

**TOWN OF CONCORD
SELECT BOARD MEETING
FEBRUARY 7, 2022
IMMEDIATELY AFTER TOWN CAUCUS, APPROXIMATELY AT 7:45 PM
TOWN HOUSE
22 MONUMENT SQUARE**

MEETING IN SELECT BOARD ROOM AND VIA ZOOM
<https://us02web.zoom.us/j/84092395810?pwd=TnMyWmprWHBlaz091CzdQM0EvWVVFZz09>

Meeting ID: 840 9239 5810

Passcode: 865209

(updated 2/4/22)

AGENDA

#	Time*	Agenda Item
1.	7:45pm	Call to Order
2.		Consent Agenda <ul style="list-style-type: none"> • Minutes to approve: December 6, 2021 Gift Acceptance: <ul style="list-style-type: none"> • Concord Building & Design Center (formerly Concord Lumber) donation of equipment to the Concord Fire Department which is valued to be \$2,269.85. • Alys Scott donation of \$2,500.00 to the Concord Police Department.
3.		Town Manager's Report
4.		Chair's Remarks
5.	8:00pm	Public Hearing: Grant of Location Petition from Comcast of Massachusetts III, Inc. to install aerial coaxial cable from utility pole #38 to utility pole #43 at and near 516 Monument Street
6.	8:10pm	Vote to extend the term of the Intermunicipal Agreement for the Making the Connections Program
7.	8:20pm	Vote to appoint the Interim Finance Director
8.		Vote on 2022 Annual Town Meeting Warrant: Approve Order of Warrant Articles Approve Select Board Sponsored Articles
9.	8:45pm	Vote to extend the term date of members serving on the Civil War Monument Taskforce
10.		Liaison Reports
11.		Committee Nominations: John J. Arena, III of 70 Beharrell Street, Unit 327, to the Concord 2025 Executive Committee for a term to expire on December 31, 2025.
12.		Committee Appointments: None at this time

13.	9:10pm	Public Comment
14.	9:15pm	Adjourn

**Times are approximate and subject to change*

Current Board and Committee Vacancies
Bicycle Subcommittee of Transportation Advisory Committee
Concord 2025 Executive Committee
Concord Local Cultural Council
Conservation Restriction Stewardship Committee
Council on Aging
Cultural Council
Historic Districts Commission
Natural Resources Commission
Personnel Board
Planning Board
Public Ceremonies and Celebrations Committee
Tax Fairness Committee
Trustees of Donations
West Concord Advisory Committee
Zoning Board of Appeals

**Town of Concord
Select Board
Minutes
December 06, 2021**

Pursuant to a notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting in the Public Hearing Room in the Town House and via Zoom on December 6, 2021, at 6:30pm.

Present were Terri Ackerman; Chair, Matthew Johnson; Clerk; Henry Dane, Susan Bates, and Linda Escobedo. Also present was Stephen Crane, Town Manager.

Call to Order

Chair Ackerman called the meeting to order at 6:30pm.

Consent Agenda

- One Day Special Liquor License: Concord Museum, December 14, 2021, 4:30PM to 7:30PM, all alcoholic beverages
- One Day Special Liquor License: Barrett Sotheby's International Realty, December 15, 2021, 5:30PM to 8PM, wine and malt beverages only

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to approve the consent agenda.

Town Manager's Report

Mr. Crane reviewed the report that was included in the Select Board's meeting packet. Mr. Crane highlighted the following:

- IT department secured an \$89,000 grant, which will be used to improve Wi-Fi capabilities in several municipal buildings.
- The Personnel Board agreed to enact a retroactive two percent pay increase for non-union municipal employees. Increases are being funded through the salary reserve appropriation, and may be eligible for American Rescue Plan Act (ARPA) reimbursement.
- The Beede Center updated its fee structure. Residents are encouraged to support the Center, which has struggled during the pandemic.
- The Gerow Park project is progressing.
- The DPW is collaborating with the Police Department and Concord Public Schools to apply for several Safer Routes to School grants. If awarded, the grant will fund sidewalks along Lexington Road.
- The Fire Department recently hired three new Firefighters.

Ms. Escobedo asked Mr. Crane if the three new Firefighters were replacing employees who had left the department, or if they were filling three newly created positions. Mr. Crane explained that the three new employees would be filling vacancies left by employees who had retired and/or left the department. Mr. Johnson commended town staff on the execution of the annual tree lighting ceremony. Mr. Crane stated that the attendance at both the tree lighting and menorah lighting highlighted residents' desire to get out and participate in municipal events despite the ongoing pandemic. Kate Hodges, Deputy Town Manager, added that the tree lighting was attended by over 5,000 people.

**Town of Concord
Select Board
Minutes
December 06, 2021**

Chair's Remarks

Chair Ackerman stated that she had been asked to remind residents to wear masks indoors, get vaccinated, and to get booster shots against COVID-19. Chair Ackerman also stated that the Select Board would not be meeting on Monday, December 13, 2021, but would be holding a joint public hearing with the Finance Committee on Thursday, December 16, 2021 at 7:00 p.m. in preparation for the January 2022 Special Town Meeting. Chair Ackerman reminded the Board that their next regularly scheduled meeting would be held on December 20, 2021 and asked the Board if they could meet at 5:00 p.m. on the 20th for a possible Executive Session, which the Board confirmed. Chair Ackerman and the Board discussed the Home Rule Petitions and agreed to contact Senator Barrett and Representative Gouveia to encourage their advancement.

Transfer of Affordable Housing Funds to the Concord Municipal Affordable Housing Trust

Mr. Crane stated that a bylaw passed at the 2020 Annual Town Meeting created the Concord Municipal Affordable Housing Trust, which now makes appropriations that had previously been under the Town Manager's direction. Mr. Crane stated that the Trust had been established, and Trust documents had been recorded, so it was ready to take responsibility for those funds and allocate them for affordable housing purposes. Mr. Crane added that both the Select Board and the Town Manager's Office had previously committed some funds, and he suggested that any motion made that evening include language that make a transfer subject to existing commitments.

Chair Ackerman stated that the current balance in the affordable housing fund was \$635,000, and the request to the Select Board would transfer those funds to the Concord Municipal Affordable Housing Trust. Mr. Crane stated that he believed that this transfer was an administrative matter, but that it was also a best practice to formally pass the oversight of the funds from the Town Manager/Select Board's Office to the Municipal Affordable Housing Trust.

Elizabeth Rust, the Director of the Regional Housing Services Office, clarified that the funds with the commitments would still transfer to the fund, and Mr. Crane stated that a suggested motion was worded that way.

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to approve the transfer of oversight of the designated funds to the Concord Municipal Affordable Housing Trust pursuant to the Concord Municipal Affordable Housing Trust Bylaw, as approved at the 2020 Annual Town Meeting, subject to any funding commitments that may have been made by the Select Board or Town Manager prior to this vote.

**Vote on Language to Ballot Question for Proposed Concord Middle School for the
February 3, 2022 Special Town Election**

Kaari Tari, the Town Clerk, explained that language presented in the Select Board's meeting packet had been reviewed by Bond Counsel for placement on the ballot at the upcoming Special Election. The Board discussed the language and reminded the public that the design and cost of the proposed Concord Middle School would be discussed at the Special Town Meeting on January 20, 2022.

**Town of Concord
Select Board
Minutes
December 06, 2021**

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to approve the language for the ballot for the special town election, scheduled for February 3, 2022, as printed in the Select Board packet for this meeting.

Clarification of Personnel Study Task Force Charge

Ms. Bates, the liaison to the Personnel Study Task Force, explained to the Board that the Personnel Study Task Force felt their charge was unclear and that they were seeking clarification from the Select Board on their charge/role. The Board discussed the matter with members of the Personnel Study Task Force and Personnel Board. The discussion weighed several options available to the Board from broadening the scope of the Personnel Study Task Force, to narrowing it. Mr. Johnson suggested that the Board leave “Section A” alone and make a change suggested by Ms. Bates to Section D1 to replace “and related town personnel policies” with “and the future charge/role of the personnel board or its successor.”

Mr. Johnson made a motion to amend the charge for the Personnel Bylaw Study Task Force Section D1 to strike the phrase “and related Town Personnel” and replace it with “and the future role of the Personnel Board”. Also, to add to the list of Appendices the “Personnel Policies and Procedures,” however, there was not a second to the motion. The Select Board tabled their discussion until their next meeting.

Joint Meeting with Concord Public School Committee to Discuss Capital Plan

Cynthia Rainey, Chair of the Concord Public School Committee, called the meeting of the Concord Public School Committee to order. Court Booth, Tracy Marano and Ms. Rainey were all present.

Kerry Lafleur, the Town’s Chief Financial Officer, reviewed the presentation included in the Select Board’s Meeting packet. Ms. Lafleur explained the differences between capital plans prior to, and since, the formation of the Capital Planning Task Force. Ms. Lafleur highlighted the changes to what are known as “Tier Three” projects, as detailed in the Select Board Meeting Packet. There was further discussion regarding “Tier Three” projects, focused on the proposed Middle School building project. Ms. Lafleur also explained the potential fiscal impact of proposed projects over the next ten years. Board members debated the two types of bond funding, level principal and level payment, and how either method affected the annual cost of the Middle School project for residents.

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to approve the FY23 Tier 3 Capital Plan as presented at this meeting, with the correction as pointed out by the Chief Financial Officer of \$25,000,000 for the Public Safety Complex.

Upon a motion duly made and seconded, the Concord School Committee UNANIMOUSLY (3-0)

VOTED: to approve Capital Plan and figures presented at this meeting.

Upon a motion duly made and seconded, the Concord School Committee UNANIMOUSLY (3-0)

VOTED: to adjourn.

Discuss and Rank CPC Funding Requests

**Town of Concord
Select Board
Minutes
December 06, 2021**

Diane Proctor, Chair of the Community Preservation Committee (CPC), briefly reviewed the applications submitted to the CPC, which were included as part of the Select Board’s meeting packet. Ms. Proctor explained that she was seeking assistance from the Select Board in ranking the proposed projects, as there was approximately \$2,550,000 in funding requested (across various projects), but only about \$2,062,000 in available funds.

The Board discussed the applications and voiced their opinions on each. Town Manager Steven Crane and Director of Planning and Land Management Marcia Rasmussen provided insight into several of the projects and how they may be best implemented or whether they could be deferred. Ms. Rasmussen also gave the Board updated figures for several of the projects.

The Board noted the following:

Project	Requested	Recommended	Priority	Lower Priority
Regional Housing Services Office	\$28,000	\$28,000	All members	
110 Walden St Preservation Phase 4	\$150,000	\$150,000		
Old Manse Exterior Preservation	\$38,500	\$38,500		Linda
Wright Tavern Structural Repairs	\$260,000	\$260,000		Linda
Concord Library Oral History	\$22,841	\$22,841	Susan, Matt	
Assabet River Bluff Open Space and Housing	\$1,000,000	\$1,000,000	Linda Susan	
Junction Village Open Space	\$300,000	\$300,000		Susan(partial)
Bruce Freeman Rail Trail Improvements	\$300,000	\$80,000	Linda	
Assabet River Pedestrian Bridge Drawings and Permitting	\$300,000	\$300,000	Terri, Linda, Susan	Matt
Recreation Strategic Plan	\$75,000	\$75,000	Matt	Linda, Terri
Cyanobacteria Bloom Prevention at White Pond	\$36,000	-		
Staff & Technical Services	\$40,000	\$40,000	All members	

**Discuss and vote on Joint Statement;
Vote to approve Town Manager Separation Agreement**

Chair Ackerman stated that the Board and Mr. Crane had all reviewed the Separation Agreement and sought a motion to approve it.

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to authorize the Chair to execute the Town Manager Separation Agreement on behalf of the Town.

**Town of Concord
Select Board
Minutes
December 06, 2021**

Chair Ackerman thanked Mr. Crane for his service to the Town of Concord and wished him the best in his future endeavors. Mr. Crane thanked the Board, Town Staff, and residents and wished them all the best in the future.

Ms. Bates read aloud the joint statement by the Concord Select Board and the Town Manager, and Chair Ackerman noted one grammatical amendment to be made. Chair Ackerman stated that the joint statement would be released to the press soon.

Discuss Town Manager Transition

Chair Ackerman shared her belief that a search committee should be formed to hire the new Town Manager but noted that it may be in the best interest of the Town to hire an interim or acting Town Manager. The Board discussed the matter, and the consensus was that an interim Town Manager should be chosen to provide stability and clarity for staff. Additionally, the Board agreed that the search for the permanent Town Manager should be well thought out and carefully undertaken.

The Board further discussed the hiring of an interim Town Manager, and it was noted that Town Counsel informed Chair Ackerman that any discussions of whether to hire an interim, whether that person should be an internal/external candidate, and who would be hired for the position, must all be done in open session. Chair Ackerman added that once a candidate was selected for the interim position, contact negotiations would take place in executive session. The majority of the Board preferred to seek an internal candidate and discussed the position with two candidates, Deputy Town Manager Kate Hodges, and Chief Financial Officer Kerry Lafleur.

Ms. Hodges shared the Board's belief that the consistency of operations and morale of staff could be affected if the Select Board sought an external candidate for the interim Town Manager position. Ms. Hodges stated that she was not interested in serving as the permanent Town Manager, however, she would serve on an interim basis if needed by the Town. Ms. Hodges also voiced support for the appointment of Kerry Lafleur as interim Town Manager.

Ms. Lafleur stated that she would be interested in serving as the interim Town Manager, and that she would also be interested in applying for the permanent position. Ms. Lafleur stated that she worked well with the Senior Management Team, Deputy Town Manager Kate Hodges, town staff, and the Select Board, and noted her experience serving as the Town Manager for the town of Lunenburg, and as Interim Town Manager for the town of Chelmsford. Ms. Lafleur stated that she would not be able to serve as both Interim Town Manager and Chief Financial Officer, and the filling of the Treasurer's position would need to be done quickly, should she be selected to serve as interim Town Manager.

The Board decided to continue the discussion until December 13, 2021.

Committee Appointments

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to appoint Erika Prah, of 1400 Lowell Road, to the Diversity, Equity and Inclusion Commission for a term ending April 30, 2022 (in place of Molly Wierman, who declined appointment).

Committee Liaison Reports

**Town of Concord
Select Board
Minutes
December 06, 2021**

The Board decided to defer liaison reports to their meeting on December 13, 2021.

