



## CONCORD AT A GLANCE

Settled:	Incorporated 1635
Population:	Town Census as of January 2021– 15,611
Miles of Road:	107
Area:	26 square miles
Elevation:	130 feet
Residential Tax Rate:	\$14.72 per \$1,000 of valuation
Form of Government:	Open Town Meeting / Select Board / Town Manager
Religious Institutions:	Catholic, Christian Science, United Church of Christ (2), Episcopal, Unitarian Universalist, Presbyterian, Society of Friends, Synagogue, Baha'i, Swedenborg, Non-denominational (3)
Hospital:	Emerson Hospital
Transportation:	MBTA Commuter Rail to Boston and Fitchburg; Commuter Bus to Boston; Council on Aging Van - weekday door-to-door transportation for seniors
Utilities:	Concord Municipal Light Plant; Concord Public Works provides water to most of the Town and a portion of the Town has sewer; National Grid supplies natural gas to the Town
Schools:	Preschools/Nursery Schools - several Public - 3 elementary; 2 middle; 1 regional high school, 1 regional career & technical high school Private - 2 elementary/middle; 2 high schools
Public Safety:	Full time Police and Fire Departments; Emergency service ambulance provided by Concord Fire Department
Recreation:	Municipal tennis courts, urethane track, fitness course and athletic fields; conservation land and trails for recreational use; municipal recreation center with year-round programs and outdoor teaching pool; municipal swim and fitness center, State swimming and picnicking facilities at Walden Pond; private health clubs, tennis, swimming and skating facilities.

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

ANNUAL REPORT OF THE  
TOWN OF CONCORD,  
MASSACHUSETTS



FOR THE YEAR ENDING  
DECEMBER 2021

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# TOWN OFFICERS

## ELECTED OFFICIALS

### SELECT BOARD

(Elected for three years)

Terri Ackerman (2022)

Susan Bates (2022)

Matthew Johnson (2023)

Linda Escobedo (2024)

Henry Dane (2024)

### MODERATOR

(Elected for one year)

Carmin Reiss (2022)

### SCHOOL COMMITTEE

(Elected for three years)

Cynthia Rainey (2022)

Alexa Anderson (2022)

Fatima Mezdad (2023)

Courtland Booth (2024)

Tracey Marano (2024)

### HOUSING AUTHORITY

(Elected for five years)

Richard W. Eifler-State Appointee

Stephanie Chrobak (2022)

Charles Phillips (2023)

Edward Tar Larner (2024)

Stephan Bader (2026)

## BOARDS AND COMMITTEES

### BOARDS ESTABLISHED BY STATE STATUTE

#### RETIREMENT BOARD

(Elected/Appointed for three years)

Peter J. Fulton (10/31/19-10/29/2022)

Elected by Plan Members

Brian Whitney (5/30/20-5/29/23)

Eric Macey (12/31/2021 – 12/30/2024)

Elected by Plan Members

Kerry Lafleur (6/1/21-5/31/24)

Appointed by Board of Selectmen

Mary Barrett – Indefinite

Ex-Officio Member

### APPOINTED BY THE MODERATOR

#### FINANCE COMMITTEE

(Appointed for three years)

Christine Reynolds (2024)

Dee Ortner (2022)

Eric Dahlberg (2024)

Parashar Patel (2024)

Peggy Briggs (2024)

Greg Guarriello (2022)

Mary Hartman (2022)

John Hickling (2022)

Amrith Kumar (2023)

Dean Banfield (2022)

Lois Wasoff (2023)

Brian Taylor (2023)

Kathy Cuocolo (2023)

Ray Andrews (2023)

#### MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT

(Appointed for three years)

Steve Ledoux (2022)

## APPOINTED BY THE SELECT BOARD

### **2229 MAIN STREET ADVISORY COMMITTEE**

(Appointed for three years)

Leonard V. Rappoli (2021)

Pamela Rockwell (2021)

Frederick D. Seward (2021)

Matthew Johnson -- Select Board Appointee

Deborah Farnsworth – BOH Appointee (2022)

Nick Pappas – Natural Resources Representative

Ray Bruttomesso (2024)

### **AGRICULTURAL COMMITTEE**

(Appointed for five years)

Carolyn Goethert (2021)

Melissa Maxwell (2026)

Liza Bemis (2025)

Stephen Verrill (2025)

Dan Schmid (2025)

Associate Members

Grace Scimone (2026)

Joe Rogers (2022)

### **BOARD OF APPEALS**

(Appointed for three years)

Elizabeth Akhurst-Moore (2024)

Jim Smith (2023)

Theo Kindermans (2022)

Associate Members:

Thomas Swaim (2024)

Ravi Faiia (2022)

### **BRUCE FREEMAN RAIL TRAIL COMMITTEE**

(Appointed for three years)

Nathaniel Welch (2023)

Richard Fahlander (2023)

Adrienne Boardman (2023)

Dorcas Miller (2023)

John Soden (2024)

Deborah Adleman (2024)

Sam Stearns (2024)

Tracy Hansen (2024)

## **CAPITAL PLANNING TASK FORCE**

Terri Ackerman (2021)

Stephen Crane (2021)

Laurie Hunter (2021)

Kerry Lafleur (2021)

Cynthia Rainey (2021)

Jared Stanton (2021)

Elise Woodward (2021)

Karle Packard (2021)

Parashar Patel (2021)

Hugh Lauer (2021)

## **CIVIL WAR MONUMENT TASK FORCE**

Rick Frese

Rosa Hallowell

Matthew McGrath

Beth VanDuzer

David Wood

## **CONCORD LOCAL CULTURAL COUNCIL**

(Appointed for three years)

Terry Yanulavich (2024)

Thomas Martin (2021)

Betsy Levinson (2021)

Leli Sudler (2023)

Arthur Rogers (2023)

Hilary Taylor (2024)

## **CONCORD HOUSING DEVELOPMENT CORP.**

(Appointed for three years)

Douglas Bacon (2021)

Yannis Tsitsas (2021)

Peter Lowitt (2022)

James Burns (2023)

Lee Smith (2022)

**CONCORD MIDDLE SCHOOL BUILDING COMMITTEE**

Dawn Guarriello  
Tim Hult  
Pat Nelson  
Matthew Johnson  
Courtland Booth  
Heather Bout  
Justin Cameron  
Frank Cannon  
Stephen Crane  
Kate Hanley  
Jon Harris  
Russ Hughes  
Laurie Hunter  
Charlie Parker  
Chris Popov  
Jared Stanton

**CONCORD MUNICIPAL AFFORDABLE HOUSING TRUST**

Keith Bergman (2023)  
Linda Escobedo (2023)  
Michael Lawson (2023)  
Frank Feeley (2023)  
Kerry Lafleur (2023)

**CONSERVATION RESTRICTION STEWARDSHIP COMMITTEE**

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

**DIVERSITY, EQUITY, AND INCLUSION COMMISSION**

Rose Cratsley (2024)  
Alexander Fernandez (2022)  
Andrea Foncerrada (2024)  
Robert Munro (2023)  
Ji Orloff (2023)  
Annabelle Paushter (2022)  
Erika Prah (2022)  
Ha Richmond (2023)  
Jimi Two Feathers (2024)

**ECONOMIC VITALITY COMMITTEE**

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

**FIBER BROADBAND COMPLETION TASK FORCE**

Gordon Brockway (2022)  
Scott Hopkinson (2022)  
David Hesel (2022)  
Gail Hire (2024)  
Mark Howell (2022)

**FINANCIAL AUDIT ADVISORY COMMITTEE**

Courtney Booth (2021) School Rep.  
Terri Ackerman (2022) SB Rep.  
Carol Wilson (2021)  
Arthur Fulman (2021)  
Wendy Rovelli (2021) CMLP Rep.

**HANSCOM FIELD ADVISORY REP.**

(Appointed for one year)  
Mark Giddings

**HATS REPRESENTATIVES**

Linda Escobedo (2021) SB Rep.  
Kate McEneaney (2021)

**HISTORIC DISTRICTS COMMISSION**

(Appointed for three years)  
Peter Nobile (2023) Library  
Luis Berrizbeitia (2024) Planning Board  
Abigail Flanagan (2027) Library  
Paul Ware (2024) NRC  
Melinda Shumway (2026) Selectmen  
Associate Members:  
Kate Chartener (2022) Museum  
Katherine Mast (2024) Planning Board  
Dennis Fiori (2023) Select Board  
Henry Moss (2025) Natural Resources

**HUGH CARGILL TRUST COMMITTEE**

(Appointed for three years)

- Robert Abraham (2021)
- Lucy Rosborough (2022)
- Judith A. Terry (2022)
- Deena Whitfield (2023)
- Elisabeth Elden (2023)

**JUNCTION VILLAGE OPEN SPACE TASK FORCE**

(Appointed for one year)

- Carlene Hempel (2021)
- Christa Collins (2021)
- Sue Felshin (2021)
- Robert Hartman (2021)
- Harry Bartlett (2021)

**LIBRARY COMMITTEE**

(Appointed for three years)

- Tara Edelman (2022)
- Susan Curtin (2021)
- Krysten Morganti (2021)
- Laura Klein (2024)
- Kathleen Reidy (2021)
- Lindsay Howard (2022)

**PERSONNEL BOARD**

(Appointed for three years)

- Nancy Crowley (2021)
- William Mrachek (2021)
- James Richardson (2021)

**PERSONNEL STUDY TASK FORCE**

(Appointed through annual town meeting 2023)

- Bruce Button
- Claude Cicchetti
- Ruth Lauer
- Paul Macone
- Anne Rarich

**PLANNING BOARD**

(Appointed for five years)

- Burton Flint (2022)
- Kristen Ferguson (2022)
- Nathan Bosdet (2023)
- Kate McEneaney (2024)
- Haley Orvedal (2024)
- Linda Miller (2025)
- Andrew Boardman (2026)

**POLLINATOR HEALTH ADVISORY COMMITTEE**

(Appointed for one year)

- Isabel Bailey (2021)
- Janet Rothrock (2021)
- Steven Verrill (2021)
- Christina Scherer (2021)
- Mark Hanson (2021)
- Stanley Lucks (2021)
- Sig Roos (2021)

**PEG ACCESS ADVISORY COMMITTEE**

(Appointed for three years)

- Cory Atkins (2024)
- Karlen Reed (2024)
- Scott Hopkinson (2022)
- Vince Carlson (2022)

**PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE**

(Appointed for five years)

- Thomas Valle (2021)
- Julissica Navarro-Norton (2022)
- David Bell (2024)
- Sue McCrory (2024)
- Robert Norton (2025)

**BOARD OF REGISTRARS**

(Appointed for three years)

- Anne Fortier (2024)
- Wendy A. McNally (2021)
- Connell A Benn (2023)
- Kaari Mai Tari, Town Clerk

**TAX FAIRNESS COMMITTEE**

(Appointed for three years)

- Reinier Beeuwkes (2021)
- Walter Birge (2021)
- Nancy Cronin (2021)
- Jonathan Keyes (2021)
- Bill Kemeza (2023)
- David Karr (2023)
- Farhanah Sheets (2024)

**TAX RELIEF COMMITTEE**

(Appointed for three years)

- Jack Clymer (2024)
- Virginia McIntyre (2022)
- Eric Van Loon (2023)

## **TRUSTEES OF TOWN DONATIONS**

(Appointed for three years)

Christine Ayotte-Brennan (2022)

Frederick Miller (2021)

Gavin Morrissey (2022)

Jennifer Ubaldino (2023)

Eric Macy (2024)

## **WEST CONCORD ADVISORY COMMITTEE**

(Appointed for three years)

Geoffrey Walton (2022)

Susan Mlodozeniec (2022)

John Cooley (2023)

Amy Robinson (2024)

Ann Sussman (2024)

Amy Kaiser (2024)

## **WEST CONCORD JUNCTION CULTURAL DISTRICT COMMITTEE**

(Appointed for three years)

Karen Currie (2021)

Carlene Hempel (2021)

Ann Sussman (2021)

Amy Kaiser (2021)

Harry Bartlett (2022)

Lisa Evans (2022)

Susan Mlodozeniec (2022)

Jennifer Montbach (2022)

Geoffrey Walton (2022)

Kate Yoder (2023)

Margot Kimball (2023)

Edward Feathers (2024)

## **WHITE POND ADVISORY COMMITTEE**

(Appointed for three years)

Josh Galper (2024)

Cheryl Baggen (2022)

Beth Kelly (2023)

Jeff Parker (2023)

Jim Ricker (2024)

## **APPOINTED BY TOWN MANAGER WITH APPROVAL OF THE SELECT BOARD**

### **ASSESSORS, BOARD OF**

(Appointed for three years)

Susan Livingston (2024)

Yanni Tsitsas (2024)

Thomas Matthews (2022)

Brendan O'Neil Kemeza (2023)

Mera Tilley (2024)

### **COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE**

(Appointed for three years)

Bradley Hubbard-Nelson (2024)

Sharon Jones (2024)

Bob Shatten (2024)

Karen Gibson (2024)

Janet Miller (2022)

Jerry Frenkil (2022)

Douglas Sharpe (2023)

Hany Teylouni (2023)

Michael McDonald (2024)

### **COMMISSION ON DISABILITY**

(Appointed for three years)

Marybeth Barker (2022)

Meryl Schwartz (2022)

Janet Beyer (2022)

Lloyd Price (2023)

Jean Goldsberry (2023)

Jennifer Brooke (2023)

Karen Young (2021)

Bonnie Albright (2021)

### **HISTORICAL COMMISSION**

(Appointed for three years)

Michael Capizzi (2022)

Robert Gross (2022)

Melissa Saalfield (2023)

Nancy Nelson (2023)

Alan Bogosian (2022)

Associate Member (Appointed for one year):

Rebecca Lemaitre (2022)

Francesca Cataldo (2023)

## **NATURAL RESOURCES COMMISSION**

(Appointed for three years)

Gary Kleiman (2024)

Edward Nardi (2021)

Nick Pappas (2022)

Gregory Higgins (2022)

Sarah Grimwood (2023)

## **TRANSPORTATION ADVISORY COMMITTEE**

(Appointed for three years)

Norman Abbott (2024)

Kathleen Fasser (2024)

Dan Schragger (2024)

Laura Davis (2024)

Phil Posner (2024)

Michele Cardinal (2024)

Nick Pappas (2024)

## **APPOINTED BY TOWN MANAGER**

### **CEMETERY COMMITTEE**

(Appointed for three years)

Jerry Soucy (2022)

Leo Carroll (2022)

Brian Davidson (2022)

Rebecca Purcell (2024)

Rod Riedel (2024)

### **CLIMATE ACTION ADVISORY BOARD**

(Appointed for three years)

Jake Swenson (2024)

Courtney Eaton (2024)

Brian Crouse (2024)

Michael McAteer (2022)

Warren Leon (2023)

John Bolduc (2023)

Scott Wood (2023)

Paul Kirshen (2024)

### **CONCORD MUNICIPAL LIGHT BOARD**

(Appointed for three years)

Alice Kaufman (2022)

Gordon Brockway (2022)

Pam Hill (2023)

Brian Foulds (2023)

Wendy Rovelli (2023)

## **COUNCIL ON AGING BOARD**

(Appointed for three years)

Patty Keane (2022)

Michael Rudd (2022)

Carole Cushing (2022)

Kristin Nelson (2022)

Teri Stokes (2023)

Carol Ann Hannan (2023)

Christina Kendrick (2023)

Ron Reidel (2023)

Margaret Hoag (2024)

## **HEALTH, BOARD OF**

(Appointed for three years)

Mark Haddad (2024)

Deborah Greene, MD (2022)

Ray Considine (2022)

Jill Block (2023)

Alma Healey (2023)

## **PUBLIC WORKS COMMISSION**

(Appointed for three years)

James Terry (2024)

K.C. Winslow (2022)

James Fasser (2023)

Dave Delong (2023)

Andrea Solomon (2024)

## **RECREATION COMMISSION**

(Appointed for three years)

James Howard (2024)

Casey Atkins (2022)

Jennifer Lutz (2022)

Paul Boehm (2022)

Peter Funkhouser (2023)

# APPOINTED INDIVIDUALS

## GENERAL GOVERNMENT

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

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

## PUBLIC SAFETY

Emergency Management Director  
Chief of Police/Constable  
Constable  
  
Animal Control Officer  
Assistant Animal Control Officer  
Fire Chief/Fire Warden  
Municipal Right to Know Coordinator

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

## PUBLIC WORKS & LIGHT PLANT

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

Alan Cathcart  
David G. Wood  
Steve Dookran  
Jeff Murawski  
Aaron Miklosko  
Melissa Simoncini

## COMMUNITY DEVELOPMENT

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

Linda Escobedo  
Susan Bates  
Henry Dane  
Aaron Miklosko

## SCHOOLS

Superintendent of Schools

Dr. Laurie Hunter

## HUMAN SERVICES

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

Virginia Quarles  
Caroline Nie (Acting)/Emily Smith  
Anna McKeown  
Harold Nichols  
Richard F. Krug  
Charles W. Dee & Richard F. Krug  
Kate Hodges  
Bonnie Wilbur

## FINANCE

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

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

# SELECT BOARD



*Select Board Members from left to right: Clerk Matthew Johnson, Henry Dane, Chair Terri Ackerman, Linda Escobedo, and Susan Bates.*

## **General Business**

The Select Board is composed of five members elected for staggered three-year terms by the voters at the annual Town election. It is responsible for overseeing the development and implementation of Town policy for all Town matters other than the management of the schools and issues that state laws delegate to other commissions. The Board:

- Appoints and evaluates the Town Manager, and works closely with him or her to set annual goals and objectives
- Issues the Warrant for Annual and Special Town Meetings, proposes matters to be considered and implements the decisions of Town Meeting
- Makes appointments to most Town boards, committees, and task forces, and approves appointments made by the Town Manager
- Acts as the authority for granting of numerous permits and licenses
- Reviews the development of the operating and capital budgets
- Represents the Town in a variety of roles with federal, state, regional and other local government agencies
- Acknowledges the many gifts, grants, and recognitions Concord gratefully receives

## **Select Board Agenda and Goals**

The Concord Select Board annually affirms its values and guiding principles to align its goals and

objectives for improving the operation of our Town government. These include effective governance, public health and safety, financial stability, sufficient and sustainable infrastructure, residents' quality of life, diversity, equity, and inclusion, historic and cultural heritage preservation, enhancement of agricultural and natural resources, environmental sustainability and resilience, economic vitality, and advancing Concord's interests in the region and the commonwealth.

The Board also interacts with the Town Manager, other boards, committees, and task forces, Concord residents, and other units of government to establish strategic priorities and provide support, guidance, and encouragement. Some significant initiatives taken this year:

- Implement a new Town-wide capital planning process to promote more effective coordination among the Select Board, the Finance Committee, and the School Committees
- Review progress to date on Envision Concord 2030 long range plan across all Town departments, boards, and committees
- Conduct a thorough evaluation of the Town Manager
- Revise town committee policies and structure, volunteer recruitment practices and orientation procedures
- Explore financing strategies and approve budget

- for the middle school building project
- Implement diversity, equity, and inclusion initiatives to make Concord a more just, welcoming community
- Launch Town-wide planning for the 250th anniversary of the American Revolution
- Create the Concord Municipal Housing Affordable Trust
- Work with the Town of Acton on the creation of a joint regional emergency dispatch center

### **Communications**

Responding to the changing severity of the COVID-19 pandemic, the Board varied its Monday evening meeting formats from in-person to hybrid and remote. It also added new “focused meetings” for special topics of interest, such as the long range plan review.

Meetings are open to all interested Concord citizens and time is allotted for public comment. Copies of agendas, minutes, and supporting materials for meetings of the Board are posted on the Town website. Minuteman Media Network records and broadcasts the Board meetings on Concord’s local access cable channel 9 and online at minuteman.media. The Town’s Public Information and Communications Manager oversees regular postings on the Town’s website and social media.

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

### **Boards and Committees**

Citizen participation has been a hallmark of Concord’s governance since its founding. The Town’s elected officials, as well as citizen members of over 60 other boards, committees and commissions are all volunteers, exemplifying the extraordinary democratic process of the Town. Over 300 citizens serve and annually donate hundreds of hours of personal time to benefit Concord.

The Board chartered four new committees and task forces this year:

- Diversity, Equity, and Inclusion Commission
- Personnel Bylaw Study Task Force
- Fiber Broadband Completion Task Force (mandated by 2021 Town Meeting vote)
- Civil War Monument Task Force

The Board extends its thanks to the members of two other committees that completed their work and were dissolved:

- Capital Planning Task Force
- NMI-Starmet Reuse Planning Committee

The Board hosts a monthly Chairs’ Breakfast, which provides an overview of recent or planned activities from each of the Town’s boards, committees and commissions in an informal information-sharing format that is an open and recorded meeting. To further engage citizens and to help ensure transparency, boards, committees, and commissions hold public hearings and forums throughout the year on a variety of matters. When not constrained by pandemic conditions, the Town also hosts several public events and celebrations each year.

### **Board Membership**

In June following Annual Town Meeting, Terri Ackerman succeeded Linda Escobedo as Chair and Matthew Johnson became Clerk. Henry Dane joined the Board for his first term and Linda Escobedo began her second term after both were elected in March. Susan Bates continued to serve her first term. Jane Hotchkiss concluded her second term on the board with gratitude from Board members for her invaluable service to the Town.

### **Notable Issues**

The COVID-19 pandemic continued to affect everyone – residents, students, employees, business owners, and visitors – with only temporary respites during the year. That placed greater demands on Town staff as they continued work under difficult conditions. Annual Town Meeting was held outdoors at Doug White Memorial Field for the second year in a row on June 13, 2021.

The pandemic also had a serious negative effect on many of the local businesses that are such an important part of the historical, cultural, and economic environment of the Town. Assistance

where possible, was provided by the Town's Economic Vitality Committee, and private organizations such as Concord Together, the Chamber of Commerce and the Concord Business Partnership. For the sake of all, we hope the Town can return to more normal operations soon.

Several senior Town staff retired or resigned in 2021, most notably Town Manager Stephen Crane. The Board appointed Chief Financial Officer Kerry LaFleur to serve as interim Town Manager in December 2021. Some other vacancies have already been filled with well qualified candidates, with the rest expected in the coming months.

The trial in the long-running Estabrook Road case was held June 1-10, followed by closing arguments heard on November 18th. The judge's ruling is expected in 2022.

The Concord Middle School Building Committee completed the feasibility study and schematic design for a new facility aligned with contemporary team-teaching practices and the Town's sustainability goals, with a budget slightly above \$100 million. The Select Board voted language for the Special Town Meeting Warrant Article to authorize borrowing not subject to the levy limit not to exceed \$103.7 million, making provision for an additional bidding contingency in response to recent construction cost volatility. The Special Town Meeting to approve the borrowing for the project is scheduled on January 20, 2022, followed by a Town Election on February 3, 2022, to authorize the debt exclusion.

### **Gifts and Acknowledgements**

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

The Board acknowledges, among many others, the following generous and greatly appreciated gifts in 2021:

- Eric Green and Carmin Reiss: \$25,000 to the Affordable Housing Trust Fund
- Mr. & Mrs. John J. Langan: \$800 to the Council on Aging

- The Umbrella Arts Center: \$1500 for the Drive-in Movie Event
- The Rotary Club of Concord: \$1500 for the Drive-in Movie Event
- Concord-Carlisle Youth Baseball: donation of backstop padding worth approximately \$2,500 for Rideout Field
- Michael B. and Mary S. Fox Fund: \$2500 to the Council on Aging Gift Account
- The Friends of Sleepy Hollow Cemetery Inc.: \$4,000 to the Town of Concord for the revitalization of the H. Thurston Handley Commemorative Garden in Sleepy Hollow Cemetery
- The Boston Foundation: \$2,500 to the Nanae Gift Account
- Rotary Club of Concord: gift totaling \$8,786.22 in partnership with the Concord Garden Club for the following work on the Veterans' Memorial Site – Water Fountain \$3,529.06, Landscaping \$5,127, and New Service Flags \$130.16
- Friends of Sleepy Hollow gift through donation by Mary McGuire Tyler and Family: \$10,000 to the Cemetery Trees Account for the replacement and replanting of trees and bushes near the intersection of Ripley and Bartlett Avenues in Sleepy Hollow Cemetery
- James Terry and Judith Terry: gift of \$55,000 to the Police Department Sustainable Vehicles Account for the purchase of a Tesla Model Y to be used as a patrol vehicle
- James Terry and Judith Terry: gift of \$5,000 to the Community Services Support Account to create a gift fund to be used to assist Concord residents under the age of 60 that are not otherwise covered by other support organizations
- Concord-Carlisle Community Chest, Inc.: gifts to the Council on Aging totaling \$17,696.50 and \$2,247.50 to the Volunteer Coordinator Account and \$10,901 to the Outreach Worker Account and \$4,548 to the Social Services Coordinator Account
- Concord-Carlisle Youth Baseball: gift to the Parks & Trees Division of the Concord Public Works Department and \$7,700 to the Ripley Field Baseball Account to support FY22 Ripley maintenance expenses
- His Presence Christian Fellowship: gift of \$1,000

- to the Council on Aging Gift Account
- Middlesex School: total of \$75,000 for support of emergency equipment - \$50,000 to the Police Department, \$25,000 to the Fire Department,
- Mr. & Mrs. Langan: gift of \$1,000 to the Council on Aging Gift Account
- Concord Land Conservation Trust: gift of \$25,000 for the acquisition of the Emerson Land Conservation Restriction
- Friends of Concord Carlisle Fields: gift of \$50,000
- Concord Carlisle Community Chest: \$17,696.50 to the Council on Aging Gift Accounts
- Susanna E. Bedell Foundation: \$10,000 from the to the Council on Aging.

The Select Board wishes to thank all of the employees of the Town of Concord for their professionalism and dedication in serving the residents of Concord in these challenging times. We also wish to acknowledge and thank the hundreds of citizen volunteers willing to devote their time and skills to Town affairs, without whom the Town could not function.

# TOWN MANAGER

For the Town of Concord, the year 2021 was a year of adaptation and innovation. Town citizens, staff and government officials continued to adjust and develop new means of engagement while continuing to ensure that service levels remained high for the community at large. Early in the year, the Town began to hit its stride in managing and adapting to the 'new normal' in the wake of the COVID-19 Global Pandemic. Town staff worked tirelessly to ensure the community had access to information and resources. Through new collaborations with neighboring communities, State Agencies and local Boards of Health, Concord was able to hold several large-scale vaccination clinics. By the end of the summer, Concord boasted a 95% vaccination rate for citizens over the age of 60 and was well over the 75% mark community-wide.

Operations, which were almost entirely remote in 2020, began to re-open to the public and while no Town Department is truly thought of as non-essential, town management would be remiss if we didn't take this opportunity to publicly thank our essential workers who remained on the front lines throughout the pandemic including the Police and Fire Departments, Public Works, Municipal Light Plant, Facilities Staff, and the Concord Council on Aging/Senior Services staff. These men and women came to work each day to provide services to the community at great personal risk to themselves and their families. It is this level of work ethic and commitment that Concord has come to know – both as an employer and as a community. On behalf of the Town Manager's Office, we thank you for your service and efforts which, particularly in the year 2021, went above and beyond the call of duty for the benefit of the Town.

The year 2021 also showed us how, as a community, we can work together to support local businesses, initiatives, and groups. The Economic Vitality and Tourism Division was further developed and was charged with the duties of supporting businesses and engaging stakeholders in a manner which works to 'promote' Town tourism and

businesses to a larger and more global audience. The Town's business partnership association hosted several virtual meetings to discuss how, as a community, we may partner to assist small businesses and other non-profit organizations stay afloat, or recover, from the economic impact the pandemic triggered.

Concord officials and board members worked hard to update meeting procedures and platforms to host virtual and hybrid meetings. Over the course of the year, more than 500 meetings were hosted and recorded on the Town's Zoom platforms. Participation in many of the meetings, forums, and hearings was at an all-time high as community members found the online opportunities beneficial and a more convenient way to engage. Minuteman Media Network catalogued and uploaded thousands of hours of meeting footage to the Town's YouTube channel providing increased transparency and access to government actions, discussions, and processes. The popularity of an online meeting platform became very apparent and while nothing can replace in-person discussions and collaboration, the idea of providing multiple ways for the community to engage with town staff and officials, even after the pandemic is over, is something positive this pandemic has afforded Concord.

On May 14, 2020, the Commonwealth of Massachusetts created the CARES Act Coronavirus Relief Fund – Municipal Program (CvRF-MP) to provide up to approximately \$502 million in federal funds for municipalities to address unanticipated costs incurred as a result of the public health emergency caused by COVID-19. From these funds, the State allocated \$1,693,790 to the Town. As of the close-out of CvRF-MP on December 31, 2021, the Town had used \$1,522,428 for eligible purposes and had returned the remaining amount to the State.

The Town House first floor renovation project which began in 2020, was completed in August and Town Staff moved back into their new spaces in

early September. The impetus behind the renovations was two-fold – ensuring a secure and functional area for the finance team to handle cash and other confidential transactions which often contains Personal Identifying Information (PII) and the ability to distinguish public areas from private workspaces allowing staff greater ability to focus on detailed work, and large-scale projects. A formal ribbon cutting ceremony was held September 7th, 2021 and included project architects, TBA Architects, Inc. of Concord, MA and the project’s contractor, Classic Construction, Inc. of Littleton, MA.



*The ribbon cutting for the newly renovated Town House included Town staff, the architects, and Concord’s Honored Citizen gathering on the front steps for short speeches and ribbon cutting.*



*The newly renovated first floor of the Town House.*

The Towns of Acton and Concord continued to make progress in the creation and administration of both Towns’ first Regional Emergency

Communications Center (RECC). Concord signed the Regional 911 Communications District Agreement on May 27, 2021 with a goal of establishing separate and distinct responsibilities and obligations for both communities. The Town of Acton, as the lead community in the RECC, received a \$900,000 development grant from the State in June of 2021 to help support the creation of the RECC.

Soon thereafter, a Request for Proposals (RFP) was issued inviting project management firms to submit their credentials relative to consulting work that would assist the Towns in the implementation of any necessary technology infrastructure improvements and outline various operational procedures which may be needed for the proposed RECC to be successful. At the RECC Board of Director’s Meeting in December, three RFPs were received and reviewed. The firm, CTA Consultants, LLC was chosen. CTA, based in Lynchburg, Virginia, has been actively engaged in communications consulting for public safety for over 32 years. Their core services include providing mission critical radio system assessments and design specifications and RFP development for RECCs, and supporting vendor selection and negotiation activities associated with the initial development of regional call centers.

The end of 2021 introduced an unfortunate surge in COVID-19 positive cases. Concord worked hard to reinvigorate its public campaigns regarding masking, social distancing and the benefits of vaccinations and availability of boosters. The Concord Board of Health re-implemented its indoor mask-mandate for public spaces and the Town Administration encouraged everyone to test themselves after any known exposures, or when symptoms became apparent, to help stop the spread. As we look forward to 2022, we are encouraged and inspired by Concord’s continued resiliency and our collective commitment to working together to ensure our community remains responsive, inclusive, healthy and safe.

## INFORMATION TECHNOLOGY

The Information Technology department's mission is to:

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

In 2021, Concord saw waves of pandemic-fueled remote work periods, and the IT Department was ready to deploy equipment and leverage resources to support employees. Previous efforts, training, and remote support allowed everyone to keep working during this challenging time.

The Town of Concord maintains approximately 60 servers and 400 end-user devices in support of operations. We saw the replacement or retirement of over 20 servers in the last year, and the deployment of over 100 workstations (laptops, desktops, or all-in-one computers). The Information Systems Technicians have done a fantastic job supporting end users by providing equipment in a timely manner and supporting these devices throughout their lifecycles and when issues arise. The large number of deployments has lowered the average computer age in Concord from over 4 years at the beginning of 2022 to 2.4 years today. This results in fewer hardware issues for end users and a faster experience while they use the systems. Almost 4,200 tickets were managed by internal staff and our managed service provider partner, with the Town maintaining its own service board to track work by staff.

