency Management worked on the logistics to support the plan. With assistance from virtually every town department, we were able to stand up a temporary structure as a site to perform vaccinations and testing. The site, located in the CCHS parking lot required input, services and the collective resources from Public Health, Concord Public Schools, Concord Municipal Light Department, Public Works, Police, Fire, Town Managers Office, Facilities, Finance, and Building Department Inspectional Services. This team was able to create a site capable of providing service to the Town that fit the needs of the Health Department's mass vaccination plan, which has been in place for a number of years.

The Covid-19 Pandemic required expenditures town-wide that were not expected. A role of emergency management is to coordinate the documentation of needed supplies, structures, and equipment for reporting to the Federal Emergency Management Agency disaster public assistance grant and the Coronavirus Aid, Relief, and Economic Security Act (CARES) for reimbursement. Few disasters involve every town department; this one did, and the teamwork across all departments to develop the documentation that leads to successful reimbursement has been amazing.

The Emergency Operations Center 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 all of the departments including the Department of Planning and Land Management notably Public Health, Public Works, Police, Concord Municipal Light, and Fire, Facilities, Town Managers Office, Finance, Human Resources coordinate the Town's response to different emergency incidents affecting the Town.

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, 4 Special Police Officers, 9 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 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 throughout town, who may require special assistance. This is in addition to an existing service, “Concord Resident Emergency Services,” an informational form which increases awareness of elderly residents in Town, who officers also may be called upon to assist.

The year 2020 provided some very unique challenges for the Department as well as for the Town. The COVID-19 pandemic that swept across the country affected the way we conducted business as a Police Department. The Department implemented new practices and procedures that required officers to take reports by phone in

non-emergency situations versus in person as was the case prior to the pandemic. The COVID-19 pandemic also required that officers were to wear masks when interacting with the public along with utilizing additional forms of personal protective equipment (PPE) in order to keep officers and the public safe at all times. This year there was civil unrest throughout the country which increased after the murder of George Floyd in Minneapolis, Minnesota. Officers responded to protests and kept the peace in Concord and assisted other communities. Governor Charlie Baker signed into law “An Act Relative to Justice, Equity and Accountability in Law Enforcement in the Commonwealth.” The Concord Police Department met or exceeded standards included in the law prior to its enactment. The Department has also taken the additional step of initiating an “integrated in car/body-worn camera program” in order to ensure confidence in the Police Department of those who live, work or visit town.



Monument Square Protests

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

information to assist drivers as they become new drivers and travel on the roadways.

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

Partnerships with federal, state and local agencies are important parts of the Department's strategy to ensure the safety of the community through resource sharing and mutual aid. The Concord Police Department continues to be an active member of the 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 (RRT), Motorcycle Unit, and the STARS Team (School Threat Assessment and Response System). The Department collaborated with 8 Middlesex County Police Departments and the Concord District Court, and continues work with a "Jail Diversion" Grant to address mental health issues. The Massachusetts Executive Office of Health and Human Services' Department of Mental Health awarded the coalition the grant. As part of the coalition's innovative model, officers work with a Clinical Coordinator, who manages the Jail Diversion Program. The role of the Jail Diversion Clinical Coordinator continues to be to train Officers in mental health, first aid, and to serve on the Crisis Intervention Team (CIT). The Coordinator also works with the Department Officers to create a diversion strategy that is appropriate for any individual who comes in contact with police.

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

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

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

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 tele-communicators 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 a new Public Safety Dispatcher this past year. Brittany O'Neil joined the Department, and brings experience of Public Safety dispatching with her.

Officers Tia Manchuso and Kevin Gena continued their duties as School Resource Officers, assisting students throughout the community. Lieutenant Christopher Troiano left the Department in 2020 with many years of service, and Officer Nathan Fisher joined the department as a Patrol Officer. Sergeant Brian Goldman was promoted to the rank of Lieutenant in 2020.

Officer Toumayan continues to serve as a member of the NEMLEC Regional Response Team (RRT), and Sergeant Michael Burgess and Officer Greg Mailloux serve as members of the NEMLEC Motorcycle Unit. Officer Luke Rennie continues to serve as a member of the NEMLEC SWAT Team,

and Officer John O'Connor has been assigned as Assistant Safety Officer. Dispatcher Anthony Marabella serves NEMLEC as a Tactical Dispatcher.

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.



Officers Brown and Mailloux remind of the recommended six foot social distance guidance.

2020 Incidents Report

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

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.

2020 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	101	9	1	0	0	19	53	0	6	13	0
FEBRUARY	75	3	1	0	3	15	40	0	4	9	0
MARCH	74	4	2	0	1	9	47	3	2	6	0
APRIL	74	2	2	0	1	15	37	1	5	11	0
MAY	114	7	5	0	0	23	61	8	2	8	0
JUNE	93	7	3	1	1	38	34	0	2	7	0
JULY	121	5	4	4	0	24	65	3	3	13	0
AUGUST	104	8	3	5	1	25	57	2	1	1	1
SEPTEMBER	91	4	2	1	3	17	42	3	5	12	2
OCTOBER	33	6	7	0	2	9	6	0	0	3	0
NOVEMBER	22	1	1	1	1	5	11	0	0	2	0
DECEMBER	21	1	5	0	0	7	6	0	1	1	0
TOTAL	923	57	36	12	13	206	459	20	31	86	3

MUNICIPAL LIGHT PLANT

David G. Wood, Director

Concord Light (“CMLP”) is a community-owned electric utility, created for and by the citizens of Concord in 1898. The goal then, as now, was to provide reliable and reasonably priced service in a responsive and thoughtful manner. Our mission is to partner with our customers, civic institutions, and employees to foster a vital community, in the near and in the long term, in which to live, raise a family, work, and operate a business. Our 2018 – 2025 Strategic Plan, available at concordma.gov/cmlp 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 2020 focused on a number of initiatives designed to achieve those goals.

The Town Manager appoints a five member, volunteer Light Board comprising local residents. Current Light Board members include Gordon Brockway, Brian Foulds (Clerk) Pamela Hill, Alice Kaufman (Chair), and Wendy Rovelli.

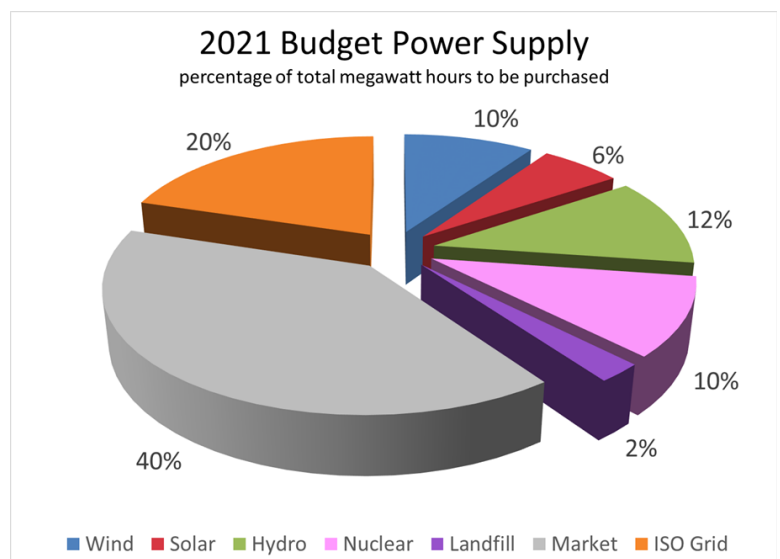


The Board meets monthly to discuss and/or vote on topics such as rates, power supply and renewable energy options. The Board encourages customers to attend.

The Concord Municipal Light Plant (CMLP) operates as an Enterprise Fund within the Town government. No property tax money is required or used to operate the Light Plant. All operating expenses including electricity purchases, capital investments, and debt service are paid by the Light Plant customers. In addition, the Light Plant contributes to the Town’s operating budget via a Payment-in-Lieu-of Taxes (PILOT). For 2020, this formula based payment was \$478,000.

Power Supply

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



Non-Carbon Emitting Sources

Project	Location	Year Purchased	% of needs
Canton Mountain Wind	Canton, ME	2017	2%
Seabrook Nuclear	Seabrook, NH	2017	20%
Granite Wind	Coos County, NH	2018	1.5%
Existing Hydro	Housatonic River, CT	2019	3.4%
Chariot Solar	Hinsdale, NH	2019	2.7%
Cabot/Turners Falls	Connecticut River, MA	2020	12.5%
Seabrook Nuclear	Seabrook, NH	2020	15%
Rox Wind	Roxbury, ME	2020	3.6%
Gravel Pitt Solar	CT, MA or NH	2020	1.9%

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

Generation Year	Associated RECs Retired	Purchased RECs Retired	Total RECs Retired	% of Sales
2020	27,281	43,028	70,308	44%
2019	27,239	55,703	82,942	50%
2018	19,115	74,256	93,371	54%

Non-Carbon Emitting

CMLP is actively replacing fossil-based generating resources with carbon-free sources in a fiscally responsible manner. Below is a list of recent power purchases from non-carbon emitting sources.

In 2018 CMLP began collecting an extra \$0.01 per kilowatt hour from customers on all energy sales in order to establish a fund to pay for the purchase of Massachusetts Class 1 renewable energy certificates (“MA Class 1 RECs.”) In September 2020 the charge was increased to 0.015 per kilowatt hour, and on January 1, 2021 the charge was increased to 0.02 per kilowatt hour. The table below shows how many RECs were retired by generation year and where the RECs came from – whether they were associated with the purchase of physical energy or purchased separately. Note, CMLP will not complete the purchase of non-associated 2020 RECs until June 15, 2021. The figure provided for 2020 “Purchased RECs Retired” is only an estimate. CMLP’s REC purchase strategy purposefully sets the cost of the

program at a fixed level while letting the amount of RECs purchased in any year to float based upon the market price of RECs. That program feature prevents the attainment of carbon neutral power from significantly increasing rates. Like commodity prices, REC prices fluctuate with supply and demand. 2018 REC prices were generally less than \$0.01/kWh. 2019 REC prices averaged \$0.029/kWh. So far 2020 REC prices are averaging \$0.045/kWh, or 5 times the price of 2018 RECs.

Despite the increase in REC prices, CMLP is on track to meet its goal of 100% non-emitting electricity by 2030. New hydro and nuclear supply contracts coming online will increase the total amount of ME Class 2 and EFECs that CMLP will be able to retire. In 2023 new wind and solar supply contracts will increase the total amount of MA Class 1 RECs. Finally the renewable energy surcharge increase will broaden the funds available to offset the cost of either non-associated MA Class 1 REC purchases or renewable energy

contracts. At current market prices, CMLP would retire RECs equal to approximately 72% of its total 2021 electricity purchases and perhaps 74% of its sales. As CMLP's purchases of energy from resources with certificates increases further in 2022 and beyond, it is expected that CMLP will be able to retire RECs equal to as much as 90% of its purchases with REC prices remaining at current levels.

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

Energy Management

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

A Guide for New Homeowners

In 2020, CMLP prepared a guide to the services and rebates available from CMLP and CPW that can make our customers' new homes more comfortable, save them money and reduce their carbon emissions. The new guide is available at concordma.gov/1752/Your-Home.

Electric Vehicles

Due to constraints imposed by the pandemic in 2020, a focus was put on providing virtual resources to help customers transition to EVs including an April e-newsletter and social media posts featured an EV video playlist and a Virtual Test Drive portal.

Over 500 CMLP customers responded to a survey, "Your Future Vehicle Choice," about their EV purchasing plans and attitudes about driving electric. Over 68% responded that they may consider purchasing an EV in the next few years. Respondents said the top purchase influence factors were lower carbon footprint (65.1%), followed by a cash rebate (62.6%), air quality benefits (57%) and/or savings on fuel & maintenance (51%).

In place of an in-person Ride & Drive event, CMLP organized a virtual Local Dealership Roundtable for Car Buyers in October which had 69 participants. In addition, CMLP's free Electric Vehicle Toll-Free Support Line and Email, handled over 120

interactions with 68 unique customers in 2020.

In 2020, CMLP launched two programs to help multi-dwelling units (MDUs) install EV charging infrastructure for their residents: the EV Ready Pilot Program and the Shared Charger Program. In 2020, the EV Ready Pilot Program was completed with Riverwalk, Center Village and Milldam Square Condominium Associations. The Pilot Program has created examples of EV charging infrastructure designs at MDUs with different parking area types. The Shared Charger Program offers MDUs the opportunity to have CMLP install, own, and operate one dual-port shared charging station on MDU property, the first charging station was installed at Concord Greene in 2020.

Heat Pumps

Over 100 Concord residents attended Climate-Friendly Heating and Cooling Community Events held on February 29th at the Harvey Wheeler Community Center and on March 4th in Wayland. CMLP co-sponsored the events with Concord's Sustainability Division and the HeatSmart Alliance, a coalition of area communities working together to promote sustainable heating and cooling.

Through a subcontract with Energy New England, Abode Energy Management is now providing our customers with access to heat pump experts, a participating installer list and a quality assurance process for heat pump installations.

CMLP was awarded a \$38,000 DEED grant from the American Public Power Association to pilot a Heat Pump Coaching Program. In December, two part-time heat pump coaches were hired on CMLP's behalf: Concord residents Geoff Tritsch and Ethan Herberman. Geoff and Ethan start work in January 2021. Coaches are trained and mentored by Abode's Heat Pump Specialist.

CMLP rebates supported installations of 36 air source heat pumps, 2 ground source heat pumps and 8 heat pump water heaters in 2020.

Home Energy Assessments

Sixty-four customers received home energy assessments from CMLP in 2020, most done via video during the pandemic.

Residential Energy Efficiency Rebates

29 residential customers received rebates in 2020 for weatherizing their homes or purchasing and installing LED light bulbs. CMLP broadened its weatherization rebate program beyond electrically heated homes in 2020, to include homes heating with oil and propane.

Commercial Energy Efficiency Rebates

In 2020, business customers received almost \$30,000 in rebates through CMLP's High Efficiency Lighting Program. CMLP also began offering air source heat pump and heat pump water heater rebates to business customers in 2020.

Solar Photovoltaic (PV) Rebates

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

Twenty-four customers received CMLP's traditional solar rebate and 14 received MLP solar rebates. There are now a total of 380 PV systems on residential and commercial rooftops in Concord with a combined capacity of 3.8 MW DC.

Community Service

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

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

Residential Rate Assistance: CMLP began our Residential Rate Assistance program in 2006 to help Concord residents in financial need. Eligible customers are able to lower their bills by as much as 50%. As of December 2020, there were 138 Electric

and 26 Water customers enrolled in this program.

COVID-19 Assistance: For Concord residents and businesses in financial need during the COVID-19 pandemic, Concord Utilities temporarily suspended the collection process and disconnection of all utilities, as well as late payment charges for non-payment. Concord Utilities Customer Service Representatives worked with customers experiencing financial hardship to devise payment plans and offer assistance packages in conjunction with other Town services.

Concord Municipal Utilities Customer Service

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

Enterprise Software

CMLP partnered with NISC (National Information Solutions Cooperative) to implement new enterprise software beginning in May 2019. This was a multi-year implementation including several modules such as the new customer information and billing system and SmartHub®, the customer self-service portal.

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

Customers can also register for a SmartHub account or download the free app for their smartphone or tablet to access information, receive updates, pay bills and more. Customers can now report an outage, line down or other power-related emergency using SmartHub. As of December 2020, there were 3,785 customers registered with SmartHub accounts.

Operations and Engineering

COVID-19 forced the Light Plant to adjust our priorities, schedules, workloads and staffing allocations. Our main focus was, and continues to be, providing safe and reliable electric power and broadband to our customers. This year CMLP had to reprioritize operational responses and project work to essential tasks only. This was done to protect our employees, citizens and the distribution system. The largest driver for the altered work schedules and staffing, was the fear of having all operations personnel out sick at the same time. If CMLP experienced a mass illness event, there would be no one to operate the distribution system or respond to emergencies. Even with all of the adjustments and disruptions, CMLP was still able to accomplish quite a few things.

Underground Direct Buried Upgrade

Bartkus Farm subdivision direct buried replacement project was started as part of CMLP's direct buried replacement program. The project had a slow start due to staffing levels as a direct result of COVID-19 protocols. CMLP plans to complete this project in early 2021, as protocol allows. As part of this and other direct buried projects, CMLP crews installed a new underground primary and secondary electrical and communication duct bank, new underground primary and secondary cable, devices, and transformers. Of note, the associated direct buried services are privately owned and are the responsibility of the owner to maintain and replace at their expense.

Underground Conversion Projects

As part of the Cambridge Turnpike Improvement Project (CPW Project), CMLP extended the existing underground ductbank along Lexington Road near Cambridge Turnpike. The installation of this ductbank allowed for the overhead to underground conversion of Circuit 223-H6 along Lexington Road through the new intersection with Cambridge Turnpike. Additionally two new switchgear devices were installed on the new underground line. In 2020, we were able to convert all of the services in section one to underground. We also upgraded the street lighting removed overhead conductors and utility poles. This conversion, along with the entire Cambridge Turnpike Project, greatly improves the reliability,

expansion of broadband services and visual impact in the area. CMLP plans to continue work on Cambridge Turnpike in 2021.

Substation Safety, Security and Efficiency Upgrades

The exterior lighting at Substation 223 has been upgraded to high-efficiency/low-maintenance LED lighting. This increased the safety and security of the building and grounds. Photoelectric/motion sensors were installed in various locations to ensure that lighting only comes on when needed.

Substation Equipment Maintenance

Routine preventive maintenance was performed on critical equipment at Substations 219 and 223 this year. Generally, this type of maintenance occurs every three years. Transformer relays, circuit breakers and batteries preventive maintenance was performed. This preventive maintenance is critical to the reliability of our system. By maintaining our equipment on a regular basis, we ensure reliable and safe electric service for our customers, while extending the usable life of the equipment.

Tree Trimming

Another vital part of our preventive maintenance program is tree trimming. This year, CMLP completed tree trimming of overhead conductor areas south of Route 2, or approximately one half of the Town. The tree trimming will help to ensure a reliable and safe electric distribution system. We plan on trimming the trees north of Route 2 in 2021.

Substation Metering Upgrade Project

Power quality meter replacement is required at both of CMLP's Substations. These meters are needed to measure power consumption, loss, efficiency, etc on all distribution feeders. Unfortunately this project was delayed this year as a direct result of the pandemic and is planned to move forward in 2021.

Emergency Storm Response

Several storms affected Concord this year. The October Wind Storm created a wide path of destruction in Concord as well as the surrounding areas. As a result of this storm, over one third of our customers lost power. CMLP responded to these



Emergency Response from August Storm

outages and worked around the clock until our customers had their power back.

H2 Recloser Replacement and Monument Square Flagpole Lighting Upgrade

CMLP replaced the H2 Recloser this year due to age and condition of the equipment. We also took the opportunity to upgrade the control module for this recloser. The new control module will give CMLP engineers greater visibility and control over this very important distribution device. The new recloser has added resiliency and reliability to our distribution system.

We also upgraded the Monument Square Flagpole Lighting this year. The need for an upgrade was identified after failures of the previously installed spotlights. The replacement lights are now high efficiency LED fixtures, which should operate for many years while using less energy.

Infrared Inspection of Distribution System
As part of CMLP's routine maintenance and inspection program, an infrared inspection and analysis was performed on the overhead and some underground areas of the distribution system in 2020. This type of inspection provides reliable data that allows CMLP engineers to determine if and what is defective and needs replacement. By identifying and repairing defects far in advance, we all benefit from a reduction in downtime and an increase in reliability.

Telecommunications

2020 was the sixth full year of operation for 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.

Subscriptions grew to 1484 residential and business accounts between January and December 2020, a net increase of 85 subscribers for the year. Revenues in 2020 exceeded \$1.3 million, a 15% increase over 2019. 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.

We were able to implement our third across the board speed increase while pricing for the services remained steady in 2020. In fact, we have never had a price increase from our initial offering in 2014. The plans offer fully symmetrical bandwidth (matching upload and download speed). Information about the offerings is on the Town's web site at concordma.gov/broadband. 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 2020, the telecom staff, working with Town IT staff, participated in projects to support the Town's network.

In 2020, 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.

PUBLIC WORKS

PUBLIC WORKS COMMISSION

James Terry, Chair, Chair
Andrew Boardman, Vice Chair
David De Long
Jef Fasser
K.C. Winslow



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

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

The ongoing activities of the Commission can be found throughout the year on the web at concordma.gov.

Highlights of the Commission's activities for 2020 included (in chronological order):

- Conducted a Public Hearing and approved revised curbside collection and disposal rates effective April 1, 2020. In addition, effective April 1, 2020, the cost of weekly disposal tags increased from \$1.50 to \$1.80 each and the cost of six month barrel stickers was increased from \$39 to \$46.80 each.
- Conducted a Wastewater Capacity update/discussion.
- Conducted executive sessions to discuss litigation strategy relative to the Nagog Pond Water Rights and Treatment Facility Upgrade.
- Conducted a Roads Program Briefing.
- Discussed various Town Meeting Articles with no unusual items requiring a presentation at Town Meeting.
- Wished Commissioner Steve Ng well upon his departure from the Commission after many years of valued service.
- Conducted the Water and Sewer Rate public hearing and approved the FY21 rate schedules.
- Discussed the Integrated Water Management Plan – Municipal Vulnerability Preparedness Plan Grant Application which the Commission voted to provide a letter of support.
- Reviewed and voted affirmatively to approve the request from the Mass. Dept. of Conservation and Recreation to allow a private sewer installed in 1948 within the Walden Street right-of-way to serve the Walden Pond State Reservation.
- Discussed the State of Water Conservation Update and voted to retroactively implement a one day per week outdoor watering restriction with watering permitted before 9 AM and after 5 PM.
- Reviewed and voted affirmatively to approve the requested waiver of Sewer Regulations in order to approve a single service sewer connection to 19A Central Street.
- Expressed gratitude to Peter Wallis for serving two complete 3-year terms on the Public Works Commission.
- Commissioner Jef Fasser was welcomed as a new member of the Commission.
- Reviewed and voted affirmatively to approve the request for a water main extension at Keuka Road.

- Discussed Traffic Management Coordination issues including citizen requests for crosswalks and pedestrian/bicycle amenities in different locations in Town.
- Commissioner David DeLong was welcomed as a member of the Commission.
- Participated in a presentation regarding winter maintenance preparations at Concord Public Works.

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

CEMETERY COMMITTEE

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

2020 was a challenging year for the Concord Cemetery Committee due to the COVID-19 pandemic. Thanks to Town Staff, the committee was able to begin meeting again via Zoom in July and therefore able to accomplish a great deal. Sleepy Hollow Cemetery proved to be a great blessing for many Concord citizens and visitors during this difficult time by being both a site for remembering and honoring those who have died and also a place where the living could be refreshed by taking a walk or enjoying the peaceful surroundings in this beautiful place. Cemetery Superintendent Miklosko carefully tended to the overall concerns of

the Town’s cemeteries while Cemetery Supervisor Tish Hopkins managed burials, cemetery upkeep and grounds, plot purchases and sales. We are very thankful for their hard work and very fortunate to have them working for Concord. This year, Erik Shaw came on board as the new Assistant Superintendent. Susan Bates of the Select Board continued as our Liaison to the Board; the Committee was pleased and encouraged by her presence at its meetings. We welcomed Justine St. John, the new administrative assistant for Highway and Grounds, who will be keeping track of our minutes going forward.

Mausoleum Lots—The Concord Cemetery Committee voted on rates for the sale of five mausoleum lots at a public rate hearing held online on December 2, 2020. These lots are now available for sale in Sleepy Hollow Cemetery; three in the older part and two in the new area. The process to offer mausoleum plots began in 2015 after receiving a request for one. There is one existing mausoleum, the Pope Tomb, which is located near the Melvin Memorial. No requests had been made for such a lot since 1930 and the Committee decided it would not be feasible to lay out and price new mausoleum sites until first conducting a major update of the Sleepy Hollow Master Plan.

This update was done in 2017-2018, paying particular attention to the supply of gravesites. During the creation of the Master Plan, an investigation and inquiry was conducted regarding use, design and sales of mausoleum sites at other historic cemeteries in the Boston area. Then a public hearing was held in November, 2018, to discuss mausoleum sites and other burial options; public responses were all positive. The Committee affirmed that any mausoleum built must conform to the historic tenor of Sleepy Hollow Cemetery. After the public hearing the Committee and Superintendent created and approved a set of rules and regulations for the design and building of mausoleums, including rates for purchasing mausoleum lots.

Headstone Restoration Project— In 2017 the Committee and Cemetery Administration decided to dedicate funds, time and effort to a number of older headstones that have fallen, broken, or were in need of repair or restoration. Tish Hopkins did a

superlative job of photographing all such headstones and created an inventory and priority repair list. The Committee decided in 2019 to make this an annual commitment with an allocation of at least \$10,000.



Stone reads "In Memory of Mrs. Bathsheba Lee, who died October 25, 1792, aged 70", one of 28 stones restored in 2020

In 2020 the Superintendent and the Cemetery Supervisor solicited bids for this work and a contract for \$12,600 was awarded to Ta Mara Conde of Historic Gravestone Services. Starting in April, she restored 28 individual gravestones. The project summary can be viewed online on the Cemetery Committee's webpage.

Records Scanning— Up until this year all of Concord's cemetery's records, including deeds, were kept in hand-written paper format. Knowing this is not a secure means for keeping track of this important information and wishing to place them in a more accessible electronic format, this year the Committee worked with the Highway and Grounds Superintendent, Cemetery Supervisor, and Town's Archivist Nathaniel Smith to plan and award a contract, ultimately Boston Computer Scanning was chosen. The project aims to make these records accessible to the public scanning all of these documents into electronic files which will be easily searchable and will also be coordinated via GPS with maps showing where each grave is located.

Cemetery Clean-up—Einstein's Landscaping's contract was renewed to do cemetery lawn care and spring and fall cleanups after it was decided that Einstein's has been performing their job well.

Bicycle Use of Cemetery Trails—The Committee heard concerns this year that bicyclists using unpaved trails may be contributing to erosion on cemetery property and that bicyclists using pathways in the cemetery have occasionally disturbed funeral services. The Committee also noted the Bruce Freeman Trail Committee hopes to connect that trail to the Reformatory Branch Trail which borders Sleepy Hollow Cemetery along its northern side. The Committee realizes this may bring more bicycle traffic into the cemetery. Agreeing that enforcement of a "No Bicycles" rule would be difficult, the Committee decided as an alternative to post signs alerting bicyclists to be more careful. Committee member Brian Davidson attended a Concord Natural Resources meeting to gain perspective on their views regarding bicycle use in Concord and later drafted a letter the Committee sent to other town committees regarding concerns about bicycle use in the cemetery.

Subcommittee Formed to Plan for Columbarium— Andrea Solomon and Jerry Soucy volunteered to form a subcommittee to study building a columbarium in the New Area of Sleepy Hollow Cemetery. Since the public hearing on gravesite supply in 2018 the Committee has been aware of a demand in Concord for an above-ground structure for the interment of ashes, or cremains, as they are termed. The full Committee, agreeing that the design, financing and construction of this structure will be a priority for 2021.

Concord Cemeteries in the News— The making of the film, "Little Women" turned attention to Sleepy Hollow in an article to do with Marc Daniels whose is on Authors Ridge in the G. W. Hosmer plot. Daniels was a pioneering television director who directed a live TV Ford Theater production version of "Little Women." The author of Little Women, Louisa May Alcott, is buried nearby. Then in May, the cemetery was again in the news for how graves would be marked for Memorial Day during the unusual circumstances surrounding the COVID-19 Pandemic.

Friends of Sleepy Hollow—The Friends’ Board of Directors led by President Kevin Plodzick designed and purchased signs for 26 indigenous trees, one for each of 26 species, in Sleepy Hollow. This is the latest of a long line of generous and thoughtful contributions the Friends have made as they continue to be a much appreciated asset to the cemetery.

Statistics—In 2020 there were 108 interments and one disinterment at Sleepy Hollow Cemetery. Fifty-three of these interments were Concord residents at the time of their death. Forty-one of the interments were full burials and sixty-seven were cremations. Lot sales for the year totaled 114 with 10 of those being sold to eligible former residents.

ADMINISTRATION

Alan H. Cathcart
Director of Public Works

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

This year our Department, the Town and the World responded to a global pandemic (COVID-19 Virus) that altered the very foundation of everything we do. Despite this unprecedented challenge, under the direction of an entirely new leadership group within CPW, our employees continued to provide essential services to the residents, businesses and regional institutions that we serve. To do so, the Administration observed first hand individual and group sacrifices made by CPW employees whom banded together to selflessly accomplish this mission. Public Works Director Alan Cathcart expressed his feelings of pride and being humbled

to work with such a fine group of individuals. The Administration felt that it has been equally helpful and rewarding to be provided with the support and understanding of the residents and businesses we serve as we continue to navigate through what is becoming “the new normal” with respect to day-to-day functions.

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, and recreation equipment; Town cemeteries; the Town’s compost site and closed landfill, including the earth products and snow storage facility; the public water supply including its storage, pumping, and distribution systems; the Town’s sewer collection, pumping, and treatment systems; and CPW buildings and equipment.

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

Keys to Organizational Excellence

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

CPW Team, Programs & Organization

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

CPW Leadership and Innovation

In response to the communities growing interest in developing policies and practices that adhere to sustainable and environmentally responsible principles, CPW has taken the first step in what promises to be long journey towards developing an Integrated Water Resources Plan. As CPW is responsible for managing all of the Towns water resource related assets (drinking water, wastewater, and stormwater) we accept that it is our responsibility to manage these assets in a manner that balances community “infrastructure” needs in concert with environmental and climactic needs. With this in mind, CPW has engaged a consulting team that will help us identify other key stakeholders who will participate in determining the vision, goals and implementation actions of this plan.

Learning and Growth

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

Infrastructure Improvements and Initiatives

Once again, the team at Concord Public Works is pleased to provide the Town of Concord with quality and responsive service. The Divisional Reports that follow summarize a series of initiatives and accomplishments in 2020.

ENGINEERING DIVISION

Stephen Dookran, P.E. Town Engineer

The Concord Public Works (CPW) Engineering Division is responsible for the planning, design, engineering and construction administration of the Town’s public right-of-way infrastructure including roads, sidewalks, bridges, and stormwater/drainage. Engineering provides professional engineering, construction management, and permitting administration for other CPW divisions, Town departments and boards. This work is performed by a team led by the Town Engineer and includes the Assistant Town Engineer, two Public Works Engineers, the Associate Engineer, the GIS Analyst and the Administrative Assistant. Through the COVID-19 pandemic, the Engineering Division continued to work effectively with a combination of remote operations and reduced office presence.

Roads Program

There are approximately 108 miles of public roads. Engineering worked on the development of this year’s program based on the five-year plan created in 2018. However, because of COVID 19 delays and funding reductions, the scope of work was adjusted as follows:

Design of Road Rehabilitation Project

Hayner Swanson Inc. prepared designs and cost estimates of road improvements for Prescott Rd., Peter Spring Rd., Minuteman Dr., Cranefield Rd. and Arrowhead Rd. to be completed in 2021. Engineering staff prepared plans and bidding documents for Bedford Ct., Lewis Rd., Park Ln., Partridge Ln. and Warner St. A contract was awarded to Newport Construction for spring 2021 work.

Milling and Paving (0.91 mile)

Selected portions of Commonwealth Ave., Elm St., Old Marlboro Rd., Main St., ORNAC, and Garrison Rd. were milled and paved. Hawthorne Lane was overlaid.

Road Crack Sealing

Engineering executed a contract that implemented 6.75 miles of crack sealing on selected streets.



Milling and Filling (Paving)

Complete Streets Grant

The Town received a grant of approximately \$400,000 in 2020 for the construction of three separate projects. MassDOT has extended the completion to September 2022 because of COVID-19 delays.

Hubbard Street – A preliminary design was completed that includes roadway pavement reconstruction, American for Disabilities Act (ADA) compliant ramps and sidewalks, and drainage system improvements. Construction is scheduled for 2021 and 2022.

Commonwealth Avenue – Additional funds for the project have been secured from project abutter, Brookside Development. A contract with an engineering consultant (TEC Inc.) to design the project was prepared and made ready for execution in early 2021. Construction is expected to begin in 2021.

Sudbury Road Crosswalk – A preliminary design was presented to the public. The final design and construction are planned for 2021.

Sidewalks/ADA Compliance/Crosswalks

Curb Ramps Improvements – The redesign of 15 curb ramps to meet ADA requirements was completed for construction in 2021. In 2020,

thirteen curb ramps were reconstructed on a portion of Old Marlboro Rd. while two curb ramps were constructed on Walden St.

New Crosswalks – The Cambridge Turnpike Improvement Project included the installation of 3 new brick crosswalks in the vicinity of Concord Museum and Emerson House as well as painted crosswalks at Mildred Cir. and Sandy Pond Rd.

Pavement Markings - Implemented the annual town-wide pavement markings. A pilot of longer lasting thermoplastic markings was implemented on selected streets to determine if it is cost advantageous over time.

On Street Parking Changes

A handicap space was relocated from 60-62 Monument Sq. to 48 Monument Sq. Changes were made for tour bus parking at 60-62 Monument Sq. and at 20 Lexington Rd.

Guardrail Replacement

Contracted for the replacement of 1,242 feet of deteriorated guardrail on Annursnac Hill Rd.

Stormwater/Drainage Improvements

Engineering designed improvements to correct drainage issues identified along Bedford St. and Annursnac Hill Rd. that included shoulder berms that were constructed by CPW forces. Also, drainage improvements have been incorporated into the design for the 2020/2021 Roads Programs.



Bio-retention Area at Sandy Pond

National Pollution Discharge Elimination System (NPDES) MS4 Permit

The Town filed “Year Two” Annual report in September 2020 detailing the past year’s activities.

- Preliminary Stormwater Pollution Prevention Plans for the Public Works facility, the Municipal Light Plant, the school bus depot, and the wastewater treatment facility.
- Drainage outfall identification and screening; prioritized 50 outfalls for inspections.
- Illicit Discharge Detection and Elimination Investigations – 6 outfalls with dry weather flow sampled and analyzed for ammonia, chlorine, E.coli, and surfactants.

Roadway Bridges

The five (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) are inspected every two years by MassDOT and any needed repairs to be made by the Town are identified. Flints Bridge (C-19-013) was given an underwater inspection of its substructure in June 2020 with findings submitted to Engineering for review.

Municipal Dams

The Town is responsible for maintaining the following three (3) dams: Warner’s Pond Dam, Dakin Brook Dam, and Dikes Dam. An Emergency Action Plan for Warner’s Pond Dam (MA00440) was prepared and filed with the State’s DCR.

Cambridge Turnpike Improvement Project (CTIP)

The project is substantially completed from Lexington Road to the approach of the Crosby Pond area. This includes significant improvements at the Lexington Road intersection and interim pavement improvements on Hawthorne Lane and Sandy Pond Road. Installation of new box culverts and binder pavement were completed at Crosby Pond. Cambridge Turnpike was opened fully to through traffic on December 24, 2020. Some additional work still needs to be performed in the spring of 2021 for final completion of the project.



Bridge across Cambridge Turnpike

Right of Way/Driveway Permitting

Issued a total of 247 permits - 150 Right of Way permits and 97 Driveway permits and performed inspections required for each permit.

Private Development Plan Reviews

Reviewed approximately 21 projects including the following that required significant effort: 1440-1450 Main Street Definitive Subdivision, Concord Country Club Irrigation Pond, Waterside Commons Planned Residential Development at 1651-1657 Main Street.

Town-Requested Engineering Services

- Field survey and base plans for the Annursnac Hill Reservoir landscaping design contractor
- Review and implementation of Outdoor Dining/Seating protection for 11 restaurants
- Review, design, and implementation of safety measures including barriers or road closures for 3 Weekend Shopping Events
- Review and design of parking for Town movie nights in 2 locations.
- Field survey and sketch for the proposed mausoleum sites in Sleepy Hollow Cemetery
- Review, design, and assistance to implementation of a Covid-19 testing and vaccination location at the Concord Carlisle High School
- Review on phases of Bruce Freeman Rail Trail under development, White Pond Improvement Project, Gerow Recreation Park and NPS Battle Road Trail.

GIS

GIS staff started implementing an interdepartmental Work Order and Asset Management System to aid in routine operations and tracking resident requests. CPW mobile technology and applications continued to be leveraged to complete tasks such as hydrant winterization and flushing, catchbasin cleaning, sewer manhole inspections, registered irrigation, chlorine sampling and compost stickers. A dynamic webviewer containing all Public Works GIS layers and information was launched for all staff, and significant progress was made on the new electronic permitting system for driveway and right of way permits, which is expected to go live in early 2021.

Approved Grants of Location/Private Utilities in Public Ways

- Main Street Bridge - National Grid's Gas Main Replacement
- Walden Street - National Grid's Gas Main Replacement
- Main Street - Comcast's Conduit Installation
- Bedford Court - National Grid's Gas Main Replacement
- Barnes Hill Road – National Grid's Gas Main extension
- Annursnac Hill Road and Strawberry Hill Road – Comcast's New Coaxial Cable Installation
- Walden Street – Walden Pond Reservation Bathhouse sewer force main

HIGHWAY AND GROUNDS

Aaron Miklosko
Highway & Grounds Superintendent

The Highway & Grounds Division of Concord Public Works maintains approximately 108 miles of public streets, along with the associated drainage systems consisting of approximately 61 miles of drain lines, 2,770 catch basins, 216 culverts, 1,214 drainage manholes, 431 outfalls, 162 leaching structures, 15 detention basins, 7 bio-retention areas, and 3 dams. CPW's Highway & Grounds Division also maintains 58 miles of sidewalks, 2,793 signs and over 90 pieces of CPW vehicles and equipment, in addition to managing the Town's compost site. The Division is also responsible for 82 acres of public parks and grounds that consist of 50 acres of active recreation areas, which include ten (10) athletic fields. CPW's Highway & Grounds Division maintains all public shade trees and park trees under the direction of the Town's Tree Warden.

Winter Maintenance Program

CPW's approach to snow and ice management requires accurately predicting the timing of winter weather events and formulating strategic and economically prudent deployment of staff and resources. CPW relies on many resources to achieve this, including real-time weather forecasting information provided by our contracted weather service, Precision Weather Forecasting Inc. In the fall of 2020, state-of-the-art weather monitoring equipment (Frost Control Systems) was installed in strategic locations around town to provide real-time weather data during snow events.

Key winter maintenance activities include de-icing, roadway plowing, sidewalk clearing and snow removal from municipal lots and business district frontages. Concord's winter maintenance program includes anti-ice pre-treatment using a brine solution applied to designated roadways around Concord when conditions allow. This environmentally sustainable practice prevents snow and ice buildup on the roadway when snow begins to fall and decreases the ability for the snow and ice to "bond" to the roadway. This allows for a reduction in salt use before and after a weather

event, saving time and money, as well as reducing environmental impact.

The 2019-20 winter season was comparatively mild and produced a below average total snow accumulation of 36 inches for the entire season. The first significant snow response occurred on December 1st, 2019 and continued through December 3rd, 2019, with 16 inches of heavy, wet snow falling in Concord during that period. Throughout the season, CPW responded to only 16 winter weather events. However, in addition to the large snow event in December, the Town experienced three long duration ice storms requiring significant response efforts.

Roads, Sidewalk, and Drainage Maintenance

CPW's Highway & Grounds Division completed ongoing maintenance and improvement to Concord's roads and sidewalks throughout the year. Asphalt patching efforts were substantial in 2020. The mild winter brought an increased amount of asphalt damage during the season as the frost/freeze cycle that causes pothole formation was exacerbated by the number of rain and freezing-rain weather events.

Early efforts for the annual Patriots' Day parade preparation began in March with the sweeping of streets and sidewalks, raking lawn areas, straightening street signs and leveling stone dust sidewalks along the route. CPW continued with these work details in spite of the new challenges and the eventual cancellation of the event due to the pandemic and declared State of Emergency.

The town-wide street sweeping program began in early spring and was completed by the end of June. Sidewalk sweeping in the business districts of downtown and West Concord was completed in April, along with select sidewalks that were impacted by winter maintenance activities.

CPW performed additional sweeping of all arterial roads again in November to remove leaves and other debris from catch basin grates in an effort to prevent clogging in the stormwater drainage system and prevent street flooding during heavy rain events. The Highway & Grounds Division also continued with weekly sweeping in the business districts,

which include Concord Center, Thoreau Depot and West Concord.

Street sign replacement continued with most work prioritized by CPW via the Town's Traffic Management Group. This interdepartmental working group includes representatives from CPW's Highway & Grounds and Engineering Divisions as well as the Concord Police Department. CPW prioritized improvements affecting sightlines for signage and pedestrian safety.

During the spring growing season, roadside mowing began with new challenges. Unable to utilize resources historically provided by the Massachusetts Correctional Institution (MCI) work crews, due to pandemic constraints, CPW relied more on the sidewalk tractor outfitted with a flail mower attachment to handle a bulk of roadside mowing. The additional workload for this aging piece of equipment was compromised by extensive downtime and costly repairs. Work was often completed manually with handheld equipment, especially in areas where vegetation affected traffic sightlines or pedestrian safety. CPW prioritized trimming in these areas throughout the growing season and addressed them accordingly.

Full-depth roadway patching and asphalt reconstruction activities continued to be a major priority for the Highway & Grounds Division. Numerous large asphalt patches were completed, in addition to asphalt improvements on Bedford Street, Annursnac Hill Rd, and at the Sanborn Middle School.

Drainage system maintenance and improvement efforts continued to be another priority of CPW's Highway & Grounds Division. CPW crews performed repairs to 49 catch basins and manhole structures in Town. Many of the needed repairs were identified during the inspections conducted as part of the catch basin cleaning program. CPW cleaned 922 catch basins in 2020, removing 428 cubic yards of material from the storm drain system. Additionally, with assistance from Engineering and the Water/Sewer Division, Highway & Grounds was able to identify and clear several stormwater drains via high-pressure jetting and vacuuming of debris in areas that had been problematic for several seasons.

Ongoing monitoring and maintenance of other drainage structures such as bio-retention areas, detention basins, drain swales, culvert headwalls and outfalls continued to be a priority this year.

Compost Site Management

The compost site at 755 Walden Street continues to be a critical asset to CPW's operation and was a very popular place this year, with many residents working in their yards this spring, summer and fall. Despite the introduction of new "social distancing" practices that needed to be implemented, due to respectful compliance and positive feedback received from residents, CPW continued to seasonally offer Wednesday and Saturday hours for residents to access the compost site to dispose of brush, leaves and invasive species. CPW also continued to utilize the compost site for equipment storage and as a staging area for wood chips and logs that are a result of the Highway & Grounds Division tree maintenance efforts. The site is also critical to CPW's winter maintenance operations by providing a storage area for snow hauled to this location from parking lots and business district areas following large snow events.

Parks and Grounds

CPW's Highway & Grounds Division continued to provide a high level of service to the Town's parks, open spaces, and trees throughout the year. The work performed by CPW's Highway & Grounds Division is performed in an environmentally sensitive and sustainable manner while caring for parks, athletic fields, traffic islands, and other Town owned outdoor facilities.

In an effort to improve upon the efficiency of operations, adherence to dedicated maintenance schedules became a priority for CPW's Highway & Grounds Division in 2020. Maintenance schedules were standardized, such as regular mowing, ball field preparation and field painting, in an effort to provide consistent playing conditions for Concord's youth sports programs and other users within the community. CPW's Highway & Grounds Division also continued to support several other community based programs including the hanging flower baskets that lined the streets in West Concord and the community gardens, which involved a daily watering regimen in conjunction with Minute Man Arc.

With sports programs on hold in the spring of 2020, CPW was able to take advantage of this unusual opportunity to perform several small athletic field renovation projects. The installation of new infield clay (100 tons) at the Ripley youth baseball field and the baseball fields at Rideout Park provided a consistent playing surface for the user groups.

Additionally, pitching mounds were re-built and new bases installed at some fields. Aggressive seeding and aeration work was also conducted at many parks and sports fields during the fall to improve turf resiliency and quality.

The Emerson Park Improvement project that had been slated to begin in 2020 experienced some delays in the project planning process due to the pandemic, but construction is now ready to break ground in the spring of 2021. Items in the first phase of the construction project will include improvements to the irrigation wells, a new irrigation system, a poured-in-place playground surface, ADA accessibility and general improvements to walking paths, fountains, and other utilities.

Trees

CPW's Highway & Grounds Division and the Town's Tree Warden continued the implementation of a long-term urban forestry management plan, which was developed by Davey Resource Group. To assist CPW in its effort to maintain the Town's urban forest to the highest professional standards possible, CPW contracted with Davey Resource Group, via funding from the Commonwealth's Municipal Vulnerability Preparedness (MVP) Grant, to assist with the planting of 100 right-of-way and setback trees in 2020.

CPW tree crews performed routine right-of-way tree maintenance throughout the roadway network in 2020. Trees were trimmed up to a height of 15 feet and over-hanging hazards were removed. The CPW Highway & Grounds Division was also busy with several emergency storm response efforts involving tree damage from high wind events in 2020. The Highway & Grounds Division, with assistance from the Water/Sewer Division and CMLP staff, worked through the night and for several days following storms to clear trees and storm debris from public ways.

The Town publicly advertised for tree removal and trimming services in 2020 and the Town awarded the contract to Mayer Tree Services. This service contract has once again proved valuable to the Town for storm response, emergency hazardous tree issues, pruning and other forestry maintenance.

Cemetery

CPW’s Cemetery Division provided burials year round and properly maintained the Town’s three cemeteries. A great deal of pride is taken in the professional and compassionate service that is provided to residents. In 2020 there were 108 interments and 1 dis-interment at Sleepy Hollow Cemetery; of these interments 53 were Concord residents at the time of their death. Of the interments, 41 were full burials and 67 were cremations. Lot sales for the year totaled 114 with 10 of those being sold to eligible former residents.

The use of contracted landscaping services continued for the mowing and spring/fall cleanup needs of Sleepy Hollow Cemetery with a renewed contract that was advertised and awarded in the summer of 2020. CPW’s Cemetery Supervisor, with assistance from the Highway & Grounds Division, provided mowing and spring/fall cleanups for the Old Hill Burying Ground and South Burying Place. CPW crews performed all other maintenance for the cemetery including pothole patching, tree and stump removal and water system maintenance. Additionally, 25 new trees were planted in the cemetery this year.

CPW hired Historic Gravestone Services to perform long needed repairs to some of the older stones in the cemeteries that had been broken or damaged over time. Great care was taken to repair 28 grave markers and preserve the memory of the first Concord residents.

The Cemetery Committee held a public hearing on December 2, 2020 to review and set lot rates for Sleepy Hollow Cemetery. During the hearing, the Committee voted and approved new rates for five new Mausoleum lots in Sleepy Hollow Cemetery.

RECYCLING AND WASTE

Melissa Simoncini
Environmental Services
Program Administrator

Curbside Collection, Disposal, and Processing

The municipal curbside collection program provided trash and recycling services to 3,510 households. Subscribers to the municipal curbside collection program set out 997 tons of mixed paper, 696 tons of commingled containers, and 2,623 tons of trash for collection.

Curbside Recycling Rate

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

Reuse and Recycling DropOff & SwapOff Events

The Spring DropOff & SwapOff event was canceled due to logistical challenges introduced by COVID-19. A Fall DropOff event was scheduled on October 17th and was determined to be a great success by those that participated. 425 residents attended the event, which was achieved using on-line pre-registration and pre-payment tools to maximize social distancing and allow for required contact tracing. The event ran smoothly, thanks to the many volunteers who assisted with planning and made this event possible.

DropOff SwapOff Participants

Year	May	October
2016	918	749
2017	894	947
2018	945	865
2019	930	842
2020	-	425

Unwanted Medication & Sharps Collection

Residents were reminded that unwanted medication and sharps are no longer collected at the DropOff & SwapOff events as there are bins for Sharps and Unwanted Meds collection in the front vestibule of the Fire and Police Building at 209 Walden Street that is open to the public 24/7/365.

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 generally open one weekend day a month from April – November. The April, May and June events were canceled due to COVID-19. 114 curbside subscribers took advantage of this offering and visited the Minuteman facility during the July-November 2020 events.

Additionally, Concord Public Works (CPW) hosted a hazardous waste collection event for residents and businesses on September 14th. All 98 participants preregistered for the event in advance, again using an online tool, and were assigned an arrival time to allow for crowd/traffic control and contact tracing. Attendance included 95 curbside program subscribers, 2 non-curbside program subscribers, and one municipal site. The next event planned at Concord Public Works will be held in September 2022.

Composting Site Turns Yard Waste into Garden Gold

From April through December 2020, residents made more than 21,000 visits to the 755 Walden Street

Compost Site, dropping off leaves, grass clippings and brush. The paint shed was closed in 2020 due to challenges associated with social distancing controls and contact tracing requirements. Styrofoam™ block, string lights and Christmas Trees were accepted for recycling at the facility after the December Holidays.