Miscellaneous Correspondence

Chair Ackerman thanked Pat Nelson, Janet Rothrock, Dorrie Kehoe, and Eric Van Loon for the correspondence they sent to the Select Board, which was included as part of the Select Board's meeting packet.

Public Comment

There was none.

Adjournment

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to adjourn to Executive Session, not to return to open session, to discuss strategy with respect to litigation regarding Estabrook Road, as the Chair declares that an open meeting may have a detrimental effect on the litigating position of the Town.

Meeting Materials: <https://concordma.gov/DocumentCenter/View/33423/SB-Packet-December-6-2021-revised>

Minuteman Media Network Coverage:

<https://www.youtube.com/watch?v=DYa2ztEjKbc&list=PL1TTzrWEKOOkHKXNLQprEz0f0ofHYKj8-&index=6>



OLD NORTH BRIDGE

TOWN OF CONCORD FIRE DEPARTMENT

209 WALDEN STREET
CONCORD, MASSACHUSETTS 01742
EMERGENCY DIAL 911
TEL: (978) 318-3488 · FAX: (978) 369-6697
www.concordma.gov/fire

To: Kerry Lafleur, Interim Town Manager

From: Thomas Judge, Fire Chief *TMJ*

Subject: Equipment donation – Concord Building & Design Center

Date: February 2, 2022

Kerry,

I am requesting that the Select Board accept a gift on behalf of the Fire Department from Concord Building & Design Center (formerly Concord Lumber). The Fire Department has been seeking to purchase a variety of tools, both power and hand tools, to replenish our apparatus. Concord Building & Design has generously offered to donate the equipment to the department. The value of this this donation is \$2,269.85.

Thank you for your consideration.



TOWN OF CONCORD

Office of the Town Manager

Operational Status Reports & Departmental Updates

For the Period Ending February 4, 2022

Town Manager & General Government

- The Town Caucus will be next Monday, February 7th, beginning at 7:00 PM at the Town House, 22 Monument Square. We wish to remind those who are planning to attend about Concord's indoor mask mandate and thank everyone for their adherence to these guidelines.
 - The Town was notified on Thursday, February 3rd that we have been awarded \$100,000 from the State's Department of Energy Resources Green Communities Program. The funds will be used to disconnect four of the classroom pods at the Ripley School Administration Building from the main boiler and to fund the installation of several air source heat pumps to replace them. Concord received the total amount asked, \$100,000, which will be combined with an additional \$50,000 from the School Department Facilities line item and an additional \$10,000 from CMLP's rebate program.
 - "The Bruce Freeman Rail Trail (BFRT) Advisory Committee has been tasked by the Concord Select Board to create a short- and long-term conceptual design for improving the safety of Junction Park - the park in West Concord which sits between Rt 62 and the West Concord train station and is co-located with the BFRT. The Committee invites you to take a few minutes to complete a survey which will provide the Committee with helpful data and useful information. You can access the survey here: https://docs.google.com/forms/d/e/1FAIpQLSfJ0I7RdYN8Z1OQmtQ3cSjgXIs_LpvlSQcAo4Tt40Ds7GrOhQ/viewform

On February 16, 2022 at 4:00PM the BFRT Advisory Committee will meet over Zoom to discuss the topic further; details will be posted to the Committee's page on the Town's website as they arise.

Emergency Services

Fire Department:

- The fire department responded to 73 calls over the previous week.
- During a routine inspection at a local business, FD staff identified and mitigated a hazard involving improper storage; note that the labels identify this container seen in the photo on the right as both flammable and poisonous. Open burning season is underway and there are currently 110 households in Concord with valid permits to conduct open burning of yard waste.
- Following last weekend's storm, Fire Prevention staff have been busy verifying that fire access roads have been cleared. There are several private properties required to maintain clear fire access roads and a gentle reminder is sometimes needed after the first significant snowfall to ensure this happens.
- A virtual Emergency Operations Center (EOC) was opened for the weekend storm. Staff from Police, Fire, Public Works, CMLP,



Facilities, and the Town Managers Office met on Friday to go over planning for the approaching storm and maintained a line of communication with one another over the weekend.

- As part of Fire District 14, some department members belong to specialty teams. This week, Concord's Dive Team members, Firefighter Brian LeFebvre and Firefighter Eric Harries participated an ice dive training at Walden Pond. Divers train on the skills of entering the water through a hole cut in the ice and conduct search patterns to locate victims – this is an extremely hazardous, but necessary skillset.



Police Department:

- The Police Department had more than 92 Log Entries last week which included 199 Traffic Enforcement/Motor Vehicle Stops; the Department is happy to note that there were no use of force needs for the month of January as the Department continues to utilize de-escalation techniques when confronted with issues.
- Police Department has an immediate need of School Crossing Guards anyone interested in applying can find information on the Human Resources page concordma.gov or contact Inspector Ron Holsinger 978-318-3445.

Department of Planning & Land Management

Health Division:

- **Board of Health mask mandate:** The Board of Health reaffirmed and clarified the mask mandate at its meeting on 1/25/22 as well as its rationale for doing so. This week Health Division staff continued to field requests for businesses and people seeking a waiver. As of this date, the Board of Health will not consider any requests for waivers until such time that the 14-day average daily incidence rate for Concord is at or below 20 per 100,000 as reported by MDPH (as of January 27th the rate was 114.1 per 100,000 for Concord) and the Level of Community Transmission data from the CDC for Middlesex County is categorized as “High” over a consecutive four-week period. Currently, the Health Division staff is working with the Board to develop the waiver process and application form. Staff anticipates that it will be available within the next few weeks.

- **Updating contracts:** Administrative staff has been working to update FY22/FY23 Inspectional Services contracts for water quality analysis for semi-public beaches as well as with the Division of Standards for weights and measures services. Karen Byrne is also working on the Summer 2022 Letters of Intent for Water Quality Analysis for the (5) semi-public beaches that routinely contract with the town for water quality. She anticipates these will be going out early next week.

Economic Vitality & Tourism:

- **WBZ invitation:** The Visitor Center/Economic Vitality Division was invited to be featured on WBZ's "Things to Do This Weekend" list with the Concord History with a Chocolate Twist! this will air on Friday Feb 4th if we are chosen. This is a sample of a past segment by reporter Rachel Holt: <https://boston.cbslocal.com/2020/07/17/weekend-events-boston-southwicks-drive-thru-zoo-free-museum-rooftop-restaurant/>. Beth Williams submitted photos from Graem Nuts, Priscilla Candy, Concord Cheese shop and the Colonial Inn, all of which are tour partners, along with information on how the tour came to be and why. Extra Tour guides are on stand-by if we get a great response from this press.
- **Feature for Living Concord:** On Wednesday Feb 2, MaryWren, a long time Visitor Center staff, taped a 'behind the scenes' video for Living Concord, to be featured on their website and social media. This segment will give our local and non-local visitors a chance to see what we offer - so much more than maps and clean restrooms! www.livingconcord.com

Natural Resources Division:

- **Jumping Worms:** Delia Kaye, Will Holden, and NRC member Nick Pappas participated in the UMass Extension Jumping Worm Conference which has provided the town with further insight on the evolving Asian jumping worm issue throughout the country. The NRC will be evaluating ways to ensure that landscaping materials are free of the jumping worms, however this is not a new invasive species to our region. Residents are advised to monitor incoming mulch, compost, and plant materials carefully for the presence of worms. Compost should be heated to 104 degrees to kill both worms and cocoons, plant bare root where possible, inspect soil in plant pots for tell-tale "coffee ground" castings, and solarize all new materials (mulch and compost) that you bring in. More information is available on the Natural Resources web page.
- **Tree Preservation Bylaw:** Applications and site visits have remained at a high volume, and Will Holden recently closed out applications for building permits at 124 Authors Road and 251 Plainfield Road, and conducted site visits at 61 Channing Road, 6A Nut Meadow Crossing, and 57 Grove Street.
- **Natural Resources Commission:** New projects received for the February 16th meeting include an RDA to demolish a shed and construct a garage at 14 Union Street, an RDA to replace gas line mains under portions of Harrington Road and Main Street. Continued hearings are anticipated for the NOI for dredging at Warner's Pond and an NOI at 61 Black Duck Road to construct an addition and deck.

Planning Division:

- **Assabet River bridge and trail:** With the assistance of the consulting team working on the Assabet River Bridge and Trail, Town Planner Elizabeth Hughes submitted a MassTrails grant application for \$300,000 on January 31st. If awarded, these funds will be used in combination with \$300,000 in Community Preservation Act funds, which will be voted at the 2022 Annual Town Meeting Warrant. These combined funds, in addition to \$110,000 requested from the town's Capital Improvement program, will complete the final design, engineering, and permitting needed to get the project on the State's Transportation Improvement Program for construction funding.
- **Bruce Freeman Rail Trail Advisory Committee:** The Bruce Freeman Rail Trail (BFRT) Advisory Committee has been tasked by the Select Board to create a short- and long-term conceptual design for improving the safety of Junction Park which is co-located with the BFRT. The Committee has prepared a

survey to gather information which will provide the Committee with helpful data and useful information in advance of a virtual public forum scheduled for 4:00 p.m. on Wednesday, February 16th.

https://docs.google.com/forms/d/e/1FAIpQLSfJ0I7RdYN8Z1OQmtQ3cSjgXIs_LpvISQcAo4Tt40Ds7GrOhQ/viewform.

Human Services

Community Services:

- The Community Services Coordinator is working with the Concord-Carlisle Community Chest and the Town's Silent Fund on the Town's annual summer camp scholarship program. Last summer, just over \$11,000 in camp scholarships from these two funding programs allowed twenty Concord and Carlisle children to attend camp.

Senior Services:

- *The COA continues to maintain an Honor System library in the Harvey Wheeler Community Center. Seniors are welcomed and encouraged to pick out a book selection while attending other activities and return the book whenever it is convenient. Additionally, the group continues to offer refurbished desktop and laptop computers to Concord seniors – many are offered for free or come with a small fee of \$20-\$30 to cover the cost of parts needed to ensure good and proper working order.
- Seniors are continued to be encouraged to obtain their COVID-19 booster vaccine. Presently 81% of eligible Concord seniors have received their booster and the COA Staff hope to see that percentage grow over the coming month; COA staff are available to assist seniors in finding an appointment if necessary.
- February is Heart Healthy Month and the COA is hosting two opportunities to listen to health-related programs which include 'Healthy Nutrition' on February 8th at 1:00pm and 'Heart Healthy Tips' on February 15th at 1:00pm
- The Senior Services van continues to provide transportation to Concord seniors within Concord and sponsors weekly shopping trips out of town. Seniors are asked to make reservations in advance as same day requests cannot be accommodated.
- *Concord senior men continue to meet at Harvey Wheeler every Monday morning. Time has recently changed from 10:30 to 10:45 so that the group can be moved to a larger room.

Concord Free Public Library:

- The library plans to gradually resume in-person programs starting with the Friends of the Concord Free Public Library's Music Series on Saturday, February 12th. This program will feature Thomas Meglioranza (baritone) and Reiko Uchida on piano performing American songs from the past 100 years.
- The library received good news that the first phase of the shelving delivery, which includes the shelving for the new Children's Library, should arrive in mid-February. The library will need to close a portion of the expansion for a few weeks while the shelving is installed, and the collections and furniture are moved into place. The library will issue a press release with more complete details in the next week. The construction in the Teen Lounge, Forum and new second floor Study Rooms are all continuing to progress nicely.
- The library has received 5 hotspots from the Massachusetts Board of Library Commissioners (MBLC). The MBLC's Mobile hotspot lending program was funded through the Institute of Museum and Library Services (IMLS) from the American Rescue Plan Act (ARPA). This program focuses on IMLS' primary goal for these funds, digital inclusion. The hotspots will be available for check out as part of the Library of Things collection.

- The library’s Sustainability Plan Implementation Committee kicked off their first meeting at the end of January. The library also received some national recognition during one of the sustainability programs at ALA LibLearnX. The presenter, Rebecca Smith Aldrich, praised the Concord Free Public Library's Sustainability plan.
- Finally, Special Collections is continuing to work on a comprehensive inventory of the collection including professional photography of all artwork and sculptures, and an updated appraisal.

Recreation/Beede Center:

- The Beede Center’s new member rates and 10-pack pass program began this past week on February 1st; new personal training packages and small group training programs have also begun at Beede.
- Summer Camp and programming registrations are set to begin next week, February 9th, registrations will also include passes for White Pond Beach and registration for the fall 2022-2023 before and after school programs which historically have waitlists.
- Recreation’s Annual Winter Wonderland community event will take place this year, at Emerson Park on Stow Street, on Saturday February 12th from 1:00 pm – 3:00 pm.
- Recreation’s new incentive program for employees and trainers was approved by the Personnel Board last week; the program went into effect February 1st and is a pilot program which encourages greater ‘selling’ efforts for staff which will immediately correspond to additional dollars for employees.

Public Information/PEG Services:

- MMN Managers have been conducting reference checks for two additional part-time videographers who will help to cover events and programs in both Concord and Carlisle.
- Matt Beren, a lead producer at MMN has taken the lead in completing a 2 ½ minute short consisting of 16 Concord-Carlisle High School students and 2 teachers entitled “Mentors in Violence Prevention Club”. To produce this, the MMN studio located in the High School was used for the first time in more than 24 months and was met with great success. The video can be seen on the station’s YouTube Chanel or by clicking the link here: <https://youtu.be/tl6CFJaPRZQ>
- Lead Producer, Tori Wesnofske has been hard at work this week putting together a video piece on Black History month. The product is currently in the editing and comment period but should be finished and online/television soon.

**133 Keyes Road
Concord, MA 01742**



DATE: 01/14/2022

MEMORANDUM

TO: Christopher Carmody, Administrative Manager
VIA: Alan Cathcart, Director of Public Works
FROM: Stephen Dookran PE, Town Engineer
PREPARED BY: Justin Richardson, PE, Assistant Town Engineer
SUBJECT: Petition of Comcast of Massachusetts III, Inc. to install new coaxial cable along Monument Street and across Liberty Street.

