

**Town of Concord
Select Board
June 28, 2021
6:30 PM
141 Keyes Road
Concord, MA**

Join Zoom Meeting
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Meeting ID: 840 9239 5810

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#	Time	Agenda Item
1.	6:30pm	Call to Order
2.		Consent Agenda <ul style="list-style-type: none"> Town Accountant Warrants: June 24, 2021; June 24, 2021 Sales Tax AP
3.	6:35pm	Town Manager's Report
4.		Chair's Remarks
5.	6:50pm	FY21 Revolving Fund Budget Adjustment
6.	7:00pm	Discuss and Adopt Capital Planning Task Force Recommendations
7.		Vote to Disband Capital Planning Task Force
8.	7:30pm	Finalize Process and Forms for Town Manager Evaluation
9.	8:00pm	Initial discussion of 2025 Executive Committee
10		Appoint SB member to Concord 2025 Executive Committee
11	8:30pm	Committee Nominations
12		Committee Appointments: Deborah Adelman of 1 Abbot Lane to the Bruce Freeman Rail Trail Advisory Committee for a term to expire on April 30, 2024. Ann Sussman of 534 Old Marlborough Road to the West Concord Advisory Committee for a term to expire on April 30, 2024. Melinda Shumway of 365 Garfield Road to the Historic Districts Commission for a term to expire on January 1, 2026.
13		Committee Liaison Reports
14		Miscellaneous Correspondence
15		Public Comments
16	9:00pm	Adjourn

Note: All times are approximate and subject to change.



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

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

Stephen Crane, Town Manager

MEMORANDUM

To: Chair Ackerman and Members of the Board

From: Stephen Crane, Town Manager

Date: June 28, 2021

Re: Town Manager Report

Broadband Outage

On Friday afternoon at approximately 3:30PM a fiber break occurred. This fiber break affected approximately 35 customers. Our technicians worked diligently to locate the broken fiber. They then began repairs and placed the fiber back in service at approximately 10PM. At approximately midnight, CMLP was alerted to a new outage that was caused by a server failure. In some cases customers had intermittent service while other had no service. Engineers worked throughout the evening and by Saturday morning at approximately 11:30AM the server was restored. A couple of hours later we started getting reports of a similar situation. The network engineers worked with a third party to restore the server. However, certain problems related to IP addresses have persisted intermittently that have impacted customers at the time of this writing.

Additionally, there have been staffing issues with the third-party customer service vendor that have hampered the Town's ability to address calls for service in an accurate, timely manner. This cascading effect of issues builds on the problems discovered a few weeks ago during the previous outage that Town staff have been working to mitigate. On the positive side, the failures are a result of known issues and there is no reason to believe that there has been outside influence. Nevertheless, CMLP will continue to closely monitor the network to ensure its safety and operability.

ARPA

As you are aware, the Town has been allocated a total of \$5,654,719 in Coronavirus State and Local Fiscal Recovery Funds under the American Rescue Plan Act (ARPA). As a non-entitlement unit of local government (i.e. a community with a population of less than 50,000), the Town will receive its funding from the Commonwealth of Massachusetts, rather than from the federal government. As of last week, the Town is registered with the Commonwealth to receive funding, and will be receiving 50% of the amount allotted once the Department of Revenue begins the distribution process. At this time, Town departments are reviewing needs and will be preparing information to review with the Select Board sometime in July. Please keep in mind that although the Town expects to begin receiving these funds over the summer, it has until December 2024 to fully expend the grant allocation.

DPLM

Thoreau Depot Business District Workshop with MAPC: On June 22, the Planning Board held a virtual public forum for the Thoreau Depot Business (TDB) Zoning District Redevelopment project with 62 participants. The Metropolitan Area Planning Council gave a presentation on the potential changes to TDB uses and parking requirements, which was followed by six different breakout rooms for participants with facilitation by a Planning Board or Town Staff member in a discussion on the two items presented to obtain feedback, identify issues, and share initial thoughts. Over the next few months, MAPC will incorporate the feedback and prepare a final report for the Planning Board to continue its discussion and development of potential Zoning Bylaw amendments for either a fall Town Meeting if one is scheduled or the 2022 Annual Town Meeting.