Visits to the Composting Site

Year	Leaves & Grass	Brush	Paint Drop-Off	Paint Pickup
2016	6,558	590	267	183
2017	9,968	684	437	178
2018	8,459	5,250	492	177
2019	6,871	4,367	410	116
2020	14,257	7,040	<i>closed</i>	<i>closed</i>

Landfill Inspection & Reporting

MassDEP requires an annual landfill inspection by a third-party MassDEP-approved inspector for closed landfills in the Commonwealth. Concord Public Works coordinated the annual landfill inspection with Weston & Sampson. The inspection was conducted in November of 2020. Findings from this annual landfill inspection were provided in a report which included a summary of the 2020 monitoring results at the landfill. No deviations from applicable performance standards were identified in ground-water or air quality monitoring samples collected at the site. These samples are collected and analyzed in accordance with the Town’s closed landfill post closure monitoring and maintenance requirements outlined in 310 CMR 19.132. There are nine ground-water wells and 23 soil gas probes associated with the 755 Walden Street closed landfill. The former

Year	Number of Subscribers	Recyclables collected(tons)	Trash collected (tons)	Recycling Rate
FY16	3,608	1,761	2,581	40%
FY17	3,639	1,716	2,548	40%
FY18	3,671	1,720	2,637	39%
FY19	3,663	1,618	2,619	39%
FY20	3,564	1,616	2,563	39%

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

During 2020, Concord Public Works collected 5,186 linear feet of fluorescent light bulbs and 2,681 lbs. of nickel cadmium, lithium, and lead acid batteries from residents and municipal facilities, for recycling.

Another 876 linear feet of fluorescent bulbs and 2,639 lbs. of computers and electronics were collected from local businesses at the September business recycling event. The April 2020 event was canceled due to COVID.

Grants

Concord Public Works obtained a Recycling Dividends Program (RDP) grant from MassDEP in the amount of \$7,200. The grant has been utilized to purchase recycling-related equipment including curbside recycling bins, compost bins, public space recycling bins, etc.

Bike Giveaway

Concord Public Works in partnership with The Bike Connector (Lowell, MA) was pleased to host a Bike Giveaway Event on Friday October 23 from 3-6pm. Bikes collected at the Concord Public Works DropOff events received tune-ups and a safety check by The Bike Connector volunteers. The bikes ranged in size from balance bikes & tricycles to adult bikes, with the majority of bikes for school aged children. The bike giveaway was very popular with residents.



Popular Bike Give-Away Program at Concord Public Works

WATER AND SEWER

John H. Rogers, Superintendent

In 1974 and 1976, Annual Town Meeting established separate Water and Sewer Enterprise Funds, to ensure that the operation, maintenance and capital investments in Concord's water and sewer systems would be financially viable. Expenses incurred for each system are covered by revenues from customers of each respective enterprise. Monthly billing is performed, and dozens of requests for new, replacement and rehabilitated water and sewer services from customers are reviewed for compliance with system plans and policies, including connection fees, and monitoring. The Water and Sewer Division of Concord Public Works (CPW) is responsible for managing the day-to-day operations of drinking water and sanitary sewer infrastructure. As of 2020, the total assets for each system are 23.9 million and 15.3 million dollars, respectively.

While the Division's web pages continue to be relied on for information and processes, most community outreach activities were canceled in 2020 due to the pandemic.

Water System

Concord was provided with legislative authority to establish a public water system in 1872. In 1874, water from Sandy Pond, Lincoln, began flowing through the original network of water mains to Concord Center. Today, the water system has evolved to include six groundwater wells and one surface water source, seven water pumping stations, two water treatment facilities, and a high-pressure water main network consisting of over 135 miles of pipe. Two covered storage reservoirs, one located on Annursnac Hill and the other located on Pine Hill in Lincoln provide total reserve capacity of 7.5 million gallons. There are presently 5,634 accounts receiving potable water service and fire protection from this supply. This represents approximately 95% of Concord residents and businesses, along with a small number of properties along the Route 2A water main from Nagog Pond that are in the Town of Acton.

Regulations and Policies

Concord's Water Management Act (WMA) registration and permit presently provides a cap on "authorized" water withdrawals of up to 2.51 million gallons per day (MGD) on average, or 916 million gallons per year, to meet all residential, commercial, institutional and municipal needs. Conservation limits included in this permit are an allowance of 65 gallons per day per capita (RGPCD) for residences and a 10% allowance for system losses, primarily attributed to leaks. In 2020, the total water production required to meet our system demands was 1.97 million gallons per day or 722.0 million gallons for the year. A peak day demand of 3.85 million gallons was recorded on June 22, 2020. The RGPCD and total system losses (or "unaccounted" for water use) were calculated to be 75 gals/day and 9.9%, respectively.

Massachusetts Drought Management Plan

The September 2019 Drought Management Plan guidelines were updated by the State's Office of Energy and Environmental Affairs (EEA), and a Significant Drought was declared for the Northeastern region of the Commonwealth in late June. This declaration coincided closely with the Town's implementation of a mandatory lawn watering restriction meant to reduce non-essential water use. Above average temperatures and below average rainfall persisted through the summer months, with some precipitation in the early fall. The Northeastern region was downgraded to a Mild Drought in November and after three months of normal or above-normal rainfall, an end to the drought was declared by EEA Secretary on January 7, 2021.

Water Use and Demand Management

The Town's "State of Concord's Seasonal Demand Management Plan" went into effect on May 1st, as is often the case each year before the peak demand period. On June 24, 2020, the Public Works Commission elevated the level of Seasonal Demand Management Plan to a mandatory "Lawn Watering Restriction", limiting lawn watering to no more than 1-day per week.

Integrated Water Resource Planning Initiative

Water & Sewer Division staff selected a team of consultants to aid in the development of an

Integrated Water Resources Plan (IWRP) for CPW. This plan will provide recommendations for addressing water supply, wastewater, and stormwater in a holistic, integrated manner, rather than the largely disconnected way programs and permits associated with each of these systems has been managed in the past. CPW will look to identify key stakeholders in the community to participate in the visioning process of setting goals and selecting implementable actions to achieve these goals associated with this plan.

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. A minor leak identified in one (1) hydrant accounted for an estimated loss of approximately 790 thousand gallons per year. This leak has been repaired.

Water Quality and Drinking Water Compliance
In compliance with Federal and State requirements, Concord tests and reports about its drinking water for regulated substances, with routine and non-routine activities. Bromate, regulated with a Maximum Contaminant Level (MCL) of 10 parts per billion (10 ppb), averaged just under 11 ppb over any 12-month period from Nagog Pond. Water customers were sent Public Notices on May 20, 2020 and October 21, 2020. Concord Water staff continue to work with our consulting engineers and MassDEP to evaluate existing treatment practices in an effort to reduce bromate concentrations.

Lead and Copper Rule
The Water Division performed lead and copper testing at 30 designated sample sites located throughout the water distribution system. Two schools/early education care facilities were also included in this sampling effort. Results confirmed that source water treatment efforts continue to reduce the risks of lead and copper leaching from private service lines and plumbing fixtures. The compliance values, which are based upon the 90th percentile concentration for lead and copper, were calculated as 0.006 ppm and 0.280 ppm respectively – well below the action levels of 0.015 ppm and 1.3 ppm, respectively, established by EPA.

Per- and Poly-fluoroalkyl (PFAS) Substances
On October 2, 2020, MassDEP published its Maximum Contaminant Level (MCL) of 20 ppt for PFAS6, or the sum of the following 6 PFAS compounds: PFOS, PFOA, PFHxS, PFNA, PFHpA, and PFDA. As part of this new regulatory standard, the Water Division will begin compliance monitoring at each entry point to the distribution system starting in April 2021. Ongoing regulatory developments will continue to be monitored to evaluate potential emergency, short-term, and long-term implications.

Nagog Pond: Filtration Plant Update
Environmental Partners Group (EPG) continued to partner with staff and special counsel (Mackie Shea Durning PC) to advance permitting and final design needs associated with the Nagog Pond Filtration Plant upgrade. The Town's Site Plan and Use Special Permit for the construction of the Water Treatment Facility and the replacement of the intake pipe would have lapsed on April 30, 2020, but the Acton Board of Selectmen granted an extension of the Special Permit through January 6, 2022; this is the same expiration date for the Order of Conditions (OOC) for the Water Treatment Plant issued by the Acton Conservation Commission. Also, a Chapter 91 Waterways License and 401 Water Quality Certification were issued by MassDEP and the Army Corp of Engineers for the intake pipe replacement project that was bid this, and D&C Construction of Weymouth, MA was selected as the general contractor for the project. An additional OOC was issued to the Town in December 2020 by the Acton Conservation Commission for barge access needed to perform the initial (Phase 1) intake improvements construction.

Concord Water prevailed in seeking a favorable decision from the Massachusetts Land Court relative to its longstanding water rights to Nagog Pond. Littleton Water Department appealed the Land Court decision, and Concord's counsel, Mackie, Shea & Durning, presented the Town's case to the Supreme Judicial Court in December, with a decision expected in early 2021. The Division continued to defend its position and interests. That includes monitoring of activities in the watershed and nearby, including commenting on Littleton's proposed Cobb's Pond Bedrock well, and Acton's

proposed Conant 2 Wellfield, which are both in the process of seeking State approvals.

Water Pumping Station Rehabilitation and Upgrades

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

- Jennie Dugan Well: D. L. Maher rehabilitated the well, including replacement of the pump and motor.
- Deaconess Satellite Well: D. L. Maher replaced well pump and motor.
- Annursnac Reservoir: Division staff replaced a failed “mixer” required to maintain water quality inside this 2.5 million gallon storage facility.
- Hugh Cargill Pump Station: D. L. Maher completed emergency pump repairs during the peak demand period to quickly return this station to service.
- SCADA System Upgrade: Working with a third party system integrator, Woodard & Curran, the supervisory control and data acquisition (SCADA) system, a critical component of all water and wastewater facility operations, was completely overhauled with specific attention placed on cybersecurity components.

Water Mains

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.



Main and Thoreau Water Main Break

Notable water main replacement or extension project activities performed within the past year include:

- Cambridge Turnpike Water Main Project: George R. Cairns & Sons (Windham, NH) replaced approximately 500 feet of existing water main with 10-inch and 14-inch HDPE water main.
- 2020 Water Mains Replacement Project - KJS, LLC (Walpole, MA) replaced approximately 7,190 LF of (circa 1953) 8-inch asbestos cement (AC) water main in Arrowhead Road, Cranefield Road, Minuteman Drive, Peter Spring Road and Prescott Road, and approximately 985 LF of (circa 1930) 8-inch cast iron water main in Potter Street with new 8-inch cement lined ductile iron (CLDI) pipe. The associated service laterals and hydrants in the right of way were also replaced. This included installation of 245 LF of 8-inch water main pipe on a Town owned parcel that now connects the new water main in the Peter Spring neighborhood with the existing water main in the WWTP/Great Meadows neighborhood to create a water system loop, which provides better water quality and greater service reliability for both neighborhoods and the overall distribution system.
- Keuka Road Water Main Extension – Onyx Corporation (Acton, MA) installed approx. 615 LF of 8-inch CLDI pipe along Keuka Road to create the necessary frontage for a 4 unit residential subdivision project. The work included the installation of 2 hydrants and 4 water services.
- Warner Street Water Main Extension -KJS, LLC (Walpole, MA) installed approximately 100 feet of 8-inch CLDI pipe from Warner Street to an existing

Annual Water Report Summary Table

Water Statistics	2020	2019	2018	2017	2016
Miles of Main	135.7	134.7	133.6	133.5	133.3
Hydrants	1,330	1,330	1,328	1,328	1,327
Main Pipe - New (linear feet)	1,000	500	442	1,073	2,510
Main Pipe - Replaced or Rehabilitated (lf)	7,932	3,337	6,735	626	1,568
Main Breaks	4	3	4	5	6
Number of Service Accounts	5,641	5,634	5,623	5,605	5,601
Total Water Demand (million gal.)	722	664	673	674*	728
Daily Average Demand (million gal.)	1.97	1.82	1.84	1.85*	1.99
Peak Day Demand (million gal.)	3.85	3.36	3.18	3.04	4.15
Unaccounted for Water (percent)	9.9	6.0	6.0	8.7	11
Residential per Capital per day (gal.)	75	66	66	65	70
Annual Precipitation (inches)	42.26	51.18	57.53	45.49	35.59
Mean Annual Precipitation (inches)	42.16	42.15	42.09	41.98	41.95
Residential Rate per Unit (unit = 7.48 gal.)					
Base Rate- Step 1	\$.0592	\$.0564	\$.0537	\$.0516	\$.0496
Conservation Rate – Step 2 (May 1 – Oct. 31)	\$.1243	\$.1184	\$.1128	\$.1084	\$.0992
Conservation Rate – Step 3 (May 1 – Oct. 31)	\$.0583	\$.1495	\$.1423	\$.1367	\$.1240
General Service Rate per Unit of 7.48 gallons					
Step 1 - (<50 Units)	\$.0592	\$.0564	\$.0537	\$.0516	\$.0496
Step 2 - (>50 Units)	\$.0751	\$.0715	\$.0681	\$.0655	\$.0630

main in Laws Brook Road to complete the water system loop for a single family residential redevelopment project.

Emergency Water Main Repairs: The Division performed emergency repairs at the following locations:

- Barrett’s Mill Road, on July 13, 2020
- Main St. at Thoreau Street, on August 6, 2020
- Monument Street, on October 14, 2020
- Butternut Circle, on December 15, 2020

Sewer System

Concord was provided with legislative authority to create a municipal sewer system in 1894. By early 1900 a small centralized collection system was designed and constructed, carrying wastewater from Concord center via a network of gravity mains to a collection chamber located at 141 Keyes Road where it was then pumped to a cluster of filter beds located approximately one mile away on fields located adjacent to Great Meadows. The present system consists of 34 miles of collector mains (gravity and

low pressure), two pumping stations, six neighborhood lift stations and a 1.2 MGD treatment plant. The present sewer system serves over 1,889 customers, or 35% of the community.

Regulations and Policies

NPDES Permit: Concord continues to operate its wastewater treatment facility in accordance with a National Pollutant Discharge Elimination System (NPDES) permit in accordance with conditions issued in 2013. As these permits are issued for 5 year terms, a request for renewal was submitted and reviewed by EPA in August 2018. With consideration of long-standing wastewater capacity interests of the Town, the application included a request for an increase in permitted discharge from 1.2 MGD to 1.4 MGD. Other than acknowledgment of receipt, there has been no formal response issued by EPA.

Sewer Pumping Stations

Kleinfelder completed the design of the long-anticipated upgrades of the Lowell Road and Assabet Sewer pumping stations. These stations

were last upgraded in the mid-1980s and have served well beyond their anticipated design life. The construction contract for this work was awarded to D&C Construction (D&C) of Weymouth, MA and was scheduled to begin in March 2020. The COVID-19 pandemic resulted in global manufacturing delays of goods and equipment, which had a significant effect on the construction schedule for the station upgrades. D&C began construction activities in October 2020 and final completion of the station upgrades is anticipated in early 2021.

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

Collection System

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

Infiltration and Inflow Program

Inflow & Infiltration Plan: In accordance with the a MassDEP approved Infiltration/Inflow (I/I) Control Plan (July 31, 2018), the Division completed scheduled work as part of Phase I which included the CCTV (video) inspection of approximately 48,900 LF of sewer main. The video inspections are being analyzed by the Town's consulting engineer, Weston & Sampson Engineers,

who will provide a detailed assessment that will prioritize any required repairs. Phase II of the I/I Control Plan had commenced and includes the procurement of the services qualified firms to smoke test, clean and perform CCTV (video) inspection of approximately 54,000 LF of sewer main;

There were no reportable sanitary sewer overflows identified within Concord's collection system. Furthermore, the 12-month (rolling average) of wastewater flow processed through Concord's wastewater treatment plant was .88 MGD, below the 1.2 MGD permitted capacity assigned to this facility. The infiltration rate (of groundwater) into the collection system was calculated at 26.30, and the inflow rate (stormwater) was estimated at approximately 1.96%. Both rates fall within acceptable industry limits and well below "excessive" rates as defined by the MassDEP.

Wastewater Treatment Plant Operations

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

Sewer Statistics	2020	2019	2018	2017	2016
Assabet Pumping Station					
Total Pumped (million gallons)	62.38*	88.18	94.28	88.09	74.47
Monthly Average (million gallons)	6.24*	7.35	7.86	7.34	6.21
Daily Average (million gallons)	0.20*	0.24	0.26	0.24	0.20
Lowell Road Pumping Station					
Total Pumped (million gallons)	297.27	314.07	350.37	312.64	258.44
Monthly Average (million gallons)	24.77	26.17	29.20	26.05	21.54
Daily Average (million gallons)	0.81	0.86	0.96	0.86	0.71
Bedford Street					
Total Pumped (million gallons)	7.41	7.33	7.92	6.18	5.80
Monthly Average (million gallons)	0.62	0.61	0.66	0.51	0.48
Daily Average (million gallons)	0.02	0.02	0.02	0.02	0.02
Collection System					
Number of Service Accounts	1,649	1889	1876	1,869	1,866
Miles of Sewer Main	34.03	34.03	34.03	34.03	34.03
Main Pipe Inspected (lf.)	48,941	48,000	4,515	11,350	1,500
Main Pipe Replaced/Rehabilitated (lf.)	12	0	0	0	0
Rate per Unit (unit = 7.48 gallons)	\$.1188	\$.1165	\$.1153	\$.1141	\$.1119

COMMUNITY DEVELOPMENT

DEPARTMENT OF PLANNING AND LAND MANAGEMENT

Marcia Rasmussen, Director of Planning and Land Management

Mission

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

Organization and Staffing

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

The four DPLM Divisions provide staff support to the Town’s regulatory boards and committees that address land use and development activities in the Town: Zoning Board of Appeals, Board of Health, Natural Resources Commission, Planning Board and Historic Districts Commission. DPLM staff also provides support to the Community Preservation Committee and Historical Commission, in addition to many other sub-committees and task forces that may be appointed to address specific issues from time to time, such as Bruce Freeman Rail Trail Advisory Committee, Conservation Restriction Stewardship Committee, NMI-Starmet Reuse Planning Committee, and West Concord Advisory Committee. Two additional committees supported by Planning Division staff are focused on the two cultural districts - the West Concord Junction Cultural District Committee and the Concord Center Cultural District Committee. Staff also participates in other municipal advisory groups (Transportation Advisory Committee and Economic Vitality Committee) as well as 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 nine towns that participate in the Regional Housing Services Office and participation in the Community Health Network (CHNA) 15 Partnership.

DPLM was fortunate that there were no staffing changes in 2020, and that staff was flexible and creative in addressing the challenges of the pandemic. Closing Town offices to the public required adapting to new procedures and protocols to safely continue accepting applications, inspecting construction sites, food service facilities and other permitted activities, supporting boards and committees in learning to conduct meetings virtually, and operating remotely. E-permitting was implemented for many of the Health and Inspections applications by the end of 2020 and we look forward to expanding e-permitting to Natural Resources and Planning.

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

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

BUILDING INSPECTIONS

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

Building and Zoning Activity

The Building Inspections Division issued 836 building permits in 2020, which is consistent with the number of permits issued last year. The overall construction value increased in 2020 to \$ 74.8 million compared to \$70.9 million in 2019, which represents an increase in value by 5.2%. Of this total, \$45.3 million was for residential construction with \$29.5 million in commercial work.

The value of “new residential dwelling units” built in Concord went from \$12.2 million last year to \$14.2 million in 2020. This new residential construction value represents twenty-six new detached single-family homes. Of these 26 new homes, twenty, or 77% were the result of “tear downs” (the act of demolishing an existing structure and constructing a new one at the same site).

In 2020 issuance of Mechanical permits decreased by 55.5%, Electrical Permits decreased by 17.4% and Plumbing/Gas permits decreased by 23.47 %. Overall, 2441 permits were issued with a 15.28% decrease overall total compared to 2814 permits issued in 2019. The Building Division collected a total of \$924,174 in permit fees in 2020 versus \$1,017,932 collected in 2019. This is a 13.4% decrease from last year.

Staffing/Operations

The Building Inspections staff is comprised of four full-time and three part-time personnel. Our staff is committed to pursuing diligent Zoning and Sign Bylaw enforcement, as well as enforcement of the State Building code, which includes, but is not limited to: handicap accessibility, structural integrity, fire safety, energy codes and many other regulations relative to public safety. Our staff

provides technical assistance to property owners, builders, real estate professionals, other Town departments, as well as other boards and committees in town. In addition to issuing building permits and conducting required onsite inspections, the Building Inspections Division staff spends an increasing amount of time reviewing development proposals, which include: sub-divisions, special permits, site plans, variance requests, zoning determinations and addressing zoning complaints. Staff also provides review and comment to the Select Board for annual license renewals, including licensing for alcohol and beverage facilities and livery services.

2020 has been an extremely challenging year due to COVID-19. Despite this, the Building Inspections Division continued with daily on-site inspections, permit issuance, zoning enforcement and response to resident’s questions throughout the pandemic. The Building Commissioner worked regular hours in the office and initially the two building inspectors had alternating schedules to accommodate safety guidelines. Staff resumed full time in-office schedules at the beginning of July, with the Plumbing/Gas and Electrical inspectors being the exception.

Inspection needs have been consistent with previous years and the number of permits issued remained nearly the same as 2019. Beginning mid-September, the mechanical type permits (Electrical, Gas, Plumbing, and Mechanical) switched to online permitting. Initially, 99% of all new applications were submitted in paper format, and the staff processed them with the new system. On January 4, 2021 Building permits were also switched to online permitting. There has been considerable positive feedback from the public, and the new online permitting system makes it much more efficient for processing and record keeping for all staff. We look forward to working with the new e-permitting system and all the new features it offers.

Noteworthy Projects Under Construction this Year

The Volunteers of America, located at 68 Commonwealth Avenue, applied for and received a building permit for a 10.6 million dollar addition and renovation. The project consisted of a 9,300 square foot 3 - story wing addition with a net

increase of 16 units, a 2,537 square foot addition of a third level to part of the existing facility, and the complete interior renovation of the existing facility. The project also included an increase in parking spaces from 39 spaces to 58 spaces, relocation and expansion to the building's fire access road and reconfiguration of the existing storm water detention basin.

Noteworthy Projects Completed this Year

The Concord Animal Hospital located at 245 Baker Ave constructed a new 1.8 million dollar facility. This project consisted of the demolition of

the existing 4,800 square foot building and the outside kennels, and construction of a new 5,800 square foot building and site improvements.

The Nashoba Brooks School at 200 Strawberry Hill Road completed their 3 million dollar construction project that consisted of a new 5,900 square foot 2 - story building. The building will be used primarily for performances and educational uses. The maximum seating area for the performance area is 150 persons.

Permits Issued	2013	2014	2015	2016	2017	2018	2019	2020
New single family homes	55	38	51	43	39	44	20	26
Multi-family attached units	0	75	6	6	4	6	6	0
Additions/Alterations	770	759	866	760	719	748	710	749
Commercial	100	114	115	100	88	86	97	61
Total Building Permits:	925	873	1038	909	850	884	833	836
Electrical	933	907	751	865	996	945	916	780
Mechanical	91	119	122	108	93	141	126	81
Plumbing	480	546	478	542	524	507	488	397
Gas	416	443	391	428	433	437	422	340
Signs	54	68	62	29	32	31	29	7
Total all Permits:	2899	2956	2824	2881	2928	2945	2814	2441
Value of Const. (millions)	142.6	80.4	80.7	84.7	96.7	72.2	70.9	74.8
Permit Fee Revenue	\$783,883	\$1,015,370	\$991,099	\$927,555	\$1,224,460	\$1,017,932	\$1,017,932	\$976,317

ZONING BOARD OF APPEALS

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

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

Board Members remained the same for 2020 with Elizabeth Akehurst-Moore being elected Chair and Theo Kindermans elected as Clerk. The Board is currently in need of one additional associate member.

In December, the Board attended a joint discussion and working session with the Planning Board to discuss and come to a consensus on potential Zoning Bylaw amendments for the 2021 Annual Town Meeting.

In 2020, the Board held twelve public hearings and participated in one working session with the Planning Board. The Board heard applications one Variance and thirty-three Special Permits which included two Planned Residential Developments and six renewals for previously granted Special Permits. Of these applications, twenty-nine Special Permits were granted, one application was withdrawn without prejudice at the request of the applicant, one was denied, and two 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

Sign Bylaw	1
Two-family Dwelling Unit	2
Additional Dwelling Unit	2
Educational Uses	1
Philanthropic Uses	1
Non-profit Entity	1
Special Home Occupation	2
Tourist Home or Bed and Breakfast	1
Fairs Bazaars, Antique Shows, Suppers, and Dances	1
Relief from Maximum Height Requirements	1
Mobile Medical Facility	1
Combined Business/residence	2
Change, Alteration or Extension of a Non-Conforming Use and/ or Structure	11
Increase Gross Floor Area by more than 50%	9
Work within the Flood Plain Conservancy District	1
Work within the Groundwater Conservancy District	1
Earth Removal	3
Parking Waiver	3
Open Space Requirements	1
Planned Residential Development	2
Special Permit	33
Variance	1
Site Plan Approval (Associated with a Special Permit)	3

BOARD OF HEALTH

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

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

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

The COVID-19 public health emergency dominated much of 2020. As the pandemic emerged in spring 2020, the Board worked with town officials to educate the public about disease risks and ways the public could protect themselves and others to reduce disease transmission. Early efforts included enacting a Public Health Order requiring face coverings be worn in all public places and businesses to help prevent spread of the disease. When schools reopened in September, a major focus was preventing the spread of COVID-19 within the school community. Board Chair Deborah Greene MD facilitated rapid COVID testing at Emerson Hospital for school students and other town essential staff. Timely testing results allowed infected individuals to quickly be quarantined to reduce the risk of infecting others, which enabled schools and town departments to remain open.

Other concerns were economic stress caused by the closing of many businesses and places of employment, and senior citizens who were by necessity staying isolated at home with limited social interaction and access to social services. Board member Jill Block, who also serves as Chair of the Board of Directors at Open Table, facilitated expanded food distribution efforts to families and seniors in need in Concord and surrounding towns. 2020 came to an end with the promise of vaccine becoming available in early 2021.

Throughout 2020, the Board of Health continued its focus on substance use prevention, particularly the use of electronic nicotine delivery devices (“vaping”) amongst youth and limiting access to other tobacco products. State legislation prohibiting the sale of all flavored tobacco products and restricting the nicotine content of vaping devices was enacted in late 2019. In spring 2020, the Massachusetts Department of Public Health/Massachusetts Tobacco Cessation and Prevention Program (MTCP) provided funding to create a 4-town tobacco compliance program including the towns of Concord, Bedford, Lexington and Wilmington. Staff was hired to educate business owners about the new tobacco sales requirements and assist them in compliance to comply with these regulations.

The Board of Health and Concord Health Division continued their partnership with the Concord Public Schools and the Center for Parents and Teachers in a vaping education and prevention project. This effort includes working with the schools to enhance existing vaping health curriculum; community and parent educational presentations; providing educational materials to pediatricians and family medical practices; and creating counseling and cessation programs for teens who are vaping and need help to quit. The project has been funded by a grant from CHNA15 with funding provided by Lahey Hospital and Medical Center through the Department of Public Health’s Determination of Need (DoN) process. Emerson Hospital’s Community Benefits program also supports this effort.

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.

Public Health Initiatives

Health Division efforts in 2020 were devoted almost exclusively to responding to the COVID-19 public health emergency. Response began in February 2020 when the Health Division was notified of Concord residents who had potentially been exposed to the virus and needed to be quarantined. All persons who have had close contact with a COVID-positive case are required to be quarantined for a period of time to reduce the spread of infection.

When the Health Division was notified of a COVID case, the Public Health Nurse reached out to each individual to determine who their close contacts were who may have been exposed to the disease. Each of the close contacts were contacted, placed in quarantine, and monitored for a period of time. This effort continued throughout 2020 as COVID case numbers rose statewide. The Health Division also worked closely with the Concord Public Schools on protocols for safe reopening of schools in Fall 2020. As businesses were allowed to reopen during the summer and fall of 2020 under State COVID safety guidelines, the Health Division worked with

businesses to assist them in understanding these safety guidelines, and responded to complaints about businesses that were not operating safely.

The year ended with the announcement from the Federal and State governments that effective vaccines for COVID-19 would become available in early 2021. The Health Division and Town leadership began planning for clinics to vaccinate Concord residents once vaccine became available.

Public Health Nursing/Communicable Disease Control

Public Health Nurse Tricia McGean played a pivotal role in Concord's COVID-19 response efforts. Tricia devoted thousands of hours to contact tracing, quarantining, and counseling exposed individuals in order to protect the health of all Concord residents. Her work with the Concord Public Schools and private schools was instrumental in keeping these schools open for in-person learning for all of Fall 2020. Concord is indeed fortunate to have such a dedicated public health nurse.

Tricia works for the town under a contract between the Health Division and Emerson Hospital Home Care which provides nursing services for the town's 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 in October 2020. Emerson Hospital Home Care nurses administered vaccine to 139 participants in a drive-up vaccination clinic due to the COVID-19 pandemic and the protocols prohibiting large scale indoor gatherings. The clinic went smoothly and all involved were extremely pleased to be able to continue to serve the

most at-risk population who may not have otherwise been able to take advantage of other venues such as in person primary care or local pharmacies that provide vaccine.

Emergency Preparedness

In 2020, 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 includes use of the new CCHS building and logistical planning has begun in preparation of the upcoming COVID-19 vaccination clinics for the general population in 2021.

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 2020, this program generated nearly \$20,000 in additional revenue for the Town of Concord (approximately 300 hours of public health and inspectional/administrative staff support). Staff witnessed test holes on 16 sites, issued 23 septic permits, 17 food service permits, 3 well permits, and reviewed 5 building projects. The Health Division Staff provided additional support to the Town of Lincoln regarding the COVID-19 Pandemic throughout the year.

Permits & Licenses

The Health Division issued the following licenses in 2020 and collected \$124,027.39 in permit fees: 174 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; 114 Permits to Keep Farm Animals; 4 Bathing Beaches; 37 Swimming Pools; 54 Hazardous Material Storage/Usage; 3 Motels; 17 Recreational Camp Sites; 25 Day Camp Programs; 25 Registered Title 5 Inspectors, 90 Disposal Works Installers; 21 Septic Haulers; 12 Rubbish Haulers; 1 Body Art Establishment; 6 Body Art Technicians and 2 licensed Body Art Apprentices; 4 Funeral Directors; 2 Funeral Homes; 94 On-Site Sewage Disposal Permits; 166 Building Permit Reviews; 3 Beaver Permits and 15 Well Permits.

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 2020, the Division issued 94 permits for construction and/or alteration of septic systems, reviewed 166 building permit applications for regulatory compliance, and witnessed percolation tests and soil evaluations for 41 properties.

Septic System Betterment Loan Program

The Community Septic System Betterment Loan Program is administered by the Health Division Administrative Assistant.

In 2009, Concord Town Meeting approved a loan/debt authorization for \$2,000,000 borrowing authorized to be carried out by the Massachusetts Water Pollution Abatement Trust (MWPAT) for the purpose of continuing to fund the Septic Betterment Loan Program. Concord property owners can borrow up to \$30,000 at 2% interest, to be paid back as a betterment-lien over 10 years. In 2020, over \$200,000 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 1.7 million dollars has been expended.

Assistant Karen Byrne works very closely with local engineers, septic installers and other Town Departments to actively promote this program and

will continue to do so in 2021. 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.

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 2020, 17 Temporary Food Events/Catered Events were permitted prior to the COVID-19 pandemic restricting many activities. Due to the pandemic, many annual events were canceled in 2020 including Patriots Day Festivities, Chamber of Commerce Spring/Fall Festival, the Memorial Day and Fourth of July activities, and the Fall Agricultural Fair.

Recreational Camp Program

The Public Health Inspector licensed 2 programs in Concord in 2020. Programs were reviewed for compliance with the regulatory requirements of 105 CMR 430.000: Minimum Standards For Recreational Camps For Children and COVID safety requirements. Ensuring that camps complied with COVID-19 safety requirements made this a particularly challenging year for both staff and camps, and many camp programs chose not to operate this year.

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 Town of Concord Beach (former White Pond Association Beach), Dover St. Property Owners Association, Silver Hill Association and Annursnac Hill Association, were sampled weekly during the 2020 season between Memorial Day through Labor Day, for compliance with 105 CMR 445.00, Minimum Standards for Bathing Beaches. Sixty four water samples were collected from the 4 beaches over a 16 week time period. There were 2 beach

closures during the 2020 season due to bacterial levels exceeding acceptable limits for bathing beach waters but fortunately it was not the norm throughout the summer and beaches reopened within days. White Pond continued to have occasional public health advisories posted due to visible cyanobacteria (blue-green algae) blooms which were intermittent throughout the summer.

Swimming Pools

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

Animal Permits

The Public Health Inspector serves as the Town's Animal Inspector and conducts annual site visits to all permitted properties to inspect for sanitary conditions, health of animals and responds to odor or nuisance complaints for non-compliance. The Health Division staff issued 114 permits for The Keeping of Farm Animals.

Rabies Control Program

During 2020, 3 domestic animals were quarantined and followed by Dog Officer because of animal bites to humans. In 2020, 3 animals were submitted to the Department of Public Health to be tested for the rabies virus because of potential human or domestic animal contact 1 dog and 2 bats; one bat tested positive for the rabies virus. The Health Division's Annual Rabies Clinic scheduled for March 2020 was canceled due to the COVID-19 Pandemic.

Weights & Measures

The Town of Concord contracts with the Massachusetts Department of Standards to conduct inspections of gas stations (fuel pumps), fuel trucks, scales and scanners. In 2020, a total of 12 fuel trucks, 143 fuel pumps and 89 scales were inspected by DOS; revenue collected for the program totaled \$6,520. Scanners will be inspected in 2021.

East Middlesex Mosquito Control Project

The East Middlesex Mosquito Control Project

(EMMCP) conducts a program in Concord consisting of mosquito surveillance, larval mosquito control, ditch maintenance and public education.

2020 was the second warmest year recorded for Middlesex County according to the National Oceanic and Atmospheric Administration, since records began in 1895. Precipitation over the entire year was a little below normal (2.00" less than average from 1895-1983). Every month from May through September had below average precipitation leading to drought conditions in Middlesex County.

The total mosquito population was below average. It was below average in spring due to the dry winter (2019/2020) and cool spring, and close to normal in late spring/early summer. From mid-summer on, the mosquito populations plummeted due to low precipitation and high heat. The summer floodwater mosquitoes were at their second lowest levels since 2000 (only 2017 was lower). In contrast, the high heat and dry conditions of 2020 led to high *Culex pipiens/restuans* populations. They were almost as high as the record high from 2017. *Culiseta melanura* populations were the 6th lowest since 2000 and 52% of normal.

The adult mosquito surveillance program monitored mosquitoes from thirteen Concord trap collections during the season. The mosquitoes from these traps were collected and tested for West Nile virus (WNV) and Eastern Equine Encephalitis (EEE). No WNV or EEE was found in Concord.

Bacillus sphaericus was applied to 2,700 catch basins to control *Culex pipiens* mosquito larvae. The *Culex pipiens* species is the primary vector of WNV in Massachusetts.

The Project's public education program is designed to develop awareness within the public and the private sectors as to their roles in mosquito control. The Project serves as a resource to residents, municipal officials and the local media on mosquitoes and mosquito borne diseases. A web page located at <https://sudbury.ma.us/emmcp/> provides residents with information on mosquitoes, control programs and related topics.

EMERSON HOSPITAL HOME CARE SERVICES

Christine Dixon, RN, BSN, MMHC
Executive Director, Emerson Hospital Home Care

Emerson Hospital Home Care is a Medicare/Medicaid Certified, Joint Commission accredited, provider of home care services in Concord, as well as 29 surrounding cities and towns. The mission is to deliver high quality, safe, and cost effective services to our patients and families in the community we serve. We provide skilled nursing, physical, occupational, and speech therapy, home health aide, medical social work and our new Telehealth monitoring service.

Emerson Hospital Home Care provides patients and families community health, education, and communicable disease follow up in accordance with our Board of Health contracts with the Town of Concord. This collaborative approach to allows Home Care to make home visits to qualifying individuals who have no source of payment to cover our services. This remains an important aspect of our work with the Board of Health. Emerson Hospital Home Care also works closely with Concord Council on Aging to promote health and wellness to seniors through lectures and other community programs. The influenza vaccination clinics serves both residents and employees of the Town of Concord.

Emerson Hospital Home Care looks forward to a continued partnership with the Board of Health and other community organizations as we continue our commitment to care for the residents of Concord.

NATURAL RESOURCES COMMISSION

Edward Nardi, Chair
Sarah Grimwood
Gregory E. Higgins
Nicholas Pappas
Judith R. Zaunbrecher

The Natural Resources Commission (NRC) and staff are responsible for the overall stewardship of the natural resources of the Town, and the establishment of Town environmental policy in conjunction with the Select Board and Town Meeting. The NRC administers the state Wetlands Protection Act (MGL Chapter 131, Section 40), the Rivers Protection Act (MGL Chapter 258 of the Acts of 1996) and accompanying regulations (310 CMR 10.00), and the Concord Wetlands Bylaw and Regulations. The NRC also plays an important role in open space planning pursuant to its authority under the Conservation Commission Act (MGL Chapter 40 Section 8c).

Wetlands Protection Act

The majority of Commission and staff time is dedicated to administering and enforcing state and local wetland regulations. The NRC held 27 public meetings, which included review of 38 Notices of Intent, 2 Abbreviated Notice of Resource Area Delineation, and 21 Requests for Determinations of Applicability for a total of 61 new applications. The NRC closed out many completed projects, issuing 34 Certificates of Compliance and five Partial Certificates of Compliance. Division staff reviewed 30 Administrative Approvals for very minor projects including limited tree and invasive species removal. Three Emergency Certificates were issued (two for beaver related issues and one for emergency communication line repairs). In 2020, DEP issued an approval with conditions for the appealed single family home at Keuka Road. The NRC's decision requiring a Notice of Intent for mechanical tree removal within jurisdictional resource areas was appealed by the MBTA, and a decision is expected in early 2021. Two violations were identified this year; one was resolved and the Commission is working with the landowner to resolve the second.

Projects of interest reviewed by the NRC this year included the Recreation Department's plans to install recreational facilities at the recently acquired Gerow land, a new canoe launch at the Fenn School, and additional synthetic turf fields at Middlesex School.

NATURAL RESOURCES DIVISION

Delia R. J. Kaye, Natural Resources Director
Colleen Puzas, 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 nearly 1,500 acres of Town conservation land (including White Pond Reservation), maintaining over 28 miles of trails, and mowing 84 acres to maintain trails and open meadows. Natural resources management also includes staff support to three NRC active subcommittees, as well as coordinating with other local and regional stewardship initiatives. In 2020, the Sudbury Valley Trustees awarded Delia Kaye with the Distinguished Public Service Award for exemplary environmental leadership.

Concord Trail Book

Working with ecologist Richard Forman and Trails Committee chair Bob White, the Division is pleased to announce a new trail book of fourteen popular natural areas. The book will be a walker's guide to the history, geology, flora, and fauna of these areas. Publication of the book, Ecology Along Concord Trails, will occur in early 2021.

Pollinator Meadow Development

The Division worked with community members on two pollinator meadows that were established last year. At Barretts Mill Farm, Division staff removed several loads of poison ivy and, working with farmers Lise Holdorf and Melissa Maxwell and their

crew, planted over 2,000 plugs of herbaceous pollinator plantings in front of the red barn. Volunteers Marcia Schloss, Lyell Slade, and Sandra White continued maintenance of the planted pollinator area at Heywood Meadow. Trail Steward Beth Bariyames also planted two new pollinator meadows, one at Cousins Field and the second at the West Concord trailhead.



Planting of pollinator plants at Barretts Mill Farm

Old Calf Pasture Restoration

Division staff continued invasive species control oversight at Old Calf Pasture. Spot treatments of previously managed areas were again treated by Native Plant Trust, expanding areas of improved habitat for native flora and fauna, including the rare Britton's violet.

Grant Applications

Four applications sponsored by the Division were submitted and recommended by the Community Preservation Act for approval at 2021 Town Meeting: The second and final application for dredging costs at Warner's Pond to improve the ecological health and recreational opportunities; funding to acquire a Conservation Restriction over a 0.68 acre parcel of historically significant land owned by the Ralph Waldo Emerson Memorial Association; survey and permitting funding to replace the Chamberlin footbridge and path; and survey and design services to improve a 0.25 mile portion of trail at the Old Rifle Range. The Division was also awarded funds from the CISMA Small Grants Program to manage a large infestation of invasive porcelain berry near Gowing's Swamp, which will be

conducted cooperatively with the Sudbury Valley Trustees.

Conservation Crew and Rangers

Due to the pandemic, summer staff were not hired this year, but we welcomed former MMNHP Chief Ranger Bill Brooks to patrol Estabrook Trail and Punkatasset for compliance with posted rules and regulations. We are grateful for the assistance of Trails Committee and Stewards, Concord Public Works, and the Concord Police Department for their assistance in maintaining our treasured conservation lands and enforcing rules and regulations for all trail users, particularly during this time when increased numbers of the public were taking respite in Concord's natural areas.

Cooperative Invasive Species Management Area

Division staff continued working with other towns, organizations, and individuals in the Sudbury, Assabet, and Concord Rivers (SuAsCo) watershed to develop strategic regional plans for invasive species management in the watershed, and to promote collaborative approaches to achieve these priorities.

Conservation Restriction Stewardship Committee

The Conservation Restriction Stewardship Committee continued to assist the Natural Resources Division with its land management responsibilities of the 80 plus parcels with Conservation Restrictions. Hampered by the COVID-19 restrictions and technology changes, committee members conducted fewer site visits this year, completing six monitoring reports. Members of the CRSC are Mary Ann Lippert (chair), John Ferguson, Richard Higgins, Neil Ryder, Arthur Schwoppe (clerk), Jane Wells, and Michelle Wiggins.

Heywood Meadow Stewardship Committee

For the past twenty years, the Heywood Meadow Stewardship Committee has worked to fulfill its Mission Statement, which was included in the 2005 Landscape Preservation Plan for Heywood Meadow and states "To rehabilitate all of Heywood Meadow (Lots 1,2,3 and Ford Park), so as to evoke the Meadow's historic and agricultural past...". Also included in the Preservation Plan are seven Goals, several of which have been successfully accomplished.

The Committee reviewed the Mission Statement and Goals over several virtual meetings, and plan to continue this review to meet its goals. This year two work days were held to plant new pollinator plants and cut back unwanted growth. The CPA funded project to eradicate invasives continued, and the stone wall extension on the East Meadow will be built in the spring. The Committee consists of nine members: co-chairs Susan Clark and Joanne Gibson, clerks Murray Nicolson and Sandy Smith, and members Mary Clarke, Lola Chaisson, Stan Lucks, Bev Miller and Cris van Dyke.

Trails Committee

The Mattison Field Conservation Area was a major focus of Trails Committee work this year, with construction of a secondary trail through a sassafras grove that provides a walking alternative to the open field. Two other new trails provide access to interesting geologic formations and 1800s man made features. In a joint effort with Concord Land Conservation Trust, a deteriorated foot-bridge was replaced with a 16-foot bridge constructed across the Charles Miles Run to ensure continued safe access to CLCT's trail connection with Sudbury Road.

At Hapgood Wright Town Forest, steep, informal trails on the hill beside Fairyland Pond were discontinued and replaced with a new graded trail for easier walking and to prevent erosion. Ongoing improvements at the Baker Avenue property involved clearing of under-story growth and invasive species along the path to the Assabet, the river access and the picnic areas. Extensive invasive growth was further discouraged with mulching around native plantings, and the path to the river reinforced with a fresh layer of woodchips. At Westvale-Harrington Park, a plank bridge across the channel between the old dam and the Assabet was raised above the high water level to make it passable when the river back flows into the Second Division Brook area. The ongoing project of beautifying the West Concord Park trailhead, and improving native habitat, was continued with native plantings.

Being vigilant of trail needs and correcting obstructions to assure walkers' access is a never-ending task handled by dedicated Stewards and Trails Committee members. The Committee was

fortunate this year to accept seven new steward volunteers to help with the work. Committee members include Spencer Borden, David Clark, Carlene Hempel, Bill Kemeza, Jonathan Keyes, Ken Miller, and Bob White (chair).

Conservation Land Use Permits

A total of 10 permits were issued to various groups using Town conservation land for research projects, nature programs, the Musketaquid Art Ramble, and drag hunts.

Farming and Community Gardens

Agricultural Farming Agreements

The Division continues to work with local farmers to retain land in agriculture, overseeing 15 agreements over 200 acres of actively farmed land.

Marshall Farm

Marshall Farm is in its third generation of successful farming. This year, 10 new beehives were added. Seven more mobile chickens coops were brought in for sustainable rotation. Seventy yards of accumulated manure will be spread through the farm fields and Harrington Park field. This year was the best tomato crop to date. Black plastic was replaced with wood shavings to reduce waste and weed pressure. The Rogers field was planted with decorative sunflowers, but sadly ended up being a crop failure.

McGrath Farmstead

Barrett's Mill Farm completed their seventh season on the McGrath Farmstead and fifth season on the parcel at 41A Barretts Mill Rd. In addition to field grown vegetables, fruits, and flowers, they grew vegetables in four high tunnels. All crops grown on the farm were certified organic.

The 2020 growing season was dominated by the challenges of growing and distributing produce during the COVID-19 pandemic. The farm store opened as planned in May with the addition of a new online pre-ordering system set up for contactless purchases. Both online ordering and walk up sales at the farm stand were available to the general public throughout the season (May-November). The 235-member CSA operated with pandemic safety measures including a canopy tent for distribu-

tion, portable handwashing sinks, mandatory mask wearing, and pick-your-own field capacity limits. Additional labor was needed to make the necessary accommodations for preventing the spread of COVID-19 so the farm employed a total of 18 field crew members and shopkeepers.

Despite a drought, crop yields were good and overall sales were the highest they have been. Highlights included the second season of high tunnel grown tomatoes, a productive fall spinach harvest, and a popular watermelon crop. Barrett's Mill Farm continued to provide weekly vegetable donations to the Boston Area Gleaners as well as reduced price memberships through the SNAP program. Additionally, two free CSA memberships were donated to Dignity in Asylum, and one to Minute Man ARC.

Thoreau Birthplace

Gaining Ground, a non-profit farm that grows food for hunger relief with the help of community volunteers, cultivates land at the Thoreau Birthplace and adjacent Massport land. In 2020, its 26th growing season, the farm donated over 127,000 pounds of organic produce to 15 pantries, shelters, meal programs, and direct donation markets in Concord, Lowell, the MetroWest, and Boston. Gaining Ground now supports approximately 1,000 food-insecure households each week during the growing season. The farm continues to achieve annual production increases due to our innovative no-till agricultural methods and has been selected to take part in no-till studies led by NOFA, MDAR, and USDA/NRCS, testing the soil health and nutrients of our produce. As of 2020, there are four hoop houses, 10 caterpillar tunnels, and 14 hedgerows on the property.

Gaining Ground continues to take part in the New England tradition of maple sugaring in February and March, this year harvesting 175 buckets of sap and finishing 21 gallons of syrup to be donated. Typically, farm staff work alongside 2,500 volunteers throughout the growing seasons, educating schools, corporate, and community groups, as well as individuals and families, about its hunger relief mission and no-till farming. The volunteer program was temporarily suspended in 2020 due to the global pandemic.

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 and Sally Clutter, and India Rose at the East Quarter Farm Community Garden, and Sabrina Haber at Cousins Community Garden. Carol Aronson and Mark Del Guidice provided guidance for Rogers Community Garden. Coordinators assign garden plots, coordinate annual meetings and cleanups, and offer guidance to gardeners to produce beautiful and bountiful harvests. New gardeners are always welcome!

Cousins Field

Despite the many concerns about the Coronavirus, the summer of 2020 at Cousins Community Garden was very successful. The thirty-five individuals and families who have plots at Cousins Field quickly adapted to safety protocols and got back to gardening. Five new gardeners were welcomed to the garden. Efforts were made to improve the raspberry patch and control the poison ivy that was threatening to take it over, resulting in two excellent crops and a safer picking experience. Gardeners planted both typical and unusual vegetables and flowers in their garden plots and in August and September, the garden was a riot of colors, butterflies, and birds. Gardeners were grateful to the gardener who built a fantastic and much needed hose storage box.

East Quarter Farm

East Quarter Farm (EQF) had a successful 2020 growing season despite the challenges of a summer drought and the need to comply with COVID-19 protocols. There was renewed interest in gardening this year, and EQF took on 10 new gardeners eager to grow their own produce. In spite of social distancing and mask wearing, gardeners were able to share their gardening experiences and maintain a strong sense of community. Due to drought conditions that started in July, EQF had to implement water conservation strategies including selective watering and rigorous mulching. With these measures, and thanks to a high spring water table, the water supply lasted through the end of the summer. The gardeners were successful in growing

many varieties of vegetables, herbs, and flowers.