Security continues to be an area of supreme concern as malicious actors increasingly see state and local governments as easy targets for network penetration and ransomware. For the first time, Concord staff all participated in a year of cybersecurity awareness training, which both lowered our insurance liability and helped end users better identify threats they are facing. The Town also began the migration to Office 365, which, through data loss prevention tools and

other security policies, will better secure the Town's data and ensure resilience in the face of equipment failure or a cyber attack. In summer of 2020, the Town of Concord began a Risk Committee to assist with the prioritization of risks and the planning of mitigation strategies for both known and unknown risks.

Concord GIS (Geographic Information Systems) worked on an overhaul of the servers and software that provide this critical resource to Town departments and residents. Two new servers have been provisioned with the latest enterprise software and the fastest database available – a refresh that should last the Town between 3-5 years. GIS staff held numerous staff-only and public workshops and training sessions to help people better understand and utilize these resources, and they responded to many requests for maps and data in a timely manner. Concord Light Broadband worked closely with GIS team members on an effort to tie their information directly to the GIS data instead of relying on a third-party for access to this information. Additionally, 2020 was the year of the Census, a process that dominated GIS resource time for a few months of the year as we assisted with redistricting, reprecincting, and the data cleanup required when reconciling state and federal information with what the Town maintains. The work of the GIS staff is hugely appreciated by the IT Department and other Town staff.

## PUBLIC INFORMATION

Erin Stevens, Public Information and Communications Manager (PICM)

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

**The Public Information Office once again had a busy year as COVID-19 continued to change the way Concord operated as a community and as a municipality. The Public Information and Communications Manager worked with the**

Concord Health Division, Town Manager's Office, Concord Emergency Management team, and our local and state partners to provide the best information to Concord as the COVID-19 pandemic continued to affect our daily lives.

In the beginning of 2021, Concord was able to host a first responder vaccination clinic which included surrounding towns and was the first of numerous vaccination clinics hosted in Concord during the course of 2021. While the number of cases and variants continued to rise throughout 2021, Concord was able to continuously provide information to keep people informed and assist with getting the community vaccinated.

More than ever, our communication channels through social media, news and notices, the Town website, Minuteman Media Network local cable, and robocalls were used to try and provide valuable information to the community who was looking for as much information as possible.

While the pandemic was the leading story of 2021, Concord was fortunate to have a town which came together to celebrate the people who live here and the community that has been built over time. In this same respect, the Ken Burn's documentary series *Honor Your Hometown* asked Concord to be a part of their series celebrating where we came from and the extraordinary stories of our hometown. Concord submitted two videos which were added to their website alongside big names such as Dolly



*The Concord Minutemen speaking on their love of Concord and importance of history in Honor Your Hometown*

Parton, General Colin Powell, and Astronaut Mark T. Vande Hei aboard the ISS. Concord's videos featured the Minuteman National Historical Park,



*Maynard Forbes speaking on his life and business in Concord in Honor Your Hometown*

the Concord Minutemen, and Concord residents and business owners Maynard Forbes, and Jan Turnquist.

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



### PEG Services

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

MMN shifted to processing zoom meetings for most of 2020 but was able to shift to working more with the community in person and in the creation of programming. In 2021 with newly acquired equipment, MMN was able to assist with live streaming from various venues in Town and is excited to have this feature to provide a new service to Concord and Carlisle.

The team at MMN worked with the High School Chorus in creating several music videos, one of which became a local sensation being viewed nearly 10,000 times. The video was a creation between MMN and the CCHS Chorus and the video, “You Raise Me Up,” was nominated for a local Emmy award.

Minuteman Media Network was once again instrumental in the creation of a successful outdoor Town meeting in June. The team experienced no technical difficulties and using new processes and equipment purchased during 2021, led to better sound and video quality provided a better viewer experience and recording.

With the creation of safety protocols and vaccines, staff were able to be back full time in the studio. After a small reorganization of the studio and personnel, MMN is excited to be up to full staff and continues to explore new ways to make PEG access better for Concord and Carlisle.

## SUSTAINABILITY

Amanda Kohn, Sustainability Director

The Town of Concord has a long history of commitment to sustainability. We have ambitious sustainability goals as laid out in Sustainable Concord, the Town’s first comprehensive climate action and resilience plan. In addition, the Town is committed to reducing community-wide greenhouse gas (GHG) emissions by 80% by 2050 based on a 2008 baseline in alignment with the Paris Climate Accord and the Massachusetts Global Warming Solutions Act. Working with town departments, committees, residents, partners, and businesses, Concord’s Sustainability Division is responsible for developing and implementing programs, policies, and initiatives to achieve the Town’s climate and sustainability goals.

One of the most significant milestones of 2021 was the passage of Article 31, or The Home Rule Petition

and Bylaw Amendment to Prohibit the Expansion of Fossil Fuel Infrastructure for New Construction, at Town Meeting. More than 60% of Concord’s GHG emissions come from the energy used to power our buildings. Given CMLP’s commitment to eliminate the carbon footprint of our community’s electric supply, electrifying buildings is the best way to significantly reduce emissions to meet our goal. After the passage of Article 31, a Home Rule Petition was submitted to request authority from the Massachusetts Legislature for special authority to implement the bylaw. The Home Rule Petition has not yet been brought forth for a vote at the state level.

Concord has been a designated Massachusetts Department of Energy Resources Green Community since 2013. As a part of our commitment, the Town completes a Green Communities report to remain eligible for grant funding. This year Concord applied for a \$100,000 Green Communities grant to disconnect four classroom pods from the Ripley School and Administration Building’s main boiler and to install air source heat pumps for each pod. If awarded, the grant will be matched with \$50,000 from the Concord Public School’s Facilities Department and \$10,000 from Concord Municipal Light Plant’s rebate program. The project will cut natural gas consumption on the campus by 35% and reduce the footprint of one of the Town’s top energy usage facilities.

Sustainable landscaping is a win-win solution for Concord’s community and natural resources. After participating in the State’s Municipal Vulnerability Preparedness (MVP) Planning Grant program in late 2018, Concord was designated an MVP community in February 2019. This program provides resources for communities to identify climate hazards and potential actions to improve the community’s resilience to climate change. Following designation, communities are eligible to apply for MVP Action Grants to implement projects. Concord was awarded an MVP Action Grant in the summer of 2019 for tree reforestation and resiliency measures. During the COVID-19 pandemic, the project was put on hold and was finished in 2021. In collaboration with Concord Public Works, the project:

- Planted 159 new street and setback trees.
- Launched community engagement tools to identify locations for new tree plantings.
- Developed a Tree Guide for Concord residents.
- Distributed with 150 native tree seedlings through the Concord Public Free Library.

After the Select Board adopted an electric-first vehicle policy in December of 2020, the Town began a fleet electrification study for transitioning the municipal fleet in 2021. Numerous departments have been involved in the data gathering and evaluation of electric options that will ultimately inform a path forward. The Town also purchased several new electric and hybrid vehicles under the policy. The new electric school bus, that was purchased with VW settlement grant funding, arrived in 2021. Several MassEVIP grants for vehicles and chargers were submitted in 2021, but the awards have not been announced.

In 2021, the Sustainability Division continued to expand and enhance community outreach and communications around sustainability. The Division supported the release of the Electric Home Case Studies that were created in conjunction with the Comprehensive Sustainability and Energy Committee (CSEC) and distributed online. The Town also continued to utilize the Sustainable Concord dashboard ([sustainableconcord.org](http://sustainableconcord.org)). The dashboard is an interactive, online platform that allows residents to review priority actions in the climate action and resilience plan, see progress on those actions, and engage with Concord-specific climate data. The dashboard features blog posts about sustainability topics and complements the Division's newsletter and social media.

The Sustainability Division hosted a UNH Summer Sustainability Fellow, Hannah Lyons-Cavazos, to evaluate and recommend financing mechanisms for energy efficiency and electrification. The Energy Efficiency Financing Solutions Report synthesizes the results of in-depth research and stakeholder interviews, which sought to identify barriers to residential energy efficiency adoption in Concord and provide potential solutions to these barriers.

The Sustainability Division continued its partnership with Concord Free Public Library in

2021 by participating in the planning committee for the Library's sustainability plan. The Corporation Trustees endorsed the Concord Free Public Library Corporation Sustainability Plan in June 2021. The ten-year vision aligns with the Town of Concord's emissions reduction goals for 2050 and outlines a roadmap to climate neutrality and sustainability for the CFPL Corporation and its partners. The Library also curated programming for the Climate Preparedness Week in September for the third time. Climate Preparedness Week is a national effort to raise awareness of the impacts of climate change on communities. During the week, the Library hosted both in-person and virtual events, featuring a drawing contest, a seed-saving workshop, storytimes for children, webinars on heat pumps and sustainable landscapes, and more. The keynote speaker was New York Times Bestselling Author, David Pogue, discussing a practical path to addressing climate change.

On behalf of the Town, we thank our previous Director of Sustainability, Kate Hanley, for her commitment to Concord's sustainability efforts. Amanda Kohn, our new Sustainability Director, started in late October. Her focus is to move forward with the 22 climate actions following the detailed implementation blueprints in Sustainable Concord over the next several years. Since sustainability is a team effort, Amanda has been regularly collaborating and engaging with many town departments. She is the staff liaison to the Comprehensive Sustainability and Energy Committee and the Climate Action Advisory Board. She also serves on the Concord Middle School Building Committee, which has committed to designing and building a net zero energy and sustainable school. The Sustainability Division looks forward to continued collaboration in 2022 to create a more sustainable and resilient Concord.

## FACILITIES DEPARTMENT

Ryan Orr, Director

### Responsibilities

Facilities Management is responsible for maintaining, preserving, and improving the Town's buildings, open spaces, public bathing beach, and recreational playgrounds.

Facilities Management's goal is to maintain and improve upon the Town Government's twenty-one buildings and assists with other buildings in Town as needed. These include Town offices, parks and playgrounds, park facilities, the Town Visitor Center, and more.

Daily maintenance is performed on Town buildings, with upgrades and additional needs met by personnel specializing in landscaping, construction, HVAC, plumbing, electric, and project management. The dedicated team continues to grow and improve the Town's twenty-one buildings and various assets.

### Accomplishments

#### *Facilities Administration*

Over the course of 2021, Facilities Administration coordinated several facilities related projects. These projects included:

- **Town House First Floor Renovations:**  
Completed interior renovation to improve the private office space and the public service area. It also modified office density and employee circulation to meet social distancing guidelines.
- **Gerow Park Phase 1 Park Improvements:**  
The scope of work of this project consisted of utility and drainage improvements and the installation of a new access drive and parking, new walking paths, and landscape plantings. The project also includes a timber picnic pavilion, a covered walkway, and restroom building.
- **White Pond Improvements:**  
The goal of this project is to provide necessary site improvements and modifications for drainage and erosion control, stormwater management, and accessibility compliance to

the beach.

- **141 Keys Road HVAC:**  
Facilities replaced existing HVAC system with ductless split systems with cassette evaporators and new condensers, air source heat pumps, and an energy recovery ventilator.
- **55 Church Street Renovation:**  
Completed renovation of second floor 55 Church Street, creating two new offices and a conference room.
- **Fire Alarm Contract:**  
Completed bid process for a new town-wide fire alarm and sprinkler testing contract. The 3-year contract was awarded to Fire Equipment, Inc. of Medford, MA.

#### *Resource Sustainability*

The Town contracted with Optony, Inc. to provide an assessment and recommendations for transitioning the Town's fleet to electric vehicles and installing the necessary charging infrastructure. The facilities team, working with the Sustainability Director and CMLP, began the study with data collection of existing vehicle inventory and locations and conducted in person interviews with each department.

Best practices suggest that an annual maintenance budget goal should be about 2% of a building's replacement value. All major building renovations include the addition of energy efficient and sustainable infrastructure. With the 2% funding goal in mind, departmental initiatives surround the Town's desire to develop strategies to respond to Concord's changing work environment and building needs. Utilizing the Comprehensive Facilities Master Plan completed in 2019, the Facilities Department works to implement innovative building programs to reduce energy consumption and develop environmentally effective alternatives.

The Department established an online database that assisted in the Town's efforts to reduce overall building operating costs by identifying outdated and/or potentially inefficient systems and infrastructure. This technology also helped Concord's Facilities Director to compile accurate building systems and utility data, which was incorporated into each renovation project and plan

to ensure the Town's sustainability goals were properly aligned with the relevant industry space standards for public buildings and office spaces. Moving forward, this online system and its data will be expanded upon to complete a Town-wide comprehensive building design and review process that further supports renovations and construction in a phased and more economically viable way.

**Goals**

- Ensure Town buildings are maintained in a manner that provides a safe working environment for staff and an accessible and inviting atmosphere for residents and guests to conduct business.
- Safeguard public recreational facilities by maintaining to the highest standard of care while ensuring equal access for all persons regardless of age and ability.
- Continue to assist with planning and implementation of the Green Communities Program to aid the Town in its energy reduction goals while incorporating greening initiatives and programs for new and retrofitted construction within historical buildings.
- Start work on improving resiliency by establishing strategic partnerships with

regulatory and other funding agencies.

- Support implementation of Sustainable Concord Action Plan.

**Long-Term Plans**

*Facilities Administration*

- Continue to maintain and improve the Town's existing public buildings, facilities, parks, and infrastructure at a level consistent with the Town's fiscal resources.
- Develop a funding strategy and redevelopment outline for new buildings related to Town services including but not limited to a new Police Fire Station and Public Works facility.
- Maintain the Town's sustainability goals by advocating for green energy projects and retrofits.
- Develop a strategy to anticipate certain property acquisitions including surplus properties owned by the State and Federal governments.
- Ensure that facilities planning and practices reflect the best practices identified through the municipal vulnerability plan.

<b>Buildings under Town Manager Jurisdiction Supported Fully or Partially from the General Fund</b>					
<b>Year Built</b>	<b>Latest Renovation</b>	<b>Building</b>	<b>Replacement Value</b>	<b>Budget Goal</b>	<b>Other Funds</b>
1826	2017	249 Harrington Ave	309,839	6,197	Revolving
1851	2020	Town House	3,064,914	61,298	
1903	2018	Harvey Wheeler Community Center	5,911,245	118,225	
1904	2019	141 Keyes Road	1,268,795	25,376	
1919	2018	Marshall Farm House	569,699	11,394	Revolving
1929	2002	105 Everett St.	271,401	5,428	MMN
1932	1996	West Concord Fire Station	976,359	19,527	
1935	1987	Hunt Recreation Center	2,400,846	48,017	Recreation
1950		CPW Garage	661,610	13,232	
1950		CPW Highway Dept. 133 Keyes Rd.	348,824	6,976	
1950		CPW Office 133 Keyes Rd.	2,763,837	55,277	
1950		CPW Water & Sewer Garage	1,002,930	20,059	
1959		Planning and Land Management Shed	11,317	226	
1959	2019	Police/Fire Station (Walden)	4,526,731	90,535	
1960		Gun House	156,394	3,128	
1960		Police Dept. Storage 203 Walden Rd.	105,525	2,111	
1992		135 Keyes Road (CPW)	2,442,236	48,845	Water & Sewer
1995	2019	McGrath Farm House	917,879	18,358	Revolving
1996	2020	Field House (Lawsbrook)	71,100	1,422	
1998	2019	Municipal Light Plant	5,218,502	104,370	CMLP

# 2021 ANNUAL TOWN MEETING

June 13, 2021

The Annual Town Meeting of 2021 was held on the Douglas White Soccer Field at the Concord Carlisle High School on June 13, 2021 pursuant to a Warrant signed by the Select Board on March 31, 2021 with the signed return of service on March 31, 2021 as inspected by the Town Moderator. The Warrant was posted at the required locations at least seven days before the meeting.

Town Moderator Carmin Reiss called the meeting to order at 1:02 pm, having determined that the return of service on the Warrant was in order and a sufficient number of voters were present. A total of 412 voters were in attendance.

Fire Chief Tom Judge reviewed evacuation procedures in the event of a pop-up thunderstorm. The meeting was broadcast over Minuteman Media Network and WIQH 88.3 radio, and wifi was made available to voters on the field, thanks for IT Director Jason Bulger and CMLP Superintendent David Wood.

Upon a motion made by Ms. Escobedo and duly seconded, Ms. Flood was elected as Deputy Moderator who would carry out the duties of the Moderator if she was unable to serve. Colleen Giddings was appointed Assistant Moderator in order to count the votes of voters inside the building who are checking in other voters.

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

Ms. Reiss thanked the many Town staff for their extraordinary efforts to prepare for the outdoor Town Meeting.

The following people were asked to stand to be recognized for giving their time and talent to the Town:

2021 Honored Citizen: Elise Woodward  
Outgoing Select Board Member and Former Chair: Jane Hotchkiss  
Outgoing School Committee Member and former Chair: Heather Bout  
Outgoing Finance Committee members: Richard Jameson, Wade Rubenstein, and Phil Swain

A customary moment of silence was held during which the Moderator reminded Town Meeting attendees of their responsibilities and the importance of civility.

Newly elected officials who will take office immediately after the conclusion of Town Meeting were introduced:

Select Board: Linda Escobedo and Henry Dane (3 year terms)  
School Committee: Courtland L. Booth and Tracey Marano (3 year terms)  
Housing Authority: Stephan Bader (5 year term), Charles T. Philips (2 year term), and Stephanie Chrobak (1 year term)

The documents used or referred to at the meeting were the “2021 Annual Town Meeting: Meeting Materials Book” and the “Finance Committee Report.” All presentations for articles were available online prior to the meeting along with public hearings and no presentations were given during the meeting. Speakers were limited to one minute and microphone covers were changed for each speaker.

There were 43 articles on the Warrant, of which 25 were moved on the Consent Calendar, 5 were not moved and 13 were moved for full deliberation.

The table below shows where each article can be found as they are reported by manner of vote.

ARTICLE	SUBJECT	ACTION TAKEN
1	Choose Town Officers	No action taken
2	Hear Reports	Passed by well more than 2/3 majority under the Consent Calendar
CC	Consent Calendar	Passed by well more than 2/3 majority
3	Meeting Procedure	Passed by well more than 2/3 majority under the Consent Calendar
4	Finance Committee Guidelines Publication	Passed by well more than 2/3 majority under the Consent Calendar
5	Ratify Personnel Board Classification Actions	Passed by well more than 2/3 majority under the Consent Calendar
6	Classification & Compensation Plan for Regular-Status Positions	Passed by well more than 2/3 majority under the Consent Calendar
7	Personnel Bylaw Amendment	No action taken
8	Use of Free Cash	Passed by well more than 2/3 majority under the Consent Calendar
9	FY21 Town Budget Line Item Adjustments as printed in the handout	Passed by a clear majority
10	Town Budget	Passed by well more than 2/3 majority
11	OPEB Trust Fund Appropriation	Passed by well more than 2/3 majority under the Consent Calendar
12	OPEB Trust Fund Expense	Passed by well more than 2/3 majority under the Consent Calendar
13	Capital Improvement and Debt Plan	Passed unanimously
14	Authorize Expenditure of Revolving Funds Under Mass. Gen. Laws c. 44, §53E ½	Passed by well more than 2/3 majority under the Consent Calendar
15	Establishment of a Parking Meter Fund and Repeal of the Parking Meter Revolving Fund Bylaw	Passed by well more than 2/3 majority under the Consent Calendar

ARTICLE	SUBJECT	ACTION TAKEN
16	Annual Appropriation of Parking Meter Receipts	Passed by well more than 2/3 majority under the Consent Calendar
17	Appropriate Funds for Affordable Housing Development	Passed by a clear majority
18	Senior Means-Tested Property Tax Exemption	No action taken
19	Appropriation for Senior Means-Tested Tax Exemption	Passed by well more than 2/3 majority under the Consent Calendar
20	Light Plant Expenditures & Payment in Lieu of Taxes	Passed by well more than 2/3 majority under the Consent Calendar
21	Solid Waste Disposal Fund Expenditures	Passed by well more than 2/3 majority under the Consent Calendar
22	Sewer System Expenditures	Passed by well more than 2/3 majority under the Consent Calendar
23	Sewer Improvement Fund Expenditures	Passed by well more than 2/3 majority under the Consent Calendar
24	Water System Expenditures	Passed by well more than 2/3 majority under the Consent Calendar
25	Authorize Expenditure from PEG Access & Cable-Related Fund	Passed by well more than 2/3 majority under the Consent Calendar
26	Beede Swim & Fitness Center Enterprise Fund Expenditures	Passed by well more than 2/3 majority under the Consent Calendar
27	Minuteman Regional Technical High School District Budget	Passed by well more than 2/3 majority under the Consent Calendar
28	Concord Public Schools Budget	Passed unanimously
29	Concord Public Schools Capital Projects	Passed by more than 2/3 majority and nearly unanimously
30	Concord-Carlisle Regional High School Budget adjusted to \$24,376,779	Passed by a clear majority
31	Home Rule Legislation and Bylaw Amendment: Regulation of Fossil Fuel Infrastructure	Passed by well more than a majority

ARTICLE	SUBJECT	ACTION TAKEN
32	Historic Districts Map Amendment – Main Street Historic District	Passed by well more than 2/3 majority under the Consent Calendar
33	Demolition Review Bylaw Amendment	Passed by a clear majority
34	Community Preservation Committee Appropriation Recommendations	Passed by well more than 2/3 majority under the Consent Calendar
35	General Bylaw Amendment – Tree Preservation Bylaw	Passed by well more than 2/3 majority under the Consent Calendar
36	Zoning Bylaw Amendment – Definitions, Zoning Map & Flood Plain Conservancy District	Passed by well more than 2/3 majority under the Consent Calendar
37	Zoning Bylaw Amendment – Table IV Minimum Parking	Passed by well more than 2/3 majority under the Consent Calendar
38	Zoning Bylaw Amendment – Two-Family or Additional Dwelling Unit	Passed by a 2/3 majority
39	Zoning Bylaw Amendment – Earth Removal Bylaw	Passed by more than a 2/3 majority
40	Citizen Petition: Neonicotinoids Prohibition on New Leases of Town Land	Passed by a clear majority
41	Citizen Petition: Fiber/Broadband Study Committee	Passed by a majority
42	Unpaid Bills	No action taken
43	Debt Rescission	No action taken

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

On a MOTION made by Ms. Escobedo and duly seconded, it was VOTED nearly unanimously that upon notification to the Moderator by the Fire Chief that lightning in the area may present physical danger to the participants at the June 13, 2021 session of Annual Town Meeting, we will adjourn forthwith, to resume the Meeting on the rain date of June 14, 2021 at 5:00 pm on the Doug White Fields at the Concord-Carlisle Regional High School.

On a MOTION made by Ms. Escobedo and duly seconded, it was VOTED unanimously to advance for consideration and take no action on articles 1, 7, 18, 42, and 43.

## **CONSENT CALENDAR**

### **MOTION TO ADVANCE FOR CONSIDERATION AND TAKE ACTION ON CERTAIN ARTICLES WITHOUT DEBATE (2021 CONSENT CALENDAR)**

On a MOTION made by Ms. Hartman and duly seconded, it was VOTED by well more than a two-thirds majority that the 2021 Annual Town Meeting advance for consideration the Articles in the table below and take action on such Articles without debate on any of such Articles, provided, that upon the request of ten (10) voters at this Meeting, made before the vote is taken on this motion, an Article, or, in the Moderator's discretion, a portion thereof, shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

**Article 2 HEAR REPORTS**

**Affirmative Action Recommended By:** Select Board

**Motion:** That the Town accept the 2020 Annual Report.

**Reason:** Routine, non-controversial action

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**Article 3 MEETING PROCEDURE**

**Affirmative Action Recommended By:** Finance Committee, Select Board

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

**RULE OF THE MEETING**

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

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

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

- a reduction in the appropriation amount already voted under a previous article or within the article currently being considered; or
- a maximum amount that may be appropriated within the levy limit under a subsequent article in the warrant.

2. Articles for appropriations supported from borrowing. The Finance Committee shall report to the Meeting summarizing its recommendations for new tax-supported borrowing authority to be offered at this Meeting and for which the debt service is proposed to be funded within the levy limit.

Any motion made under a warrant article or a motion to amend that would increase the appropriation amount to be met by a borrowing authorization over the amount recommended by the Finance Committee or that would provide for an appropriation to be met by a borrowing authorization where the Finance Committee is recommending NO ACTION, must specify the following:

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

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

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

**Reason:** Routine and non-controversial at hearing; the motion is identical to Meeting Procedure motions passed annually and unanimously for more than fifteen years.

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**Article 4 FINANCE COMMITTEE GUIDELINES PUBLICATION**

**Affirmative Action Recommended By:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 4 as printed in the Warrant.

**Reason:** Non-controversial at hearing; adjustment of Finance Committee policy on budget guidelines to align with current practice of establishing a separate guideline for each budget unit (Town, CPS, and CCRSD) and publication on the town website, and to link guidelines publication date to scheduled date for closing the Warrant.

[**Warrant language:** To determine whether the Town will vote to replace the policy established under Article 4 of the 1976 Annual Town Meeting relative to establishing and publishing budget guidelines as follows (changes are shown in ~~strikeout~~ and bold italics for emphasis only):

The Finance Committee shall annually establish a ~~guideline~~ ***budget guidelines*** for ~~budget increases to be considered in the next~~ fiscal year ~~for the planning by the Board of Selectmen~~ ***Select Board***, the Concord Public School Committee and the Concord-Carlisle Regional School Committee and will publish said guidelines ***on the Town website no later than five (5) weeks before the scheduled close of the warrant in the local press prior to November 30 of the previous fiscal year***]

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**Article 5 RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**

**Affirmative Action Recommended By:** Finance Committee, Select Board, Personnel Board

**Motion:** That the Town take affirmative action on Article 5 as printed in the Town Meeting Materials booklet.

**Reason:** Routine annual ratification action; non-controversial at hearing.

[**Town Meeting Materials language: Motion:** That the Town take affirmative action on Article 5, as printed in the Town Meeting Materials booklet, to ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows:

1. Move the title "Public Information & Communications Manager" from Grade MP-2 to Grade MP-4 effective December 1, 2020.
  2. Add the title "Library Innovation & Communication Specialist" to Grade MP-1 effective December 1, 2020.
  3. Add the title "Land Manager" to Grade MP-2 effective December 8, 2020.
  4. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between March 26, 2021 and June 13, 2021.]
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**Article 6 CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**

**Affirmative Action Recommended By:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 6 as printed in the Warrant.

**Reason:** Routine and non-controversial at hearing.

[Warrant Language: To determine whether the Town will vote to amend the Classification and Compensation Plan for regular-status Town positions by adopting the following schedules to become effective July 1, 2021, or take any other action relative thereto:

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

**CLASSIFICATION AND COMPENSATION PLAN**

Effective July 1, 2021

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**ADMINISTRATIVE-CLERICAL**

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
AC-1 Receptionist/Clerk Recreation Clerk	Hourly	18.17	21.86	25.54
AC-2 Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk	Hourly	20.30	24.41	28.52
AC-3 Customer Services Representative Senior Account Clerk Senior Department Clerk	Hourly	23.02	27.68	32.33
AC-4 Administrative Assistant Assistant to the Town Clerk Collections Assistant Retirement Assistant Treasury Assistant	Hourly	24.87	29.91	34.95
AC-5 Human Resources Assistant Project & Procurement Coordinator Senior Administrative Assistant	Hourly	26.59	31.96	37.32
AC-6 Finance Assistant Senior Human Resources Assistant	Hourly	27.50	33.07	38.63

**TRADES-CRAFTS-LABOR**

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
TCL-1 Building Custodian	Hourly	17.94	21.69	25.43
TCL-2 Building Maintenance Custodian	Hourly	20.26	24.49	28.72
TCL-3 Facilities Maintainer Maintenance & Inventory Coordinator Water/Sewer System Maintainer	Hourly	22.30	26.96	31.62
TCL-4 Custodial Maintenance Supervisor Equipment/Line Operator Master Craftsperson	Hourly	24.95	30.19	35.42
TCL-5 Assistant Public Works Supervisor Crew Leader Licensed Electrician/Skilled Carpenter Senior Master Mechanic Treatment Systems Operator	Hourly	27.62	33.40	39.18
TCL-6 Senior Treatment Systems Operator	Hourly	31.03	37.53	44.02
TCL-7 Public Works Supervisor HVAC Technician	Hourly	34.41	41.63	48.85

**MANAGERIAL-PROFESSIONAL**

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

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
MP-1 Associate Engineer Engineering Technician Library Innovation & Communications Specialist Media Technician Recreation Supervisor Station Manager Tourism & Visitor Services Manager	Annual	49,387	61,943	74,499

		Minimum	Mid-Point	Maximum
MP-2	Annual	55,735	69,902	84,068
Administrative & Special Projects Coordinator				
Administrative Manager				
Administrative Systems Analyst				
Assistant Local Inspector				
Assistant Natural Resources Director				
Budget Analyst				
Energy Specialist				
Environmental Health Inspector				
Environmental & Regulatory Coordinator				
Facilities Operations Coordinator				
Field Lister				
GIS Technician/Analyst				
Information Systems Technician				
Land Manager				
Office Accountant				
Public Health Inspector				
Water Conservation Coordinator				
MP-3	Annual	65,763	82,483	99,202
Assistant Assessor				
Assistant Human Resources Director				
Assistant Public Health Director				
Assistant Public Works Engineer				
Assistant Senior Services Director				
Assistant Town Accountant				
Assistant Town Clerk				
Assistant Treasurer				
Associate Financial Manager				
Childcare Services Manager				
Customer Service Supervisor				
Energy Conservation Coordinator				
Local Inspector				
Management Analyst				
Municipal Archivist/Records Manager				
Operations Manager				
Recreation Programs & Events Manager				
Retirement System Administrator				
Senior Budget & Operations Analyst				
Senior Environmental & Regulatory Coordinator				
Senior Information Systems Technician				
Senior Planner				
MP-4	Annual	70,307	88,182	106,056
Assistant Highway & Ground Superintendent				
Assistant Recreation Director				
Customer Service Administrator				
Environmental Services Program Administrator				

		Minimum	Mid-Point	Maximum
GIS & Application Integration Program Manager Operations Engineer Public Information & Communications Manager Public Works Engineer				
MP-5	Annual	75,625	94,850	114,075
Assistant Library Director Assistant Town Engineer Budget & Purchasing Director Deputy Treasurer/Collector Director of Sustainability IT Services Manager Financial Manager/Accountant Natural Resources Director Police Lieutenant Public Health Director Senior Services Director Town Clerk Town Planner				
MP-6	Annual	87,814	110,136	132,458
Assistant Fire Chief Building Commissioner Facilities Director Highway & Grounds Superintendent Police Captain Recreation Director Town Accountant Town Assessor Town Engineer Water/Sewer Superintendent				
MP-7	Annual	95,430	119,690	143,950
Director of Planning & Land Management Human Resources Director Library Director				
MP-8	Annual	106,319	133,348	160,376
Assistant Town Manager Chief Information Officer Fire Chief Police Chief Public Works Director				
MP-9	Annual	116,520	146,144	175,767
Deputy Town Manager Finance Director				

## ELECTRICAL LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EL-1 (Reserved for future use)	Hourly	19.77	23.91	28.05
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	25.70	31.09	36.47
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	32.62	36.87	41.12
EL-4 Lineworker, Grade 1	Hourly	40.49	45.79	51.09
EL-5 Lead Lineworker	Hourly	42.40	47.95	53.49
EL-6 Line Supervisor	Hourly	45.67	51.64	57.60

## ELECTRICAL MANAGEMENT

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

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EM-1 Meter Supervisor Senior Engineering Technician	Annual	67,513	81,030	94,547
EM-2 Electrical Engineer	Annual	86,285	103,521	120,756
EM-3 Lead Electrical Engineer	Annual	92,703	111,277	129,851
EM-4 Power Supply & Rates Administrator	Annual	108,314	129,956	151,598
EM-5 Assistant CMLP Director	Annual	113,730	136,454	159,177
EM-6 CMLP Director	Annual	131,165	157,443	183,720

### MEDIA SPECIALISTS

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
MS-1 Education Coordinator Lead Producer	Hourly	18.82	25.10	31.37

### SWIM & FITNESS

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
SF-1 Swim/Fitness Specialist	Hourly	13.50	37.35	61.20

### HUMAN SERVICES

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
HS-A Human Services Assistant	Hourly	13.50	22.05	30.60
HS-1 Human Services Specialist	Hourly	15.94	30.92	45.90
HS-2 Child Care/Education Specialist	Hourly	15.94	29.39	42.84

### TELECOMMUNICATIONS TECHNICIANS

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
TT-1 Telecommunications Technician	Hourly	30.70	36.07	41.43
TT-2 Senior Telecommunications Technician	Hourly	35.09	41.25	47.40
TT-3 Lead Telecommunications Technician	Hourly	36.84	43.31	49.78

## TELECOMMUNICATIONS MANAGEMENT

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

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
TM-1 Network Administrator	Annual	77,051	90,500	103,949
TM-2 Network Engineer Telecommunications Coordinator	Annual	87,768	103,146	118,523
TM-3 Telecommunications Director	Annual	101,428	119,187	136,946

**Article 8**

**USE OF FREE CASH**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town authorize and direct the Assessors to transfer \$1,000,000 from the Certified Free Cash Balance as of June 30, 2021 to reduce the tax levy for the fiscal year ending June 30, 2022.