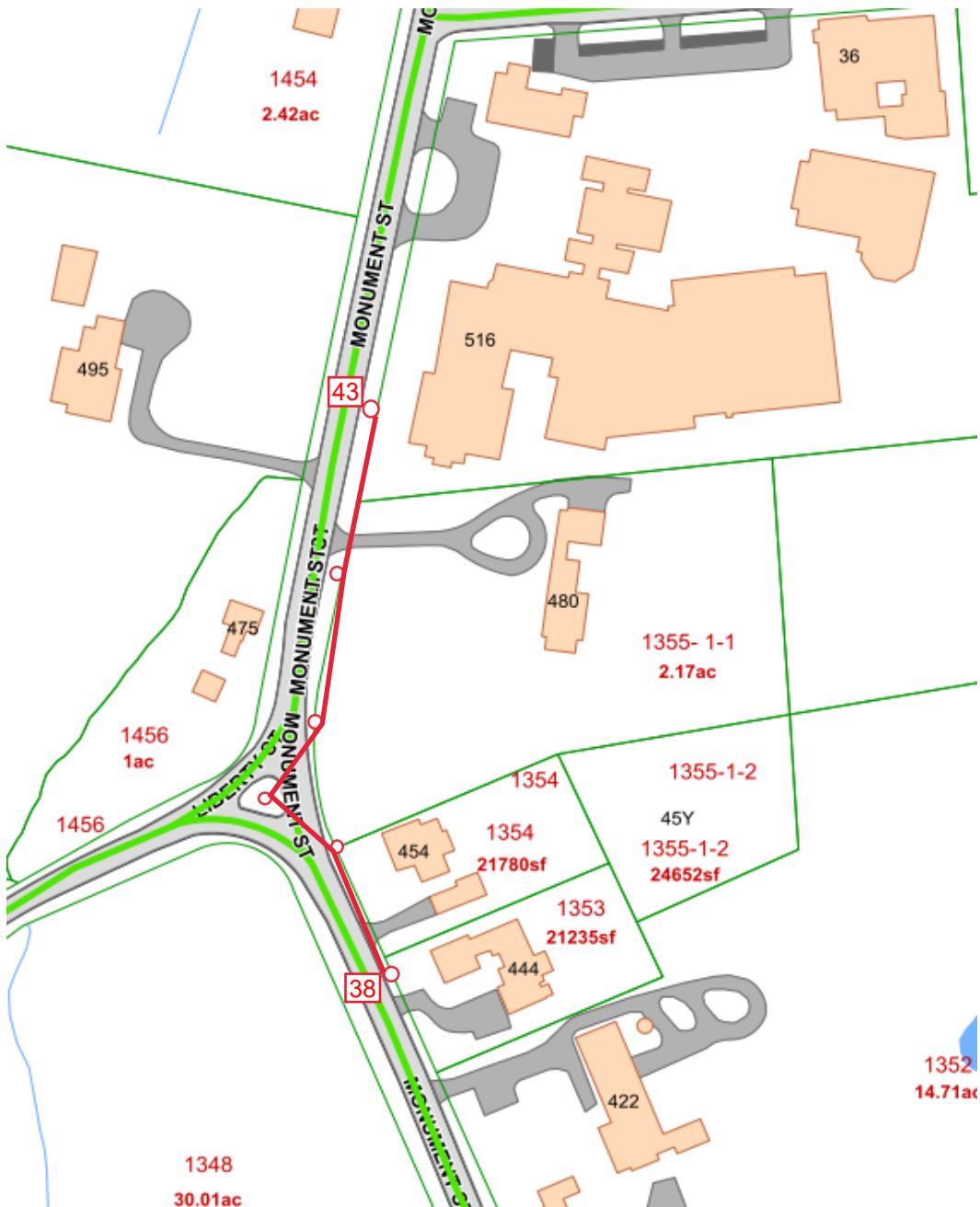
The new coaxial cable shall be over-lashed to the existing Comcast network from utility pole # 38 Monument Street to utility pole # 43 Monument Street to provide service to the occupant of 516 Monument Street. Concord Public Works (CPW) Engineering Division has reviewed the attached petition from Comcast of Massachusetts III, Inc. and recommends approval with the following conditions.

1. Prior to construction, the applicant must complete a pre-Hearing site visit with the Concord Municipal Light Plant to review work to be completed.
2. The new aerial cable shall be installed using common industry standards, and shall be set substantially at the points indicated on the following plan. Specifically the new aerial cable must be over-lashed to the existing Comcast infrastructure installed on the following sequential utility poles: Monument St Pole #'s 38, 39, 40, 41, 42, 43.
3. Minimum separation and clearance requirements as described by the most recent National Electric Safety Code must be maintained between Comcast infrastructure and existing overhead facilities.
4. The applicant must remove any infrastructure deemed obsolete as a result of this project.
5. As-built plans must be provided to the Concord Public Works Engineering Division and Concord Municipal Light Plant Engineering Divisions prior to the final closeout of the project.
6. The Applicant will remove the new coaxial cable upon completion of its service life, and the Applicant must remove any infrastructure deemed obsolete as a result of this project.
7. A ROW Permit application shall be submitted to CPW with stamped constructions plans if any alteration of surface features in the ROW is being performed. A ROW permit shall also be applied for if obstructions will be left in the ROW when no work is being performed. If a ROW permit is required, no work shall commence until CPW has completed its review and provides ROW Permit approval to the Applicant.

8. A traffic mitigation plan shall be submitted to the Concord Police Department Traffic Safety Officer and the CPW – Engineering Division for approval.

9. The Applicant and its Contractor, if applicable, shall adhere to the CPW Construction and Tree Protection Standard Operating Procedures including the protection of public shade trees: “No person may plant, trim, cut, or remove a public shade tree without the prior permission of the Tree Warden and Engineering Division. This control includes the cutting of roots during construction.” The contractor shall be responsible for installing wooden tree guards with orange snow fencing on public shade trees located within the work zone.

10. The Applicant shall notify emergency services, the school district, the post office, CPW Solid Waste for trash pickup services via email one week prior to the start of construction. The applicant shall also notify neighborhood residents with door hangers two weeks prior to the start of construction.



AERIAL CABLE PLACEMENT REQUEST
516 MONUMENT ST.
CONCORD, MA

- LASH ADDITIONAL CABLE TO EXISTING NETWORK
- UTILITY POLE



241 West Central Street
Natick, MA 01760
Phone: 617-862-8437 (c)

December 9, 2021

Christopher Carmody
Senior Administrative Assistant
Town Manager's Office
Town of Concord, MA

RE: Petition for Grant of Location, 516 Monument Street

Dear Chris:

Enclosed please find Comcast's Petition for Aerial Installation of Coaxial Cable at 516 Monument Street. I have also enclosed a draft Order. Please advise when the Board will be able to hear us on this matter.

Thank you for your assistance in this matter. Please do not hesitate to contact me should you have any questions, comments or concerns regarding any aspect hereof.

Sincerely,

Gregory Franks

Greg Franks, Senior Manager of Government & Regulatory Affairs
Comcast

PETITION FOR AERIAL INSTALLATION OF COAXIAL CABLE

Concord, Massachusetts

12/9/2021

To the Select Board of Concord, Massachusetts:

Comcast of Massachusetts III, Inc. requests permission to install coaxial cable to be owned and used by the petitioner, along and across the following public way or ways:

- *516 Monument Street*

Wherefore they pray that after due notice and hearing as provided by law, they be granted permission to install coaxial cable over lashed to existing underground strand coaxial cable as they may find necessary and in accordance with the plan filed herewith.

1. **Comcast of Massachusetts III, Inc.**

By: *Gregory Franks*_____

Print name: Gregory Franks

Title: Sr. Manager of Government and Regulatory Affairs

Telephone or e-mail contact info: (617) 862-8437 cell ph
Gregory_Franks@comcast.com

ORDER FOR INSTALLATION OF AERIAL COAXIAL CABLE

In Select Board of the Town of Concord, Massachusetts

Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED: that **Comcast of Massachusetts III, Inc.** be and is hereby granted permission to install coaxial cable as it deems necessary, in the public way or ways hereinafter referred to, as requested in the said petition and accompanying plan.

All construction under this order shall be in accordance with the following conditions:

The new coaxial cable shall be over-lashed to the existing Comcast network from utility pole # 38 Monument Street to utility pole # 43 Monument Street to provide service to the occupant of 516 Monument Street, using common industry standards, and shall be set substantially at the points indicated upon the plan accompanying said petition. There may be installed by said Comcast of Massachusetts III, Inc. such coaxial cables as are necessary in its business, and all said coaxial cables shall be placed in a manner that complies with the National Electrical Safety Code.

The following are the public ways or parts of ways along which the above referred to may be installed thereon under this order:

- *Monument Street*

I hereby certify that the foregoing order was adopted at a meeting of the Select Board of the Town of Concord, Massachusetts held the _____ day of _____, 2022.

Clerk of Select Board

We hereby certify that on _____, at _____ O'clock _____, at

Concord, Massachusetts, a public hearing was held on the petition of **Comcast of Massachusetts III, Inc.**

permission to install coaxial cables, fixtures and connections described in the order herewith recorded, and that we mailed at least seven days before said hearing a written notice of the time and place of said hearing to each of the owners of real estate (as determined by the last preceding assessment for taxation) along the ways or parts of ways upon which the Company is permitted to install coaxial cables, fixtures and connections under said order. And that thereupon said order was duly adopted.

Select Board of the Town of Concord, Massachusetts

CERTIFICATE

I hereby certify that the foregoing is a true copy of a location order and certificate of Hearing with notice adopted by the Select Board of the Town of Concord, Massachusetts, on the _____ day of _____, and recorded with the records of location orders of said Town, Book _____, Page _____. This certified copy is made under the provisions of Chapter 166 of General Laws and additions thereto or amendments thereof.

Attest: _____
Town Clerk

Intermunicipal Agreement Extension for the Making the Connections Program

Per Section 2: Term, of the original, signed, attached Intermunicipal Agreement between the **Towns of Acton, Bolton, Concord, Maynard, Stow, and Sudbury** with an effective date of December 15, 2020, the Intermunicipal Agreement was set to expire when the Community Compact Best Practices Agreement entered by and between the Town of Sudbury, as the Lead Municipality, and the Commonwealth of Massachusetts expired, which was scheduled to expire on May 21, 2021, or when the funds for the Program were no longer available, whichever was earlier.

However, the Senior Deputy Commissioner of Local Services for the Division of Local Services has granted an extension of the Community Compact Best Practices Agreement through **June 30, 2022**. As such, the Town of Sudbury, as the Lead Municipality, is proposing an extension of the Intermunicipal Agreement through **June 30, 2022** to align with the extension granted by the Division of Local Services in order to allow for the completion of all remaining tasks in the Intermunicipal Agreement and to expend all funds associated with the Community Compact Best Practices Agreement.

If the Town of Concord’s Select Board is in agreement with this proposal to extend the Term of the Intermunicipal Agreement to **June 30, 2022**, please execute this Agreement Extension document and return it to the Town of Sudbury’s Planning and Community Development Department as soon as possible.

WITNESS OUR HANDS AND SEALS on this _____ day of _____, 2022

TOWN OF CONCORD SELECT BOARD:

Terri Ackerman, Chair

Matthew Johnson, Clerk

Susan Bates

Henry Dane

Linda Escobedo

COMMONWEALTH OF MASSACHUSETTS

Middlesex County, ss:

On this _____ day of _____, 2022, before me, the undersigned notary public, personally appeared _____, and proved to me through satisfactory evidence of identification which was _____ to be the person whose name is signed on the proceeding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.

Notary Public
My Commission Expires:

Intermunicipal Agreement for the Making the Connections Program

This Intermunicipal Agreement (hereinafter “Agreement”), is entered into by and between the Towns of Sudbury, Acton, Bolton, Carlisle, Concord, Lincoln, Maynard, Stow, and Weston hereinafter referred to collectively as “Municipalities”, and individually as a “Municipality”, this 15th day of December, 2020, as follows:

WHEREAS, the Town of Sudbury was awarded a Community Compact Best Practices grant by the Commonwealth of Massachusetts to create a multijurisdictional program of on-demand transportation pilots, called Making the Connections (grant application with tasks in Exhibit A, and hereinafter “Program”);

WHEREAS, this Program focuses on connecting seniors, people with disabilities, financially vulnerable residents, and veterans to health services, community resources, and economic opportunities with on-demand transportation services;

WHEREAS, many communities offer some variety of on-demand or reservation-required paratransit, and some offer general public vans or commuter shuttles, there are times when these services do not cover all transportation needs; it is these unmet needs the Program will attempt to meet through pilot services, and will collect data to determine the need and feasibility of creating new transit services;

WHEREAS, the Municipalities desire to share the services of a Program Manager for the Program;

WHEREAS, the Town of Sudbury, entering the Community Compact Best Practices agreement with the Commonwealth of Massachusetts is willing and capable of managing the Community Compact grant and obtaining the services of the Program Manager;

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

NOW THEREFORE, in consideration the mutual covenants set forth herein and for other good and valuable consideration, the receipt and sufficiency are hereby acknowledged, the parties hereto covenant and agree as follows:

1. Making the Connections Community Compact. There is hereby established a collaborative of the Parties to be known as “Making the Connections Community Compact”, which shall hereinafter be referred to as the “Compact”. The Compact, acting by and through a Steering Committee and Program Manager will coordinate, manage, and direct the activities of the parties with respect to the subject matter of the Community Compact Grant Agreement between the Town of Sudbury and the Commonwealth of Massachusetts, attached hereto as “Exhibit A” and incorporated herein, and other programs and serves related thereto.
2. Term. The term of this Agreement shall commence on the date set forth above and shall expire when the Community Compact Best Practices agreement entered by and between the Town of Sudbury and the Commonwealth of Massachusetts expires, which is currently scheduled to expire on May 21, 2021, or when the funds for the Program are no longer available, whichever is earlier or when terminated in accordance with this Agreement, but in no event shall the Term of this Agreement exceed twenty-five (25) years.
3. Lead Municipality. During the term of this agreement, the Town of Sudbury, acting as the Lead Municipality, shall oversee the Program and the Program Manager, including hiring the Program Manager, subject to the approval of the Steering Committee. As the Lead Municipality, Sudbury

shall act for the Compact with respect to all grant applications to be submitted and gifts and grants received collectively by the Parties. Sudbury shall act as the Parties' purchasing agent pursuant to G.L. c. 7, §22B, for all contracts duly authorized by the Steering Committee to be entered into collectively by the Parties. Final approval of any such contract is subject to approval of the Steering Committee and appropriation by each party, to the extent required.