Hugh Cargill Community Garden

The Hugh Cargill Community Garden (HCCG) was established in the 1970s on land donated to the town in 1793. The garden consists of approximately 80 plots maintained by sixty-seven residents, ranging in age from 7 to 82. Gardeners grow vegetables and flowers in a friendly community setting. This year, HCCG provided a reprieve from the Coronavirus restrictions, enabling gardeners to interact with their neighbors while maintaining social distancing and other COVID guidelines. Possibly, as a result, the gardens were unusually lush and productive this season, despite the drought. Evidence of this can be seen in pictures on the garden website: <https://sites.google.com/view/hughcargillcommunitygarden/home>.

Rogers Community Garden

In its fifth season, this was the first year that all plots were leased to 27 individuals and/or families. Gardening represented a true respite from the pandemic. Efforts continue to improve the organic content of the soil.

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.

For the first time in many years, the annual spring migratory bird walk, led by Peter Alden, was not held due to restrictions on outdoor gathering size. On a positive note, a pair of bald eagles nested for the first time in known history at Fairhaven Bay.

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.

Four kestrel boxes were installed around Town this fall, led by Simon Cadavid for his Eagle Scout Project Boxes were placed at Alcott School, Mattison Field, Monument Farm, and Old Calf Pasture in an effort to provide nesting habitat for declining kestrels, our smallest falcon.

PLANNING BOARD

Kristen Ferguson, Chair
Burton Flint, Vice Chair
Nathan Bosdet, Clerk
Kate McEneaney
Linda Miller
Haley Orvedal
Allen Sayegh

Marcia Rasmussen, Director
Elizabeth Hughes, Town Planner
Nancy Hausherr, Administrative Assistant

The Planning Board's authority is contained in MGL Ch. 41 "Improved Methods of Municipal Planning" and MGL Ch. 40A "The Zoning Act". The Board is responsible for making rules and regulations relating to subdivision control, initiating Zoning Bylaws, holding public hearings on all Zoning Bylaws submitted to the Select Board, evaluating various developments through Site Plan Review, revising and updating the Comprehensive Long Range Plan, and from time to time making studies of the resources and needs of the Town. Additional responsibilities are in the Town Bylaws and the Town Charter.

Due to the global pandemic of the COVID-19 virus, 2020 was a year like no other. Per the Governor's Executive Order of March 12, 2020, and the Town's Policy Directive issued in April, the majority of meetings in 2020 were held virtually via Zoom. Board members, applicants, staff, and residents

adapted to the “new normal” and learned how to participate remotely in the review of applications and administrative business brought before the Board.

The Board met twenty-one times in 2020. Meetings were recorded for broadcast on the Town’s Minuteman Media Network (MMN) YouTube channel. <https://www.youtube.com/channel/UCUk6r-j8hFwin1lwhT-RViA> In addition to their regular meetings, two separate public hearings were held, one in February and one in August, for Zoning Bylaw amendments considered at Annual Town Meeting in September. Mr. Johnson’s term ended and the Board welcomed a new member, Ms. Miller.

Residential Development

Sixteen “Approval Not Required” (ANR) plans were submitted to the Board for endorsement. Ten plans approved changes of lot lines that did not create additional lots. Six endorsed plans created a total of twelve additional lots.

In June, the Board made an affirmative recommendation with conditions to the Zoning Board of Appeals on the application of Now Communities LLC for a 14-unit Planned Residential Development Special Permit at 1651, 1657, and 165X Main Street.

In December, the Board granted approval with conditions of Definitive Subdivision Plan #246, submitted by Symes Development and Permitting LLC, for a twenty-two lots at 1440, 1450, 146B Main Street and 10B Highland Street.

A review of the Definitive Subdivision Plan submitted by Quarry North Road LLC to preserve frontage for the Concord portion of the Town of Sudbury owned tract at 48Y Fitchburg Turnpike was still ongoing at the end of year.

Commercial, Institutional and Other Development

The Board granted Site Plan Approval to Nashoba Brook Bakery, 152 Commonwealth Avenue; Minute Man ARC for Human Services, Inc., 35 Forest Ridge Road; and Middlesex School, 1400 Lowell Road.

The Board made affirmative recommendations to the Zoning Board of Appeals on the following site plan/special permit applications: Concord Mobil gas station, 143 Sudbury Road; 113-115 Commonwealth Avenue; Chase Bank, 1134 Main Street; and FX Investments, 13B Commonwealth Avenue.

Zoning Amendments and Town Meeting Actions

The Board reviewed draft language for potential Zoning Bylaw amendments at several meetings throughout the year. Six of the eight Zoning Bylaw Amendment warrant articles sponsored by the Board passed at Annual Town Meeting. These were: An article to allow the development of attached and detached accessory dwelling units (Article 32); an article to amend the Planned Residential Development Section 10 to add site plan approval and amend density calculations, height, common open space, density bonus and sustainable design requirements (Article 34); an article to change the permit granting authority for a hammerhead lot special permit from the Zoning Board of Appeals to the Planning Board (Article 35); an article to add new criteria to consider when granting relief from parking requirements (Article 36); an article to add philanthropic to list of organizations subject to special permit requirement for fairs, bazaars, antique shows, suppers and dances (Article 38); and an article to clarify that the prohibited use in Section 4.7.1 is for the keeping of an unregistered trailer or for using a trailer for habitation on a property (Article 39).

One citizen petition Zoning Bylaw amendment article (Article 41) and a related Sign Bylaw amendment passed (Article 42) passed. These articles require and allow the applicants to install on-site signage to inform the public that a Planned Residential Development application is submitted.

Thoreau Depot Business District Redevelopment Analysis

One the Town’s goals that emerged from the comprehensive plan update, Envision Concord: Bridge to 2030, was to promote smart growth development in the Thoreau Business District area. At the beginning of 2020, the Board and the Town Planner began working with Metropolitan Area Planning Council staff on the potential redevelopment analysis of the Thoreau Depot

Business District. An initial, well-attended public forum in February led to an MAPC presentation to the Board in June. The presentation was a synthesis of the feedback and it included a draft vision and draft recommendations for zoning and other elements. Subsequently in August, MAPC staff presented a Vision and Action Plan to the Board. MAPC staff will continue to attend Planning Board meetings on an ongoing basis so that the recommendations can be refined and until potential Zoning Bylaw amendments are developed for consideration at future year's Town Meeting.

Other Actions

Throughout the year, the Board:

- Developed goals and objectives for 2020-2021 and considered Envision Concord action items
- Attended a 59 Walden Street Visualization Study Presentation by Metropolitan Area Planning Council (MAPC)
- Discussed the Capital Planning Task's Force January 10, 2020 memorandum
- Discussed the MA Model Floodplain Bylaw
- Twice welcomed members of the NMI/Starmet Reuse Planning Committee for an update on their activities
- Accepted the Keuka Road Definitive Subdivision Plan Performance Guarantee
- Elected officers and assigned liaisons for various Boards and Committees
- Made a recommendation to the Select Board re: a Notice of Intent to sell Ch. 61B property at Fitchburg Turnpike
- Acknowledged the Attorney General's Open Meeting Law Determination re: Sept. 10, 2019 minutes
- Discussed the Tree Protection Bylaw and Rules and Regulations with the Town's Reviewing Agent
- Held a joint meeting and working session with the Zoning Board of Appeals re: 2021 potential ZBL amendments

The Board recommends members to the West Concord Advisory Committee for nomination by the Select Board and nominates members for the Community Preservation Committee and Historic Districts Commission. Members of the Planning Board serve on the following regional committees: MAGIC (Minuteman Advisory Group on Interlocal Coordination) and HATS (Hanscom Area TownS)

and participate on other Town Committees by providing liaisons to the Comprehensive Sustainable Energy Committee, West Concord Advisory Committee, Community Preservation Committee, and Climate Action Advisory Board.

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 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, and to pose questions they may 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 2020, despite a 3-month hiatus due to the pandemic. These initiatives included:

- Review revised designs for 13B Commonwealth Ave., the final component of the approved Brookside Square development project. An initial proposal in 2018 consisted of a single story commercial building, but after reviewing plans and providing feedback on a two-story building in 2019, the developer returned with a 3-story structure reminiscent of an 1880's building that once existed in the village. The latest design would provide commercial space on the first floor and 8 residential units on the 2nd and 3rd floors and was recommended for approval.
- Review and recommend on redevelopment of a new bank building to replace the existing building at 1134 Main St.
- Review and provide comments on the definitive subdivision plan proposed at 1440/1450 Main Street.
- Review the proposal and provide a recommendation to the Town Manager on a proposed Economic Distressed Area as it relates to the Massachusetts Brownfields Tax Credit Program.
- Partner with the West Concord Junction Cultural District Committee to consider revisions to the 2011 Design Guidelines in order to better preserve and

enhance the artistic and cultural aspects of the village.

- Monitor and provide feedback regarding the reuse planning for 2229 Main Street, the former NMI/Starmet site.
- Continue monitoring aspects of the Bruce Freeman Rail Trail in and around the village center, and work to understand what its impacts will be to West Concord.
- Provide comments to the Recreation Department on the Gerow Recreational Area proposed on the north shore of Warner's Pond.
- Continue 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 2021 such as: continued monitoring of the Bruce Freeman Rail Trail use and impacts on West Concord, especially with regard to Junction Park and to bicycle/pedestrian safety on local streets; work with the West Concord Junction Cultural District Committee and the Planning Division to identify funds/grants for a consultant to assist with the update to the 2011 Design Guidelines; and, support and assist as needed on the design and permitting of a pedestrian bridge over the Assabet River that will connect the village with Baker Avenue businesses providing a safe and convenient access.

PLANNING DIVISION

Marcia Rasmussen, Director of Planning
& Land Management

Elizabeth Hughes, Town Planner

Heather Gill, Senior Planner

Nancy Hausherr, Administrative Assistant

Heather Carey, Administrative Assistant

The Planning Division provides professional and administrative staff support to multiple standing boards and committees including: the Zoning Board of Appeals (ZBA), Planning Board, Historic Districts Commission (HDC), Historical Commission and Community Preservation Committee (CPC). Planning Division staff coordinated the town staff review of all development proposals submitted for regulatory approval to the HDC, ZBA and the Planning Board. Planning Division staff assisted the Community Preservation Committee with the required Community Preservation Act (CPA) Plan update and the CPA application and funding distribution processes. This year the Division continued to provide staff support to the Bruce Freeman Rail Trail Advisory Committee (BFRTAC), NMI/Starmet Reuse Committee, West Concord Advisory Committee (WCAC), a subcommittee of the Planning Board, as well as the Concord Center Cultural District Committee and West Concord Junction Cultural District Committee. Planning staff participated in the Battle Road Scenic Byway Task Force, the WestMetroHOME 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 and coordination for the Bruce Freeman Rail Trail (BFRT) Phase 2B (construction of the bridge over Route 2) and the last ½ mile of Phase 2C (Powder Mill Road to the Sudbury town line). The Phase 2B bridge work is expected to be completed in November 2021 and the Phase 2C/2D work is expected to be advertised for construction in 2022.



Bruce Freeman Rail Trail Near Junction Village

Ms. Rasmussen continues to work with the West Concord Junction Cultural District Committee to complete installation of the West Concord Goes Bluegrass mural on the Reasons to be Cheerful façade through funding provided by the Massachusetts Cultural Council. The Concord Center Cultural District Committee worked on developing a ‘brand’ for the Concord Center cultural district and was planning for a future Film Festival. She also served as staff liaison to the NMI-Starmeret Reuse Committee as they finalized the Reuse Assessment report from consultant Skeo and solicited public comment on the draft final report that will outline potential redevelopment scenarios for the property at 2229 Main St. Additionally, Ms. Rasmussen assisted in responding to the economic impacts of COVID-19 on local businesses through participation in the 23-town CBDG Microenterprise grant program, attending meetings of the Economic Vitality Committee, working with the Transportation Advisory Committee, and supporting various initiatives to get people outdoors safely.

Both the Director and Town Planner continue participating in transportation-oriented issues and promoting the Town’s involvement in the CrossTown Connect Transportation Management Association to seek mechanisms to foster and

promote alternative transportation options for the community. In 2020, CTC and the Town were awarded a State Workforce Transportation Grant application for \$250,000 for the implementation of a fixed route shuttle to various employment sites and the two commuter rail stations. However, with so many challenges faced by the State because of the pandemic, the State withdrew the grants funds before the project could commence. Additionally, Ms. Rasmussen participated in a Shuttle Feasibility Study to historic sites by the Volpe Center with the Minute Man National Historical Park, Lincoln and Lexington. The long-term hope is to integrate commuter/worker shuttle services with visitor transportation services.

In coordination with the Planning Board and planners from the Metropolitan Area Planning Council, the Planning Division conducted a second public forum on the potential redevelopment of the Thoreau Depot Business District to receive community input on a draft vision for the Thoreau Depot area and highlight potential zoning changes needed to create that vision. Throughout the year, MAPC attended various Planning Board meetings to receive feedback on the progress of the project with the hope of presenting potential Zoning Bylaw amendments to the Town in the fall of 2021.

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. She worked closely with the Planning Board on the presentation of Zoning Bylaw amendments at the 2020 Annual Town Meeting and the development of five potential warrant articles for the 2021 Annual Town meeting. Ms. Hughes continued to coordinate the various Town departments, the Town’s consultant from the UMass Edward J. Collins, Jr. Center for Public Management and FullCircle Technologies on the development and deployment of a Town-wide on-line permit and application software package.

Ms. Hughes submitted an application to the MassTrails Grant Program and was awarded \$135,000 towards the continued design and permitting for the Assabet River Pedestrian Bridge connecting the Baker Ave/Baker Ave. Extension

business area to the West Concord Village.

Senior Planner Heather Gill provides professional support to the Historic Districts Commission (HDC), Community Preservation Committee (CPC) and Historical Commission. Ms. Gill supported the Historical Commission's review of applications under the Demolition Review Bylaw; administration of the historic house marker program; and the development of amendments to the Demolition Review Bylaw, which will be presented at the 2021 Annual Town Meeting. She coordinated the acceptance and review of 15 applications to the Community Preservation Committee for CPA funding, and conducted the annual CPA project status updates for all open/ongoing projects. Ms. Gill supported the Historic Districts Commission's review of over 60 new applications for Certificates of Appropriateness for alterations to buildings located within Concord's six local historic districts. She also provided invaluable assistance to the HDC on the potential creation of a new historic district for the Jennie Dugan Road area. Ms. Gill also assisted Sustainability Director Kate Hanley in providing support and guidance to the summer UNH Sustainability Fellow, who developed "Sustainability Guidelines for Historic Homes"; as well as actively participating in the Battle Road Scenic Byway Committee's development of an application for the Federal designation of the Scenic Byway.

Planning Division Administrative Assistant Nancy Hausherr and Heather Carey are the key to the efficient management of all of the daily coordination and processes for each of the boards and committees, as well as, posting information on current applications before the Planning Board, ZBA, and HDC and updating the information and materials on the BFRAC, CPC and WCAC pages. The year of 2020 brought many new challenges for the Planning Division staff, citizens and project proponents. Ms. Rasmussen and Ms. Hughes would like to extend their sincere appreciation to Ms. Hausherr and Ms. Carey for their continued exceptional support, their expertise to manage the many changes in how the Division had to operate, and most importantly, their ability to provide the highest level of service with a positive attitude.

COMMUNITY PRESERVATION COMMITTEE

John Cratsley, Chair [Select Board Appointee]
Tom Kearns, Vice Chair [Select Board Appointee]
Burton Flint, Secretary [Planning Board Appointee]
Judy Zaunbrecher, Treasurer [Natural Resources Commission Appointee]
Hester Schnipper [Concord Housing Authority Appointee]
Paul Grasso [Recreation Commission Appointee]
Nancy Nelson [Historical Commission Appointee]
Peter Ward [Select Board Appointee]
Diane Proctor [Select Board Appointee]

Town of Concord Staff supporting CPC
Heather Gill, Senior Planner
Heather Carey, Administrative Assistant
Elizabeth Hughes, Concord Town Planner

2019/2020 Town Meeting Funding Cycle

John Cratsley, Chair (Select Board Appointee)
Tom Kearns, Vice Chair (Select Board Appointee)
Burton Flint, Secretary (Planning Board Appointee)
Judy Zaunbrecher, Treasurer (Natural Resources Commission Appointee)
Hester Schnipper (Concord Housing Authority Appointee)
Paul Grasso (Recreation Commission Appointee)
Nancy Nelson (Historical Commission Appointee)
Peter Ward (Select Board Appointee)
Diane Proctor (Select Board Appointee)

The Community Preservation Committee [CPC] had an especially challenging year, including impacts from the COVID pandemic beginning early in 2020 and lasting throughout the year. This global crisis resulted in a shift to all virtual ZOOM CPC meetings, a delayed Town meeting from April 2020 to September 2020, and rescheduling of the application and deliberation process in the fall. Officer elections were rescheduled from May to October, following the outdoor Town Meeting held in September.

The CPC commends the Town of Concord staff for their extraordinary efforts during a year filled with new challenges. Exemplary leadership, teamwork, and communication was foundational to the success

of the Committee's work. In addition to the funding recommendations noted below, the CPC and Town Staff worked closely with funding recipients and the Finance Department throughout 2020 to ensure that the reimbursement process went smoothly and efficiently, and that completed projects were closed in a timely manner.

2020 Annual Town Meeting – Recommendations Approved

The CPC held informational meetings in June and September of 2019, for potential applicants. At the end of September, the Committee received [13] new applications requesting 2020 Town Meeting funding. As in previous years, the nearly \$2.6 million in CPA funds requested far exceeded the projected available funding. On December 3, 2019, the CPC voted to recommend an allocation of \$1,960,000 in CPA funds to [10] projects, which were included in a warrant article for the 2020 Annual Town Meeting. These funding recommendations were approved at the September 2020 Annual Town Meeting without alteration, as noted below:

Community Housing Projects:

- Concord Housing Authority – Commonwealth Ave. Project - \$300,000 to build an affordable unit.
- Town of Concord – Regional Housing Services Program - \$20,000.

Historic Preservation Projects:

- First Parish in Concord - \$75,000 for the restoration, repaint, and gilding of the belfry that holds the Town clock.
- Holy Family Parish - \$75,000 for the replacement of the rectory roof.
- Friends of Minuteman National Park - \$100,000 for the rehabilitation of the Buttrick House Gardens hardscape.

Open Space and Recreation Projects:

- Town of Concord – Gerow Park - \$500,000 for Phase 1 improvements.
- Town of Concord – Warner's Pond Dredging Project - \$500,000 to improve the ecological health and recreational opportunities.
- Town of Concord – Assabet River Pedestrian Bridge - \$250,000 for construction drawings and permitting.

Recreation Projects:

- Minute Man Arc for Human Services Inc. -

\$100,000 for accessible outdoor oasis recreation park for people with disabilities.

Administration:

- Staff and Technical Support - \$40,000 for administration of the CPA. Funding provides staff support, signage, legal and consulting services, public notices, copying, and other administrative expenses.

2020/2021 Town Meeting Funding Cycle – CPC Members

- Tom Kearns, Chair [Select Board Appointee]
- Peter Ward, Vice Chair [Select Board Appointee]
- Burton Flint, Secretary [Planning Board Appointee]
- Judy Zaunbrecher, Treasurer [Natural Resources Commission Appointee]
- Hester Schnipper [Concord Housing Authority Appointee]
- Paul Grasso [Recreation Commission Appointee]
- Nancy Nelson [Historical Commission Appointee]
- Diane Proctor [Select Board Appointee]
- John Cratsley, Chair [Select Board Appointee]

2021 Annual Town Meeting Recommendations - Pending

The CPC, along with applicants and the community at large, did an excellent job in pivoting to a new schedule. The CPC held informational meetings in August and September for potential applicants. In October, the Committee received 15 new applications for 2021 Annual Town Meeting funding. As in previous years, the nearly \$2.3 million in CPA funds requested far exceeded the funds available for distribution. The Committee met [10] times between September and January 2021, to meet with applicants and evaluate projects. On January 19, 2021, the CPC voted to recommend that \$1,769,891 in CPA funds be appropriated for [15] applications, which will be included in a warrant article for the upcoming 2021 Annual Town Meeting.

HISTORIC DISTRICTS COMMISSION

Commission Members:
Peter Nobile, Chair
Luis Berrizbeitia, Vice Chair
Nea Glenn, Secretary
Melinda Shumway
Paul Ware

Associate Commission Members:
Kate Chartener
Abigail Flanagan
Katharine Mast
Dennis Fiori

Certificates of Appropriateness were reviewed. Due to State of MA COVID-19 restrictions we could not meet in person, so beginning in March our meetings were held remotely via remote participation tool, Zoom. The Chair would particularly like to thank the Commissioners, our talented Town staff including Heather Gill, Heather Carey, and Jeremy Romanul, and of course all applicants and members of the public who attended these Zoom meetings for their patience, good humor, and flexibility as we navigated the peculiarities of Zoom world.

The business of the HDC continued in excellent form, with our staff working behind the scenes in helping applicants file appropriate documents on time, preparing agendas and background information for commissioners, and producing both meeting minutes and follow-up documentation quickly and effectively. As we have in past years, the Commission closely examined each application, considered, and debated its merits per our mandate, elicited in some cases a huge amount of public input, and in some cases with modifications or adjustments we issued Certificates of Appropriateness to the vast majority of applicants. The Commission also conducted several official early morning site visits during the year.



2020 Historic District Commission Members on Zoom: top row from left: Peter Nobile, Chair, Nea Glenn, and Melinda Shumway; middle row from left: Luis Berrizbeitia, Paul Ware, and Kate Chartener; bottom row from left: Dennis Fiore, Katharine Mast, and Abby Flanagan.

As part of its mandate under the Historic Districts Act, the Historic Districts Commission (HDC) regularly reviews applications for changes to exterior features which are visible from a public way or place and issues or denies Certificates of Appropriateness in response to those applications. The 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.

In 2020, the HDC held 23 regularly scheduled public meetings at which over 60 new applications for

Most notably in 2020 the HDC concluded a lengthy review process – including several public meetings, site visits and amendments to the original application – for the Concord Free Public Library expansion and renovation project at 129 Main Street. While the final vote was not unanimous, in the Chair’s opinion a sign of true democracy, the Commission did approve the application and speaks with one voice via the Certificate of Appropriateness. The chair would again like to thank the commissioners for their service, and both the applicants and the public for their commitment to our process and for participating in the robust and passionate but fair and open debates about balancing priorities between public and private interests in our Town.

Applications this year also included designs for major additions or renovations to structures and outbuildings – including replacement structures, dormers, and porches – but also an array of modifications including everything from awnings,

chimney caps, bicycle racks, driveway paving, and fencing to pool equipment sheds, security cameras, signage, and stone walls. The commission will continue to refine its guidelines and resources to assist applicants in choosing the most cost effective, energy efficient and contextually appropriate solutions to this variety of design challenges.

Commission Member Peter Nobile served as Chair over the last year, with Luis Berrizbeitia serving as Vice-Chair and Nea Glenn as Secretary, and Dennis Fiori rejoined the commission after rotating off for two years. The Commission is preparing to fill the one vacant position in 2021.

HISTORICAL COMMISSION

Members:

Melissa Saalfield, Chair
Thomas Beardsley
Michael Capizzi
Robert Gross
Nancy Nelson

Associate Members:

Alan Bogosian
Rebecca Lemaitre

For the world and the Concord Historical Commission, 2020 was marked by the terrible disruption of the COVID-19 pandemic. Several Commission meetings were postponed or canceled; the remainder were held via Zoom technology, the host of most Concord civic and social commerce for the year. Despite these setbacks Commission business did continue. Highlights of the year are as follows:

Demolition Review Permits

The CHC received six applications for Demolition Review in 2020. Four of these structures were found to be Historically Significant and required a public hearing. At the public hearings, all four structures were determined to be “Preferably Preserved” and

demolition was delayed one year from the date of application. The structures found to be preferably preserved were 111 Ripley Hill Road, 1651 and 1657 Main Street and 1710 Lowell Road.

Demolition Review Bylaw Amendments

Given the number of demolition permits issued and the subsequent destruction of several structures that the Commission designated “preferably preserved,” the Commission agreed to propose a warrant for the 2021 Town Meeting that amends the current bylaw in the hope that the proposed changes will strengthen the review process and, hopefully, save historic structures from demolition.

House Marker Program

No applications for a Historic House Marker were received in 2020. The Concord Historical Commission encourages homeowners who believe their home may qualify to inquire at our website or seek help from Special Collections of the Concord Free Public Library.

Special Programs

Unfortunately, the bi-annual 2020 Preservation Awards were postponed until Fall of 2021, or possibly longer, due to the pandemic. A speaker from the Boston Architectural College had been planned to speak for an evening program with past recipients and town officials.

Additionally, the Commission was unable to participate in a program, Hidden Treasures, with Freedom’s Way. The family-oriented program was to have been a collaboration with the Concord Free Public Library and the Thoreau Farm Trust.

West Concord Depot

The physical condition of the Depot had been of great concern to the Commission. The structure had been renovated using Community Preservation Funds along with funds provided by the MBTA which is the building owner. Over the past decade the exterior has deteriorated and a number of repairs are needed. At year’s end, the MBTA announced that it was officially seeking a new tenant for the property and the tenant will be required to provide physical upkeep of the building.

Wheeler-Harrington House

In 2019, a new tenant took up residence in this

historic West Concord historic home and site. This change prompted a new round of discussions as to the use and maintenance of the property. Oversight of the home and property is under the jurisdiction of the Natural Resources Commission, which is obligated to inform the Concord Historical Commission of any changes in condition, etc.

BRUCE FREEMAN RAIL TRAIL ADVISORY COMMITTEE

Richard Fahlander, Co-Chair
Nat Welch, Co-Chair
Adrienne Boardman
Dorcas Miller
John Soden
Carole Steele



Site walk of the Phase 2B construction on the BFRT

The Bruce Freeman Rail Trail Advisory Committee advises the Select Board and Town Manager on the design, development, and long-term maintenance of the rail trail in Concord. The Committee works with other town committees and community organizations to ensure safe access for all users.

This has been an eventful year for the Bruce Freeman Rail Trail in Concord.

- 2020 was the first full year of operation for the Concord portion of the trail from Commonwealth Avenue to Powdermill Road.
- Construction began for the bridge spanning Route 2 between Acton and Concord with completion anticipated in late 2021/early 2022.

- Preparation of final construction plans for the last half-mile of the trail in Concord (from Powdermill Road to the Sudbury town line) is underway; with construction of the last half-mile in Concord to be combined with the Sudbury section as that project moves forward toward construction beginning as early as 2022.

The rail trail has become a valued community asset since its opening in September 2019. Users of all ages and abilities experience the natural beauty and historic nature of the West Concord route. Where trains once huffed and puffed, people pedaled, jogged, walked, and wheeled. The benefits of such a resource became all the more apparent during the pandemic, as more and more people found solace and safe space in the fresh air.

Operationally, the trail faced not unexpected growing pains. Erosion at some high traffic locations and access from unauthorized spots are being addressed with additional planting, fencing and paving. Overall, Concord Public Works has maintained the trail admirably. The Friends of the Rail Trail plan to marshal volunteers to assist with maintenance.

The Committee continues to monitor safety issues at crossings and intersections. Conflicts between pedestrians and cyclists in Junction Park are being assessed with both short term measures and long term solutions. Local cycling advocates have suggested signage and road marking to improve safety along the roadway for bicyclists who access the trail at the intersection of Main Street and Commonwealth Avenue. The Committee agreed that the Town departments should make such improvements when feasible.

In December the Committee met with abutters along the last half-mile of the trail to review design of fencing and landscaping as proposed in the 75% plans, to determine if revisions were needed. Of particular interest is protection of White Pond and its fragile ecology. A decorative six-foot tall fence is proposed to be installed along the trail at the pond. The Committee will continue to work closely with the White Pond Advisory Committee throughout final design and construction. A site visit for abutters will be held in Spring 2021. Also, the

Committee is coordinating with Sudbury Rail Trail Advisory Committee to ensure that White Pond protection is considered in their planning.

The Committee is exploring ways to count users on the trail by remote technology and/or volunteers. This data will be particularly useful to measure changes in usership following the completion of the Route 2 bridge, when the 2C portion is scheduled to join the 2A portion of the trail.

The Rail Trail hosted a well-received “Out of Doors” exhibit coordinated by the Umbrella Community Arts Center. Artists painted whimsical, intriguing, and colorful doors that were strategically placed along the trail. As part of the 2B construction project, a permanent display will highlight the history of the White Ladies -housing for prison employee families and of Warner’s Pond. The Committee looks forward to more such creative community collaborations in the future.

This year also saw changes in the Committee membership. Long-time chair Jim Lyon completed his many years of service as did members Kent Carlson and Suzanne Knight. We thank these and all previous committee members for their dedication to making the Rail Trail a reality. The committee welcomed new members Adrienne Boardman, Richard Fahlander, Dorcas Miller, and Nat Welch.

In recognition of outstanding design and construction the Concord portion of the Rail Trail received a Project of the Year Award from the American Public Works Association. The nominating committee stated that, “The Bruce Freeman Rail Trail multi-use path is an impressive example of ingenuity, design excellence and ‘complete streets’ and multi-modal initiatives.” Town staff and committees are to be congratulated for their exemplary efforts on behalf of our community.

Construction Timetable

The Bruce Freeman Rail Trail is a 25- mile long rail trail through the communities of Lowell, Chelmsford, Westford, Carlisle, Acton, Concord, Sudbury, and Framingham. The accessible trail is open to non-motorized uses such as cycling, jogging, walking, rollerblading, and skiing. The trail

honors the memory of Bruce N. Freeman, a State Representative from Chelmsford and early advocate for the development of the rail trail.

Phase 1 - Lowell, Chelmsford, Westford - 6.9 miles. Opened in 2009.

Phase 2A – Westford, Carlisle, Acton - 4.9 miles. Opened in April 2018.

Phase 2B – Route 2 Bridge. Construction began June 2020. Expected completion Fall 2021/Spring 2022.

Phase 2C – Concord (Commonwealth Avenue to Powdermill Road) – 2.5 miles. Opened on September 27, 2019.

Phase 2D - Powder Mill Road to Route 20 in Sudbury - 0.5 mile in Concord/4.4 miles in Sudbury. In November 2020 the Town of Sudbury engaged a consultant for the final design, scheduled to be completed by December 2021. Construction may start in 2022.

Phase 3 - Sudbury finalized the purchase of 1.4 miles of CSX rail corridor from just north of Route 20 to the Framingham line. This will ensure the Town’s control of the corridor. Framingham is negotiating for the purchase of the remaining 3.2 miles of the CSX corridor in that municipality.

AFFORDABLE HOUSING TRUST STUDY COMMITTEE

Keith Bergman, Chair
Lee Smith, Vice-Chair
Holly Darzen, Clerk
Jim Terry
Linda Miller

The Select Board appointed a 5-member Affordable Housing Trust Study Committee to develop a proposed affordable housing trust bylaw for consideration by this year’s town meeting, following last year’s town meeting vote to accept the authorizing state statute. The Study Committee organized in October 2019 and served through September 2020, undertaking our charge with the support and guidance of Regional Housing Services Office Director Elizabeth Rust and Select Board liaison Linda Escobedo.

CONCORD LAND CONSERVATION TRUST

The Town of Concord Municipal Affordable Housing Trust Bylaw drafted by the Study Committee and recommended by the Select Board was approved as Article 13 of the 2020 Annual Town Meeting on September 13, 2020. Under that bylaw, the Trust's Board of Trustees-- appointed by the Select Board and including one of its own members on the trust board-- would have the ability to receive and disburse funds and real property dedicated to affordable housing, subject to guidelines approved by the Select Board and consistent with the Town's adopted housing goals. The Concord Municipal Affordable Housing Trust complements the Town's existing affordable housing efforts, entities and programs, and the Trust can act quickly when affordable housing opportunities arise. Select Board approval would also be needed for Trust to borrow money; mortgage or pledge trust assets; purchase, accept, sell, lease, exchange, transfer, abandon, convey interest in real, personal, or mixed property; or to amend the Trust. The Town Treasurer serves as custodian of the Trust's funds.

In its message to April 2019 Annual Town Meeting voters, our the Affordable Housing Funding Committee had reported that "Concord needs predictable, sustainable revenue sources so that funds are readily available when affordable home opportunities arise Without the necessary funds to act quickly, valuable opportunities could be missed." The Funding Committee's recommended package of articles was approved by that town meeting: Article 23 appropriated \$500,000 from Free Cash for affordable housing; Article 24 accepted MGL C.44, s.55C to authorize creation of a municipal affordable housing trust to promote the preservation and creation of affordable housing for the benefit of low and moderate income households, and for funding of community housing; and Articles 25 & 26 authorized filing of home rule petitions to establish a building permit surcharge and a real estate transfer fee to be deposited into Concord's Affordable Housing Trust Fund.

The members of the Affordable Housing Trust Study Committee are grateful for the work done by our predecessor, the Affordable Housing Funding Committee, and look forward to the establishment of our successor, the Concord Municipal Affordable Housing Trust Board of Trustees.

Concord Land Conservation Trust Trustees:

Polly Reeve, Chairman
John M. Stevens, Jr., Secretary
Jeff Wieand, Treasurer
Joan D. Ferguson
Lynn G. Huggins
Frederic H. Mulligan
Jonathan M. Keyes
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. Membership and the properties owned by the Land Trust are open to all. The Land Trust's mission is to conserve the natural resources of Concord and the town's traditional landscape of woods, meadows and fields. Its programs complement other conservation efforts of the town, state and national governments as well as other nonprofit organizations. The Land Trust works closely with its affiliate, the Concord Open Land Foundation.

The Land Trust adapted to the COVID-19 pandemic last spring by providing videos and other digital content to the public through the Land Trust's website and social media outlets. Some popular videos included virtual hikes and bird identification videos with Peter Alden. While in-person events with members were canceled, the Land Trust has seen record usage of trails and properties this year. The Land Trust also partnered with other local organizations to offer the Summer Quest program, a way to provide free fun activities for families to complete on Land Trust properties and earn a badge.

The Land Trust hired a full-time Land Stewardship Intern this summer to assist with maintaining trail systems (which was so important with the increased

use of trails) and with removing invasive plants, both aquatic and terrestrial. The Intern, Kate Regan-Loomis of Sudbury, accomplished a lot on Land Trust properties, including working with the Appalachian Mountain Club to build a boardwalk at Newbury Field, coordinating volunteers to pull the invasive water chestnut (*Trapa natans*) from the Sudbury River, and re-creating a trail in Upper Spencer Brook Valley now called the Cattle Run Trail.



Stewardship Intern Kate Regan-Loomis marking trails on Land Trust property October Farm Riverfront.

Even in the midst of a pandemic, the Land Trust is pleased to announce two land donations that took place in 2020. First, we gratefully accepted a gift from The Michael and Tara Burgess Edelman Family of 1.4 acres of open space in the Nashawtuc Hill neighborhood. The donated property, a mature woodland along the Assabet River, is an important link in the matrix of over 125 acres of protected land that the Land Trust has been assembling in this area for almost 60 years. It includes segments of both Squaw Sachem Trail and the abandoned Reformatory Branch rail road, some of the most popular trails in town. Second, as the year ended, the Land Trust received a gift of land from Elizabeth (Libby) Bourquin: a small but lovely parcel on Barrett's Mill Road next to the historic house where she grew up and connecting to Corey-Bourquin Field. The donation is the last in a series of steps taken by Libby, her mother and her sister to preserve the natural and historic landscape of Barrett's Mill Road. Corey Meadow and Corey-Bourquin Field, previous acquisitions from the family to the Land Trust, together with the new parcel, are popular for neighborhood walks and provide valuable wildlife corridors.

The Land Trust continued its active stewardship of the 978 acres of protected land in our care. In the upper Spencer Brook valley, with assistance from Beaver Solutions LLC, the Land Trust stymied the beaver's attempt to dam under a trail bridge in order to insure access for recreation. Controlling invasive plants is an ongoing objective on Land Trust properties and throughout Concord. The Land Trust prioritizes these efforts according to the ecologic value of the property being threatened; to this end, licensed contractors were retained to remove glossy buckthorn (*Frangula alnus*) at Newbury Field, a little bluestem meadow, and along the wet edges of Well Meadow in Wright Woods. The Land Trust also hired a contractor to remove common reed (*Phragmites australis*) from the Bigelow Woods along Route 2 – a population of manageable size that the Land Trust hopes to eradicate from that section of the Sudbury River and help prevent its spread. The Land Trust also worked to prevent new invasives such as black swallowwort (*Cynanchum louiseae*) from getting a foothold in town. In addition, as part of a grant from the Garden Club of Concord, planted native shrubs (*Vaccinium corymbosum* and *Corylus americana*) and strawberries (*Fragaria virginiana*) in Wright Woods as part of an ongoing project to restore and maintain the former site of the Bay House.

The Land Trust is governed by a volunteer board and its operations are supported almost exclusively by annual membership donations. The Land Trust extends immense gratitude 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. As one of the oldest local land trusts in the country, we are proud and grateful that for so long Concord has placed such a high value on maintaining a balance of land uses characteristic of the traditions of a New England town. Especially now, during a pandemic, when access to open space is so important to so many, the Land Trust is committed to continuing its efforts to protect and steward our precious natural lands, for Concord residents and all to enjoy now and for many years to come.

Concord Land Conservation Trust
Statement of Activities
September 30, 2019 and 2020

	<u>2019</u>		<u>2020</u>
<u>Revenue and Support</u>			
Membership dues	\$ 162,189	\$	144,595
Contributions	128,427		78,211
Rental income	10,061		10,061
Trail guide fees	35		10
Investment income, net	44,602		170,755
Total revenue and support	345,314		403,632
<u>Expenses</u>			
<u>Program services</u>			
Salary and wages	29,579		36,884
Property maintenance	31,861		33,560
Education studies	1,200		1,200
Insurance	6,068		7,235
Amortization	1,444		9,333
Printing and postage	3,795		-
Professional fees	9,358		9,849
Payroll taxes	2,321		2,887
Organizational dues	1,300		600
Office rent and utilities	4,950		-
Annual meeting and events	4,740		290
Telephone	704		-
Real estate taxes and other taxes	-		-
Donations	55,000		2,500
Other	732		2,699
<u>Support Services</u>			
Salary and wages	12,912		22,234
Printing and postage	4,464		5,944
Office rent and utilities	2,475		10,140
Professional fees	9,774		12,434
Payroll taxes	1,246		1,729
Office supplies and services	1,100		1,859
Telephone	352		1,923
Real estate taxes and other taxes	7,787		8,239
Bank and credit card fees	1,014		522
Conference fees and training	-		-
Insurance	2,888		-
State filing fees and other taxes	36		1,166
<u>Fundraising Expenses</u>			
Salary and wages	4,621		7,411
Office rent and utilities	2,475		-
Payroll taxes	368		576
Office supplies and services	850		850
Telephone	352		-
Printing and postage	405		-
Total expenses	206,171		182,064
Increase (decrease) in net assets	139,143		221,568
Net assets at beginning of year	32,236,252		32,379,575
Net assets at end of year	\$ 32,375,395	\$	32,601,143

Concord Land Conservation Trust
Statements of Financial Position
September 30, 2019 and 2020

	2019		2020
<u>Assets</u>			
Current assets			
Cash and cash equivalents	\$ 281,658	\$	154,469
Investments	2,690,583		3,061,314
Promises to give - net - current	11,500		11,500
Prepaid expenses	4,230		4,383
Total current assets	2,987,971		3,231,666
Non-current assets			
Promises to give - net - long-term	\$ -	\$	-
Land - held as open space	29,370,475		29,370,475
Website costs	24,556		17,111
Deposits	600		600
Total non-current assets	29,395,631		29,388,186
Total assets	\$ 32,383,602		\$ 32,619,852
<u>Liabilities and Net Assets</u>			
Current liabilities			
Accrued expenses	\$ 5,696	\$	15,104
Accrued payroll	2,511		3,605
Total current liabilities	8,207		18,709
Net assets			
Without donor restrictions			
Unrestricted net assets	\$ 2,395,572	\$	2,640,023
Board-designated net assets	10,000		10,000
Total unrestricted net assets	2,405,572		2,650,023
With donor restrictions	29,969,823		29,951,120
Total net assets	32,375,395		32,601,143
Total liabilities and net assets	\$ 32,383,602	\$	32,619,852

AGRICULTURE COMMITTEE

The Agriculture (Ag) Committee provides a forum for matters of interest to farmers in Concord and reports to the Select Board on how best to support farming in Concord. The Ag Committee is comprised of 5 members, 3 of whom are actively engaged in the business of farming and 2 community members who have an active interest in farming referred to as “friends of farming”. Carolyn Goethert chaired the Committee for a second year in 2020 until Lise Holdorf took over the chair post in November.

2020 was a challenging season for many farms in Concord. Unpredictable weather patterns, including an unseasonably cold and wet spring followed by a severe drought throughout the summer and an unusually severe freeze and snowstorm in October caused crop loss and headaches for farmers. On their own, these events would have been quite a test for farmers this year, but the pandemic added yet another layer of difficulty. In March, farms had to abruptly pivot and make adjustments to staffing and safety protocols, as farm workers are essential workers and continued to work in person throughout the lockdown. Farms also struggled to sometimes find the materials they needed for the season since everything from cleaning supplies to seeds were suddenly in short supply. Many farms also had to quickly make alterations to their food safety and customer safety practices as they augmented sanitizing and cleaning protocols, implemented new capacity limits in their farm stands and pick-your-own fields, adjusted layouts to allow for proper social distancing and set up new online ordering, scheduling and contactless pick-up systems. With many food supply disruptions across the country, Concord farms reported unprecedented demand for their products. Concord farms fortunately rose to the challenge, showing how critical a robust local food system is to the health and vitality of the community.

The Ag Committee also made adjustments this year due to the pandemic. The annual Spring Forum had been scheduled for late March, but had to be canceled. The committee had a little more time to make adjustments to the format of our other major annual outreach event: the Ag Day Farmers Market.

This event was reimagined as “Ag Week” during the week of September 8th-12th. Eight farms around town hosted safe, socially distanced events such as sweet corn and pumpkin picking, pumpkin decorating, veggie car racing, pick-your-own flowers, farm-themed takeout dinners and virtual tours. Residents were encouraged to photograph themselves visiting Concord’s farms during Ag Week and submit their photos to be entered in a drawing for farm-themed prizes. Five winners were selected. Planning for a modified spring forum for 2021 is underway and will likely include virtual as well as outdoor socially distanced activities like farm tours and demos.

CONCORD HOUSING AUTHORITY

Richard Eifler, Chair
Stephen Dirrane
Edward Larner
Charles Phillips
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 heterogenous 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.

Due to COVID restrictions, capital projects in 2020 were limited to vacant units and exterior projects. The CHA was able to replace three roofs at scattered site properties. An upgrade to exterior lighting at Everett Gardens and Peter Bulkeley Terrace and lock replacements at Everett Gardens Expansion were part of a health and safety initiative. Smaller renovation projects in kitchens and bathrooms were accomplished at turnover. We have begun the replacement of 14 patio doors in two family developments and continue to move forward on the design and development of a two-bedroom single family home on Commonwealth Ave. with financial support from the Town of Concord and Community Preservation.

CONCORD HOUSING FOUNDATION

Jane Blumberg
Steve Carr
Holly Darzen
Frank (Rich) Feeley, President
Lise Holdorf
Nancy McJennett, Treasurer
Charles Phillips
Barbara Powell, Clerk
Terry Rothermel
Sara (Win) Wilbur

Since 2001, the Concord Housing Foundation, Inc. (CHF), a private, non-profit charitable organization, has sought to keep Concord's housing more affordable. Our volunteer Board of Directors has continuously engaged in fundraising, outreach, and education to achieve this goal. Following a very busy and successful year in 2019, the pandemic put a hold on many of our local efforts.

At the 2020 Town Meeting, CHF supported a new Town appropriation of \$500,000 for affordable housing, as well as a zoning change to make it easier to construct accessory housing units. The CHF also supported actions to continue property-tax relief for qualifying senior citizens. All were approved by the voters. The Town also approved bylaws for the Affordable Housing Trust Fund, so that the Fund can be used for diverse affordable housing projects.

Home-rule petitions to authorize a building-permit fee increase and real estate transfer fee for affordable housing, approved at 2019 Town Meeting, were submitted by our state legislators. At the same time, bills were introduced in the General Court to provide an option, state-wide, for municipalities to adopt such a transfer fee. CHF worked with a state-wide coalition to support these bills, but there was no legislative action on them during the pandemic. The bills are being filed again in the new legislative session in 2021, and the Foundation will continue to work with the coalition towards their passage.

Plans are moving ahead for Habitat for Humanity to create two owner-occupied affordable units in the house at 930 Main Street, which was purchased, in part, with funds from CHF. Consistent with the CHF's request to replace the small house demolished in the creation of Gerow Park, the Town approved \$300,000 for construction of an affordable unit for the Concord Housing Authority. CHF continues to monitor planning efforts, such as the NMI-Starmet Reuse Committee and the Middle School Building Committee, to encourage inclusion of affordable housing when suitable land becomes available.

The Foundation's newsletter, The Concord Housing News, is generally published in the spring and fall. The newsletter covers topics related to affordable housing, including the activities of the Concord Housing Authority, the Concord Housing Development Corporation, and the CHF itself. The newsletter also serves to inform citizens about housing articles to be considered at Town Meeting and subsequently reports on their outcomes. The Foundation also maintains a web site — concord-housingfoundation.org — to inform the community about affordable housing issues and about CHF.

During 2020, CHF welcomed Lise Holdorf as a new Director. Lise is a farmer, currently living on and farming the land at Barrett's Mill Farm. Barrett's Mill farmland was preserved for farming and the farmhouse maintained as an affordable house through a successful partnership between CHF and the Town of Concord.

A Board of Advisors supports the Foundation and joins in our Annual Meeting, providing valuable counsel. The CHF can be reached at PO Box 751, Concord, MA 01742-0751.

CONCORD HOUSING DEVELOPMENT CORPORATION

Douglas Bacon
James Burns
Peter Lowitt, Vice President
Lee Smith, President
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.

Over the last 14 years, the CHDC has made great strides towards its mission. The CHDC has constructed and sold eight income-restricted units in the Lalli Woods mixed income housing development, contributed funds to a lower level of affordability for several new housing units, allowing them to be counted on the town's subsidized

housing inventory (SHI), and preserved the affordable housing restrictions on several units at Emerson Annex by purchasing, renovating and reselling the units. Most recently in 2019, the CHDC, in partnership with the Town and Concord Housing Foundation, purchased a small home in Concord for conversion to a duplex of affordable housing as a Habitat for Humanity project. The project moved forward in 2020, despite the pandemic, with the permit issued by the Planning Board for a duplex, DHCD approval of the project, and the start of marketing. The family selection and lottery is planned for February, 2021, with construction following in the spring, and occupancy in 2022.

The CHDC has also continued its Small Grants Program in FY2020, 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 annually. The maximum grant amount was reduced from \$5,000 to \$4,000 due to funding constraints. The grants are awarded based on availability of funds and the health and safety justifications of the requests. Over the life of the program, the CHDC has awarded 53 grants for \$164,000, 42% 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 continues on its Junction Village development initiative, the 12-acre property on Winthrop Street, known as Christopher Heights of Concord at Junction Village. The Commonwealth gave the property to the CHDC specifically for affordable housing and open space purposes. The project is a residential development of 83 units of permanently restricted affordable assisted living, developed and managed by the Grantham Group, and an open space passive recreation area to be protected by a conservation restriction. The Commonwealth awarded state low income housing tax credits and subsidies in April, 2020. Other progress this last year includes Town Meeting approval of a Tax Incremental Financing Agreement and appointment of members to the Open Space Task Force.

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 monthly with meeting agendas and minutes posted on the Town's website. Interested residents are welcome to attend a meeting and get a sense of how the Board operates.

METROPOLITAN AREA PLANNING COUNCIL: MINUTEMAN ADVISORY GROUP ON INTERLOCAL COORDINATION (MAGIC)

The Minuteman Advisory Group on Interlocal Coordination (MAGIC) includes the towns of Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Lincoln, Littleton, Maynard, Stow, and Sudbury. MAGIC was established as a growth management committee in 1984 and has become a respected voice in regional decision making, focusing on transportation, the environment, energy, open space, affordable housing, economic and community development, and legislative issues.

MAGIC Highlights

MAGIC held annual elections at its September 3rd meeting. MAGIC's three leadership positions are one Chair and two Co-Chair positions. Together, they work with the MAGIC Coordinator to steer the ship and ensure MAGIC encourages regional collaboration and discussion of issues of regional interest and concern. Congratulations and thanks to Adam Duchesneau, Boxborough Town Planner, who

was elected to another term as Chair; Kristina Johnson, Assistant Director of Planning and Community Development in Hudson, who will be continuing as MAGIC Co-Vice Chair, and to Margot Fleischman, Bedford Selectman, who continued on as Co-Vice Chair as well this year.