**Reason:** Routine transfer of surplus funds to reduce tax levy; non-controversial at hearing. Surplus results from revenue collection exceeding estimates and/or actual expenditures being less than appropriations.

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**Article 11**

**OPEB TRUST FUND APPROPRIATION**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town raise and appropriate \$1,220,195; and transfer \$44,512 from the Water Fund; \$10,949 from the Sewer Fund; \$166,596 from the Light Fund; \$23,752 from the Broadband fund; and \$1,847 from the Swim & Fitness Fund, for a total appropriation of \$1,467,851 to fund the Town’s FY22 contribution to the Other Post-Employment Benefits Liability Trust Fund (OPEB Trust) established under Mass. Gen. Laws c. 32B, §20.

**Reason:** Routine General Fund appropriation to meet the Town’s OPEB obligations made in prior years as part of the Town’s Budget article, now being appropriated for all funds (General, Enterprise, and Other) in a stand-alone article consistent with best practice as recommended by the Town’s auditors and MA Department of Revenue; non-controversial at hearing.

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**Article 12**

**OPEB TRUST FUND EXPENSE**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town appropriate from the OPEB Fund established under Mass. Gen. Laws c. 32B, § 20 \$200,000 for OPEB Fund expenses.

**Reason:** Non-controversial at hearing; administrative change in method of paying OPEB Fund expenses recommended by the Town’s advisors to be by direct payment from the Fund instead of by deduction from earnings.

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**Article 14**

**AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER MASS. GEN. LAWS. C. 44, § 53E1/2**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 14 as printed in the Warrant.

**Reason:** Routine authorization of annual spending limits for Revolving Funds, expenditures made pursuant to the Town’s Revolving Fund Bylaw with the approval of the Town Manager; non-controversial at hearing.

[**Warrant Language:** To determine whether the town will vote to authorize the total expenditures for the following revolving funds pursuant to Mass. Gen. Laws c. 44, § 53e ½ for the fiscal year ending June 30, 2022, to be expended in accordance with the town’s Revolving Fund Bylaw, or take any other action relative thereto.]

Revolving Fund	Annual Spending Limit
Regional Housing Services	\$ 325,000
Road Repair	\$ 120,000
Senior Services	\$ 45,000
Tree Preservation	\$ 100,000

**Article 15 ESTABLISHMENT OF PARKING METER FUND AND REPEAL OF PARKING METER REVOLVING FUND BYLAW**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 15 as printed in the Warrant.

**Reason:** Non-controversial at hearing; acceptance of state statute to allow the Town to maintain current practice of segregating parking revenue from other General Fund revenues for funding parking enforcement expenses and transportation initiatives; repeal of existing bylaw made obsolete by adoption of statute.

[**Warrant Language:** To determine whether the Town will vote to accept the second sentence of Mass. Gen. Laws c. 40, § 22C, to allow receipts from parking meters and other devices to be segregated in a special revenue fund, such funds to be expended for the purposes of purchase or lease of additional parking lots, the care and maintenance of parking lots, the purchase or lease of a commuter shuttle or commuter shuttle services between the parking lots and available public transportation, the care and maintenance of public transportation station accessibility improvements and in general for traffic control or traffic safety purposes, including payment for public liability coverage in connection with the purchase, lease and use of the municipally owned or leased parking lots and commuter shuttles or commuter shuttle services or any of the purposes and uses listed in Mass. Gen. Laws c. 40, § 22A, and further to determine whether the Town will vote to repeal in its entirety the Parking Meter Revolving Fund Bylaw that was adopted under Article 65 of the 1975 Annual Town Meeting, or take any other action relative thereto.]

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**Article 16 APPROPRIATION OF PARKING METER RECEIPTS**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town appropriate the sum of \$400,000 from Parking Meter Receipts to fund expenses related to parking enforcement or public transportation initiatives for the fiscal year ending June 30, 2022.

**Reason:** Non-controversial at hearing; appropriation to allow expenditure of grant received by the Town.

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**Article 19 APPROPRIATION FOR SENIOR MEANS-TESTED PROPERTY TAX EXEMPTION**

**Affirmative Action Recommended by:** Finance Committee, Select Board, Tax Fairness Committee

**Motion:** That the Town transfer the sum of \$150,000 from the Overlay Surplus to fund the Senior Means-Tested Property Tax Exemption program for the Fiscal Year ending June 30, 2022.

**Reason:** Non-controversial at hearing; appropriation to provide continuity during Fiscal Year 2022 of the Senior Means-Tested Property Tax Exemption that has been in place for three years and expires June 30, 2021 in the event that the state legislature has not yet reauthorized the program.

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**Article 20 LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town authorize the income from sales of electricity and from servicing and jobbing during the fiscal year ending June 30, 2022, together with the balance of operating cash in the Light Plant Fund, to be expended under the direction and control of the Town Manager, without further appropriation, for the expenses of the Light Plant for the fiscal year, as defined in Mass. Gen. Laws c. 164, § 57, and/or for other plant extensions, enlargements, additions, renewals, and reconstruction; and further to authorize a transfer of \$451,500 from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2022.

**Reason:** Routine annual action; non-controversial at hearing. Authorizes the Light Plant to expend its income for operations and provides for the transfer of \$451,500 from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2022.

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**Article 21      SOLID WASTE DISPOSAL FUND EXPENDITURES**

**Affirmative Action Recommended by:** Finance Committee, Select Board

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

**Reason:** Routine annual authorization; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue from the fiscal year ending June 30, 2022 and cash on hand in the Solid Waste Disposal Fund to operate the Town's curbside solid waste and recycling collection and disposal program.

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

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**Article 22      SEWER SYSTEM EXPENDITURES**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 22 as printed in the Warrant.

**Reason:** Routine annual enterprise fund authorization; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2022 and cash on hand in the Sewer Fund for the operation, maintenance, and improvement of the Town's sewer system.

[**Warrant Language:** To determine whether the Town will vote that the income from user fees, special service fees and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting; or take any other action relative thereto.]

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**Article 23      SEWER IMPROVEMENT FUND EXPENDITURES**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 23 as printed in the Warrant.

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

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

**Article 24 WATER SYSTEM EXPENDITURES**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 24 as printed in the Warrant.

**Reason:** Routine annual action; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2022 and cash on hand in the Water Fund for the operation, maintenance, and improvement of the Town's water system.

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

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**Article 25 AUTHORIZE EXPENDITURE FROM PEG ACCESS AND CABLE-RELATED FUND**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town transfer from the PEG Access and Cable-Related Fund the amount of \$431,108 to be expended under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Comcast licensing agreement during the fiscal year ending June 30, 2022.

**Reason:** Routine transfer; non-controversial at hearing.

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**Article 26 BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 26 as printed in the Town Meeting Materials booklet.

**Reason:** Routine annual enterprise fund authorization; non-controversial at hearing.

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**MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Article 27 Motion:** That the Town raise and appropriate the sum of \$1,289,284 for the necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2022.

**Reason:** Non-controversial at hearing; routine ratification of assessment of Concord's share of the annual budget for the Minuteman Regional Technical High School District, pursuant to formula set forth in governing regional agreement.

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**Article 32 HISTORIC DISTRICTS MAP AMENDMENT – MAIN STREET HISTORIC DISTRICT**

**Affirmative Action Recommended by:** Select Board, Historic Districts Commission

**Motion:** That the Town take affirmative action on Article 32 as printed in the Warrant.

**Reason:** Non-controversial at hearing; expansion of the Main Street Historic District to include two additional properties at the request of the property owners.

[**Warrant Language:** To determine whether the Town will vote to extend the Main Street Historic District southward to add two properties comprised of 19,578 square feet, more or less, and the buildings located at 21 Thoreau St. (known as Assessor Parcel #0783) and 29-31 Thoreau Street (known as Assessor Parcel #0782), and to amend the map on file in the office of the Town Clerk entitled "Historic Districts, Town of Concord" accordingly, effective July 1, 2021, or take any other action thereto.



**Article 34 COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS**

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

**Motion:** That the Town appropriate the sum of \$1,769,891 from the Concord Community Preservation Fund, of which up to \$44,172 shall be appropriated from the Undesignated Fund Balance as of July 1, 2020 and up to \$1,725,719 shall be appropriated from the projected Fiscal Year 2022 Fund Revenues, in accordance with Mass. Gen. Laws c. 44B, to be expended under the direction of the Town Manager on projects A through O, as printed in Article 34 of the Warrant.

**Reason:** History of community support and non-controversial at hearing. Appropriates Community Preservation Fund funds to projects recommended by the Community Preservation Committee following a series of public hearings on funding applications by the projects, allocating \$288,880 for Community Housing, \$576,511 for Historic Preservation, \$559,750 for Open Space, \$304,750 for Recreation, and \$40,000 for Administration.

Item	Project/Description	Category	Sources		
			Prior Year Undesignated Fund Balance	FY22 CPA Fund Revenues	Total Amount Recommended
A	Town of Concord- Housing Production Plan Update	Community Housing		\$30,000	\$30,000
B	Town of Concord -Regional Housing Services Program	Community Housing		\$25,000	\$25,000
C	Concord Housing Development Corporation – Affordable Housing Buydown	Community Housing	\$33,880	\$200,000	\$233,880
D	Saalfield/Town of Concord – Emerson Field Flagpole	Historic Preservation		\$14,250	\$14,250
E	Concord Home for the Aged – 110 Walden St. Preservation Phase 3	Historic Preservation		\$185,000	\$185,000
F	Concord Masonic Corporation – 58 Monument Sq. Roof Replacement and Historic Structures Report	Historic Preservation	\$10,292	\$96,969	\$107,261
G	Trustees of Parish Donations, First Parish Church – Repair, Stabilize and Renovate Wright Tavern	Historic Preservation		\$260,000	\$260,000
H	Town of Concord NRC – Chamberlin Park Bridge Survey and Permitting	Open Space		\$35,000	\$35,000
I	Town of Concord NRC – Emerson Conservation Restriction	Open Space		\$210,000	\$210,000
J	Town of Concord – Wheeler Harrington House and Land	Historic Preservation		\$10,000	\$20,000
		Open Space		\$10,000	
K	Town of Concord – White Pond Beach Improvements	Open Space		\$150,000	\$300,000
		Recreation		\$150,000	
L	Town of Concord – Bruce Freeman Rail Trail	Open Space		\$12,500	\$25,000
		Recreation		\$12,500	
M	Town of Concord NRC – Warner’s Pond Dredging	Open Space		\$125,000	\$250,000
		Recreation		\$125,000	

N	Town of Concord NRC – Old Rifle Range Survey and Permitting	Open Space		\$17,250	\$34,500
		Recreation		\$17,250	
O	Staff and Technical Support	Administration		\$40,000	\$40,000
	<b>Total All Projects</b>		<b>\$44,172</b>	<b>\$1,725,719</b>	<b>\$1,769,891</b>

**Article 35 GENERAL BYLAW AMENDMENT – TREE PRESERVATION BYLAW**

**Affirmative Action Recommended by:** Select Board

**Motion:** That the Town take affirmative action on Article 35 as printed in the Warrant with the deletion of the words, “and to avoid further infestation of the invasive species” at the end of Section 5.5(a.)

**Reason:** Non-controversial at hearing; amends tree preservation bylaw as recommended by consultant retained by the Town to address application to lengthy construction projects, protection measures for invasive trees that property owners wish to preserve, and compliance with American National Standards Institute (ANSI) standards for tree planting and transplanting.

**[Warrant Language:** To determine whether the Town will vote to amend the Tree Preservation Bylaw Section 5.4(c), Section 5.5(a) and Section 5.5(b) so that the Sections read as follows (changes are shown in bold italics for emphasis only), or take any other action relative thereto:

5.4 Plan Review and Permit Issuance:

(c) Re-Submittal: If demolition or construction has not commenced within twelve (12) months of the date that a Tree Protection & Mitigation Plan was submitted for a property, or if removal of a previously unidentified Protected Tree is necessary during the course of construction, an amended Tree Protection & Mitigation Plan shall be submitted identifying any changes from the previous plan and associated mitigation measures. If demolition and/or construction is not completed within 12 months from the Reviewing Agent’s initial inspection date, an application for a permit extension and re-inspection fee shall be submitted. Additional permit extension applications and re-inspection fees shall be submitted every 12 months thereafter until demolition and construction is completed.

5.5 Maintenance of Protected and Replanted Trees:

(a) Protected Trees: Each Protected Tree retained shall be maintained in good health for a period of no less than twenty-four (24) months from the date of Final Inspection, or issuance of a Certificate of Occupancy if applicable. Should such tree die or significantly decline in the opinion of the Reviewing Agent within this twenty-four (24) month period, the owner of the property shall be required to provide mitigation consistent with the requirements for the removal of a Protected Tree as contained herein within nine (9) months from said determination. If an invasive tree is to remain on the property within setback areas, it must be protected to the same degree as a Protected Tree to avoid damage to the tree so that it does not become a hazard to persons or property, and to avoid further infestation of the invasive species.

(b) Replanted Trees: All new trees planted to mitigate the removal of Protected Tree(s) shall be maintained in good health for a period of no less than twenty-four (24) months from the date of planting. Should such tree die within this twenty-four (24) month period, the owner of the property shall be responsible for replacing the tree with a tree equal to or greater than the size of

the original Replanted Tree at installation; such replacement tree shall be planted within nine (9) months of the death or serious decline of the original Replanted Tree. Tree planting and transplanting shall adhere to the most current American National Standards Institute (ANSI) A300 (Part 6) Tree, Shrub, and Other Woody Plant Management - Standard Practices (Planting and Transplanting).]

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## ZONING BYLAW AMENDMENT- DEFINITIONS, ZONING MAP & FLOOD PLAIN CONSERVANCY DISTRICT

**Affirmative Action Recommended by:** Select Board

**Motion:** That the Town take affirmative action on Article 36 as printed in the Warrant.

**Reason:** Non-controversial at hearing; adoption of Model Floodplain Bylaw as required by the State for all communities in the National Flood Insurance Program.

[**Warrant Language:** To determine whether the Town will vote to amend the **Zoning Bylaw Section 1.3 Definitions, Section 2.2 Zoning Map Flood Plain Conservancy District and Section 7.2 Flood Plain Conservancy District** so that the following Sections read as follows (changes are shown in strikeout, bold italics and bold underline for emphasis only), or take any other action relative thereto:

### 1.3 Definitions

*1.3.25 Structure:* A combination of materials assembled at a fixed location to give support or shelter, such as a building, framework, retaining wall, tent, reviewing stand, platform, bin, fence, sign, flagpole, recreational tramway, mast for radio antenna, ***a gas or liquid storage tank that is principally above ground, manufactured home***, or the like. The word “structure” shall be construed, where the context requires, as though followed by the words “or part or parts thereof.”

### 2.2 Zoning Map

***Floodplain*** Conservancy District, Town of Concord, April 2019 (Scale 1”=1000’ consisting of a single sheet). The general boundaries of the Flood Plain Conservancy District includes all special flood hazard areas within the Town of Concord designated as Zone A, AE and AH, on the Middlesex County Flood Insurance Rate Maps (FIRMs) issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The map panels of the Middlesex County FIRM that are wholly or partially within the Town of Concord are panel numbers 25017C0244F, 25017C0263F, 25017C0264F, 25017C0356F, 25017C0357F, 25017C0358F, 25017C0359F, 25017C0366F, 25017C0367F, 25017C0376F, 25017C0377F, 25017C0378F, 25017C0379F, 25017C0381F, 25017C0383F, 25017C0386F and 25017C0387F dated July 7, 2014, with panels 25017C0378F and 25017C0379F revised by Letter of Map Revision dated August 14, 2015 and panels 25017C0264F, 25017C0376F, 25017C0377F, 25017C0378F, and 25017C0379F revised by Letter of Map Revision dated February 9, 2018. The exact boundaries of the District may be defined by the 100-year base flood elevations shown on the FIRMs and further defined by the Middlesex County Flood Insurance Study (FIS) report dated July 7, 2014 and Letters of Map Revision dated August 14, 2015 and February 9, 2018. The FIRM and FIS report are incorporated herein by reference and are on file with the Town Clerk.

***The Floodplain Conservancy District is an overlay district that includes all special flood hazard areas within the Town of Concord designated as Zone A, AE, or AH on the Middlesex County Flood Insurance Rate Map (FIRM) dated July 6, 2016 issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program.***

*The exact boundaries of the District is defined by the 1%-chance base flood elevations shown on the FIRM and further defined by the Middlesex County Flood Insurance Study (FIS) report dated July 6, 2016. The FIRM and FIS report are incorporated herein by reference and are on file with the Department of Planning & Land Management and Public Works Engineering Division.*

## **7.2 Floodplain Conservancy District**

**7.2.1 Definitions. For the purpose of this Section, the following definitions shall apply:**

**7.2.1.1 Floodplain:** All flood storage areas along the Concord, Sudbury and Assabet Rivers and their tributaries as designated on the “*Floodplain* Conservancy District” Map *as approved by the Town* and all special flood hazard areas designated on the Middlesex County Flood Insurance Rate Maps as Zone A, AE, AH.

**7.2.1.2 Floodway:** The channel of the watercourse and those portions of the adjoining flood plain which are reasonably required to carry and discharge the base flood. *The channel of the river, creek or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height.*

**7.2.1.3 Floodway data:** In Zone A, AE, AH, and along watercourses that have not had a regulatory floodway designated the best available Federal, State, local and other floodway data shall be used to prohibit encroachments in floodways which would result in any increase in flood levels within the community during the occurrence of the base flood discharge.

**7.2.1.4 Base flood:** A flood known to have occurred in the Town with a frequency of once in one hundred (100) years and reasonably characteristic of what can be expected to occur on a particular stream.

**7.2.1.5 Base flood elevation data:** Base flood elevation data is required for subdivision proposals or other developments on parcels greater than 50 lots or 5 acres, whichever is the lesser, within unnumbered A zones.

**7.2.1.6 Lowest floor:** The lowest floor of the lowest enclosed area of a building.

**7.2.1.7 Water surface elevation:** The height in relation to the North American Vertical Datum (NAVD) of 1988 of floods of various magnitudes and frequencies in the flood plains of riverine areas.

**7.2.1.3 Compensatory Storage:** *A new, excavated storage volume not previously used for flood storage compensating for the amount of storage, up to and including the 100-year flood elevation, which would be displaced by the proposed project.*

**7.2.1.4 Development:** *Any human-made change to improved or unimproved real estate, including but not limited to buildings or other structures, mining, dredging, filling, grading, paving, excavation or drilling operations or storage of equipment or materials.*

**7.2.1.5 Functionally Dependent Use:** *A use which cannot perform its intended purpose unless it is located or carried out in close proximity to water. The term includes only docking*

*facilities, port facilities that are necessary for the loading and unloading of cargo or passengers, and shipbuilding and ship repair facilities, but does not include long-term storage or related manufacturing facilities.*

*7.2.1.6 Highest Adjacent Grade: The highest natural elevation of the ground surface prior to construction next to the proposed walls of a structure.*

*7.2.1.7 Historic Structure: Any structure that is:*

- (a) Listed individually in the National Register of Historic Places (a listing maintained by the Department of Interior) or preliminarily determined by the Secretary of the Interior as meeting the requirements for individual listing on the National Register;*
- (b) Certified or preliminarily determined by the Secretary of the Interior as contributing to the historical significance of a registered historic district or a district preliminarily determined by the Secretary to qualify as a registered historic district;*
- (c) Individually listed on a state inventory of historic places in states with historic preservation programs which have been approved by the Secretary of the Interior; or*
- (d) Individually listed on a local inventory of historic places in communities with historic preservation programs that have been certified either:
  - (1) By an approved state program as determined by the Secretary of the Interior or*
  - (2) Directly by the Secretary of the Interior in states without approved programs.**

*7.2.1.8 New Construction: Structures for which the start of construction commenced on or after the effective date of the first floodplain management code, regulation, ordinance, or standard adopted by the authority having jurisdiction, including any subsequent improvements to such structures. New construction includes work determined to be substantial improvement.*

*7.2.1.9 Recreational Vehicle: A vehicle that is:*

- (a) Built on a single chassis;*
- (b) 400 square feet or less when measured at the largest horizontal projection;*
- (c) Designed to be self-propelled or permanently towable by a light duty truck; and*
- (d) Designed primarily not for use as a permanent dwelling but as temporary living quarters for recreational, camping, travel, or seasonal use.*

*7.2.1.10: Special Flood Hazard Area: The land area subject to flood hazards and shown on a Flood Insurance Rate Map or other flood hazard map as Zone A, AE, or AH.*

*7.2.1.11 Start of Construction: The date of issuance of the permit for new construction and substantial improvements to existing structures, provided the actual start of construction, repair, reconstruction, rehabilitation, addition, placement or other improvement is within 180 days after the date of issuance. The actual start of construction means the first placement of permanent construction of a building (including a manufactured home) on a site, such as the pouring of a slab or footings, installation of pilings or construction of columns.*

*Permanent construction does not include land preparation (such as clearing, excavation, grading or filling), the installation of streets or walkways, or the erection of temporary forms. For a substantial improvement, the actual "start of construction" means the first alteration of any wall, ceiling, floor or other structural part of a building, whether or not that alteration affects the external dimensions of the building*

**7.2.1.12 Substantial Repair of a Foundation:** *When work to repair or replace a foundation results in the repair or replacement of a portion of the foundation with a perimeter along the base of the foundation that equals or exceeds 50% of the perimeter of the base of the foundation measured in linear feet, or repair or replacement of 50% of the piles, columns or piers of a pile, column or pier supported foundation, the Building Commissioner shall determine it to be substantial repair of a foundation. Applications determined by the Building Commissioner to constitute substantial repair of a foundation shall require all existing portions of the entire building or structure to meet the requirements of 780 CMR.*

**7.2.1.13 Variance:** *A grant of relief from the terms of a floodplain management regulation.*

**7.2.1.14 Violation:** *The failure of a structure or other development to be fully compliant with the community's flood plain management regulations. A structure or other development without the elevation certificate, other certifications, or other evidence of compliance required in §60.3(b) (5), (c)(4), (c)(10), (d)(3), (e)(2), (e)(4), or (e)(5) is presumed to be in violation until such time as that documentation is provided.*

## **7.2.2 Purpose.**

**7.2.2.1** To protect persons and property against the hazards of flood water inundation by assuring the continuation of the natural flow pattern of the rivers and those portions of their tributaries located within the *Floodplain* Conservancy District within the Town and by preserving natural floodwater storage areas;

**7.2.2.2** To maintain the quality and level of the groundwater table and water recharge areas for existing or potential water supplies; and

**7.2.2.3** To protect the Town against unsuitable use or development of areas subject to flooding;

**7.2.2.4** *To prevent new hazards to emergency response officials;*

**7.2.2.5** *To prevent the occurrence of public emergencies resulting from water quality, contamination, and pollution due to flooding;*

**7.2.2.6** *To avoid the loss of utility services which if damaged by flooding would disrupt or shut down the utility network and impact regions of the community beyond the site of flooding; and*

**7.2.2.7** *To eliminate costs associated with the response to and cleanup of flooding conditions.*

## **7.2.3 Standards.**

**7.2.3.1** Within Zone AH on the FIRM, adequate drainage paths must be provided around structures on slopes, to guide floodwaters around and away from proposed structures.

**7.2.3.2** In Zone AE, along watercourses that have a regulatory floodway within the Town of Concord designated on the Middlesex County FIRM, encroachments are prohibited in the regulatory floodway which would result in any increase in flood levels within the community during the occurrence of the base flood discharge. *In Zone A, AE, AH, and along watercourses that have not had a regulatory floodway designated, the best available Federal, State, local and other floodway data shall be used to prohibit encroachments in floodways, which would result*

*in any increase in flood levels within the community during the occurrence of the base flood discharge.*

7.2.3.3 All site plan, *special permit and subdivision* proposals shall be designed to assure that: a) such proposals minimize flood damage; b) all public utilities and facilities are located and constructed to minimize or eliminate flood damage; and, c) adequate drainage is provided to reduce exposure to flood hazards.

7.2.3.4 *In Zone AE, along watercourses that have a regulatory floodway designated on the Town's FIRM Map, encroachments are prohibited in the regulatory floodway which would result in any increase in flood levels within the community during the occurrence of the base flood discharge.*

7.2.3.5 *All recreational vehicles to be placed on a site must be elevated and anchored in accordance with the Zone's regulations for foundation and elevation requirements or be on the site for less than 180 consecutive days or be fully licensed and highway ready.*

7.2.4 *Uses permitted without a Special Permit from review by the Board.* The following uses are permitted within the *Floodplain* Conservancy District:

7.2.4.1 Wildlife management, boating, fishing and hunting where otherwise legally permitted;

7.2.4.2 Construction and maintenance of at-grade sidewalks, duckwalks, bicycle, equestrian and foot paths or bridges, and unpaved recreation areas which do not alter the existing topography;

7.2.4.3 Flower and vegetable gardens, lawns, pastures, soil conservation, forestry, grazing and farming, including nurseries, truck gardening and harvesting of crops;

7.2.4.4 Construction and maintenance of public and private water supplies, and maintenance or improvement of ponds, ditches, and other water bodies;

7.2.4.5 Construction and maintenance of at-grade roads, driveways, utilities and other associated roadway facilities when access to land which is not situated in the *Floodplain* Conservancy District is not possible because of ownership patterns or the provisions of the Subdivision Rules and Regulations of the Planning Board;

7.2.4.6 Construction and improvements of public sewers, including accessory facilities used for their operation and maintenance, and improvements to existing roads and systems used in the service of the public, including drainage, electric power (including conversion to underground facilities), gas, telephone, telegraph and other telecommunication devices; and

7.2.4.7 Repairs to septic disposal systems (SDS), including leaching facilities, but excluding any expansion of SDS capacity beyond the minimum design flow for the existing use of the property as required by applicable Board of Health regulations, *and*;

7.2.4.8 Any use permitted in the underlying district in which the land is situated, subject to the same use and development restrictions as may otherwise apply thereto, provided that the land designated as being within the *Floodplain* Conservancy District is found to be not, in

fact, subject to flooding through a Letter of Map Amendment, Letter of Map Revision or physical map revision submitted to and approved by the Federal Emergency Management Agency.

7.2.5 *Uses permitted subject to review by the Board.* The following uses may be permitted by the Board after notice and a public hearing:

7.2.5.1 Any use permitted in the underlying district in which the land is situated, subject to the same use and development regulations as may otherwise apply thereto, whether by right or by special permit, provided that all development, *including structural and non-structural activities, are in compliance with this bylaw and with other State regulations., including new construction or changes to existing buildings, placement of manufactured homes, placement of agricultural facilities, fences, sheds or storage facilities, drilling, mining, paving and any other development that might increase flooding or adversely impact flood risks to other properties.*

7.2.6 *Procedure for review by the Board.*

7.2.6.1 Any person who desires to use land within the *Floodplain* Conservancy District for a use permitted subject to review by the Board shall submit a written application for a special permit to the Board, with copies to the Planning Board and Natural Resources Commission. Each such application shall be accompanied by the following submissions:

(a) A written statement detailing the proposed work, the history of flooding at the subject premises and the calculations of the volume of water which will be displaced prepared by a registered professional engineer or a registered land surveyor;

(b) Development plans, including specific topographic details within the *floodplain*, meeting, to the extent applicable, the requirements set forth for a definitive plan in the Subdivision Rules and Regulations of the Planning Board, and;. *For subdivisions or other developments greater than 50 lots or 5 acres (whichever is less), technical data to determine base flood elevations shall be provided for each developable parcel shown on the design plans;*

**(c) Plans showing compensatory storage at a 1.5:1 ratio for floodplain displaced by the proposed project, prepared by a registered professional engineer, detailed in tabular format, in 1-foot incremental elevations of fill and storage volumes in cubic feet, with cut and fill areas shown on a plan. The 1.5:1 Compensatory storage ratio does not need to be obtained at each 1-foot increment and may be obtained as a total over the floodplain area, but a minimum of 1:1 ratio shall be maintained at all 1-foot increments;**

(d) *In A Zones, in the absence of FEMA BFE data and floodway data, the Board will obtain, review and reasonably utilize base flood elevation and floodway data available from a Federal, State, or other source as criteria for requiring new construction, substantial improvements, or other development in Zone A as the basis for elevating residential structures to or above base flood level, for flood proofing or elevating nonresidential structures to be built to or above base flood level, and for prohibiting encroachments in floodways, and;*

(ec) In the case of any proposed alteration or relocation of a watercourse, *copies of the submission shall be provided to* the following agencies shall also be notified:

- 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 Maynard; Town Administrator, 195 Main Street, Maynard, MA 01754
- Town of Bedford; Town Manager, 10 Mudge Way, Bedford, MA 01730
- Town of Lincoln; Town Administrator, 16 Lincoln Road, Lincoln, MA 01773
- Town of Wayland; Town Administrator, 41 Cochituate Road, Wayland, MA 01778
- *The Town Manager or Administrator in the Towns of Sudbury, Acton, Maynard, Bedford, Lincoln and Wayland.*

- NFIP State Coordinator, Massachusetts Department of Conservation and Recreation, 251 Causeway Street, Suite 600-700, Boston, MA 02114-2104
  - NFIP Program Specialist, Federal Emergency Management Agency, Region I, 99 High Street, 6th Floor, Boston, MA 02110; and,
- (fd) Such additional information as the Board may require.

7.2.6.2 The Planning Board and Natural Resources Commission shall submit to the Board written recommendations including at least:

- (a) An evaluation of the proposed use, including its probable effect or impact upon the Town's water supply, the quality of water in the area, the natural flow pattern of watercourses, nearby or pertinent floodwater storage areas or other areas subject to seasonal or periodic flooding and the general health, safety and welfare of the inhabitants of the Town; and
- (b) A recommendation as to whether the special permit should be granted and whether any restrictions should be imposed upon the proposed use as a condition of such permit.

*7.2.6.3 Compensatory storage shall be provided as specified in Section 7.2.6.1(c) for all flood storage volume that will be displaced by the proposed project within the 100 year floodplain. Such compensatory volume shall have an unrestricted hydraulic connection to the same waterway or water body. Further, with respect to waterways, such compensatory volume shall be provided within the same reach of the river, stream or creek.*

*Work within the 100-year floodplain, including that work required to provide the above-specified compensatory storage, shall not restrict flows so as to cause an increase in flood stage or velocity. **The Board may allow a decrease in the required compensatory flood storage to a ratio of 1:1 based upon a recommendation of the Natural Resources Commission and a finding that the reduction in the compensatory flood storage allows for an overall improvement to the site, such as reducing the volume of structure in the floodplain, improving stormwater management, or improving the natural environment.***

If a special permit is granted, the Board shall impose such conditions and safeguards as public safety, welfare and convenience may require. The Board shall give due consideration to the reports of the Planning Board and Natural Resources Commission and, where the decision of the Board differs from the recommendations of either, the reasons therefor shall be stated in writing.