4. Program Manager. The Town of Sudbury, as Lead Municipality, shall contract with an individual or firm, subject to the approval of the Steering Committee, who shall perform all necessary fiscal and administrative functions necessary to provide the services contemplated under this Agreement all in accordance with the policies and procedures established by the Steering Committee, as set forth herein. The Program Manager will be an independent consultant, with their services paid for entirely from the allocated amount within the Community Compact Best Practices grant, or such other funds as may be received by the Compact from time-to-time. The Town of Sudbury, with the approval of the Steering Committee, shall have the ability to relieve the Program Manager of their duties and replace it with another individual or firm.
5. Steering Committee. There shall exist a Steering Committee (the "Committee") comprised of one (1) representative from each Municipality, who shall be appointed by the appropriate appointing authority of that Municipality. The Steering Committee will work to mutually guide the Program in accordance with Exhibit A. Within one (1) calendar year of the starting date of the Program Manager the Steering Committee shall mutually develop the goals of the Program, which shall generally conform to the stated goals of the grant proposal as set forth in Exhibit A, and guidelines to evaluate how well the Program has met these goals. The Steering Committee shall meet as needed, and at least quarterly. The Program Manager, with direction from the Town of Sudbury as the Lead Municipality, shall prepare and send to each Municipality a quarterly status report at least one (1) week prior to the quarterly meeting. The Town of Sudbury, or its designee, shall maintain the files and notes of the Steering Committee meetings.

Each member of the Committee shall be entitled to one (1) vote. A majority of members of the Committee shall constitute a quorum for the purpose of transacting business. A quorum of the Committee may act by a majority of those present and voting. Any action of the Committee shall be made in a duly noticed meeting held in accordance with the provisions of the Massachusetts Open Meeting Law, G.L. c. 30A, §18-25, including the requirements for posting notice and keeping minutes.

6. Program Participation. Each Municipality as part of this Agreement shall participate in the Program as follows:
 - a. The Municipality will either join an existing on-demand transportation pilot, or will create a new transportation pilot consistent with the terms and conditions of this Agreement, that will address the mobility and access needs noted in this Agreement, and that is approved by the Steering Committee.
 - b. The Municipality will be a member of the Steering Committee as established pursuant to this Agreement.
 - c. The Municipality will ensure the representative to the Steering Committee and/or other staff representatives will attend any required training sessions and will participate in the Steering Committee meetings (either in-person or via remote access) throughout the life of the Program.

- d. The Municipality will work with and through their respective TNC contractor(s) to ensure the collection of the necessary data as agreed to by the Steering Committee to help determine the trip needs, origins, and destinations that will help scale additional transportation programs beyond the pilot, and to help determine how well the pilot has met the goals of the Program.
- e. The Municipality shall have the authority to determine eligibility for riders in its jurisdiction (e.g., residents or workers within its municipal or service boundaries, or clients for their services) as part of the Program.
- f. The Municipality, in determining ride eligibility, will prioritize rides when and where existing transportation (including CrossTown Connect, Council on Aging, MBTA, or Regional Transit Authorities) is not in service, or the time required to access such transportation is not possible, to ensure the Program provides a complementary transportation service, and does not replace existing transportation services.
- g. The Municipality will help promote and market the Program to the clients and community residents served.

7. Payment. Notwithstanding the terms of this Agreement, no party shall be obligated to incur any financial cost above the amount made available to the Compact through grants and gifts or other sources, unless the financial obligation is supported by an appropriation made in accordance with law. The Committee may authorize a disbursement of funds to reimburse any member Municipality that incurs costs in creating and/or operating a transportation pilot program consistent with the terms of this Agreement and Exhibit A, and/or for any program, service, or benefit consistent with the terms of this Agreement and Exhibit A. If a Municipality intends to draw on funds authorized by the Committee, the Municipality will submit monthly invoices to the Town of Sudbury for reimbursement from the Community Compact funds for the Program. The Town of Sudbury will pay the invoice within 30 days, subject to the availability of funds; provided, however, that Sudbury shall not be obligated to supply any funding or incur any cost in excess of the amounts made available to the Compact through grants and gifts or other sources appropriated for the purposes of this Agreement. Any funds contributed by the Minuteman Advisory Group on Interlocal Coordination (MAGIC) shall only be used for pilots serving MAGIC member municipalities.

Pursuant to G.L. c. 40, §4A, any funds received by the Compact or the Town of Sudbury pursuant to this Agreement, shall be deposited with the Treasurer of the Town of Sudbury and held as a separate account and may be expended, with the approval of the Committee, under the provisions of G.L. c. 44, §53A, for contribution toward the cost of the Compact only.

Pursuant to G.L. c. 40, §4A, any party may, but shall not be required to, raise money by any lawful means to further the purposes of the Compact and any such funds shall be held by Sudbury and expended pursuant to the terms of this Agreement.

Individual party costs incurred outside the scope of this Agreement and specific to the needs of that party will be borne solely by that party.

8. Addition of New Municipalities to Agreement. Any municipality, not a part of this Agreement, may petition the parties involved in the Agreement to join the Agreement if authorized by its approving authority as set forth in G.L. c. 40, §4A. In order to approve the addition of a new entity to the Agreement, no less than a two-thirds vote of the Committee shall be required.

9. Withdrawal. Any Municipality other than the Town of Sudbury as Lead Municipality, by a vote of its respective approving authority as set forth in G.L. c. 40, §4A, may withdraw from this Agreement with the provision of at least three (3) months prior written notice to the Lead Municipality.

The Town of Sudbury as Lead Municipality, by a vote of its Select Board, may withdraw from this Agreement upon the provision of at least three (3) months prior written notice to all of the participating Municipalities. , Prior to the expiration of said three month period, a new Lead Party shall thereafter be designated by the Committee, by a vote of the representatives of the remaining parties, not including Sudbury. Prior to the effective date of its withdrawal, Sudbury shall transfer all funds held pursuant to this Agreement to the new Lead Party as designated by the Committee.

Upon such withdrawal, the Program Manager shall prepare full statements of outstanding unpaid financial obligations under this Agreement and present the same to the Committee, which shall authorize disbursement of any such funds to the withdrawing Municipality for payment within thirty (30) days thereafter.

10. Termination. This Agreement may be terminated by a vote of a majority of the Parties' representatives of the Committee, at a meeting of the Committee called for that purpose; provided the representative's vote has been authorized by the approving authority as set forth in G.L. c. 40, §4A. Any termination vote shall not be effective until the passage of at least sixty (60) days and until the parties have agreed to an equitable allocation of all remaining costs, expenses and assets.
11. Conflict Resolution. The Steering Committee may hold additional meetings to discuss and resolve any conflicts that may arise including, but not limited to, disagreements regarding the needs of each Municipality. Notwithstanding any resolution suggested by the Committee, the parties shall reserve all rights that shall have in law or in equity to enforce the terms of this Agreement or any disputes pertaining thereto.
12. Financial Safeguards. The Town of Sudbury as Lead Municipality shall maintain separate, accurate, and comprehensive records of all services performed for each of the Municipalities and hereto, and all contributions received from the Municipalities.
13. Assignment. None of the Municipalities shall assign or transfer any of its rights or interests in or to this Agreement, or delegate any of its obligations hereunder, without the prior written consent of all of the other Municipalities.
14. Amendment. This Agreement may be amended only in writing pursuant to a vote by all Municipalities, duly authorized thereunto.
15. Severability. If any provision of this Agreement is held by a court of competent jurisdiction to be invalid, illegal, or unenforceable, or if any such term is so held when applied to any particular circumstance, such invalidity, illegality, or unenforceability shall not affect any other provision of this Agreement, or affect the application of such provision to any other circumstances, and the remaining provisions hereof shall not be affected and shall remain in full force and effect.
16. Governing Law. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the Commonwealth of Massachusetts.
17. Headings. The paragraph headings herein are for convenience only, are no part of this Agreement, and shall not affect the interpretation of this Agreement.

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

Town of Sudbury
Town Manager
278 Old Sudbury Road
Sudbury, MA 01776

Town of Acton
Town Manager
472 Main Street
Acton, MA 01720

Town of Bolton
Town Administrator
663 Main Street
Bolton, MA 01740

Town of Carlisle
Town Administrator
66 Westford Street
Carlisle, MA 01741

Town of Concord
Town Manager
PO Box 535
Concord, MA 01742

Town of Lincoln
Town Administrator
16 Lincoln Road
Lincoln, MA 01773

Town of Maynard
Town Administrator
195 Main Street
Maynard, MA 01754

Town of Stow
Town Administrator
380 Great Road
Stow, MA 01775

Town of Weston
Town Manager
PO Box 378
Weston, MA 02493

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

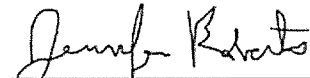
Exhibit A: Proposal to Community Compact Cabinet Best Practices Program: MAGIC Communities' On-Demand Transportation Pilot – *Making the Connections*

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


TOWN OF SUDBURY SELECT BOARD:




Janie W. Dretler



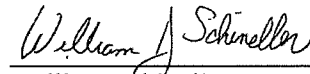
Jennifer Roberts



Daniel E. Carty



Charles Russo

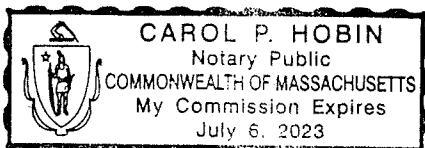


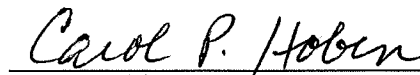
William Schineller

COMMONWEALTH OF MASSACHUSETTS

Middlesex County, ss:

On this 15th day of December, 2020, before me, the undersigned notary public, personally appeared J. Dretler, J. Roberts, D. Carty, C. Russo, W. Schineller, and proved to me through satisfactory evidence of identification which was personal knowledge to be the person whose name is signed on the proceeding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.





Notary Public
My Commission Expires: 7/6/2023

**TOWN OF MAYNARD SELECT BOARD
VOTED; March 16, 2021**



Justine St. John



Jeffrey Swanberg



David Gavin



Armand Diarbekirian



Chris DiSilva

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

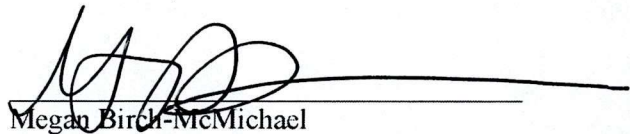
Exhibit A: Proposal to Community Compact Cabinet Best Practices Program: MAGIC Communities' On-Demand Transportation Pilot – *Making the Connections*

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

TOWN OF STOW BOARD OF SELECTMEN:


Thomas Ryan, Chair

Cortni Frecha, Clerk


Megan Birch-McMichael

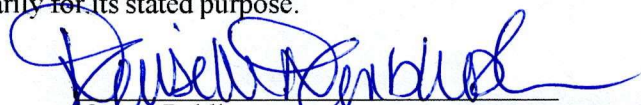
James Salvie

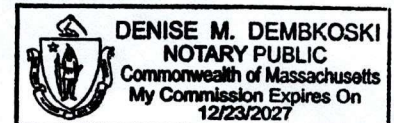

Ellen Sturgis

COMMONWEALTH OF MASSACHUSETTS

Middlesex County, ss:

On this 13th day of April, 2021, before me, the undersigned notary public, personally appeared Thomas Ryan, III, and proved to me through satisfactory evidence of identification which was personally known to be the person whose name is signed on the proceeding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.


Notary Public
My Commission Expires:



TOWN OF CONCORD SELECT BOARD:

Linda A. Escobedo

Linda Escobedo

Susan Bates

Susan Bates

Jane Hotchkiss

Jane Hotchkiss

Terri Ackerman

Terri Ackerman

Matthew Johnson

Matthew Johnson

COMMONWEALTH OF MASSACHUSETTS

Middlesex County, ss:

On this 13 day of June, 2021, before me, the undersigned notary public, personally appeared Linda Escobedo, Susan Bates, Jane Hotchkiss, Terri Ackerman, and Matthew Johnson and proved to me through satisfactory evidence of identification which was personal knowledge to be the person whose name is signed on the proceeding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.

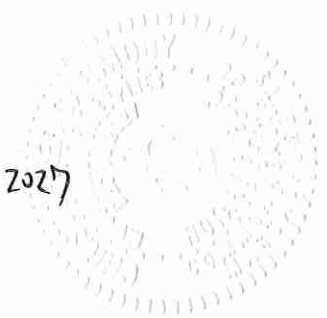
Christopher B. Carmody

Notary Public

My Commission Expires: December 16, 2027



CHRISTOPHER CARMODY
Notary Public
Commonwealth of Massachusetts
My Commission Expires
December 16, 2027




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

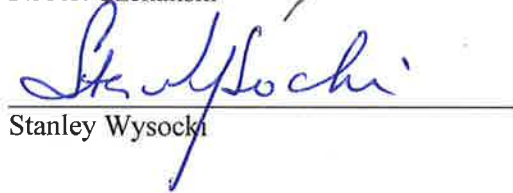
Exhibit A: Proposal to Community Compact Cabinet Best Practices Program: MAGIC Communities' On-Demand Transportation Pilot – *Making the Connections*

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

TOWN OF BOLTON SELECT BOARD:


Jonathan Keep, Chair



Robert Czekanski


Stanley Wysocki

COMMONWEALTH OF MASSACHUSETTS

Middlesex County, ss:

On this 12th day of July, 2021, before me, the undersigned notary public, personally appeared Jonathan Keep, Robert Czekanski, Stanley Wysocki, and proved to me through satisfactory evidence of identification which was MA DL's to be the person whose name is signed on the proceeding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.


Notary Public
My Commission Expires:

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

Exhibit A: Proposal to Community Compact Cabinet Best Practices Program: MAGIC Communities' On-Demand Transportation Pilot – *Making the Connections*

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

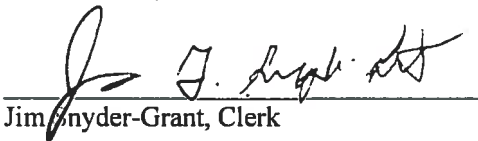
TOWN OF ACTON SELECT BOARD:



David Martin, Chair



Dean Charter, Vice-Chair



Jim Snyder-Grant, Clerk

Francesca Arsenault

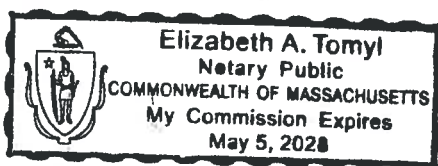


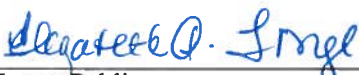
Himaja Nagireddy

COMMONWEALTH OF MASSACHUSETTS

Middlesex County, ss:

On this 13 day of September, 2020, before me, the undersigned notary public, personally appeared listed above, and proved to me through satisfactory evidence of identification which was personal knowledge to be the person whose name is signed on the proceeding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.