We also welcomed new MAGIC members and participants this year: from Boxborough: Wes Fowlks, Select Board Chair, and Cindy Markowitz, Planning Board Chair. Many thanks to Les Fox and Rita Grossman from Boxborough for their service to MAGIC.

MAPC staff member Lizzie Grobbel served as the Subregional Coordinator to MAGIC through November 2020 and Julie Curti become the new Subregional Coordinator in December.

MAGIC Meetings

MAGIC held six regular business meetings in 2020. Highlight meeting topics included the following:

- Legislative Updates from MAPC
- Zoning for Multi-family Housing
- Healthy Aging, Healthy Living
- MAGIC FY 2021 Work Plan Meeting
- Election of Officers and COVID-19 Project Brainstorm
- MPO Transportation Planning & Projects discussion

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. FY2020 and FY2021 MAGIC Special Assessment allocations to regional projects are as follow:

Fiscal Year 2020 (\$25,562.27)

- Regional Age Friendly Planning: Housing and Transportation
 - MAGIC Microtransit Pilot: Making the Connections
 - Climate Change Mitigation and Implementation: Coordination and Implementation
 - MAGIC Stormwater Partnership
- Fiscal Year 2021 (\$25,697.79)
- COVID-19 Recovery Planning Support for Towns, Small Businesses, and Village Centers

- Regional Age Friendly Planning: Housing and Transportation
- Climate Mitigation and Adaptation: Net Zero Planning

Special Events

MAGIC held the following special events in 2020:
MAGIC Age-Friendly Forum

MAGIC held an age-friendly forum in January 29. The event covered MAGIC’s first Age Friendly Plan produced by MAPC, the “MAGIC Healthy Aging, Healthy Living Report.” The report assesses the transportation and housing needs of older adults of the 13 member towns of MAGIC subregion and presents a range of local and regional strategies for addressing those needs. Implementation of the Healthy Aging, Healthy Living strategies will happen through regional coordination as well as municipalities acting independently.

MAGIC Transportation and Climate Forum on Municipal Electrification

On February 10, MAGIC held a forum for municipal staff, school staff, and town Transportation Advisory/Sustainability committee members. The event focused on sharing what municipalities and schools can do to reduce carbon emissions in the transportation sector. The forum covered opportunities to electrify vehicle fleets, and also introduced the Transportation and Climate Initiative.

Net Zero Planning Workshop

MAGIC held a net zero planning workshop on May 20 as a joint event with the MWRC subregion. Participants joined from across the two subregions to learn about net zero planning resources available for cities and towns from MAPC. The workshop included an overview of net zero planning and available resources, case studies from MAPC municipalities, and an introduction to MAPC’s framework for equitable net zero planning. The workshop then moved to breakout groups on the topics of GHG inventories, net zero buildings, and climate-smart zoning and permitting.

2020 MAGIC Legislative Breakfast

Over 50 local officials, municipal staff, and other members of the MAGIC gathered virtually on June 18 to hear from and ask questions of their state

representatives. The breakfast included a panel discussion featured Senators Barrett, Eldridge, and Tran, and Representatives Ciccolo, Gentile, Gordon, Gouveia, and Hogan.

Winter Placemaking Charette

On November 17, MAGIC held a Winter Placemaking Mini-Charette with MAPC’s Economic Development team to consider two sites in the MAGIC region and create winter programming options to generate more local business traffic. A Winter Activation Design Guide was offered as a resource to cover regulatory/permitting requirements and upcoming funding opportunities (including the MassDOT Shared Winter Streets and Places grant).

RIVER STEWARDSHIP COUNCIL OF THE SUDBURY, ASSABET, AND CONCORD WILD AND SCENIC RIVER

Emma Lord, NPS Community Planner

River Stewardship Council Transitions in 2020

Emma Lord is the new National Park Service staff working with the River Stewardship Council. Emma is also working with the nearby Nashua, Squannacook, and Nissitissit Rivers Wild and Scenic Stewardship Council.

Virtual Riverfest

Like everyone else, the RSC had to adapt to a virtual world during the Covid-19 pandemic in 2020. The annual Riverfest was adapted into “Virtual Riverfest”, which consisted of a number of videos and interactive presentations on the RSC website. The goal was to educate and give visitors a feel for the rivers, but most importantly to encourage visitors to get out and explore the rivers on their own.

This year’s Virtual Riverfest activities highlighted the historic, recreational, scenic, and ecological values of the Wild and Scenic Rivers. From interactive historic tours to interpretive paddles and

walks to recreational maps and other resources, there was something for people of all ages. Kids could earn their Junior River Ranger badge, enjoy a Wild & Scenic Film Festival, take a nature photography class, or learn about the rivers on a virtual watershed tour. Participants brought out their inner naturalist by grabbing binoculars and smart phones and observing and identifying wildlife along the rivers. They took in the local history of the rivers with a virtual museum tour and interpretive talk with a ranger at Minute Man National Historical Park. For the more adventurous, there were bike touring opportunities, a RiverQuest, and recreation guides to help plan their own excursion.

Because all of the activities were virtual, the RSC was able to reach a broader audience and people could participate in Riverfest throughout the region, state, country, and world.

Major Partner Work

The RSC once again funded major partners in the region to work on important project, through the Federal Wild and Scenic budget; these dollars leveraged hundreds of hours of volunteer time and local resources and funds. The RSC provided funding to support SuAsCo Cisma's basic administrative costs, invasive plant control at rare plant locations in the watershed, and the 7th annual small grants program. The Council supported Sudbury Valley Trustees' work on land protection, land maintenance, and land stewardship. OARS' water quality and water flow related work continued to be partially funded this year by the RSC. The RSC funded Mass Audubon's Riverschools program during the academic year as well as their efforts to document, evaluate, and share the Riverschools curriculum with more teachers in SuAsCo's member towns.

Community Grant Projects

The following projects were awarded community grant funds in 2020:

City of Framingham Department of Public Works - Public education on water pollution using the Enviroscape Ecological Restoration model.

Lowell Parks & Conservation Trust - Fish Monitoring During a Pandemic: Funds to support

staff time, river herring monitoring supplies, and outreach for the fish monitoring program on the Concord River in Lowell.

The Umbrella Art Center / OARS - Earth Month Water Installation – Voyage of the Yellow Wellies watershed tour; Children's Wild and Scenic Film Festival, streaming for Earth Month and Riverfest.

Mass Rivers Alliance - Water Bylaws Toolkit: Developed a water bylaw toolkit including examples of the most protective and effective water-related bylaws in the state, covering issues from stormwater to water conservation.

Town of Carlisle Trails Committee - Greenough Trail Improvements: Trail infrastructure improvements on the Greenough Property along the Concord River in the Town of Carlisle.

All of the RSC's major partners and community grant recipients rose to the challenge of working in a COVID-19 world. Adaptations included virtual volunteer training for water quality and fish monitoring and using proper COVID-19 safety protocols for in-person work.

Advocacy for the Rivers

The RSC continued to participate in the ongoing discussions regarding the Billerica dam. The RSC reviewed and commented on a proposal by U.S. Fish and Wildlife Service to expand hunting in Great Meadows National Wildlife Refuge. The group also reviewed and commented on a proposed state Mosquito Control Bill. In its advisory role to the National Park Service and Army Corp of Engineers, the RSC commented on the proposed projects to rehab the historic Stone's Bridge in Wayland (long advocated by the RSC).

Get Involved

There are many ways to get involved in the work of the Sudbury, Assabet, and Concord Wild and Scenic River. We meet monthly and our meetings are open to the public. To be in touch, find us online at www.sudbury-assabet-concord.org.

WEST CONCORD JUNCTION CULTURAL ARTS COMMITTEE (WCJCDC).

Harry Bartlett
Lisa Evans
Carlene Hempel, Chair
Margot Kimball
Jen Montbach
Ann Sussman
Kate Yoder

The West Concord Junction Cultural District Committee (WCJCDC), appointed by the Select Board with seven regular members, serves as a planning group to support a thriving creative/artist community through events as well as initiatives in the Village district. The WCJCDC also seeks to illuminate the notion that art is an important economic engine that can strengthen Village businesses and serve as a magnet for visitors who want to shop and recreate here. While the COVID-19 pandemic stalled or thwarted many of our plans, the WCJCDC succeeded in some of its 2020 goals. Those were:

- We continued our multi-year ArtScramble community mural project. In the second installment, “ArtScramble 2: Our Local Farms,” local artists created a community-farming themed 6-foot-by-12-foot mural that was digitized into 288 squares. In an effort led by the Village Art Room, an art program created by WCJCDC member Margot Kimball, members of the community were recruited to paint squares in socially distant art events as well as through art kits that were packaged and delivered to their homes. The result is the dynamic second installment in our planned five-part community mural series for West Concord Village.
- In late November, the WCJCDC applied for and received a grant from the MCC to build upon and continue our ArtScramble mural project. With the \$5,000 we were awarded in January 2020, we water-proofed and permanently installed “ArtScramble 1: Music in the Village” on the outside wall of Reasons to be Cheerful, facing Beharrell Street, in the heart of the Village and purchased supplies for our ArtScramble 2 mural project.
- We collaborated with the Town of Concord’s Visitor’s Center and a local sign maker to design



“ArtScramble 2: Our Local Farms:” A detail of some of the 288 squares of the WCJCDC’s second public mural project, organized and painted throughout the pandemic months by local artists and hundreds of community members.

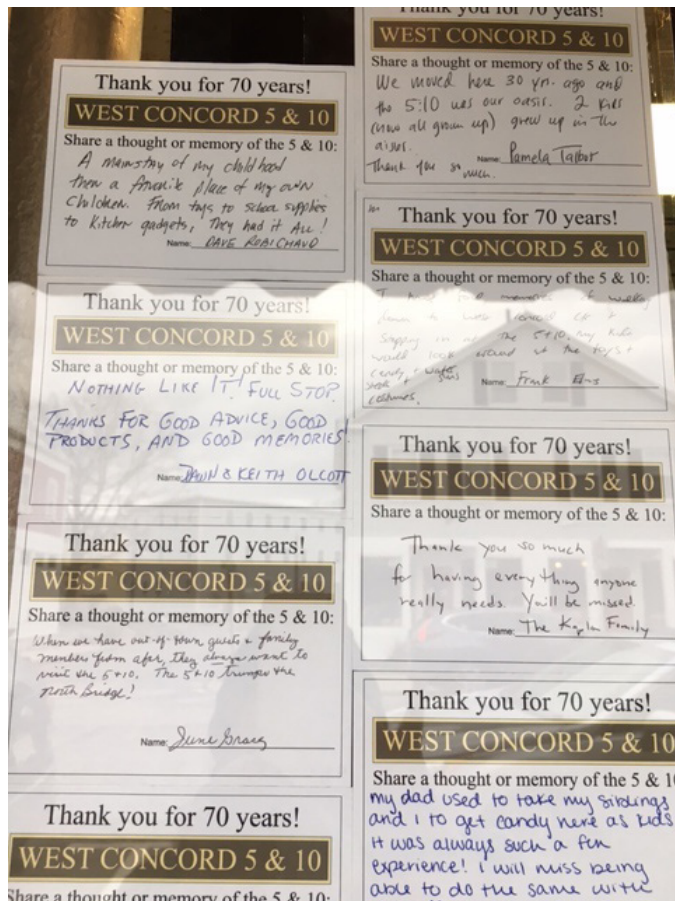
new wayfinding signs that announce the Village’s cultural district from five-different entry points. We also worked to create a wayfinding kiosk to illustrate the boundaries of our cultural district that will include the locations of our artist studios and creative spaces, along with district amenities such as bathrooms, bike racks and arts attractions such as the Concord Conservatory of Music and the Kay DeFord Performing Arts Center.

- We applied for and received a Local Cultural Council grant for \$300 – with a match for the same amount from the Town – to create a map and history of the cultural district to be printed as brochures or pamphlets and placed in local businesses. This project was interrupted by the pandemic and is ongoing.
- We created a series of tributes to our local 5&10, a beloved store, landmark and cultural icon in our district that closed on Dec. 31 after 85 years in business. Our effort was three-pronged: (1) We organized an extensive car parade to pass by the store on its last day that included police, fire and ambulance vehicles as well as numerous local residents. (2) We created a postcard tribute that involved designing, printing and handing out postcards on which community members wrote about their favorite memory of the 5&10. We then installed the postcards in the store’s window for all to read. (3) With the help of local cable outlet Minuteman Media Network, we helped create a 30-minute long tribute video of the store, its

proprietor Maynard Forbes and the Village itself that was then distributed to the community at large. Though we had to cancel some of our other events, such as the Porchfest music festival planned for September 2020, we remained at work planning and strategizing to be ready for the reopening, and the revival, of West Concord Village, post-pandemic.

2229 MAIN STREET OVERSIGHT COMMITTEE

Ray Bruttomesso
 Deborah Farnsworth,
 Board of Health representative
 Nick Pappas, NRC representative
 Len Rappoli
 Pam Rockwell
 Fred Seward



A few of more than 150 postcards collected by the WCJCDC in tribute to the West Concord 5&10.

The 2229 Main Street Oversight Committee was formed to monitor the cleanup at the site previously occupied by defense contractor Starmet, formerly Nuclear Metals, Inc. (NMI). This site was put on the Environmental Protection Agency (EPA) national priorities list in 2001 and is now a Superfund site. The EPA has completed the building removal action, so at this point, the covered building slabs, construction trailers, sampling well-heads, and fences are the only structures that remain at the site. In 2020 the contractor developed a workplan for the remedial design, which includes testing of materials that will be used in the remediation, new sampling of wells, and project planning. Additionally, new data from a pump and treat system that was brought on-line in 2019 in Acton to protect drinking water from organics in the groundwater became available.

Due to the COVID-19 crisis, the committee only met once, although committee members submitted individual comments to the remedial design workplan review. The workplan includes new testing to look at additional sources of organic contamination in the water heading off of the site and under the river, including developing a model for 1,4-dioxane in bedrock and PFAS chemicals from the site. PFAS, also known as “forever chemicals” are a group of fluoroalkyl substances that are used in waterproofing, food packaging, non-stick surfaces, and industrial processes. These chemicals do not breakdown, and are associated with endocrine disruption or cancer. Massachusetts set new drinking water standards for PFAS contamination in 2020, and the testing was developed to make sure that PFAS contamination from the Starmet site does not reach Acton’s drinking water wells. PFAS can be removed from water with charcoal filters, so the pretreatment of water for the 1,4-dioxane pump and treat system

may already be reducing the PFAS in the groundwater plume while more data is collected.

In April 2018, Concord Town meeting voted to encourage taking ownership of the property immediately and to allocate funds for a redevelopment plan. The Town has created a new committee, the NMI/Starmet Reuse Planning Committee to develop ideas about how the Town could reuse the site. The 2229 Main Street Oversight Committee is supporting the new committee's efforts, and would like to emphasize that the best way for the Town to ensure that the most complete cleanup is implemented and maintained at the site is for the Town to take ownership of this site and redevelop it.

Once the remediation design is complete, the work to clean up the rest of the site can begin. Currently depleted uranium in surface soils near building slabs, and in groundwater deep below the surface is confined to the 2229 Main Street property. Depleted uranium in groundwater moves slowly, so EPA has ample time to ensure that the uranium never moves off the site. Contaminated soils up to a 10 foot depth will be dug up and removed from the site so that a person living, working, and growing their own food at the site for 70 years will have less than an increased cancer rate of one in a million because of their exposure. Groundwater at the site will be protected by chemically sequestering the large mass of depleted uranium deep below the old holding basin, surrounding it with a waterproof barrier like concrete or bentonite, and capping it. Contaminated soils will be shipped to a proper mixed waste disposal area and not buried at the site.

More information about the 2229 Main Street cleanup can be found at the following websites. The committee does not have control over the content of these sites:

- www.nmisite.org is the website created by the contractor de maximis inc. It includes a list of the current activities at the site, including data and maps from the sampling that has been completed and pictures of the building removal. There are also links to the EPA Record of Decision and feasibility study.

- More information from the EPA about the 2229 Main Street Superfund site can be found online at <http://www.epa.gov/superfund/nmi>

NMI-STARMET RE-USE PLANNING COMMITTEE

Gary Kleiman, Co-Chair
Paul Boehm, Co-Chair
Pam Rockwell, Clerk
Andrew Boardman
Jim Burns
Steven Ng
Karl Seidman

The purpose of the NMI-Starmet Re-use Planning Committee (NSRC) is to assist the Town with identifying possible ways to reuse the property at 2229 Main Street for maximum public benefit. In 2020, the committee worked with Environmental Protection Agency (EPA) contractor Skeo to finalize a report about the redevelopment process, including identifying principles that the committee will use to evaluate reuse options, and developing a map of the site that shows which areas of the site are suitable for particular types of redevelopment. The committee used information from an online survey, in addition to data from last year's outreach efforts, to develop a master plan concept to redevelop the property, which will be presented to the Select Board in 2021.

The committee used guidance from the 2018 Comprehensive Long Range Plan to develop principles to guide redevelopment at the Starmet site:

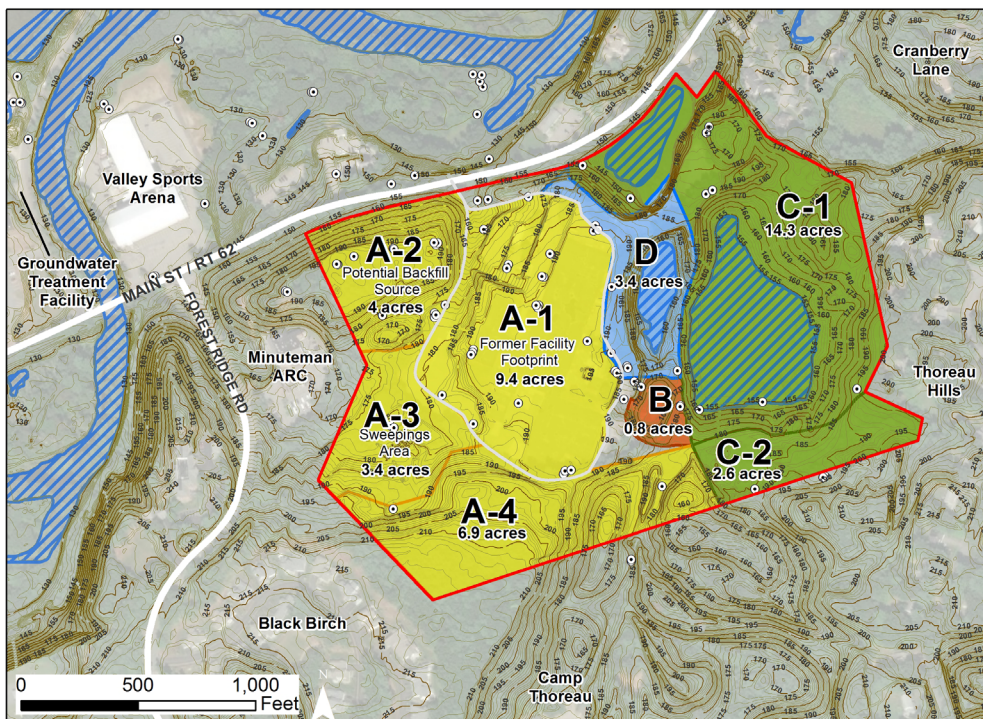
- **Multiple Integrated Uses:** Redevelopment should address multiple needs identified by the community.
- **Environmental Stewardship:** Redevelopment should be sustainable and preserve environmental assets, be carbon-neutral, and improve landscape resilience.
- **Fiscal Sustainability:** Find creative way to fund reuse.
- **Community synergy:** Strengthen the community and our relationships with neighboring towns. Provide opportunities for people from diverse social groups to interact as they access services at the site, and support site accessibility to

local neighborhoods and surrounding communities. Over the summer the committee released an online survey to gather more information about how the general public feels about redeveloping the site. Over 65 people responded to the survey. The committee noted that respondents supported a wide variety of potential uses for the part of the property where the old manufacturing buildings and parking lots were located. Notably, municipal uses were much more popular than private development uses. More than half the respondents supported some form of housing at the site, particularly affordable housing. Most respondents also supported some improvement in public access, such as trails, viewing areas, or environmental education areas in the natural areas of the site that will not be developed (at least 20 acres). There were still some respondents who commented that they felt that the site would not be safe for redevelopment or housing.

The committee is developing its report to the Select Board with the information they have collected, which will include recommendations. The

committee is considering whether to recommend that the Town take ownership of the property and take steps to advance the master plan concept for redeveloping the site. Whether through forums, committee presentations, surveys, or personal interactions, a common thread among most commentors is that the Town values the special environmental assets of this site, including the sphagnum bog and the steep woodlands that ring the site. The draft master plan concept would conserve these areas, connect them to town hiking trails, develop safe viewing areas, and provide car free access options to the site.

Additionally, municipal, commercial, housing or mixed-use developments would be located first in the area previously developed at the site and sited to take advantage of views and access to the natural areas, and should include solar power and battery storage. Examples and more explicit options will be detailed in the final report. The committee expects to do more public outreach with the report before presenting it to the Select Board in 2021.



Potential Reuse Zones Map

- Site Boundary
- Zone A. Potential Development Areas
- Zone B. Holding Basin Consolidation
- Zone C. Open Space - Habitat/Buffer; Potential for Development TBD
- Zone D. Open Space - Drainage/Infrastructure
- ▨ Surface Water
- Existing Roads
- Onsite Access
- Monitoring Wells
- 5' Elevation Contours
- 1' Elevation Contours

SCHOOLS

JOINT SCHOOL COMMITTEES

CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

Sara Wilson, Chair
Heather Bout, Vice Chair
Alexa Anderson
Court Booth
Fatima Mezdad
Eva Mostoufi
Cynthia Rainey

New Members of the Regional School Committee

Sara Wilson was welcomed to the Regional Committee as one of the representatives from Carlisle as well as Alexa Anderson and Fatima Mezdad as representatives from Concord.

CONCORD SCHOOL COMMITTEE

Court Booth, Chair
Cynthia Rainey, Vice-Chair
Alexa Anderson
Heather Bout
Fatima Mezdad

New Members of the Concord School Committee

In 2020, Alexa Anderson and Fatima Mezdad were welcomed to the School Committee following Concord elections and Town Meeting.

Statement of Appreciation from the Joint School Committees

Since early March of 2020, we found ourselves in a world that is unlike any that we could have imagined prior to this year. We find ourselves re-defining the concepts of education, socialization, and even community. Many of us find ourselves at a loss, grasping for connection, predictability, or some sense of normalcy. At the same time, we also find ourselves miraculously supported in this

process of searching and redefining by our teachers, staff, students and residents of Carlisle and Concord.

A year ago, the idea of transitioning school to a remote experience would have seemed baffling, ludicrous, and unimaginable. Changes to learning plans or curriculum would take months or even years of research, testing, revision, and training. But on March 13, we were forced to close the doors of the schools, and within 48 hours, our district leaders and teachers introduced a remote learning plan for all students in our district. To be clear, this was an incredible feat. Since then, there has been extraordinary collaboration amongst teachers and administrators to refine and improve this plan, all the while maintaining a constant level of support and engagement for students. In a time of such uncertainty, this support and engagement are truly invaluable. Our schools have provided students with a structure for their days, a platform for productivity, and a sense of community. Teachers have given our children — both literally and figuratively — a reason to get up every morning.

Although it feels like it only scratches the surface to say a mere “Thank You”, we would like to express our deep and genuine gratitude for the time, effort, creativity, determination, and thoughtful care that our district leader and teachers dedicate to our students every day. We are also grateful to all the parents and community members who volunteer their time on behalf of Concord-Carlisle High School (CCHS) and Concord Public Schools. Most of all, members want to thank the citizens of Carlisle and Concord for their ongoing support of the schools. That support was more evident than ever as the Towns and Schools faced the challenges presented by the pandemic.

In addition, members wanted to acknowledge and thank Yuval Erlich and Wallace Johnston for their service on the Concord and Concord-Carlisle Regional School Committees as well as David Model for his service to the Regional School Committee.

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 of excellence, engagement, perseverance, inclusion and innovation are reflected in the 2018-2023 district strategic plan and the programs, services and activities which support student learning.

COVID-19

The impact of COVID-19 presented great and unprecedented challenges for all aspects of teaching and learning. With less than one week's notice, Concord Public Schools pivoted from the standard in-person classroom-based learning to an entirely remote approach. School Committee members worked to support District leaders who were charged with addressing the challenges such as providing students with structure, supporting special education students, addressing technology issues with students and teachers, distributing food, maintaining connections between students and teachers, and providing students with appropriate mental health supports.

During the late spring and early summer, school committee members participated on the COVID-19 Taskforce comprised of teachers, counselors, students, parents, public health officials and district leaders to advise the Superintendent on developing plans for the 2020-21 school year. The plans were informed by state guidance and designed to address public health, educational depth and consistency, and the well-being of students, teachers, and staff. As part of the planning process, School Committee members and the Administration focused on providing students with live teaching and learning opportunities.

Continued Implementation of the 2018-2023 District Strategic Plan

Following a comprehensive planning process that was driven by a 50-member stakeholder group that

included faculty, students, school committee members, parents, community members and school administrators, a strategic plan was formed to shape a shared vision for both Districts. The plan features efforts in key areas such as reducing student stress, maintaining academic excellence and work related to cultural proficiency and awareness. The strategic plan is 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 Committee Focus on Cultural Competency and Anti-Racism Work

During 2020, the School Committees prioritized the Districts' overall strategic planning objective to create a collaborative and inclusive culture in the schools and community that values diversity and recognizes the contributions and uniqueness of each learner. This work is being approached with five strategic initiatives that include:

- Developing a shared community understanding of what diversity means in Concord and Concord-Carlisle Public Schools and develop district procedures for applying this understanding to work being conducting in the schools.
- Implementing and expanding ongoing professional development for all staff with a focus on cultural proficiency and inclusive practices to meet the individual learning needs of each student.
- Increasing culturally responsive curriculum and students' knowledge and understanding of a wide variety of perspectives and learning styles.
- Continue to actively recruit and maintain a diverse staff in the district.
- Partner with students and families from Boston to increase opportunities for them, as members of the community, to participate in the schools and Concord and Carlisle communities.

Extension of Superintendent's Contract

Members of the Concord and Concord-Carlisle Regional School Committees voted unanimously to renew the current contract for Superintendent Dr. Laurie Hunter. The new contract has a term of five years and will expire on June 30, 2025.

School Committees Urge Focus on Student Well-Being and Learning; Moratorium on MCAS
The Concord and Concord-Carlisle Regional School Committees voted to endorse a resolution offered by the Massachusetts Association of School Committees (MASC) urging state education leaders to forgo MCAS testing during the pandemic to help local school districts increase focus on student's social-emotional well-being and direct student instruction. By supporting the resolution, School Committee members are expressing their desire to maximize instructional time as opposed to time for standardized testing.

Concord Public Schools Budget and Enrollment
Concord Public Schools (CPS) serves 1,991 students in grades K-8. CPS experienced a decrease of 89 students in FY21 compared to FY20. During the past decade, the enrollment has remained consistent between a high of 2,152 (FY13) and a previous 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.

The goal of the School Committee is to develop budgets that meet the needs of our students and teachers while being sensitive to the impact on taxpayers. The School Committee works with District leaders to discuss funding priorities and cost drivers as well as to discuss budget recommendations with the Town of Concord Finance Committee. Ultimately, Concord residents decide budget levels at Town Meeting; during 2020, an operating budget of \$40,777,193 was approved, which represents a 3.52% percent increase from the previous year's budget.

Concord Middle School Building Committee: Feasibility and Schematic Design Work
Concord residents authorized a feasibility study and schematic design options for a new middle school building that would be designed and constructed in a manner consistent with Concord's sustainability goals and principles. The Town of Concord Select Board appointed a building committee that included two members of the Concord School Committee, Court Booth and Heather Bout.

During 2020, members of the School Committee monitored and participated in the public process for this effort and started the work with Superintendent Hunter to create an educational plan that will help guide the design of the proposed facility.

Continued Focus on Sustainability
The Concord Public School Committee approved the purchase of a new electric bus as part of their work with Superintendent Hunter to implement a comprehensive approach to environmental sustainability for the school districts. The purchase was facilitated by a grant that will cover 80% of the purchase price. School Committee members thanked Town of Concord Sustainability Director Kate Hanley and resident Brian Foulds who drafted the Town Meeting article which facilitated the purchase. The Committee expects to purchase additional electric buses soon.

Concord-Carlisle Regional School District Budget and Enrollment
Concord-Carlisle High School has 1350 students in grades 9-12. CCHS experienced an increase of 30 students in FY21. The Superintendent and School Committee carefully monitor enrollment projections as well as other factors that could impact enrollment such as new housing developments.

The goal of the School Committee is to develop budgets that meet the needs of our students and teachers while being sensitive to the impact on taxpayers. The School Committee works with District leaders to discuss funding priorities and cost drivers as well as to discuss budget recommendations with the Finance Committees of Carlisle and Concord. Ultimately, residents of Carlisle and Concord decide budget levels at Town Meetings; during 2020, the FY21 operating budget of \$30,607,219 was approved which represents a 1.22% percent increase from the previous year's budget.

The approval of the budgets for both CPS and CCRSD is the culmination of a multi-month process that begins with the submission of the annual School Improvement Plan that is developed and guided by the Districts' strategic plan and

includes input from teachers, parents, and administrators. Based on these plans, the Superintendent and the Director of Finance and Operations 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 various public forums.

SUPERINTENDENT'S REPORT

Dr. Laurie Hunter, Superintendent

This year, I write in a personal tone in hopes of indicating the deep impact this community's support has had on the schools this year. Concord has a long tradition of valuing its schools in a way not seen in many places. I am sure that this value is what led to a collective vision of the schools in crisis. This common vision of serving the community's children during the pandemic came to be when we reopened the schools in-person on September 9, 2020 after six months of empty buildings and remote learning. We have been thrilled to remain open since then through a balance of physical safety, instruction, and overall well-being.

Ever since March, parents and teachers partnered in ways more intimate than ever before. Teachers are live streaming into homes and students are streaming into classrooms. The complete transformation of instruction into multiple models that can flexibly intertwine with one another was done with passion and dedication by a faculty fiercely committed to learning under any circumstances. For almost a year now, teachers recreated everything they do. Their dedication allowed us to foster a safe model for in-person instruction with both hybrid and remote models simultaneously. Similarly, parents directly and

indirectly support their children on a daily basis as we navigate these new approaches. The success to date is a result of this incredible partnership between home and school. Of course, the role of school nurses and custodians is critical as are those of support staff, food service and transportation whose environments also changed completely.

Throughout it all, the town offered its resources often without request. I will attempt to name the many ways in which this support took form, knowing the list may not be complete.

- Concord Health Director Susan Rask and Public Health Nurse Tricia McGean have been highly involved throughout the process by supporting us daily in safety measures and management of COVID cases. At the time of this report at the end of January 2021, 113 COVID cases were connected to the schools. The schools remained open while navigating contact tracing and quarantines very much as a result of this partnership.
- The Town Manager and the entire town leadership team engaged with us as the pandemic arrived and continually inquired as to our needs.
- Concord Recreation created programs at each of the three elementary schools to support afternoons of remote learning and daycare needs for parents given the half day model in Kindergarten through Grade 5. An additional program at Ripley allowed for per diem support for staff juggling their own children's hybrid and remote school schedules.
- The Concord Fire Department provided ongoing leadership and support in crisis management as well as resources and connections. One such connection led to the ability to partner with a site for symptomatic testing and to begin symptomatic testing on site at CCHS.
- The Concord Police Department offered extensive support in the work to actively rebuild the traffic and transportation plans with us given the limited availability of bus ridership due to distancing needs. With approximately 50% of students arriving in another mode beside the bus, arrival and dismissal at school required close care. A record number of students now bike to school which has also been highly supported by Concord Police.
- Concord Public Works and Highway Department altered driveways and modified

entrances to allow for these changes to the transportation plan so buses could utilize entrances they had not previously accessed. When quarantines impacted our plowing crew, they immediately offered help to ensure school would reopen after a storm.

- Concord Facilities provided HVAC personnel to ensure the readiness of the middle school buildings that required modifications prior to the return of students.
- The Concord Free Public Library partnered with us during the summer reading program leading to a record number of students participating. Programming for children and access to virtual resources has been ongoing since the closure in March.
- Emerson Hospital has been an important partner in offering medical and health consultation as well as partnership on various projects.
- The community's many medical and science professionals engaged directly on the 11 committees formed last summer and continue to advise us often.
- The collaboration with the Concord Finance Committee and Select Board led to a successful rebuilding of budget proposals for FY21.
- It has been our pleasure to collaborate to host Town Meeting on the Doug White Field and host the town's vaccine distribution center on the CCHS property.

Finally, I would be remiss not to highlight the amazing young people of Concord who engage in these uncharted waters with us daily. Their energy, enthusiasm, cooperation, and joy has been our guiding light. Thank you all for the support and dedication that allowed crisis to become an opportunity to serve these children and community so well.

MINUTEMAN VOCATIONAL TECHNICAL SCHOOL

Dr. Edward A. Bouquillon, Superintendent-Director



Despite Pandemic, School Continues to Grow

Even with the challenges the pandemic has imposed on schools nationwide, Minuteman High School continues to experience growth in enrollment, programming, and in its physical footprint with the ongoing construction of athletic fields as part of the final phase of the school building project. The increased enrollment demand from families living in Minuteman's member towns is higher than projections made as the school was being designed. New and soon-to-be-implemented programming in animal science, multimedia engineering, advanced manufacturing, and robotics, are meeting the needs of the 21st century and narrowing the skills gap. Additionally, Minuteman's commitment to athletics is stronger than ever – marked with the Minuteman School Committee's unanimous approval to begin construction of three lighted synthetic fields on the campus.

Using a hybrid learning model for 2020-21 school year, Minuteman has operated with one grade of students in the building per week to receive hands-on, career technical education (CTE) instruction, with academics and other content taught remotely. The administration is exploring options to safely include more students in person. Students have demonstrated resiliency with their eagerness to learn and adaptation of different learning and service models.

Adapting to Growing Enrollment Demand

As word spreads that Minuteman High School gives students a revolutionary, competitive advantage and a high-quality career technical education a new

state-of-the-art building – with nearly all students entering college or career shortly after graduation – the enrollment demand increasing. Currently, 89% of Minuteman’s ninth grade students (or 159 students) live in the district’s member towns.

Minuteman experienced growing member-town enrollment for the Class of 2024, this year’s ninth-grade class. There were 390 total applications received for students enrolling in the Class of 2024, with 252 of those applications from students living in Minuteman’s nine member towns – for 179 total open slots. By comparison, in 2019 and 2018, Minuteman received 272 and 168 total applications, respectively.

As of late January 2021, Minuteman received 316 total applications for the Class of 2025, for a total of approximately 185 total freshman slots, with two months remaining to apply.

Athletic Fields Project

Construction has begun of three new athletic fields on the Minuteman campus with an anticipated completion date of October 2021. The three synthetic turf fields will support football, boys’ and girls’ soccer, cross country, baseball, softball, and boys’ lacrosse, with a potential for future girls’ lacrosse and girls’ field hockey, as well as expanded track and field programs. The district member towns approved lighting for all three fields, providing additional hours of use and enjoyment by Minuteman, our member towns and other sports groups.

Minuteman has had a long-standing commitment to accessible athletics programming with a “no cut, no fee” policy. Sports are a crucial component of the high school experience for many students. Athletes learn sportsmanship, teamwork, and the value of physical fitness. Having state of the art athletic fields for our students and our member towns gives us all something to look forward to in 2021 and many years to come.

Adapting to Change

Minuteman is nimble at adapting to change, as demonstrated with providing programming that narrows the skills gap and meets the needs of the 21st century. Our students and teachers were quick

to shift learning and teaching models during the ongoing pandemic, highlighting their perseverance and dedication to high-quality career technical education.

In the Culinary Arts and Hospitality program, where students operate The District Restaurant and Café, which is typically open to the public, students shifted their business model to produce hundreds of meals per week for Food Link MA to help local people in need. The culinary students also sell food through a contact-less pick-up outside the school building. In the Horticulture and Plant Science program, an instructor adopted a bee keeping curriculum and installed beehives outside the school, providing hands-on learning in the subject when students returned in the fall.

As Minuteman looks to the future, it is continuing to be responsive to the economy of today and tomorrow. In December 2020, Minuteman was awarded \$300,000 from Governor Charlie Baker’s Skills Capital Grant to expand programming for both high school and adult evening students in robotics automation and logistics engineering. With a massive rise in automated warehousing creating responsive supply chains, the demand for a highly trained and skilled workforce is increasing dramatically.

Class of 2020 Achievements

About 85% percent of Minuteman High School’s Class of 2020 graduates have entered college, career, advanced training, or the military – a slightly lower percentage than usual due to the pandemic. More than 70 colleges and universities accepted Minuteman graduates, including Champlain College, Lesley University, Worcester Polytechnic Institute, University of Massachusetts, University of Southern Maine, Keene State College, Stonehill College, Savannah College of Art and Design, and more. Most students who sought certifications in their respective fields received them prior to graduation, which includes various certifications from Occupational Safety and Health Administration (OSHA) in hazardous materials removal, biotechnology, plant science, and health care.

Class of 2020 Graduates from Concord

There are currently 25 students from Concord attending Minuteman in the 2020-2021 school year. There were six Concord graduates in the Class of 2020:

- Spencer Lanchester, Automotive Technology major. He has secured a job with an automotive repair shop.
- Kevin Williams, Automotive Technology major. He has secured a job with a landscaping company.
- Lucy van Duzer, Design and Visual Communications major. She is attending Champlain College to major in Game Art.
- Chase Cupp, an Electrical Wiring major. He has secured a job with a flower distribution company.
- Nicholas Moy, a Robotics major. He is attending Worcester Polytechnic Institute.
- Benjamin Tangora, a Robotics major. He was accepted to Castleton University and Champlain College.

THE SCHOLARSHIP FUND OF CONCORD AND CARLISLE

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Devra Feshbach-Meriney - Assistant Chair
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Kathleen Snook
Phoebe Sturges

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Dorothy Bean
David Gould

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 2020-21 Trustees

Left to Right – Top: Bee Loprete, Priscilla White Sturges, Ken Anderson, Devra Feshbach-Meriney, Al Powers. Left to Right – Middle 1: Paul Ressler, Elaine DiCicco, Kathi Snook, Kathleen Reidy, Travis Minor. Left to Right – Middle 2: Molly Eberle, Steve Payne, Elaine Rabb, Kelly McIntosh, Hanna Bruno. Left to Right – Bottom: Maura Kennealy Clark, Jeanne DeTemple, Phoeb Sturges, Joe Laurin (not in photo: Nick Carter, Lucy Miller, Ed Bernard, Tom Rutledge, Dorrie Bean and David Gould)

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 23-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 2020, the trustees awarded \$215,305 supplemented by \$37,445 from The Scholarship Fund’s affiliated organizations, bringing the total to \$252,750 awarded to 54 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 2020-2021 academic year.

- Scholarships marked with one asterisk are managed by the Scholarship Fund of Concord and Carlisle.
- All other scholarships are managed by the named affiliate organization.

Scholarship Recipients

The Abby Memorial Scholarship*
Asare-Danquah, Janesse

The Acton Toyota of Littleton
Scholarship
Aiello, Christina

The William W. Anderson
Memorial Scholarship*
Malek, Mahera

The Janet Babb Memorial
Scholarship*
Maione, Evan

The Bean Family Scholarship*
Song, Yoonjae

The Trudy Biernson Memorial
Scholarship*
Lathrop, Kierthan

The Carlisle Police Association
Scholarship
Chelton, Jillian

The CCHS Class Of 1962 John F.
Donovan Scholarship*
Malek, Mahera

The Kay Chambers Scholarship*
Wilcoxson, Emma

The Concord Children's Center
Scholarship
Smith, Devin

The Concord Firefighters' Relief
Association Scholarship
Couvillon, Elsa

The Concord Lions Club
Scholarship
Aiello, Christina
Morgan, Jeb

The Concord Police Relief
Association Scholarship
Asare-Danquah, Janesse

The Concord Women's Club/Ruth
Bullerwell Scholarship*
Morgan, Jeb

The Mary Connorton Memorial
Scholarship*
Hughes, Keilan

The Guido S. D'Asti Memorial
Scholarship*
Maione, Evan

The Clair Day Memorial
Scholarship*
Hughes, Keilan

The Charles W. & Nancy I. Dee
Memorial Scholarship*
Morgan, Jeb

The Norman E. & Joan M. Dee
Scholarship*
Song, Minjae

The Elaine DiCicco Scholarship*
Johnson, Kira

The Engel & Völkers Scholarship
Aiello, Christina

The Charles Evans Scholarship*
Malek, Mahera

The John B. Finigan Memorial
Scholarship*
Hoyt-Rouse, Mitiku

The Wilson Flight Scholarship*
Elsa, Couvillon

The Garden Club of Concord
Scholarship
Thomas, Alexa

The Essie Golden Memorial
Scholarship*
Hughes, Keilan

The Bobby Gray Memorial
Scholarship*
Riley-Honan, David

The Margaret Haggerty Memorial
Scholarship*
Haddad, Philip

The Teresa ("Teri") D. Hale
Memorial Scholarship*
Unger-Laffin, Sativa

The Wells A. Hall Memorial
Scholarship*
Morgan, Jeb

The Anthony Halls-Keenan Smith
Scholarship*
Asare-Danquah, Janesse

The Thomas Hart Memorial
Scholarship*
Song, Minjae

The Christopher Hentchel/WIQH
Scholarship*
Hoyt-Rouse, Mitiku

The Jiro & Tama Ishihara Memorial
Scholarship*
Keaton, Benjamin

The Seitaro & Shina Ishihara
Memorial Scholarship*
Rice, James

The Vinod Jalan Memorial Scholarship* Asare-Danquah, Janesse	The Middlesex Savings Charitable Foundation Scholarship Vasiliadis, Paula	The Rotary Club of Concord William L. Eaton Memorial Scholarship Morgan, Jeb
The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship* Asare-Danquah, Janesse Cote, Glen Johnson, Kira Sanderson, Robert	The Barbara Schips Miller Scholarship* Vasiliadis, Paula	The Rotary Club of Concord Richard L. Hale Scholarship Asare-Danquah, Janesse
The Diane Kenneally Memorial Scholarship* Keaton, Benjamin	The Arthur ("Art") & Lee Milliken Memorial Scholarship* Tull, Nala	The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship Couvillon, Elsa
The Knights Of Columbus Scholarship* Goode, Adrian	The Janet Gates Peckham Memorial Scholarship* Hughes, Keilan	The Rotary Club of Concord Capt. Thomas J. Hudner, Jr. Scholarship Aiello, Christina
The Sally Lanagan Memorial Scholarship* Bowen, Maiya	The Albert L. & June B. Powers Scholarship* Song, Yoonjae	The Scholarship Fund of Concord and Carlisle Scholarship* Bosomprah-Bonsu, Laud Bowen, Maiya Burch, Alexander Chelton, Jillian Cucinotta, Alyssa Dunn, Julia Elliot, Isabella Fein, Sara Gerstmyer, Marin Haddad, Philip Hamel, Alexander Hardacker, Leah Hoyt-Rouse, Yeruksew Hunter, Denkeis Israel, Charles Jacobs, Julia Johnson, Kira Kaufman, Marinna Keaton, Benjamin Koval, Chloe Maione, Evan Maione, Olivia Morgan, Jeb Rice, James Rojas-Valvo, Julian Thomas, Alexa Tong, Aaron Tong, Amanda Tull, Nala Unger-Laffin, Sativa
The Norton Levy Memorial Scholarship* Lathrop, Kierthan	The David Prifti Memorial Scholarship* Hughes, Keilan	
The Charles E. Manion, Jr., Memorial Scholarship* Aiello, Christina	The Katrina J. Przyjemski Memorial Scholarship* Tull, Nala	
The Adrian A. Martinez Memorial Scholarship* Hoyt-Rouse, Mitiku Hunter, Denkeis Huseni, Aliya Kovacevic, Liviya	The Marguerite Purcell Memorial Scholarship* Koval, Chloe	
The Elizabeth A. Mattison Memorial Scholarship* Zeinoun, Gabriel	The Nick Ressler Memorial Scholarship* Hutchinson, Burke	
The Elizabeth V. McAllister Memorial Scholarship* Aiello, Christina	The Rivercrest-Deaconess-Newbury Court Scholarship Wilcoxson, Emma	
The Mary F. McHugh Memorial Scholarship* Maione, Evan	The Maura Roberts Memorial Scholarship* Kaufman, Marinna	
	The Charles A. Robichaud Scholarship* Keaton, Benjamin	

Williams, Katherine
Wilson, Gabrielle

The James E. Shepherd Memorial
Scholarship*
Dunn, Julia

The Farnham W. Smith Memorial
Scholarship*
Hamel, Alexander

The David S. Soleau Memorial
Scholarship*
Bosomprah-Bonsu, Laud

The Maybeth Fandel Sonn
Scholarship*
Williams, Katherine

The Mark Teverovsky Memorial
Scholarship*
Aiello, Christina

The Jeanne A. Toombs Memorial
Scholarship*
Song, Yoonjae

The Town of Concord George F.
Flavin Scholarship
Fein, Sara

The Town of Concord Guy P.
DiGiovanni Scholarship
Fein, Sara

The Town of Concord Ruth E.
Helsher Scholarship
Maione, Evan

The Town of Concord Holland I
Scholarship
Maione, Olivia

The Town of Concord Holland II
Scholarship
Hardacker, Leah

The Trustees Scholarship*
Elliot, Isabella

The United Women's Club of
Concord Scholarship
Hoyt-Rouse, Mitiku
Hoyt-Rouse, Yeruksew
Wilcoxson, Emma

The Video Revolution, Ralph & Ellie
Grossi Scholarship*
Hughes, Keilan

The Maureen Wesinger-Lewis
Memorial Scholarship*
Asare-Danquah, Janesse

The Harvey Wheeler Memorial
Scholarship*
Hughes, Keilan

The Doug White Memorial
Scholarship*
Copland, Thomas

The Winstanley Scholarship*
Cupp, Jillian
Michel, Jurgens
Riley-Honan, David
Smith Devin
Song, Minjae

The Joyce T. Woodman Memorial
Scholarship*
Hughes, Keilan

The Charles K. Yeremian Memorial
Scholarship*
Song, Minjae

The Tameji & Chiyo Yoshimura
Memorial Scholarship*
Badalament, Anna

Note: The following students are
Carlisle residents
Aiello, Christina
Chelton, Jillian
Cote, Glen
Haddad, Philip
Kaufman, Marinna
Lathrop, Kierthan
Morgan, Jeb

CONCORD CARLISLE ADULT & COMMUNITY EDUCATION

Advisory Committee

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John Ballantine, Carlisle
Ron Bernard, Concord
Paula Casey, Concord, Chair
Claudia Feeney, Concord
Stuart Freeland, Concord
Marla Iyasere, Concord
Carol Murphree, Carlisle
Margo Parent, Carlisle

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.

Adult & Community Education, a program of the Concord-Carlisle Regional School District, 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.

Concord-Carlisle Adult & Community Education (CCACE) offerings three main areas of activity

Adult & Continuing Education classes

We offer a wide variety of continuing education programs for adults, including one-night and multi-session workshops.

Driver Education

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. Due to COVID-19 precautions, observations occurred at home with a parent. Adult & Community Education was also unable to sponsor students for road tests due to ongoing concerns from the pandemic.

Instrumental Music School of Carlisle and Concord

IMSCC specializes in music lessons for students of all ages. For over 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 have also expanded the number of summer workshops including ensembles and master classes that we offer.

CCACE has continued to offer programs throughout the pandemic and the closure of the schools. Our music lessons with IMSCC moved online immediately with most of our students quickly adjusting to the transition. Our Drivers Education classes also moved online very quickly as the RMV was quick to approve the switch to an online platform for classroom instruction. Driving lessons were suspended from March 13 – July 5. Our Adult Ed courses moved online as well, starting with some of our brave instructors whose classes were already in session. Slowly we saw more and more of our instructors move online and added a number of new

classes over the spring and summer.

Despite everything, we still had over 10,000 individual music lessons were held; 245 students started the Drivers Education program and instructors provided over 2,000 hours of behind-the-wheel training. We received almost 1800 registrations for adult education programs. 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. 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, cooking classes, Armchair Travel, writing, test preparation, Village University and more.

Within our Adult & Continuing Education section, we continued our “Can We Talk” series which began in 2017. This ongoing series is designed to engender productive and respectful discourse in the community. The goal is to create opportunities for the community to come together to discuss and learn from what is happening around us. Our FY20 program was entitled Unconscious Bias: Interrupting the Cycle and had 55 participants. This five-part series was led by EDCO instructors and received tremendous feedback.