*7.2.7 Disclaimer of liability. The degree of flood protection required by this Bylaw is considered reasonable, but does not imply total flood protection.*

*7.2.8 Designation of Community Floodplain Administrator. The Building Commissioner is hereby designated as the official Floodplain Administrator for the Town.*

*7.2.9 Requirement to submit new technical data*

*If the Town acquires data that changes the base flood elevation in the FEMA mapped Special Flood Hazard Areas, the Town will, within 6 months, notify FEMA of these changes by submitting the technical or scientific data that supports the change(s.) Notification shall be submitted to:*

- *FEMA Region I Risk Analysis Branch Chief, 99 High St., 6th floor, Boston, MA 02110*
- *Massachusetts NFIP State Coordinator, MA Dept. of Conservation & Recreation, 251 Causeway Street, Boston, MA 02114*

*7.2.10 Variances to building code floodplain standards*

*The Building Commissioner will request from the State Building Code Appeals Board a written*

or audible copy of the portion of the hearing related to the variance, and will maintain this record in the Town's files.

The Building Commissioner shall also issue a letter to the property owner regarding potential impacts to the annual premiums for the flood insurance policy covering that property, in writing over the signature of a Town official that (i) the issuance of a variance to construct a structure below the base flood level will result in increased premium rates for flood insurance up to amounts as high as \$25 for \$100 of insurance coverage and (ii) such construction below the base flood level increases risks to life and property.

Such notification shall be maintained with the record of all variance actions for the referenced development.

**7.2.11 Variances to local Zoning Bylaws related to community compliance with the National Flood Insurance Program (NFIP)**

**7.2.11.1 A variance from Section 7.2 must meet the requirements set out by State law, and may only be granted if:**

- (a) *Good and sufficient cause and exceptional non-financial hardship exist;*
- (b) *The variance will not result in additional threats to public safety, extraordinary public expense, or fraud or victimization of the public; and*
- (c) *The variance is the minimum action necessary to afford relief.*

**7.2.11.2 Variances shall not be issued within any designated regulatory floodway if any increase in flood levels during the base flood discharge would result.**

**7.2.11.3 Variances shall only be issued upon a determination that the variance is the minimum necessary, considering the flood hazard, to afford relief.**

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Article 37

**ZONING BYLAW AMENDMENT – TABLE IV MINIMUM PARKING**

**Affirmative Action Recommended by:** Select Board

**Motion:** That the Town take affirmative action on Article 37 as printed in the Warrant.

**Reason:** Non-controversial at hearing; amends the zoning bylaw to permit continuation of parking waiver that has been extended during the pandemic to restaurants adding seasonal outdoor seating for dining.

[**Warrant Language:** To determine whether the Town will vote to amend the **Zoning Bylaw Section 7.7.2.1 Table IV Minimum Parking Business Uses – Restaurant** to add the following sentence at the end so that it reads as follows (*changes are shown in bold italics for emphasis only*) or take any other action relative thereto:

**Business Uses:**

Restaurant     One (1) space per three (3) seats rated capacity (*excluding seasonal outdoor seating*), plus one (1) space per employee on the largest shift.]

**ARTICLE 9.**

Upon a MOTION made by Ms. Escobedo and duly seconded, the following was VOTED by a clear majority that the Town transfer from the following line items the sums of:

- \$40,000 from Line 1, General Government;
- \$150,000 from Line 3, Finance;
- \$545,286 from Line 6, Public Safety;
- \$225,000 from Line 9, Reserve Fund;
- \$85,000 from Line 12, Group Insurance;

To the following line items:

- \$190,000 to Line 2, Legal Services;
- \$770,286 to Line 7, Public Works; and
- \$85,000 to Line 13, Unemployment and Workers Compensation

All appropriated under Article 10 of the 2020 Annual Town Meeting, FY21 Town Budget.

A MOTION was made by Brooks Read and duly seconded to reduce the amount to be transferred from Line 6, Public Safety, by \$190,000, and to eliminate the transfer of \$190,000 to Line 2, Legal Services. The motion FAILED for lack of majority.

**ARTICLE 10.**

Upon a MOTION made by Ms. Escobedo and duly seconded, it was VOTED by a near unanimous and well more than two-thirds vote to raise and appropriate or transfer from available funds, the sum of \$48,779,887, or any other sum, for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2022:

<b>Town Government Operating Budget</b>				
<b>Item No.</b>	<b>Department</b>	<b>Fiscal 2020 Expenses</b>	<b>Fiscal 2021 Appropriation</b>	<b>Fiscal 2022 Proposal</b>
<b>General Government</b>				
<b>\$4,574,682 is 9.4% of Total</b>				
1	A. Town Manager's Office	\$ 657,439	\$ 734,348	\$ 729,196
	B. Human Resources	430,831	478,622	556,099
	C. Information Systems	959,700	1,090,576	1,238,301
	D. Town Meeting and Reports	120,250	101,225	123,096
	E. Economic Vitality & Tourism	86,181	112,400	183,097
	F. Facilities Administration	897,712	890,179	974,548
	G. Parks & Playgrounds	110,360	130,657	148,054
	H. Resource Sustainability	144,749	162,280	162,949
	I. Visitor's Center and Restroom	22,687	29,765	34,342
	<b>Subtotal</b>	3,429,908	3,730,052	4,149,682
2	A. Legal Services	537,452	344,585	425,000
	<b>Department Subtotal</b>	<b>3,967,361</b>	<b>4,074,637</b>	<b>4,574,682</b>

<b>Finance</b>				
<b>\$2,271,859 is 4.7% of Total</b>				
3	A. Finance Administration	\$ 579,606	\$ 619,860	\$ 544,908
	B. Treasurer-Collector	460,165	528,371	499,231
	C. Town Accountant	269,671	352,437	329,509
	D. Assessors	424,356	456,387	449,647
	E. Town Clerk	333,195	379,147	389,276
	F. Elections	44,753	76,176	53,068
	G. Registrars	29,374	7,971	6,220
	<b>Department Subtotal</b>		<b>2,141,120</b>	<b>2,420,349</b>

<b>Planning and Land Management</b>				
<b>\$1,932,080 is 4.0% of Total</b>				
4	A. Planning Administration	\$ 504,278	\$ 568,129	\$ 550,439
	B. Natural Resources	248,768	348,162	411,729
	C. Inspections	430,691	465,056	466,146
	D. Health	437,049	448,669	453,771
	E. 141 Keyes Road	42,802	48,199	49,995
	<b>Department Subtotal</b>		<b>1,663,588</b>	<b>1,878,215</b>

<b>Item No.</b>	<b>Department</b>	<b>Fiscal 2020 Expenses</b>	<b>Fiscal 2021 Appropriation</b>	<b>Fiscal 2022 Proposal</b>
<b>Human Services</b>				
<b>\$3,424,346 is 7.0% of Total</b>				
5	A. Library	\$ 1,960,747	\$ 2,330,702	\$ 2,330,034
	B. Senior Services			
	B1. Senior Services	458,618	667,605	597,658
	B2. Harvey Wheeler Community Ctr.	87,042	94,209	97,767
	C. Recreation Services			
	C1. Recreation Services	129,973	118,882	110,000
	C2. Hunt Recreation Center	97,301	104,375	100,312
	D. Human Services	57,639	71,934	71,799
	E. Veterans Services	77,687	75,134	77,149
	F. Ceremonies and Celebrations	3,813	29,631	39,628
<b>Department Subtotal</b>		<b>\$ 2,872,821</b>	<b>\$ 3,492,472</b>	<b>\$ 3,424,346</b>

Public Safety				
\$10,982,707 is 22.6% of Total				
6	A. Police Department	\$ 4,590,032	\$ 4,828,191	\$ 5,206,646
	B. Animal Control Officer	25,973	27,500	27,500
	C. Police-Fire Station	231,194	231,869	252,057
	D. Fire Department	5,284,523	5,499,333	5,460,446
	E. Emergency Management	7,328	16,000	16,000
	F. West Concord Fire Station	15,071	20,738	20,059
	<b>Department Subtotal</b>	<b>\$ 10,154,120</b>	<b>\$ 10,623,630</b>	<b>\$ 10,982,707</b>
Public Works				
\$4,297,220 is 8.8% of Total				
7	A. Public Works Administration	\$ 469,134	\$ 449,200	\$ 404,565
	B. Engineering	572,595	691,413	485,647
	C. Highway Maintenance	1,381,466	1,545,047	1,514,206
	D. Winter Maintenance	540,005	640,000	640,000
	E. Parks and Trees	668,081	787,628	795,573
	F. Cemetery	211,414	259,031	304,806
	G. 133/135 Keyes Road	104,890	124,923	124,923
	H. Capital Assets			
	H1. Road Improvements	-	-	-
	H2. Drainage Program	-	-	-
	H3. Sidewalk Management	-	-	-
	H4. Heavy Equipment	-	-	-
	I. Street Lighting	28,630	27,500	27,500
	<b>Department Subtotal</b>	<b>\$ 3,976,215</b>	<b>\$ 4,524,742</b>	<b>\$ 4,297,220</b>
Item No.	Department	Fiscal 2020 Expenses	Fiscal 2021 Appropriation	Fiscal 2022 Proposal
Unclassified				
\$1,010,000 is 2.1% of Total				
8	Employee Wellness			
	A. Unused Sick Leave	\$ 92,122	\$ 65,000	\$ 65,000
	B. Public Safety Disability	-	2,500	2,500
	C. Employee Assistance Program	7,878	7,500	7,500
	<b>Subtotal</b>	<b>100,000</b>	<b>75,000</b>	<b>75,000</b>
9	Reserve Fund*	-	225,000	225,000
* Transfers totaling \$0.00 were made to other accounts in Fiscal Year 2019.				
10	Salary Reserve**	307,262	(374,236)	700,000
** Transfers totaling \$861,726 in Fiscal Year 2020 and \$624,236 in Fiscal Year 2021 were made to other accounts. The \$624,236 transfer utilized \$250,000 in appropriated funding plus \$374,236 in encumbered monies.				
11	Land Fund	10,000	10,000	10,000
	<b>Total Unclassified</b>	<b>\$ 417,262</b>	<b>\$ (64,236)</b>	<b>\$ 1,010,000</b>
<b>TOWN GOVERNMENT SUBTOTAL</b>				
<b>Account 1-10</b>		<b>\$ 25,192,487</b>	<b>\$ 26,949,809</b>	<b>\$ 28,492,894</b>

<b>Joint (Town - CPS)</b>				
<b>\$20,168,372 is 41.4% of Total</b>				
12	A. Group Insurance	\$ 5,966,069	\$ 6,383,694	\$ 6,639,042
	B. OPEB	1,697,850	1,500,000	\$0
	C. Property/Liability	288,750	300,000	315,000
	<b>Insurance Subtotal</b>	<b>7,952,669</b>	<b>8,183,694</b>	<b>6,954,042</b>
13	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	91,283	110,000	120,000
	B. Workers' Comp.	118,717	110,500	133,575
	<b>Subtotal</b>	<b>210,000</b>	<b>220,500</b>	<b>253,575</b>
14A	Retirement	3,965,861	4,064,734	3,412,844
14B	Retirement, Pension Reserve			\$1,338,816
15	Social Security and Medicare	837,819	866,864	910,207
16	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	3,432,575	3,187,205	3,424,300
	CPS Principal and Interest	747,151	811,807	743,070
	<b>Subtotal</b>	<b>4,179,726</b>	<b>3,999,012</b>	<b>4,167,370</b>
	Interest on Notes			
	Other Debt Expense	9,581		
	<b>Subtotal Within Levy Limit</b>	<b>4,189,307</b>	<b>3,999,012</b>	<b>4,167,370</b>
	B. Excluded Debt			
	Town Principal and Interest	99,794	343,794	335,044
	CPS Principal and Interest	3,128,228	3,032,073	2,915,095
	Less: Use of Stabilization Funds			
	<b>Subtotal Excluded Debt</b>	<b>3,228,021</b>	<b>3,375,867</b>	<b>3,250,139</b>
	<b>Total Debt Service</b>	<b>7,417,328</b>	<b>7,374,879</b>	<b>7,417,509</b>
	<b>Total Joint (Town - CPS)</b>	<b>\$ 20,383,677</b>	<b>\$ 20,710,671</b>	<b>\$ 20,286,993</b>
	<b>Total Appropriation</b>	<b>\$ 45,576,164</b>	<b>\$ 47,660,480</b>	<b>\$ 48,779,887</b>

That the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment;

That the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's Rabies Clinic;

That the appropriation for Salary Reserve under Line Item 10 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established effective July 1, 2021 and thereafter pursuant to the salary schedules adopted under Article 6, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfer shall be reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year; and

That the Town authorize the funds to be expended from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2022:

<b>Amount</b>	<b>Loan Number</b>	<b>Original Loan</b>	<b>Date of Issue</b>	<b>Final Maturity</b>	<b>Town Authorization</b>
\$ 33,275.00	T5-05-1243-D	\$ 665,490	10/24/19	FY40	Art. 42 (2009)
\$ 29,839.00	T5-05-1243-A	\$ 296,830	06/13/12	FY23	Art. 50 (2004)
\$ 32,471.00	T5-05-1243-B	\$ 324,715	05/22/13	FY23	Art. 42 (2009)
\$ 19,745.70	T5-05-1243-C	\$ 197,457	01/07/15	FY25	Art. 42 (2009)

or take any other action relative thereto.

Upon a MOTION made by Ms. Escobedo and duly seconded, the following was VOTED:

that:

- the Town raise and appropriate the sum of \$44,537,571,
- transfer \$229,038 from the Cemetery Fund,
- transfer \$257,606 from the Sewer Fund,
- transfer \$710,034 from the Water Fund,
- transfer \$582,347 from the Light Fund,
- transfer \$137,908 from the Solid Waste Fund,
- transfer \$28,875 from the Telecom Fund,
- transfer \$88,150 from the Emergency Services Stabilization Fund,
- transfer \$1,978 from PEG Access Fund,
- transfer \$1,338,816 from the Pension Reserve Fund, and
- transfer \$867,564 from Article 10 of the 2020 Annual Town Meeting (FY21 Budget),

for a total appropriation under Article 10 of \$48,779,887, as printed in the Warrant, as Fiscal 2022 Budget, Items 1 – 16, for the necessary and expedient purposes of the Town for the Fiscal Year ending June 30, 2022, and that the same be expended only for such purposes under the direction of the Town Manager; and further, that the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment; and

- that the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's Rabies Clinic;
- transfer \$3,500 from Transportation Network Fees for public transportation related projects; and
- appropriate \$115,331 from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust as detailed in the chart due and payable during the fiscal year ending June 30, 2022;

<b>Amount</b>	<b>Loan Number</b>	<b>Original Loan</b>	<b>Date of Issue</b>	<b>Final Maturity</b>	<b>Town Authorization</b>
\$ 33,275.00	T5-05-1243-D	\$ 665,490	10/24/19	FY40	Art. 42 (2009)
\$ 29,839.00	T5-05-1243-A	\$ 296,830	06/13/12	FY23	Art. 50 (2004)
\$ 32,471.00	T5-05-1243-B	\$ 324,715	05/22/13	FY23	Art. 42 (2009)
\$ 19,745.70	T5-05-1243-C	\$ 197,457	01/07/15	FY25	Art. 42 (2009)

and, that the appropriation for Salary Reserve under Line Item 10 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established effective July 1, 2021 and thereafter pursuant to the salary schedules adopted under Article 6, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfer shall be reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year.

and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Mass. Gen. Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**ARTICLE 13. CAPITAL IMPROVEMENT AND DEBT PLAN**

Upon a MOTION made by Ms. Escobedo and duly seconded, it was VOTED unanimously that the Town raise and appropriate the sum of \$800,000, transfer the sums of \$182,000 from Article 31 of the 2014 Annual Town Meeting, \$39,744 from Article 27 of the 2012 Annual Town Meeting, and \$52,135 from Article 34 of the 2014 Annual Town Meeting, all representing unexpended bond proceeds remaining in these authorizations, and to authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, § 7 or § 8, or any other enabling authority, the sum of \$5,100,000 for a total appropriation of \$6,173,879 to fund the FY22 Capital Improvement and Debt Plan, as shown in the table below, said funds to be expended under the direction of the Town Manager,

## FY22 Capital Improvement and Debt Plan

Item No.	Item Description	Department	Division	Cash	Debt	Transfer	Total
1C	Technology Upgrades	Gen. Govt	Information Technology	\$ 300,000	\$ -	\$ -	\$ 300,000
1F	ADA Compliance	Gen. Govt	Facilities	\$ 50,000	\$ -	\$ -	\$ 50,000
1H	Town Electric Vehicle Infrastructure	Gen. Govt	Resource Sustainability	\$ 100,000	\$ -	\$ -	\$ 100,000
4A	Vehicle Replacement	D/LPM	Planning	\$ 25,000	\$ -	\$ -	\$ 25,000
6A	Vehicles & Equipment	Public Safety	Police	\$ 140,000	\$ -	\$ -	\$ 140,000
6D	Vehicles & Equipment	Public Safety	Fire	\$ 80,000	\$ -	\$ -	\$ 80,000
7B	System Improvements	CPW	Engineering	\$ 55,000	\$ -	\$ -	\$ 55,000
7C	Highway Improvements	CPW	Highway Maintenance	\$ 7,500	\$ -	\$ -	\$ 7,500
7E	Park Improvements	CPW	Park & Trees	\$ 42,500	\$ -	\$ -	\$ 42,500
1	Municipal Building Improvements	Gen. Govt	Facilities	\$ -	\$ 195,000	\$ -	\$ 195,000
3	Municipal Building Improvements, HWCC	Gen. Govt	Facilities	\$ -	\$ -	\$ 182,000	\$ 182,000
4	Park Improvements, Emerson Pool	Gen. Govt	Parks & Playgrounds	\$ -	\$ -	\$ 91,879	\$ 91,879
6	Park Improvements, White Pond	Gen. Govt	Parks & Playgrounds	\$ -	\$ 500,000	\$ -	\$ 500,000
9	Ralph Waldo Emerson Historic Home/ Museum	DP/LM	Planning	\$ -	\$ 325,000	\$ -	\$ 325,000
10	Park Improvements, Warner's Pond	DP/LM	Conservation	\$ -	\$ 1,250,000	\$ -	\$ 1,250,000
11	Ladder #1 Refurbishment (2012)	Public Safety	Fire	\$ -	\$ 250,000	\$ -	\$ 250,000
12	Self Contained Breathing Apparatus	Public Safety	Fire	\$ -	\$ 350,000	\$ -	\$ 350,000
13	Road and Parking Lot Reconstruction, inc. drainage & sidewalks	CPW	Engineering	\$ -	\$ 1,750,000	\$ -	\$ 1,750,000
14/15	Heavy Equipment	CPW	Highway	\$ -	\$ 480,000	\$ -	\$ 480,000
<b>totals:</b>				<b>\$ 800,000</b>	<b>\$ 5,100,000</b>	<b>\$ 273,879</b>	<b>\$ 6,173,879</b>

### ARTICLE 17. APPROPRIATE FUNDS FOR AFFORDABLE HOUSING DEVELOPMENT

Upon a MOTION made by Ms. Escobedo and duly seconded, it was VOTED by a clear majority that the Town transfer from the Certified Free Cash Balance as of June 30, 2021 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.

### ARTICLE 28. CONCORD PUBLIC SCHOOLS BUDGET

Upon a MOTION made by Mr. Booth and duly seconded, it was VOTED unanimously that the that the Town raise and appropriate the sum of \$41,708,424 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2022 and that the same be expended only for such purposes and under the direction of the Concord School Committee.

### ARTICLE 29. CONCORD PUBLIC SCHOOLS CAPITAL BUDGET

Upon a MOTION made by Mr. Booth and duly seconded, it was VOTED by a near unanimous and more than two-thirds majority that the Town appropriate the sum of \$900,000 to be expended under the direction of the Concord School Committee for remodeling, construction, reconstructing or making extraordinary repairs, including original equipment and related work at various Concord Public School buildings; and further, to meet this appropriation, authorize the Town Treasurer with the approval of the Select Board to borrow \$900,000 and to issue bond or notes under the provisions of Mass. Gen. Laws c. 44, § 7, or any other enabling authority; and further that, in accordance with Mass. Gen. Laws c. 44, § 20, the premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to pay project costs and the amount authorized to be borrowed under this Article 29 shall be reduced by the amount of any such premium so applied.

**ARTICLE 30. CONCORD-CARLISLE  
REGIONAL HIGH SCHOOL**

Upon a MOTION made by Ms. Bout and duly seconded, it was VOTED by a clear majority that the Town raise and appropriate a sum of \$24,376,779 as the Town's apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2022, and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.

**ARTICLE 31. HOME RULE LEGISLATION AND  
BYLAW AMENDMENT REGULATION OF  
FOSSIL FUEL INFRASTRUCTURE**

Upon a MOTION made by Ms. Escobedo and duly seconded, it was VOTED by well more than a majority that the Town take affirmative action on Article 31 as printed in the Warrant.

ARTICLE 31. To determine whether the Town will authorize the Select Board to petition the General Court for special legislation substantially in the form below to establish the Town's authority to regulate the use of fossil fuels in new construction as an important step in meeting the greenhouse gas emission reductions approved by Concord voters in Article 51 of the 2017 Town Meeting, and further to authorize the Select Board to approve amendments to the bill before enactment by the General Court that are within the scope of the general objectives of the petition:

**AN ACT AUTHORIZING THE  
TOWN OF CONCORD  
TO ADOPT AND ENFORCE LOCAL  
REGULATIONS RESTRICTING  
NEW FOSSIL FUEL INFRASTRUCTURE IN  
CERTAIN CONSTRUCTION**

SECTION 1. Notwithstanding chapter 40A, section 13 of chapter 142 of the General Laws, chapter 164 of the General Laws, the State Building Code, the Fuel or Gas Code, or any other general or special law or regulation to the contrary, the Town of Concord is hereby authorized to adopt and further amend general or zoning by-laws that restrict new construction projects that do not qualify as fossil-fuel-free.

SECTION 2. Notwithstanding section 7 of chapter 40A of the General Laws, or any other general or special law or regulation to the contrary, the Building Inspector of the Town of Concord, or their designee, shall be authorized to enforce restrictions on new building construction and major renovation projects that do not qualify as fossil-fuel-free, including through the withholding of building permits.

SECTION 3. As used in this act, the term "fossil-fuel-free" shall refer to construction that results in an entire building or an entire condominium unit that does not utilize coal, oil, natural gas other fuel hydrocarbons (including synthetic equivalents), or other fossil fuels in support of its operation after construction.

SECTION 4. This act shall take effect upon its passage. Any bylaw approved by Concord Town Meeting that is consistent with Sections 1 through 3 of this act, including, without limitation, a bylaw adopted by the 2021 Concord Annual Town Meeting by affirmative vote on Article 31 thereof, is hereby ratified.

SECTION 5. If any provision or section of this act is invalidated, the remainder shall survive in full force and effect.

And further, to determine whether the Town will vote to establish a new general bylaw prohibiting or otherwise regulating the installation of fossil fuel infrastructure in new construction projects in Concord, and to set forth the terms and scope of such prohibition, including exemptions or waivers thereto, as set forth below:

**PROHIBITION ON THE EXPANSION OF  
FOSSIL FUEL INFRASTRUCTURE FOR NEW  
CONSTRUCTION**

**1. Purpose**

This Bylaw is adopted by the Town of Concord to protect the health, safety and welfare of the inhabitants of the Town from the effects of air pollution, including greenhouse gas emissions that are contributing to climate change, and from fuel leaks and explosions that threaten the Town and its inhabitants.

## 2. Definitions

For the purposes of this bylaw, the following definitions shall apply:

“Building” shall have the same meaning as set forth in Section 1.3.4 of the Concord Zoning Bylaw, provided that the pertinent structure is or will be furnished with a heating or hot water system.

“Effective Date” shall mean December 1, 2022, or six months following the date by which the Town is authorized by the Massachusetts General Court to regulate fossil fuel infrastructure, whichever is later.

“New Building” shall mean any new construction that will require heating or cooling and that is associated with a valid building permit application on or after the effective date of this bylaw, including but not limited to, construction (a) on a vacant lot, (b) to replace a demolished building, or (c) of a new accessory building constructed on an existing residential or commercial property.

“On-Site Fossil Fuel Infrastructure” shall mean piping for fuel gas, fuel oil, or other fuel hydrocarbons, including synthetic equivalent that is in a building, in connection with a building, or otherwise within the property lines of premises, extending from a supply tank or from the point of delivery behind a gas meter (customer-side of gas meter).

## 3. Applicability and Exemptions

3.1. On and after the Effective Date, no building permit shall be issued by the Town for the construction of New Buildings or that include the installation of new On-Site Fossil Fuel Infrastructure subject to this Chapter.

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

3.3. The requirements of this article shall not apply to the piping required to produce potable or domestic hot water from centralized hot water systems in buildings with building floor areas of at least 10,000 square feet, provided that the Engineer of Record certifies that no commercially available electric hot water heater exists that could meet the required hot water demand for less than 150% of installation or operational costs, compared to a conventional fossil-fuel hot water system.

## 4. Administration

### 4.1. Enforcement

The Building and Inspections Department is hereby authorized to enforce the provisions of this bylaw.

### 5.2 Appeal

Any applicant who is aggrieved by a denial of a building permit, in whole or part, in connection with this bylaw, may appeal to the board or committee designated by the Town Manager to hear and resolve such appeals within 20 days from the date of denial.

## 6. Severability

Each provision of this bylaw shall be construed as separate to the extent that if any section, sentence, clause or phrase is held to be invalid for any reason, the remainder of the by-law shall continue in full force and effect.

or take any other action relative thereto.

## ARTICLE 33. DEMOLITION REVIEW BYLAW AMENDMENT

Upon a MOTION made by Ms. Saalfield and duly seconded, it was VOTED by a clear majority that the Town take affirmative action on Article 33 as printed in the Warrant.

Article 33 Warrant Article

To determine whether the Town will vote to amend Sections 2.7, 2.9, 3.1, 3.2, 3.5, and 6.1 of the **Demolition Review Bylaw** so that the following

Sections read as follows (*changes are shown in bold italics and strikeout for emphasis only*), or take any action relative thereto:

- 2.7 “Historically Significant Building or Structure”: Any building or structure which is in ~~whole or in part built before 1941 and:~~
- (1) is listed on or within an area listed on the National Register of Historic Places, or listed on or is within an area listed on the State Register of Historic Places; **or,**
  - (2) is included in Concord’s Survey of Historical and Architectural Resources.; or,
  - (3) ***has been determined by the CHC or its designee to be a historically significant building after a finding that it is:***
    - a) ***associated with one or more historic persons or events, or with the architectural, cultural, political, economic or social history of the Town of Concord, the Commonwealth of Massachusetts or the United States of America; or,***
    - b) ***historically or architecturally important by reason of period, style, method of building construction or association with a particular architect or builder, either by itself or in the context of a group of buildings or structures; or,***
    - c) ***located within one hundred fifty (150) feet of the boundary line of any federal or local historic district and is similar to the buildings or structures located in such district in its architecture or historic uses or otherwise contributes to the historic landscape of such district.***

2.9 “One Year Delay period” - the 12-month period dating from the ~~submission of an application for demolition review~~ ***determination by the CHC that the building or structure is Preferably Preserved.***

### Section 3. Procedure

3.1 No demolition permit for a building or structure which is in whole or in part ~~built before 1941~~ ***fifty (50) years or older*** shall be issued by the Building Commissioner except in conformity with the provisions of this bylaw, as well as with any other applicable law, statute, bylaw or regulation.

3.2 If any applicant, or the owner of the building or structure if different from the applicant, seeks to

demolish a building or structure which is in whole or in part built before 1941 fifty (50) years or older, the owner of the building or structure shall file a Demolition Review Application with the CHC for a determination as to whether the building or structure is Historically Significant. The Application shall include the following information: (1) a plot plan of the property showing the structure(s) proposed to be demolished; (2) photographs of all existing façade elevations of the building or structure to be demolished; and, (3) a description of the proposed plans for demolition and the reason(s) therefore. The date that the CHC receives all of the above information shall be stamped on the information received and shall be considered the submission date.

3.5 Upon a determination that the building or structure which is the subject of an application for a demolition permit is Preferably Preserved, the CHC shall give written notice of the determination to the Building Commissioner and to the owner/applicant for the demolition permit. For any property determined to be Preferably Preserved:

- (1) No demolition permit shall be issued for the total demolition of a building or structure found Preferably Preserved until one (1) year after the ~~submission of an application for demolition review~~ ***determination that such building or structure is Preferably Preserved.*** The CHC has the authority to waive all or part of the One Year Delay period if the applicant for the Demolition Permit: (a) has made bona fide, reasonable and unsuccessful efforts to locate a purchaser for the building or structure who is willing to preserve, rehabilitate or restore the building or structure; and/or, (b) has agreed to accept a demolition permit on conditions specified by the CHC.
- (2) Once the One Year Delay is waived or expired, the applicant shall have two (2) years from the date of the expiration of the delay in which to act upon a demolition permit. No demolition permit shall be issued for the same building or structure after the expiration of this two (2) year period without a new Demolition Review.

### Section 6. Enforcement and Remedies

6.1 The CHC and/or the Building Commissioner are authorized to request that the Town Manager,

with the approval of the Select Board, institute any and all actions and proceedings, in law or in equity, as they may deem necessary and appropriate to obtain compliance with the requirements of this bylaw or to prevent a threatened violation thereof.

#### ARTICLE 38. ZONING BYLAW AMENDMENT – TWO-FAMILY OR ADDITIONAL DWELLING UNIT

Upon a MOTION made by Mr. Bosdet and duly seconded, it was VOTED by a two-thirds majority that the Town take affirmative action on Article 38 as printed in the Warrant.

##### Article 38 Warrant Article

To determine whether the Town will vote to amend the **Zoning Bylaw Section 4.2.2.1 Two-family or additional dwelling unit** to add a new paragraph so that the Section reads as follows (*changes are shown in bold italics for emphasis only*), or take any other action relative thereto:

##### 4.2.2 Two-family or additional dwelling unit:

4.2.2.1 The Board may grant a special permit for the alteration and use of a building existing at the time its lot is placed in a single residence district for not more than two (2) dwelling units, provided the gross floor area, excluding basements, open or screened porches, and decks, of any additions shall not exceed in all one-fifth of the gross floor area, excluding basements, open or screened porches, and decks, of the existing building. Any additions to create an additional dwelling unit pursuant to this section shall be integral to and part of the existing building, without use of a tunnel or pergola, and share a common wall or floor with the existing building.

*In the Residence C Zoning District, the Board may grant a special permit for the construction of a new two-family dwelling or alteration of an existing single-family dwelling into a two-family dwelling. The dwelling units or any additions to create an additional dwelling unit in an existing single-family dwelling shall share a common wall or floor, without use of a tunnel or pergola. The Board may grant a special permit to allow fewer than the required*

*amount of parking spaces if the Board finds that the proposed two-family dwelling is in harmony with the general purpose and intent of this section and that the reduction in the required amount of parking will not be detrimental or injurious to the neighborhood in which it is located.*

#### ARTICLE 39. ZONING BYLAW AMENDMENT – EARTH REMOVAL BYLAW

Upon a MOTION made by Mr. Bosdet and duly seconded, it was VOTED by more than a two-thirds majority that the Town take affirmative action on Article 39 as printed in the Warrant.