Tourism by the Numbers

- May 2019 Visitor Center Data vs. May 2021:
 - Visitors 1256, revenue \$948 vs. Visitors 1052, revenue \$4056
- 2019 overall revenue \$19,629
 - 2020 overall \$25,056 in revenue (and we were not open April-June)
- Website visitation 2020-2021 is up 250%
 - Visitors from at least 38 states in the month of May

CPW

Please be advised that localized culvert construction will commence on Monument Street at Sawmill Brook Culvert between House #1061 and House #972 Monument Street on Monday, June 28, 2021 and will continue through the end of August 2021. Work entails replacing/repairing a collapsed section of culvert and headwalls. Alternating traffic will be maintained, however, expect localized delays near construction crews. For updates on the project, please see the Town's website (<https://concordma.gov/2869/Sawmill-Brook-Culvert>).

Town of Concord
Finance Department
Memorandum

TO: Stephen J. Crane Town Manager
FROM: Kerry A. Lafleur, Chief Financial Officer
SUBJ: FY21 Revolving Fund Budget Adjustment
DATE: June 16, 2021

Elizabeth Rust has asked that the Town consider a budget adjustment for the Regional Housing Services Revolving Fund for FY21. Her request is detailed in the attached memorandum.

The FY21 Budget for this revolving fund was approved under Article 12 of the 2020 Annual Town Meeting, in the amount of \$275,000. Under MGL Chapter 44, Section 53E 1/2, "...the limit on the amount that may be spent from a revolving fund may be increased with the approval of...the board of selectmen and finance committee in a town."

At this time, on behalf of the Regional Housing Services Office, I am asking for an FY21 Budget adjustment of \$56,000, for a total FY21 Budget of \$331,000, to account for the increase in contracted services, which is fully offset by fees collected for those services.

This item is scheduled for action as follows:

- Finance Committee on Thursday, June 24, 2021; and
- Select Board on Monday, June 28, 2021.

Please be in touch with any questions.

/kal



Regional Housing Services Office

Serving Acton, Bedford, Concord, Lexington, Lincoln, Sudbury, Wayland, and Weston

Office Address: 37 Knox Trail, Acton, MA 01720
Phone: (978) 287-1092

Website: WWW.RHSOhousing.org
Email: INFO@RHSOhousing.org

May 18, 2021

To: Kerry Lafleur
From: Liz Rust
CC: Marcia Rasmussen
RE: Increase FY21 Revolving Fund total expenditure

Dear Kerry,

I am writing to request a FY21 budget adjustment of the RHSO Revolving Fund for \$56,000, to increase in contracted services, which is fully offset by fees collected for those services.

The current limit for the RHSO Revolving funds was approved at \$275,000 at the 2020 Annual Town Meeting under Article 12. The current expenses are projected to be \$331,000 for year-end, or \$56,000 above the approved spending limit.

Under MGL Chapter 44, Section 53E 1/2, " ... *the limit on the amount that may be spent from a revolving fund may be increased with the approval of. .. the board of selectmen and finance committee in a town.* "

While the limit was set allowing for some headroom, the RHSO has increased its expenses (with corresponding fee income) by more than expected. Acton, Bedford, Lincoln, Maynard and Weston purchased supplemental hours, mostly to support COVID-related Emergency Rental Assistance Programs. All fees, save \$4,800, have been received already.

Please let me know if I can support this request further in any way.