All of these programs are made possible by over one hundred and twenty-five community educators, including volunteers, instructional subcontractors, and part-time employees. In FY20, we were able to award scholarships to 22 families, representing 36 students through the generosity of the Concord-Carlisle Community Chest and community donations. The average scholarship awarded was \$225, with program fees ranging from \$150 to over \$1,000. These students represented adults seeking continuing education, students enrolling in our driver education program, and students taking private music lessons.

There have been many hours of training with instructors, confused calls from students of all ages

as they try to navigate this online world, but we are pleased with what we have been able to accomplish during this time. Previously, what made community education programs so attractive is that they are in person and that you have the opportunity to sit in a room and learn with students of all ages, from all backgrounds. The pandemic has turned our programs on their heads and forced us to adapt quickly to a new environment. We are already starting to have conversations about what our programs will look like post-pandemic because we do not think that classes will ever be 100% in person again. We are trying to view this as an opportunity to keep growing as an organization.

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 2020 Town Census, there are 5060 Concord residents over the age of 60 and representing 32% of the total population of Concord. The percentage is up from 22.5% in 2006. The 2010 Federal census showed that the state average was roughly 16%.

The following is a sampling of service statistics for FY 2020: 2094 seniors were active at the COA. 167 new seniors began participating for the first time. 200 seniors used the van service and received 6699 rides. 896 seniors were assisted by Outreach/Social Services, 169 seniors participated in a fitness class and 2556 meals were served at the COA to 268 seniors.

Coronavirus Impact

On March 12, 2020, the COA closed its doors at the Harvey Wheeler Community Center to the public due to the worldwide pandemic and they remain closed as of this writing. The staff, however, continued to work, first from home, then on teams in the office and eventually back in the office 4 days a week and working from home one day a week. We quickly learned how to use zoom and got the licenses we needed. The staff converted every possible program onto the virtual platform and we continued to hire entertainers and speakers. Additionally, we began offering drive through meals and giveaways several times a week. Our goal was to help Concord seniors still feel connected to the COA and to each other and to be sure that they continued to feel cared for and remembered during this time

of isolation. Our social service team started making calls on a regular basis to "check in" on seniors to be sure that they had access to appropriate support services during the stay at home mandate. All told, the team made over 800 calls in the first two months of the shut down and are continuing with that calling schedule on a periodic basis. Our van service, while initially discontinued began operating again during the end of the summer with no more than two riders at a time, for medical appointments only, with sanitization between riders. Throughout the pandemic, we continued to loan out durable medical equipment with proper sanitization taking place. We also installed a video doorbell and drop boxes so that materials could be left at the office as necessary. We created an "interview room" for seniors who needed to be seen in person. The room has pexi-glass installed between the employee and the senior and is thoroughly sanitized between uses. The COA also continued to produce a monthly newsletter throughout the pandemic that described the programming and drive through activities and provided important pandemic information. We are grateful to the many volunteers who stepped forward during this challenging time to offer to shop for seniors who needed groceries delivered and to the volunteers who drove them to appointments outside of the COA service area. The COA staff certainly looks forward to the day when we can re-open our doors and slowly move back to our normal programming schedule.

Outreach and Social Services

Our professional staff provides advice, assessment, consultation, and referrals to seniors and their support network (family, friends and neighbors) while adhering to strict standards of confidentiality. Their extensive and specialized knowledge of resources helps to assist seniors to live independently as long as possible. Strong working relationships with various town departments, hospitals, home health care agencies, aging service access points, housing authorities, and businesses provide the best comprehensive service.

Wellness and Fitness

The COA offers a wide diversity of program and

fitness opportunities such as Aerobics, Tai Chi, Yoga, and Strength and Flexibility that contribute to the overall health of Concord seniors. We offer regular health clinics and screenings as well as a variety of speakers on an assortment of health topics. We continue to offer the free loan of durable medical equipment and 266 seniors borrowed 698 pieces of equipment this past year. Our geriatric health nurse is available for seniors who have complicated medical situations who need extra support and advice.

Social, Recreational and Educational Opportunities

Because the opportunity to interact with peers, stay intellectually active, and feel valued and needed by the community is key to emotional and physical health, we offer day trips, speaker's series, movies, parties, computer tutoring, discussion groups, craft workshops, book groups, cooking classes, games, music classes, and guided walks just to name a few. We make an effort to film our presentations for public broadcast so that our homebound residents can benefit from the information. We continue to produce a 12 page monthly newsletter that details the many choices of activities to engage in and explains the services that we offer. Seniors that opt to receive the newsletter may do so by e-mail or postal mail delivery.

Transportation

Our vans provide weekday local transportation for seniors who no longer drive or who have a temporary limitation. We offer transportation daily Monday through Friday and offer two vans every day in order to meet demand. In addition to providing transportation around town to medical appointments, banks, pharmacies, grocery stores, hospitals, etc we continue to provide transportation to the Annual Town meeting and to vote on Election Day. (see note under Coronavirus Impact on how transportation was affected during part of this year)

Lockboxes and File of Life

The COA continues to offer the installation of a lock box on the residence of any senior who requests it. This box, installed by a COA volunteer allows the resident to place a key to their home inside in case of emergencies. Only the Fire/

Ambulance Service and the COA have master keys. In the case of any emergency, the locked home can be entered without breaking a door or window. The COA also continues to encourage the use of "File of Life", which is a red plastic folder for the refrigerator and the wallet with important medical information in case of emergency. The COA provides these free of charge to all Concord seniors.

Additional Support Services

The COA offers these additional services thanks to cooperative arrangements with other agencies businesses and churches: "Ask the Lawyer" program which provides seniors with a free 30 minute consultation with an attorney, SHINE (Serving the Health and Information Needs of Everyone) counselors to help seniors with issues related to their health insurance, "Ask a Pharmacist", AARP tax return assistance program, fall clean up days, flower delivery to home bound seniors and the delivery of buckets of sand for winter. We continue to offer a very successful Caregiver Support group.

Social Media

The COA Facebook page provides an opportunity for seniors to follow the activities of the COA and to read important and relevant tips on successful aging. We encourage readers to like our page and share our story with your family and friends.

Volunteers and Public Relations

Volunteers greatly enhance and support the work of the staff and thanks to their efforts and talents; we are able to offer a rich mixture of programming. We are always looking for new volunteers for a variety of possibilities and encourage residents to step forward and see where they can help. For everyone's protection, we needed to discontinue the use of most volunteers during the pandemic, but certainly look forward to welcoming everyone back when safe to do so.

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. While the gift shop had to close when the building closed, we are happy to announce that the gift shop now has an online presence!

COA Gift Account

We are grateful to the many people who chose to make a donation to the COA gift account. Most offerings at the COA are free of charge, but with the assistance of the gift account, we are able to provide scholarships or partial assistance for the cost of an event or trip to folks who could not otherwise afford to attend something they are interested in. The gift account also helps with program and building expenses that are not otherwise covered with in the budget.

COA Board

The COA Board, which acts in an advisory capacity to the Director, consists of nine full members appointed for three year terms and two associate members appointed for one year terms by the Town Manager. Members of the COA Board serve as liaisons to the following committees: Disability, Housing, Concord After Sixty, and Minuteman Senior Services.

COMMISSION ON DISABILITY

2020 was a busy year for the Commission in spite of and because of the pandemic. The year began with an emergency preparedness seminar provided by the Mass Office on Disabilities which gave every participant a red backpack filled with emergency supplies such as a solar powered flashlight/phone

charger, first aid supplies, and personal hygiene supplies.

A huge focus throughout the year was the parking for the new library addition. We met many times with the Library Corporation, design team, and Historic Districts Commission. Although the specific design members wanted was not approved, there will be two accessible parking spaces for the addition, and this meets the requirements of the ADA.

The Commission also met several times with a group of people who have hearing disabilities. This group is requesting that the Town install better hearing enhancement equipment to enable them and others to participate more fully in town meetings. We are continuing to support them as we enter 2021, and there is reason for optimism that these needs will be met.

As the pandemic raged across our country, the Commission worked to determine the particular needs that people with disabilities might have related to the pandemic and resources such as food pantries were promoted. After members became aware of concerns of people with disabilities wishing to use the newly completed Concord section of the Bruce Freeman Rail Trail, we urged the Town to post signage telling people that they must wear a face mask while using the trail. These signs were posted, and many people honored the request.

Stemming from concerns that handicapped parking spaces were being used by others who did not need the access, we developed some windshield cards that members and others could use to put on cars parking illegally in handicapped parking spaces. The Commission felt that a friendly reminder might be a soft approach to people who just didn't think parking there for a short time would be a problem. We also developed cards to post on windshields of cars parked fully or partly on the sidewalk, making it impossible for anyone using a mobility device, or parents with strollers or wagons, to use the sidewalk.

We supported two variances to the AAB, one for the School of Philosophy at Orchard House, and the other for the library. In both cases members felt that the accommodations the organization took met the

spirit of full accessibility. Finally we dealt with a few complaints about handicapped parking signage.

The Commission looks forward to 2021 and the ongoing work it will do, including review and input to the plans for the expansion of the recreation area at White Pond.

COMMUNITY SERVICES

Bonny Wilbur,
Community Services Coordinator

The Community Services Coordinator (CSC) provides resources, referrals, consultation, and education to Concord and Carlisle residents. She assists residents in accessing a broad range of local, state, and federal support related to economic, social, physical and mental health needs. Services are confidential and open to all Concord and Carlisle families and residents under the age of 60.

The CSC position was established in 2005 by the Town of Concord in collaboration with the Concord-Carlisle Community Chest. Originally part-time and funded entirely by a grant from the Community Chest, the position was increased to full-time in 2014 due to a growing need for services. As the hours increased, so has the town's contribution to the funding for the position. In FY20-21, the town's General Fund contributed 80%, with 20% coming from Community Chest grant monies. The town will fund the position in its entirety beginning FY21-22.

The CSC works collaboratively with numerous town entities, in addition to serving as liaison to many state and federal agencies. Beginning in the spring, and continuing through the end of the year, many residents reached out for help in response to the unprecedented challenges caused by the COVID-19 pandemic. Many Concord residents lost their jobs, some lost loved ones to the virus, others reached out for help in talking to their children about the "new normal." Many requested information and help in accessing federal pandemic relief programs. A large number of residents reached out for assistance for the very first time.

Thankfully, there is significant assistance available. Locally, the CSC partners with Concord's Hugh Cargill Trust Committee (which provides financial support), Concord's Silent Fund (camp scholarships as well as holiday support), Open Table (combating food insecurity), the Concord-Carlisle Community Chest (supports Concord and Carlisle residents in numerous ways, including through their When In Need Fund as well as a camp scholarship program), Gaining Ground's Food For Families Program, the Freemasons of Corinthian Lodge (significant financial support during the holidays as well as year-round assistance through their Masonic Angel Fund), Concord's Tax Relief Fund, Concord Recreation (financial assistance for childcare), and Concord Cares (assists Concord residents with the cost to keep their homes warm). The CSC also works year-round in collaboration with Concord's houses of worship and the Society of St. Vincent de Paul. In addition, a number of informal neighbor-helping-neighbor groups formed in an effort to assist the most vulnerable community members.

Other nearby support organizations with which the CSC regularly collaborates include Minute Man Arc for Human Services, First Connections, Domestic Violence Services Network, Eliot Community Human Services Jail Diversion Program, Grow A Strong Family, Inc., Household Goods, Advocates, Inc., William James College Interface Referral Service, Beacon Santa, and the Salvation Army.

Many referrals were made to state and federal programs as well, including the South Middlesex Opportunity Council, the MA Department of Transitional Assistance, the Project for Assistance in Transition from Homelessness, the MA Department of Developmental Services, the Statewide Head Injury Program, National Alliance on Mental Illness, the MA Women, Infants and Children Program, MassHealth, the MA Rehab Commission, MASSHire, as well as specific pandemic-related support programs offered through the federal government.

Annually, the CSC manages two camp scholarship programs offered by the Concord-Carlisle Community Chest and Concord's Silent Fund. Although a number of residents applied for and

were awarded scholarships for their children to attend camp, most went unused as many camps failed to open due to the pandemic.

The CSC also manages a Back-to-School Backpack Program each summer in an effort to provide new backpacks and school supplies to students from low-income families. Typically, new school supplies and backpacks are donated by Concord residents each year; however, as town offices remained closed donations could not be accepted. Nevertheless, over 25 Concord students received new backpacks and supplies from those remaining from the previous year's backpack drive.

During the holiday season, the CSC once again collaborated with the Concord-Carlisle Community Chest on a Holiday Gift Program to assist low-income families struggling to provide gifts for their children. Due to health advisories and social distancing mandates, donations of gift cards from local merchants, rather than actual toys and presents, were encouraged. This supported both low-income families as well as struggling local businesses. The response was overwhelming! Town employees, individual residents, local schools, churches, and charity organizations donated well over \$15,000 in gift cards. As in past years, the Freemasons of the Corinthian Lodge provided approximately \$5,000 in gift cards. The CSC was able to distribute gift cards to the families of over 145 children in need. In addition, the CSC once again managed Concord's Holiday Silent Fund, which provided a small cash gift to over 100 low-income households in Concord.

A number of conferences and trainings were postponed or cancelled in 2020; however, early in the year the CSC attended a multi-session symposium on "Creating and Using Protective Approaches to Enhance Youth Mental Health" offered by CHNA 15. In February, she attended a presentation on subsidized housing and the challenges of the new centralized waitlist. In early fall, the CSC participated in a training by BayPath on working sensitively with LGBTQ clients. In November, the CSC was invited by the Central Middlesex chapter of the National Alliance on Mental Illness to contribute to the webinar "Our Mental Health System: a Local View" hosted by

MA State Representative Dr. Tami L. Gouveia. The presentation discussed the barriers to behavioral healthcare in local communities. The CSC also participates in the Concord-Carlisle Food Security Network and meets regularly with representatives from Open Table.

The Social Services Resource Guide, produced by the Community Services Coordinator's office, was revised, rewritten, and reformatted this year by Concord resident Nicholas Owen, who worked as an intern throughout the pandemic. The Guide is available in hard copy in various locations in town, and a link can be found online at concordma.gov/community.

The Community Services Coordinator's office is located at 55 Church Street in West Concord, just a short walk from the West Concord train depot. There is ample parking available. Residents are welcome to contact Bonny Wilbur, Community Services Coordinator, by phone at 978-318-3034 or via email at bwilbur@concordma.gov for assistance.

HUGH CARGILL TRUST COMMITTEE

Robert Abraham
Elisabeth Elden
Lucy Rosborough
Judy Terry
Deena Whitfield

In 2020, 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 2020 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 2020. A total of \$55,150 was received in 2020 for these funds and a total of \$99,500 was distributed from them in 2020. These generous contributions were crucial to the Committee's efforts to meet the ever-increasing needs of Concord's residents. Because of complications due to COVID-19 restrictions, donations made in December 2020 were received but not logged into the system. The breakdown for each fund follows below:

Hugh Cargill Trust

Private donors gave \$15,580 to the Hugh Cargill Trust Fund in 2020. Because of complications due to Covid-19 restrictions, donations made in December 2020 were received but not logged into the system. The Committee approved 75 grants totaling \$21,905 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 \$7,000 to the CMLP Fund. 24 grants totaling \$7,279 were made in 2020.

Concord Cares

The HCTC also administers funds dispersed by Concord Cares for citizens in need of emergency fuel assistance. The total funds dispersed in 2020 were \$1,004 to 4 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 \$16,855 in 2020. Because of complications due to COVID-19 restrictions, donations made in December 2020 were received but not logged into the system. This past year, between 46 and 52 Concord residents received a reduction in their real estate tax bill

each quarter. The total tax relief given in 2020 was \$62,725.

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. \$12,670 was distributed by the Silent Fund in 2020.

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 2021 could be another difficult year for many residents. We welcome private donations to continue the mission of providing short-term, emergency assistance to Concord residents. Donations may be sent to: The Hugh Cargill Trust at the Town House, P.O. Box 535, Concord, MA 01742. All contributions are tax-deductible.

TAX RELIEF COMMITTEE

Eric Van Loon, Chair
Helena Long
Virginia McIntyre

In prosperous Concord, it is easy to forget that some of our fellow townspeople face significant economic challenges. Our taxes are high to support good schools and excellent town services but are a significant financial strain for some.

In 2011, the Select Board created a Tax Relief Fund to enable more financially-comfortable residents to help financially-limited families meet their Town tax

CONCORD FREE PUBLIC LIBRARY COMMITTEE

burden. Modest subsidies help means-tested neighbors pay their real-estate taxes. Funds are administered by the Hugh Cargill Trust Committee, which provides confidential assistance to Concordians in need. Tax relief recipients, who may own only one property, which must be valued below the town mean, receive \$325 quarterly tax bill credits or \$1300 annually.

Tax relief grants made by the Hugh Cargill Committee have helped 40 to 50 Concord households in recent years, and the COVID-19 pandemic 2020 was challenging for many. Common circumstances faced by recipients include longtime residents whose tax bills increase with rising land values, households affected by job loss, one-income single-parent families struggling to remain in the town they and their children love, and others. The Town tax-relief measure voted at the 2017 Annual Town Meeting began in 2018 and assists seniors only. Voluntary donations to the Tax Relief Fund also continue to aid seniors who receive tax relief from that measure so long as they continue to meet an income test that includes other Town aid.

Over the first 11 years, annual contributions to the Tax Relief Fund averaged approximately \$60,000 - from an average number of 200 donor households. Our 2020 solicitation letter was mailed in November to avoid conflicting with October Community Chest fundraising.

Every three years, solicitations are made town-wide. In 2015, that larger mailing nearly doubled the number of contributors. Beginning in 2018, donations to both the Tax Relief Committee and the Hugh Cargill Trust were solicited on a single sheet of paper in a single envelop with a separate letter from each committee on either side. We continued the two-sided dual solicitation approach in 2020 in mailings to previous contributors and a limited number of new people. Donations for the current campaign will continue to be gratefully received through June 30, 2021.

The Tax Relief Committee continues to be impressed by, and grateful for, the generosity of so many Concordians for this purpose. The committee is grateful for the many caring hours of Town House support from Jeremy Romanul.

Lindsay Howard, Chair
Susan Curtin
Tara Edelman
Dennis Fiori
Laura Klein
Krysten Morganti
Pat Nelson
Kathleen Reidy
Mavourneen "Mav" Pardee

The seven-member Library Committee is appointed by the Select Board. Committee members serve for staggered three-year terms and work with the Library Director to help maintain the Library's financial stability and well-being, provide short-term and long-range planning support, support policy development and update existing policies, as needed. The Library Committee also works to: enhance patrons' experience using the Library, consider and implement new technologies to enhance services, and facilitate the work of the Library staff. The Committee continues to promote the Library's leadership in organizing active programming for all ages, drawing on in-house resources and community collaboration, and support community sustainability efforts through education and organizational practice.

While the Library Committee was unable to meet during the first months of the pandemic, the Committee quickly adjusted to the new virtual meeting format and supported the Library in its plans to reopen for in-person browsing in June. The Committee worked with the Library Director to revise the Patron Policy guidelines. While the Library was only able to open for in-person browsing for three months, we were pleased to support the Library in its efforts.

Additional highlights for the 2020 program year

Building Expansion

The Library Expansion is underway. The Committee will continue to maintain a strong interest in staying up-to-date and providing our thoughts on how the Library can best serve the community while the

Corporation continues to work toward opening the new space in the fall of 2021.

Social Justice

The Library Committee, Library Corporation, and the Friends of the CFPL worked together to develop a joint statement condemning racism and racial injustice on behalf of the Library. In this statement, the Library Committee commits to include Diversity, Equity and Inclusion goals in the Library's Long-Range Plan. The Committee also pledges to engage in discussions with librarians to encourage representation of a broad range of identities in the collections, displays, and authors included in the collection. In this statement, the Library Corporation, the Friends of the Library, and the Library Committee all pledge to prioritize identifying a diverse range of candidates for their board membership.

Sustainability

In July, the Library, under the direction of the Trustees, formed a Sustainability Committee and commissioned GreenerU to create a Sustainability Plan. The goal of this committee is to develop a Sustainability Plan for the Main Library and Fowler Branch that aligns with the Town's Climate Action and Resilience Plan and is backed by broad community support. The Library Committee has assisted by supporting the Library's programming efforts during Climate Preparedness Week and several members of the library staff and Library Committee have participated in Sustainability Committee meetings and have worked with GreenerU to help develop the Sustainability Plan.

Virtual Programming

While the library buildings may have been closed for a good portion of 2020, the Library itself was never really closed. A variety of events successfully pivoted to a virtual platform including, the Concord Festival of Authors. The Keynote program featured "Why Stories Still Matter" with author Jennifer Haigh. This summer, a record 552 readers participated in the virtual summer reading program.

Participants read 2,430 books and completed 2,047 virtual activities. In addition to numerous virtual programs, the library staff has worked hard to engage the community by distributing popular

Take and Make Kits and offering puzzle exchanges.

Long-Range Plan

The Library Committee engaged a consultant at the end of 2019 to help coordinate focus groups and provide guidance for incorporating community feedback and the library expansion into the next Long-Range plan. With the feedback gathered during community focus groups, the Library Committee is now working with the Trustees and Friends of the Concord Free Public Library to incorporate their ideas into the Long-Range Plan.

Engaging with Library Staff

The Committee had the opportunity to meet the Library's three new department heads. Anke Voss (Curator), Royce McGrath (Supervisor of Children's Services), and Dorrie Karlin (Branch Librarian) were all able to attend Committee meetings and speak about their roles at the Library and share plans for their departments.

Over the year, we saw two members step down from their roles on the Library Committee. We extended our deepest gratitude to Mavourneen "Mav" Pardee and Dennis Fiori for their contributions to the Library Committee and their commitment to the Library and the Town.

We remain grateful to the Library Corporation, for continuing to have members participate in our monthly meetings. This collaboration between the Corporation and Committee ensures that the Library is best positioned to meet the needs of our community, especially with the expansion project underway. They are welcome guests and valued partners.

We are also grateful to the community members, observers, and speakers who have attended our meetings this year to ensure that the Library continues to meet the needs of our patrons and our Town. Open meetings are held on the Third Tuesday of the month at 7:00 by Zoom and when we can be in person again, in the Trustees Room at the Main Library. We welcome and encourage interested members of the community to attend.

CONCORD FREE PUBLIC LIBRARY ADMINISTRATION

Kerry Cronin, Library Director

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.

Despite the challenges of 2020, the Concord Free Public Library remained true to its mission by quickly adapting to the circumstances of the pandemic and delivering services in innovative ways. When library buildings closed in March due to COVID-19, staff members seamlessly moved popular programs such as story times, book discussion groups, children's concerts and cookbook club to a virtual platform. These programs not only offered opportunities for education and enrichment, but also a much-needed sense of community during a time of collective isolation. The Library hosted 442 virtual programs with 4,769 attendees beginning in March. The Library's presence virtually also enabled staff to reach a broader audience, with program attendees from all over the United States and abroad.

Also noteworthy is the collaboration between the Library and the Concord Public Schools during the pandemic. Through the support of School Superintendent Dr. Laurie Hunter's frequent promotion of CFPL's Summer Learning Program, the Library had record participation. Overall, 552 readers read 2,430 books and completed 2,047 activities, all virtually! Thanks to our dedicated Girls Who Code volunteer facilitator, Theresa Hubshner-Younger, the club continued virtually when the schools transitioned to remote learning. The participants in Girls Who Code created many wonderful projects, some of which the library staff featured on our website.

Beginning in June the Library started offering curbside pickup service at the Main Library's Sudbury Road entrance Monday – Friday between the hours of 10:00 – 6:00 p.m. and for a shorter duration at the Fowler Branch. Combined staff members were able to fulfill 12,256 reservations.

Library colleagues found creative ways to enhance this service by completing close to 100 personalized reading recommendations for all ages, launching a thematic book bundle option for young readers, providing complementary printouts, offering an outdoor puzzle swap, and providing Take and Make craft kits for families to enjoy. Take and Make kits have also been adapted as a monthly hands-on activity for seniors, which the Council on Aging distributes courtesy of the Friends of CFPL. While Library buildings were required to close for more than half the year, services have remained open and responsive throughout the pandemic. Staff have worked incredibly hard to keep up with service and program requests, and some departments reported being busier than ever.

We are grateful for the contributions of the Friends of CFPL and Library Corporation Trustees toward the Library's success. Through the generosity of the Friends of CFPL and with the support of Board member Lara Wilson, the Library was able to offer mindfulness programs, writing workshops, and author talks, including an all virtual and very robust Concord Festival of Authors series in October. Among the program highlights included a keynote event with author Jennifer Haigh and an online lecture with Jill Lepore, recipient of the 2020 Ruth Ratner Miller Award for Excellence in American History. The Friends also hosted successful poetry readings and oversaw the installation of a book receptacle in the Stow Street parking lot to facilitate the donation of materials in support of library services.

The Library Corporation Trustees generously donated funds toward the purchase of multiple sets of tables and chairs at both locations to support the utilization of the Library's grounds. This addition has been a boon for services, as visitors have been able to gather for socially distanced meetings, enjoy a quick snack or beverage and benefit from the Library's Wi/Fi service. The availability of this furniture also enabled library staff to maximize the outdoor space for safe activities such as StoryWalks and the annual fall scarecrow festival.

The Trustees broke ground on the building expansion project in September and have worked

CONCORD FREE PUBLIC LIBRARY CORPORATION

collaboratively with the Library staff on the planning for the expanded facility slated to reopen in the fall of 2021. The Trustees commissioned the organization GreenerU to work with stakeholders to create a Sustainability Plan, which positions CFPL as a community leader both in sustainable practice and in the development of programs to promote these values to others. It has been rewarding to participate in developing services for a post-pandemic time.

We congratulate long-serving staff members Karen Ahearn and Fayth Chamberland who both retired in 2020 after serving a collective 78 years in children's services. CFPL also saw the departure of Branch Librarian Stephanie Rivera, who relocated to the Midwest with her family. We were saddened by the death of weekend custodian Warner Wood, who attended to both buildings with such dedication for decades. During 2020, we were pleased to welcome two new supervisors, Dorothy "Dorrie" Karlin, Fowler Branch Librarian, and Royce McGrath, Supervisor of Children's Services.

My sincere thanks to our very talented and dedicated colleagues who have performed extraordinary work during difficult circumstances. Thanks also to the Library Committee, Library Corporation, and Friends of CFPL whose generous contributions make the success of the Concord Free Public Library possible.

Sherry F. Litwack, President
O. Mario Favorito, Vice President
Richard D. Briggs, Jr., Treasurer
Lowell S. Smith, Clerk
Jeffrey W. Adams
Cristina Coletta Blau
John W. Boynton IV
Diana W. Clymer
Pamela Gannon
Erika Prahl



*Concord Free Public Library Corporation Board Members.
Left to Right - Top row: Sherry Litwack, Pam Gannon, Jeff Adams, Left to Right - Middle row: Mario Favorito, Rick Briggs, Di Clymer, Left to Right - Bottom row: Erika Prahl, Cristina Blau, John Boynton, Sandy Smith (not pictured)*

The Concord Free Public Library Corporation is a Massachusetts charitable corporation created by the Massachusetts Legislature in 1873 for the purpose of forming and maintaining a public library in Concord, which it undertakes to do in collaboration with the Town and the Library Committee. For more information on how the Library works, go to the Library's website: concordlibrary.org/about/how-we-work

This year we updated the Town/Library Agreement which represents and defines the public/private partnership that began in 1873 when the Library was founded. Working with the Town Manager and Select Board Chair as well as input from the Select Board, Library Committee, and citizens we made

several improvements to ensure a continued successful partnership. The primary responsibility of the Trustees is to preserve, maintain, protect, improve, and enhance the buildings and grounds of the Main Library in Concord Center and the Fowler Branch in West Concord as well as to preserve, protect, develop, interpret, and share the Special Collections. In FY 2019-2020 the Corporation contributed over \$600,000 to the Library, including more than \$140,000 to supplement the Town Budget for library books and materials. The majority of these funds come from the Annual Fund and income from the Corporation's Endowment. Funding for large projects, such as a major expansion, are raised through a capital campaign.

We welcomed new Trustee, Erika Prah. Erika's experience as Director of Equity and Inclusion at the Middlesex School will help us to incorporate diversity into many areas of the Library including Special Collections, programs, exhibitions, and Board Development.

Seven years ago, we reported that the Corporation purchased the Heywood-Benjamin house next door to the Main Library at 151 Main Street. After an extensive planning process that involved Library staff, Library Committee, Friends of the Library, Select Board, and many community groups and citizens, we were excited to finally break ground on October 14th, 2020. The building project is expected to be completed by the end of 2021. The additional and newly-envisioned spaces will expand services and programs to meet the current and future needs of the community as reflected in the Library's long-range plan, including enhancements and improvements in children's and teen services, technology, sustainability, meeting and collaborative work spaces, program space, social gathering spaces, and Special Collections. For a detailed timeline of Town and community engagement, architectural plans, and building committee reports, see <https://cfplcorp.org>

We have raised over \$9,000,000 toward the \$11,000,000 campaign goal. This includes \$500,000 from Community Preservation Act for accessibility in a historic building, \$550,000 for FFE's (furniture, fixtures, equipment) and \$150,000 for energy efficient systems from the Town's capital budget as

voted at Town Meetings in 2018 and 2019 as well as over \$1,000,000 from the community phase of the campaign. The support of more than 1000 donors shows wide-spread community support and excitement for the project. Campaign updates are available on the Library's website:

<https://concordlibrary.org/give/the-campaign-1>

While the Corporation is responsible for raising the funds for the project through donations and grants, we continued to work closely with Town officials and managers on costs to the Town, including utilities and staff needs. To support the Town's 2030 Zero Net Energy goal, we engaged the consultant GreenerU to help us create a comprehensive sustainability plan for all Library buildings. See details on Sustainability initiative at <https://cfplcorp.org>

The William Munroe Special Collections continues to be an outstanding resource not only for the community but also for researchers from around the world. Our digitized collections and virtual programs have been particularly valuable while the Library has been closed during the COVID-19 pandemic. Highlights of Special Collections activities include a comprehensive inventory of the Art Collection and community outreach with the virtual series: Concord Stories.

<https://concordlibrary.org/special-collections/concord-stories-from-special-collections>

To learn more about Special Collections, go to: <http://www.concordlibrary.org/scollect/scoll.html>

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. However, this year many college students deferred their studies because of the pandemic. Their grants will be carried over to when they are ready to return to school. This year's recipients included continuing scholarships for Elanna Honan (Visual Arts), Helen Wargelin (Music), Thomas Kim (Visual Arts), and Rebecca Pasley (Music), as well as Honorable Mention to Elaine Kuchar (Music) and Madeline Mueller (Music). Unfortunately, we could not hold our annual salon to highlight and celebrate the talents of these scholars since the Library was closed due the pandemic. But, we look forward to renewing

this wonderful event as soon as we are able.

This past year has been not like any other. However, we have come away with a renewed appreciation of the Library as a cultural community center offering a wide-range of virtual, digital and on-line services, programs, and exhibits. Especially appreciated were the café tables and chairs on the front lawn of the Main Library where people could safely meet, read, and work. Even under these extraordinary circumstances, the Library is always open and free to all.

THE FRIENDS OF THE CONCORD FREE PUBLIC LIBRARY

The Friends of the Concord Free Public Library is a nonprofit, charitable 501(c)(3) organization that supports the library and promotes its vital role in our community.

As 2020 began, the Board of the Friends looked forward to celebrating our 50th anniversary with our community. While the celebrations have been postponed, we reflect with gratitude upon the programming that became possible through the adaptability of our community locally and beyond.

Most recently the Concord Festival of Authors, chaired by the Friends and co-hosted with partner organizations in Concord, finished what can only be described as a hugely successful online festival, in spite and partially because of being hosted virtually. Community engagement came not only from Concord, but also across the country and world. Over 200 people attended the kickoff event, the Friend's annual Ruth Ratner Miller Memorial Award for Excellence in American History, presented to Dr. Jill Lepore. The plaudits poured into our email box throughout the festival from as far away as Canada and Australia. One patron wrote, "I loved hearing Jill LePore's talk as she was awarded the (much deserved) Ruth Ratner Miller award... now that I live in western Massachusetts, it was a special treat to be with you tonight—the silver lining of the COVID crisis, I suppose."

Our Poetry Series, thus far featuring black poets Tommye Blount and Nathan McClain, Jeffrey Harrison, and Matthew Lippman, brought engaging conversation this Fall, with further programming scheduled through the winter months. Nearly 50 people thoughtfully participated in a Q&A session at the beginning of October.

The Friends' Authors Series featured short story writer, Ron Maclean; Concord wellness expert, Jonathan Glass; and debut novelist, Rishi Reddi.

As part of our continued commitment to the condemnation of racism in all forms, our partnership with Concord-Carlisle Adult & Community Education continues into 2021 to bring important dialogue around Unconscious Bias to your local Zoom session. We additionally helped to fund the "What is Racism" program by Wee the People, reaching nearly 30 children.

In lieu of our twice-annual book sales, we have partnered with our online bookseller to provide donation bins for patrons. Our community has been very generous with donations since the bins arrived in August. A portion of all proceeds from books collected and sold from these bins goes back into library programming.

This summer we partnered with our new Children's Librarian, Royce McGrath and the studious young readers who participated in the Summer Reading Program to provide a \$200 donation to Gaining Ground's Read for Seed program.

Friday Flicks at Fowler, now in its 26th year featured films about Germany, German films and German people. These included *The Counterfeiters* (Austria/Germany 2007), *Wings of Desire* (West Germany/France 1987), *Immortal Beloved* (USA/UK 1994), and *The Blue Angel* (Germany 1930, B&W). This coming winter we are looking for ways to bring the film series to our patrons safely while still providing opportunity for enjoyment and discussion.

We continue to brainstorm ideas for offering traditional programs safely while bringing additional future programming and ways that we can benefit our community. Please contact us with ideas. We thank you for your support.

Our gifts and programs are funded through the generosity of our members, sales of donated books, and sales of Historic Concord and the Lexington Fight, a book published by the Friends by Allan French that was updated by Leslie Perrin Wilson, former curator in the Special Collections Department.

To learn more, or to join the Friends, please pick up a brochure at the Library or visit us online at the Library's website under How We Work: <http://concordlibrary.org/about/how-we-work/>

Follow us on Facebook
www.facebook.com/concordlibraryfriend
E-mail us at friends@concordlibrary.org

RECREATION COMMISSION

Casey Atkins (chair)
Paul Grasso
Jenn Lutz
Paul Boehm

The Recreation Commission is a Town Manager-appointed, volunteer Committee of Concord residents that support the Recreation Department by providing advice and guidance on topics relevant to the town's recreational pursuits. Currently, the committee consists of four volunteers; Casey Atkins (chair), Paul Grasso, Jenn Lutz, and Paul Boehm. This year, the Commission played a critical role in supporting the Department as it navigated a variety of opportunities and challenges.

Recognition of Service

Peter Hunter's term as a Commission member expired at the 2020 Town Meeting. Peter served on the Recreation Commission for an impressive 9 years often while also serving on other Town Committees including the Community Preservation Committee. Peter was the Chair of the Recreation Commission for the last four years and provided invaluable input that propelled and strengthened the Recreation Department's operations. Peter's leadership was invaluable to the Commission and the Department and we thank him for his service to the community.

Impact of COVID-19

The Commission saw a pause in service at the outbreak of the pandemic in March but was called back into action in May of 2020, meeting via zoom. May and June meetings primarily offered the Recreation Department with support surrounding COVID-19 reopening protocols as well as guidance in creative cost recovery strategies.

Awards

Since 1985, the Maureen Taggart Community Service Award has been presented annually to a high school student, public or private, who is a resident of Concord or Carlisle that has demonstrated a loving and giving spirit through voluntary service in the community. Maureen Taggart was a dedicated Concord Recreation Department

employee for many years. She was passionate about giving back to the local community and volunteered frequently. The 2020 Maureen Taggart Community Service Award was presented to Miles Inman. Miles has completed many hours of service for community organizations including an Eagle Scout project that took over 75 hours to complete. He has shown through his time and effort that community is an important part of his life and he is willing to give back to it. A main feature of this award is that the recipient has the privilege of designating a deserving organization to receive a financial grant in Maureen's name. Miles has chosen Child Fund International, an organization that provides assistance to derived, excluded and vulnerable children in over 30 countries, including the USA. It is clear that this organization and the work it does represent who Miles is as a member of our community. Congratulations, Miles!

Community Support

A huge thank you to our community sponsors and supporters that join in assuring our events, programs and initiatives continued to thrive in 2020.

Concord-Carlisle Community Chest, the Silent Fund, and the Alcott School Turkey Trot all provided funding towards scholarship programs.

Additionally, the Recreation Commission and Recreation Department would like to thank other Town Departments and Committees (Facilities, Public Works, Fire, Police, Town Manager's Office, Finance, etc) that have supported our operation this year. Specifically, the Recreation Commission would like to thank the Concord Health Department and Public Health Nurse Tricia McGean for their ongoing and tireless support. The Health Department has made themselves available to the Recreation Department throughout the span of the pandemic and it is because of their ongoing assistance that our programs have sustained this extremely challenging and impactful year.

RECREATION DEPARTMENT

The Concord Recreation Department is a leader in providing activities that enhance personal development, promote healthy life styles, and encourage community involvement. The Department stood true to its mission this year, proudly supporting and promoting community through wellness and play. 2020 undeniably was one of the most challenging years we've seen, professionally and personally and we are optimistic that there may be an end in sight. As a dedicated group of 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 keep pace with a growing community to deliver the highest quality customer focused programs, events, and services.

Concord Recreation is proud to offer the community a variety of services ranging from the Carousel Preschool, before/after school elementary school care, summer camp, youth sports, adult sports, special events, and more. Additionally, the Department oversees the management of playing field permits, playground safety, as well as the basketball and tennis court upkeep at Emerson Park and Rideout Park.

COVID-19 Impact

With the abrupt closure of Recreation programs and facilities at the end of the day on Thursday, March 12th, The Recreation Department quickly made a decision to provide refunds for all programs which were immediately impacted. The Department, with support from Human Resources and the Town Manager's Office, also decided to pay limited status and temporary status employees through Friday, March 20, 2020, at which time these employees were then furloughed. The decision to furlough part time employees led to an approximate savings of \$10,000/week. Additionally, the Recreation Director issued a spending freeze on any non-essential supplies and worked with staff to request refunds from vendors and field trip sites that were scheduled through May 4, 2020. The breakdown of refunds and approximate program losses for calendar year 2020 is outlined on the follow page:

- Refunded approximately \$140,000 for already



purchased on ongoing Recreation programs

- School Year Programs ~\$536,000 Based on actual registrations as of March 1
- Summer Camps ~\$224,000 Based on difference between 2019 and 2020
- Additional programs ~\$61,000 Based on difference between 2019 and 2020 (Visitor Center, White Pond, Rec Programs, Sports)

Safe Reopening of Facilities and Recreation Programs

Following State orders and guidelines, the Recreation Department began to safely and slowly reopen for business in June. The Assistant Recreation Director worked hard to create reopening plans for offices following Town of Concord, CDC and State reopening guidelines. Full time staff returned to the office and worked tirelessly to prepare for a safe summer of camp and programs in June. White Pond Beach opened to members on June 20th, followed by the first day of summer camp on June 29th. The Department worked closely with Town Manager's Office and local Board of Health (BOH) over the course of the summer to assure the safety and wellbeing of our staff as well as our participants. We want to thank all of the hard working Recreation employees, full time and part time, who committed to making our reopening a success. Hours of planning, preparing, and ongoing diligence contributed to a very successful summer with no positive cases of COVID-19 in any of our programs. At the end of the summer, the Recreation Department shifted gears and made plans to reopen the Carousel Preschool, the Before School Care Program, AfterSchool Care program and a new

program called Recreation Extended Classroom (REC). Situated at all three elementary schools, the REC program supports nearly 70 students per school as they connect remotely with their teachers on a daily basis. Additionally, the Recreation Department created another remote learning program for children of Town Employees and Concord Carlisle Public School employees.

Recreation Department Highlights: 2020

- Transitioned to a new registration software, MYREC after two years of preparation and training. (January 2020)
- 432 people attended the Shamrock Ball on March 7th, just prior to the COVID-19 shutdown. (March 2020)
- Concord Recreation facilitated a drive through community event to disseminate Easter eggs that would have been collected by children at the Department's Annual Egg Hunt. (April 2020)
- Congratulated long time staff member, Patti Doherty, on her retirement. (May 2020)
- Developed and activated a plan to safely open White Pond with COVID-19 restrictions and policies in place (June 2020).
- Developed and activated a plan to safely operate summer camp with COVID-19 restrictions and policies in place. One of very few programs in the area that chose to open (June 2020).
- On boarded two new full time Recreation Supervisors, Emily Madison and DJ Fimiani. (September 2020)
- Started remote learning programs at Elementary Schools (September 2020)
- Facilitated a drive thru trick-or-treating event for nearly 140 vehicles (October 2020)
- Celebrated Veteran's Day with Carousel Preschool students greeting veterans as they did their drive through breakfast at the Harvey Wheeler Community Center's Council on Aging (November 2020)
- Reintroduced adult and youth program allowed by state reopening guidelines to include pickleball, youth basketball clinics, virtual cooking programs, small group Legos, and other approved activities (September-December 2020)

Department-Wide Financial Assistance

Concord Recreation wants to assure that all community members have access to participate in programming, regardless of their ability to pay. It will continue to be a priority of the Department to assure that no one is excluded for financial reasons. It is important to note that school year program financial assistance packages are typically awarded and allocated for 10 months but due to the COVID-19 shut down, assistance was only needed for 7 months, September-March as March payments were prorated. Additionally, many families chose to not participate in summer camp so the amount of financial assistance allocated for summer 2020 was significantly less. These factors account for a significantly less amount of financial assistance being allocated in 2020.

Employees

The success of the Recreation Department could not be achieved without the enormous commitment and dedication from our 200+ part time and full time employees. This year was a challenging year and our employees have shined. Their ability to be flexible, diligent, patient and understanding this year has allowed us to provide services to hundreds of families and thousands of individuals. Furthermore, our team celebrated the career of Patti Doherty, Assistant Childcare Manager and Carousel Preschool Teacher, who retired in May after over 25 years of service.

BEEDE SWIM & FITNESS CENTER

The Beede Swim and Fitness Center, managed by the Recreation Division, is an affordable community swim and fitness facility. The Beede Center is self-supporting and does not receive tax dollars. Members and program participants provide all the funding to operate the Beede Center. The Beede Center welcomes an average of 500 visitors per day and is committed to serving the needs and interests of everyone in the community including children, adults, senior citizens, and individual with disabilities.

Membership

Beede Center membership gives members' access to all the aquatics and fitness facilities at Beede, in addition a discount on any program offerings including: aquatics fitness, group exercise, personal training, and swim lessons. In addition to an Annual or Recurring membership, the Beede Center also offers a three-month membership program. As of December 31, 2020, the Beede Center has 976 active memberships.

Welcome New Beede Team Members

Two new Personal Trainers arrived at the Beede Center in 2019. Linda McGovern, a Concord resident, works with clients during weekday mornings. Nichell Latimore, also a Group Exercise instructor, works closing shifts times and performs Point of Contact responsibilities. Recent hires on the aquatics side have been new swim coaches for both the youth program Otters and adult program of Masters.

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. Beede 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 Concord Community events including the Egg Hunt, Trunk or Treat, Nick Ressler Blood Mobile, Open Table Food Drive, and the CCHS Swim Boosters Masters Meet.

Swim Teams

The Beede Center is the official home to both the CCHS Patriots Swim & Dive teams, along with the Beede Centers own Concord Otters program.

Making Beede a “hub” for local swimming in the area, both programs have an extensive number of participants, CCHS: 71 and Otters: 108.

Facilities

Improvements to the Beede Center in 2020 include the following

- New Matrix treadmills
- New Mondo flooring in the Cardio Room
- Expansion of the LED light program to all rooms
- Updated HVAC units
- New energy efficient hot water tanks
- New energy efficient hot water piping
- Therapy Pool cover.

COVID-19 Impact

With the closure of Recreation programs and facilities at the end of the day on Thursday, March 12, 2020, the Beede Center quickly provided refunds and prorated refunds for all programs which were immediately impacted. The Division, with support from Human Resources and the Town Manager’s Office, decided to pay limited status and temporary status employees until Friday, March 20, 2020, at which time these employees were then furloughed at the end of day on Friday, March 20, 2020.

Approximately forty staff members creating an instant savings of approximately \$10,000 per week.

- Refunded approximately \$77,000 of pre-purchased Beede programming that needed to end
- Estimated \$467,000 in loss revenue with absence of Beede membership and programming March 12, 2020 to June 30, 2020

Beede Center administrative staff stayed active during the closure planning for reopening on July 6, 2020.

VISITOR CENTER



In April of 2020, a new branded website was launched, www.visitconcord.org and supporting materials such as a visitor guide were created. The site was built to showcase our rich offerings, including retail, lodging, cultural attractions and custom itineraries to meet the needs of all visitors. Since launch, the site has seen over 8,000 unique visitors from all over the world. The site is built with analytics to allow us to track our marketing efforts. The site is also supported by Facebook and Instagram accounts and a monthly email newsletter.

This summer, the lack of coach bus parking was addressed. With approval of the Select Board, 2 new short term parking spots were added in Concord Center. A bus information sheet is now available with parking maps showing both these short terms and long-term parking options. Buses are now able to leave passengers downtown to shop and dine during their visit. Bus drivers and passengers have already commented on how easy the new parking is for them.

The Visitor Center and public bathrooms were allowed to open in late June with restrictions due to the COVID-19 pandemic. The feedback from guests was amazing. The Visitor Center cleaning processes for the bathrooms was widely praised and staff would like to thank both the contracted cleaning company and in-house facilities staff for keeping the bathrooms open and cleaned. The visitor center saw less visitation, as was expected during a pandemic, 4000 visitors versus an annual 10,000. However, the Walking Tours exceeded our expectations. The focus on trail walking, guided tours and any outdoor activities proved to be a welcome respite from the omnipresent pandemic.

To address the needs of our local and regional visitors, we created new and engaging tours, such as a family walking tour, 3 cemeteries tour and a new African American history bike tour. We continued to run our daily history tour 7 days a week at 1pm.

This fall and winter we added winter walking tours along the Emerson Thoreau Amble, and added winter options for our popular Little Women Tour.

Our marketing efforts concentrated on local and regional tourism, knowing most of our visitors would be looking at day long trips.

We were very grateful to have some press opportunities in the Concord Journal, Visit New England and the Merrimack Valley Convention Bureau along with partnerships with Concord Together, Freedom's Way Heritage Area and Living Concord.

A tourism huddle group was created that meets on a regular basis and is made up of Retailers, Restaurateurs, Hoteliers, Attractions, and residents. The goal is to work together to make the Town shine brighter by creating partnerships and opportunities for all to succeed.

Looking to 2021 to build on the new brand, engage with more visitors and grow our partnerships, revenue streams and offerings.

PICNIC-IN-THE-PARK

Doug Ellis – Chair, Fund Raising
Peter Gilman – Booths
Johanna Ellis – Secretary
George Herbolsheimer – Treasurer
Maynard Forbes - Master of Ceremonies
Karen Ahearn – Entertainment
Jennifer Hatfield - Publicity
Ann Lang – Children's Parade
Anne Edgar – Hot Air Balloon
Michael Rudd – PA System, Posters

Sadly, the 2020 July 4th celebration was another COVID-19 victim. It is too early to predict what 2021 will bring but the committee is very anxious to resume festivities once again to celebrate our nation's independence and hopefully return to our pre-COVID lives!

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.

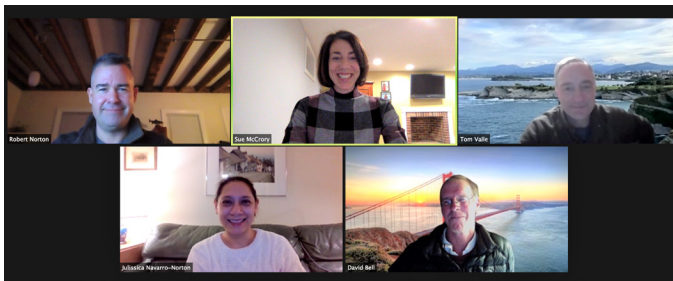
We hope to see everyone again as soon as we safely can!

Visit us on Facebook at <https://www.facebook.com/PicnicintheParkConcordMa/> for more information.



PUBLIC CEREMONIES AND CELEBRATIONS COMMITTEE

Julissica Navarro-Norton (Chair)
Tom Valle
Sue McCrory
Robert Norton
David Bell



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 2020 included: a quiet remembrance on Memorial Day and a Veterans' Day Commemoration on November 11. The committee is grateful to the many 2020 Annual Town Report Human Services – 175+ people and organizations that helped make 2020 such a touching and distinctive year.