Notary Public
My Commission Expires: 5/5/2028

EXHIBIT A

Proposal to Community Compact Cabinet Best Practices Program: MAGIC Communities' On-Demand Transportation Pilot – *Making the Connections*

Municipal Designation: Town

City or Town Name: Sudbury

Contact: Alice Sapienza, DBA

Contact Phone: 978 443 2878

Contact Email: alicesapienza@verizon.net

Compact Signatory: Robert Haarde

Signatory Title: Chair, Board of Selectmen

Best Practice Area #1: Age and Dementia Friendly Best Practice: “Develop policies and services to improve elder economic security and help people age in community, such as... transportation for non-drivers...”

Are you applying for this best practice with other communities? Yes

Why did you choose this best practice and what assistance would you need to accomplish this best practice?

Why did you choose this best practice?

In the Minuteman Advisory Group on Interlocal Coordination (MAGIC) region generally, between 11% and 27% of residents are 65 years of age or older; in 2030, this will jump to between 14% and 36%. Area Agencies on Aging (AAA) report the top unmet need is transportation for medical, social, recreational, and other requirements. According to Centers for Disease Control and Prevention (CDC) data: (1) 60% of adults 65 years and older report at least one basic action difficulty or complex activity limitation; (2) about 15% of adults report hearing trouble; and (3) about 9% of adults report vision trouble. Cognitive disability among seniors in our region averages 15%, and several towns are characterized as “vulnerable” according to the CDC’s Social Vulnerability indices for disability and transportation.

Studies of individual MAGIC towns underscore the urgency of transportation needs, such as the recently completed livable assessment of Sudbury:

- 42% of residents with a participation limitation reported they “had missed, canceled, or rescheduled a medical appointment due to lack of transportation.”
- Nearly half of residents 60+ are not satisfied with their “ability to get where they want to go.”
- When questioned in a public forum on results, the principal investigator answered that the town’s biggest need was “transportation.”

The town of Carlisle completed a community health needs assessment in 2017, with similar results:

- Almost 25% of Carlisle residents age 65 or older have a disability.

- More than 50% of those with a disability noted that they had problems with mobility.
- Nearly 50% of residents did not have a relative nearby to rely upon for help.
- More than 50% of survey respondents had concerns about the lack of transportation options.
- To improve transportation, the assessment recommended exploring pooling of resources and funding opportunities.

Data from recent community health assessments in the town of Acton illustrate the same challenges. The lack of access to transportation is a significant barrier to seniors and especially to the most vulnerable (including seniors), who experience limited access to food pantries and grocery stores; to employment opportunities; to medical services; and to social opportunities. More than 20% of Acton households earn less than \$50,000 per year, and nearly 25% of households qualify for state-aided housing. The three most critical needs facing veterans are financial stability, ability to manage money, and transportation, primarily to employment opportunities.

In addition, domestic violence reports in Acton and Boxborough are higher than in other area towns. Although victims benefit from a strong partnership between the police departments and the Domestic Violence Services Network (DVSN), victims lack transportation to jobs and to the court house; to legal and immigration assistance; and to secure housing

This application—*Making the Connections*—is submitted to the CCC by Acton, Bolton, Boxborough, Carlisle, Stow, and Sudbury, acting as lead municipality. We are focusing on seniors, people with disabilities, financially vulnerable residents, and veterans, with the objective of providing them with transportation services to health and community resources as well as economic opportunities. We chose this best practice, because we have more than adequate data to prove that transportation needs are urgent.

Recognizing the regional importance of the above transit needs, MAGIC towns voted in 2018 that Metropolitan Area Planning Council (MAPC) provide technical assistance to determine what types of on-demand transit might meet the needs of the communities, and provided up to \$10,000 from their common fund for this work. It should be emphasized that, in April 2018, all MAGIC towns were admitted to the AARP Age and Dementia Friendly Network and committed to focus initially on housing and transportation initiatives.

What assistance would you need to accomplish this best practice?

A unique challenge this pilot seeks to address is transportation for non-drivers, who live in rural towns and “rural” areas of suburban communities. A new report from AARP stated: “Rural areas are aging at a faster rate than the general population; [and] older adults also disproportionately live in rural areas.... [Aging] in place can prove difficult in rural regions where spread-out geographies and a lack of public transportation make accessing needed supportive services and amenities difficult.”

Indeed, the above data illustrate that our target population is at risk of isolation, loss of work, reduced access to medical care, etc. Our pilot is thus designed to address the gaps and, simultaneously, to collect demand data that can help regional transit authorities provide effective and cost-efficient services in the future. By partnering with vehicle providers that utilize appropriate dispatch and operational software, the collaborating communities will finally be able to quantify such data as ride numbers, destinations, points of origin, time, etc. At the end of the pilot, we expect to identify potential hubs and fixed route services that regional transit authorities could serve economically and, at the same time, increase equity and inclusiveness as features of age and dementia friendly communities.

Using data from this pilot, we intend to (1) explore the future applicability of shared microtransit platforms to optimize transit programs and regional cooperation in the larger MAGIC subregion of the MAPC, and (2) ensure the sustainability and continuous improvement of regional transportation, particularly to our most needy residents. By adopting new and useful ride-hailing technologies in a three-RTA region, we overcome the hurdle of providing and funding inter-RTA transportation.

To accomplish our goals, we are seeking \$80,000 to support four major tasks:

Task 1. Coordination: The pilot will be governed by a steering committee composed of representatives from each participating community, as well as from Cross Town Connect. Regional transit authorities – including MetroWest RTA and Lowell RTA, which provide senior and fixed route public transit in portions of the area, and representatives from the Massachusetts Bay Transit Authority (MBTA), which provides commuter rail services in the area, will be invited to participate. MAPC will provide technical expertise. This committee will meet regularly and, at the start of the pilot, will:

- Identify “small win” options within and across towns addressing priority needs, pressing gaps, and key preferences.
- Determine target subgroups, geographic coverage, eligible pickup locations and destinations, days, hours, etc., and rider eligibility requirements.
- Develop policies, including interjurisdictional agreements among participating municipalities (likely in the forms of memoranda of agreements) and, with MAPC, determine clear roles among the agencies.
- Procure project manager to oversee daily operations of the pilot.
- Create a list of possible taxi, bus, livery and TNC providers and intersections with Council on Aging and RTA services (see Task 2).
- Describe same-day, door-to-door options in detail.
- Outline Plan/Do/Study/Act (PDSA) continuous quality improvement policies and processes for each option. This includes marketing and outreach plans to help spread the word of the new services.

Implementation of this pilot will help fill gaps in existing public transit services within the MAGIC subregion for weekday needs such as medical trips, employment, and social services, as well as connections to existing transit and paratransit services. Other gaps to be addressed are evening and weekend transportation needs. The steering committee will establish policies informing rules for trip eligibility, rider eligibility, geographic guidelines (eligible trip origins, destinations, etc.), time of day rules, and maximum trip lengths and subsidies. A major objective is to find ways to extend the reach of existing transit services (local shuttles, buses, and commuter rail), and particularly serve areas without transit service, and not switch transit trips to ride-hailing. Included in this goal is the provision of a sizable proportion of shared rides, to be determined by the steering committee and embedded in emerging policies and procedures.

Implementation will include coordination with area RTAs and Councils on Aging and surveys of pilot participants, to ensure the program provides additional coverage and does not shift riders from existing services. As needed, the pilot will always be subject to modification of implementation policies and practices, to ensure it meets program goals.

Task 2. Procurement: After the goals, policies, metrics, and geography have been established, a request for proposals will be developed and opened to transportation and technology providers, to populate the pilot program. The procurement process will include a requirement for one or more of the vendors to provide wheelchair accessible vehicles, ensuring that persons with disabilities have service. The procurement process will also require the provision of multiple modes of requesting services (e.g., smart device app, internet, telephone, walk-up), including possible concierge service, in which a local organization takes care of securing rides for individuals who require that level of assistance. The steering committee will provide input into the procurement process and members will be involved in the selection process of the preferred vendor. MAPC will provide technical assistance in the procurement process and in best policies and best practices on contracting terms.

Simultaneous with procurement, the steering committee (in whole or in designated part) will:

- Explore voucher, gift certificate, bundling options, sponsorships, etc., to support rides and help ensure future sustainability in the towns.
- Compile, from stakeholder management activities, likely demands or opposition; assess, craft responsive strategies; assign implementation responsibility.
- Assign PDSA oversight responsibility for options. This will entail continuous STUDY of real time outcomes using established measures and modifying parameters as needed (ACT), to improve.
- Craft policies to assure continuity and effectiveness of documentation and communications.

Task 3. Implementation of Pilot and Monitoring of Progress: As noted above, a Plan/Do/Study /Act process of continuous improvement will assure real-time effectiveness and efficiency. Be-

cause of the latter process, data sharing on rides, including origins and destinations, time of day, trip types, and costs are important components, and a data sharing agreement will be a key portion of the contract with the vendor. Given the importance of the customer in transit endeavors, rider surveys and other forms of feedback will be instituted. MAPC will provide additional technical support on the data analysis and rider surveys, along with steering committee members with quality improvement expertise.

Task 4. Pilot Assessment and Development of Future Initiatives: At the end of the pilot, the steering committee will review data from all PDSA documentation, provide summary analytics, and compile lessons learned. The data on trip demands will be a critical input to developing future initiatives that will close gaps for regional residents by improving the effectiveness and efficiency of (1) existing Cross Town Connect services, (2) CoA senior transportation, and (3) RTA services, likely in the form of a future microtransit initiative and revised ride-hailing partnerships.

As noted above, MAPC will provide technical assistance and will provide required staff time using its existing resources. Specific new expenditures required for this pilot are the following (total: \$80,000):

- Project manager (part time), to manage initiative tasks and subtasks, reporting to the steering committee. Because this is a multi-jurisdictional pilot, it is vital to have one individual identified as responsible for day-to-day operations. This individual will work with the steering committee as a whole and with each individual participating municipality on rider and trip eligibility, cost sharing arrangements, and provide assistance in booking trips and monitoring the data to ensure the pilot is meeting its goals. The eligible project manager will be an individual with municipal and transportation operations expertise. While this individual will likely be a municipal employee or contractor with one of the participating municipalities, we expect this individual will have several temporary spaces from which to work and travel among the towns. *Cost: \$45,000, to cover labor and travel expenses.*
- Marketing and outreach staff for the towns. In these rural communities, many of the proposed transportation services are new. To ensure effectiveness of the pilot, research shows that communication, advocacy, and customer support are vital. Although printed materials and social media will be an important component, we propose having individuals who know and understand riders and can provide help as needed to serve as community advocates. Some advocates may live in affordable developments in the towns; others may be retired seniors active in their communities. They can help book trips, coordinate with the vendors, and (under supervision of the project manager) compile customer input for the steering committee. *Cost: \$15,000 to support part time labor, plus travel, printing, and other direct costs.*

- Matching subsidies. The towns involved in the pilot are expected to seek their own subsidies in the form of donations, mitigation funds, Community Health Needs Assessment funds, etc. However, as experience is gained in the implementation, additional funds may be necessary. We have prepared estimates of ride-hail ride costs (based on the CAR experience) and weekly numbers of rides, based on several subsidy assumptions. *Cost: \$20,000 to supplement town subsidy funds.*

Additional details for this application may be found in the following document: “E&R grant exhibit 1”



Town of Concord
Town Manager's Office
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535
Tel: (978) 318-3000
Fax: (978) 318-3093

To: Select Board
From: Kerry A. Lafleur, Interim Town Manager
RE: Appointment of Interim Finance Director
Date: February 3, 2022

As you are aware, we recently advertised the position of Interim Finance Director for a term to extend to June 30, 2022. Six- (6) potential candidates expressed an interest in the position, each of whom was uniquely qualified, and each met with me one or more times to discuss the needs of the Town. After careful consideration, I am making the following appointments, subject to the approval of the Select Board.


- Gail S. Dowd, and
- Robert W. LeLacheur, Jr.

Ms. Dowd is the retired Chief Financial Officer of the Reading Public Schools, where she served from 2016 – 2021. In that role, she led the school finance operations including budget, financial reporting, payroll, accounts payable, accounts receivable, transportation capital projects, grants management and procurement. Prior to her service in Reading Public School, she was a Vice President/ Director of Financial Reporting, Accounting Research, Internal Controls and Stock Administration at Eaton Vance Management and a Managing Director of Finance at Investors Bank & Trust. Ms. Dowd is a Certified Public Accountant (CPA), a MA Certified Public Purchasing Official (MCPPO) and a Licensed School Business Administrator.

Mr. LeLacheur is the soon-to-be retired Town Manager of the Town of Reading, serving in this capacity since 2013. Prior to being appointed Town Manager, he served as the Assistant Town Manager/ Finance Director. In total, Mr. LeLacheur has served the Town of Reading for approximately 17 years. Prior to his service in Reading, he was a Partner & Principal and Technology Consultant at Merganser Capital Management, LP & Corporation, and a Vice President at both Salomon Brothers and Lehman Brothers. Mr. LeLacheur is also a Certified Financial Analyst (CFA).

Ms. Dowd and Mr. LeLacheur have proposed a job-share arrangement and between the two of them will be covering the office and various boards & committees 5-days per week for up to a total of 50-hours per week. Between the two of them, the skills, ability and interest in the various projects that will come their way during the balance of the fiscal year. I have attached a copy of their application packet which details how they propose to address a number of the projects we discussed during our multiple meetings.

At this time, I am asking for your approval of the appointment of Ms. Dowd and Mr. LeLacheur to the position of Interim Finance Director, both of whom will be present at your meeting on February 7, 2020 to answer any questions you may have.



Gail S. Dowd, CPA
450 Shawsheen Avenue
Wilmington, MA 01887

Robert W. LeLacheur, Jr. CFA
47 County Road
Reading, MA 01867

January 17, 2022

**Kerry Lafleur
Interim Town Manager
PO Box 535
Concord, MA 01742**

Dear Kerry,

It was a pleasure to speak with you last Friday about the temporary need for an Interim CFO at the Town of Concord, due to your recent elevation to Interim Town Manager. Please consider the attached as an indication of our interest to share the position on a temporary basis, until such time as a permanent placement may be made.

We each have a skill set that responds well to some of your identified needs, and a recent five-year history of working collaboratively in Reading as the School CFO and Town Manager, respectively.