##### Article 39 Warrant Article

To determine whether the Town will vote to amend the **Zoning Bylaw Section 7.5 Earth Removal** so that the Section reads as follows (*changes are shown in bold italics and strikeout for emphasis only*), or take any other action relative thereto:

##### 7.5 Earth Removal and Fill

7.5.1 ~~Generally~~ *The purpose of this Section is to protect the health, safety and welfare of the public by regulating the removal from or filling of earth.* The removal *or filling* ~~from any property not in public use of soil, loam, peat, sand, gravel or stone (herein, "earth")~~ *from or into any property not in public use* is prohibited in all districts, except when incidental to and in connection with the construction of a building or street or other activity authorized by this Bylaw. No earth removal *or filling* permit shall be required for moving earth within the limits of a lot or contiguous lots in the same ownership, provided that no such moving shall take place across or within a street.

*For the purpose of this Section, the following definitions shall apply:*

7.5.1.1 *Dust: Finely divided solid matter.*

7.5.1.2 *Noise: Sound of sufficient intensity and/or duration as to:*

- (a) *cause a nuisance; or*
- (b) *be injurious, or be on the basis of current information, potentially injurious to human or*

*animal life, to vegetation, or to property; or*  
(c) *unreasonably interfere with the quiet enjoyment of life and property or the conduct of business.*

**7.5.1.3 Odor:** *That property of gaseous, liquid, or solid materials that elicits a physiologic response by the human sense of smell.*

**7.5.1.4 Sound:** *That phenomenon of alternative increases and decreases in the pressure of the atmosphere, caused by radiations having a frequency range of from 20 to 20,000 cycles per second, that elicits a physiologic response by the human sense of hearing.*

**7.5.1.5 Steep Slope:** *Slopes natural and unaltered greater than or equal to twenty percent (20) over a horizontal distance of 100 feet, as measured perpendicular to the contour line as prescribed herein. For lots lacking a horizontal distance of 100 feet, the slope is calculated as an elevation change across a horizontal distance of 50 feet as measured perpendicular to the contour line.*

**7.5.1.6 Washout:** *the washing away of soil, earth, rocks, etc. by a strong flow of water.*

7.5.2 Removal *or filling* of earth permitted without review by the Board. Under the following conditions the removal of *or filling of* not more than one thousand (1,000) cubic yards of earth shall be permitted, provided that the Chief of Police has approved the days of operation, the trucking route and type of vehicle to be used on any street for removal or filling of earth and provided further that, at least forty-eight (48) hours prior to any removal or filling, the Building Inspector has been given written notification of the volume of earth to be removed *from or brought into the property*, the approval of the Chief of Police and a notice of approval by one or more of the following procedures as applicable:

7.5.2.1 Building Permit: Removal *or filling* by building permit when such removal *or filling* is at the site of, incidental to and in connection with the excavation and grading necessary for the construction of a principal or accessory use permitted by this Bylaw;

7.5.2.2 Subdivision: Removal *or filling* by approval of a definitive plan under the Subdivision Control Law when such removal *or filling* is necessary to construct an approved street or definitive subdivision; and

7.5.2.3 Wetlands Protection Act and the Town's Wetlands Bylaw: Removal *or filling* pursuant to an order of conditions issued under the Wetlands Protection Act (G.L. c. 131 sec.40) and the Town's Wetlands Bylaw when such removal *or filling* is incidental to a use permitted without review by the Board in the Flood Plain Conservancy District.

7.5.3 Removal *or filling* of earth subject to Bboard approval. The removal *or filling* of earth in excess of one thousand (1,000) cubic yards may be permitted by the Board after notice and a public hearing if the Board finds that:

7.5.3.1 The volume proposed for removal *or filling* does not exceed the minimum practical removal *or filling* required to accomplish the construction, development, or improvement in accordance with the plans therefor;

7.5.3.2 The plans submitted in connection with the removal *or filling meet the purpose of the Bylaw under Section 7.5.1 and* are designed: ~~to minimize changes in existing contours to enhance attractive land utilization, effective drainage, suitable road gradients, access or other design considerations; and:~~

- (a) *To minimize changes to existing contours, the natural landscape, natural drainage patterns, habitats and habitat connections;*
- (b) *To create a sustainable design in accordance with the Town's Climate Action & Resilience Plan;*
- (c) *To prevent excessive dust, odor, washouts, noise and traffic;*
- (d) *To prevent any hazardous conditions;*
- (e) *To protect surface and ground water, and;*
- (f) *To protect and maintain steep slopes.*

7.5.3.3 Effecting the removal *or filling* will not be detrimental or injurious to abutters or the neighborhood, either by the alteration of existing topography or by a substantial change in the use of the streets in the neighborhood.

7.5.4 Procedure for review by the Board.

7.5.4.1 Any person who desires to remove *or fill* in excess of one thousand (1,000) cubic yards of earth shall submit a written application for a special permit to the Board. Each such application shall be accompanied by plans and specifications prepared by a registered professional engineer or registered land surveyor as follows:

(a) A plan of the area from which removal *or filling* is proposed and a strip one hundred (100) feet wide surrounding said area, showing all manmade features, lot lines, zoning boundaries, vegetative cover, soil characteristics and existing topography;

(b) A plan of the area showing the finished grade and treatment of the site after the proposed completion of the excavation;

(c) The estimated quantity of materials to be removed and topsoil to be stripped and replaced *or fill to be brought into the property*, together with a detailed statement of the hours and days of operation, the trucking route and type of vehicle to be used on any street for the removal *or filling* of earth, the treatment of the site during operations to reduce dust and mud and, where appropriate, the proposed form of bond; and

(d) *An alternatives analysis and site plan describing alternatives to the location and size of the earth removal or filling operation that would:*

- i. Minimize the amount of earth removed or filled;*
- ii. Minimize the area of land disrupted; or*
- iii. Reduce the length of time for the earth removal operation or the number of vehicle trips required for such operation or the number of vehicle trips required for such operation.*

*The alternatives analysis shall also include a discussion of the advantages and disadvantages of the preferred alternative over other alternatives, and should include a cost comparison and list of environmental benefits of each alternative. The Town Engineer or Board's Outside Consultant shall review the analysis, after which the Board shall have the right to require that additional alternatives be considered and evaluated.*

(ed) Such additional information as the Board may determine.

7.5.4.2 If a special permit is granted, the Board shall impose limitations on the time and the extent of the permitted removal *or filling* and such other appropriate conditions, limitations and safeguards as the Board deems necessary for the protection of the neighborhood and of the public health, safety, convenience and welfare of the Town and may condition the continuance of the permit upon compliance with regulations of the Board then in force or thereafter adopted. The Board shall require sufficient security, including necessary covenants, to insure compliance with the terms, conditions, and limitations of the earth removal *or filling* permit.

**ARTICLE 40. CITIZEN PETITION:  
NEONICOTINOIDS PROHIBITION ON NEW  
LEASES OF TOWN LAND**

Upon a MOTION made by Mr. Hanson and duly seconded, the following was VOTED by a clear majority that the Town take affirmative action on Article 40 as printed in the Warrant.

To determine whether the Town will vote to ensure that any new leases or license agreements (not including renewals) entered into by the Town for agricultural or retail use on Town-owned land will prohibit the use of neonicotinoids, including neonicotinoid-coated seed, or take any other action relative thereto.

**ARTICLE 41. CITIZEN PETITION: FIBER/  
BROADBAND STUDY COMMITTEE**

Upon a MOTION made by Ms. Hire and duly seconded, it was VOTED by a majority that the Town take affirmative action on Article 41 as printed in the Town Meeting Materials, with changes in the language of the article as printed in the Warrant highlighted:

“To determine whether The Town will vote to urge the Town Manager to increase the availability of municipal fiber optic telecommunications service. To assist in this task, the ~~Town Manager~~ Select Board shall appoint a Fiber Broadband Completion Committee with the following charge: Study and recommend appropriate solutions, including possible funding, for,  
(a) expediting the installation of fiber-optic

telecommunications utility service on the remaining 5% of Town ~~property~~ streets that lacks such service;

(b) exploring barriers to Concord Light Broadband subscription growth; and

(c) investigating opportunities for expanding fiber-to-the-home and to fiber-to-the-business.

The Committee shall write a Report with findings and recommendations to the Town Manager and the Select Board by a date no later than one month prior to the deadline for Draft Warrant Articles for 2022 Annual Town Meeting.

The Committee shall be comprised of no fewer than 5 and no more than 7 members, including: one member of the Concord Municipal Light Board, chosen by the Light Board; one member qualified to represent the business consumers of fiber-based utility services; one member qualified to represent the real estate community; and at least two additional at-large members chosen by the ~~Town Manager~~ Select Board. The Committee shall elect its own chair and clerk. The Committee shall seek creative, forward-thinking solutions that acknowledge the existing roles and responsibilities of the Town Manager and staff of the Concord Municipal Light Plant in providing broadband services via the Town's fiber optic network.

~~Or take any other action relative thereto."~~

Having no further business to take up, a motion it was voted to adjourn and dissolve the 2021 Annual Town Meeting at 3:35 pm on June 13, 2021.

# GENERAL GOVERNMENT

## TOWN CLERK

Kaari Mai Tari, Town Clerk  
MaryLou Carney, Assistant Town Clerk  
Arlene Fitzpatrick, Assistant to the Town Clerk

### Customer Service and Staffing

Town Clerk's Office assisted the public from the basement of the Harvey Wheeler Community Center in West Concord for the first nine months of 2021. We thank the staff at the Council on Aging for the generosity in temporarily housing our operations. While town offices were still closed to the public, staff continued to help the public from the parking lot or entrance to the lower level of the building. Sally Williams stepped in to help in the office during peak times and we are grateful for her assistance.

Most office staff moved back to the Town House in September following renovation of the first floor. Due to space constraints, Municipal Archivist Nathaniel Smith's office moved to 55 Church Street. In addition to being on the move, 2021 saw significant change to staffing in the office. After 20 years of outstanding service to the Town Clerk's Office, Assistant Town Clerk Patricia Clifford retired in July. We will miss her clever quips and steadfast dedication to democracy in Concord, and we wish her well. In October, we were fortunate to welcome MaryLou Carney in the role of Assistant Town Clerk. Later that same month, Office Assistant Kathy Deschenes said her goodbyes and we wish her all the best. That position remained vacant through the end of 2021.

## Recorded Vital Statistics for Concord 2011-2021 (Numbers include babies born to Concord parents at other Massachusetts hospitals) (# of Concord residents is in parenthesis)

Year	Births	Deaths	Marriages
2021	1,460 (144)	326 (157)	94 (33)
2020	1,340 (96)	354 (172)	217 (66)
2019	1,357(114)	286 (147)	65 (29)
2018	1,299 (89)	310 (154)	45 (14)
2017	1,301 (109)	351 (172)	62 (29)
2016	1,329 (113)	347 (164)	70 (30)
2015	1,215 (104)	356 (163)	83 (40)
2014	1,229 (100)	349 (160)	77 (32)
2013	1,194 (126)	397 (174)	81 (35)
2012	1,175 (103)	371 (169)	67 (32)
2011	1,213 (98)	360 (156)	80 (33)

### Other Business

The Town Clerk's Office issued 20 flammable storage certificates that are renewed annually. Notary Public services (excluding real estate-related transactions) are offered for customers with proper identification. A nominal fee is charged, and appointments are recommended for complex documents. In addition, several staff members have been appointed by the Governor's Office to serve as "Commissioners to Qualify" which authorizes us to administer the Oath of Office to individuals appointed as a Notary Public or Justice of the Peace in Massachusetts.

ACTIVITIES	2017	2018	2019	2020	2021
Business Certificates	162	96	135	154	151
Cemetery Deeds	41	42	53	57	71
Public Meetings Posted	929	905	823	710	947
Raffle Permits Issued	17	18	18	5	11
RECORDINGS	2017	2018	2019	2020	2021
Board of Appeals Filings	34	46	34	40	30
Historic Districts Commission Filings	92	83	76	60	76

## **Vitals**

The presence of Emerson Hospital in the community results in a high number of birth recordings Concord. Arlene Fitzpatrick who registers births and deaths reported that the total number of births registered increased by almost 9% over 2020 while resident births increased by 50% during the same period. Total deaths recorded dropped by roughly 8% while resident deaths recorded fell by 9%. MaryLou Carney who manages Marriage Intention filings and registration of marriages reported that the total number of marriages recorded fell by roughly 64% as other town and city clerk's offices resumed filing marriage intentions. Recorded marriages to couples where one or both are Concord residents fell by 50%.

In addition to registering vital records, staff processed 70 Affidavits & Corrections of Vital Records, and issued 281 burial permits. Online payment continued to be the primary method for obtaining birth, marriage, and death certificates as well as dog licenses.

## **Committee-related activities**

During the year, the staff swore in new committee and board appointees and posted 947 public meetings and agendas. With continued social distancing obligations during the COVID-19 pandemic, the Open Meeting Law provision to allow full remote participation in meetings continued. Given that remote meetings don't carry the burden of finding physical space for meetings, the number of meetings happening concurrently increased sharply, with as many as 18 meetings happening on a given day. The Town's website is the official posting location for meeting and agenda postings. The Office provided information to staff, boards and committees, and citizens on the issues of the Open Meeting, Public Records, Conflict of Interest, and Campaign & Political Finance Laws, and maintained records of completion of the mandatory state ethics training by committee and board members. In September the annual Effective Governance Training was presented in a virtual format.

## **Town Meeting**

The Town Clerk and staff attended and recorded

the proceedings of the Annual Town Meeting in June. Town Meeting was again held outdoors on the Douglas White Soccer Fields at the Concord-Carlisle Regional High School on Sunday, June 13th, beginning at 1:00 pm. The meeting adjourned 2 ½ hours after starting, having no further business to take up. Town Meeting minutes are included elsewhere in this Report.

Information about the elections and town meeting functions of the Town Clerk are reported elsewhere in this Town Report, under the Board of Registrars.

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

## **TOWN RECORDS**

Nathanial Smith,  
Municipal Archivist/Records Manager

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

### **Public Records Requests**

Serving as Records Access Officers, the Town Clerk and Archivist registered or coordinated the Town's response for 117 requests for access to public records. This does not include public records requests that Town Departments respond to individually.

### **Records Management**

Town Archivist, Nate Smith, worked throughout the year with a variety of Town Departments to manage retention periods, inventory files, and digitize selected records. In September, several

departments moved back to the first floor of the Town House at the completion of renovations. Mr. Smith assisted these departments in moving back their files and managing the various temporary storage locations. The agreement between the Town and the Library Corporation for storage of critical and historical records in the vaults of the Fowler and Main Branches of the CFPL was extended until March 2022.

In addition, Nate began working with the Town CIO, Jason Bulger, to begin transferring the Town's active digital files to the Microsoft 365 platform. This included training, policy development, and research. Mr. Smith also met with staff members from the Minuteman Media Network and began discussions on creating a retention policy for meeting recordings and other video files which have increased in volume in the last couple of years.

At the request of the Trustees of Town Donations, Mr. Smith hired and managed an intern to review, digitize, and analyze their records from all Town sources. This project resulted in a summary and history of many of the funds which the Trustees manage.

### **Archives Management**

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

In February, the Final Preservation Assessment for the Town of Concord Archives was delivered by the Northeast Document Conservation Center (NEDCC). This Preservation Assessment will guide future decisions regarding the preservation of all Town Records to ensure that they are not lost to deterioration or any other cause.

In May 2021, Nate participated in the Concord Stories from Special Collections series and was interviewed by Anke Voss, Curator for Special Collections about the Town Archives. Due to increased interest, a page was added to the Concord Town Archives webpage detailing the various collections in the Town Archives and Special Collections related to anniversary celebrations of the Town Birthday (1635) and the Concord Fight (1775).

The Town Archives launched a new Digital Repository in 2021 hosted on the Preservica platform. Initially using the free version, the Town was able to post and share digital records such as a video of the 1928 Memorial Day Parade (pictured below).

In the fall, the Town Archives upgraded to the paid version and will be adding additional content throughout the coming year.

For more information about Concord's Archives and for contact information, visit the Archives and Records Management webpage at [concordma.gov/2610/Archives-and-Records](http://concordma.gov/2610/Archives-and-Records).



*Concord Memorial Day Parade 1928*

## BOARD OF REGISTRARS

Wendy Ann McNally, Chair (R)  
 Connell Benn (R)  
 Anne Fortier (D)  
 Kaari Mai Tari (U), Town Clerk

### Membership

The four-member Board of Registrars consists of not more than two members from each of the major political parties--three members appointed by the Select Board, plus the Town Clerk. By virtue of the position, the Town Clerk is a participating and voting member of the Board of Registrars. In March, Joanne Mente resigned, and Anne Fortier (D) was appointed in her place. The Board wishes Joanne well.

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

### Voter Registration

The Town Clerk's Office registers voters through the state's Voter Registration Information System. Voters are automatically registered to vote when they conduct business at the following agencies, unless they opt out: the Registry of Motor Vehicles, the Division of Medical Assistance and the Commonwealth Health Insurance Connector Authority.

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

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

Inactivated: voters who do not respond to the annual census must by law be inactivated.

Confirmation mail-ings are sent annually to provide every opportunity for voters to respond. Inactive

voters appearing at the polls or at town meeting need to sign an affirmation of continuous residence and show ID in order to be able to vote.

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

Nomination papers & Petitions signed refers to certification of signatures for candidates, ballot questions and town meeting articles, conducted by the Town Clerk's Office.

### Census

The Annual Town Census is conducted exclusively by mail. Census forms were distributed to residents in late December. The 2021 population based on census returns was 16,663. Note that the town census does not include inactive voters of the prison population, while the federal decennial census includes that in its population count.

### Town Caucus—January 25, 2021

The Town Caucus of 2021 was held in the parking lot facing 55 Church Street in West Concord. The Caucus was broadcast through a radio transponder allowing voters to remain in their cars. Voters nominated, seconded, and voted for the Chair and Clerk of the Caucus as well as taking other votes, by flashing headlights. Nominators and Seconders of candidates spoke from an outdoor microphone and in this manner candidates for Moderator, Select Board, School Committee and Housing Authority were nominated on a cold winter evening. Special thanks to Caucus Chair Michael Lawson and Clerk Ruth Lauer, who managed the gavel and pen for the duration of the Caucus as temperatures dipped into the 20's. A total of 51 voters attended the Caucus. All participants in the Caucus and especially the candidates are applauded for their commitment to public service and the election process in Concord.

### Annual Town Election—March 25, 2021

The 2021 Annual Town Election was held with COVID restrictions still in place, including the ability to vote early. A total of 1,880 or 13.55% of Concord's voters participated in the election. Election Officers are thanked for their ability and willingness to help voters in person during the pandemic.

TOWN OF CONCORD TOWN ELECTIONS		
Election Date	Total Turnout	% Turnout
3/25/2021	1,880	13.55%

### Annual Town Meeting—June 13, 2021

The Annual Town Meeting was again held on the Douglas White Soccer Field behind the High School. Town Meeting featured 43 Warrant Articles and was conducted in one day, thanks to the careful planning of the Moderator and Town Staff. A total of 412 voters attended the outdoor meeting. Minutes are included elsewhere in this report.

### Reprecincting

On December 2, 2021, the LEDRC approved Concord's 2021 Reprecincting Plan. Precinct lines are reviewed every 10 years following the Federal Census and adjusted to distribute the population equally among its precincts. The Registrars worked with the Town's GIS Analyst, Jill Moonheron to redraw precinct lines for the Select Board to review. Concord retained five precincts while also gaining a district line that now splits Concord into the 13th and 14th Middlesex State Representative Districts. Concord's population in 2020 according to Federal Census data was 18,491.

TOWN PROFILE			
as of January 1, 2021 census*			
POPULATION	15,611*	<b>Registered Active Voters</b>	
Adults (age 17 or over)	12,595	<b>Political Party Affiliation:</b>	
<b>POPULATION BY AGE GROUP</b>		Democrat	4,389
Under 20 years	3,711	Green Rainbow	5
20-29 years	1,410	Libertarian	25
30-39 years	1,117	Republican	1,026
40-49 years	1,851	Unenrolled	6,406
50-59 years	2,475	Other (Political Designations)	18
60-69 years	2,350	<b>Total:</b>	<b>11,869</b>
70 years and over	2,697		
<b>TOTAL</b>	<b>15,611</b>		
*Figures include 2021 Town Census respondents only, with responses received through July 15, 2021			

TOWN MEETING VOTER PARTICIPATION 2000-2021

YEAR	# Nights	Highest One Night Attendance	Total Attendance all nights	Total Individual Voters	Registered Voters in Attendance
2000 ATM	4	925	2,613	1,290	11.0%
2000 STM (May)	1	923	923	923	7.9%
2001 STM (Jan)	1	448	448	448	3.9%
2001 ATM	5	1,277	3,416	1,727	15.0%
2002 ATM	4	930	2,321	1,215	10.5%
2003 ATM	6	912	3,109	1,368	12.2%
2003 STM (Aug)	1	883	883	883	7.9%
2004 STM (Mar)	1	405	405	405	3.5%
2004 ATM	4	1,330	3,524	1,977	17.2%
2005 ATM	3	816	1,616	1,032	9.0%
2006 ATM	5	888	2,537	1,297	11.0%
2007 ATM	3	1,390	2,402	1,568	13.6%
2007 STM (Apr)	1	565	565	565	4.9%
2007 STM (June)	1	1,819	1,819	1,819	15.8%
2007 STM (Nov)	1	1,283	1,283	1,283	11%
2008 ATM	3	816	1,509	925	7.7%
2009 ATM	3	539	1,382	802	6.7%
2010 ATM	4	528	1,926	946	7.9%
2011 ATM	3	843	1,904	1,147	9.5%
2011 STM (Apr)	1	514	514	514	4.3%
2011 STM (Nov)	1	1,664	1,664	1,664	13.6%
2012 ATM	4	831	2,311	1,183	9.7%
2012 STM (Apr)	1	651	651	651	5.4%
2013 ATM	3	1,352	2,878	1,795	14.2%
2013 STM (Dec)	1	1,043	1,043	1,043	8.2%
2014 ATM	3	684	1,589	894	7.0%
2014 STM (May)	1	684	684	684	5.4%
2015 ATM	4	840	2,001	1,171	9.4%
2015 STM (Apr)	1	842	842	842	6.7%
2016 STM (Feb)	1	168	168	168	1.5%
2016 ATM	3	416	1,093	595	4.9%
2016 STM (Dec)	1	220	220	220	1.6%
2017 ATM	4	921	1,959	1,110	8.4%
2018 ATM	4	524	1,791	955	7.0%
2018 STM (Oct)	1	387	387	387	2.9%
2019 ATM	3	927	1,849	955	7.1%
2020 ATM	1	381	381	381	2.8%
2021 ATM	1	412	412	412	3.0%

ATM = Annual Town Meeting; STM = Special Town Meeting

TOWN OF CONCORD VOTER REGISTRATION HISTORY -- 1960 TO 2021 (as of January 1)

YEAR	Democrats	%	Republicans	%	Unenrolled/ Independents	%	Other	%	Total
2021	4,513	36.42%	1,040	8.39%	6,782	54.73%	56	0.45%	12,391
2020	4,493	36.93%	1,133	9.31%	6,481	53.27%	60	0.49%	12,167
2019	4,744	35.74%	1,446	10.89%	6,998	52.72%	85	0.64%	13,273
2018	4,726	35.74%	1,447	10.94%	6,964	52.67%	85	0.64%	13,222
2017	4,586	34.90%	1,623	12.35%	6,858	52.19%	74	0.56%	13,141
2016	4,359	34.49%	1,672	13.23%	6,518	51.58%	88	0.70%	12,637
2015	4,331	34.42%	1,693	13.46%	6,506	51.71%	51	0.41%	12,581
2010	4,311	35.64%	1,774	14.66%	5,970	49.35%	42	0.35%	12,097
2005	3,988	34.47%	2,067	17.87%	5,425	46.89%	90	0.78%	11,570
2000	3,393	29.65%	2,110	18.44%	5,907	51.62%	34	0.30%	11,444
1995	3,268	31.61%	2,088	20.20%	4,975	48.12%	7	0.07%	10,338
1990	3,320	32.74%	2,335	23.03%	4,486	44.24%	0	0.00%	10,141
1985	3,446	32.67%	2,478	23.49%	4,624	43.84%	0	0.00%	10,548
1980	3,088	32.62%	2,393	25.28%	3,986	42.10%	0	0.00%	9,467
1975	2,863	31.58%	2,576	28.41%	3,628	40.01%	0	0.00%	9,067
1970	1,941	26.94%	2,724	37.81%	2,540	35.25%	0	0.00%	7,205
1965	1,391	20.01%	2,825	40.65%	2,734	41.85%	0	0.00%	6,950
1960	805	12.32%	2,574	39.40%	3,154	48.28%	0	0.00%	6,533

**TOWN OF CONCORD**  
Annual Town Election, March 25, 2021

	<b>Precinct 1</b>	<b>Precinct 2</b>	<b>Precinct 3</b>	<b>Precinct 4</b>	<b>Precinct 5</b>	<b>Total</b>
<b>Moderator</b>						
Blanks	64	51	75	82	45	317
Carmin C. Reiss	327	349	327	394	159	1556
Write-Ins	1	0	1	2	3	7
<b>TOTALS</b>	<b>392</b>	<b>400</b>	<b>403</b>	<b>478</b>	<b>207</b>	<b>1880</b>
<b>Select Board</b>						
Blanks	94	89	121	147	52	503
Linda J. Escobedo	208	240	210	215	82	955
Henry J. Dane	156	140	164	232	110	802
Karlen J. Reed	168	173	164	162	91	758
Dean S. Banfield	158	156	146	200	79	739
Write-Ins	0	2	1	0	0	3
<b>TOTALS</b>	<b>784</b>	<b>800</b>	<b>806</b>	<b>956</b>	<b>414</b>	<b>3760</b>
<b>School Committee</b>						
Blanks	199	163	205	249	113	929
Courtland L. Booth	285	331	303	339	161	1419
Tracey Marano	284	296	280	351	138	1349
Write-Ins	0	1	2	1	0	4
Todd Benjamin	16	9	16	16	2	59
<b>TOTALS</b>	<b>784</b>	<b>800</b>	<b>806</b>	<b>956</b>	<b>414</b>	<b>3760</b>
<b>Housing Authority-5 yrs</b>						
Blanks	90	72	95	112	57	426
Stephan M. Bader	302	328	307	366	150	1453
Write-Ins	0	0	1	0	0	1
<b>TOTALS</b>	<b>392</b>	<b>400</b>	<b>403</b>	<b>478</b>	<b>207</b>	<b>1880</b>
<b>Housing Authority-2 yrs</b>						
Blanks	92	81	99	118	51	441
Charles T. Philips	300	319	304	360	156	1439
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	<b>392</b>	<b>400</b>	<b>403</b>	<b>478</b>	<b>207</b>	<b>1880</b>
<b>Housing Authority-1 yr</b>						
Blanks	101	90	102	127	60	480
Stephanie Chrobak	291	310	300	351	147	1399
Write-Ins	0	0	1	0	0	1
<b>TOTALS</b>	<b>392</b>	<b>400</b>	<b>403</b>	<b>478</b>	<b>207</b>	<b>1880</b>
<b>Total Registered Voters</b>	<b>2665</b>	<b>3320</b>	<b>2843</b>	<b>3087</b>	<b>1957</b>	<b>13872</b>
Precinct Totals	392	400	403	478	207	1880
Total Voter Turnout	14.71%	12.05%	14.18%	15.48%	10.58%	13.55%

## PERSONNEL BOARD

William Mrachek, Chair  
Nancy Crowley  
Jim Richardson

The Personnel Board has responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town and is supported by the staff of the Human Resources Department. The Town's Personnel Bylaw applies to approximately 180 of the Town's 325 budgeted regular-status positions and a few hundred temporary and limited-status employees. The Personnel Bylaw does not cover elected officers, employees with personal contracts, employees covered by collective bargaining agreements, and employees of the School Department.

### Classification and Compensation

The Town maintains a formal Classification and Compensation Plan that provides a uniform system for grouping regular non-union positions based on job requirements, and establishes salary ranges based on market and budget conditions. Funding for all General Fund salary increases is contained in the "Salary Reserve" line item of the Town Manager's annual budget. This line funds structural and performance-based increases for non-union employees, and negotiated increases under collective bargaining contracts. Each fiscal year, the Town Manager and Personnel Board determine the actual salary increases to be received by non-union employees based upon the amount of money appropriated to the Salary Reserve.

The Town started 2021 with the pandemic still under way, which had a meaningful impact on the approach to salary range adjustments and employee salary increases. The labor market experienced shifts in terms of which positions were in high demand and where labor shortages existed. Financial impacts of decreased revenue and increased costs requiring redirection of available fund were still being experienced. Given that it wasn't clear how long these emerging conditions would exist, the Town Manager recommended a conservative approach to FY22 salary increases. The use of salary reserve funds was limited with the hope of restoring funding as impacts of the pandemic lessened. This meant

that the Town's traditional approach to performance and merit increases was not adopted in FY22, but the Town Manager recommended adjustments when determined feasible.

Increasingly throughout 2021, the nation experienced one of the tightest labor markets in generations. In response to a labor shortage, salaries for in-demand positions were reported to be rising at staggering rates. Historically, municipalities have provided stability in challenging labor markets, but today's workforce is less interested in longevity than past generations were, making the inability to quickly adjust salaries and related structures particularly challenging in terms of attracting and retaining talent. The Town has taken steps in 2021 to conduct a comprehensive study of its classification and compensation plan in 2022; these changing workforce conditions will need to be taken into consideration when designing an updated plan.

### FY22 Plan Structure Adjustments

The 2021 Town Meeting ratified three job title and classification actions. Furthermore, with adoption of the Classification and Compensation Plan effective July 1, 2021 (FY22) the following structural changes were made:

1. salary range minimums, midpoints and maximums were increased by 2.0%,
2. the minimums of any range with a rate below \$13.50 per hour were further increased in accordance with the new Massachusetts minimum wage and midpoints were adjusted accordingly,
3. the titles "Public Works & Engineering Director" and "Chief Information & Telecommunications Officer" were removed, and
4. the TM-4 grade was removed.

### FY22 Salary Increase Policies

The adopted FY22 Salary Increase Plan provided a 2.0% increase effective July 1, 2021, contingent on satisfactory performance. Later in the year, after the Town Manager was able to assess impacts of the pandemic on revenues, he recommended and the Personnel Board approved an additional 2.0% adjustment retroactive to July 1, 2021 for those employees whose pay rate is still progressing through the salary range.

## **Personnel Bylaw – Proposed New Approach/Authority**

The Personnel Board has been considering its role related to classification, compensation and the Personnel Bylaw for several years. The Board proposed changes via a 2020 warrant article but, as requested, discussion was put on hold after the Public Hearing due to the COVID outbreak and limited virtual meeting resources. Further, the Board was asked to recommend no action to Town Meeting due to pandemic protocols.

When it was feasible to resume discussions, the Board considered the feedback received at the 2020 Public Hearing and felt that opposition seemed focused on identifying new needs vs. the proposed change itself. The Personnel Board felt it needed to give priority to fixing a bylaw that is commonly agreed to be ineffective before exploring a future role; doing so would open the path to take further manageable and realistic steps toward updating the Town's personnel system and would be consistent with Goal 8 identified by Envision Concord in The Comprehensive Long Range Plan.

In 2021, in the interest of addressing a long-recognized concern, the Personnel Board renewed their sponsorship of a Personnel Bylaw Amendment via town meeting warrant article #7. After considering additional feedback, the Board developed an amended version of the article. The Board's recommendation was to comprehensively revise the Personnel Bylaw and change who has authority for adopting and approving certain personnel policies related to employee wages, paid leave, and job classification. In considering its recommendation, the Board noted the following reasons for making a change:

- The current process of obtaining Personnel Board and Town Meeting approval for non-union, Town employee compensation policies limits the Town's ability to adapt to rapidly changing workforce conditions, trends, and laws so that employees have a fair, attractive and competitive compensation package that is fiscally responsible.
- Employment laws are complex and ever-changing, and the Town's system is labor intensive and difficult to understand. Over the years, many board members have felt they

do not have the operational, systems, legal, or technical knowledge needed to make decisions regarding classification, compensation, benefits, and employment actions. Without such knowledge there is risk of personal bias or legal error.