Sincerely,
Elizabeth Rust

**Regional Housing Services Office
FY21/FY22 Budget**

	FY21 - Current										FY22 - Budget	
	IMA FY21	IMA Hours	\$ Adjustments	Hour Adjustments	Current Amount	Current Hours	% of Total	Amount	Hours			
Starting Balance	\$4,070				\$4,070			\$3,917				
Revenue												
Acton	\$29,950	384	\$12,050	171	\$42,000	555	13%	\$33,976	426			
Bedford	\$29,950	384	\$6,000	75	\$35,950	459	11%	\$32,939	413			
Concord	\$47,967	615			\$47,967	615	14%	\$52,638	660			
Lexington	\$29,950	384			\$29,950	384	9%	\$31,902	400			
Lincoln	\$14,975	192	\$6,000	85	\$20,975	277	7%	\$20,976	263			
Maynard	\$10,920	140	\$9,543	135	\$20,463	275	6%	\$11,964	150			
Sudbury	\$72,925	935			\$72,925	935	22%	\$74,889	939			
Wayland	\$12,870	165	-\$845	(11)	\$12,025	154	4%	\$12,362	155			
Weston	\$28,858	370	\$16,800	233	\$45,658	603	14%	\$42,111	528			
Total	\$278,365	3,569	\$49,548	688	\$327,913	4,257	100%	\$313,757	3,934			
Expenses												
Staffing	\$251,361		\$52,049		\$303,410			\$287,752				
Program expenses	\$6,000				\$6,000			\$5,000				
One Time	\$0				\$0			\$0				
Administrative Cost	\$21,000				\$21,000			\$21,000				
Total Expenses	\$278,361				\$330,410			\$313,752				
Ending Balance	\$4,074				\$1,573			\$3,922				
Billing Rate	\$77.99				\$77.62							



CPTF Recommendations



Recommendations

- A. A long-term capital planning process for very large projects be adopted by the Select Board and School Committee incorporating the following elements:
- A long-term capital plan that is updated on an annual basis and includes School and Town projects
 - Project evaluation criteria
 - A specific process to create and update the long-term capital plan
 - A specific timetable for presentation of the long-term capital plan in public forums to encourage input from citizens.



Recommendations

B. A “very large project” (referred to as a Tier III project) be defined as any project exceeding a cost of \$5 million or a project that has two or more phases totaling \$5 million or more (2020 dollars).

C. Recommendations from this report be formally integrated into current town and school policies and practices for capital planning to create a 10-year Capital Plan and debt capacity analysis, for use by the Finance Committee for preparation of 5-year tax projections.



Recommendations

D. A debt template be designed to summarize and present future Tier III “very large projects” to analyze impact on taxpayers, potential sequencing of projects, and for updating annually.

E. Annually, make available for citizen input the integrated Town and School Tier III project list showing, priorities, climate criteria evaluation, project timing, and debt sequencing.



Project Evaluation Criteria

(linked to The Sustainable Concord Plan)

- How will the project improve safety for employees, residents, etc.?
- Does the project have a legal mandate?
- How will the project account for climate projections and improve the Town's ability to respond to environmental threats and emergencies?
- How will the project reduce green house gas (GHG) emissions?
- How will the project contribute to the Town's goals for Built Environment, Energy, Mobility, Natural Resources, Preparedness?
- Will the project result in additional municipal expenses and/or create revenue opportunities?
- Is the project a long-term solution to the need being addressed?
- Were alternative solutions, including funding, available?
- How will the project create operational efficiencies or improve interdepartmental coordination?
- Were stakeholders engaged in the planning process?
- Can the project be phased?



Annual Long-term Capital Planning Process Timeframe

- After Town Meeting, Town and School leadership update long-term capital plan
- September – joint meeting of Select Board and School Committee to present draft long-term capital plan **for public comment**
- November – Town Manager and School Superintendent present long-term capital plan to FinCom with focus on long-range impact to Town finances and residents **for public comment**
- December – joint meeting of Select Board and School Committee to discuss and approve **with public comment** revised long-term capital plan and incorporate specific spending into Warrant



Recommendations

In summary, the recommendations of this Task Force are intended to establish a framework for systematic fiscal planning:

- To strengthen the responsibility and leadership of Town and School for integrated fiscal planning,
- To meet multiple objectives with each investment,
- To maintain high quality facilities,
- To improve community sustainability, and
- To balance citizens' values and tax burdens.