These especially include Parade Marshall Robert Norton and State officials, various Town departments especially the Fire, Police and Public Works Departments, Honored Citizen Jonathan Keyes, local Veterans, Concord Minutemen, Concord Independent Battery, participating clergy from Concord, CCHS music volunteers, and the many others and organizations who participated in and attended the 2020 events. The committee understands the importance of upholding these valued town traditions and is very grateful.

Honored Citizen Ceremony & Reception

Not held this year due to the COVID-19 Pandemic the reception would have honored Jonathan Keyes, the 2020 Concord Honored Citizen. Each year, since 1962, Concord honors a deserving citizen(s) who has demonstrated extraordinary town service and

volunteerism by being selected as Honored Citizen. A proud Concord resident for over 50 years, Jonathan has “worked tirelessly and with quiet enthusiasm” to support the efforts of various town organizations. He has proved to be an active volunteer and contributor in many capacities, including the Land Conservation Trust, the Concord Museum, the Old Manse, the Ralph Waldo Emerson Memorial Association and the Fenn School.

Of the many nomination letters and messages of support received, a common theme that was evident includes his high integrity, commitment, and concern for the town and its citizens. “As a fixture at town meetings, League of Women Voters breakfasts and Land Trust meetings, Keyes continues to be a model citizen. His record of faithful service to the Town and its institutions make him deserving of the Town’s highest volunteer honor,” the Town of Concord wrote on its website.

Meriam’s Corner Exercise

Not held this year due to the COVID-19 Pandemic. This ceremony commemorates the assembly and actions of militia and Minuteman units that arrived at Meriam’s Corner during the British retreat from Concord on April 19th, 1775. After the Regulars’ withdrawal from the Old North Bridge, they began a retreat back to Boston. By the time the Regulars arrived at Meriam’s Corner, at half past noon, there were reported to be about 1,100 Minutemen in the area from more than a dozen towns. On that April 19th, at Meriam’s Corner, a day of relatively small but violent skirmishes blossomed into a running, 16-mile battle that became the opening salvo to the eight-year American Revolutionary war.

Patriot’s Day

Not held this year due to the COVID-19 Pandemic. This year’s Patriot’s Day marked the 245th anniversary of the Concord Fight and the beginning of the American Revolution. The Town’s annual parade usually takes place in the morning with a 9am step-off. The parade route covers a distance of about 3 miles over a period of approximately two hours. At least fifty units were expected to march. The parade begins at the Hunt Recreation Center on Stow Street and proceeds through Concord Center to the Old North Bridge where a brief ceremony commemorates the events and soldiers of April 19,

1775. The parade returns to the Hunt Recreation Center by way of Concord Center where each unit is officially acknowledged at the town reviewing stand.

Dawn Salute

Not held this year due to the COVID-19 Pandemic. The Dawn Salute usually 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" contribute significantly to the event.

Memorial Day

A quiet remembrance was observed on Memorial Day. Please look on the Committees Facebook page for pictures from the 2020 remembrance. Parades and remembrance ceremonies are usually 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

A quiet remembrance was observed on Veterans Day. Please look on the Committees Facebook page for pictures and video commemoration from the 2020 event. Concord's Flag Retirement Ceremony is typically held each year on Veterans' Day and provides Concordians with the opportunity to retire their worn American Flags in a respectful and appropriate manner. The ceremony was established in 1965 by James Carroll, Dr. Francis McDonald, Bernard Rushe, Former Fire Department Chief Thomas Tombeno, and Clark McClevin. This group of Concord residents, and the Town at large, felt that worn, torn and/or faded flags, left in place through the fall and winter months, honored neither

our nation's colors nor our departed veterans. For the past fifty-five 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! Please note, the ceremony was not held this year due to the pandemic.

Tree Lighting

Not held this year due to the COVID-19 pandemic. 2020 marked the third year that the Public Ceremonies Committee assisted with the annual Tree Lighting and Parade. With additional assistance and direction from the Concord Recreation Department, the committee planned for a small parade from Hunt Gym to Monument Square, with the grand finale featuring Santa on top of a Concord fire truck. Due to the pandemic, the event was canceled.

CONCORD LOCAL CULTURAL COUNCIL

Tom Martin (Chair)
Terry Yanulavich
Betsy Levinson
Leli Sudler
Tooy Rogers

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.”

Individuals and organizations may apply to the CLCC for funding for projects and presentations in music, dance, visual arts, poetry, literature, drama, humanities, and scientific interpretation for all age groups. Preference is given to applicants who live or work in Concord or who offer programs, projects, or presentations that specifically benefit Concord.

Information about applying for FY 2020 grants was publicized in the Concord Journal and on the Massachusetts Cultural Council website (www.mass-culture.org/Concord)

This year the CLCC received \$6,000.00 from the MCC and \$2,000.00 from the Town Of Concord, enabling the CLCC to enrich its support of the many cultural projects requesting funding. The CLCC also has an additional \$400 from a 2019 grant applicant that was not able to complete their intended performance, bring the total funds available for granting in 2021 to \$8400.00. We received 24 Grant applications requesting \$11,755.00.

Due to the ramifications of COVID-19, the grant reimbursement process from 2019-2020 is being continued until December 2021 in order to allow the grantees time to fulfill their grant requirements that were postponed by the pandemic. The fiscal year 2021 application deadline was also moved from October 2020 to December 2020. Public Zoom

meetings were held on December 17, 2020 and January 14, 2021 and future meetings will continue with the object being to conclude the grant funding process by March 4, 2021.

Additional information on the CCC grant program is available at www.mass-culture.org/Concord

CONCORD-NANAE NETWORK JAPANESE SISTER CITY RELATIONSHIP

John Cratsley, Co-Chair
Sue Curtin, Co-Chair

2020 saw a temporary suspension of our sister city relationship with Nanae due to the COVID-19 virus pandemic that has affected our town as well as Nanae, Japan.

There were no visits to either town last year, and no trips by highschool students to or from Japan. Concordian Sarah Tan continued her job in Nanae as the CIR by signing up for a third year. She helps the town government with relations with sister cities and also teaches English to Nanae townspeople. CNN continues to meet through zoom to discuss when visits to either town will become possible and maintains communications with Nanae through the internet.

PEG ACCESS ADVISORY COMMITTEE

Karlen Reed, Chair
Ruth Lauer, Clerk
Vince Carlson
Scott Hopkinson
Eugene Chang
Peggy Wargelin

Court Booth, School Committee Representative
Matt Johnson, Concord Select Board Liaison
Phil Lupsiewicz, MMN Station Manager
Tim Goddard, Carlisle Ex-Officio Member

Purpose of the PAAC

The charge of the PAAC is to:

- Monitor the effectiveness of Concord's PEG access services, now provided by MMN
- Help the Select Board ensure that PEG access services conform to requirements of the Comcast / Concord franchise agreement
- Safeguard the public's interest in community television through policies promoting fairness, equal access, and non-discrimination
- Promote quality telecommunication services that reflect the interests and concerns of Concord residents
- Assist the Select Board in adapting to new technologies – from traditional local cable TV to current telecommunication services.

PAAC Recommendations to MMN on Programming Guidelines

MMN Staff members requested that the PAAC provide input on guidelines that would help with the classification and handling of various types of video program questions.

Some of questions asked were how should MMN classify videos as “public,” “education,” or “government” for placement on TV channels 8 (public), 9 (government) and 99 (education)?

The PAAC responded that MMN should keep the programs in their current categories and classify similar programs accordingly going forward. MMN has the discretion to broadcast and categorize its programming as “Public,” “Education,” or “General.” MMN should try to fill all three cable TV channels, channels 8, 9, and 99, with programming. If a specific program or situation of concern arises, MMN should refer that question to the PAAC for review and advice. The PAAC notes that classifying a program as “P” “E,” or “G” will not affect its placement on the Town's YouTube Internet channel as the YouTube channel operates with playlists and channels, not PEG categories. Playlists should continue to be updated regularly.



Left to Right Top: Karlen Reed, Court Booth, Ruth Lauer. Left to Right Middle: Matt Johnson (Select Board Liaison), Frank Breen (member of the public). Left to Right Bottom: Scott Hopkinson, Phil Lupsiewicz (MMN Station Manager)

This Report by the PEG Access Advisory Committee (PAAC) covers the PAAC's efforts from January 1, 2020 to December 31, 2020. Due to the COVID-19 virus outbreak, the PAAC meeting schedule was suspended from March to June. Despite this interlude, the PAAC supported the 2020 PEG Budget Warrant Article 22, considered draft 2020-21 goals, offered the PAAC's recommendations to MMN on programming guidelines regarding video classification as “public,” “education,” or “government,” analyzed Comcast subscription and complaint data, celebrated the second anniversary of the founding of MMN, advocated for filling the open Education Coordinator position, and met with the Town's Comcast representative. This committee's meetings, like all Town committee meetings during the COVID-19 Pandemic, were recorded on Zoom and are accessible through MMN's YouTube channel.

Here are the classifications:

Public (TV channel 8): Local Events including programs such as tree lighting ceremony, Crucolo Cheese Parade, Minute Man National Park concert, and Town workshops on sustainability. Other types of programs include art programs, public domain cartoons and films, programs for Seniors such as from the Council on Aging, Public Service Announcements, and local programs and specials from for and about Concord.

Education (TV channel 99): Concord Carlisle Regional high school events, including CCHS sports (field hockey, soccer, football), CCHS Band; CCHS graduation and senior parade, CCHS musical performances, CCHS safety and student wellness forum, METCO programs, and Community Education programs, including A Taste of Community Ed.

Government (TV channel 9): Concord and Carlisle Town Boards and Committees, including Select Board, Finance Committee, School Committee, Town Meeting, Planning Board, public hearings, Chairs' Breakfast, and Public forums.

For more information, visit the PAAC web page: www.concordma.gov/2012/PEG-Access-Advisory-Committee

VETERANS' SERVICES

Dick Krug, Veterans Services Officer

The Veterans' Services program is mandated by Massachusetts General Law, Chapter 115 and is administered under State guidelines to provide information, advice and assistance regarding benefits to veterans and their families. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a Veterans' Services Officer. The Veterans' Services Officer must be a war-era veteran and be available to provide assistance.

The Town is reimbursed by the State for 75% of benefits paid under this mandated program. With the support of the Commonwealth's House, Senate and Executive Office, Massachusetts is now recognized as having one of the most comprehensive veterans' programs in the nation.

The Office of Veterans' Services, currently located at 37 Knox Trail, advocates for and provides critical services to those who have served and their loved ones. Current benefits extend to "natural disasters" where benefits may apply to a loss resulting from a hurricane, blizzard or tornado. The Veterans' Service Officer will help Veterans complete their application for Chapter 115 benefits which offers a need-based program of financial and medical assistance for Veterans and their dependents. The mission of the Veterans' Services Officer has grown to encompass the full range of VA federal benefits, rehabilitation, employment and educational opportunities, military records, tax exemptions, housing and shelter assistance, annuities, funeral assistance and care and decoration of veterans' graves. Financial assistance to qualified veterans and their dependents is provided, in accordance with State and federal regulations.

Our veteran population has dropped dramatically but from 2000 to 2020 Massachusetts has seen tens of thousands of new veterans. However, this is a very small amount returning compared to veterans that returned from WWII.



Veterans' Services Officer Dick Krug with accepting a gift of masks for Veterans during the COVID-19 pandemic

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 due to the COVID-19 Pandemic, the Veterans' Services Officer has become more important than ever.

The Veterans' Services Officer often helps veterans obtain assistance from veterans' organizations as well as other local, State and federal organizations, such as Concord Community Services and Social Security. The Veterans' Services Officer also has been called upon to provide transportation to and from medical appointments for veterans when there is no other transportation available.

Currently there are five individuals receiving financial assistance for qualifying Chapter 115 benefits. This number changes annually as the veteran may have moved, gained employment, change of assets or passed away.

The Veterans' Services Officer has been networking with local civic groups, senior citizen groups and area veterans' organizations as well as families of service members currently deployed. He has assisted at veterans' funerals, worked with students and presenters at Veterans' Day and Memorial Day exercises, served as a guest speaker in some high school and elementary school classes as well as for Rotary Club of Concord, the Lions Club of

Concord, Concord Deaconess, and Concord Park Assisted Living. The Office of Veterans' Services is currently closed to the public due to the COVID-19 pandemic, but the service officer can be reached via telephone and email.

2020 Concord Veteran Count – 634**
 62 - Veterans from World War II
 177 - Korea War
 258 - Vietnam War
 137 - Gulf War I and II

** Approximate numbers

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 34 interments of United States Veterans in Concord cemeteries in 2020. 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>
Peter J. Durran Jr.	Peacetime	January 13, 2020	Sleepy Hollow
Neil H. Gould	Peacetime	February 11, 2020	Sleepy Hollow
Timothy B. Blodgett	Korea	February 22, 2020	Sleepy Hollow
Robert D. Gage	Vietnam	February 23, 2020	Sleepy Hollow
Robert B. Sargent	World War II	February 24, 2020	Sleepy Hollow
Richard B. Sur	Vietnam	March 14, 2020	Sleepy Hollow
George S. Perry	Peacetime	April 7, 2020	St. Bernard's
Bernard I. Tobin	World War II	April 10, 2020	St. Bernard's
Barbara Platt	World War II	April 24, 2020	Sleepy Hollow
Warner I. Wood	Vietnam	April 29, 2020	St. Bernard's
Mary P. Theriault	Vietnam	May 4, 2020	St. Bernard's
Maurice E. Tourison	Korea	May 5, 2020	Sleepy Hollow
William O. Glass	World War II	May 6, 2020	Sleepy Hollow
Cornelius Sullivan	Vietnam	May 30, 2020	St. Bernard's
James Del Barrett	Peacetime	June 8, 2020	Sleepy Hollow
Miriam C. O'Brien	World War II	July 17, 2020	Sleepy Hollow
William M. Nickerson	Korea	July 25, 2020	Sleepy Hollow
John Jodice	Korea	July 31, 2020	St. Bernard's
Thomas V. D. Nield	Peacetime	August 8, 2020	Sleepy Hollow
Michael Dee III	Peacetime	August 15, 2020	St. Bernard's
William Van Note	Peacetime	August 15, 2020	Sleepy Hollow
Raymond Lawson	World War II	August 17, 2020	Sleepy Hollow
L. Sumner Hopkins	Peacetime	August 26, 2020	Sleepy Hollow
George K. Byron	Korea	September 9, 2020	Sleepy Hollow
Robert G. Bower	Korea	September 12, 2020	Sleepy Hollow
Robert G. Ayres	Peacetime	September 12, 2020	Sleepy Hollow
William Megin	Vietnam	September 19, 2020	Sleepy Hollow
William G. Schmidt III	Vietnam	September 30, 2020	Sleepy Hollow
Robert Kemp	Korea	October 2, 2020	St. Bernard's
Harold L. Goyette	Korea	October 10, 2020	Sleepy Hollow
Richard L. Peterson	Peacetime	October 25, 2020	Sleepy Hollow
John Palma	Korea	December 3, 2020	St. Bernard's
Armand Pirro	Korea	November 20, 2020	St. Bernard's
John M. Gerty	World War II	December 1, 2020	Sleepy Hollow

COMPREHENSIVE SUSTAINABILITY & ENERGY COMMITTEE (CSEC)

Douglas Sharpe, Chair
Julie Kleyn, Clerk
Bradley Hubbard-Nelson,
Sam Lines
Karen Gibson
Jerry Frenkil
Janet Miller
Bob Shatten
Kate Hanley, Concord Sustainability Director
Terri Ackerman, Select Board Liaison

The Comprehensive Sustainability and Energy Committee (CSEC) consists of up to nine members appointed by the Town Manager with the approval of the Select Board. The Committee assists the Town to identify, design, and implement programs and projects fostering energy conservation, energy efficiency, and renewable energy generation, and to track and report on the financial and environmental impacts of such programs.

CSEC's aim is to engage residents of Concord to become more aware of the role that we all must play in the next three decades and beyond to become responsible for our energy future. We work in concert with Concord's Sustainability Director, Kate Hanley, to represent sustainability-focused practices in Concord and to volunteer with seasonal events being coordinated through her office. CSEC also works alongside the Climate Action Advisory Board (CAAB). Whereas the CAAB is involved with the evolution of new sustainability policies in Concord as they develop a resiliency strategy, the CSEC committee is engaging Concord residents in learning about and adopting new sustainable approaches and practices. Our goal is to determine what actions Concord residents can take that would have the biggest impact, and how we, as a Committee can help facilitate those actions.

In early 2020, CSEC was planning & developing some educational programming and a residential engagement fair for Spring 2020. The theme of the

event was "Your Sustainable Home", and it was to focus on actions that Concord residents can undertake to make their homes more sustainable. Unfortunately, due to the COVID-19 pandemic the event was postponed indefinitely.

In July of 2020, Sustainable Concord, the Town's climate action and resilience plan was released. The plan identifies CSEC as a partner to implement a number of priority actions, particularly in the "Built Environment" section. As the committee's charge is to advocate and engage Concord residents on sustainability, CSEC will play a critical role in implementing actions in the climate plan.

In June, CSEC resumed its meetings virtually. We shifted our previous approach of hosting events and tabling toward trying to develop virtual programming about the sustainable energy topics involved in the "Your Sustainable Home" pamphlet we had developed. After several months of effort, we determined that the video webinar development effort was beyond the scope of what our committee could achieve. The committee shifted focus and identified our role as one needing to assist the town by providing engagement and outreach to the town's Sustainable Concord plan. We see CSEC's role as a responsible town committee working alongside other town committees that are each, in part, stakeholders for delivering the plan over the next 5-10 years. Our focus is particularly outreach and engagement.

It is the committee's intent to continue identifying constructive ways to serve the town's climate goals. At the end of 2020, CSEC began the process of honing in on specific areas of advocacy and outreach. We plan to focus our efforts on moving the town and its residents toward accelerating electrification of home heating through more direct outreach to Concord's residents. The committee is still in planning stages as to the specifics and expects to transition our annual planning into a longer term, potentially 5-year plan, in concert with CAAB, CMLP, and local volunteer groups.

One first step in this engagement approach is developing content. At the end of 2020, CSEC began working on a project to create a book of Concord

resident case studies of homes that have adopted climate-friendly heat pumps as well as other related sustainable technologies including solar PV, electric vehicles, heat pump hot water heaters, weatherization, and more.

CSEC maintains liaisons with a number of town groups that have an impact on sustainable goal development: Climate Action Advisory Board, (CAAB), Concord Municipal Light and Power, (CMLP), the Concord Planning Board, and others. We also stay abreast of and review strategic planning efforts and legislation being considered in town meetings related to Concord's move to a more sustainable, more adaptable community involving climate change issues.

We have been also following the energy use patterns being planned for a range of Concord public buildings such as the Library and the new Middle School. We realize that changes in habit patterns require attention and practice and are trying to be mindful of the kinds of practices that are needed to reach net zero energy emission standards. Additionally, we follow and support efforts of MassEnergize, a local non-profit to engage people in Concord and nearby towns to make home energy improvements through the CoolerConcord.org website.

Going forward, CSEC plans to build upon the successes of past programs including the May 2019 Sustainable Landscaping Fair and community outreach campaigns including the Heat Smart Program of 2019 that resulted in increased adoption of electric heat pumps in Concord. It will be CSEC's future role to develop programs that better engage Concord residents in achieving Concord's sustainability and climate goals.



FINANCE

FINANCE COMMITTEE

Mary Hartman, Chair
Christine Reynolds, Vice-Chair
Ray Andrews
Dean Banfield
Kathy Cuocolo
John Hickling
Greg Guarriello
Richard Jamison
Dee Ortner
Parashar Patel
Wade Rubenstein
Philip C. Swain, Jr.
Brian Taylor
Lois Wasoff
Andrea Zall



Finance Committee Membership

The Finance Committee (FinCom) consists of fifteen members who are appointed by the Town Moderator to represent a diversity of age, gender, precinct, financial circumstances and professional backgrounds. Each member is appointed for a three-year term, with five terms expiring each year at the close of the Annual Town Meeting. During their appointment, no member can serve as a Town officer or member of any other board of the Town.

Finance Committee Responsibilities

The Finance Committee was established in 1922 to advise the Town on financial matters. The Finance

Committee fulfills this responsibility in several ways:

- Conducts public hearings on all warrant articles under which the appropriation or expenditure of money or the disposition of any property of the Town may be made.
- Develops written recommendations on these articles and any other articles the Finance Committee deems it in the best interests of the Town to render a recommendation.
- Prints and distributes these recommendations to the voters not less than seven days before Town Meeting.
- Manages the Town's appropriated Reserve Fund, voting to disburse money from this fund, upon the request of the Town Manager, when unforeseen or extraordinary events occur.

Articles voted at subsequent Town Meetings have added responsibilities. These include:

- The November 2011 Special Town Meeting voted that the Finance Committee develop a five-year projection of the total, likely tax burden on Concord taxpayers, and
- The 1976 Annual Town Meeting voted that, each year, the Finance Committee publish a budget guideline to help schools and the town develop their annual operating budgets.

To fulfill its responsibility of financial oversight, the Committee assigns each member to observe one or more other Town Committees. This enables FinCom observers to ask questions and gain a thorough understanding of the potential financial impact of initiatives under consideration throughout the Town.

Operating Budget Guideline Process

Each year, the Finance Committee publishes a budget guideline for each of our Town's three primary budgeting entities: Town Government, the Concord Public Schools, and Concord's portion of the Concord Carlisle Regional High School. The guideline specifies the increase to the current operating budgets available for the operating budget of the next fiscal year. These guidelines advise the Town and School Administrations, the Select Board,

and the School Committees as to what the Finance Committee believes achieves the right balance between maintaining excellent services while also maintaining stable and sustainable property tax increases.

The process begins by consideration of select indices to gauge the regional financial environment. These include: Regional CPI, unemployment rates, tax collection rates, and the rate on a 10-year treasury note as a proxy for expected inflation. Next, internal budget drivers are explored through a round of conversations between the budgeting entities and the FinCom. Budget drivers typically include collective bargaining agreements, incremental headcount requests and/or new programs. After careful deliberation, FinCom publishes a preliminary guideline and awaits feedback. A second round of conversations results in a final guideline published approximately 5 weeks before the close of the Town Meeting warrant.

The Finance Committee seeks to limit operating cost increases to meet the goal of fiscal sustainability over the long term. The criteria for these limits include: maintain adequate levy capacity to avoid Proposition 2 1/2 overrides; maintain adequate Free Cash balance to retain favorable bond ratings; and ensure taxpayers are not burdened beyond what they can reasonably afford.

FY22 Operating Budget Guideline

Not surprisingly, the COVID-19 pandemic adds challenges to the FY22 budget process. On the expense side, unknown conditions for the upcoming school year call for a budget that includes both hybrid and in-school classes. On the revenue side, local receipts (excise, meals and occupancy taxes) are showing considerable weakness in FY21 and it is difficult to predict when they will return to previous levels.

Nonetheless, the Finance Committee issued a preliminary FY22 guideline on January 21, 2021; the final guideline will be voted and published on February 26, 2021. Changes to the preliminary guideline will be made if better information becomes available.

The preliminary guideline directs a total of \$2,043,799 (2.29% over FY21) to the budgeting entities:

- \$508,151 to the Town Government,
- \$739,172 to the Concord Public Schools, and
- \$796,476 for Concord's portion of the Concord Carlisle Regional High School of which \$424,646 is due to a shift of more Concord students enrolled relative to Carlisle students.

The preliminary guideline projects an increase in existing taxpayers' bills to be 2.50%, inclusive of Exempt Debt. Assumptions embedded in the formulation of the preliminary guideline are:

- Unused levy capacity of \$4,292,781 (which is 4.55% under the projected levy limit).
- A \$1,000,000 use of Free Cash to offset property taxes
- A 3.5% increase in State Aid.

Looking Forward

The Committee foresees that more money will be needed, primarily for capital projects. Construction of a new middle school will substantially increase new debt services costs. There is also pent-up demand for:

- Municipal capital improvements (Public Safety and Dept of Public Works),
- Investments in energy efficient systems for existing municipal buildings,
- Investment in energy efficient vehicles within the municipal fleet,
- Investment in new, energy efficient transportation services,
- Continued investment in Affordable Housing,
- Potential costs if the Town takes ownership of the NMI/Starmet site.

Prudent use of public/private partnerships and grants will mitigate some of the impact to taxpayers.

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.

TAX FAIRNESS COMMITTEE

David Karr, Chair
Bill Kemeza, Vice-chair
Nancy Cronin, Clerk
Reinier Beeuwkes, Member
Walter Birge, Member
Jonathan Keyes, Member

In the early part of the year, the Tax Fairness Committee prepared to present Article 15 on the warrant for Town Meeting. This article was the first of several steps required to renew the Means-Tested Senior Tax Property Tax Exemption authorized by Chapter 374 of the Acts of 2016, which was scheduled to expire in 2021.

Persons age 65 or older who have been residents of the town for at least ten years, whose property is valued at or below the town's median single-family house value, whose income would qualify for the state's Circuit Breaker income-tax credit, and whose other assets are below a threshold set by the Board of Assessors are eligible for this exemption. The exemption is designed to reduce the homeowner's property tax to 10% of their income by exempting up to 50% of the total tax. The committee's article also reduces the expense of administering the exemption by using the Assessor's definition of gross income rather than the more complex but effectively equivalent definition of income used in the state's Circuit Breaker worksheet. It also makes the exemption permanent but able to be rescinded by Town Meeting rather than requiring application to the state legislature every three years for renewal.

Due to the COVID-19 pandemic, the committee suspended operations for part of the year in order to allow town resources to be devoted to other functions. The committee resumed meeting in time to prepare for the delayed Annual Town Meeting in September, where the motion on Article 15 passed without controversy and without amendment.

Using the text of Article 15, the Select Board submitted a home rule petition to the Massachusetts General Court. This petition became House Bill H.5145 and was reported favorably on December 16 by the joint House and Senate Committee on Revenue. The 2019-2020 session of

the legislature ended, however, without passing any home rule petition, raising concern about whether the petition could be passed in time to be voted upon at the 2021 Town Meeting.

The Committee will be working with our legislators for passage of the Home Rule Petition in time for the next Town Meeting to make the exemption available in 2021.

BOARD OF ASSESSORS

Tom Matthews, Chair
Chris Fisher, Vice Chair
Susan Livingston
Bill Herring
Barron (Tory) Lambert



Left to Right Top - Carolyn Dee, Administrative Assistant, Lane Partridge, Assessor, Tom Matthews, Chair. Left to Right Middle - Bill Herring, Tory Lambert, Susan Livingston. Bottom - Brendan Kemeza

The Board of Assessors began Calendar Year 2020 by processing 40 abatement applications, completing almost all by the deadline of May 1, 2020. One application was given an extension. The Board granted abatements in whole or in part for 22 applications. The dollar amount of abatements granted during the FY2020 abatement hearings totaled \$4,343,280., which is \$57,593.54 in tax dollars. The majority of abated taxes was attributed to small corrections in property

listings. Most resulted in permanent adjustments to the property data. There have been three FY2020 appeals filed with the Appellate Tax Board (ATB). All the cases were put on hold due to the COVID-19 pandemic.

At the 2017 Annual Town Meeting and a ballot question on the subsequent town wide election, the citizens of Concord created a new Senior Mean Tested Real Estate Tax Exemption. Fiscal 2021 is the third year of the program and the process is running smoothly. The Assessor's Office received 35 applications and granted 34. The total amount of the exemption was \$128,400, which is funded by a tax shift of \$.01 per thousand.

The remainder of the year was devoted to the Fiscal Year 2021 interim year adjustment. Property valuations for FY20 tax purposes (the tax year beginning July 1, 2020) are based on a valuation date of January 1, 2020. Market value as of this valuation date is derived from the analysis of Calendar Year 2019 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 2021 was an interim year adjustment and the DOR has approved Concord's FY21 assessed values. The next year will be the last interim year, 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 374 sales with 276 qualified sales in Calendar Year 2019, the time frame required by

DOR guidelines. A qualified sale is an open market transaction between a willing and educated buyer and seller. Types of sales that are not considered qualified by the DOR include those between family members or intra-corporation sales, those not exposed to the market, auction and foreclosure sales, those that involve more than one property and/or additional personal property, stressed sales (such as an estate sale, court settlement or as a result of a divorce), and where there has been a significant change in the property after the sale and before the sales analysis is done.

State DOR guidelines, also requires that the median Assessment to Sales Ratio (ASR) fall within required parameters each year:

A. The overall ASR median must be within, plus or minus, ten percent of 100% of full and fair market value.

B. The median for each subcategory within the sales stratifications - such as style, location and size - must be within plus or minus five percent of the overall median.

The overall median ASR is 0.96 for Fiscal Year 2021. 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 FY2021, Concord's average Single Family Residence (SFR) is valued at \$1,101,824 (down .36% from FY19) and the median SFR is valued at \$928,100 (up .31%). The overall valuation of the Town indicates that property values have had a slight decrease, but so small to be considered level. 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, but leveled off this year. There was a decrease in the

single family segment of .22%. This change reflected the level residential real estate market in Calendar 2019. The Commercial segment of the market had a decrease of .47%, but the industrial segment only decrease by .17%. Please see the graph below for the overall change in value from FY 1991 to FY 2021.

The FY20 final values are then used to establish the tax rate in order to meet the budget requirements as voted at Town Meeting. Since the percent change in the overall value of the town was a negative amount as compared to the percent increase in the levy, the tax rate increased .3.44% from \$14.23 to \$14.72 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, 2019 through June 30, 2020. The new growth amount for FY21 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 and

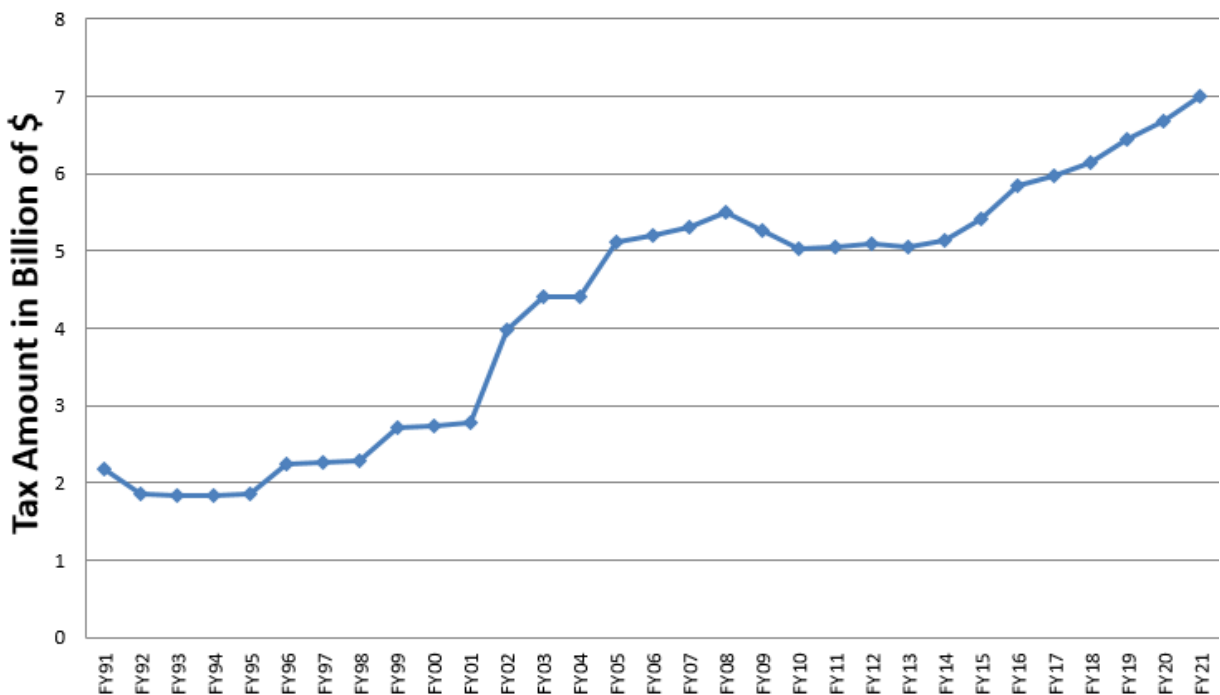
Covid-19. The overall volume of building permits, remained similar, but work was halted for several months in the spring. The growth included 8 new homes, 40 major renovations and additions, and 5 new condominiums. Personal Property New Growth is largely due to the addition of property on four accounts Comcast, National Grid, Welch Foods, and Ansys, Inc.

All aspects of the growth were down this year, except personal property. The PP category was significantly greater this year. The decrease in the growth is understandable since Covid-9 slowed construction and in some cases canceled projects. The overall number are down, but only slightly over projected numbers. No major projects were slated to begin during this timeframe, so growth was expected to be lower. The growth by class is listed in the table below.

Classification Hearing

The Board of Assessors recommended to the Select Board that for FY21 vote: to adopt a Uniform Tax Rate, not to grant an Open Space discount, not to adopt a Residential Exemption and not to adopt

Taxable Assessed Valuation



a Small Commercial Exemption. Since FY98 the Select Board has adopted a uniform tax rate for all classes of property. A public hearing was held on November 2, 2020, at which time the Select Board voted a uniform tax rate for FY21. The full report of the Board of Assessors is available on the Town's website.

This is the third year of the Senior Means Tested exemption, which was funded by a tax shift. The residential rate was increased to \$14.72 from \$14.71. To maintain the uniform tax rate the Select Board voted to increase the Commercial/Industrial/ Personal Property rate to match at \$14.72.

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 of the statutory amount). The state does not participate in financing this added cost. At the 2015 Annual Town Meeting the town took advantage of changes in legislation that allows for a one-time vote for this purpose rather than voting each year. Beginning in FY10, several of these exemptions also have an annual state-determined cost-of-living adjustment applied to the qualifying thresholds

New Growth by Class, Fiscal 2020 Tax Levy			
Class	Growth Value Chg	Adjustment in Tax	New Growth as % of Total
Residential	\$ 55,895,400	\$ 795,392	83.04%
Open Space	\$ 0	\$ 0	0%
Commercial	\$ 26,300	\$ 374	.04%
Industrial	\$ 0	\$ 0	0%
Personal Property	\$ 11,388,700	\$ 162,061	16.92%
Total	\$ 67,310,400	\$ 957,827	100.00%
Prior Year Growth Fy 2020	\$ 84,232,554	\$ 1,195,259	

VALUATION, TAX RATES, AND TAX LEVY: FY2010 TO FY 2020					
Fiscal Year	Assessed Valuation	Tax Rate	Tax Levy	% Change Tax Levy	Tax Levy as % of Assessed Value
2010	\$5,026,552,229	13.09	\$65,797,569	5.0%	1.309%
2011	\$5,045,140,030	13.19	\$66,545,397	1.1%	1.319%
2012	\$5,090,058,629	13.58	\$69,122,996	3.9%	1.358%
2013	\$5,054,970,094	14.07	\$71,123,429	2.9%	1.407%
2014	\$5,130,493,662	14.45	\$71,135,633	4.2%	1.445%
2015	\$5,412,298,562	14.29	\$77,341,746	4.32%	1.429%
2016	\$5,841,889,295	13.92	\$81,319,099	5.14%	1.392%
2017	\$5,973,716,402	14.07	\$84,050,190	3.35%	1.407%
2018	\$6,144,650,600	14.29	\$87,809,181	4.47%	1.429%
2019	\$6,447,033,517	14.19	\$91,483,406	4.18%	1.419%
2020	\$6,685,251,125	14.23	\$95,131,124	3.99%	1.423%
2021	\$6,670,507,650	14.72	\$98,128,300	3.15%	1.472%

(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 FY20 and the related state exemption reimbursements to the town are shown in the following table.

The New Senior Means Tested Exemption is also shown in the table. This new exemption is funded by a tax shift and there is no reimbursement from the Commonwealth.

Agricultural, Recreational and Forest Land

State law provides property tax relief designed to encourage the continuation of certain types of land use. These classifications carry strict application requirements. The law directs the valuation methods and procedural requirements, as well as how to calculate the payment of back taxes when land is withdrawn from these tax-favored classifications. The three categories are:

Chapter 61 - Forest Land refers to land of at least 10 contiguous acres held in a wooded state and subject to a management plan certified by the State Forester. Such land is valued at a specific acreage value set by the state.

Chapter 61A - Agricultural/Horticultural Land refers to land of at least 5 contiguous acres that is used to raise agricultural or horticultural products to be sold on the market. The state requires the town to verify the income requirements from the sale of the products. The state has also established specific acreage valuations which depend upon the product produced on the land.

Chapter 61B - Recreational Land refers to land of at least 5 contiguous acres that is retained in substantially a natural, wild or landscaped condition designed to preserve wildlife and natural resources. Included under this classification are golf courses, horse stables and riding areas, hunting and fishing areas, areas for target shooting, camps, and other picnic, swimming, boating and recreational areas.

FY 2020 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	13,104	13,104	13,104	0
Veterans	22E	7	1,000	7,000	14,000	5,775	- 8,225
Elderly & Surviving Spouse	17D	0	0	0	0	0	0
Elderly	41C	7	500	3,500	7,000	0	-7,000
Blind	37A	8	500	4,000	8,000	700	-6,300
TOTALS		71			\$70,444	\$27,119	\$42,025
Sr. Means Tested		34			\$128,402	\$0	\$ 128,402

* Inclusive of optional 100% increase where applicable.

FY21 FOREST, AGRICULTURAL, AND RECREATION LAND – VALUES AND DISCOUNTS						
Chapter	Class	# of Parcels	Market Value	Taxable Value	Exempted Value	Tax Levy Impact
61	Forest Land	16	\$28,633,000	\$6,534,315	\$22,098,685	\$325,293
61A	Agricultural Land	52	\$79,736,400	\$44,128,986	\$35,607,414	\$524,141
61B	Recreation Land	30	\$74,784,000	\$55,920,820	\$18,863,180	\$277,666
	Totals	98	\$183,153,400	\$106,584,121	\$76,569,279	\$1,127,100

Fy 2020 Taxable Assessed Value							
Assessment Date:	January 1, 2019	January 1, 2020					
Budget Year:	7/1/19 - 6/30/20	7/1/20 - 6/30/21				Last Year	10 years Ago
Class	FY20 Valuation	FY21 Valuation	\$ Change FY20-21	% Change FY20-21	FY21 % Share	FY20 % Share	FY11% Share
Class 1 - Residential	\$6,141,398,117	\$6,127,758,265	(\$13,639,852)	-0.22%	91.86%	91.88%	90.58%
Class 2 - Open Space	\$0	\$0	\$0	na	0.00%	0.00%	0%
R/O Subtotal	\$6,141,398,117	\$6,127,758,265	(\$13,639,852)	-0.22%	91.86%	91.88%	90.58%
Class 3 - Commercial	\$468,225,858	\$466,024,405	(\$2,201,453)	-0.47%	6.99%	6.96%	7.73%
Class 4 - Industrial	\$26,619,200	\$26,575,200	(\$44,000)	-0.17%	0.40%	0.41%	0.59%
Class 5 - Personal Property	\$49,007,950	\$50,149,780	\$1,141,830	2.33%	0.75%	0.76%	1.10%
C/I/P Subtotal	\$543,853,008	\$542,749,385	(\$1,103,623)	-0.20%	8.14%	8.12%	9.42%
TOTAL	\$6,685,251,125	\$6,670,507,650	(\$14,743,475)	-0.22%			
Class 9 - Exempt	\$915,934,700	\$929,714,500	(\$13,779,800)	1.50%			

TRUSTEES OF TOWN DONATIONS

Janet Rhodes Friedman, Chair
Christine Ayotte-Brennan
James Dohoney
Frederick Miller
Gavin Morrissey

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 FY2020, the Trustees received \$272,240.27 in Interest Earnings and Receipts, net of fees and expenses, including \$61,940 from the sale of Cemetery lots, \$59,090 for Perpetual Care and recorded \$179,406.86 of realized capital gains. The Trustees distributed at total of \$239,013.47, including: \$90,314.46 of cemetery lot sale proceeds to the Town's Cemetery Fund for FY19 and 20; \$75,548.56 for cemetery perpetual care; \$17,500 from the Silent Fund; \$5,534.25 for maintenance of Chamberlin Park; and \$50,116.20 from income according to the terms of the various trusts. Additional disbursements include \$15,463 for

administrative expenses, made from Capital Gains, and advisory and investment management fees of \$38,093.22 (approximately 46 basis points annually and charged on a monthly basis). Administrative expenses are primarily for the services of the Concord Finance Department. Advisory and investment management fees were paid to BNY Mellon Wealth Management.

BNY Mellon Wealth Management is retained to manage the portfolio, in accordance with the Investment Policy adopted by the Trustees, a copy of which is available on the Town's website. The annualized rate of return to June 30, 2020 (fiscal year reporting period), net of fees, is as follows:

Portfolio Rate of Return as of June 30, 2020 Annualized, net of fees		
Concord	One Year	Three Years
Performance Benchmark	1.26% -1.67%	11.29% 6.11%

The portfolio's performance benchmark is: 60% MSCI ACWI and 40% BarCap U.S. Intermediate Gov/Credit, provided that the portfolio also includes a dividend sub-portfolio which may add or detract from performance against the benchmark. This sub-portfolio requirement has recently been eliminated through the adoption of a new Investment Policy. The Trustees Investment and Distribution policies are available at <https://concordma.gov/240/Trustees-of-Town-Donations>.

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, 2020, the market value of assets was recorded at \$8,341,316.22, an increase of 1.26% from the year earlier.

A listing of disbursements made by the Trustees during FY 2020 (the period ending June 30, 2020) includes:

- \$17,500 from the Silent Fund transferred to the Board of Selectmen, distributed by the Board of Selectmen to individuals in need (Fund #1);
- \$1,146.62 from Public School Donations, bequests of John Beaton and John Cummings to benefit students in Concord public schools. (Fund #4)
- \$1,609.32 from the bequest of Cyrus Stow (1878) to benefit the Concord-Carlisle High School (Fund #5);
- \$6,215.13 from the William M. Prichard bequest (1899) to benefit students in Concord public schools (Fund #6);
- \$3,460.40 from the Sarah E. A. Richardson Fund (1926) and the Estate of Mary E. Gross to benefit Emerson Hospital (Funds #7 and 10);
- \$4,100 from the Anna M. Holland Funds for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Funds #8 & 9);
- \$375 from the George F. Flavin Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #23);
- \$250.67 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);
- \$750 from the Ruth E. Helsher Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #28);
- \$5,534.25 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);
- \$190.82 from earnings on the Sleepy Hollow Cemetery Fund to support the Cemetery division (Fund #32);
- \$84,114.46 in lot sales transferred to the Cemetery division and \$6,200 in lot repurchases from Cemetery Donations, Sleepy Hollow Cemetery (Fund #33);

- \$75,548.56 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);
- \$1,185.02 from earnings in Cemetery Donations, St. Bernard's Cemetery, transferred to Holy Family Parish and used to support cemetery maintenance costs (Fund #35);
- \$500 from the Maureen Taggart Memorial Fund for a student award conferred by the Recreation Commission and a charitable donation to an organization selected by the student (Fund #36);
- \$537 from the Concord's 350th Birthday Fund for flagpole lighting (Fund #38);
- \$8,000 from the Guy P. DiGiovanni Family Scholarship Trust for academic scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #39) and
- \$21,526.33 from the Beede Center Endowment to support operation and maintenance of the Beede Center (Fund #40).

The Town of Concord Trustees of Town Donations administers the following funds:

1. Silent Fund

A trust fund for the benefit of the poor of Concord, established in 1731, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

2. Hugh Cargill Fund

Income paid annually to the Board of Selectmen of Concord and added to funds administered by the Hugh Cargill Committee for the aid of Concord residents in need.

3. Hugh Cargill Trust

A trust fund for the benefit of the poor of Concord, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

4. Public School Donations

Bequest of John Beaton and John Cumming.
 John Beaton: to improve the schooling of the youth.
 John Cumming: benefit to a school, Town of Concord and to be under the direction of the Selectmen.

5. High School Donations

Bequest of Cyrus Stow in 1878, the net income to be expended by the School Committee for said Town for the benefit of the high school.

6. Manual Training School Donations

Bequest of William M. Prichard, income to be used for the purpose of manual training, industrial arts, mechanical drawings, and domestic science and in furtherance of those subjects.

7. Sarah E. A. Richardson Fund

Bequest of Sarah E. A. Richardson in 1926 of \$12,000 to be held as a permanent fund, the income thereof to be used by the Trustees of Town Donations for the Town of Concord for the assistance of people suffering from physical disabilities in a hospital, or as the Trustees of Town Donations shall deem best.

8. & 9. Anna M. Holland Fund

Income to be used for:

- A. Frederic M. Holland Scholarships: Higher Education for boys and girls over 16, who have been students in the Concord High School.
- B. Anna M. Holland Scholarships: Higher education for young women over 16, residents of Concord who have attended school in Concord for at least two years.

10. Mary E. Gross

Income to be paid to Emerson Hospital of Concord.

11. Shade Tree Donations

Bequest of Reuben N. Rice in 1886 of \$2,000 and Samuel Hoar in 1904 of \$1,000, the principal to be invested and the income thereof annually expended in planting and the care of shade or ornamental trees in the public square, or on the highways and streets of Concord.

12. Adelaide Fowler Tree Fund

To be held as trust fund for 100 years or for such less periods as the Board of Selectmen or the Trustees of Town Donations may deem advisable, income thereof to be used by it for the setting out and care of trees and shrubs.

13. Hapgood Wright Semi-Centennial Trust Fund

Gift of Hapgood Wright, August 25, 1885. Income

to be used for the semi-centennial celebration of the incorporation of the Town of Concord until the third centennial year of the incorporation of the Town of Concord.

14. Hapgood Wright Centennial Trust Fund

Gift of Hapgood Wright in 1916 for the benefit and improvement of the Town or the citizens of Concord as determined by a two-thirds vote of Town Meeting.

Part A. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 1985 and at each 100 years thereafter;

Part B. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 2035 and at each 150 years thereafter.

15. Nineteenth of April Donations

Bequest of Ebenezer R. Hoar in 1895 to be safely invested and the income added to the principal, and in the year 1925, and in every 25th year thereafter, so much of the then existing accumulations of income as the town shall think fit, shall be used for the celebration of the Nineteenth of April 1775, and the surplus, if any, for such educational purposes as the Town may determine. The principal, however, to be always kept intact.

16. Melvin Fund

Bequest of James C. Melvin in 1917, the sum of \$2,000 to provide income to be used in connection with the 19th of April celebrations.

17. The Colonel James Barrett Fund

Bequest received in 1936. Income to be accumulated for periods of 60 years to be spent as Selectmen designate.

18. Charles Hosmer Walcott Fund

Legacy from the Estate of John Walcott, income to be used by the School Committee for a prize for papers of historical or other subjects relating to Concord.

19. Fanny E. Wheeler Fund

Bequest from Fanny E. Wheeler, parcel of land situated at the junction of Sudbury and Assabet rivers containing 7.9 acres more or less and having thereon "Egg Rock" so called. Bequest subject to the restriction that no building of any

kind shall ever be erected or placed on said premises. Also a bequest of \$1,000 the income therefrom to be used for the care and maintenance of said premises.

20. Martha R. Hunt Legacy

Remainder of the legacy from Martha R. Hunt of \$1,000 income to be expended for the improving, repairing, and renovating on grounds, fences, and structures of the Old Hill Burying Ground.

21. Mary Stone Eaton Fund

For the benefit of the people of Concord who are physically disabled in a hospital.

22. Harriet Louise Eaton Fund

For the benefit of the people of Concord who are physically disabled in a hospital.

23. The George F. Flavin Scholarship Fund

This fund created by bequest in 1984, the income to be used exclusively for the higher education of worthy boys and girls who are graduates of the Concord-Carlisle High School.

24. Edward B. Caiger Fund

The income of this fund, by bequest in 1960, is used for prizes for high school seniors.

25. Edward B. Caiger Library Fund

Bequest received in March 1978. Principal to remain intact and income to be paid to the Concord Free Public Library.

26. Edith F. Sellors Library Fund

Bequest by Edith F. Sellors in 1984. Trust fund to be administered by Board of Public Library Trustees, the income thereof to be expended in each year for the purchase of books for the library, in addition to those provided from town appropriations or other funds. By decision at the 1984 Annual Town Meeting (article 54) "to authorize the Trustees of Town Donations to hold, manage and administer such legacy in accordance with said will."

27. Political Science Scholarship Fund

This fund created by a gift in 1963, the income to be used for the benefit of a girl, in the graduating class of Concord-Carlisle Regional High School, most interested in the science of government.

28. Ruth E. Helsher Scholarship Fund

This fund created by bequest in 1965, the income to be used for the higher education of boys and girls who are graduates of the Concord-Carlisle Regional High School.