- The fact that the Town Manager has authority to establish wages and benefits for some, but not all, employees adds a level of complexity to the goal of equitability. Further, public discussion of non-union compensation strategy impacts union contract negotiations.
- The classification and compensation plan has been addressed via the Consent Calendar for many years now, and amendments to the Bylaw have consistently been approved by Town Meeting as proposed. The Town Meeting process does not seem to be the most efficient method of maintaining a system that is transparent and accountable to citizens and employees.

The Personnel Board did not proceed with a motion at the 2021 Annual Town Meeting because the Moderator ruled that planned amendments to Article 7 were beyond the scope of the article printed in the Warrant. The Board planned to continue conversation regarding this matter with the goal of making a proposal at the next available Town Meeting. However, the Select Board opted to form a Personnel Study Task Force to provide an impartial study and proposal with regard to the future role and function of the Personnel Board. With the understanding that the Task Force will also make recommendations relative to the future make-up of the Personnel Bylaw and role of Town Meeting in compensation and leave for non-union positions, the Personnel Board has not continued to propose a restructure of authority at this time.

### **Acknowledgment of Town Employees**

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

employees for their many contributions and efforts.

## HUMAN RESOURCES

We would like to make special mention of the following employees, all of whom had served the Town for 20 or more years of regular service as of December 2021:

Amy Foley, Human Resources Director

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

**Employees with 20 or more Years of Service**  
**Names noted with \* are employees who retired in 2021**

**Finance**

Carolyn Dee  
 Patricia Clifford\*

**Fire**

David Curran  
 Paul Domenichella\*  
 Bradford Ferrie  
 John Gower\*  
 Marcus Jackson  
 Thomas Judge  
 Brian Lefebvre  
 Jeffery Lex  
 Sean Murphy  
 Eric Nelson  
 William Noke\*  
 James Redmond  
 Arthur St. John  
 Brian Whitney

**Human Resources**

Amy Foley

**Human Services**

**/Recreation**  
 T.J. Liakos  
 Anita Stevanazzi-Hill

**Library**

Kemal Bounar  
 Robin Demas\*  
 Cynthia DiRenzo  
 Patricia Pluskal\*  
 Valerie Gay Weiss

**Light Plant**

Theodore Bartkus\*  
 Martin Boermeester  
 Ann Breitenwischer  
 Rhonda Buscemi  
 James Coakley  
 Jeffery Cosgrove  
 Beverly McCaul  
 Peter Hughes\*  
 John McGarry  
 John Simeone  
 David Wood

**Planning & Land Mgmt**

Karen Byrne  
 Tracy LaPierre  
 Marcia Rasmussen  
 Stanley Sosnicki\*  
 Gabrielle White

**Police**

Robert Capone  
 Denise Caruso  
 Joseph Connell  
 Brian Goldman  
 Timothy Landers  
 Gerard Mearn\*  
 Kevin Monahan  
 Thomas Mulcahy  
 Jeffrey Shelley\*  
 Sylvia Toumayan

**Public Works**

Alan Cathcart  
 Scott Chalmers  
 Susan Clark  
 Thomas Ford  
 Andrew Giles\*  
 Peter Hardy  
 Richard Hathaway  
 Michael Haynes  
 John Hesdorff  
 Adrian Hone  
 Patricia Hopkins  
 Timothy Jones  
 Jeffrey Koranda  
 Todd Manchuso  
 Paul Reinhardt\*  
 Joel Stevens  
 Anna Trout

**Town Manager's Office**

Robert Landry  
 Jonathan Straggas

HR is called on to provide a wide variety of services in response to variable needs and situations that arise throughout each year. In 2021, HR priorities and initiatives were notably impacted by the ongoing COVID-19 pandemic combined with a significant shift in the labor force and market. HR staff spent considerable time addressing situations on a case-by-case basis and guiding staff relative to workplace protocols and policies designed to protect the well-being of employees and their families while also ensuring critical town services. HR assisted the Town Manager and senior managers in exploring ways to provide the increased workplace flexibility sought by employees, while maintaining services and accountability to the public. Further, HR staff guided 117 recruitment, hiring, and promotional processes (22 of which were recruitments for seasonal positions), and processed 2,580 applications for employment. Various forms of transitional support were provided related to changes in leadership in the Library Director and Town Manager positions.

In addition to COVID-related requests, 59 leaves of absence were administered in accordance with the Family and Medical Leave Act and/or medical leave policies. HR responded to numerous unemployment claims, processed 33 work-related injury cases, coordinated 51 random DOT-required drug and alcohol tests, and verified and processed personnel action forms for all employees.

HR arranged an ice cream truck visit enjoyed by 196 employees in July and hosted an employee appreciation picnic attended by approximately 187 employees in October. During the course of the year, 13 GEM (Go the Extra Mile) Certificates and 10 gift-certificate awards were processed in recognition of employee actions that were noted and appreciated by others.

The HR Director assisted in the negotiation and implementation of five 3-year union contracts, and the development of modified approaches to compensation plans and incentive pays for union and non-union positions in response to rapid shifts in the labor market and budget constraints. The HR team helped to implement the new salary increase provisions for all employees.

HR held virtual policy orientations for new employees (increasing frequency to monthly) and coordinated virtual harassment and workplace violence prevention trainings for new employees and supervisors. All employees were reminded of their biennial obligation to complete training on the Massachusetts conflict of interest law. Furthermore, the Town's harassment prevention policy and the Massachusetts conflict of interest law summary was distributed Town-wide, along with an advisory reminding employees of their obligation to remain aware of all Town policies.

HR staff continued work on Diversity, Equity, Inclusion and Belonging (DEIB) initiatives, including organizing and participating in a professional training for the Senior Management Team, reviewing and updating job descriptions through a DEIB lens to eliminate unnecessary barriers, proposing updates to the holiday schedule, continuing to review and recommend compensation actions with consideration to pay equity, and working to remove gendered language from communications and documents, including union contracts.

HR was pleased to hire an Administrative Systems Analyst in 2021, a position that was on hold for 1.5 years during the pandemic. This position provides critical support for our Human Resources Information System (HRIS) and other systems. With this position filled, HR staff have been able to resume work on planning and implementing workflows, improving business processes, and managing data in order to enhance efficiency and effectiveness.

## TOWN COUNSEL

Mina S. Makarious, Anderson & Kreiger LLP

The following is a description of the lawsuits by or against the Town filed or pending during 2021 and handled by Town Counsel:

*David Lyczkowski, et al. v. Keuka Road, LLC, et al. (Massachusetts Land Court).*

Title action between private parties regarding access rights on private road. The plaintiffs named as defendants all persons owning land abutting a former paper street, Keuka Road, which includes the Town. The Town is a nominal defendant, and as in other quiet title actions where it is named as a nominal defendant, does not anticipate taking an active role.

*Michele I. Mandrioli et al. v. Whitney S. Hamnet, II et al. (Massachusetts Land Court).*

Action to remove cloud on title. The Town determined that it does not have an interest in the property, and entered into an Agreement for Partial Judgment dismissing it from the case in April 2019. Case is pending among remaining parties. The Town expects to be formally dismissed from the case when final judgment enters.

*Victor Rizzitano v. Lynn DeConto, et al. (Massachusetts Land Court).*

Partition action concerning property located at 34X Rear Walden Avenue. The Court asked the plaintiff to join the Town of Concord as a defendant in the case because the Town owns most of the abutting property, and there is an access easement to the disputed property that passes over Concord-owned land. At the Court's request, the Town appeared at a status conference in the matter in September 2021, and agreed to file a confirmation that it did not seek any ownership rights over the land in dispute, as well as a memorandum further explaining ownership over the easement. The Town does not expect further involvement in the case.

*Symes Development & Permitting, LLC v. Kristin Ferguson, et al., in their capacities as members of the Town of Concord Planning Board, and the Town of Concord ("Symes I") (Massachusetts Land Court).*

Appeal of a decision of the Planning Board approving a conventional subdivision plan with conditions. Following limited discovery, the Town and the plaintiff cross-moved for summary judgment on the validity of certain conditions, particularly those placing reservations on certain lots in the subdivision for use for affordable housing and for a public park. In June 2021, the Land Court ruled that the reservations for affordable housing exceeded the Planning Board's authority under the Subdivision Control Law, but it upheld the reservations for park purposes. The Land Court also struck certain other minor conditions. The Town elected not to appeal the Land Court judgment in Symes I, and the Planning Board issued a revised decision consistent with the judgment, which was not appealed.

*Symes Development & Permitting LLC v. Town of Concord, et al. (Symes II) (U.S. District Court for the District of Massachusetts).*

Complaint against the Town for allegedly violating the Takings Clause of the Fifth Amendment to the U.S. Constitution. Shortly after filing Symes I, the plaintiff also filed suit in federal court alleging that the conditions imposed by the Planning Board effected a taking of Symes's property. The Town filed a motion to dismiss in May 2021, which was denied in January 2021. The case is pending.

*Symes Development & Permitting, LLC v. James Smith, et al., in their capacities as members of the Town of Concord Zoning Board of Appeals (Symes III) (Massachusetts Land Court).*

Appeal of a ZBA decision denying a special permit for earth removal. During the pendency of Symes I, the plaintiff filed its application for an earth removal special permit, which it requires to construct the subdivision as approved by the Planning Board (including as amended after remand from the Land Court in Symes I). That application was denied. Discovery is due to close in late March 2022.

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

*(Massachusetts Land Court).*

The Town seeks a declaration and judgment for the right of public access to Estabrook Road, as well as an injunction against the Defendants for interfering with the public's right to access the road. The Town obtained a preliminary injunction in July 2020 preventing the Defendants from interfering with public access while the case is pending, after the Defendants attempted to close the road. The Rasmussens, Read/Kays, Robbs, and Harvard College remain as Defendants. The Town had settled with Harvard and the Baker/Nielsens, but Harvard chose to re-enter the case and participate in trial because its rights might be affected by the Court's ruling. Trial took place in June 2021, and closing arguments took place in October 2021. The case is under advisement with the Court, which will make a determination and issue a written decision.

# PUBLIC SAFETY

## FIRE DEPARTMENT

Tom Judge, Fire Chief

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

In 2021 the Fire Department implemented four additional Lieutenant positions. Promotions to these positions were made from existing staff. Operationally, the goal was to increase the number of supervisors to provide for more fireground supervisors for safety and accountability. Each shift has increased from one to two Lieutenants, with one in each station assigned to Engine 3, and Engine 4 who both report to a Captain who is the Shift Commander.

As 2021 began, Concord Firefighters were using a newly acquired skill, vaccination. CFD staff were trained to provide COVID-19 vaccine and did so starting in January. A close partnership between the Health Division and the Fire Department allowed Concord to host a vaccine clinic in January and February of 2021 for area first responders as one of the first eligible groups set by the State and Federal Government for vaccination. Police, Fire and EMS from Concord, Carlisle, Bedford, Lincoln, Sudbury, and Maynard were provided the opportunity to be vaccinated at the temporary vaccine site constructed at the Concord Carlisle Regional School (CCHS). Approximately 400 first responders were able to receive first and second doses during those clinics. Providing vaccine service continued throughout the year as more groups became eligible. CFD staff assisted with clinics at the Council on Aging, at home vaccination visits with COA staff, and vaccine clinics at the public schools as eligibility allowed.

Firefighters continue to conduct testing for Town employees to aid in keeping town operations in service.

### Emergency Responses 2021

NFIRS CATEGORY	NUMBER
Fires/Explosions*	34
Overpressure/Ruptures	3
Emergency Medical/Rescue**	2,069
Hazardous Conditions***	184
Service Calls	285
Good Intent Call/Public Service	179
Fire and CO Alarms/Other Alarms	853
Weather Related	2
Special/Miscellaneous	2
<b>TOTAL EMERGENCY RESPONSES</b>	<b>3,611</b>

\*Fires occurred within the following sub-categories:

Structure fires:	16
Vehicle fires:	5
Brush fires:	7
Other fires:	6
There were no explosions	
Estimated dollar loss from all fires:	\$2,870,500

\*\* - Of the EMS responses 1,553 resulted in patient transport to a hospital at the following level of care:

BLS transports:	660
ALS transports:	893

Included are 134 Motor Vehicle Accidents  
Concord received a mutual aid ambulance 85 times  
Concord provided a mutual aid ambulance 95 times

\*\*\*Hazardous Conditions included the following responses:

Gas/LPG leaks:	58
Gasoline/Oil spills:	11
Chemical Hazard & Spills:	2
Electrical Problems:	55
Power Lines Down:	21
Carbon Monoxide Incidents:	27

## Fire Prevention Activity

<u>Inspections</u>	<u>Total</u>
Residential Smoke/CO Alarms (Sale/Transfer)	301
Residential Smoke/CO Alarms (Construction/Alteration)	158
Commercial Fire Alarm/Suppression System	61
LP Gas Storage	39
Oil Burning Equipment	27
Oil Tank Installation	48
Oil Tank Removal	46
Liquor License	20
Day Care Facilities	9
Summer Camps	11
Hotels/Inns	13
Historic/Museums	7
Assembly Occupancies	4
Correctional Facilities	2
Healthcare Facilities	16
Schools/Dormitories	11
Construction Sites	57
Other, not classified	54
Re-inspection/Corrective Action	58
<u>Plan Reviews</u>	
Residential	81
Commercial	65
<u>School Fire Drills</u>	
Public	32
Private (including dormitories)	14
Business/Group Home/Day Care Ctr	5
<u>Permits issued</u>	
Open Air Burning	408
Blasting	0
Cannon or Mortar Firing	6
Dumpster	33
Fire protection system	139
LP Gas Storage	38
Flammable/Combustible Storage	19
Oil burning equipment	58
Tank Removal	41
Cutting/Welding/Hot Work	16
Other, not classified	18



*Firefighters preparing to extinguish a vehicle fire on Old Marlboro Road*

Our administrative staff, Wanda Rupelt and Timalyn Rassias have been working on FEMA reimbursement projects related to the COVID-19 pandemic.

The Fire Department call volume which decreased slightly during 2020 has nearly returned to 2019 levels.

### Fire Prevention

During 2021, our fire prevention staff continued to work toward moving all of our permitting online and at year end was at 100%. A significant amount of time has been invested in working with the vendor to fine tune the online platform. Our goal is to assure that people doing business online have the best experience while eliminating redundancy for customers and staff.

In conjunction with the Town's Building and Planning Divisions, the Fire Prevention Division devotes a great deal of time to residential, commercial, and site plan review to ensure that required elements of the Massachusetts Fire Code are included in all planning.

Construction site fire safety, both commercial and residential, has been an important area of focus for the Fire Prevention Division. The Assistant Fire

Chief and the Fire Prevention Inspector spend numerous hours meeting with various building contractors and construction supervisors, and inspecting the many properties in Town undergoing construction, alteration, and demolition, to ensure optimum fire safety during these critical phases.

Concord Fire participates in a program sponsored by the Massachusetts Department of Fire Services called S.A.F.E. (Student Awareness of Fire Education), Captain Sean Murphy manages this program and its companion program Senior SAFE which provides fire prevention services to the senior community. Captain Murphy along with other staff visit the schools in Concord to present programs to students on fire safety.

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

### **Community**

The Concord Firefighters Relief Association sponsored its annual toy drive once again this year and the members of Concord Fire Department were proud to be able to make the holidays a little better for families that were in need.

### **Training**

Many hours are dedicated to continuing education in Emergency Medical and Firefighting skills, additionally; several of our staff are members

of specialized regional teams such as hazardous materials, technical rescue, fire investigation, emergency communications, dive/rescue, and incident support teams. Throughout the year, those members, Captain Dave Curran, Lieutenant Brad Ferrie, Lieutenant Billy Nelson, Lieutenant Will Rolfe, Lieutenant Peter Ostroskey, and Lieutenant / Fire Inspector Dave Nichols have trained regularly with their teams. The regional approach to these specialized teams provides the Town with access to a tremendous number of resources and expertise. The Massachusetts Firefighting Academy is a training resource for all departments in the state; not only does Concord Fire take advantage of the opportunities, but we are also fortunate that many of our staff are instructors at the academy.

Concord Fire additions to the regional teams during 2021 include: Firefighter Todd Niemi, Hazmat Team; Firefighters Brian LeFebvre and Eric Harries, Dive/Rescue Team.

The department's training program is a year-round effort on a variety of all-hazards responsibilities. From basic firefighting skill, emergency medical skills, technical rescue, hazardous materials, water / ice rescue, auto extrication and many other potential incident types that we will encounter.

### **Apparatus and Equipment**

During 2021 the Fire Department took delivery of a new pumper, which replaced Engine 5 (brush truck) and Engine 7 (structural pumper). The new Engine 5 was designed to be capable of performing both roles which allowed the department to reduce our fleet by one.

The department was also very fortunate to be able to replace all our self-contained breathing apparatus (SCBA) this past year. Made possible by a combination of a Town Meeting appropriation and a Federal "Assistance to Firefighters Grant", this new breathing apparatus will serve the town and the department for the next 15-20 years. This equipment is essential to a firefighter's ability to enter and work in a hazardous atmosphere. The new equipment, manufactured by MSA, has a number of technological additions not available in our previous equipment – for example, Bluetooth connectivity between a microphone in the SCBA mask and the





The Fire Department took delivery of a new pumper, which replaced Engine 5 (brush truck) and Engine 7 (structural pumper)

- Firefighter on March 24, 2021
- Lieutenant Lindsay McGloughlin, promoted from Firefighter on March 30, 2021
- Lieutenant Eric Pelkey, promoted from Firefighter on April 9, 2021
- Lieutenant Peter Ostroskey, promoted from Firefighter on April 12, 2021
- Lieutenant David Nichols, promoted from Firefighter on April 13, 2021
- Lieutenant William Rolfe, promoted from Firefighter on May 10, 2021

*Administrative Staff:*

Timalyn Rassias, who for several years has been a part time clerk working in Fire Prevention was hired as a full-time Senior Department Clerk.

firefighter’s portable radio for clear communication; a built-in thermal imaging camera for maintaining situational awareness and locating victims in a zero visibility environment.

**Personnel**

*Retirement and others moving on:*

Captain Bill Noke, most recently the Shift Commander of Group 2, retired after 32 years of service. We wish Bill and Rebecca Noke the best in retirement and will miss working with Bill.

Firefighter Charlie Baker resigned from the department to pursue an opportunity outside of the fire service. We wish Charlie the best of success in the future.

Firefighters Mike Allain and Taylor Soberg both resigned to pursue opportunities with the Cambridge Fire Department. We wish them success with their new department.

***New Firefighters:***

We welcomed the following new Firefighters to the department in 2021: Keegan Byrnes, Connor Finerty, Stephanie MacGregor, Dan DeRoche, Timothy Lilley, Elsa Heil, and Samantha McChesney

**Promotions:**

- Captain Sean Murphy, promoted from Lieutenant on February 26, 2021
- Lieutenant Kevin Fagerquist, promoted from

**LOCAL EMERGENCY PLANNING COMMITTEE**

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

Our Local Emergency Planning Committee, following Federal law definition, creates response plans for hazardous materials spills within the Town of Concord. The Committee also accepts Tier II reports from sites that store hazardous substances. Early in 2020, Concord joined the Mystic Regional Emergency Planning Committee (MREPC). Joining the REPC provides training opportunities for town staff with emergency management responsibilities and being a member community aids Concord in staying in compliance with the Emergency Planning and Community Right-to-Know Act (42 U.S.C. 11011 et seq. (1986)).

## CONCORD EMERGENCY MANAGEMENT AGENCY (CEMA)

Thomas Judge, Emergency Management Director  
Walter Latta, Deputy Emergency  
Management Director  
Deputy Emergency Management Director  
Don Kingman, Deputy Director

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

Over the summer of 2021 an intern from the Massachusetts Maritime Academy was employed by CEMA to assist in updating the CEMP.

Emily Dudek, a sophomore in the Emergency Management Program met with all departments and stakeholders to create a current plan that was later approved and sent to MEMA as required. The public health crisis continued to be a focus in 2021. Emergency Management worked closely to support the Health Division with planning for and delivering vaccinations.

The temporary structure at CCHS was used for vaccination clinics for area first responders, and a variety of eligible groups as access to vaccine improved.

The Emergency Operations Center is the town's conduit to MEMA and the resources available at the State Government level. The EOC is also, where the various Concord agencies such as all the departments under DPLM, Public Works, Police, Concord Municipal Light, Fire, Facilities, Town Managers Office, Finance, and Human Resources coordinate the town's response to different emergency incidents affecting the town.



## CONCORD POLICE DEPARTMENT

Chief Joseph F. O'Connor

The Concord Police Department is committed to ensuring the confidence of the public by providing "Exceptional Service. All of the Time." The Concord Police Department delivers a wide range of public safety services to the community with an authorized staff of 36 sworn Officers, 6 Special Police Officers, 9 Public Safety Dispatchers, 6 School Crossing Guards, 1 Senior Administrative Assistant, and 1 Senior Department Clerk. The Department continues to be proactive in community problem solving, criminal investigations, traffic control and enforcement, parking control and enforcement, school crossing safety, elder services, and emergency response and management. The Department provides several community programs, such as: crime prevention, youth services, Drug Abuse Resistance Education (D.A.R.E.), School Resource Officers, child passenger safety seat installations, as well as processing a variety of permits, licenses, and applications.

The year 2021 continued to provide unique challenges for the department as well as the town. As the COVID-19 pandemic continued to plague the country, the department adapted to the challenges which were presented over the course of the year. The Police Department, in partnership with the Fire Department and Board of Health, assisted with several vaccination clinics throughout the year. Officers continued to take precautions by utilizing personal protective equipment (PPE) throughout the year when interacting with the public.

The Department continued efforts to maintain and further ensure community confidence. As part of the law that Governor Charlie Baker signed in 2020, "An Act Relative to Justice, Equity and Accountability in Law Enforcement in the Commonwealth," the department's policies and procedures were updated to comport with the law. All Officers successfully completed mandated training and were certified by the Peace Officers Training Commission. The Department went well beyond mandate reforms successfully implemented an in car/body-worn camera program which saw all

officers being assigned a body worn camera, and all cruisers were outfitted with in car recording camera systems. At the time of implementation there were only a few other departments in the commonwealth with this technology.

This year the Department continued the Craigslist Safe Exchange Program, which allows members of the community to come to the Police Station parking lot to complete on-line purchases and sales. Police are encouraging citizens to utilize the Police Station, which is equipped with surveillance cameras and staffed 24 hours a day, 7 days a week, as a safe and secure meeting place. Additionally, the department has implemented a "First Responder Student Information" sheet to assist officers who might respond/encounter certain students throughout town, who may require special assistance. This is in addition to an existing service, "Concord Resident Emergency Services," an informational form which increases awareness of elderly residents in town, who officers also may be called upon to assist.

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

Partnerships with federal, state and local agencies are important parts of the Department's strategy to ensure the safety of the community through resource sharing and mutual aid. The Concord Police Department continues to be an active member of the North Eastern Massachusetts Law Enforcement Council (NEMLEC). NEMLEC is a regional consortium comprised of 60 Police Departments and the Sheriff's Departments of Middlesex and Essex Counties. Concord Police Officers are assigned to various functions in NEMLEC, including SWAT, Regional Response

Team (RRT), Motorcycle Unit, and the STARS Team (School Threat Assessment and Response System). The Department collaborates with 8 Middlesex County Police Departments and the Concord District Court and continues work with a “Jail Diversion” Grant to address mental health issues. The Massachusetts Executive Office of Health and Human Services’ Department of Mental Health awarded the grant to this coalition. As part of the coalition’s innovative model, officers work with a Clinical Coordinator, who manages the Jail Diversion Program. The role of the Jail Diversion Clinical Coordinator continues to be to train officers in mental health, first aid, and to serve on the Crisis Intervention Team (CIT). The coordinator also works with officers to create a diversion strategy when appropriate.

The Department was assessed by Massachusetts Police Accreditation Commission, Inc. (MPAC) which resulted in being awarded state certification. The certification standard positively impacts officer and public safety, address high liability/risk management issues, promote operational efficiency throughout the agency and ensure compliance with the laws of the commonwealth.

The Department continues to enhance its sustainable energy practices with an increased use of hybrid vehicles and continues replacing some of its fleet with more fuel-efficient hybrid vehicles. The Department received a community donation to purchase a TESLA, which will be placed into service as the first fully electric patrol vehicle.

Additionally, the Department is continuing its anti-idling initiatives, including the “Park and Walk” Program, with officers walking or riding bicycles in districts, on trails and recreational areas. These practices aid considerably in achieving the goals of reducing fuel consumption and carbon emissions. The Department is committed to making every effort to comport with the town’s sustainability goals.

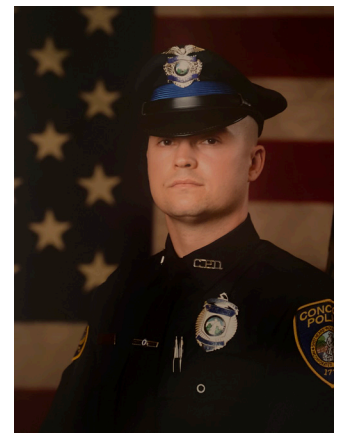
Our Public Safety Dispatchers answer emergency and non-emergency calls, dispatch public safety personnel, and monitor computer equipment as part of their duties. Concord Public Safety

Dispatchers maintain certifications as emergency tele-communicators and law enforcement data professionals, trained to the standards of the Massachusetts State 911 Department, Massachusetts Criminal History Systems Board, National Academy of Emergency Medical Dispatch, and the Association of Public Safety Communications Professionals International. Several Dispatchers are also trained as Tactical Communications Specialists. The Department welcomed four new Public Safety Dispatchers this past year. Isabelle Karlin and Erich Robichaud joined the Department in March, and Edward Brown and Joseph Pagnotta joined in August. Dispatcher Brown was among the first group of dispatch trainees to attend the 911 Dispatch Academy since the state training was suspended due to the pandemic. Town Manager Stephen Crane obtained approval of the Select Board to enter into an agreement with the Town of Acton to create a regional emergency communications center which has resulted in the initiation of the process to establish an executive board to oversee the project.

The Department welcomed five new officers this year. Officers Benjamin Lacure and Nathaniel Brady joined the department as patrol officers in June after graduating from the MBTA Transit Police’s Municipal Police Officer Academy. Officer’s Officers Brendan Fitzgerald and Leah Olansky also joined the Department as patrol officers in December after graduating from the MBTA Transit Police’s Municipal Police Officer Academy. Officer Brianna Rudolph joined the Department as a patrol officer, transferring from another police department.

The Department had two officers promoted to the rank of sergeant during 2021. Officer Luke Rennie was promoted in February. Officer Tia Manchuso was promoted in June becoming the first female in the history of the department to obtain the rank. The Department had five officers assigned to new positions in 2021. Officers Michael Bordenca and Damon Reinold were assigned as detectives. Officers Caroline Paladino and Officer Derek Rodriguez were assigned as School Resource Officers.

The Department had several officers and dispatchers leave the Department in 2021. The



*Our newest officers Leah Olansky, Benjamin LaCure, Brianna Rudolph, Brendan Fitzgerald.*

following resigned to join other Departments; Lieutenant Christopher Troiano (Maynard as Deputy Chief) Detective Kallie Koppenal (Massachusetts Department of State Police), Officers Kevin Gena (Lynn Police Department), Nicholas Clemente (Medford Police Department) and Michael Brown (Cambridge Police Department). Public Safety Dispatchers Gary Arenburg and Francis Ordile also resigned from the department. Sergeant Jeffrey Shelley and Officer Gerard Mearn both retired from the department in 2021.

Officer Toumayan resigned as a member of the NEMLEC Regional Response Team (RRT), and Sergeant Michael Burgess and Officer Greg Mailloux continue to serve as members of the NEMLEC Motorcycle Unit. Sergeant Luke Rennie remains a member of the NEMLEC SWAT Team, and Dispatcher Anthony Marabella serves NEMLEC as a Tactical Dispatcher. Officer John O'Connor was assigned as Assistant Safety Officer, and Officer Joshua Bordenca as fleet mechanic for the department during this past year.

The Department maintains an anonymous 24 hour Tip Line (978-318-3407), and State and Federal grant funding continue to provide the Department with opportunities to purchase new equipment and technology, and to fund existing programs. In 2021, the Department was awarded a grant for traffic enforcement initiatives, which is funded by the Massachusetts Executive Office of Public Safety and Security's Highway Safety Division. The Department also continues to receive and administer a grant funded through the Massachusetts State 911 Department for Dispatcher training and personnel support services.

### 2021 Incidents Report

Arrests (various)	101
Summons	256
Assaults	17
Suspicious Activity	507
Motor vehicle crashes	446
Motor vehicle v. Deer	29
Operating Under the Influence	46
Protective Custody	5
Traffic Citations	3,692
Criminal Traffic Summons	221
Larceny Investigations	234
Domestic Violence Investigations	62
Narcotics, Drug Investigations	5
Medical Assists	1075
Animal Control	186
Vandalism Complaints	29
Alarms-Commercial/Residential	638
Breaking and Entering Investigations	17
<b>Total Log Items</b>	<b>35,722</b>

## ANIMAL CONTROL OFFICER

Jennifer A. Condon

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

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

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

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

2021 Animal Activity by Month											
	Total # Calls	Complaint Calls	Lost Dog	Lost Cat	Other Cat Related	Wildlife	Misc Calls	Pickups	Human / Animal Bite	Quarantine Orders Issued / Released	# Submittals to State Lab
JANUARY	21	2	2	0	1	8	7	0	0	1	0
FEBRUARY	26	9	4	0	0	11	1	0	1	1	0
MARCH	40	8	2	1	1	12	13	0	2	2	0
APRIL	27	4	0	0	1	12	10	0	0	3	0
MAY	42	6	2	3	1	23	6	1	1	0	0
JUNE	39	5	2	2	0	21	9	0	0	0	0
JULY	26	0	1	1	0	8	14	0	2	0	0
AUGUST	31	8	1	2	1	11	8	0	0	0	0
SEPTEMBER	23	2	2	1	0	3	15	0	0	0	0
OCTOBER	35	7	6	1	2	8	10	0	1	1	1
NOVEMBER	26	6	3	1	1	6	6	0	2	0	0
DECEMBER	23	2	4	0	0	8	8	0	0	3	0
TOTAL	359	58	29	12	8	121	107	1	9	11	1

# MUNICIPAL LIGHT PLANT

David G. Wood, Director

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

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

Our work in 2021 focused on several initiatives designed to achieve those goals.