A. Goals from Previous Year

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. The Town Manager will continue to regularly and frequently inform the Select Board and keep them fully apprised about key town operations, incidents, and developments. This is particularly important for high visibility issues as well as for key developments that pertain to Select Board members' liaison assignments.						
2. The Town Manager will strive to improve his depth of knowledge of Concord and of town operations. The Select Board expects the Town Manager to diligently pursue a more complete understanding of town operations and the Concord community as a whole and for this to be evident in his decisions and deliberations.						
3. The Town Manager will ensure that the Select Board always receives a complete and accurate meeting packet by Friday for each Monday meeting. Furthermore, he is advised to pro-actively preview each agenda item in advance with regard to OML, Town policies, Town Counsel review, etc., giving guidance to the Select Board chair as needed. The Town Manager needs to be prepared for his weekly Town Manager's report and have already discussed with his appropriate staff member(s) weekly Select Board agenda items. Acknowledging attribution for staff content contributions is important.						
4. The Town Manager will work hard to keep an open mind, asking questions and listening closely before making a decision. He will make a habit of listening closely to staff, Select Board members, and community voices, including those that he is not inclined to agree with. He will implement Select Board decisions faithfully and bring issues back to the board if any revisions are required.						
5. Within the next few months, the Town Manager is strongly encouraged to solicit feedback from the SMT via the HR Director to gauge the effectiveness of his working relationship with his team and to solicit suggestions for improvement.						
6. Regarding Personnel Management, the Town Manager will inform the Select Board on issues such as collective bargaining strategy and progress, significant personnel changes at the SMT level, and any planned major organizational change.						

Comments: (Feel free to use additional pages, if needed)

B. Relationship with the Board of Select Board

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Accomplishes goals and objectives established for the year.						
2. Interprets, supports and implements policies and directives of Board.						
3. Works well with the chair to establish clear direction for Select Board meetings by providing agendas and support material that allow for reasonable policy formation and decision making.						
4. Keeps Board informed on issues, needs and operation of the Town departments.						
5. Offers professional advice to the Board on items requiring action, with appropriate recommendations based on thorough study and analysis.						
6. Fully informs the Board of the implications of all major personnel and program changes.						
7. Provides Board with pertinent and timely information regarding performance of Town operations.						
8. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust.						

Strengths and Weaknesses:

Suggested Goals for the Upcoming Year:

C. Leadership

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Effectively implements the policies of the Board of Select Board and relevant decisions of Town Meeting.						
2. Keeps abreast of the latest developments in government regulation and legislation and advises the Board as to possible local influence and impact.						
3. Provides unbiased guidance to all elected and appointed officials as well as an engaged and diverse citizenry.						
4. Inspires others to highest professional standards.						
5. Prepares annual and interim reports on continuing programs and issues of concern.						
6. Responds quickly and decisively to unexpected circumstances.						
7. Identifies innovative solutions and builds consensus while allowing for diversity of opinions from all affected parties.						
8. Nurtures and embraces an established positive culture while promoting civility and professional decorum in all public discourse.						
9. Aids in conflict resolution and builds consensus as a skilled collaborator/facilitator and persuasive negotiator. Guides groups to meet collective needs of the community and annual goals of the Select Board.						
10. Demonstrates strong familiarity with Envision Concord, its goals and recommendations/actions; use it as a guiding light for administration.						

Strengths and Weaknesses:
Suggested Goals for the Upcoming Year:

D. Management

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Assures the safe and efficient operation of Town departments.						
2. Manages his time so he can multi-task a myriad of complex issues while remaining focused on Select Board priorities.						
3. Builds consensus on key initiatives across town staff, boards, committees and other parties.						
4. Aligns management style with Concord's traditions/governance model/deliberation process.						
5. Manages Town affairs in an open, diplomatic and transparent manner.						
6. Informs and advises the Select Board in appropriate matters of collective bargaining and grievance hearings. Keeps Select Board informed prior to recommending contract approval.						
7. Develops good staff morale and loyalty to the organization.						
8. Values SMT and maintains positive working relationships with staff; coaches and mentors as needed.						
9. Utilizes evolving IT innovations to improve communications and build added efficiencies in the delivery systems of the community through the thoughtful use of all the latest "best management" practices for local government excellence.						