29. Eleanor Baldwin Fenn Memorial Fund

Gift from the League of Women Voters of Concord, June 1980, to be supervised and invested by the Trustees of Town Donations. The gift is required to be retained as principal. The income each year will be awarded to a member of the Concord-Carlisle Regional High School graduating class who has demonstrated an ongoing personal commitment to servicing the community. The Scholarship and Awards Selection Committee at the high school shall choose the recipient. If there is no qualified recipient, the income for that year shall be divided and presented to the award recipients over the next three years. This award is given in beloved memory of Eleanor Baldwin Fenn who devoted her life to active, informed, concerned citizenship throughout the community.

30. Anne B. Chamberlin Park Fund

Gift in March 1970, from the Chamberlin family, of which a sum up to \$2,000 may be spent for plans and construction of a path from Lowell Road to the Town land on the westerly side of Mill Brook. The balance of such sum to be held in trust, the income to be expensed on direction of the Natural Resources Commission, or its successor, toward the maintenance of the path and its borders.

31. John Upshire Smith Memorial Fund

A trust fund for the benefit of the needy of Concord, income therefrom to be paid to the Silent Poor Fund.

32. Sleepy Hollow Cemetery Fund

Income to be paid annually to the Town Treasurer, to be used by the Cemetery Department.

33. Sleepy Hollow Burial Lot Fund

Payments for lots purchased in Sleepy Hollow Cemetery; principal and income to be paid to the Town of Concord annually.

34. Cemetery Donations - Sleepy Hollow Cemetery

Funds paid for perpetual care on lots in Sleepy Hollow Cemetery; income paid to the Town Treasurer quarterly for the maintenance of Sleepy Hollow Cemetery.

35. Cemetery Donations - St. Bernard's Cemetery

Donations for care of lots in Saint Bernard's Cemetery. Income to be paid to St. Bernard's annually.

36. Maureen Taggart Memorial Award

The Recreation Commission established the Maureen Taggart Memorial Award in January 1985. The award is open to any high school student, public or private, who is a resident of Concord or Carlisle, and who has demonstrated a loving and giving spirit through voluntary service in the community. The recipient will have the privilege of designating a deserving organization and/or individual to receive a financial grant in Maureen's name. The recipient's name will be placed on two plaques - one at the Harvey Wheeler Community Center, and the other at the school of the chosen student. The citizens of Concord and Carlisle and any faculty member or student of the candidate's high school will make nominations. Nomination forms are available at the Concord Recreation Department, the local high schools, the two Concord libraries and the Carlisle Library. Nominations should be sent to the Recreation Department. Submittal deadline is April 1.

37. Concord Scholarship Fund

A Fund established to receive gifts to be used for scholarships to further the education of Concord residents. Gifts should be made payable to the Town of Concord and the fund is to be administered by the Trustees of Town Donations to be called "Concord Scholarship Fund." Gifts are tax deductible as a charitable contribution on individual tax return.

38. Concord's 350th Birthday Fund

Funds received from the Town of Concord. The Board of Selectmen voted to use remaining funds raised for the Town's 350th-birthday observance to set up a permanent trust fund for the "maintenance and improvement of the Monument Square Flagpole, related lighting, and flags." The principal and interest

can be expended on the authorization of the Board of Selectmen.

39. DiGiovanni Family Scholarship Trust

Initial funds received April 1999 from Guy P. DiGiovanni, the income to be paid to the Town Treasurer annually and, through June 30, 2011, to be used by the Concord Recreation Commission for the funding of summer camp scholarships for programs managed by the Concord Recreation Department. After June 30, 2011, the donor revised the purpose of the fund; income will be applied to academic scholarships for Concord students attending college.

40. Beede Center Endowment

The Special Town Meeting of November 5, 2007 acted under Article 4 to transfer to the custody of the Trustees a gift of \$300,000 from the Alfred Sawyer Trust for the purpose of establishing an endowment for the Beede Swim and Fitness Center. The Town Meeting vote further stipulated that the principal was to remain intact and the income was to be made available upon request of the Town Manager for the operation and maintenance of the Beede Center. Subsequently, the gift was accepted by the Board of Selectmen on December 27, 2007 with further condition of the Sawyer Trustee that use of the endowment income would be restricted to capital expenses. \$55,000 was applied for such purpose in fiscal year 2014.

Other funds under management by the Trustees of Town Donations:

Alfred H. Sawyer Trust Gift

Article 4 of the Special Town Meeting of November 5, 2007 also transferred to the custody of the Trustees of Town Donations “the sum of \$1,700,000 or any other sum that may be accepted by the Board of Selectmen from the Trustees of the Alfred Sawyer Trust to create an expendable fund for sustainable energy and other resource conserving initiatives for town buildings, said funds to be expended under the direction of the Town Manager, in accordance with certain terms and conditions to be agreed upon by the Board of Selectmen and the trustees of the Alfred Sawyer Trust.”

On December 21, 2007, the Board of Selectmen executed a Memorandum of Agreement with the Trustees of the privately held Alfred Sawyer Trust and on January 3, 2008 the sum of \$1,730,437.58 was received into the custody of the Town of Concord Trustees of Town Donations. Subsequently, the sum of \$15,507.80 has been received into the fund as supplemental distributions from the Sawyer Trust trustees.

As this is an Expendable Trust which initially was expected to have a payout period extending five to seven years, the Town of Concord Trustees of Town Donations placed the funds in a short-term bond fund account. In August 2013, the remaining funds were transferred into a money market account, an action taken in view of the diminished return available on the short-term bond fund account and the expected short-term horizon for disposition of the remaining balance of the Sawyer Trust gift account balance.

Through June 30, 2019, \$262,119.71 has been earned on the funds under the custody of the Trustees of Town Donations and added to the Sawyer Trust gift account by the Trustees.

Through the end of fiscal year 2019, 71 energy conservation projects in various town-owned buildings have been funded. Activity since inception and for the most recent fiscal period ended June 30, 2019 is as follows on the next page:

Alfred Sawyer Resource Conservation Fund

	Fiscal Year 2019	Since Inception
Market Value, BEGINNING	\$ 137,644.65	\$ 1,730,437.58
Additions to trust capital	\$ 0.00	\$ 15,507.30
Income	2,302.31	210,512.72
Realized gains	0	53,909.30
<i>Less:</i>		
Project funding – transfer to town	\$ 62,087.00	\$ 1,932,506.94
Market value, ENDING	\$ 77,859.96	\$ 77,859.96

Treasurer's Report for the Year Ended June 30, 2020

Combined statement, all funds

Beginning Balance @ June 30, 2019			
		Book Value	Market Value
Bank of America	\$ 36,650.34		
Mellon Cash Reserves	167,247.50		
Mass Municipal Depository	11,031.04		
Total cash accounts		\$ 214,928.88	\$ 214,928.88
Equity - stock and mutual funds		3,732,136.33	4,991,167.02
Fixed Income		3,020,856.73	3,031,096.09
TOTAL ASSETS @ June 30, 2019		\$ 6,967,921.94	\$ 8,237,191.99

FY2020 RECEIPTS:

Interest & Dividends	\$ 189,303.49	
Other income	0.00	
Total Interest and Dividends		\$ 189,303.49

Other receipts:

Cemetery lots	61,940.00	
Cemetery Perpetual Care	59,090.00	
Realized gains	194,842.86	
Other revenue	0.00	
Total Other Receipts		\$ <u>315,872.86</u>

TOTAL Gross Receipts \$ 505,176.35

Less

General expense	(15,436.00)
Investment mgmt. fees	(38,093.22)

TOTAL NET RECEIPTS \$ **451,647.13**

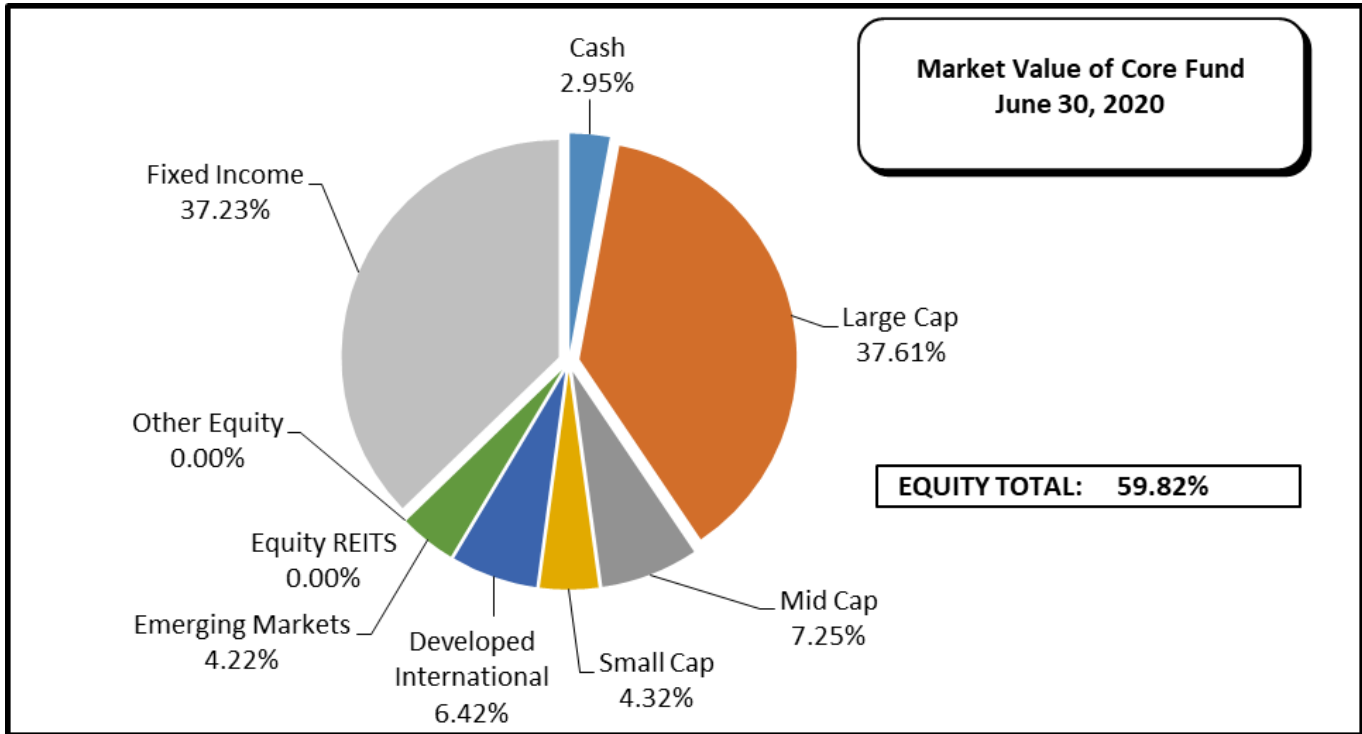
FY2020 DISBURSEMENTS

Distributions from income	\$ 47,846.14
Distributions from temporarily restricted assets	25,304.31
Cemetery Perpetual Care to Town, operations	75,548.56
Cemetery lot sale proceeds to Town, current year	34,394.46
Cemetery lot sale proceeds to Town, prior years	49,720.00
Cemetery lot buybacks	<u>6,200.00</u>

TOTAL DISBURSED \$ **239,013.47**

NET ACTIVITY, FY20 \$ **212,633.66**

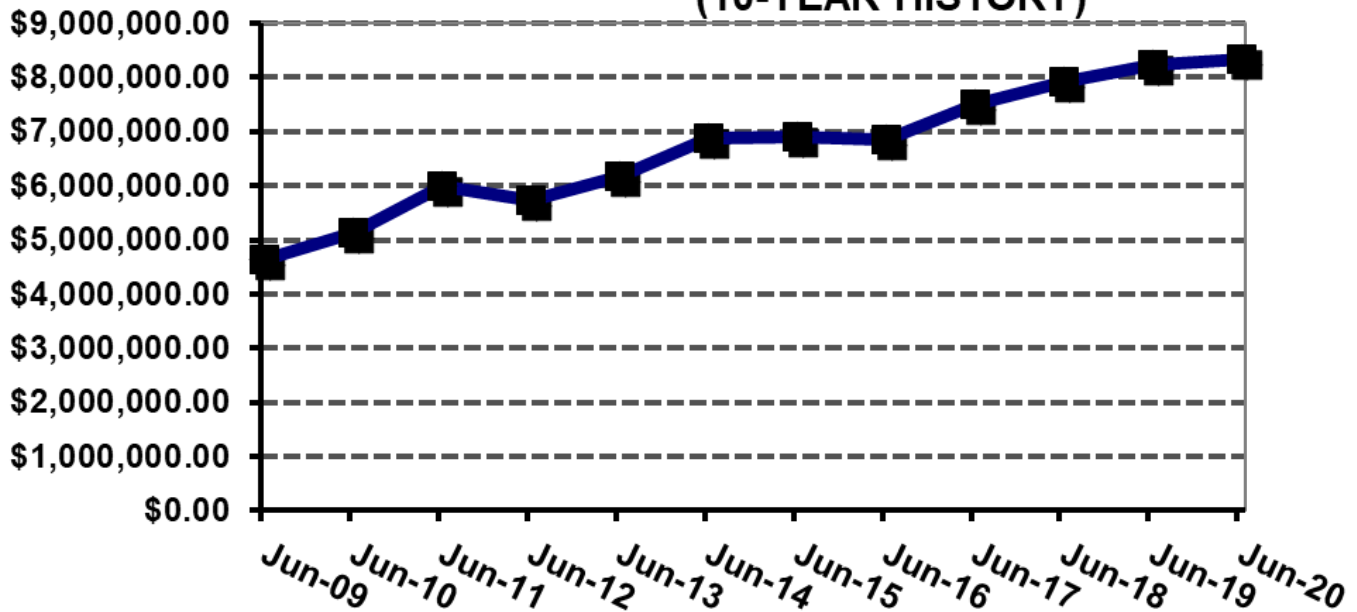
Ending Balance @ June 30, 2020			
		Book Value	Market Value
Bank of America	\$ 25,180.89		
Mellon Cash Reserves	131,739.04		
Mass Municipal Depository	89,376.56		
Total cash accounts		\$ 246,296.49	\$ 246,296.49
Equity - stock and mutual funds		3,920,974.86	4,989,524.24
Fixed Income		3,013,284.26	3,105,495.49
TOTAL ASSETS @ June 30, 2020		\$ 7,180,555.61	\$ 8,341,316.22



Change in asset allocation:

	6/30/17	6/30/18	6/30/19	6/30/20	FY19 Change (% of total)
Cash	1%	2%	2.6%	2.95%	+0.35%
Equities	65%	62%	60.6%	59.82%	-0.78%
Fixed Income	34%	36%	36.8%	37.23%	-0.43%
Other Assets	0%	0%	0%	0%	no change

**Assets at Fiscal Year End to June 30, 2020
(10-YEAR HISTORY)**



Trust Fund Assets: Transaction Summary, FY2020- as of June 30, 2020

Fund #	Fund	Book Value 6/30/19	Market Value		Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/20	Market Value 6/30/20
			6/30/19	0.07						
1	Silent Fund	198,250.92	198,250.92		0.00	0.00	0.00	198,250.92		
	temp restricted Expendable	156,786.85	(2,658.41)		0.00	12,511.46	9,072.90	153,348.29		
	Principal	600.00			0.00	0.00	0.00	600.00		530,534.07
2	Hugh Cargill Fund	1,058.75	2,121.14		0.00	0.00	45.20	1,103.95		2,185.57
	temp restricted Expendable	96.86			0.00	0.00	0.00	134.96		
3	Hugh Cargill Trust	117,519.88	366,405.75		0.00	0.00	7,695.13	117,519.88		377,328.50
	temp restricted Expendable	168,952.13			0.00	0.00	0.00	176,647.26		
	Principal	12,396.60			0.00	0.00	0.00	18,882.32		
4	Public School Donations	22,384.65	74,416.45		0.00	0.00	1,569.49	22,384.65		75,242.45
	temp restricted Expendable	38,223.53			0.00	0.00	0.00	39,793.02		
	Principal	348.85			0.00	1,416.62	255.05	255.05		
5	High School Donations	24,523.72	81,424.46		0.00	0.00	1,716.90	24,523.72		82,268.74
	temp restricted Expendable	41,876.80			0.00	0.00	0.00	43,593.70		
	Principal	281.68			0.00	1,609.32	119.42	119.42		
6	Manual Training	98,010.76	325,175.75		0.00	0.00	6,855.65	98,010.76		328,755.75
	temp restricted Expendable	167,353.64			0.00	0.00	0.00	174,209.29		
	Principal	899.82			0.00	6,215.13	462.87	462.87		
7	Sarah E. A. Richardson fund	52,601.49	174,556.15		0.00	0.00	3,679.82	52,601.49		176,476.63
	temp restricted Expendable	89,835.92			0.00	0.00	0.00	93,515.74		
	Principal	482.04			0.00	3,337.01	246.51	246.51		
8	Anna M. Holland Fund #1	38,586.13	60,158.67		0.00	0.00	1,095.84	38,586.13		59,167.24
	temp restricted Expendable	4,046.94	(71.92)		0.00	1,648.30	3,494.48	3,494.48		
	Principal	24,129.42			0.00	0.00	0.00	24,129.42		
9	Anna M. Holland Fund #2	2,467.63	39,011.95		0.00	1,024.52	684.77	2,127.88		38,342.78
	temp restricted Expendable	(1.66)			0.00	575.48	0.00	0.00		
	Principal	1,946.50			0.00	0.00	136.19	1,946.50		
	temp restricted Expendable	3,325.42			0.00	0.00	0.00	3,461.61		
10	Mary E. Gross	17.37	6,460.62		0.00	0.00	123.39	8.76		6,531.80
	Principal	409.14			0.00	0.00	0.00	409.14		
	temp restricted Expendable	704.57			0.00	0.00	31.66	736.23		
	Principal	115.95			0.00	0.00	0.00	142.63		
12	Adelaide Fowler Tree Fund	1,128.70	1,484.32		0.00	0.00	173.52	1,128.70		1,529.46
	temp restricted Expendable	3,392.34			0.00	0.00	0.00	3,565.86		
	Principal	2,218.19			0.00	0.00	0.00	2,364.44		
13	Hapgood Wright Semi-Centennial	1,207.80	7,868.51		0.00	0.00	444.88	1,207.80		8,118.18
	temp restricted Expendable	8,027.54			0.00	0.00	0.00	8,472.42		
	Principal	8,043.16			0.00	0.00	0.00	8,418.12		
14A	Hapgood Wright Centennial Trust (1985 and each 100 years)	1,000.00	20,193.52		0.00	0.00	361.70	1,000.00		20,833.47
	temp restricted Expendable	6,173.41			0.00	0.00	0.00	6,535.11		
	Principal	6,874.49			0.00	0.00	0.00	7,179.34		
14B	Hapgood Wright Centennial Trust	1,000.00	16,401.86		0.00	0.00	0.00	1,000.00		16,922.29
	Principal									

Trust Fund Assets: Transaction Summary, FY2020- as of June 30, 2020

0.07

Fund #	Fund	Book Value 6/30/19	Market Value 6/30/19	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/20	Market Value 6/30/20
	(2035 and each 150 years)	508,677.08	1,303,091.27	24,219.69	0.00	0.00	28,736.00	537,413.08	
	Expendable	606,390.62			0.00	0.00		630,610.31	1,344,438.19
15	Nineteenth of April Donations	2,000.00			0.00	0.00		2,000.00	
	Principal	9,390.98			0.00	0.00	399.17	9,790.15	
	Expendable	4,112.31	22,846.24	336.44	0.00	0.00		4,448.75	23,379.97
16	Melvin Fund	291.42			0.00	0.00		291.42	
	Principal	836.92			0.00	0.00	39.46	876.38	
	Expendable	404.29	2,021.84	33.26	0.00	0.00		437.55	2,076.63
17	Colonel James Barrett Fund	1,000.00			0.00	0.00		1,000.00	
	Principal	2,704.53			0.00	0.00	145.63	2,850.16	
	Expendable	1,951.43	6,603.76	122.74	0.00	0.00		2,074.17	6,813.30
18	Charles Hosmer Walcott Fund	122.72			0.00	0.00		122.72	
	Principal	919.86			0.00	0.00	49.99	969.85	
	Expendable	898.88	2,266.79	42.13	0.00	0.00		941.01	2,338.72
19	Fanny E. Wheeler Fund	3,000.00			0.00	0.00		3,000.00	
	Principal	40,603.78			0.00	0.00	2,272.53	42,876.31	
	Expendable	44,658.36	103,052.56	1,915.37	0.00	0.00		46,573.73	106,322.40
20	Martha Hunt Legacy	251.78			0.00	0.00		251.78	
	Principal	433.51			0.00	0.00	19.48	452.99	
	Expendable	71.19	832.30	16.42	0.00	0.00		87.61	860.76
21	Mary Stone Eaton Fund	6,447.74			0.00	0.00		6,447.74	
	Principal	15,307.28			0.00	0.00	818.57	16,125.85	
	Expendable	10,037.32	37,119.91	689.92	0.00	0.00		10,727.24	38,297.72
22	Harriet Louise Eaton Fund	5,087.90			0.00	0.00		5,087.90	
	Principal	12,544.06			0.00	0.00	672.21	13,216.27	
	Expendable	8,475.95	30,482.91	566.57	0.00	0.00		9,042.52	31,450.13
23	George F. Flavin Scholarship	5,658.13			0.00	0.00		5,658.13	
	Principal	621.47			0.00	240.24	161.65	542.88	
	Expendable	(1.48)	8,772.80	136.24	0.00	134.76		0.00	8,621.25
24	Edward B. Caiger Fund	1,000.00			0.00	0.00		1,000.00	
	Principal	383.54			0.00	0.00	39.42	422.96	
	Expendable	147.53	2,556.53	33.23	0.00	0.00		180.76	2,606.67
25	Edward B. Caiger Library Fund	2,113.52			0.00	0.00		2,113.52	
	Principal	3,558.93			0.00	0.00	146.40	3,705.33	
	Expendable	13.46	6,955.47	123.39	0.00	127.83		9.02	7,036.67
26	Edith F. Sellors Library Fund	1,053.75			0.00	0.00		1,053.75	
	Principal	1,799.81			0.00	0.00	75.17	1,874.98	
	Expendable	65.87	3,553.95	63.35	0.00	122.84		6.38	3,539.07
27	Political Science Scholarship	1,210.62			0.00	0.00		1,210.62	
	Principal	485.25			0.00	0.00	48.31	533.56	
	Expendable	180.46	2,972.25	40.72	0.00	0.00		221.18	3,035.07
28	Ruth E. Heisher Scholarship	5,132.29			0.00	0.00		5,132.29	
	Principal	410.54			0.00	500.00	137.31	47.85	
	temp restricted								

Trust Fund Assets: Transaction Summary, FY2020- as of June 30, 2020

Fund #	Fund	Book Value 6/30/19	0.07		Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/20	Market Value 6/30/20
			Market Value 6/30/19	Market Value 6/30/20						
29	Eleanor Baldwin Fenn Memorial	(209.91)	13,694.57	(344.18)	115.73	0.00	250.00	(344.18)	1,710.62	13,084.63
	Expendable									
	Principal	1,710.62							1,710.62	
	temp restricted	727.14							796.41	
	Expendable	252.73	4,514.09		58.39	0.00	0.00		311.12	4,602.01
30	Anne B. Chamberlin Park Fund	20,000.00							20,000.00	
	Principal	175,723.93							182,513.57	
	temp restricted	67,976.43	316,543.73		5,722.54	0.00	5,534.25		68,164.72	320,752.07
	Expendable									
	Principal	485.00							485.00	
	temp restricted	924.78							971.90	
	Expendable	420.43	2,173.15		39.72	0.00	0.00		460.15	2,240.64
32	Sleepy Hollow Cemetery Fund	4,892.83							4,892.83	
	Principal	5,131.88							5,392.66	
	temp restricted	103.67	10,175.09		219.80	0.00	190.82		132.65	10,375.26
	Expendable									
	Principal	42,551.74							21,746.74	
	temp restricted	16,800.27							13,163.08	
	Expendable	1,065.55	20,859.49		1,311.12	0.00	2,376.67		(0.00)	16,018.44
34	Cemetery Donations - perp. care	1,754,528.53							1,811,818.53	
	Principal	1,594,219.88							1,680,809.84	
	temp restricted	14,289.70	3,880,040.14		72,981.00	0.00	73,748.56		13,522.14	3,931,911.82
	Expendable									
	Principal	18,409.81							18,409.81	
	temp restricted	31,436.36							32,724.60	
	Expendable	187.33	61,099.89		1,085.77	0.00	1,185.02		88.08	61,755.64
36	Maureen Taggart Memorial	7,972.66							7,972.66	
	Principal	13,797.77							14,308.97	
	temp restricted	25.73	26,713.62		473.00	0.00	450.00		48.73	27,014.55
	Expendable									
	Principal	1,200.00							1,200.00	
	temp restricted	472.47							522.53	
	Expendable	271.95	2,859.01		42.20	0.00	0.00		314.15	2,926.00
38	Concord's 350th Birthday	3,386.39							3,386.39	
	Principal	3,702.99							3,760.52	
	temp restricted	465.81	11,556.71		163.95	0.00	400.00		229.76	11,280.79
	Expendable									
	Principal	110,500.00							110,500.00	
	temp. restricted	82,611.38							83,134.31	
	Expendable	1,972.35	193,175.01		4,233.50	0.00	3,500.00		2,705.85	192,766.95
40	Beede Center Endowment	300,000.00							300,000.00	
	Principal	36,069.31							45,721.87	
	temp restricted	38,823.24	449,084.57		8,135.51	0.00	21,526.22		25,432.53	441,533.93
	Expendable									
	TOTAL	6,967,921.95	8,237,192.00		151,210.27	121,030.00	239,013.47	179,406.86	7,180,555.61	8,341,316.22

Trust Fund assets: Book and Market Value @ 6/30/20

	identification	Tax Cost	Face Value	Book Value	Market Value		% of Core portfolio
		Book Value	or # shares	per share	@ price	Value	
Bank of America	830-40809	25,180.89				25,180.89	
BNYMellon	CON00433000	131,739.04				131,739.04	
MMDT	44-201242	89,376.56				89,376.56	2.95%
Total cash accounts		246,296.49				246,296.49	2.95%
US large cap							
Individual stock holdings		1,065,368.34				1,253,849.04	15.03%
BNY Mellon Institutional S&P 500 Stock Index	DSPIX	1,184,448.33	30,133.423	39.307	57.7700	1,740,807.85	20.87%
BNY Mellom US Equity Fund	DPUYX	115,434.70	6,968.295	16.566	20.4500	142,501.63	1.71%
US mid cap							
BNY Mellon Mid Cap, Multi-Strategy Fund	IJH	393,546.98	3,400.000	115.749	177.8200	604,588.00	7.25%
ISHARES TR S&P Midcap 400							7.25%
US small cap							
Dreyfus Select Mgrs Small Cap Growth	DSGYX	131,236.43	7,309.160	17.955	25.7500	188,210.87	2.26%
Dreyfus Select Mgrs Small Cap Value	DMVYX	149,049.50	8,697.873	17.136	19.7900	172,130.91	2.06%
Developed international							
BNY Mellon International Fund	MPTX	122,181.80	10,961.505	11.146	11.8500	129,893.83	1.56%
BNY Mellon International Small Cap	DYYPX	88,441.64	6,531.260	13.541	11.7900	77,003.56	0.92%
BNY Mellon International Stock Fund	DISYX	91,854.15	6,993.507	13.134	20.8000	145,464.95	1.74%
BNY Mellon International Stock Index	DINIX	200,000.00	11,648.224	17.170	15.7500	183,459.53	2.20%
Emerging markets							
Dfa Emerging Markets Core	DFCEX	268,874.56	13,134.620	20.471	18.6700	245,223.36	2.94%
Virtus Emerging Markets	HIEMX	110,538.42	10,229.880	10.805	10.4000	106,390.75	1.28%
Total Equity		\$3,920,974.86				\$4,989,524.25	59.82%
Emerging markets							
BNY Mellon High Yield Fund- Class I		125,369.56	20,285.894	6.180	5.7400	116,441.03	1.40%
BNY Mellon Floating Rate Income Fund		123,506.72	10,339.424	11.945	10.8500	112,182.75	1.34%
Mellon short-term US Govt Securities		510,439.39	44,386.034	11.500	11.8200	524,642.92	6.29%
Mellon Intermediate Bond Fund		976,250.39	79,160.379	12.333	13.0300	1,031,459.74	12.37%
Mellon Bond Fund		1,277,718.19	97,545.719	13.099	13.5400	1,320,769.04	15.83%
Total Fixed Income		\$3,013,284.26				\$3,105,495.49	37.23%
Sawyer Trust/MMDT money market							
Sawyer Trust/MMDT money market		77,859.96				77,859.96	100.00%
GRAND TOTAL		\$7,258,415.57				\$8,419,176.18	

CONTRIBUTORY RETIREMENT BOARD

Peter J. Fulton, Chair (elected member)
 Mary Barrett, Town Accountant (ex officio member)
 Kerry A. Lafleur, Town CFO (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 administers the Contributory Retirement System, a multi-employer pension board that includes the Town of Concord (including non-teaching staff of the Concord K-8 School Department), the Concord-Carlisle Regional School District non-teaching staff and the Concord Housing Authority. The system covers all employees working at least 25 hours per week in regular employment, except for teaching personnel (who are members of the State Teacher Retirement System). The Town Accountant, by statute, is a member ex officio of the Retirement Board. The Town Treasurer is the Treasurer of the Retirement System. Staff of the Concord Town Treasurer and the Town Accountant provides administrative support for the System.

The Retirement System operates on a calendar year fiscal period. Legally, the Concord Retirement Board is a state agency rather than a town committee. Its work and financial records are supervised by the Public Employee Retirement Commission Administration (PERAC), a state agency located

within the Massachusetts Department of Revenue, Executive Office of Administration and Finance.

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, 2019, reported the following data regarding Concord's system:

<u>Annualized rate of return</u>	<u>Concord Board</u>	<u>Composite (all boards)</u>
1 year (2019):	16.76 %	16.90 %
5 years (2015-19):	7.27 %	7.95 %
Historic (1985-2019):	8.61 %	9.22 %

As of the most recent actuarial valuation (January 1, 2020), Concord's funded ratio (assets compared to system actuarial liabilities) was 88.6%, up from 81.3% 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, 2020 and 2019 were reported as follows:

Total assets and accrued liabilities as of January 1, 2020 and 2019		
	<u>Jan. 1, 2020</u>	<u>Jan. 1, 2019</u>
Actuarial Accrued Liability (AAL)	\$203,473,656	\$195,749,569
Actuarial Value of Assets (AVA)	180,248,308	159,228,802
Unfunded Actuarial Accrued Liability (UAAL = AAL- AVA)	23,225,348	36,520,767
Discount rate (assumed earnings rate)	6.75%	7.00%
Funded ratio (AVA/AAL)	88.6%	81.3%

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 2019 results and the other quarter parts recognized in 2020, 2021 and 2022. 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 following changes were made in the non-economic assumptions used to prepare the January 1, 2020 actuarial valuation:

- Discount rate was reduced to 6.75% from 7.00% which increased the liability by \$5.1M; and
- Mortality assumption RP-2014 adjusted to 2006, projected generationally using MP-2019, which decreased the liability by \$2.2M. Prior valuation projected using MP-2016.

All other assumptions and methods were maintained from the prior 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 7th highest on the listing published as of January 1, 2020, up from 11th highest last year, as reported by PERAC. As of 1/1/20, just four of the 104 board's in the MGL Chapter 32 public employee pension system were using a discount rate lower than 7.00% (Adams, Leominster, Maynard & Wellesley), and six others were using a discount rate of 7.00%, like Concord. Ninety-three (93) boards were using discount rates higher than 7.00%. Of the six boards with higher funded ratios, 5 reported that the discount rates used in the most recent actuarial valuation range from 7.25% to 7.80%. 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 6.75% 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 2020 will be reflected in the next planned valuation with an effective date of January 1, 2021.

At January 1, 2020, system membership was 527 Active Members, 164 Inactive Members and 306 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.

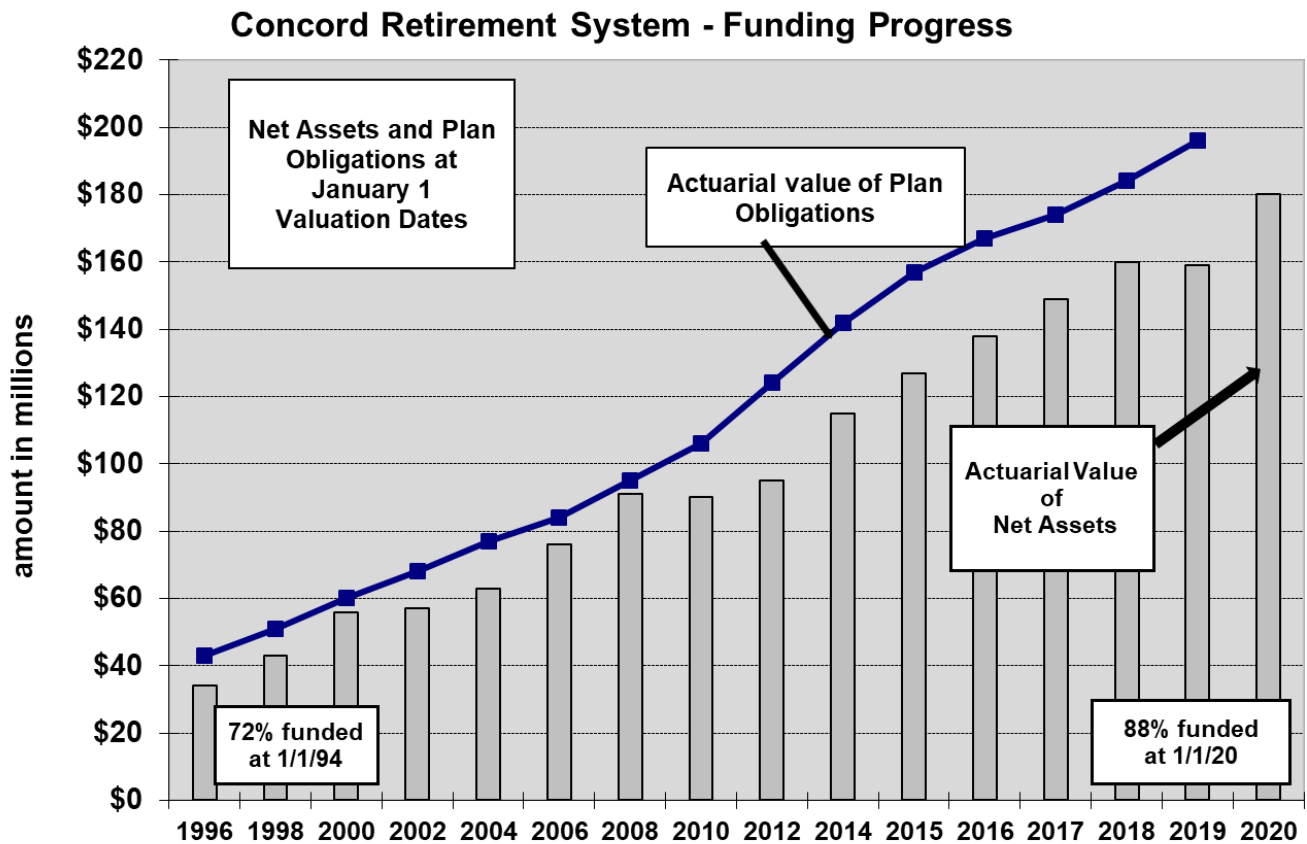
The Pension Reserve Fund receives excess investment income (if any) after allocations are made to all other funds. This fund also receives any

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).

Based upon calendar year financial statements published by the Concord Retirement Board and audited as part of the Town's annual audit, a three-year comparison (2016-2018) of total assets by fund is shown below:

The Expense Fund receives and disburses monies associated with the Retirement Board's administrative expenses.

Audited Financial Data December 31			
	2017	2018	2019
Annuity Savings Fund	\$31,799,996	\$33,128,747	\$33,447,651
Annuity Reserve Fund	7,959,818	8,324,504	9,375,601
Military Service Fund	4,493	4,497	4,502
Pension Fund	770,833	225,003	440,837
Pension Reserve Fund	125,880,701	117,546,051	141,464,017
TOTAL at Market Value	\$166,415,841	\$159,228,502	\$184,762,608



FINANCE DEPARTMENT

Kerry A. Lafleur, Chief Financial Officer

The Department of Finance and Administration consists of five divisions: Administration, Assessing, Treasurer/Collector, Accounting and Town Clerk. The Department is also responsible for budget management, Town purchasing administration, Town payroll administration, group insurance management (in collaboration with the Personnel Department) and Retirement System administration. The Town Treasurer serves as the Parking Clerk, administering the parking violation system. The Town Treasurer also serves as Treasurer for the Trustees of Town Donations. The report of the Town Clerk division appears elsewhere in this Town Report.

ADMINISTRATION

Kerry A. Lafleur, Chief Financial Officer
Jonathan Harris, Budget and Purchasing Director

This division is responsible for the development and implementation of the Town Manager’s budget, the Enterprise Fund budgets, and the five-year Capital Improvement Program. The division provides guidance and oversight of procurement and public bidding procedures for all town departments under the Town Manager in accordance with applicable state laws. These functions are conducted under the direction of the Budget and Purchasing Director with the assistance of the Senior Budget & Operations Analyst.

This division handles all aspects of Town payroll administration and all federal and state reporting of wages and payroll taxes for the Town departments,

the Concord Public Schools (K-8) and the Concord Retirement System. The division handles retiree benefit administration and direct interaction with the town’s 300 retirees for all group insurance matters. These functions are under the direction of the Assistant Treasurer supported by the Finance Assistant.

The Chief Financial Officer is responsible for group insurance administration and is custodian-treasurer of the Retirement System and treasurer of the Trustees of Town Donations. The division provides staff support to the 15-member Concord Finance Committee appointed by the Town Moderator. The Finance Assistant provides administrative support in these activities.

The Chief Financial Officer is also appointed as the Town Treasurer-Collector. In this capacity, the Chief Financial Officer is responsible for cash management, debt management and treasury operations. The CFO is supported in these activities by the Deputy Treasurer (Treasury Division).

Payroll

Total payrolls for the Town Government departments and the Concord Public Schools, for the fiscal periods ended June 30, 2019 and 2020, 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

PAYROLL - ALL FUNDS			
	Year ended 6/30/19	Year ended 6/30/20	Percent change
Town Manager departments	\$ 27,478,168	\$ 29,085,254	5.85%
Concord Public Schools	32,501,384	34,729,700	6.86%
TOTAL	\$ 59,979,552	\$ 63,814,954	6.39%

includes 15 area towns and regional school districts with 3,884 employee and retiree members, covering a total of 6,051 persons (including dependents) as of December 2020. 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, 2018 and May 31, 2019, the following financial information was reported. Please note that at the time that this report was submitted, audited statements as of May 31, 2020 were not yet available.

Minuteman-Nashoba Health Group
Summary Financial Statement

	Year Ending 5/31/19	Year Ending 5/31/18
Assets, Liabilities and Fund Balances		
Cash & investments	\$ 7,361,713	\$ 5,415,247
Other current assets	1,133,078	1,089,595
Total assets	<u>\$ 8,494,791</u>	<u>\$ 6,504,842</u>
Claims Liabilities	\$ 3,219,661	\$ 3,000,000
Claims incurred but not reported	1,003,579	0
Other liabilities	25,877	220,350
Total Liabilities	<u>\$ 4,249,117</u>	<u>\$ 3,220,350</u>
Unrestricted/Total Net Position	<u>\$ 4,245,674</u>	<u>\$ 3,284,492</u>
Revenues, Expenses and Change in Net Position		
OPERATING REVENUES		
Participants' contributions	\$ 54,996,799	\$ 51,451,458
Other revenues	87,989	80,440
Total Operating Revenues	<u>\$ 55,084,788</u>	<u>\$ 51,531,898</u>
OPERATING EXPENSES		
Claims expense	\$ 41,376,871	\$ 39,861,279
Claims administration expense	2,855,452	2,795,946
Other group expenses	10,028,440	8,347,442
Total operating expense	<u>\$ 54,260,763</u>	<u>\$ 51,004,667</u>
OPERATING INCOME (LOSS)	<u>\$ 824,025</u>	<u>\$ 527,231</u>
NON-OPERATING REVENUES		
Investment income	<u>\$ 137,157</u>	<u>\$ 86,690</u>
Change in net position	<u>\$ 961,182</u>	<u>\$ 613,921</u>
Net position, beginning of year	<u>\$ 3,284,492</u>	<u>\$ 2,670,570</u>
Net position, end of year	<u>\$ 4,245,674</u>	<u>\$ 3,284,491</u>

TREASURER-COLLECTOR

Kerry A. Lafleur, Treasurer-Collector
 Richard Delorey, Assistant Treasurer
 Colleen Rhinhart, Treasury & Collections Assistant

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, 2020, interest earnings on short-term investments of all Town funds totaled \$1,316,146.52. The General Fund, which supports the Town and Schools operating budgets, earned \$657,706.95. These earnings represent an average return for the fiscal year of 0.58% down from the previous year's return of 0.63%. Interest earnings funded approximately 1.15% of the \$114.0 million General Fund budget for the fiscal year that

ended June 30, 2020. Interest earnings funded about 1.35% of the \$109.2 million General Fund budget for the previous fiscal year.

Tax collection

Property tax collections during FY20 totaled \$93,109,025, net of refunds. This is 3.28% more collected than the previous year. The delinquency rate on the FY20 tax levy was 1.12% as of June 30, 2020, the twenty-fifth consecutive year in which this rate has been under 1.5%. The total dollar amount of property taxes outstanding on the tax collector's records (all years) was \$1,198,019 at the end of FY20.

During FY20, \$235,231 of unpaid property taxes was transferred to Tax Title accounts, including \$4,735 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. \$296,829 was collected during the year on Tax Title accounts, along with \$69,006 in penalty interest. Tax Titles bear a penalty interest rate of 16% per annum. At June 30, 2020, 38 properties were in Tax Title status, amounting to accumulated unpaid taxes of \$643,179 (compared to 38 parcels and \$673,603 at June 30, 2019).

Interest earned FY20	
Allocated by Fund	Amount
General Fund	\$ 657,706.95
Municipal Light Operating Fund	78,701.84
Land Acquisition Fund	336.22
Water Fund	166,814.93
Sewer Fund	151,642.27
CPA Fund	36,303.88
CMLP Depreciation Fund	61,856.29
CMLP Underground Fund	30,058.72
Pension Reserve	21,048.46
Concord Contributory Retirement Fund	44,596.69
General Stabilization Fund	74.25
Student Activity	1,335.03
Beede Swim & Fitness Center	53,963.13
53G Fund	107.96
Parking Fund	131.39
CPS Capital Stabilization	746.44
CPS Tech Stabilization Fund	12.61
Emergency Response Stabilization Fund	10,629.33
Arts Lottery Fund	80.13
TOTAL	\$ 1,316,146.52

Debt and credit rating

In fiscal year 2020, one Bond and one Bond Anticipation Note were issued, as detailed below:

Bond Issuance

\$ 4.925 million Bond

Issue date: May 13, 2020
Payable: December 15, 2020 through June 15, 2030
Maturity date: 1 - 10 years
True Interest cost: 0.848327%,

Purpose:

- Article 21 of 2019 ATM	Fire Engine	\$	341,000
- Article 7 of 2019 ATM	Park Improvements (Gerow)	\$	499,500
- Article 7 of 2019 ATM	Park Improvements (White Pond)	\$	499,500
- Article 7 of 2019 ATM	Park Improvements (Rideout)	\$	169,500
- Article 7 of 2019 ATM	Open Space Land Acquisition	\$	91,000
- Article 7 of 2019 ATM	2019 Roads Program	\$	667,000
- Article 7 of 2019 ATM	2019 Roads Programs (Cambridge Turnpike)	\$	500,000
- Article 12 of 2019 ATM	School Capital	\$	810,500
- Article 14 of 2019 ATM	Middle School Feasibility Study	\$	1,347,000
		\$	4,925,000

\$3,000,000 Bond Anticipation Note

Issue date: June 19, 2020
Maturity date: June 18, 2021
Net Interest Cost: 1.0433%

Purpose:

- Article 28 of 2016 ATM	Nagog Water Treatment Plant	\$	3,000,000
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Moody's Investors Services reaffirmed Concord's Aaa credit rating prior to the bond sale. The Town's credit rating has retained this Aaa rating since 1987.

FY2020 Debt Service Summary by Issue

Issue Date	Issue Detail	Amount	Interest Cost	Maturity	Principal	Interest	Total Debt Service
07/24/03	MWPAT, Title V 97-1070	\$195,089	5.041	06/30/21	\$10,829	\$-	\$10,829
11/16/05	MWPAT, Pool 11, CW-04-10	\$4,190,000	1.999	06/30/26	\$224,124	\$31,103	\$255,227
12/09/08	MWPAT, Pool 12, CW-06-01	\$9,967,780	2.000	06/30/27	\$567,570	\$91,823	\$659,393
1/15/10	Willard School Construction (IE)	\$12,900,000	3.177	06/30/29	\$680,000	\$128,388	\$808,388
05/17/11	General Obligation Bond Issue, 2011	\$8,750,000	2.585	05/15/26	\$420,000	\$67,125	\$487,125
06/13/12	MWPAT T5-05-1243A	\$296,830	3.610	06/13/12	\$29,750	\$-	\$29,750
05/22/13	MWPAT T5-05-1243B	\$324,715	1.400	06/30/23	\$32,471	\$-	\$32,471
06/04/13	General Obligation Bond Issue, 2013	\$3,360,000	0.813	06/01/20	\$320,000	\$9,100	\$329,100
06/12/14	General Obligation Bond Issue, 2014	\$7,985,000	1.563	06/01/23	\$710,000	\$122,475	\$832,475
01/7/15	MWPAT T5-05-1243C	\$197,457	3.070	06/30/25	\$19,745	\$-	\$19,745
05/21/15	General Obligation Bond Issue, 2015	\$2,781,500	1.525	09/15/24	\$1,025,000	\$97,125	\$1,122,125
05/19/16	General Obligation Bond Issue, 2016	\$9,955,000	1.178	09/15/25	\$1,215,000	\$230,900	\$1,445,900
06/05/17	General Obligation Bond Issue, 2017	\$10,035,000	1.562	03/15/28	\$1,405,000	\$308,150	\$1,713,150
06/21/18	General Obligation Bond Issue, 2018	\$6,035,000	2.165	06/30/28	\$735,000	\$253,150	\$988,150
20-Jun-19	General Obligation Bond Issue, 2019	\$5,625,000	1.433	6/15/29	\$775,000	\$277,344	\$1,052,344
					\$8,169,489	\$1,616,682	\$9,786,171

Authorized but Unissued as of June 30, 2020

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	\$(467,100.00)	\$(42,900.00)	\$-
within levy	07-ATM-2019	Municipal Building Renovations	\$500,000.00			\$500,000.00
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	\$(1,245,000.00)	\$(155,000.00)	\$-
within levy	07-ATM-2019	Road Improvement Program 2019	\$800,000.00	\$(800,000.00)		\$-
within levy	07-ATM-2019	Cambridge Turnpike Reconstruction, 2019	\$600,000.00	\$(600,000.00)		\$-
within levy	21(5)-ATM-2018	Library, Energy Efficient Systems	\$150,000.00	\$-	\$-	\$150,000.00
within levy	07-ATM-2019	Library, Furniture, Fixtures & Equipment	\$550,000.00			\$550,000.00
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	\$(770,000.00)	\$(130,000.00)	\$-
within levy	12-ATM-2019	Concord Public School Renovations	\$900,000.00	\$(900,000.00)		\$-
within levy	07-ATM-2019	Land Acquisition for Open Space	\$100,000.00	\$(100,000.00)		\$-
within levy	25-ATM-2018	Gerow Land Purchase	\$2,500,000.00	\$(2,135,900.00)	\$(364,100.00)	\$-
within levy	07-ATM-2019	Park Improvements, Gerow	\$600,000.00	\$(600,000.00)		\$-
within levy	07-ATM-2019	Park Improvements, White Pond	\$600,000.00	\$(600,000.00)		\$-
within levy	07-ATM-2019	Park Improvements, Rideout	\$200,000.00	\$(200,000.00)		\$-
within levy	31-ATM-2014	141 Keyes Road Renovations (DPLM)	\$600,000.00	\$(200,000.00)	\$-	\$400,000.00

Authorized but Unissued as of June 30, 2020

within levy	24-ATM-2016	Public Safety Equipment, Fire Engine Refurbishment	\$150,000.00	\$(138,000.00)	\$(12,000.00)	\$-
Excluded	14-ATM-2019	Middle School Feasibility Study	\$1,500,000.00	\$(1,500,000.00)		\$-
Betterment	42-ATM-2013	Septic System Betterment	\$2,000,000.00	\$(1,487,662.00)	\$-	\$512,338.00
Enterprise	36-ATM-2012	Land Acquisition, WR Grace	\$600,000.00	\$(584,500.00)	\$(15,500.00)	\$-
Enterprise	36-ATM-2012	Land Acquisition, WR Grace	\$600,000.00	\$(584,500.00)	\$(15,500.00)	\$-
Enterprise	01-SMT-18	Land Acquisition, WR Grace	\$150,000.00	\$(138,000.00)	\$(12,000.00)	\$-
Enterprise	48-ATM-2013	Telecommunications	\$1,000,000.00	\$(938,000.00)	\$(62,000.00)	\$-
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	43-ATM-2019	Water Main Replacement	\$4,000,000.00			\$4,000,000.00
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:	\$54,180,000.00	\$(25,592,787.00)	\$(1,799,875.00)	\$26,787,338.00

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 2020 necessitated the expertise of outside consultants. The following table summarizes the activity in the 53G Review Fund for the fiscal year ending June 30, 2020.