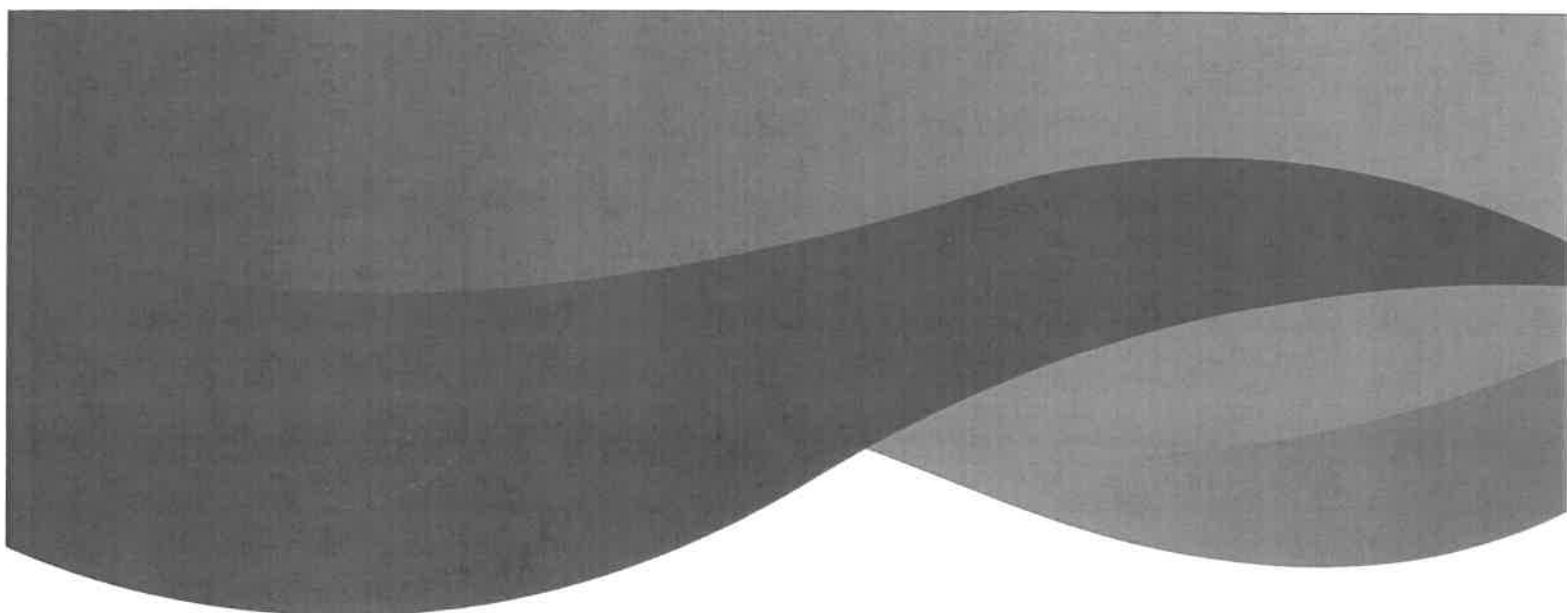
In the next few pages, please see an outline of the responsibilities of the Interim CFO as you described them, and how initially we propose to respond. We will both learn a great deal as we meet your organization and community, so this proposal is a best guess for now. Please also find our resumes.

We would be pleased to be considered for this position, and happy to provide more information as may be helpful to you and your organization. From a timing perspective, Gail is available immediately, and Bob in mid-March upon his retirement.

Warm regards,

Gail S. Dowd, CPA

Robert W. LeLacheur, Jr, CFA

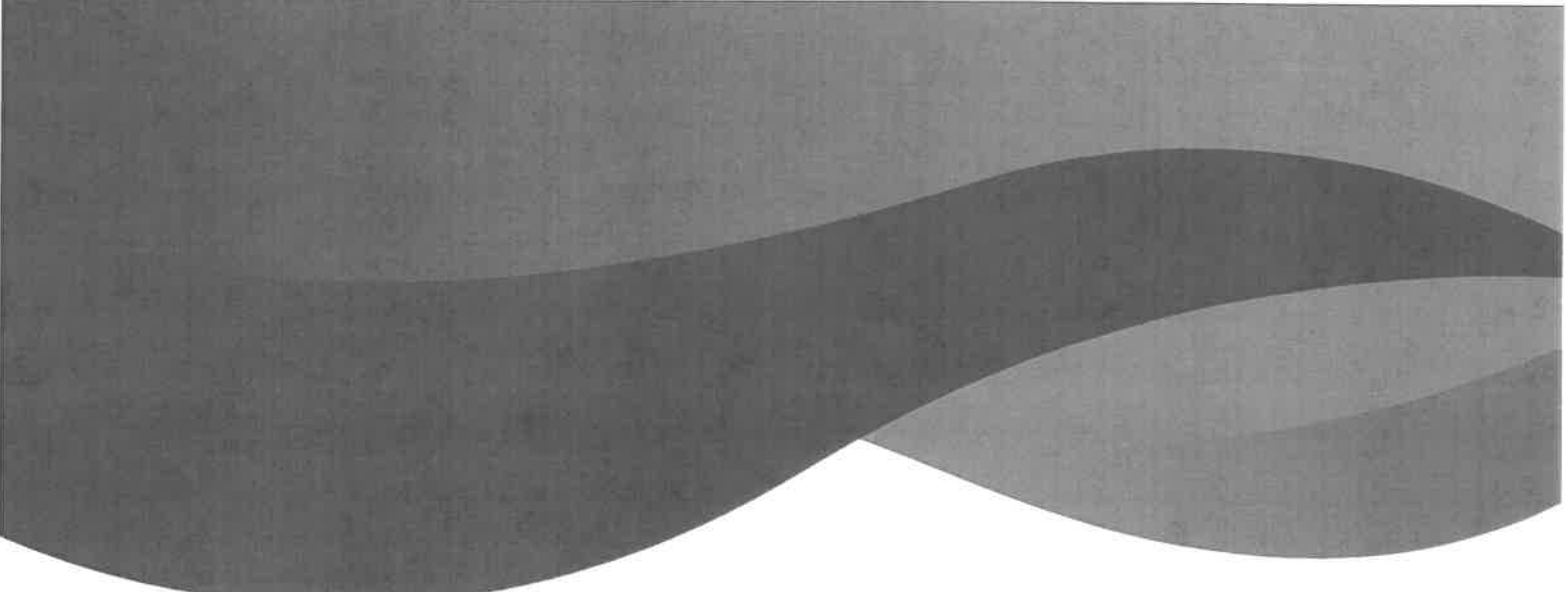


Task	Priority	Timing	Lead
Finance department			
Department management	1	Daily	Gail
<i>Assessing</i>			<i>Bob</i>
<i>Budget & Purchasing</i>			<i>Gail</i>
<i>Payroll & Operations</i>			<i>Gail</i>
<i>Treasurer/Collector</i>			<i>Gail</i>
<i>Town Accountant</i>			<i>Gail</i>
<i>Town Clerk</i>			<i>Bob</i>
Hire Assessor	1		Bob
Finance department redesign	2		Both

The most significant responsibility on an ongoing basis is to ensure that your Finance Department has whatever support that your strong managers may require during this temporary period, and to allow you to concentrate on your new responsibilities as much as possible. We would propose to cover the hours of operation by initially dividing up the week so that Gail covers for roughly three days between Monday through Thursday, and Bob covers roughly two days between Tuesday through Friday. This coverage would be flexible as needs arise, yet scheduled in advance as much as possible. Staff would always know what the coverage is, and it would emphasize in-person but may also include remote access.

Gail has extensive experience in the finance and accounting areas highlighted above; Bob as a former Assistant Town Manager/Finance Director in Reading has overseen all but the accounting function.

Both of us have managed finance and other staff, and believe that together with you that a discussion of a department redesign might be an effective approach, especially as we learn the skills and background of your colleagues. We will also make sure to share information so that each of us are aware of outstanding issues in all of these areas.



Task	Priority	Timing	Lead
Board/Committee Meetings			
FINCOM meetings	1	meetings	Bob
Affordable Housing Trust	1	meetings	Bob
Retirement Board	1	meetings	Gail
Trustees/donations	1	meetings	Gail
Minuteman/Nashoba Board of Directors: Health Insurance	1	meetings	Both

Both of us have experience in single-board and multi-board meetings, with a great deal of public speaking and listening. From our brief discussion, it seems important that we provide coverage for at least some of these meetings above, and possibly others. Bob will commit to attending every Finance Committee meeting during this period. Combining his volunteer and public sector work, he has attended 24 consecutive years of such meetings in Reading – and enjoyed nearly every one! The other meetings, whether day or night, will receive our attention as you deem appropriate.

Task	Priority	Timing	Lead
Projects: Short Term			
Middle School Debt	1	Feb	Bob
Middle School project expenses	2	April+	Gail
Budget documents	1	March	Both
Capital Plan documents	1	March	Bob

The Middle School debt exclusion, if approved by Town Meeting and the voters, will be a top priority. Bob has worked with First Southwest/Hilltop during his sixteen years in Reading, and previously managed taxable institutional fixed income portfolios. He has also worked with Locke Lorde LLP as bond counsel, and is familiar with the legal requirements of the POS and OS, as well as working closely with the Treasurer. Gail has a project accounting background and knows the reporting requirements.

Both the budget documents and capital plan documents seem in good order, although outside eyes may always be helpful. It was unclear if a redesign would be desirable for the FY23 budget, which would dictate the timing and importance of this item. Both Gail and Bob have produced budget documents, with Bob also having had a focus on a ten-year capital plan, balanced against expected funding, in Reading.

GAIL SIMARD DOWD, CPA

450 Shawsheen Ave • Wilmington, MA 01887

978-807-1135

gail.dowd@yahoo.com

CAREER EXPERIENCE

Experienced, goal-oriented professional with a diverse and demonstrated track record in all aspects of finance and accounting including a track record of driving efficiency and productivity through strategic planning.

Core competencies:

- Strategic Planning & Analysis
- Financial & Regulatory Reporting
- Internal controls
- Technology Integration & Implementation
- Cost Reductions
- Efficiency Improvements
- Investor Relations
- Capital stock transactions
- Executive Compensation
- Option Administration
- Corporate Insurance
- Accounting Policy and Research

CAREER EXPERIENCE

Reading Public Schools, August 2016 – September 2021

Chief Financial Officer

Lead school finance operations including budget, financial reporting, payroll, accounts payable, accounts receivable, transportation, capital projects, grants management and procurement. Responsible for School Nutrition Department, Network/Technology Department and co-managed Facilities Department. Performed in capacity of acting Superintendent to cover extended leave of absence of Superintendent of Schools. Support School Committee in ensuring a control environment in conformity with appropriate federal, state and local regulations. Work with members of Town as a lead in several major capital projects including Security, Educational Space and Sport Turf Renovation. Member of the Town Incident Command comprised of the Board of Health, Town Manager, Police Chief, Fire Chief and Superintendent of Schools to address all aspects of community events (i.e. boil water orders, COVID19 responses). Utilize MUNIS technology applications. Recipient of John F. Conway Distinguished Service Award in 2021.

Financial Planning and Budgeting:

Established and managed \$50 million budget for the Reading Public School system, inclusive of special revenue accounts (federal, state and local grants, donations and revolving accounts). Prepared and delivered presentations to School Committee, Select Board, Finance Committee, Board of Health, Permanent Building Committee and Town Meeting. Established and maintained monthly detailed forecast including key performance indicators and risk factors for utilization by Superintendent and School Committee in strategic decision-making during periods of declining budgets.

- Integral in preparing information for Proposition 21/2 Override– including preparing multiple scenarios for varying levels of funding as well as scenarios for a failed override
- Directed implementation of enhancement of quarterly projection and analysis reporting for presentation to School Committee.
- Compensation – key member of negotiating team with all represented unions (teachers, custodians, paraprofessionals, food services, secretaries). Provided necessary comparative data on pay rates and contract wording. Successfully negotiated two one-year and one three-year contract for all five bargaining units.
- Developed enhanced and streamlined budget book and associated presentations for School Committee, Finance Committee and Town Meeting.
- Appropriately budget and ensure solvency of all Revolving Accounts and Donation Accounts (including Full Day Kindergarten, Pre-School, Athletics, Extra-Curricular, Use of School Property, Extended Day).
- Responsible for all aspects of Grant Management including researching and seeking out new funding opportunities, grant write-up and submission, monthly drawdowns, amendments, monitor actual expenditures in compliance with grant restrictions, close-out, submission of final financial reports and all required reporting obligations and audits. Grant opportunities included Title I, IIA, IV, IDEA, METCO, ESSA, COVID Fundins.

Accounting, Accounting Research, Procurement, Financial Reporting and Internal Controls:

- Lead efforts for preparation and submission of filings with the Department of Elementary and Secondary Education (DESE) for the annual end of year report, Federal and State Grant submissions (initial submissions, monthly draw downs, final financial

- reports), US Census Bureau quarterly labor statistic filings, DESE Circuit Breaker (Special Education) annual and extraordinary relief filings; Special Education Medicaid Reimbursement filings (quarterly and annually)
- Prepared and controlled timing and review process end of year audit (Town Single Audit), DESE End-of Year Report review, Grant Audits per Uniform Grant Guidance.
 - **Responsible for payroll administration for all school employees. Ensured compliance with all rules, regulations, collective bargaining agreements.**
 - **Developed enhanced tracking mechanisms and enhanced reporting of staffing (FTE's, open positions, salary analysis) for School Committee and Town Meeting.**
 - Research, document and communicate accounting treatment for ensuring compliance with Massachusetts General State Law as it applies to all aspects of Procurement for Municipalities and Schools (Chapter 30B, Chapter 149, Special Education exceptions)
 - Developed proposal to allow for renewals exceeding 3-year state limitations for key purchases including digital curriculum and certain maintenance renewals. Developed documentation, costs analysis and communication for presentation to School Committee and Town Meeting.
 - Establish and maintain all accounting policies. Develop procurement policies, procedures and controls.
 - Ensure processes in place to track budget limitations School Committee policy and applicable State and Federal Laws as it relates to school finances.
 - Developed detailed asset tracking sheet and inventory of software renewals to assist in budget development.
 - Prepare Requests for Proposal, Invitation to Bid for all applicable procurements; monitored responses and negotiated contracts

Eaton Vance Management, Boston, MA, June 2007 – August 2016

Vice President, Director of Financial Reporting, Accounting Research, Internal Controls and Stock Administration

Support Senior Management and business objectives while ensuring a control environment in conformity with appropriate financial regulations. Work with members of finance and accounting as a lead in technology implementations and integrations. Utilize SAP, Hyperion, Essbase and IBM Cognos FRS, Schwab Stock Plan Manager technology applications.