Strengths and Weaknesses:

Suggested Goals for the Upcoming Year:

E. Budget Management

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Coordinates preparation of the annual budgets.						
2. Presents the budgets to the Select Board in a manner which promotes their full understanding.						
3. Consider input received from elected and appointed officials, and of constituent needs, while formulating budgets and plans.						
4. Demonstrate thoughtful, creative financial budget management as well as strategic capital planning skills.						
5. Expends Town Meeting-approved budgets through effective use of budget forecasting, accounting and control systems.						
6. Provides creative management of available resources to increase productivity and economy.						
7. Recommends annual operating goals and objectives for the Town.						
8. Maintains confidence of the residents in quality and value of service received in relation to taxes paid.						

Strengths and Weaknesses:

Suggested Goals for the Upcoming Year:

F. Communications and Public Relations

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Demonstrates strong public speaking and presentation skills.						
2. Communicates the mission and accomplishments of the Town to staff and community.						
3. Understands the needs and aspirations of the community.						
4. "Listens" and empowers various constituents in the local government to help provide the highest level of customer service and professional results.						
5. Solicits and gives attention to the perspectives of various groups and individuals on community issues.						
6. Collaborates and deliberates in a manner that allows for community involvement by an active, engaged, knowledgeable and diverse citizenry.						
7. Develops and maintains a positive productive working relationship with the School Superintendent. Builds consensus between the School and Municipal Administrations.						
8. Works effectively with representatives of Town departments, state agencies and officials, community leaders and local non-profit agencies.						
9. Develops good relationships with the news media.						
10. Earns the respect and confidence of the community.						

Strengths and Weaknesses:

Suggested Goals for the Upcoming Year:

G. Personal Qualities and Characteristics

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Maintains high standards of ethics, honesty and integrity in personal and professional matters.						
2. Expresses ideas in a logical and forthright manner, both verbally and in written form.						
3. Approachable leader; encourages open communication with staff, the public and Select Board.						
4. Represents the Town in a professional manner at meetings within the town, in regional governmental agencies, and at the state level.						
5. Exhibits the necessary health and energy to meet the responsibilities of the position.						
6. Maintains personal professional development.						
7. Pays attention to details and follows through on plans and decisions to ensure effective implementation through action.						
8. Demonstrates ability to be intellectually challenged in problem solving complex issues.						
9. Demonstrates passion, energy, commitment to excellence, and a “can-do” attitude to guide Concord into the next decade.						

Strengths and Weaknesses:

Suggested Goals for the Upcoming Year:

Approved: February 8, 2021

Concord 2025 Executive Committee

Purpose and Duties

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

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

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

As part of its duties, the committee shall:

1. develop a comprehensive plan for celebrating and promoting the 250th anniversary of the Battle of Concord and other historical events leading to the founding of our Country which includes reference to new historical research and the contributions of native and black Concordians in that history;
2. identify funding needs and a plan for both Town and private funding (which would require a 501(c)3 entity);
3. develop a plan for a permanent memorial and recommend its placement;

4. appoint subcommittees, where necessary, to carry out specific tasks and in so doing may appoint members of the Executive Committee and/or other residents of the Town;
5. identify opportunities for individuals or organizations to participate in celebrations of the anniversary;
6. ensure that activities represent a commitment to diversity and inclusiveness, and create opportunity at all levels and activities for citizen participation;
7. hold public hearings from time to time in order to gain input from the residents of Concord, including at least three in the first eighteen months of the committee's formation;
8. report its activities to the Select Board on a periodic basis, but no less often than on a quarterly basis; and,
9. file a final summary report of committee activities and events with the Select Board on/ or before December 31, 2026, and subsequently with the Town Municipal Archives including associated celebration memorabilia.

Membership

The Committee shall be a 12-member committee with appointments made by the Select Board.