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



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

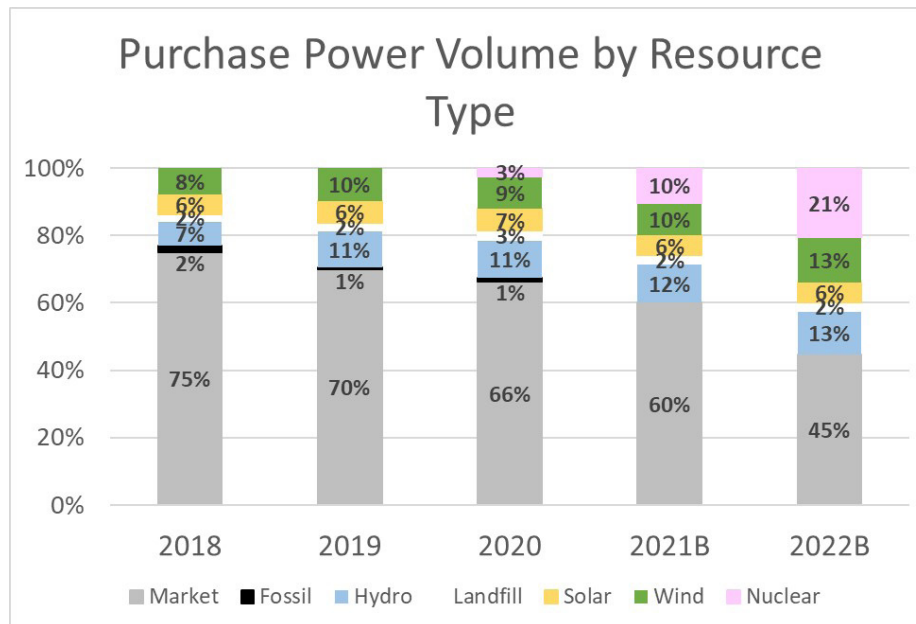
The Concord Municipal Light Plant (CMLP) operates as an Enterprise Fund within the Town government. No property tax money is required or used to operate the Light Plant. All operating expenses including electricity purchases, capital investments, and debt service are paid by the Light Plant customers. In addition, the Light Plant contributes to the Town’s operating budget via a Payment-in-Lieu-of Taxes (PILOT). For 2021, this formula based payment was \$451,500

## Power Supply

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

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

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



### Non-Carbon Emitting

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

### Non-Carbon Emitting Sources

Project	Location	Year Purchased	% of needs
Canton Mountain Wind	Canton, ME	2017	2%
Seabrook Nuclear	Seabrook, NH	2017	20%
Granite Wind	Coos County, NH	2018	1.5%
Existing Hydro	Housatonic River, CT	2019	3.4%
Chariot Solar	Hinsdale, NH	2019	2.7%
Cabot/Turners Falls	Connecticut River, MA	2020	12.5%
Seabrook Nuclear	Seabrook, NH	2020	15%
Rox Wind	Roxbury, ME	2020	3.6%
Gravel Pitt Solar	CT, MA or NH	2020	1.9%
Broadleaf Solar	CT, MA or NH TBD	2021	4.3%

In 2018 CMLP began collecting an extra \$0.01 per kilowatt hour from customers on all energy sales in order to establish a fund to pay for the purchase of Massachusetts Class 1 renewable energy certificates (“MA Class 1 RECs.”) In September 2020 the charge was increased to 0.015 per kilowatt hour, and on January 1, 2021 the charge was increased to 0.02 per kilowatt hour. The table below shows how many RECs were retired by generation year and where the RECs came from – whether they were associated with the purchase of physical energy or purchased

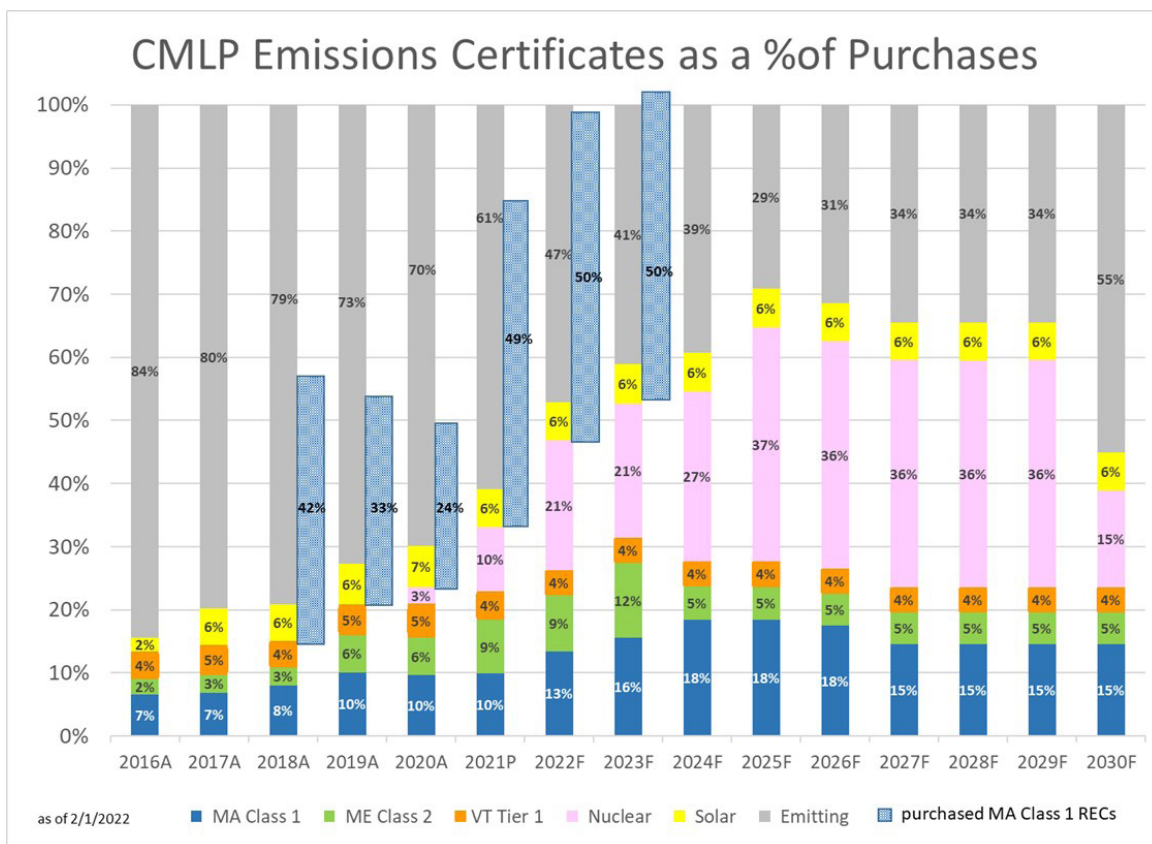
separately. Note, CMLP will not complete the purchase of non-associated 2021 RECs until June 15, 2022. The figure provided for 2021 “Purchased RECs Retired” is only an estimate. The 2018 to 2020 historical Associated RECs Retired values increased from last year due to the inclusion of NYPA hydro power which does qualify for Vermont Tier 1 RECs and is used to offset Concord’s emissions.

Generation Year	Associated RECs Retired	Purchased RECs Retired	Total RECs Retired	% of Sales
2021	56,756	84,623	141,379	84%
2020	39,519	42,475	81,994	51%
2019	35,620	55,703	91,323	56%
2018	26,658	74,256	100,914	58%

CMLP’s REC purchase strategy purposefully sets the cost of the program at a fixed level while letting the amount of RECs purchased in any year to float based upon the market price of RECs. That program feature prevents the attainment of carbon neutral power from significantly increasing rates. Like commodity prices, REC prices fluctuate with supply and demand. REC prices increased from less than \$0.01 per kilowatt hour in 2018 to \$0.04 per kilowatt hour today.

supply contracts will increase the total amount of MA Class 1 RECs. The renewable energy surcharge can be increased to broaden the funds available to offset the cost of either non-associated MA Class 1 REC purchases or renewable energy contracts. As CMLP’s purchases of energy from resources with certificates increases further in 2022 and beyond, it is expected that CMLP will be able to retire RECs equal to 100% of its purchases with REC prices remaining at current levels.

Despite the increase in REC prices, CMLP is on track to meet its goal of 100% non-emitting electricity by 2030. In 2023 new wind and solar



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

## **Energy Management**

CMLP's energy management services help our customers manage their energy costs and reduce their carbon emissions through electrification, improved efficiency, and generation of carbon-free solar power at their home or business. In September, a "Climate Friendly Homes & Vehicles Webinar" attracted 100 Concord residents, who learned about advanced heat pumps, plug-in electric cars, and talked with residents who have already adopted these innovations.

## **Electric Vehicles**

Registry of Motor Vehicles interim 2021 records showed 490 electric vehicles (EVs) garaged in the Town of Concord, an increase of 8% compared to the end of 2020.

A cash rebate is one of the top EV purchase influence factors cited by non-EV drivers who responded to a survey we conducted in July 2020. So, in 2021, CMLP launched the DriveEV Rebate Program, Concord's "rEvolutionary" rebate, which offers rebates ranging from \$350 to \$1,000 upon purchase or lease of a new or pre-owned EV. This range includes higher rebates for Concord families earning less than 80% or 120% of Boston metropolitan area median income.

CMLP's free Electric Vehicle Toll-Free Support Line and Email, which allows Concord residents to ask questions about all things EV, handled over 152 interactions with 116 unique customers in 2021. Forty-three customers received a \$250 Level 2 Charging System rebate in 2021. Over 206 CMLP customers have programmed 216 EVs to charge off-peak since the EV Miles Program began in 2018, qualifying for bill credits.

## **Heat Pumps**

We launched the Concord Clean Comfort Program in February 2021 when our new website, [ConcordCleanComfort.org](http://ConcordCleanComfort.org), went live. The program offers our customers a list of well-reviewed air-source heat pump installers, a pre-installation

heat pump sizing review, a post-installation quality assurance check, and our new heating/cooling coaches, who help customers decide if a heat pump is right for them and make the process of switching to heat pumps easier.

The Concord Clean Comfort Program received almost 220 coaching requests in 2021. About 80% of those who requested coaching services followed through and met with a coach, for 173 coaching engagements. Heat pumps were adopted by 18% of those who engaged with a coach.

CMLP rebates supported installations of 59 air source heat pump systems, 1 ground source heat pump and 10 heat pump water heaters in 2021.

## **Home Energy Assessments**

Eighty-two customers received home energy assessments from CMLP in 2021, a 28% increase from 2020.

## **Residential Energy Efficiency Rebates**

20 residential customers received rebates in 2021 for weatherizing their homes. CMLP's rebates and installation services supported the usage of almost 1,300 new LED bulbs in 2021.

## **Commercial Energy Efficiency Rebates**

In 2021, business customers received almost \$17,000 in rebates through CMLP's High Efficiency Lighting Program.

## **Solar Photovoltaic (PV) Rebates**

In partnership with Energy New England and the Massachusetts Department of Energy Resources (DOER), CMLP continued its participation in the MLP Solar Rebate Program, through the end of June, 2021, when the program closed to new applications. The MLP Solar Rebate Program provided an additional \$1,200 per kW for installed solar capacity up to 25 kW, funded with matching contributions from CMLP and DOER. The MLP solar rebate supplements CMLP's traditional solar rebate of \$625 per kW installed, up to 5kW.

Forty-three customers received CMLP's traditional solar rebate and 25 received MLP solar rebates. Throughout the MLP Solar Rebate Program period, which began in late 2018, CMLP received 67

MLP Solar rebate applications, significantly more than any of the other 18 MLPs participating in the program. There are now a total of 420 PV systems on residential and commercial rooftops in Concord with a combined capacity of 4.2 MW DC.

## **Community Service**

### *Annual Holiday Tree Lighting*

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

### *Holiday Gift Giving*

Every year, Concord Academy has expressed its gratitude of CMLP with a delicious meal for our employees. In lieu of the meal, we partnered with Concord Academy to make an equivalent gift card donation in CMLP's name to the Town's Holiday gift giving program.

### *Residential Rate Assistance*

CMLP offers a Residential Rate Assistance program to Concord residents in financial need. On this rate, customers can receive a credit of \$0.1000 per kilowatt hour on their first tier of usage. Eligible customers can lower their bills by as much as 50% if they qualify for this rate. Customers must complete an application and be re-certified annually to stay on this program. As of December 2021, there were 174 customers enrolled in the program -- 147 Electric and 27 Water customers.

### *COVID-19 Assistance*

For Concord residents and businesses in financial need during the COVID-19 pandemic, Concord Utilities suspended the collection process and disconnection of all utilities, as well as late payment charges for non-payment during 2020 through July 2021 when started the collections process again. This gave customer a few extra months to catch up on payment their bills or to work with Customer Service to devise payment plans and review assistance packages in conjunction with other Town services.

### *Concord Municipal Utilities Customer Service*

The Concord Municipal Utilities Customer Service team is centrally housed at CMLP and provides

service and support to residential and commercial services for electric, water, sewer, and broadband. Customers can contact Customer Service at 978-318-3101 or [concordutilities@concordma.gov](mailto:concordutilities@concordma.gov).

## **Enterprise Software**

CMLP partnered with NISC (National Information Solutions Cooperative) to implement enterprise software beginning in May 2019. This was a multi-year implementation including several modules, and the initial implementation was completed in 2021 with the final Work Management modules. The implementation began with the new billing system and SmartHub®, the customer self-service portal.

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

Customers can register for a SmartHub account or download the free app for their smartphone or tablet to access information, receive updates, pay bills and more. Customers can now report an outage, line down or other power-related emergency using SmartHub. As of December 2021, there were 4,902 customers signed up with SmartHub accounts.

## **Advanced Metering System Project (AMS)**

CMLP is seeking to procure an Advanced Metering System including the purchase of electric meters, water radio units, and network equipment. CMLP first issued Request for Proposal (RFP) #416 in late 2020 to select a consultant to help with crafting the AMS Project RFP with consultants' proposals due in early January 2021. The Evaluation Team reviewed the proposals received and awarded the contract to Lemmerhirt Consulting. Lemmerhirt Consulting began working with CMLP in March 2021.

Lemmerhirt developed the Project Timeline, Benefits Fact Sheet, and System Applications and Goals Summary. In June 2021, CMLP issued an online Customer Survey developed by GreatBlue

Research to help gauge Concord citizens' knowledge and understanding of smart meters. GreatBlue presented their findings to the Light Board in early September, and CMLP held a virtual Stakeholders meeting in late September for citizens to ask questions and share any concerns about a new metering system.

Lemmerhirt and CMLP worked on the RFP section by section and issued the final RFP #440 in late November with the deadline for vendors to submit their proposals by the end of January 2022.

### **Operations and Engineering**

COVID-19 forced the Light Plant to adjust priorities, schedules, workloads and staffing allocations. Our main focus was, and continues to be, providing safe and reliable electric power and broadband service to our customers. This year we had to reprioritize our operational responses and project work to essential tasks only. This was done to protect our employees, rate payers and the distribution system. The largest driver for the altered work schedules and staffing, was the fear of having all operations personnel out sick at the same time. If CMLP experienced a mass illness event, there would not be sufficient personnel to operate the distribution system or respond to emergencies.

### **Underground Direct Buried Upgrade**

Bartkus Farm subdivision direct buried replacement project was started as part of CMLP's direct buried replacement program. The project had a slow start due to staffing levels as a direct result of COVID-19 protocols. CMLP plans to complete this project in 2022, as protocol allows. As part of this and other direct buried projects, CMLP crews installed a new underground primary and secondary electrical and communication duct bank, new underground primary and secondary cable, devices, and transformers. CMLP is also looking to begin collecting data and start plans for the conversion of Wright Farm Road in 2022. Of note, the associated direct buried services are privately owned and are the responsibility of the owner to maintain and replace at their expense.

### **Underground Conversion Projects**

As part of the Cambridge Turnpike Improvement Project (CPW Project), CMLP extended the

existing underground ductbank along Lexington Road near Cambridge Turnpike. The installation of this ductbank allowed for the overhead to underground conversion of Circuit 223-H6 along Lexington Road through the new intersection with Cambridge Turnpike. Additionally, two new switchgear devices were installed on the new underground line. In 2020, we were able to convert all of the services in section one to underground. We also upgraded the street lighting removed overhead conductors and utility poles. This conversion, along with the entire Cambridge Turnpike Project, greatly improves the reliability, expansion of broadband services and visual impact in the area. CMLP plans to continue work on Cambridge Turnpike in 2022, converting the remaining overhead section to underground.

### **Main Street Underground Reconductoring**

Due to age and condition of the existing underground primary conductors along Main Street, between Walden Street and Old Bedford Road, CMLP replaced the underground conductors. The replacement of the conductors afforded CMLP engineering the opportunity to redesign this section to current industry standards. These upgrades increase the resiliency and reliability of the underground distribution system in the downtown area.

### **Verizon Pole Inspection, Maintenance and Replacements**

Verizon conducted pole inspections on several utility poles that they are responsible for maintaining in Concord. Approximately fifty poles have been scheduled for replacement. As a result, CMLP has started the process of transferring the electric primary wires, electric secondary wires and broadband fiber on each pole.

### **Substation Equipment Maintenance**

Transformer Number 2 at Substation 219 underwent extensive Load Tap Changer maintenance this year. After the work was performed, testing was carried out to insure proper operation.

### **Tree Trimming**

A vital part of our preventive maintenance program is tree trimming. This year, CMLP began to work with Davey Resource Group to update our current

tree trimming protocol. Our current tree trimming specification will be updated with current methodology, regulations and standards. After our specification has been updated, we will begin the process of large scale tree trimming again. Of note, line crews performed tree trimming and removal of branches and trees as necessary throughout the system, to keep our system safe and reliable in 2021.

### **Substation Metering Upgrade Project**

Power quality meter replacement is required at both of CMLP's Substations. Several of the existing meters either provide unreliable information or are not supported by their respective manufacturers any longer. These meters are needed to measure power consumption, loss, efficiency, etc on all distribution feeders. Unfortunately, this project was delayed this year as a direct result of the pandemic. CMLP plans to move forward with this project in 2022.

### **Emergency Response**

CMLP responds to numerous emergencies throughout the year and 2021 was no different. These emergencies included severe storms, motor vehicle crashes, wildlife-caused outages, and several other unforeseen events.



*Emergency Response to crash on Lexington Road*

### **Telecommunications**

2021 was the seventh full year of operation for the CMLP's Broadband service. Operating today as Concord Broadband, the demand for service has remained steady, and community support and feedback has been excellent. CMLP launched the Broadband service in March 2014 after the 2013 Annual Town Meeting passed Article 48.

Service continues to be in demand with subscriptions growth to 1,564 residential and business accounts between January and December 2021, a net increase of 80 subscribers for the year. Revenues in 2021 exceeded \$1.4 million, with a 4.5% increase over 2020 during the pandemic. Operating costs have consistently lined up with expectations. Since the end of 2016, Concord Broadband has been generating sufficient operating income to cover the expected operating expenses. Within the next year or so, we expect to be able to fund growth out of current revenue as well.

Concord Broadband has continued to offer no-nonsense pricing with no hidden fees or unexpected price hikes. Our pricing has remained steady in 2021 with no price increases since 2014. Residential service starts at \$49.95 per month for 35 Mbps while offering a true symmetrical service. Our business offerings provide speeds from 70 Mbps to 400 Mbps with custom service up to 1 Gbps. Information about the offerings is on the Town's web site at [www.concordma.gov/broadband](http://www.concordma.gov/broadband). Concord Broadband has a staffed help desk that answers calls and provide technical assistance 24 hours a day, seven days a week.

The Broadband Team is in the process of upgrading our entire core network in 2022 for increased reliability and redundancy, providing a better experience for our customers. We are committed to Net-Neutrality and the privacy of our customers. Concord Broadband does not monitor, collect or maintain any of our customer's information for any marketing or resale purposes.

In 2021, we continued to provide additional "dark fiber" leases to 3rd parties for point-to-point services. These lease agreements provide access to CMLP fiber telecommunication providers or businesses who wish to gain access to premises in Concord. CMLP earns revenue from the fiber leases and customers benefit from faster, less-expensive installations and access to advanced telecommunication services.

Concord Broadband looks forward to additional improvements as we continue to provide a straightforward service to community.

# PUBLIC WORKS

## PUBLIC WORKS COMMISSION

Jef Fasser, Chair  
David De Long, Vice Chair  
Andrea Solomon  
James Terry  
K.C. Winslow

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

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

The ongoing activities of the Commission can be found throughout the year on the web at [www.concordma.gov](http://www.concordma.gov)

Highlights of the Commission's activities for 2021 included (in chronological order):

- Reviewed and voted affirmatively to approve an appeal of denial of increase in wastewater flow for property located at 13B Commonwealth Ave. with outlined recommendations.
- Conducted a presentation and discussion relative to winter maintenance on private roads.
- Conducted a general fund capital planning session.
- Conducted a Public Hearing and approved revised curbside collection and disposal rates effective April 1, 2021. There was no change in the cost of weekly disposal tags or six month barrel stickers.
- Conducted a discussion regarding the Concord Country Club, groundwater conservancy review. Formal recommendation from the PWC to the Zoning Board of Appeals relative to potential impacts of a proposed irrigation system was made.
- Discussed various articles in preparation for Town Meeting. Article 9 was noted as being of particular interest to public works as there were notable FY21 Town Budget line item adjustments related to the Monument St. culvert failure and unanticipated costs associated with COVID management needs relative to solid waste.
- Conducted a Roads Program Briefing.
- Presided over a drinking water system overview presentation.
- Conducted a Roads Program Public Meeting
- Reviewed a new Concord Public Works Tree Planting Guide, which was created and made available to residents.
- Reviewed and voted affirmatively to approve the extension of the Heywood Meadow stone wall in the public right of way at the intersection of Heywood Street and Lexington Road.
- Conducted an overview of the Water/Sewer FY22 budget.
- Conducted the Water and Sewer Rate public hearing and approved the FY22 rate schedules.
- Conducted a review with information presented by the Director of Planning and Land Management of Warrant Article 38 that talks about amending and increasing housing density in Residence C Districts.
- Expressed appreciation to Andrew Boardman for his service as a Public Works Commissioner for the past six years.
- Discussed the State of Water Conservation Update and voted to remove the mandatory 1-day per week outdoor water use restriction effective July 23, 2021.

- Conducted a Roads Program Preview to allow residents to provide feedback prior to initiation of work and a subsequent Roads Program Update detailing plans for future pavement management program incorporating culverts and drainage work.
- Conducted a presentation of the MS4 Stormwater Management Plan.
- Reviewed and voted to support the Recreation Department's Recreation Facilities Strategic Plan CPS Application.
- Conducted a presentation of the solid waste and recycling program survey and development of a Request for Proposal for curbside services for up to a ten year term.
- Conducted an Envision Concord – Bridge to 2030 overview. Voted to authorize the Director of Public Works to update the Select Board on progress and goals relating to this endeavor.
- Conducted a presentation relative to winter maintenance.
- Reviewed a General Fund Capital Budget Plan.

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

## CEMETERY COMMITTEE

Leo Carroll, Chair  
 Brian Davidson, Vice Chair  
 Rebecca Purcell  
 Rod Riedel  
 Jerry Soucy

Concord cemeteries are an important asset to the Town. Visitors, historians and residents use them as a window to the past, pleasant places for solitude and contemplation, as well as a final resting place. Concord cemeteries, including Old Hill (1635), South Burying Ground (1697), and Sleepy Hollow (1855) total about 55 acres. Highway and Grounds Superintendent Aaron Miklosko carefully tended to the overall concerns of the Town's cemeteries, while Cemetery Supervisor Tish Hopkins managed burials, cemetery upkeep, grounds, and plot purchases and sales, and Ms. Justine St. John faithfully maintained the meeting minutes and other administrative duties. Concord is fortunate to have such hard-working public servants in the positions they devotedly fill. Sadly, the Committee noted the passing of former Administrative Assistant, Mallory Price who was a dedicated public servant who was outstanding in every way a person can be measured.

The Concord Cemetery Committee consists of five members responsible for oversight of the operation and maintenance of all Town owned cemeteries and burial grounds, and for establishing policies and procedures for these facilities. The Committee saw two members, Chair Paul Cooke and Vice-Chair Andrea Solomon reach their term-limits, departing with a great deal of appreciation for all they accomplished. Rebecca Purcell and Rod Riedel joined the Committee as its newest members. The Committee was pleased to have both Susan Bates and Linda Escobedo of the Select Board acting as Liaisons to the Board during various points in the year.

### Cemetery Grounds Maintenance

Einstein's Landscaping's contract for cemetery lawn care and spring and fall cleanups was extended for an additional year for \$119,656. Mayer Tree conducted tree work addressing a number of dead and hazardous trees. Daedalus, Inc. was selected

to complete a cleaning and small repair work of the Melvin Memorial. Mr. Carroll and Superintendent Miklosko, in consultation with the Town Engineer, conducted a survey of the Cemetery's many stonewalls, identifying several in various states of disrepair, and created a priority repair list.

### **Cemetery Subcommittees: Columbarium and Cemetery Landscape and Groundcover**

- Ms. Solomon and Mr. Soucy, later joined by Mr. Davidson after Ms. Solomon's departure, continued to study building a columbarium in Sleepy Hollow's Knoll section. Since a 2018 public hearing on gravesite supply, the Committee has been aware of a demand in Concord for a structure for the interment of cremated remains. A potential area for a columbarium was identified on the slope on the Cemetery's western side. The Town Engineer conducted a site assessment.
- A Cemetery Landscape and Groundcover Subcommittee was established with Mr. Carroll and Mr. Riedel to address the issue of soil erosion, which since its inception has long plagued Sleepy Hollow Cemetery. The loss of a number of centuries old shade trees, combined with a lack of irrigation and fertilization, has created areas of significant soil erosion. Climate change and a number of recently introduced insects, such as woolly adelgid, are distressing many of the trees that provide shade necessary for certain ground covers. The Town has placed fresh loam and grass seed in many sections with various degrees of success. The subcommittee, in consultation with area experts, is working to identify native trees and plants that will prove to be a more successful groundcover than the current grass, thereby decreasing soil erosion.

### **Master Plan Project Update**

- *Records Scanning:* The Committee continued to oversee the contract with Boston Computer Scanning for the scanning and recording of the Cemetery's hand-written paper records, including that of deeds, into a secure accessible electronic format. In addition to being more secure, the electronic records will also be coordinated via GPS with maps showing where each grave is located. The project also aims to

make these records accessible to the public.

Boston Computer Scanning was hired in 2020 to do the work with a contract bid for \$9,547.

- *Headstone Restoration Project:* Amos Doolittle's 1775 plate, depicting the events of the April 19th Alarm, includes an early image of the Town's burial ground with broken and leaning headstones. Almost two and half centuries later, the fight against time and elements continues with a number of older headstones that are in need of repair or restoration. Ms. Hopkins did a superlative job of photographing all such headstones and created an inventory and priority repair list. In 2021 the Superintendent and the Cemetery Supervisor solicited bids for this work, and a contract for just over \$9,000 was awarded to Gravestone Services of New England, LLC.
- *Mausoleum Lots:* At the end of 2020, the Committee celebrated the approval of six mausoleum lots, which was the culmination of a complicated project that spanned five years. The Committee worked with the Town Engineer to identify the specific lot locations; three lots near the Pope Tomb, and three lots in the Knoll section that would be appropriate for building mausoleums.

### **Cemetery Woodlands and Trails**

The Committee spent time reviewing the important woodlands and trails that are part of the Sleepy Hollow Cemetery's campus. This area is fundamental to supporting the goal of a garden cemetery, contains Cat Pond, the Cemetery's water feature, is part of the Authors Ridge vista, provides visitors an area of reflection, and incorporates the nature concept that was such an integral part of the Cemetery's Transcendentalist residents. The Committee received a comprehensive presentation from Bryan Windmiller on the Blanding's Turtle habitat in the Cemetery. The Committee continued to hear concerns about bicycle usage in the Cemetery with the most concerning being the occasional disturbance to funeral services. The Committee authorized the posting of several signs on its paths reminding visitors to recognize their entry into sacred ground, and to act accordingly. The Committee continues to monitor any change to the Reformatory Branch Trail on its northern border, and how it may impact the Cemetery. The

Committee sent letters to other Town committees requesting, that when appropriate, the committees work together for the protection of the Cemetery.

### **Memorial Day/Veterans' Day**

The Maynard Elks put out American flags on the veterans' graves in Sleepy Hollow Cemetery for Memorial Day. Ms. Hopkins has faithfully overseen these memorial activities for many years, removing the flags at the end of the year and preparing them for the retired-flag burning ceremony during the Veterans' Day Observance.

### **Cemetery Website and Media**

Mr. Cooke drafted and presented a document titled "A History of the Oversight of Concord's Public Cemeteries 1841-1864", which can be found on the Cemetery website. The filming for two television shows took place, one a Ken Burns documentary about the American Revolution, and the other an episode for the program "Greatest Cemeteries in the World".

### **Statistics**

For 2021 there were 112 interments and one disinterment at Sleepy Hollow Cemetery. Forty-Seven of these interments were Concord residents at the time of their death. Thirty-Two of the interments were full burials and 80 were cremations. Lot sales for the year totaled 66 with seven of those being sold to eligible former residents. The Cemetery Staff maintains a waiting list for the purchase of burial plots in the old section of Sleepy Hollow Cemetery for burial plots that are sold back to the Town by the present owners. There are many lots available in the Knoll Section of Sleepy Hollow Cemetery.

### **Friends of Sleepy Hollow**

The Friends of Sleepy Hollow is a private, non-profit organization whose purpose is promoting the preservation, beautification and appreciation of the historic burial grounds in Concord. The Friends updated and enhanced the Handley Commemorative Garden and also assisted with the Tyler family's generous gift of plantings on Bartlett Avenue. This is the latest of a long line of generous and thoughtful contributions the Friends have made as they continue to be a much-appreciated asset to the cemetery.

## **ADMINISTRATION**

Alan H. Cathcart  
Director of Public Works

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

### **Protecting the Town's Infrastructure/Providing Essential Services**

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

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

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

### **CPW Team, Programs & Organization**

Concord Public Works is made up of 53 dedicated

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

### **Infrastructure Improvements and Initiatives**

Once again, the team at Concord Public Works is pleased to provide the Town of Concord with quality and responsive service. The Divisional Reports that follow summarize a series of initiatives and accomplishments in 2021.

## **ENGINEERING DIVISION**

Stephen Dookran, P.E. Town Engineer

Concord Public Works (CPW) Engineering Division is responsible for the planning, design, engineering and construction administration of the Town's roadways, sidewalks, bridges, and stormwater/drainage infrastructure assets. Engineering provides a wide range of professional engineering, construction management, and permitting administration for other CPW divisions as well as for other Town departments and divisions. This work is performed by a team led by the Town Engineer and includes the Assistant Town Engineer, two Public Works Engineers, the Associate Engineer, the GIS Analyst and the Administrative Assistant. During 2021, the only change in staffing was the resignation of a Public Works Engineer and the backfilling of that vacant position. Through the COVID-19 pandemic, Engineering continued to work effectively with a combination of in-office work and remote work when in-office presence was not required.

### **Roads Program**

A field survey by StreetScan was conducted in the summer of 2021 to obtain an update of the pavement condition of the 108 mile road network. The average condition of public roads, measured as "pavement condition index" (PCI) shows a

deterioration from 77 (from last survey conducted in 2018) to 67 today.

*Construction of 2020 Roads Improvement Project*  
Engineering staff oversaw the reconstruction and repaving of 0.8 miles that included Park Lane, Lewis Road, Warner Street, and Bedford Court and the milling and pavement overlay of Partridge Lane (0.48 miles).



*Partridge Lane Final Paving Design, Bidding and Construction of the 2021 Roadway Improvement Project*

Final design and bid documents were prepared. The project was put out for bid in the spring of 2021 and included 0.8 miles of roadway reconstruction and paving of Prescott Road, Peter Spring Road, and Cranefield Road and 0.5 miles of milling and pavement overlay of Minuteman Drive and Arrowhead Road. Construction started within FY2021 with the completion planned for later in 2021.

### **Mill and Fill Maintenance**

Incorporated into the Roads Program was targeted pavement milling and repaving of areas of pavement that are not the full width of the street. The pavement restoration was performed on 0.34 miles that included Old Pickard Road and Elm Street.

### *Road Crack Sealing*

In 2021, Engineering requested bids and executed a contract that implemented 11.5 miles of crack sealing on selected streets in town.

### *Hubbard Street Improvements*

Engineering staff completed the final design of improvements to the roadway, ADA compliant ramps and sidewalks, and the drainage system. A contract was executed with Newport Construction Corp. National Grid replaced the gas main and Comcast relocated the final section of overhead wires underground. Newport will start construction in the fall of 2021 and complete the work by summer 2022. This project is partially funded by a Complete Streets grant obtained in 2020.