Accounting, Financial Reporting and Internal Controls:

- Lead internal and external reporting efforts for all legal entities of a multi-tiered organization. Includes preparation and submission of filings with the SEC, FINRA, FSA, Companies House (London), ACRA (Singapore) in accordance with US, UK Singapore and Australian GAAP. Coordinate responses for SEC comment letters and activities of the disclosure committee to ensure compliance with all GAAP and SEC requirements. Responsible for preparation of quarterly earnings press releases including preparation and review of conference call scripts and earnings call presentations. Lead the Disclosure Committee process and presentations to the Audit Committee of the Board of Directors.
- Implemented complex requirements related to detailed XBRL mapping and tagging. Specifically responsible for all mapping efforts for initial adoption and subsequent annual migrations to new Taxonomies. Accurately and timely filed all reports without utilizing 30*day grace period for initial filings.
- Prepared and controlled timing and review process of 8-K filing related to adoption of new accounting standard on accounting for non-controlling interests and two-class method of calculating EPS and resulting associated recasting of historical data. Prepared filings related to issuing of long-term debt, issuance of new shares under stock compensation plans, new line of credit and announcements of significant acquisitions and significant compensation plans.
- **Managed multi-tiered consolidation including international subsidiaries reported in local currencies. Designed consolidation for Singapore entity, new London entity, and Australian encompassing assessment of the treatment under U.S., U.K. (including new UK GAAP), Australian and Singapore GAAP accounting differences.**

Technology Initiatives:

- Directed and managed implementation of Clarity financial reporting (IBM Cognos) software including development.
- Steering committee member and subject matter expert on SAP/HFM implementation project that replaced legacy general ledger, fixed asset and consolidation applications. Key member of all aspects of the implementation from RFP-process through conversion and go-live, including rollout of new procurement application. Lead design of new chart of accounts which improved the efficiency of reporting and automated cash flow reporting.
- Key member and subject member expert on RFP related to option administration outsourcing initiative. Documented and presented key internal control concerns on potential vendors as they relate to expensing and dilution calculations. **Managed all aspects of conversion process and assumed responsibility for full function upon completion of conversion.**

Accounting Research and Internal Controls:

- Research, document and implement complex accounting pronouncements including application and disclosures requirements related to: non-controlling interests for entities that are valued at other than fair market value (SFAS 160 and SEC Topic D-98), consolidation of a variable interest entity (SFAS 167), the two-class method of calculating earnings per share, debt issuance and debt retirement, accounting treatment for nonrecurring transactions including, derivative activity and associated investment accounting, new long-termed deferred alpha compensation plan, closure of entity and impact on existing Goodwill, entry into new

lines of business and associated revenue treatment, new fair value measurement disclosure requirements and new comprehensive income disclosure requirements, reporting requirements on Form 8-K related to acquisition of Canadian entity, provision requirements related to Canadian acquisition, lead technical initiatives related to the impact of new accounting pronouncements related to the adoption of new UK Gaap.

- Manage external audit process and act as liaison with Internal Audit and external auditors on corporate Sarbanes-Oxley/404 program including overhaul of key controls related to key system implementation. Reported results to Audit Committee of the Board of Directors.
- Establishing and maintain all corporate accounting policies. Developed procurement policies, procedures and controls for new Procurement function and SAP SRM application.
- Managed process to adopt COSO 2013 utilizing documentation sufficient for auditors to utilize which resulted in a reduction of audit hours and fees. Perform annual risk assessment, documentation of key controls over financial reporting and detailed assessment of identified deficiencies. Present findings to the Audit Committee of the Board as appropriate.

Investors Bank & Trust, Boston, MA, December 1994 – May 2007 (acquired by State Street Corp. July 2007)

Managing Director, Finance (January 2007 – June 2007)

Senior Director, Finance (January 2005-December 2006)

Director, Finance (January 2002-December 2004)

Strategic Planning & Analysis (2001 - 2007)

Established and managed long-term financial targets in relation to strategic five- year plan for presentation to executive management, Board of Directors and regulators, including preparing and maintaining detailed two-year budget. Establish and maintain monthly three-year detailed forecast including key performance indicators for utilization by senior management and investor relations for strategic decision making. Responsible for directing the day-to -day responsibilities of 24 individuals.

Responsibilities included:

- Integral in due diligence for sale of Investors Financial to State Street Bank – including preparing required financial schedules/analysis and review of merger documents
- Integral part of financial statement restatement (2004)
- Directed implementation and enhancement of client profitability analysis and reporting.
- Ensure compliance with SOP 98-1 including monitoring and tracking of technology spending
- Directed conversion of legacy planning system from Hyperion Pillar to Oracle Financial Analyzer while enhancing forecasting package and increasing number of financial models.
- Responsible for all aspects of administering stock option programs for employees and non-employee directors. Assisted in development and communication for plan enhancements plans – including addition of a reload feature. Transitioned administration from legacy in-house administration platform (Transcentive) to out-sourced provider (Fidelity). Key member of FAS123r implementation ensuring proper compliance with all aspects of FAS123r.
- Executive Compensation – maintain bonus matrix for executive management. Update matrix based on projected financial performance. Ensure all bonus programs are accurately accrued for monthly. Ensure all keyman life insurance, long-term disability premiums are paid timely. Maintain executive perks including leased cars, tax preparation, estate planning.

Corporate Insurance (2001 - 2007)

Ensure corporate financial and professional and property and casualty insurance programs are maintained to minimize risk to the organization in a fiscally responsible manner. Review overall program structure, coverage, renewal terms, limits and retention on an annual basis and present to Board of Directors on an annual basis. Meet with insurance underwriters to present renewal information required to obtain renewal quotes. Ensure operation units are in compliance with insurance programs. Monitor claims to ensure insurance carriers are notified as appropriate. Worked with senior management and external brokers to establish and maintained a Vermont Insurance captive as part of corporate tax strategy.

Investor Relations (1999 – 2001)

Responsible for developing corporate investor relations program including redesign of the Company's investor relations web page, ensured compliance with all rules and regulations related to insider information and disclosure in accordance with regulation FD. Developed and scheduled presentations for analysts, institutional shareholders and rating agencies. Worked with CFO and CEO to establish contacts at the largest institutional shareholders, initiate analyst coverage on an on-going basis, participated in various road show presentations including secondary public offering. Assisted in the development of financial models and review of analysts' reports. Responsible for preparing quarterly press releases and conference call scripts along with presentations utilized for the annual shareholder meeting.

Financial and Regulatory Reporting Manager (1997 – 2000)

Directed day to day responsibilities to ensure all regulatory and financial reports were accurately and timely filed. Worked directly with internal and external auditors on routine bank examinations. Responsible for monthly board reporting including automation of the monthly Treasurer's report to enable to Company to minimize the amount of time required to prepare the report. Other responsibilities included reporting to the FDIC, Federal Reserve, Massachusetts Commissioner of Banks and SEC – including annual report, Form 10-k, Form 10Q, S-3 and proxy statements, Call Reports, Y-9, Y-9LP, Y-8

Payroll Manager (1997 – 2000)

Responsible for payroll administration for 1,600 employees world-wide. Ensured compliance with all rules, regulations and required filings for all aspects of payroll processing. Directed search for an integrated payroll/HRIS system solution from RFP through conversion. Directed conversion from ADP to Ceridian with no processing errors. Developed a formalized commission tracking system ensuring all commission amounts were accurate and in accordance with commission program.

Employee Benefits Manager (1996 to 1997)

Responsible for administration and compliance of all health and welfare plans. Directed, evaluated and provided career development for four individuals.

- Worked directly with the CFO in the selection process for 401(k) and pension administrators, including formal presentations to senior management. Converted existing 401(k) plan from in-house process to outsourced vendor – including migrating from quarterly valued plan to daily valued plan.
- Worked with CFO to prepare, present and implement enhancements to 401(k) Company match in conjunction with freezing participation in the defined benefit plan, ensuring all appropriate legal notifications were timely prepared and filed.
- Responsible for administering all aspects of 401(k) Plan and Pension Plans, including preparation of annual financial statements and Form 5500. Reviewed participant activity, conducted information sessions and annual non-discrimination testing.
- Developed and rolled out Employee Stock Purchase Plan in three locations – Boston, Dublin and Toronto. Researched potential regulatory issues in each country and established relationship with broker to set up and account for employees participating in the plan (AG Edwards).
- Selected new insurance broker and worked with broker to analyze and re-evaluate benefit plan structure to ensure a competitive structure, analyzed bids, selected new carriers and converted existing policies to new carriers.

Account Supervisor, Mutual Fund Administration (December 1994 – May 1996)

Ensured accurate and timely shareholder reporting for largest client (Eaton Vance) comprised of 140 Portfolios and 280 Spokes. Review conversion of account balances and reporting of new clients to Fund Administration, along with newly converted funds to Master/Feeder structure. Worked with Fund Accounting and Fund Administration to increase communication and implement support procedures to streamline reporting process and reduce duplication of work. Responsible for direction, evaluation and career development of four Senior Account Specialists. Responsible for problem identification and issue resolution with external auditors.

Ernst & Young, LLP, Boston, Massachusetts, August 1991 – December 1994

Audit Senior

Supervised and coordinated full scope audit services on numerous clients within insurance, registered investment company, high-tech manufacturing, aerospace and defense contractor segments. Responsible for planning, budgeting, staff scheduling and execution of audits. Provide training and performance feedback for staff on audit engagements. Work with clients to research and resolve accounting and reporting issues. Make formal and informal presentations to clients and audit committees. Prepare overall engagement fee analysis and engagement billing. Worked with clients to prepare and complete initial public offerings as well as assist in final audits for clients in Chapter 11.

EDUCATION

Master in Business Administration (2002)

FRANK SAWYER SCHOOL OF MANAGEMENT, SUFFOLK UNIVERSITY – Boston, MA

Bachelor of Science, Accounting and Finance (1991)

UNIVERSITY OF MASSACHUSETTS– Lowell, MA

CERTIFICATIONS/LICENSES

Certified Public Accountant in the state of Massachusetts

Massachusetts Certified Public Purchasing Official (MCPPO)

Licensed School Business Administrator (MA Department of Elementary and Secondary Education)

Robert W. LeLacheur, Jr., CFA

47 County Road
Reading, MA 01867
(781) 942-9805
boblelacheur@gmail.com

Town of Reading

Reading, MA

Town Manager

2013-present

Serve as second Town Manager since Charter created in 1986
Collaborative management style – proud of strongest teamwork of any MA community
Oversee all expenditures but only Town personnel (excludes Schools, Library, RMLD)
Submit \$100 mil+ balanced Town/School budget to Finance Committee annually
2018 architect of first successful Override since 2003; creative financial planner in between
Encourage strong community involvement in Charter and Zoning Bylaw overhauls
First thorough legal review and recodification of all Town labor contracts
Regional collaboration with ten area towns including shared staff through IMAs
Completed \$18.5 mil. Library Building project on budget

Assistant Town Manager/Finance Director

2005-2013

Provided support in every area as needed for first Town Manager
Created sustainable and inclusive budget process that minimized short-run territorial views
Authored technology master plan that brought in several integrated systems over time
Supplied budget ideas for all town departments to provide services that could be sustained

Merganser Capital Management, LP & Corporation

Boston/Cambridge, MA

Partner & Principal

1993-2005

Portfolio Manager ranked in top 20% globally over a ten-year period
Excel in servicing clients and winning new business

Technology Consultant

1987-1992

The Shareholder Services Group (Boston); State Street Bank & Trust Co. (Boston); Babson College (Wellesley Hills); Bose Corporation (Framingham)

While pursuing MBA, provided global credit, manufacturing and currency risk assessment tools
Technology strategic plan for Babson's MBA program cited by *U.S. News & World Reports*

Previous Experience in Municipal Bond Markets

New York City, NY

Salomon Brothers, Vice President Bond Market Research

1986-1987

Lehman Brothers, Vice President Quantitative Research

1982-1986

Real Decisions Corporation, Systems Designer

1980-1982

Education

Certified Financial Analyst (CFA)

1997

Babson Graduate School of Business (MBA)

Wellesley, MA 1991

Selected by students and faculty as graduation speaker

Colgate University (BA)

Hamilton, NY 1980

TABLE OF CONTENTS – 2022 ANNUAL TOWN MEETING

Article #	Article Name	Sponsor	Public Hearing	Page #
1.	Choose Town Officers	Select Board	Select Board	
2.	Hear Reports	Select Board	Select Board	
3.	Meeting Procedure	Finance Committee	FinCom	
4.	Ratify Personnel Board Classification Actions	Personnel Board	FinCom	
5.	Classification & Compensation Plan for Regular-Status Positions	Personnel Board	FinCom	
6.	Personnel Bylaw Amendment	Personnel Board	Select Board	
7.	Use of Free Cash	Finance Committee	FinCom	
8.	FY22 Budget Line Item Adjustments	Interim Town Manager	FinCom	
9.	FY23 Town Budget	Interim Town Manager	FinCom	
10.	Capital Improvement and Debt Plan	Interim Town Manager	FinCom	
11.	Senior Means-Tested Property Tax Exemption	Tax Fairness Committee	FinCom	
12.	Appropriation for Senior Means-Tested Tax Exemption	Select Board	FinCom	
13.	OPEB Trust Fund Appropriation	Interim Town Manager	FinCom	
14.	OPEB Trust Fund Expense	Interim Town Manager	FinCom	
15.	Placeholder: Electrification Trust	Interim Town Manager	FinCom	
16.	Citizen Petition: Five-Year Moratorium on the Installation of Synthetic Turf on Town Land	Beverley Bryant	Select Board	
17.	Minuteman Regional Technical High School District Budget	Minuteman Regional School Committee	FinCom	
18.	Concord Public Schools Budget	CPS School Committee	FinCom	
19.	Concord Public Schools Capital Projects	CPS School Committee	FinCom	