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 17,206 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.

The Assessing Division also has the added responsibility of administering the new Senior Mean Tested Real Estate Tax Exemption. The new program went into effect for Fiscal Year 2019 and Fiscal Year 2021 was the third year of the program. The office

53G Fund Summary of FY Activity

Project	Beginning Balance 7/1/2019	Funds received	Funds disbursed	Ending balance 6/30/2019
Construction review-Granite Post Rd.	\$846.45	\$0.00	\$846.45	\$0.00
Keuka Rd Subdivision	\$2,039.42	\$21.78	\$2,061.20	\$0.00
Special Permit 430 Old Bedford Rd	\$226.86	\$25.13	\$0.00	\$251.99
1861 Sudbury Rd Design	\$892.40	\$0.00	\$892.40	\$0.00
1440-1450 Main St. Traffic	\$1,902.16	\$20.31	\$1,922.47	\$0.00
1440-1450 Main St. Stormwater	\$1,357.22	\$1,840.74	\$3,120.00	\$77.96
40 Coppermine Rd.	\$0.00	\$3,000.00	\$3,000.00	\$0.00
Total	\$7,264.51	\$4,907.96	\$11,842.52	\$329.95

processed 35 applications and granted 34 exemptions. The total amount of tax dollars exempted was \$128,402. The exemptions were funded by a tax shift of \$.01, making the FY 2021 tax rate \$14.72/\$1,000 of valuation. This is also the last year of the three year trial. The Town meeting in September voted to submit a new home rule petition to continue the program.

The Town Assessor, three full- time staff and one part-time staff member 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 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 process

is referred to as the “Certification Year”. The four intervening years are “Interim” years, during which the DOR review of required annual valuation adjustments is by a desk analysis. Fiscal Year 2021 is the third 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 value certification was completed in Fiscal 2018 and the DOR has approved each interim year adjustment since 2018.

On November 2, 2020, following a public hearing, a uniform tax rate was adopted by the Select Board for FY 2021. The FY2021 property tax rate was approved by the Department of Revenue on December 1, 2020. The FY2021 values are based on an assessment date of January 1, 2020 and a market value analysis using calendar year 2019 “arms-length” sales. The Town’s total taxable property value decreased .22% from FY2020 to FY2021.

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	FY2020 Parcel Count	Total Value	FY2021 Parcel Count	Total Value
Single Family	101	4,597	\$5,083,284,560	4,603	\$5,071,695,070
Condominium	102	870	481,827,476	874	489,912,249
Miscellaneous	103,109,140	6.3	136,406,000	64	136,806,700
2-Family	104	102	69,928,950	99	68,904,850
3-Family	105	1	980,000	1	1,031,600
Apartments	111-125	27	206,042,200	27	205,598,100
Vacant Land	130-132,106	278	39,334,640	282	39,795,400
Commercial	300-393	337	420,031,925	336	417,978,325
Industrial	400-452	29	26,619,200	27	26,575,200
Forest Land (Ch. 61)	601-602	17	48,228	16	55,585
Agricultural (Ch. 61A)	700	57	1,167,446	53	1,086,691
Recreation Land (Ch. 61B)	800	33	10,640,900	30	10,263,050
Mixed Use	012-043	27	159,931,650	27	150,655,050
Personal Property	501-508	251	49,007,950	245	50,149,780
Total		6,689	\$6,685,251,125	6,686	\$6,670,507,650

Tax Levy

The Town’s budget for Fiscal 2021 was approved at the 2020 Annual Town Meeting. Taxpayers voted the appropriation of which is funded by several sources. The majority of the funds come from Real Estate and Personal Property taxes and is called the Levy. The levy is limited by Proposition 2 ½, which allows the levy to grow by only 2 ½ percent each year and new growth. The town meeting can also vote an override to the 2 ½ percent increase, but Concord has only allowed overrides for funding capital projects.

The maximum permitted property tax levy for FY2021, the total amount of money that can be raised through Real and Personal Property taxes in accordance with state law, is \$102,580,714. This includes a levy of \$7,034,743 for excluded debt service. The actual FY2021 property tax levy is \$98,128,300, resulting in \$4,452,413 of the maximum permitted levy limit remaining unused. The FY2021 tax levy increased from FY2020 by 4.06% the FY2020 levy. The Annual Levy Limit is calculated as follows:

Levy Limit Calculation	
FY2020 Levy Limit	\$ 92,281,116
Fy 20 New Growth Adjustment <i>(form LA-13a)</i>	\$ 0
2 ½% allowed increase	\$ 2,307,028
New Growth <i>(form LA-13)</i>	\$ 957,827
TOTAL (before debt exclusion and override)	\$ 95,545,971
DEBT EXCLUSION <i>(Principal and interest due on debt authorized to be repaid from taxation above the levy limit)</i>	\$ 7,034,743
OVERRIDE	0
MAXIMUM PERMITTED LEVY	\$ 102,580,714
FY2021 PROPERTY TAX LEVY	\$ 98,128,300.05
Unused Levy Limit	\$ 4,452,413.95

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 \$1,101,824. The median single family residential valuation is \$928,100.

The tax rate, in its simplest form, is the tax levy divided by the town’s taxable valuation. This is called the 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 FY2021 is:

$$\$98,128,300 / \$6,670,507,650 = .01472$$

or \$14.72 per thousand dollars of assessed valuation

Property taxes are billed quarterly. For FY2021 the first two tax payments were due August 3 and November 2, 2020. These were estimated based on the previous year’s taxes plus 2.50%, a preliminary adjustment allowed by state law and based on the permitted 2.5% increase plus any increase attributable to the FY2021 cost of overrides or debt exclusions previously voted by town ballot. In November the Select Board voted a “residential factor” of .999960, thereby setting the FY2021 tax rate at a Uniform Tax Rate, which has been their practice for the past 22 years. The slight shift in the

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 disbursement warrants for approval by the Select Board, providing financial reporting services to other Town Departments, coordinating and managing the annual Town Audit. Other duties include issuing 1099s, maintaining the chart of accounts and the vendor file, certifying availability of contract funds, monitoring and retaining records of all contracts including State/Federal grants. In addition, the Accounting Division is designated as the systems administrator for the Town's financial reporting application. Last but not least, this group ensures that statutory reports are in compliance with standards set by the State, by the Government Accounting Standards Board (GASB) and local by-laws. The Town Accountant serves as Ex-Officio board member of the Concord Contributory Retirement System.

The challenges of the global coronavirus pandemic impacted the normal operations of the Accounting Division in 2020. During this time, the division changed its procedures to adapt to a more remote environment in order to accommodate Town departments' needs while complying with the Governor's directive. Accounting collaborated with the Emergency Management Team to ensure proper tracking of COVID related expenses necessary for the Town to seek CARES Act reimbursements. Despite the increase in workload due to the pandemic, the division still met its deliverables.

During FY2020, the Accounting Division processed 55 accounts payable warrants, reviewed 23,000+ invoices, printed 14,960 checks, mailed out 75 1099s, and generated over 850 journal entries.

Town of CONCORD, LONG-TERM DEBT STATISTICS												
Direct Debt - FY09 to FY20												
@ June 30	Assessed Value	Outstanding Long-term Debt		Population decentennial census	per capita income decennial census	% of Assessed value		Debt per capita		Debt per capita as % of per capita income		
		Gross	Net			gross debt	net debt	gross debt	net debt	gross debt	net debt	
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%	
2019	\$6,447,033,517	\$48,891,639	\$35,841,833	17,668	\$67,374	0.76%	0.56%	\$2,767	\$2,029	4.11%	3.01%	
2020	\$6,685,261,125	\$46,382,640	\$33,874,331	17,668	\$67,374	0.69%	0.51%	\$2,625	\$1,917	3.90%	2.85%	

“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 January 1, 2020 is \$7,134,203,400. 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 \$46,382,640 as of June 30, 2020 is 0.65% of EQV.

Budget - All Accounts , FY18 - FY21 Budgeted, FY22 Proposed

Line #	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Budget	FY22 Proposed	Dollar Change	Percent Change	Percent of Total
	Town Government							
1	19,569,577	20,346,477	21,833,686	21,654,602	22,533,144	878,543	4.06%	19.05%
2	4,291,143	4,410,718	4,702,962	5,070,207	5,734,750	664,543	13.11%	4.85%
3	1,870,000	1,945,000	1,945,000	1,081,855	800,000	(281,855)	-26.05%	0.68%
4	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.19%
5	25,955,720	26,927,194	28,706,648	28,031,664	29,292,894	1,261,230	4.50%	24.77%
6	36,810,111	38,246,895	39,390,163	40,777,193	41,708,424	931,231	2.28%	35.27%
7	17,935,005	19,146,874	19,996,874	20,436,322	21,367,553	931,231	4.56%	18.07%
8	599,179	595,792	768,846	904,576	911,265	6,689	0.74%	0.77%
9	81,300,015	84,916,755	88,862,531	90,149,755	93,280,136	3,130,381	3.47%	78.88%

JOINT TOWN & CPS ACCOUNTS

9	4,800,000	5,374,837	5,966,069	6,383,694	6,639,042	255,348	4.00%	5.61%
10	1,470,000	1,617,000	1,697,850	1,500,000	1,220,195	(279,805)	-18.65%	1.03%
11	3,667,000	3,777,010	3,965,861	4,064,734	3,412,844	(651,890)	-16.04%	2.89%
12	810,000	814,713	800,000	866,864	910,207	43,343	5.00%	0.77%
13	450,000	485,000	498,750	520,500	568,575	48,075	9.24%	0.48%
14	3,860,000	4,025,363	4,196,145	3,999,012	4,167,370	168,358	4.21%	3.52%
15	3,607,507	3,354,151	3,221,181	3,375,867	3,250,139	(125,728)	-3.72%	2.75%
16	18,664,507	19,448,074	20,345,856	20,710,671	20,168,372	(542,299)	-2.62%	17.05%
17	102,583	102,809	0	0	0	0	0	0.00%
18	3,561,484	3,404,345	3,348,113	3,311,646	3,241,186	(70,460)	-2.13%	2.74%
19		146,887	297,995	354,322	378,019	23,697	6.69%	0.32%
20	3,664,067	3,654,041	3,646,108	3,665,968	3,619,205	(46,763)	-1.28%	3.06%
21	1,000,000	73,210	0	0	4,500	4,500	0	0.00%
22	104,628,589	108,092,080	112,854,495	114,526,394	117,072,213	2,545,819	2.22%	99.00%
23	529,002	528,077	562,989	531,162	538,148	6,986	1.32%	0.46%
24	178,656	0	0	0	150,000	150,000	0	0.13%
25	565,018	527,017	599,937	522,588	500,000	(22,588)	-4.32%	0.42%

		1,272,676	1,055,094	1,162,926	1,053,750	1,188,148	134,398	12.75%	1.00%
26	subtotal								
27	TOTAL BUDGET PLAN	105,901,265	109,147,174	114,017,421	115,580,143	118,260,360	2,680,217	2.32%	100.00%
Funding - All General Fund Accounts: FY18 - FY21 Budgeted & FY22 Proposed									
		FY18 Budget	FY19 Budget	FY20 Budget	FY21 Budget	FY22 Proposed	Dollar Change	Percent Change	Percent of Total
30	state aid	4,923,642	5,266,476	5,465,567	5,645,786	5,726,429	80,643	1.43%	4.84%
31	motor vehicle excise tax	3,033,586	3,095,601	3,316,531	2,737,923	3,100,000	362,077	13.22%	2.62%
32	investment earnings	361,272	500,000	700,000	850,000	300,000	(550,000)	-64.71%	0.25%
33	other local revenue	3,825,001	4,295,250	4,545,519	3,206,247	3,360,250	154,003	4.80%	2.84%
Transfers to General Fund									
34	Enterprise and Other Funds	2,691,707	2,889,260	3,201,619	2,649,005	2,278,783	(370,222)	-13.98%	1.93%
35	Emergency Services Stab. Fund	0	48,000	295,240	170,880	88,150	(82,730)	-48.41%	0.07%
	subtotal	2,691,707	2,937,260	3,407,135	2,819,885	2,366,933			
36	Other Appropriations								
37	CCHS Debt Stabilization Fund	785,000	275,000	0	0	0	0	0.00%	0.00%
38	from CMLP (Light Fund)	474,000	461,000	452,000	474,500	474,500	0	0.00%	0.40%
39	Free Cash	2,000,000	1,025,000	1,000,000	1,715,000	1,867,564	152,564	8.90%	1.58%
40	Thoreau School MSBA grant	0	0	0	0	0	0	0.00%	0.00%
42	Septic Betterment	0	0	89,724	0	0	0	0.00%	0.00%
41	Transportation Network Surcharge	0	0	0	3,500	3,500	0	0.00%	0.00%
43	subtotal	18,094,208	17,855,587	18,976,476	17,452,843	17,199,177	(253,666)	-1.45%	14.54%
Property Tax									
44	property tax base	80,101,736	83,612,620	86,978,397	90,127,638	93,441,839	3,314,201	3.68%	79.01%
45	new growth	1,321,330	1,235,953	1,195,259	957,827	750,000	(207,827)	-21.70%	0.63%
46	total within the Levy Limit	81,423,066	84,848,573	88,173,656	91,085,465	94,191,839	3,106,374	3.41%	79.65%
47	Excluded Debt Service	6,383,991	6,443,014	6,867,289	7,041,835	6,869,344	(172,491)	-2.45%	5.81%
48	total property tax	87,807,057	91,291,587	95,040,945	98,127,300	101,061,183	2,933,883	2.99%	85.46%
49	TOTAL RESOURCES	105,901,265	109,147,174	114,017,421	115,580,143	118,260,360	2,680,217	2.32%	100.00%

TOWN OF CONCORD
FY 2020 TRANSACTIONS AND CHANGES IN FUND BALANCES
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

Acct. #	Fund	6/30/2018 FUND BALANCE	ADJUSTS/ TRANSFERS IN	ADJUSTS/ TRANSFERS OUT	REVENUES	EXPENDI- TURES	6/30/2019 FUND BALANCE
Fund 10	Community Preservation Fund	2,187,077.89			1,617,206.81	502,646.85	3,301,637.85
Fund 15	Parking	200,189.23		69,600.00	254,574.80	216,042.44	169,121.59
Fund 16	Cemetery	476,000.62		110,590.00	178,733.84	30,224.99	513,919.47
Fund 17	PEG Access	1,239,384.89		769.00	357,775.71	193,354.59	1,403,037.01
Fund 18	Reserved for Appropriation						
000-000-610	Dog Fund	975.57					975.57
000-000-612	Dog inoculation fees	5,314.10		1,000.00			4,314.10
180-175-640	DPU TNS Surcharge	7,999.60		3,500.00	6,415.70	0.00	10,915.30
455-455-660	Title 5 C Betterments	203,317.79			16,433.00	52,216.70	167,534.09
455-455-667	Title 5 A Betterments	46,789.50				10,828.73	35,960.77
455-455-669	Title 5 D Betterments	278,787.53			57,634.29		336,421.82
455-455-671	Title 5 B Betterments	138,830.82				29,750.00	109,080.82
455-455-781	MCWT Title V D	(525,779.45)			665,489.32	104,150.16	35,559.71
455-455-830	MCWT Title 5 E Betterments (deficit covered by Notes Payable)	0.00				2,825.00	(2,825.00)
610-610-611	State aid to Libraries	39,626.60		11,000.00	18,836.98	0.00	47,463.58
	Subtotal Fund 18	195,862.06		15,500.00	764,809.29	215,270.59	745,400.76
Fund 19	53G Review Fund	7,264.51			4,907.96	11,842.52	329.95
Fund 20	Other Special Revenue	76,382.63			128,360.78	122,969.25	81,774.16
Fund 22	School Lunch	249,138.40			397,888.05	392,151.86	254,874.59
Fund 23	Gifts						
	Town Manager:						
122-123-180	Environmental Improvement	33,000.00					33,000.00
122-123-210	Beharrel St Traffic Study	1,504.70					1,504.70
122-123-213	Solar Fair	48.98					48.98
122-123-220	Tercentary Signs Restoration Gift	270.00					270.00

FY 2020 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
 ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

180-171-632	Hugh Cargill Comm Garden Gift	1,995.00				50.00	1,800.00	245.00
180-171-674	Memorial Tree	114.00						114.00
180-171-754	Garden Club	1,028.26				260.00		1,288.26
180-171-790	Arena Farm	395.00						395.00
180-171-810	Hapgood Wright/Open Space Guide	532.46						532.46
180-171-880	Agriculture Committee	2,315.70				225.00	1,553.49	987.21
180-171-893	Conservation Land Management	85,950.98						85,950.98
180-171-953	Warner's Pond	10,547.14						10,547.14
180-171-1084	Concord Housing Foundation	249.60						249.60
180-175-173	Community Preservation Committee	311.51						311.51
180-175-185	Concord Conservation Land Trust Gift Emerson	0.00				40,000.00	40,000.00	0.00
180-175-656	Historical Commission Gifts	975.02						975.02
180-175-773	Monument Farm subdivision	4,556.00						4,556.00
180-175-894	Transportation Demand Prog	200.00						200.00
180-175-961	Academic Support Services	851.93						851.93
	Board of Health							
180-510-758	Board of Health	3,402.38						3,402.38
	Police Department							
210-210-105	School Resource Office Gift	17,000.00				5,750.00	15,000.00	7,750.00
210-210-150	CPD Community Svs, Gift Fund	148.35						148.35
210-210-167	Police Communications Equipment	50,000.00				50,000.00		100,000.00
210-210-579	Police Department	40.00				10,000.00	4,200.00	5,840.00
210-210-912	K9 Police	0.00					1,690.00	0.00
	Fire Department							
220-220-224	New Ambulance Equipment Gift	244.40						244.40
220-220-614	Fire Department	37,240.71				10,000.00	36,718.51	10,522.20
220-220-672	Lions Club Rescue Vests Gift	22.00						22.00
220-220-819	Fire S.A.F.E. Program	5,786.23						5,786.23
220-220-827	Local Emergency Plan	6,880.43						6,880.43
	Concord Public Schools							
300-300-215	Concord Integrated Preschool	1,922.36				2,048.75	2,165.00	1,806.11
300-300-225	Mac Gift - MA Agriculture In Classroom	100.00						100.00
300-300-619	Boston Univ. Proposals	1,892.92						1,892.92
300-300-645	Willard PTG	850.65				400.00	400.00	850.65

FY 2020 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
 ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

520-546-238	HWCC Centennial Celebration Gift	0.00				0.00	0.00	0.00
520-630-099	Golf Tournament	33,428.39				33,428.99	(0.60)	
520-630-226	Southmeadow Playground Gift	109.27				0.00	109.27	
520-630-235	Carousel Preschool Scholarship Gift	17,304.93			6,934.98	668.59	23,571.32	
520-630-295	Skate Park	8,600.00					8,600.00	
520-630-300	Friends of CC Playing Fields	4,566.86					4,566.86	
520-630-301	Alcott Baseball Field	10,000.00					10,000.00	
520-630-707	Danner Destephano Scholarship	94,095.20				49,657.63	44,437.57	
520-630-708	Middlesex School-Emerson Track	7,800.00					7,800.00	
520-630-750	Elsie Kennedy Scholarship	250.00					250.00	
520-630-923	Summer Camp Scholarship	18,300.00			1,117.55	19,417.55	0.00	
520-630-924	Jazz Fest Gift	4,000.00					4,000.00	
520-630-926	Pickleball Gift	110.00					110.00	
520-630-927	Bicycle Program Gift	10,000.00					10,000.00	
520-630-994	Playing Field Study Gift	260.39					260.39	
	Veterans Services & Benefits							
543-544-648	Veterans Gifts	4,678.79					4,678.79	
	Harvey Wheeler Community Center							
546-546-618	HWCC Building Fund	4,537.93					4,537.93	
	Library							
610-610-212	Renee Garrelck Oral History	503.27					503.27	
610-610-218	Library Gifts	1,130.00			2,500.00	288.33	3,341.67	
610-610-227	Archival Projects	10,608.64					10,608.64	
610-610-229	Library Staff Gifts	811.57			3,000.00	1,470.79	2,340.78	
	Beede Swim & Fitness Center							
650-650-297	Beede Changing Table Gift	475.98					475.98	
650-650-303	Beede Over 80 Members Gift	950.00					950.00	
650-650-304	Beede General Purpose	2,900.00			200.00		3,100.00	
650-650-778	Beede Center Capital Reserve	2,317.68					2,317.68	
	Ceremonies & Celebrations Committee							
692-692-608	375th Birthday	28,682.57					28,682.57	
692-692-646	Ceremonies & Celebrations	1,000.00					1,000.00	
692-692-815	HWCC Bench Gift	704.52					704.52	
692-692-823	WWII Memorial	315.00					315.00	

FY 2020 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-128-504	MASS CEC Heatsmart Marketing Grant II	197.19					0.00	197.19
122-128-990	FY18 Mun Vulnerability Preparedness Grant	0.00					0.00	0.00
122-129-142	FY2020 Green Communities Grant (CY2019)	0.00			138,885.00		138,885.00	0.00
122-129-145	FY2019 Green Communities Grant	0.00					0.00	0.00
	Finance Department							
133-145-625	Arts Lottery	4,143.09			7,880.13		5,884.00	6,139.22
	Planning and Land Management							
180-175-170	MA DOT Bruce Freeman Trail Phase 2B Grant	0.00					0.00	0.00
180-175-256	MCC Cult Dist Initiative FY20-DICDI2420	0.00			5,000.00			5,000.00
180-175-257	MCC Cult Dist Initiative FY20-DICDI 2416	0.00			6,000.00		2,362.52	3,637.48
180-175-666	Massport Intern	343.50					0.00	343.50
180-175-1000	MCC Cultural District Initiative Grant	0.00					0.00	0.00
180-175-1058	W Concord Historic Resource Survey Update	10,000.00						10,000.00
180-510-164	BOH CHNA Grant	12,404.46			12,500.00		12,924.85	11,979.61
180-510-166	BOH CHNA FY18 Grant	130.56						130.56
180-510-169	FY19 CHNA15 Training/Capacity Bldg Mini Grant	794.00					329.99	464.01
180-510-246	MHOA COVID-19 Grant	0.00			16,591.00		15,520.44	1,070.56
	Police Department							
210-210-720	State 911 Training	0.00			1,383.96		943.80	440.16
210-210-745	State 911 Support	0.00			47,318.40		25,234.78	22,083.62
	Fire Department							
220-220-584	Firefighting Equipment	3,957.80						3,957.80
220-220-819	Safe Grant	4,200.13			4,565.00		1,423.99	7,341.14
220-220-820	Senior Safe Grant	1,343.03			2,552.00		307.92	3,587.11
	Concord Public Schools							
300-300-536	Metco	0.24			577,507.00		577,507.00	0.24
300-300-538	DOE Circuit Breaker	544,997.14			808,334.00		544,997.14	808,334.00
300-300-601	Big Yellow Bus Cultural	253.60						253.60
300-300-602	Stars Residency Cultural	7,428.00			6,400.00		6,625.00	7,203.00
300-300-641	Safer School&Communities Initiative Grnt	9,528.00			18,200.00		18,200.00	0.00

FY 2020 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

	Public Works Department								
410-422-771	Cambridge Turnpike	0.00				4,260,647.95	5,255,610.49	(994,962.54)	
410-491-190	Vets Coll Sites Memorial Program	0.00					0.00	0.00	
429-429-106	MASSDOT Grant - Complete Streets Project	0.00				38,000.00	38,000.00	0.00	
433-433-631	DEP SMRP RDP Grant	10,515.34				6,600.00	7,139.81	9,975.53	
455-455-916	Water Pollution Abatement Trust	1,442.19						1,442.19	
	Human Services								
520-541-730	CHNA15 FY2020 COA Programming Grant	0.00				1,000.00		1,000.00	
520-541-733	MCOA Aging Mastery Program	14.98						14.98	
	COA Formula Grant	0.00				55,992.00	55,992.00	0.00	
520-630-502	USTA New England Grant	250.00						250.00	
	Library								
610-610-668	LEPC Grant	1,801.00						1,801.00	
610-610-715	Library Non-Resident Circulation	19,949.46			15,000.00	9,025.04	0.00	13,974.50	
	Subtotal Fund 28	624,165.71			15,000.00	6,289,753.86	6,835,023.43	63,896.14	
Fund 29	Highway Fund	0.00				1,618,597.42	1,648,671.01	(30,073.59)	
Fund 30	Capital Projects								
000-000-795	Capital Equipment Article 13, 1987	13.32						13.32	
122-123-316	Art8 ATM17 Municipal Building Renovations	11,541.66					11,541.66	(0.00)	
122-123-352	Art 50 ATM13 51 Laws Brook/Rideout Field	2,265.70					2,265.70	0.00	
122-123-354	Art44 ATM 13 Town Hse Exterior Reno	124.41					0.00	124.41	
122-123-368	Art 5 ATM15 Rideout/Emerson Playground Impr.	37,700.29					37,700.29	0.00	
122-123-370	Art 54 ATM15 Town House Interior Reno	504,547.17					20,862.50	483,684.67	
122-123-371	Art55 ATM15 37 Knox Trail Reno/Site Work	93,165.52						93,165.52	
122-123-374	Art 15 ATM 16 CPS Bus Depot	72,496.26					12,460.66	60,035.60	
122-123-390	Art27 ATM17 Municipal Facilities Needs Study	105,850.00					72,750.00	33,100.00	
122-123-394	Art21ATM18 Town Bldg Improvements	481,584.32					32,150.46	449,433.86	
122-123-402	ART7ATM19 Park Improvements Gerow	0.00				600,000.00		600,000.00	
122-123-407	ART7ATM19 Park Improvements White Pond	0.00				600,000.00	23,318.00	576,682.00	
122-123-408	ART7ATM19 Park Improvements Rideout	0.00				200,000.00	91,512.61	108,487.39	
122-123-411	ART14ATM19 Middle Sch Feasibility Study	0.00				1,500,000.00	657,874.00	842,126.00	

FY 2020 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-123-416	Art25ATM18 Gerow Land Purchase	186,236.34				126,126.13	60,110.21
180-175-383	Art 57 ATM 16 Bruce Freeman Trail 2B Design	162,346.48				74,879.91	87,466.57
180-175-403	Art7ATM19 Land Acquisition	0.00			100,000.00	60,990.00	39,010.00
197-197-358	Art31 ATM14 141 Keys Rd Renovations	112,858.84				428.76	112,430.08
215-215-343	Art 12 ATM12 Police Station Improvements	33,150.65				804.37	32,346.28
215-215-361	Art34 ATM14 Public Safety Bldg Security Improv	52,135.00					52,135.00
215-215-384	Art9 ATM17 Public Safety Communications Equip	0.00				0.00	0.00
220-220-336	Art 33, 11 Ladder Truck	(0.00)				0.00	(0.00)
220-220-347	Art 12 ATM12 Fire Station Improvements	11,005.38				3,608.00	7,397.38
220-220-372	Art57 ATM15 Fire Engine Replacement	1,293.84				0.00	1,293.84
220-220-377	Art24ATM16 PS Equip-Fire Engine Refurb	150,000.00					150,000.00
220-220-385	Art10 ATM17 Fire Engine 8 Replacement	6,814.10				5,754.10	1,060.00
220-220-386	Art11 ATM17 Ambulance 1 Replacement	2,433.27					2,433.27
220-220-396	ART21ATM18 Eng 5 & 7 Replacements	0.00			365,000.00		365,000.00
300-300-366	Art24 ATM15 CPS Bus Depot	296,339.00					296,339.00
300-300-387	Art15 ATM17 CPS Renovations	0.00				0.00	0.00
300-300-393	Art11ATM18 CPS Renovations	407,309.53				407,309.53	0.00
300-300-410	ART12ATM19 CPS Capital Improvements	0.00			900,000.00	565,230.76	334,769.24
410-422-405	ART7ATM19 Cambridge Tpk Reconstruction	0.00			600,000.00	252,149.63	347,850.37
410-491-391	Art46 ATM17 Cemetery Improvements	80,882.93				2,624.94	78,257.99
426-426-357	Art30 ATM14 Keys Rd Facility Design	150,000.00					150,000.00
429-429-363	Art 55 ATM14 Road Improvements	2,206.48					2,206.48
429-429-367	Art42 ATM 15 Road Improvements	8,508.59				327.60	8,180.99
429-429-379	Art 26 ATM16 Road Improvements	60,240.59				27,970.69	32,269.90
429-429-392	Art47 ATM17 Road Improvements	325,335.77				228,673.18	96,662.59
429-429-397	Art21ATM18 Roads Program	1,089,803.53				487,632.18	602,171.35
429-429-404	ART7ATM19 Roads Program	0.00			800,000.00	447,653.11	352,346.89
546-546-362	Art 34 ATM14 Harvey Wheeler Bldg Improv	3.20				3.20	(0.00)
631-631-375	Art22 ATM16 Hunt Bldg Renovations	50,000.00					50,000.00

FY 2020 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

	Subtotal Fund 30		4,498,192.17			5,665,000.00	3,654,601.97	6,508,590.20
Fund 63	Solid Waste Fund		542,426.65		153,646.00	1,437,803.88	1,256,344.38	570,240.15
Funds 78 thru 89								
	Stabilization Funds							
78	High School Debt Stabilization Fund		0.00					0.00
79	Emergency Response Stabilization Fund		643,689.03		295,240.00	10,629.33	0.00	359,078.36
80	CPS Technology Stabilization Fund		728.98			12.61		741.59
83	Stabilization Fund - General		4,416.16			74.25		4,490.41
85	CPS Capital Needs Stabilization Fund		44,417.04			746.44		45,163.48
	Trust and Agency Funds							
81-960-914-000	Group Insurance Trust		0.00					0.00
82-180-171-638	Shade Trees		1,884.02					1,884.02
82-210-210-635	Law Enforcement		1,973.48					1,973.48
82-300-300-629	Public Schools		21,174.30			1,416.62		22,590.92
82-300-300-636	Manual Training		101,004.48					101,004.48
82-610-610-639	Library		34.62					34.62
84	Pension Reserve (market value)		10,433,176.45	1,002,017.00		-675,752.83	1,199,054.79	9,560,385.83
87	OPEB Trust		18,907,466.99	1,793,687.00		587,285.30		21,288,439.29
88-000-000-825	Middle School Activity		93,664.04			27,647.03	29,783.61	91,527.46
89	Agency Accounts		154,362.88			541,889.14	525,737.20	170,514.82
	Sub-Total Fund Group #78-89		30,407,992.47	2,795,704.00	295,240.00	493,947.89	1,754,575.60	31,647,828.76
	Grand Total - All Funds		42,872,571.05	3,081,885.13	924,696.99	22,583,291.52	20,543,322.57	49,543,951.27

Analysis of General Fund Appropriations at June 30, 2020

Account name (account code/dept-division) - (Note 1)	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out (Note 3)	Expenditures	Encumbrances	To Revenue (Note 4)
I. Town Meeting & Reports (113- 113)								
Current: Total		\$100,250.00	\$20,000.00	\$120,250.00		\$12,181.46	\$108,068.54	\$0.00
Prior: Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
2. Town Manager's Office (122)								
A. Town Manager (122-123)								
Current:		\$702,371.00	(\$39,984.76)	\$662,386.24		\$657,368.89	\$4,069.31	\$948.04
Prior: Encumbrance	\$27,911.08	\$0.00		\$27,911.08		\$7,086.81	\$15,842.63	\$4,981.64
B. Transfer To Stabilization (122-125)								
Current:		\$0.00		\$-		\$0.00	\$0.00	\$0.00
Prior: Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
C. Town-wide Building Maintenance (122-127)								
Current:		\$434,773.00	\$73,603.30	\$508,376.30		\$502,488.91	\$5,887.39	\$0.00
Prior: Encumbrance	\$52,819.53	\$0.00		\$52,819.53		\$34,052.15	\$18,767.38	\$0.00
D. Resource Sustainability (122-128)								
Current:		\$229,388.00	\$6,696.50	\$236,084.50		\$186,953.44	\$1,700.00	\$47,431.06
Prior: Encumbrance	\$192,402.67			\$192,402.67		\$91,827.99	\$82,082.39	\$18,492.29
E. 37 Knox Trail (122-130)								
Current:		\$29,192.00	(\$18,369.39)	\$10,822.61		\$5,579.97	\$5,242.64	\$0.00
Prior: Encumbrance	\$10,556.91	\$0.00		\$10,556.91		\$59.97	\$2,947.95	\$7,548.99
F. 55 Church Street (122-132)								
Current:		\$116,714.00	(\$50,805.76)	\$65,908.24		\$60,469.77	\$3,236.00	\$2,202.47
Prior: Encumbrance	\$38,830.09	\$0.00		\$38,830.09		\$0.00	\$37,330.09	\$1,500.00
G. Parks & Playgrounds (122-137)								
Current:		\$124,334.00	(\$37,039.00)	\$87,295.00		\$83,602.90	\$3,256.71	\$435.39
Prior: Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
H. Human Resources Admin (122-152)								
Current:		\$473,700.00	\$2,724.00	\$476,424.00		\$441,012.90	\$31,031.06	\$4,380.04
Prior: Encumbrance	\$75,994.83	\$0.00		\$75,994.83		\$5,731.24	\$70,263.59	\$0.00
I. Information Center (122-671)								
Current:		\$105,760.00	\$10,512.15	\$116,272.15		\$116,028.49	\$243.66	(\$0.00)
Prior: Encumbrance	\$29,536.92	\$0.00		\$29,536.92		\$20,774.67	\$8,762.25	\$0.00

Analysis of General Fund Appropriations at June 30, 2020 cont.

Prior:	Encumbrance (salaries)	\$507,116.52	\$0.00		\$507,116.52		\$181,311.51	\$325,805.01	\$0.00
7. Legal Services (151-151)									
Current:			\$250,000.00	\$291,000.00	\$541,000.00		\$537,452.26	\$0.00	\$3,547.74
Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00		\$0.00
8. Information Systems (155-155)									
Current:			\$1,189,082.00	(\$114,122.27)	\$1,074,959.73		\$946,661.88	\$125,216.95	\$3,080.90
Prior:	Encumbrance	\$264,343.50	\$0.00		\$264,343.50		\$89,410.37	\$174,706.08	\$227.05
9. Elections & Registrars (170)									
A. Elections (170-162)									
Current:			\$42,653.00	\$0.00	\$42,653.00		\$31,540.19	\$11,112.81	\$0.00
Prior:	Encumbrance	\$1,164.75	\$0.00		\$1,164.75		\$0.00	\$0.00	\$1,164.75
B. Registrars (170-163)									
Current:			\$7,374.00	\$19,245.00	\$26,619.00		\$5,067.85	\$21,551.15	\$0.00
Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00		\$0.00
Total - Elections and Registrars									
Current:		\$0.00	\$50,027.00	\$19,245.00	\$69,272.00		\$36,608.04	\$32,663.96	\$0.00
Prior:	Encumbrance	\$1,164.75	\$0.00		\$1,164.75		\$0.00	\$0.00	\$1,164.75
10. Planning and Land Management Department (180)									
A. Natural Resources (180-171)									
Current:			\$296,000.00	\$2,518.00	\$298,518.00		\$243,004.86	\$24,863.08	\$30,650.06
Prior:	Encumbrance	\$18,924.34	\$0.00		\$18,924.34		\$3,046.60	\$12,500.00	\$3,377.74
B. Planning Admin (180-175)									
Current:			\$518,336.00	(\$17,776.00)	\$500,560.00		\$468,920.30	\$31,639.70	\$0.00
Prior:	Encumbrance	\$51,768.77	\$0.00		\$51,768.77		\$19,951.69	\$31,555.08	\$262.00
C. Inspections (180-241)									
Current:			\$487,309.00	(\$3,275.19)	\$484,033.81		\$430,631.62	\$600.00	\$52,802.19
Prior:	Encumbrance	\$47,968.74	\$0.00		\$47,968.74		\$19,118.74	\$21,245.00	\$7,605.00
D. Board of Health (180-510)									
Current:			\$453,886.00	(\$13,859.81)	\$440,026.19		\$417,009.09	\$23,017.10	\$0.00
Prior:	Encumbrance	\$52,909.51	\$0.00		\$52,909.51		\$16,803.37	\$20,135.99	\$15,970.15
Total - Planning & Land Management									
Current:		\$0.00	\$1,755,531.00	(\$32,393.00)	\$1,723,138.00		\$1,559,565.87	\$80,119.88	\$83,452.25
Prior:	Encumbrance	\$171,571.36	\$0.00		\$171,571.36		\$58,920.40	\$85,436.07	\$27,214.89

Analysis of General Fund Appropriations at June 30, 2020 cont.

22. Public Works (410)									
A. Public Works (PW)-Administration (410-410)									
Current:	\$424,718.00	\$39,711.44	\$464,429.44	\$464,429.44	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Prior:	\$0.00		\$6,200.00	\$6,200.00		\$0.00	\$5,000.00	\$1,200.00	
B. PW Engineering (410-411)									
Current:	\$726,156.00	(\$155,128.00)	\$571,028.00	\$481,412.29	\$79,582.49	\$10,033.22	\$10,033.22	\$10,033.22	
Prior:	\$0.00		\$210,728.29	\$210,728.29		\$167,911.80	\$2,021.00		
C. PW-Highway Maintenance (410-422):									
Current:	\$1,479,266.00	\$61,894.00	\$1,541,160.00	\$1,290,934.96	\$242,385.76	\$7,839.28	\$7,839.28		
Prior:	\$0.00		\$452,977.41	\$102,965.25	\$349,593.35	\$418.81			
D. PW-Park & Trees (410-490)									
Current:	\$826,590.00	(\$47,993.44)	\$778,596.56	\$663,462.84	\$101,193.82	\$13,939.90	\$13,939.90		
Prior:	\$0.00		\$470,605.53	\$139,749.38	\$328,094.99	\$2,761.16			
E. PW-Cemetery (410-491)									
Current:	\$241,533.00	(\$30,119.01)	\$211,413.99	\$150,256.36	\$61,157.63	\$0.00	\$0.00		
Prior:	\$0.00		\$43,881.59	\$31,741.59	\$12,000.00	\$140.00			
Total - Public Works									
Current:	\$3,698,263.00	(\$131,635.01)	\$3,566,627.99	\$3,050,495.89	\$484,319.70	\$31,812.40	\$31,812.40		
Prior:	\$0.00		\$1,184,392.82	\$315,251.71	\$862,600.14	\$6,540.97			
23. PW Equipment (413-413)									
Current:	\$325,000.00		\$325,000.00	\$33,113.30	\$275,000.00	\$16,886.70			
Prior:	\$0.00		\$262,752.25	\$83,756.25	\$178,996.00	\$0.00			
24. PW-Sidewalk Mgmt (414-414)									
Current:	\$125,000.00		\$125,000.00	\$0.00	\$100,000.00	\$25,000.00			
Prior:	\$0.00		\$397,841.34	\$397,841.34	\$397,841.34	\$0.00			
25. PW Drainage (416-416)									
Current:	\$205,000.00		\$205,000.00	\$2,500.00	\$148,800.00	\$53,700.00			
Prior:	\$0.00		\$166,884.47	\$130,991.16	\$35,893.31	\$0.00			
26. PW-Snow Removal (423-423)									
Current:	\$625,000.00	(\$39,000.00)	\$586,000.00	\$538,432.99	\$1,571.77	\$45,995.24			
Prior:			\$2,481.26	\$1,431.26	\$1,050.00	\$0.00			
27. PW-Street Lighting (424-424)									
Current:	\$57,400.00	(\$537.00)	\$56,863.00	\$28,092.87	\$0.00	\$28,770.13			
Prior:	\$0.00		\$0.00	\$0.00	\$0.00	\$0.00			

Analysis of General Fund Appropriations at June 30, 2020 cont.

28. PW-133/135 Keyes Road (426-426)									
Current:		\$148,660.00	\$0.00	\$148,660.00		\$116,908.76	\$31,430.39	\$320.85	
Prior:	Encumbrance	\$99,644.14		\$99,644.14		\$1,554.87	\$97,899.27	\$190.00	
29. PW-Road Improvements (429-429)									
Current:		\$100,000.00		\$100,000.00		\$100,000.00	\$0.00	\$0.00	
Prior:	Encumbrance	\$44,455.97		\$44,455.97		\$15,114.74	\$16,269.23	\$13,072.00	
30. Human Services (520)									
A. Human Services Administration (520-521)									
Current:		\$68,335.00	(\$7,758.94)	\$60,576.06		\$57,403.31	\$236.00	\$2,936.75	
Prior:	Encumbrance	\$15,868.62		\$15,868.62		\$1,340.50	\$10,900.00	\$3,628.12	
B. Senior Services (520-541)									
Current:		\$577,880.00	(\$51,604.00)	\$526,276.00		\$458,618.38	\$67,500.00	\$157.62	
Prior:	Encumbrance	\$97,609.61		\$97,609.61		\$16,233.62	\$81,375.99	\$0.00	
C. Recreation Services (520-630):									
Current:		\$108,376.00	\$12,884.00	\$121,260.00		\$120,512.45	\$0.00	\$747.55	
Prior:	Encumbrance	\$2,116.21		\$2,116.21		\$2,116.21	\$0.00	\$0.00	
Total - Human Services									
Current:		\$754,591.00	(\$46,478.94)	\$708,112.06		\$636,534.14	\$67,736.00	\$3,841.92	
Prior:	Encumbrance	\$115,594.44		\$115,594.44		\$19,690.33	\$92,275.99	\$3,628.12	
31. Veterans (543)									
Current:		\$86,696.00	\$2,062.00	\$88,758.00		\$77,686.89	\$0.00	\$11,071.11	
Prior:	Encumbrance	\$11,950.00		\$11,950.00		\$0.00	\$4,250.00	\$7,700.00	
32. Harvey Wheeler C. C. (546-546)									
Current:		\$115,133.00	\$1,514.00	\$116,647.00		\$94,978.52	\$13,216.00	\$8,452.48	
Prior:	Encumbrance	\$57,000.00		\$57,000.00		\$4,150.55	\$52,000.00	\$849.45	
33. Library (610-610)									
Current:		\$2,351,798.00	(\$273,303.00)	\$2,078,495.00		\$1,941,835.23	\$18,011.31	\$118,648.46	
Prior:	Encumbrance	\$295,646.24		\$295,646.24		\$148,765.77	\$129,462.12	\$17,418.35	
34. Hunt Recreation Center (631-631)									
Current:		\$113,759.00	\$646.00	\$114,405.00		\$105,282.62	\$9,122.38	\$0.00	
Prior:	Encumbrance	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00	
35. Ceremonies & Celebrations (692-692)									
Current:		\$19,030.00		\$19,030.00		\$3,812.99	\$0.00	\$15,217.01	
Prior:	Encumbrance	\$2,575.00		\$2,575.00		\$792.90	\$657.10	\$1,125.00	

Analysis of General Fund Appropriations at June 30, 2020 cont.

B. Employee Group Insurance (960-914)													
Current:		\$5,966,069.00	\$0.00	\$5,966,069.00				\$5,966,069.00	\$0.00			\$0.00	
Prior:	Encumbrance	\$0.00		\$0.00				\$0.00				\$0.00	
C. OPEB (960-915)													
Current:		\$1,697,850.00		\$1,697,850.00				\$1,697,850.00	\$0.00			\$0.00	
Prior:	Encumbrance	\$0.00		\$0.00				\$0.00				\$0.00	
	TOTAL	\$6,445,178.82	\$112,861,022.00	(\$108,901.83)	\$119,197,298.99	\$814,041.20	\$110,905,611.11	\$6,110,456.21				\$1,367,190.47	
Notes:			see note #2			see note #3						see note #4	
1. Each numbered account is a separate appropriation. Letter codes indicated budget divisions of the appropriation.													
2. "Transfers In" includes transfers from Salary Reserve and Reserve Fund (item #6) and interfund transfers.													
3. "Transfers Out" includes appropriation transfers per MGL Chp 44 Sec 33B.													
4. The column "To Revenue" shows the unexpended balance of the appropriation that was returned to the General Fund at year end.													

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
	Planning, Land Use, Zoning, Affordable Housing Lotteries	318-3290
Police	Routine Police Business and Animal Control Officer	318-3400
Public Works	Administration	318-3206
	Cemeteries	318-3230
	Engineering/Road Permits	318-3210

TELEPHONE DIRECTORY

	Highways/Snow & Ice Removal	318-3220
	Parks & Trees	318-3230
	Trash, Recycling & Yard Waste Information	318-3240
	Water & Sewer Operations (see Town Accountant for Billing)	318-3250
Recreation Department	Recreation Programs, After/Before School, Carousel, Terrific Tuesday, Hunt Gym	287-1050
	Beede Swim and Fitness Center	287-1000
Retirement Board	Town Retirement System Information/Benefits	318-3068
School Department	Ripley Administrative Offices/Superintendent's office	318-1500
	Alcott Elementary School	318-9544
	Thoreau Elementary School	318-1300
	Willard Elementary School	318-1340
	Peabody Middle School	318-1360
	Sanborn Middle School	318-1380
	Concord-Carlisle Regional High School	318-1400
Select Board	Concord-Carlisle Adult and Community Education	318-1432
	Committee Appointments; Alcoholic Beverage Licensing	318-3001
Town Accountant	Accounting	318-3060
	Utility Billing (Light, Water, Sewer)	318-3062
	Water & Sewer New Accounts	318-3062
Town Clerk	Births, Deaths, Marriages; Dog Licenses; Business Certificates; Elections; Voter Registration	318-3080
Town Manager's Office	General Administration	318-3000
	Public Information Officer	318-3052
	Facilities Manager	318-3132
Treasurer/Collector	Ambulance Bills; Parking Tickets; Property & Excise Tax Bills; Trash Collection & Recycling Subscriptions; Electric, Water & Sewer Bill Payments	318-3050
Youth Services Coordinator	Assists with programs and services for youth and families	318-3043
Veterans Agent	Veterans' Information/Referrals/Benefits	318-3038

To find out if a public meeting has been canceled, visit the Town's web site at www.concordma.gov. Also visit the web site for a calendar of municipal events and meetings, and for general information about the Town.

CONCORD DURING THE COVID-19 PANDEMIC

FRONT COVER: A collection of photos from 2020 that depict how the Town of Concord continued throughout the pandemic, despite unprecedented challenges and hardships. Pictures included were submitted by Concord Department Heads.

WAIT A MINUTE-MAN, WEAR YOUR MASK!

BACK COVER: Concord Minutemen depicted wearing masks to protect themselves and stay healthy by avoiding the novel coronavirus known as COVID-19 by demonstrating 6 ft apart

COVER DESIGN

Erin Stevens

PHOTO CREDITS

Front Cover: Town of Concord, Various Department Photos

Back Cover: Erin Stevens

PHOTOS CREDITS

Jeremy Romanul	Pg 13	Provided by DPLM	Pg 122
Erin Stevens	Pg 19	Provided by DPLM	Pg 129
Kate Hanley	Pg 21	Provided by Historic Districts Commission	Pg 132
Kaari Mai Tari	Pg 71	Provided by DPLM	Pg 134
Provided by Chief Tom Judge	Pg 80	Joan Ferguson	Pg 136
Provided by Chief Tom Judge	Pg 81	Provided by WCJCDC Committee	Pg 146
Provided by Chief Joseph F. O'Connor	Pg 83	Provided by WCJCDC Committee	Pg 147
Provided by Chief Joseph F. O'Connor	Pg 85	Priscilla Sturges	Pg 157
Provided by CMLP	Pg 87	Provided by CFPL Corp.	Pg 172
Provided by CMLP	Pg 92	Concord Recreation	Pg 177
Anna Trout	Pg 93	Provided by Public Ceremonies and	
Ta Mara Conde	Pg 95	Celebrations Committee	Pg 181
Joseph Cormier	Pg 98	Provided by PAAC	Pg 184
Stephane Cherduville	Pg 98	Provided by Dick Krug	Pg 186
Stephane Cherduville	Pg 99	Provided by FinCom	Pg 190
Melissa Simoncini	Pg 105	Lane Partridge	Pg 192
Valerie Doerrer	Pg 108		

Many thanks to all who have contributed to the 2020 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 at www.concordma.gov.

Erin V. Stevens, Editor



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