Representatives from each of the following groups will constitute the committee:

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

Other Considerations

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

DRAFT #4

**Concord 2025
Executive Committee**

Purpose and Duties

The year 2025 will mark the 250th anniversary of the historic battles of Concord and Lexington. ~~and~~ 2026 will mark the 250th anniversary of the signing of the Declaration of Independence. To mark these significant anniversaries, the Select Board will create the Concord 2025 Executive Committee. The purpose of the Committee ~~is~~ will be to evaluate and make recommendations ~~as to~~ on how the Town should ~~organize for this event and to manage the commemoration of these historical events.~~ serve as the Executive Committee to oversee other committees to be created ~~subcommittees that it creates and supervises to assist with this~~ effort; and, ~~to~~ oversee activities to be held to commemorate the 250th Anniversary of the Battle ~~comprising the commemoration and celebration which help to define the place of Concord and other historical events related to the founding in the history of our Country~~ nation and celebrate the influence that the Town and its residents have had on the ideals of liberty, the unity of mankind and our co-existence with the natural and social environment which we inhabit. As the custodians of this place and heritage, it is our responsibility to host a celebration worthy of the events which took place in our Town 250 years ago.

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

As the Scope

The 200th celebration in 1975 was a grand ~~celebration~~ enterprise including multiple events ~~across~~ planned over several months/years ~~planned by numerous subcommittees many groups and entities well in advance of an accepted invitation from committees inviting~~ President Gerald Ford and other dignitaries, the committee's world leaders. In order to repeat ~~these accomplishments, the Executive Committee's~~ work will commence immediately and extend through December 2026 in anticipation of a possible breadth of events on the same scale as fifty years ago. Given the scope of the ~~committee's charge~~ Executive Committee's Charge, it may be necessary ~~for the committee to request that it be~~ amended ~~charge from time to~~

~~time by the Select Board once the landscape of the numerous celebration related Federal, State and local communities' plans is initially surveyed and the Concord 2025 Executive Committee outlines in order to fulfill its own preliminary plans, functions. The Select Board recognizes that immediate advance planning, outreach will be, and prompt formation of the Committee is needed for specifies several components of the preliminary plan to be effective.~~

Tasks

As part of its duties, the ~~committee~~ Executive Committee shall:

1. ~~develop~~ Develop a comprehensive plan for celebrating and promoting the 250th anniversary of the Battle of Concord and other historical events leading to the founding of our Country ~~which includes reference to new historical research and including recognition of the contributions of native and black Concordians of those whose roles have not received sufficient recognition in that history;~~ the past.
~~identify~~
2. Identify funding needs and a plan for both Town and private funding (which ~~would require~~ might include the formation of a 501(c)3 private, non-profit entity); special legislation to allow the Town flexibility in the funding of the event, the creation of dedicated revolving funds, and obtaining state and federal funding to help finance the events.
~~develop~~
3. Develop a plan for a permanent memorial and recommend its placement;
4. ~~appoint subcommittees, where necessary, to carry out specific tasks and in so doing may appoint members of the Executive Committee and/or other residents of the Town;~~
~~identify~~
4. Appoint and charge subcommittees, such as Finance, Public Health and Safety, Parade Management, Protocol and Invitations, Government Relations, Artistic and Cultural Events, Youth and Athletic Activities, Publicity and Public Relations and others as necessary; to permit, when appropriate, Town Employees, members of other standing committees and non-residents to serve on the Executive Committee or its subcommittees, and to elect Honorary Committee Members whose presence and stature may be of assistance in the work of the Executive Committee and its subcommittees.
5. Identify opportunities for individuals or organizations to participate in celebrations of the anniversary; and to issue appropriate and timely invitations to both individuals and organizations whose participation will enhance the event, or who are worthy of recognition as part of the celebration whether in their own right, or on behalf of their organization, state or country.
~~ensure~~
6. Ensure that activities represent a commitment to diversity and inclusiveness, and create opportunity at all levels and activities for citizen participation;.
~~hold~~

7. Hold public hearings from time to time in order to gain input from the residents of Concord, including at least three in the first eighteen months of the ~~committee's~~Executive Committee's formation;
~~and~~
report
8. Report its activities to the Select Board on a periodic basis, but no less often than on a quarterly basis;
~~and~~
file
9. Take all necessary measures and provide adequate resources to insure the public safety, the security of all participants and the protection of our honored guests.
10. Provide full accountability and fiscal prudence with the expenditure of both private and public funds; and
- 9.11. File a final summary report of committee activities and events with the Select Board on ~~or~~ before December 31, 2026, and subsequently with the Town Municipal Archives including associated celebration memorabilia.