Article #	Article Name	Sponsor	Public Hearing	Page #
20.	Appropriation to Stabilization Fund	Finance Committee	FinCom	
21.	Concord-Carlisle Regional High School Budget	CCRHS School Committee	FinCom	
22.	Concord-Carlisle Regional High School Capital Projects	CCRHS School Committee	FinCom	
23.	Citizen Petition: Ranked Choice Voting for Concord Elections	Kate Kavanagh	Select Board	
24.	Appropriate Funds for Affordable Housing Development	Select Board	FinCom	
25.	Assabet River Bluff Preservation Project	Interim Town Manager	FinCom	
26.	Community Preservation Committee Appropriation Recommendations	Community Preservation Committee	FinCom	
27.	Amend Departmental Revolving Funds Bylaw	Interim Town Manager	FinCom	
28.	Authorize Expenditure of Revolving Funds Under Mass. Gen. Laws c. 44, § 53E½	Interim Town Manager	FinCom	
29.	Annual Appropriation of Parking Meter Receipts	Interim Town Manager	FinCom	
30.	Citizen Petition: Development Plan for Municipal Solar Generation	Dean Banfield	Select Board	
31.	Light Plant Expenditures & Payment in Lieu of Taxes	Interim Town Manager	FinCom	
32.	Solid Waste Disposal Fund Expenditures	Interim Town Manager	FinCom	
33.	Sewer System Expenditures	Interim Town Manager	FinCom	
34.	Sewer Improvement Fund Expenditures	Interim Town Manager	FinCom	
35.	Water System Expenditures	Interim Town Manager	FinCom	
36.	Authorize Expenditure from PEG Access & Cable-Related Fund	Deputy Town Manager	FinCom	
37.	Beede Swim & Fitness Center Enterprise Fund Expenditures	Deputy Town Manager	FinCom	
38.	Adopt Local Ballot Option Pursuant to Mass. Gen. Laws 53	Select Board	Select Board	

Article #	Article Name	Sponsor	Public Hearing	Page #
39.	Citizen Petition: Authorize Select Board to Petition to Impose a Checkout Bag Charge	Joseph Stein	Select Board	
40.	Scenic Roads General Bylaw	Historic Commission	Planning Board	
41.	Zoning Bylaw Amendment – Additional Dwelling Unit	Planning Board	Planning Board	
42.	Zoning Bylaw Amendment – Formula Business	Planning Board	Planning Board	
43.	Zoning Bylaw Amendment – Zoning Map & Thoreau Depot Business District	Planning Board	Planning Board	
44.	Citizen Petition: Zoning Map Amendment – Residence A & Industrial Park B Zoning District Boundary	Ronald Lamothe	Planning Board	
45.	Citizen Petition: Zoning Bylaw Section 10 Planned Residential Development Update	Karen Jourdenais	Planning Board	
46.	Citizen Petition: Reformatory Branch Trail Feasibility Study	Philip Posner	Select Board	
47.	Citizen Petition: Preserve Concord's Reformatory Branch Trail	Mark Gailus	Select Board	
48.	Unpaid Bills	Interim Town Manager	FinCom	
49.	Debt Rescission	Interim Town Manager	FinCom	

APPROPRIATION FOR SENIOR MEANS-TESTED TAX EXEMPTION

ARTICLE XX. To determine whether the Town will vote transfer a sum of money for the purpose of funding the Senior Means Exemption for the fiscal year ending June 30, 2023, or take any other action relative thereto.

This article provides an appropriation to continue the Senior Means-Tested Tax Exemption in FY23 in the event that legislative authority for the Exemption has not been received by the time the Town is required to set its FY23 Tax Rate.

APPROPRIATE FUNDS FOR AFFORDABLE HOUSING DEVELOPMENT

ARTICLE XX. To determine whether the Town will vote to raise and appropriate, or transfer from free cash, 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, or take any other action relative thereto.

The Affordable Housing Funding Committee recommended in its 2018 report to the Select Board that the Town make an appropriation from Free Cash to support affordable housing within Concord when the Town's Free Cash balance is higher than 5% of the annual operating budget. The Select Board anticipates requesting an annual appropriation from free cash to support affordable housing until such time as other housing revenues are generated.

ADOPT LOCAL BALLOT OPTION PURSUANT TO MASS. GEN. LAWS 53, § 18B

ARTICLE XX. To determine whether the Town will vote to adopt the provisions of Mass. Gen. Laws c. 53, § 18B that would allow the Town to provide Concord voters with information related to ballot questions both on the ballot and as a separate mailing, and as otherwise contemplated below:

M.G.L. Chapter 53, Section 18B: Information relating to questions on city, town or district ballot; contents; written arguments by principal proponents and opponents; public inspection

Section 18B. (a) As used in this section "governing body" shall mean, in a city, the city council or board of aldermen acting with the approval of the mayor subject to the charter of the city, in a town having a town council, the town council, in every other town, the board of selectmen and in a district as provided in sections 113 to 119, inclusive, of chapter 41, the prudential committee, if any, otherwise the commissioners of the district.

(b) The governing body of a city, town or district which accepts this section in the manner provided in section 4 of chapter 4 shall print information relating to each question that shall appear on the city, town or district ballot. The information shall include: (1) the full text of each question; (2) a fair and concise summary of each question, including a 1 sentence statement describing the effect of a yes or no vote, which shall be prepared by the city solicitor, town counsel or counsel for the city, town or district; and (3) arguments for and against each question as provided in subsections (d) and (e). Not later than 7 days before an election at which the question shall be submitted to the voters in a city, town or district, the information in this subsection shall be sent to each household wherein a person whose name appears on the current voting list for the city, town or district resides.

(c) Not later than the day following the date of the determination that a question shall appear on the ballot in an election, the governing body shall provide written notification to the city solicitor or town or district counsel and to the city or town clerk.

(d) Not later than 7 days after the determination that a question shall appear on the ballot, the city solicitor or town or district counsel, as applicable, shall seek written arguments from the principal proponents and opponents of the question. For the purposes of this section, the principal proponents and opponents of a question shall be those persons determined by the solicitor or counsel to be best able to present the arguments for and against the question. The solicitor or counsel shall provide not less than 7 days' written notice to the opponents and proponents of the date on which the written arguments shall be received. Proponents and opponents shall submit their arguments, which shall be not more than 150 words, to the solicitor or counsel, together with a copy thereof to the city or town clerk or, in a district, to the clerk of each city and town within the district. The arguments and summary shall be submitted by the solicitor or counsel to the governing body at least 20 days before the election for distribution to voters in accordance with subsection (b). A copy of the arguments and summary shall also be submitted by the solicitor or counsel to the city, town or district clerk.

(e) In determining the principal proponents and opponents of a ballot question, the solicitor or counsel shall contact each ballot question committee, if any, as defined in section 1 of chapter 55. The principal proponents or opponents of a ballot question may include officers of a ballot question committee or officers of a city, town or district office or committee including, but not limited to, a finance committee or a school committee. In addition, the principal proponents or opponents may include the first 10 signers or a majority of the first 10 signers of a petition initiating the placement of such question on the ballot. The solicitor or counsel shall determine, based on a review of arguments received, the person or group best able to present arguments for and against a question. If no argument is received by the solicitor or counsel within the time specified by the solicitor or counsel, the solicitor or counsel shall prepare an argument and submit the argument to the governing body and to the city or town clerk or, in a district, to the clerk of each city and town within the district within the time specified in subsection (d).

(f) All arguments filed or prepared pursuant to this section and the information prepared pursuant to subsection (b), shall be open to public inspection at the office of city or town clerk or, in a district, at the office of the clerk of each city and town within the district. In addition, each city or town clerk shall make such information available to the voters at all polling places within the city, town or district.

Day 1	Select Board votes that a question shall appear on the ballot.
Day 2	Select Board notifies Town Clerk (35 days prior to an election MGL c.)
Day 2-7	Town Counsel seeks seek written arguments from the principal proponents or opponents of a ballot question and provides not less than 7 days notice.
At least 7 days after notice on a determined by Town Counsel	Proponent and Opponent provide written arguments of not more than 150 words. If no argument is received for or against the proposed question, Town Counsel will prepare a summary.
At least 20 days prior to election	Arguments and summary are submitted by Town Counsel to Select Board for distribution to voters. A copy is forwarded to the Town Clerk's Office.
Not later than 7 days before	Information relating to each question must be mailed to every household with a voter.

election	
----------	--

Town Meeting has the opportunity to accept the provisions of Mass. Gen. Laws c. 53, § 18B to allow the Town of Concord to provide voters with information related to ballot questions both on the ballot and as a separate mailing to every household with voters. This local option was added to the General Laws in 2011. Accepting this local option will benefit the voters of Concord who will learn more about the effect of a yes or no vote on a ballot question before casting their ballot.

Charge
CIVIL WAR MONUMENT TASK FORCE

A. **PURPOSE:** To establish an ad hoc Task Force of 5 members to be appointed by the Select Board to consider and advise the Board on placing one or more additional names, including that of George Dugan, on the tablet of the Civil War Soldiers' Memorial, and to review requests made in 1881, 1914 and make a final determination regarding the inclusion of any additional names. It will make a recommendation to the Select Board on whether replacing the tablet is the best course of action, will identify both costs and sources of funding for the project and for the care and preservation of the Memorial. The Task Force will file its final report six months from the date of its formation, whereupon it shall be dissolved.

B. **BACKGROUND:**

- The Town Meeting held March 19, 1866 approved a Committee of 25 people to erect a Monument to our soldiers who died in the War of the Rebellion. \$45,000.00 dollars was also appropriated for this purpose.. An additional \$100.00 was donated by James B. Brown.
- Originally 32 names were placed on the Monument. Of these 24 lived in Concord at the time of their enlistment, 4, who belonged to Concord entered the service from other places, 2 were natives of the Town but were living elsewhere. The reasons for including 2 others are not noted. All of them have found here "A birthplace, home or grave" as stated on the Monument, the criterion for inclusion on the Monument at that time.
- It appears that the war Memorial Committee was responsible for choosing the names that would be placed on the Monument.
- The Town Meeting in 1881 appointed a Committee of 5 to "correct the omission form the Soldiers Monument of certain names that should have been inscribed thereon."
- It sought input via a widely distributed circular listing current names and those that had been presented to the Committee for inclusion. It found that the qualifications at that time were "that the man should have been a soldier or sailor in the war of the rebellion, should have died in the war or by reason of wounds received or disease contracted in the service, and should have found in Concord a birthplace, home, or grave." It was also presumed only those that died prior to March 19, 1866 would be considered because that is the time the Town chose the Committee to erect the Monument. They provide brief biographies of both the existing names and the newly recommended. The Committee recommend a new tablet replace the existing one adding 12 names and correcting slight inaccuracies in a few of the existing names. The Committee cited 16 years of public scrutiny and the careful examination of 2 Committees as their basis for this recommendation. Of the 44 names 16 were born in Concord, 23 had lived here and 16 were interred here.

- Town report 1883 shows an expense of \$418.33 for a new tablet and Committee expenses
- Town meeting 1911 again appointed a Committee of 5 to advise at the next Town meeting on placing additional names on the soldiers Monument.
- This new Committee provided a report in 1915 carefully scrutinizing the qualifications set forth by past Committees and provided 9 biographies of men whose names had been suggested and recommended 5 more for inclusion, all having at some point lived in Concord. 4 Others were rejected because their residency could not be established. Much consideration at this time and seemingly for the first time, was put into the proper order on the tablet based on State, Regiment, Numerical order and in some cases highest ranking member of a regiment. The Committee offered as a means of adding the 5 names either replacing the existing tablet with one slightly larger or placing a second tablet on another place on the Monument. A new tablet was made to add these 5 names and the 1915 Town meeting approved a \$500.00 expenditure for that purpose. This tablet was made to fit the existing space using smaller type. The charge was \$540.00 with \$95.00 deducted for the metal in the old tablet.
- On August 11, 2014, historian Rick Freese requested that Mr. Dugan be added to the names listed on the Monument, and subsequently the matter has been advanced in a number of publications and by a fifth grade school project in 2019 at the Willard School in which the students wrote letters to the Select Board requesting that Mr. Dugan be named on the Memorial.
- On February 22, 2021, the Select Board voted to authorize the Town Manager to have a separate plaque honoring George Washington Dugan as proposed in the Meeting materials to be manufactured and installed in front of the existing Civil War monument, and also encourage further study of George Washington Dugan's place on the original monument."
- On May 20, 2021, Patricia Hopkins, Cemetery Supervisor, brought the matter before the Historic Districts Commission representing that Mr. Dugan, known for his contributions to the farming community in Concord was the only known man of color from Concord to fight in the Civil War and that his name had not been placed on the Memorial earlier on the pretext that he had been listed as "missing in action" when the Memorial was erected, but it is likely that his race had a part in the decision to exclude him. However, his status was subsequently reclassified as "presumed dead". The report of the Adjutant General's Office lists Private George W. Dugan "Res. Concord; farmer; 44" under "Fifty-Fourth Regiment Mass. Volunteer Infantry" as "Missing July 18, 1863 after the assault on Fort Wagner, S.C.; supposed killed." The Fifty-Fourth Regiment from Massachusetts was an all-black, volunteer unit. The casualties taken by this Regiment at Fort Wagner were so extensive that the dead were buried in a mass grave. The minutes of this meeting showed serious concern with regard to the appropriateness of honoring Private Dugan in a manner different from the other men currently listed on the Monument.

C. Membership

The Task Force shall be comprised of five members appointed by the Select Board. The term of office shall be 6 months from the date of formation of the Task Force.

The members of the Task Force shall be people having familiarity with the Civil War and historical literature and research by virtue of their profession, avocation or experience.

The Task Force shall elect a chair and keep minutes of its deliberations.

D. Duties and Responsibilities

The Task Force shall consider and advise the Board on placing one or more additional names, including that of George Dugan, on the tablet of the Civil War Soldiers' Memorial, and to review requests made in 1881, 1914 and make a final determination regarding the inclusion of any additional names. It will make a recommendation to the Select Board on whether replacing the tablet is the best course of action, will identify both costs and sources of funding for the project and for the care and preservation of the Memorial. In addition, it shall make recommendations with regard to possible amendments to APP#26 (Guidelines for Placement of Names on War Memorials). The Task Force shall consult with the Historic District Commission and the Historical Commission as appropriate, and take into account a state and federal mandates and relevant traditions.

The Committee will file its final report six months from the date of its formation, whereupon it shall be dissolved.

E. Other Considerations

The Task Force shall comply with the provisions of the Open Meeting Law, the Public Records Law, the Conflict of Interest Law and all other applicable laws and regulations of the Commonwealth, as well as all relevant Bylaws and Administrative Policies of the Town.