Membership and Qualifications

~~The~~

Initially, the Executive Committee shall be a 12-member committee with appointments made consist of six to eight members appointed by the Select Board.

~~Representatives from each of the~~ who have among them as a group the following groups will constitute the committee skills and experience:

- ~~Select Board or appointee (1)~~
1. Proven executive, administrative and planning skills
 2. Knowledge of the structure and operation of the Town's government
 3. Experience in financial planning and budgeting
 4. Extensive contacts with people and resources necessary to plan and manage the event and to staff its subcommittees
 5. Knowledge of the historical events and forces in play with regard to the events to be celebrated.

Executive Committee Officers

After its appointment, the Committee will elect from among its members a Chair, a Treasurer and a Clerk. The Treasurer will serve as Chair of the Finance subcommittee. The Select Board's Liaison to the Committee shall serve as a an ex-officio member of the Committee, but shall in no event as an officer of the Committee.

Within sixty days of being seated, the Executive Committee shall make a preliminary report to the Select Board providing a preliminary organizational structure and a

2025 Executive Committee - Charge Draft #4

time-line including a list of subcommittees, the qualifications for their membership and an inventory of necessary resources.

Subcommittees and their Appointment

The Executive Committee will establish subcommittees as necessary to accomplish the tasks set forth in its Charge, and will appoint qualified persons to staff them. Where appropriate, members of the Executive Committee will Chair or serve as members of such subcommittees. The subcommittees, to the extent feasible and consistent with their function, shall represent:

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

Other Considerations and Legal

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



June 25, 2021

To: Concord Select Board Chair Linda Escobedo; Select Board Clerk Susan Bates;
Select Board Members Terri Ackerman, Henry Dane, and Matthew Johnson;

RE: Diversity, Equity, and Inclusion Commission in Concord

Dear Ms. Escobedo and Members of the Concord Select Board,

In support of the letter submitted to the Select Board by the League of Women Voters of Concord-Carlisle in May 2021, Communities Organizing Against Racism (COAR) would also like to encourage the Select Board to provide time at a July Select Board meeting for a discussion about the formation of a community-focused DEI Commission.

Communities Organizing Against Racism (COAR) was founded by parents in Concord coming together to share experiences and learn from one another, and to engage in courageous conversations about race with each other and with our children. COAR is committed to racial equity and social justice. We seek to promote inclusiveness and diversity, and address disparities in our community with an emphasis on our schools. We do this with respect, self-awareness, authentic engagement, and a willingness to learn from one another.

Over the last year, COAR has advocated for required anti-bias training for staff and a dedicated DEI Director position in the Concord School District. COAR has also coordinated with over 20 community groups to host June Journeys, a month-long series of events in June 2021 focused on racial awareness and learning.

The Concord Town Manager has taken the first step of commissioning an assessment of our current circumstances related to DEI in the town's workforce. Along with the LWVCC, COAR requests that the Select Board initiate a broader DEI Commission as a critical next step forward: The Commission would help to clarify the challenges Concord faces and outline concrete steps that we could take to build a more welcoming and inclusive community. It could also serve to coordinate the many efforts already underway and provide cohesion and direction for community groups committed to this work.

Thank you in advance for your consideration of this request, and we look forward to continuing the conversation about creating a new DEI Commission with you soon.

Sincerely,
Erin Fife, Chair
Communities Organizing Against Racism (COAR)

CC: League of Women Voters of Concord-Carlisle