### *Commonwealth Avenue Improvements*

This project which is partially funded by a Complete Streets grant was under design by The Engineering Corp. (TEC). Engineering staff presented the preliminary design to the West Concord Advisory Committee and the Commission on Disability and their feedback is to be incorporated into the final design. Construction is expected to start in spring of 2022. CMLP and National Grid need to complete minor utility work.

### *Sudbury Road Crosswalk at Seven Star Lane*

The design and bidding documents of this project partially funded by a Complete Streets grant were prepared by Engineering staff. Construction by Allied Paving Corp. was completed in 2021. Old Marlborough Road Safety Improvements The Town received a Shared Streets and Spaces Municipal Grant to be used for traffic improvements on two crossings of the Bruce

Freeman Rail Trail, school zone signage and speed monitoring on Old Marlborough Road. Engineering prepared the design and bid documents and executed a construction contract for work to be completed later in 2021.

### **Sidewalks/ADA Compliance/Crosswalks**

#### *Curb Ramps Improvements*

The addition of three new and the reconstruction of two curb ramps to meet ADA requirements were incorporated in the 2020 Roads Program and the 2021 Roads Program. Additionally, eight curb ramps were reconstructed/constructed on the Sudbury Road Crosswalk Project and the Emerson Field Project.

#### *Crosswalks Added*

Two new painted crosswalks were added in 2021. One was on Sudbury Road at the intersection of Oxbow Road and Seven Star Lane and the second one was on Peter Spring Road at the intersection of Cranefield Road.

### **Pavement Markings**

Engineering implemented the annual town-wide pavement markings project using two contracts in 2021. The pavement markings were repainted at least once except in the areas where thermoplastic markings were implemented in 2020. Additionally, an inventory of town-wide striping and signing was taken using a vendor, StreetScan, with a report to follow in FY2022.

### **On Street Parking Changes**

The final design for the Complete Streets - Commonwealth Avenue project proposed the removal of two parking spaces to incorporate crosswalk bump-outs, and the handicap parking spaces on the north side of the street is planned to be relocated.

### **Parking Lots**

The Stow Street Parking lot adjacent to the library was redesigned by Engineering with construction scheduled to start late 2021 and to be completed in 2022. The new layout increases the parking space count by 14 and 2 handicap parking stalls.



*Sudbury Road Crosswalk Completed*

## Guardrail Projects

Phase 2 of the guardrail replacement on Annursnac Hill Road replaced 1,242 linear feet of deteriorated guardrail with timber post Cor-Ten weathering steel guardrail. Additionally, 36 linear feet of guardrail was installed as part of the Complete Streets – Sudbury Road Crosswalk project.

## Stormwater/Drainage Improvements

Under the Roads Programs, Engineering designed and implemented asphalt berms to prevent erosion of the edges of roadways and directed stormwater into existing drainage systems by regrading of the finished paved surface. Multiple drainage infrastructure improvements included replacement of 10 failed catch basin structures, the installation of 2 new catch basin structures, and 30 feet of new pipe. Plans for construction in FY2022 for Hubbard Street and the Stow Street Parking Lot include replacement/installation of 327 linear feet of pipe, replacement/installation 19 leaching and regular catch basins, replacement of 2 manholes, and the installation of an infiltration structure.

## Culverts

The failure of a major culvert on Sawmill Brook under Monument Street needed emergency repairs. The CPW team installed a temporary pumping operation to manage the flooding of approximately 19 acres upstream. Funding was secured, permits were acquired and a contract was executed for construction at the beginning of FY2022.



*Upstream – Sawmill Brook Culvert Repair*

## National Pollutant Discharge Elimination System (NPDES) MS4 Permit

The Town prepared for the filing in September 2021 of the “Year Three” Annual report, which included:

- Mapping update of the Town’s Stormwater infrastructure including outfalls and conveyance systems, and refined catchment delineation.
- Maintaining of the Town’s municipal reporting.
- Outfall screening and sampling – dry weather screening and sampling of the Town’s remaining 53 MS4 outfalls, of which 5 were found flowing during dry weather completing the requirement of dry weather screening and sampling of all 154 MS4 outfalls within the first 3 years of the permit i.e. by June 30, 2021.
- Public Participation and Education –Public participation and education programs continued for residents on stormwater issues. Residents were welcomed to participate in the Town’s Hazardous Waste Disposal and Drop off events. Residents abutting road improvement projects all received information on how to prevent stormwater pollution.
- Development of the Retrofit of the Town’s Stormwater Management Plan and regulations began.

## Cambridge Turnpike Improvement Project

The Cambridge Turnpike was fully opened to traffic in December 2020 and all work was finally completed in 2021.

## Right of Way/Driveway Permitting

Issued a total of 220 permits - 147 Right of Way permits and 73 Driveway permits utilizing the new Full Circle platform for digitally executing permits. Performed inspections for each permit.

## Private Development Plan Reviews

Reviewed approximately nine projects including the following that required significant effort: Middlesex School Synthetic Turf Field at 1400 Lowell Road, Chase Bank at 1134 Main Street, Concord Children’s Center at 250 Old Bedford Road. Performed field observation of soil testing for stormwater management.

## **Town-Requested Engineering Services**

- Design of completion of the drainage system on Prairie Street with leaching catch basin
- Review and identification of potential drainage issue related to the extension of the Heywood Meadows Stone Wall
- Survey to locate the 6 mausoleum plots and the Indian Burial Sites in Sleepy Hollow Cemetery
- Surveys to determine if various trees that require removal are located inside the Town's Right of Way or are inside private property
- Engineering support for the Emerson Recreation Field Complex
- Reviewed signage for Concord Park Assisted Living on Commonwealth Ave
- Reviewed and provided construction over site for the Concord Academy concrete sidewalk
- Prepared the base map for the Sleepy Hollow Cemetery Digital mapping software
- Engineering support on the phases of the Bruce Freeman Rail Trail under development and further reviews of the NPS Battle Road Trail.
- Engineering services for the Traffic Management Group

## **GIS**

GIS staff completed the implementation of a Work Order System for the Highway & Grounds Division and started the development of a similar system for Water/Sewer to aid in routine operations and tracking resident requests. CPW mobile technology and applications continued to be leveraged to complete tasks such as: hydrant winterization and flushing, catch basin cleaning, sewer manhole inspections, registered irrigation, chlorine sampling and compost stickers. The new electronic permitting system (Full Circle) for driveway and right of way permits went live in 2021. Staff also created Phase I stormwater mapping for the Town's MS4 Reporting.

## **Grants of Location/Private Utilities in Public Ways**

- *Main Street and Baker Avenue* – Comcast petition to install additional coaxial cable.
- *Hubbard Street* – Comcast Pole Petition for removal of overhead wires.
- *Walden Street* – Walden Pond Reservation Bathhouse sewer force and water service replacement.

## **HIGHWAY AND GROUNDS**

Aaron Miklosko  
Highway & Grounds Superintendent

The Highway & Grounds Division of Concord Public Works (CPW) maintains approximately 107 miles of public streets, along with the associated drainage systems consisting of approximately 62 miles of drain lines, 3,630 catch basins, 216 culverts, 1,640 drainage manholes, 431 outfalls, 162 leaching structures, 15 detention basins, 7 bio-retention areas, and 3 dams. The Highway & Grounds Division also maintains 58 miles of sidewalks, 3,055 signs, over 90 vehicles and equipment and the Town's compost site. The Division is also responsible for 82 acres of public parks and grounds that consist of 50 acres of active recreation areas. The Highway & Grounds Division maintains all public shade trees and park trees under the direction of the Town's Tree Warden.

## **Winter Maintenance Program**

Concord's winter maintenance program requires accurate prediction of winter weather events and formulating strategic plans for the deployment of staff and resources. CPW relies on many resources to achieve this, including real-time weather forecasting information provided by the Town's contracted weather service, Precision Weather Forecasting. Concord Public Works also utilizes roadway weather information system technology (Frost Technologies) in several strategic locations in Concord to provide real-time weather data during snow events.

Winter maintenance activities include de-icing, roadway plowing, sidewalk clearing and snow removal from municipal lots and business district frontages. Concord's winter maintenance program has many components, including an anti-ice pre-treatment approach in which CPW crews apply a brine solution to designated roadways around Concord when conditions allow. This environmentally sustainable technique prevents snow and ice from bonding to the roadway. This allows for a reduction in salt use before and after a weather event, saving time and money, as well as reducing environmental impacts.

The first significant snow response during the 2020-2021 winter season occurred on October 30, 2020 with a total accumulation of 3 inches of snow. Throughout the season, CPW responded to 19 winter weather events and the Town saw a total of 51.5 inches of snow.

### **Roads, Sidewalk, and Drainage Maintenance**

CPW's Highway & Grounds Division completed routine maintenance and improvements to Concord's roads and sidewalks throughout the year. Early spring maintenance consisted of sweeping streets and sidewalks, repairing lawn areas, straightening street signs and leveling stone dust sidewalks throughout the Town.

The town-wide street sweeping program was completed by July 1, 2021. CPW performed additional sweeping of all arterial roads again in November to remove leaves and other debris from catch basin grates to prevent clogging in the stormwater drainage system and prevent street flooding during heavy rain events. The Highway & Grounds Division also performed weekly sweeping in the business districts, which include Concord Center, Thoreau Depot and West Concord throughout the season.

Street sign replacement continued with most work being prioritized by CPW via the Town's Traffic Management Group, which includes representatives from Highway & Grounds, Engineering and the Concord Police Department. CPW prioritized improvements affecting sightlines for signage and pedestrian safety.

During the spring growing season, roadside mowing began. The Town purchased a new boom-mounted rotary mower, which was designed to be used with a front loader. This new piece of equipment improved efficiency and was a great addition to the roadside mowing program.

Full-depth roadway patching, sidewalk reconstruction and drainage infrastructure repairs continued to be a major priority for the Highway & Grounds Division. CPW cleaned 190 catch basins in 2021, removing 76 cubic yards of material from the storm drain system. Ongoing monitoring and maintenance of other environmental infrastructure

including bio-retention areas, detention basins, drain swales, culvert headwalls and outfalls continued in 2021.

### **Compost Site Management**

The Town's compost site at 755 Walden Street was open seasonally Wednesdays and Saturdays for residents to access the site for the disposal of brush, leaves and invasive species. In 2021, this facility was visited over 19,000 times by residents during the months of April – December. CPW continued to utilize the compost site for equipment storage and as a staging area for surplus wood debris generated from tree maintenance activities. During the winter season, the site is used for snow storage, which is hauled to this location from parking lots and business district areas following snow plowing events.

### **Parks and Grounds**

CPW's Highway & Grounds Division continued to provide a high level of maintenance service at the Town's parks, athletic fields, traffic islands and outdoor facilities in 2021.

Regular maintenance schedules continue to be a priority for the Highway & Grounds Division. Maintenance activities were completed in an environmentally sensitive and sustainable manner. Frequent mowing, ball field preparation and field painting was completed with a goal of providing consistent playing conditions for Concord's youth sports programs and other users within the community. The Highway & Grounds Division also continued to support public-private partnerships with local organizations, such as the West Concord Green Thumbs, to maintain the hanging flower baskets that lined the streets in West Concord and the community gardens.

In April of 2021, the Town received bids for the Emerson Park Improvements: Phase I that included improvements to ADA access, a new irrigation system and irrigation wells, a new playground surface and swing set, new drinking fountains, and some additional infrastructure upgrades. The contract was awarded to Kilmoyley Construction of Lowell, MA. The project is expected to be completed in Spring of 2022.

## **Trees**

CPW's Highway & Grounds Division and the Town's Tree Warden continued the implementation of the urban forestry management plan, which was developed by Davey Resource Group. In 2021 the Town planted 103 new trees, which included public shade trees, set-back plantings and Cemetery trees.

CPW tree crews performed routine right-of-way tree maintenance throughout the roadway network. Trees were trimmed up to a height of 15 feet and over-hanging hazards were removed. The CPW Highway & Grounds Division also responded to several severe storm events, in which trees were damaged or fell into the right of way and required removal.

The Town renewed the tree maintenance services contract in 2021 with Mayer Tree Services. This service contract has once again proved valuable to the Town for storm response, emergency hazardous tree issues, pruning and general forestry maintenance.

In 2021, the Town published an informational document titled "Concord Public Works – Tree Planting Guide." CPW staffed worked closely with a professional graphic designer, Robert O'Brien, and members of the Friends of Concord Trees to create this informative and attractive document. Electronic copies are available on the Town website.

## **Cemetery**

CPW's Cemetery Division provided burials year-round and properly maintained the Town's three cemeteries. A great deal of pride is taken in the professional and compassionate service that is provided to residents. In 2021 there were 112 interments and one disinterment at Sleepy Hollow Cemetery. Forty-seven of these interments were Concord residents at the time of their death. 32 of the interments were full burials and 80 were cremations. Lot sales for the year totaled 66 with 7 of those being sold to eligible former residents.

The use of contracted landscaping services continued for the mowing and seasonal cleanup needs of Sleepy Hollow Cemetery with a renewed contract with Einstein's Solutions, Inc. CPW's Cemetery Supervisor, with assistance from the

Highway & Grounds Division, provided mowing and spring/fall cleanups for the Old Hill Burying Ground and South Burying Place. CPW crews performed all other maintenance for the cemetery including pothole patching, tree and stump removal and water system maintenance.

## RECYCLING AND WASTE

Melissa Simoncini

Environmental Services Program Administrator

### Curbside Collection, Disposal, and Processing

The municipal curbside collection program provided trash and recycling services to 3,675 households. Subscribers to the municipal curbside collection program set out 957 tons of mixed paper, 635 tons of commingled containers, and 2,505 tons of trash for collection.

## DropOff SwapOff Participants

Year    May    October

2016	918	749
2017	894	947
2018	945	865
2019	930	842
2020	-	425
2021	630	790

### Curbside Collection Subscribers (as of June 30)

Year	Number of Subscribers	Recyclables collected(tons)	Trash collected (tons)	Recycling Rate
FY17	3,639	1,716	2,548	40%
FY18	3,671	1,720	2,637	39%
FY19	3,663	1,618	2,619	39%
FY20	3,564	1,616	2,563	39%
FY21	3,639	1,660	2,648	37%

### Curbside Recycling Rate

Residents using Concord's municipal curbside collection program recycled 38% of the materials they set at the curb. This figure does not include yard waste, which residents manage at home or drop off at the Composting Site on Saturdays and Wednesdays, April through mid-December. It also does not include the tons of materials collected for recycling at the semi-annual DropOff-SwapOff events, nor does it include information on the more than 1,000 households that contract with private haulers for the collection of their trash and recyclable materials.

### Reuse and Recycling DropOff & SwapOff Events

In 2021, Concord Public Works was able to hold both spring (May 15) and fall (October 16) DropOff events. Pre-registration for social distancing and contact tracing allowed CPW to welcome 630 and 790 participants respectively without notable traffic or delays. Thanks to the many volunteers who make these events possible and all the participants for pre-registering and paying online. We are working hard to bring back the SwapOff portion of the event in 2022.

### Unwanted Medication & Sharps Collection

Unwanted medication & sharps are no longer collected at the DropOff & SwapOff events, as there are bins for Sharps and Unwanted Meds collection in the front vestibule of the Fire and Police Station (209 Walden St) that is open to the public 24/7/365.

### Hazardous Products Collection

Subscribers to the curbside collection program receive one free pass per year to the Minuteman Household Hazardous Products Facility in Lexington (for up to 25 lbs. or 25 gallons of hazardous waste). The facility is generally open one weekend day a month from April – November. Two-hundred and eight curbside subscribers visited the Minuteman facility during the April-November 2021 events.

Additionally, Concord Public Works (CPW) hosted a hazardous waste collection for residents and businesses in Town every other year. The next event at Concord Public Works will be September 2022.

**Composting Site Turns Yard Waste into Garden Gold**

From April through December 2021, residents made more than 19,000 visits to the 755 Walden Street Compost Site, dropping off leaves, grass clippings and brush. The paint shed re-opened in April 2021, after being closed in 2020 due to COVID-19, allowing 448 residents to drop off paint at the paint shed and 143 residents to pick up paint for reuse. Styrofoam™ block, string lights and Christmas Trees were also accepted for recycling at the facility after the December Holidays.

**Landfill Inspection & Reporting**

MassDEP requires an annual landfill inspection by a third-party MassDEP-approved inspector for closed landfills in the Commonwealth. Concord Public Works coordinated the annual landfill inspection with Weston & Sampson. The inspection was conducted in November of 2021. The annual landfill inspection report included a summary of the 2021 monitoring results at the landfill. There were no deviations from applicable performance standards in water or air quality identified.

The Town’s closed landfill post closure monitoring and maintenance requirements in accordance with 310 CMR 19.132, mandate groundwater and landfill gas monitoring. There are nine groundwater wells and twenty-three soil gas probes associated with the 755 Walden Street closed landfill. The former landfill, which has now been put back into productive beneficial reuse with the construction of a utility scale solar facility, received formal closure certification from MassDEP on 10/16/13.

**Keeping Mercury Out of the Environment**

During 2021, Concord Public Works collected 6,731 linear feet of fluorescent light bulbs, 1,908 pounds of nickel cadmium, lithium, and lead acid batteries, and 3,192 compact fluorescent bulbs from residents and municipal facilities, for recycling.

Another 4,044 linear feet of fluorescent bulbs and 1,948 pounds of computers and electronics were collected from businesses at the April and September business recycling events.

**Grants**

The Town of Concord received access to a MassDEP Mattress Recycling Incentive (MRI) grant program for the transportation and recycling of residential mattresses and up to \$7,500 for a container for the collection of mattresses. The total value of this grant is estimated at \$17,394.97. The more mattresses recycled, the more value our community will realize. For information on how to recycle your mattress visit [www.concordma.gov/mattress](http://www.concordma.gov/mattress).

Concord Public Works also obtained a Recycling Dividends Program (RDP) grant from MassDEP in the amount of \$7,200. The grant can be utilized to purchase recycling-related equipment including but not limited to curbside recycling bins, compost bins, public space recycling bins, etc.

**Visits to the Composting Site**

Year	Leaves & Grass	Brush	Paint Drop-Off	Paint Pickup
2016	6,558	590	267	183
2017	9,968	684	437	178
2018	8,459	5,250	492	177
2019	6,871	4,367	410	116
2020	14,257	7,040	<i>closed</i>	<i>closed</i>
2021	12,883	6,243	448	143

## **WATER AND SEWER**

Jeffrey A. Murawski, P.E., Superintendent

In 1974 and 1976, Annual Town Meeting established separate Water and Sewer Enterprise Funds, to ensure that the operation, maintenance and capital investments in Concord's water and sewer systems would be financially viable. Expenses incurred for each system are covered by revenues from customers of each respective enterprise. Monthly billing is performed, and dozens of requests for new, replacement and rehabilitated water and sewer services from customers are reviewed for compliance with system plans and policies, including connection fees, and monitoring. The Water and Sewer Division of Concord Public Works (CPW) is responsible for managing the day-to-day operations of drinking water and sanitary sewer infrastructure. As of the end of FY-2021, the total assets for each system are 25.9 million and 17.1 million dollars, respectively.

### **Water System**

Concord was provided with legislative authority to establish a public water system in 1872. In 1874, water from Sandy Pond, Lincoln, began flowing through the original network of water mains to Concord Center. Today, the water system has evolved to include six groundwater wells and one surface water source (Nagog Pond), seven water pumping stations, two water treatment facilities, and a high-pressure water main network consisting of over 135 miles of pipe. Two covered storage reservoirs, one located on Annursnac Hill and the other located on Pine Hill in Lincoln provide total reserve capacity of 7.5 million gallons. There are presently 5,651 accounts receiving potable water service and fire protection from this supply. This represents approximately 95% of Concord residents and businesses, along with a small number of properties along the Route 2A water main from Nagog Pond that are in the Town of Acton.

### **Regulations and Policies**

#### *State Water Management Act (WMA)*

Registration statements authorizing continued operation of "grandfathered" water rights were set to expire on December 31, 2021 unless Department

of Environmental Protection Agencies (MassDEP) received a completed and signed Registration Renewal Request Form by June 15, 2021; the Division submitted a completed Renewal Request Form on June 11, 2021. Due to "COVID Order No. 42" issued by Governor Baker, the expiration dates of MassDEP permits and approvals including WMA Registrations were extended to April 7, 2023. On August 9, 2021, MassDEP issued Concord an "Order to Complete" (OTC) initiating a formal WMA renewal process. The OTC included new management and operating provisions relating to drinking water withdrawal "allowances" with consideration of demand management practices to balance environmental protection goals.

#### *Federal Lead and Copper Rule Revisions (LCRR)*

On January 15, 2021, EPA published notable regulatory revisions to the Lead and Copper Rule. The final rule was signed on June 10, 2021, with an effective date of December 16, 2021 and a compliance deadline of October 16, 2024. Several notable developments associated with this new rule include: development of lower lead action levels, development of a public-facing lead service line (LSL) inventory, as well as a LSL replacement plan; increased education outreach and an annual notification requirement to customers with LSLs or service lines of unknown material; annual testing of schools and early education and childcare facilities, and updated sample site selection and sample collection procedures. Staff will continue to monitor developments as they relate to the LCRR and take steps to proactively address the impending new requirements ahead of the 2024 compliance deadline.

### **Water Use and Demand Management**

Concord's WMA registration and permit presently provides a cap on "authorized" water withdrawals of up to 2.51 million gallons per day (MGD) on average, or 916 million gallons per year, to meet all residential, commercial, institutional, and municipal needs. Conservation limits identified within the permit include an allowance of 65 gallons per day per capita (RGPCD) for residences and a 10% allowance for system losses (primarily attributed to leaks). In 2021, the total water production required to meet our system demands was 1.77 million

gallons per day or 647.0 million gallons for the year. A peak day demand of 3.04 million gallons was recorded on June 29, 2021. The RGPCD and total system losses (or “unaccounted” for water use) were calculated to be 62.4 gals/day and 12.2%, respectively.

#### *Massachusetts Drought Management Plan*

In accordance with Drought Management Plan guidelines provided through the State’s Office of Energy and Environmental Affairs (EEA), a Level 1 Mild Drought was declared on April 8th, 2021. The Town’s local mandatory lawn watering restriction, imposed in accordance with Concord’s “Seasonal Demand Management Plan”, had already been in effect since June 24th, 2020 in response to a long-standing regional drought and to prevent a late spring demand spike at a time when Nagog Pond was not available to allow for the completion of planned intake replacement work. Early May rainfall events provided some relief, but a mandatory lawn watering restriction remained in effect until Nagog intake work was completed and over 10-inches of rainfall was recorded in July. On July 23rd, the mandatory Lawn Watering Restriction was lifted and deescalated to a voluntary Seasonal Water Conservation Advisory.

#### *Integrated Water Resource Planning Initiative*

Working collaboratively with CPW’s Engineering and Administrative Divisions, as well as with the Town’s Sustainability Director, Water & Sewer Division staff began the process of identifying programmatic gaps in our understanding and compliance goals associated with long-term water supply, wastewater, and stormwater programs. Internal staffing vacancies and transition challenges prevented significant advancement in these efforts.

#### *Water Main Leak Detection*

New England Water Distribution Services LLC (Windham, NH) performed a water main leak detection survey on approximately 50% of the water distribution system. The acoustic survey targeted water mains, hydrants, select gate valves, and select service lines located in the southern half of the distribution system. Minor leaks were identified at five (5) hydrants, accounting for an estimated loss of approximately 6.57 million gallons per year. Four of five leaks have been repaired.

The Division continues to maintain its commitment to its comprehensive water conservation program that encourages efficient water use via seasonal increasing block rates, the provision of complimentary residential water saving devices including showerheads, aerators, garden nozzles, rain gages, and toilet fill cycle diverters, as well as customized outreach and assistance to customers who are interested in learning more about indoor and outdoor water savings opportunities. As funds allowed, the Division continued to offer rebates on water saving toilets and high-efficiency clothes washing machines.

#### **Water Quality and Drinking Water Compliance**

In compliance with Federal and State drinking water requirements, Concord tests and reports for a wide range of regulated substances, with routine and non-routine activities. While no water quality standards were exceeded in 2021, public notice was issued for an ongoing Bromate issue relating to the unfiltered Nagog Pond water supply despite the fact that Nagog Pond was not operated during 2021. EPA’s strict adherence to a questionable interpretation of regulatory language fails to provide for a notification “exemption” when a source of supply is not actually used. As such, on June 2, 2021, a direct mailing was sent to all customers in Concord and Acton. Staff will continue to work with our consulting engineers and MassDEP to evaluate temporary treatment optimization practices at the existing ozone facility to determine if the low levels of Bromate can be mitigated when Nagog Pond is in operation.

#### *Per- and Poly-fluoroalkyl (PFAS) Substances*

In accordance with recently adopted drinking water standards established by MassDEP (2020), beginning in spring of 2021, “quarterly” sampling for these substances began at all groundwater supply sources. To date, all sample results have been below the 20 parts per trillion (ppt) MassDEP Maximum Contaminate Limit (MCL). Nagog Pond was not sampled as the supply was not activated during 2021.

#### *Lead Service Line Replacement Program*

CPW’s Water Division continues to eliminate lead service lines in Concord, which account for less than

5% of the active services in Concord. The typical cost for a private contractor to replace a lead service line is \$5,000 or more per the American Water Works Association (AWWA). To incentivize property owners to replace their lead service lines, the PWC approved a Lead Service Line Replacement Program (LSLRP) in May 2017; this program enables Division personnel to perform work on private property, which is otherwise not commonly allowed, at a cost not to exceed \$1,500. Participating customers are also offered an interest-free 12-month payment plan. Over three dozen lead service lines have been replaced since the program's inception, with one emergency replacement completed in mid-July after a reported service leak.

### **Nagog Pond Update**

Environmental Partners Group (EPG) continued to partner with staff and special counsel (Mackie Shea Durning PC) to advance permitting and final design needs associated with the Nagog Pond Filtration Plant upgrade. While there is no notable progress to report with respect to the Treatment facility, D&C Construction, of Weymouth, MA completed the replacement of the deep section of the existing 16-inch, cast iron raw water intake pipeline (circa 1909). Their work included the installation of approximately 1,100 linear feet of new 16-inch High Density Polyethylene (DR11). This new section of intake, which extends beyond the limits of the Nagog Pond Cove, was furnished with a new screen assembly equipped with a mechanical cleaning system.

While Division crew invested considerable effort in preparing temporary ozone equipment for seasonal operation of the facility, reduced summer water demands, attributed to aggressive water conservation messaging coupled with increased precipitation in July and beyond, resulted in Nagog not being put into operation during 2021.

### **Water Pumping Station Rehabilitation and Upgrades**

Division crews continued to perform routine operation and maintenance of the seven water production facilities and related treatment systems which make up our total water supply. In addition

to these routine inspection and service activities, capital upgrades are also planned and performed on the millions of dollars of assets including associated mechanical, electrical, plumbing and instrumentation and control systems housed within these facilities. Notable improvements performed within the past year include:

#### *Annursnac Reservoir Improvements Project*

During the fall of 2021, DN Tanks, Inc., of Wakefield, MA performed renovation work including the installation of a new concrete floor, metalwork on the geodesic dome to improve access and ventilation of this 2.5 million gallon storage facility and the fabrication of a retrieval and placement system for a dedicated water mixing system.



*Annursnac Reservoir Improvements Project*

### **Water Mains**

The water distribution system consists of approximately 136 miles of water main ranging in size from 6-inch to 16-inch. A replacement/rehabilitation program has been developed to maintain and improve upon system service reliability. Improvement/replacement projects are prioritized based on age, condition, and material of pipe. Plans and schedules are further refined with consideration to other public works initiatives such as drainage improvements, annual CPW Roads Program or CMLP underground initiatives. Each year, new mains may also be added to the system to allow for service to new or existing properties where

frontage to the municipal water distribution system had not otherwise existed. During 2021, no new replacements or additions were performed.

*Emergency Water Main Repairs*

Based on the age and condition of water main located throughout the water distribution system, it is not uncommon for sections to fail. When they do, they can cause sudden pressure drops or water discoloration that can affect a few customers or larger neighborhoods. Depending on the nature and location of each break, individual water service interruptions can also occur and last for several hours. This past year, the Division performed emergency repairs at the following locations:

- MacIntosh Lane (Concord Green), on September 28th, 2021
- Commerford Road, on October 29th, 2021
- State Route 2, Westbound Approach to Rotary, on November 4th, 2021
- Monument Street, on December 26th, 2021

**SEWER SYSTEM**

Concord was provided with legislative authority to create a municipal sewer system in 1894. By early 1900 a small centralized collection system carried wastewater from Concord center via a network of gravity mains to a collection chamber located at 141 Keyes Road where it was then pumped to a cluster of filter beds located approximately one mile away on fields located adjacent to Great Meadows. The present system consists of approximately 34 miles of collector mains (gravity and low pressure), two pumping stations, six neighborhood lift stations and a 1.2 MGD treatment plant. The present sewer system serves over 1,905 customers, or 35% of the community.

**Regulations and Policies**

*Sewage Release Notification Bill*

The Massachusetts legislature enacted a new state-wide sewage notification bill signed into law on January 12, 2021. The purpose of the bill is to increase public notice and awareness of antiquated

Annual Water Report Summary Table					
Water Statistics	2021	2020	2019	2018	2017
Miles of Main	135.9	135.7	134.7	133.6	133.5
Hydrants	1,336	1,330	1,330	1,328	1,328
Main Pipe - New (linear feet)	1,002	1,000	500	442	1,073
Main Pipe - Replaced or Rehabilitated (lf)	0	7,932	3,337	6,735	626
Main Breaks	4	4	3	4	5
Number of Service Accounts	5,651	5,641	5,634	5,623	5,605
Total Water Demand (million gal.)	647	722	664	673	674*
Daily Average Demand (million gal.)	1.77	1.97	1.82	1.84	1.85*
Peak Day Demand (million gal.)	3.04	3.85	3.36	3.18	3.04
Unaccounted for Water (percent)	12.2	9.9	6.0	6.0	8.7
Residential per Capital per day (gal.)	62.2	75	66	66	65
Annual Precipitation (inches)	54.91	42.26	51.18	57.53	45.49
Mean Annual Precipitation (inches)	42.23	42.16	42.15	42.09	41.98
<b>Residential Rate per Unit (unit = 7.48 gal.)</b>					
Base Rate- Step 1	\$0.0654	\$0.0592	\$0.0564	\$0.0537	\$0.0516
Conservation Rate – Step 2 (May 1 – Oct. 31)	\$0.1367	\$0.1243	\$0.1184	\$0.1128	\$0.1084
Conservation Rate – Step 3 (May 1 – Oct. 31)	\$0.1726	\$0.0583	\$0.1495	\$0.1423	\$0.1367
<b>General Service Rate per Unit of 7.48 gallons</b>					
Step 1 - (<50 Units)	\$0.0651	\$0.0592	\$0.0564	\$0.0537	\$0.0516
Step 2 - (>50 Units)	\$0.0826	\$0.0751	\$0.0715	\$0.0681	\$0.0655

sewer infrastructure which, based on the original design, can allow for untreated or partially treated sewage discharges to be introduced to public waterbodies. MassDEP has been tasked to develop regulations that will establish specific release triggers and notification procedures.

#### *NPDES Permit*

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

#### **Sewer Pumping Stations**

Sewer pumping stations carry wastewater from local networks of gravity flowing pipes (collection system) and then pump this wastewater to a central wastewater treatment facility located off of Bedford Road. The size and complexity of each pumping station depend upon local land elevations, topography, and the volume of wastewater handled. The Lowell Road and Assabet Sewer Stations are the two largest facilities in Concord, designed to handle flows from the most densely populated and commercialized neighborhoods of West Concord and Concord Center. Six smaller neighborhood lift stations serve less populated areas of Town with much more modest physical footprints.

The Lowell Road and Assabet Sewer pumping station upgrade designs, completed by Kleinfelder in 2020, was publicly bid and awarded to D&C Construction (D&C) of Weymouth, MA. These stations were last upgraded in the mid-1980s and have served well beyond their anticipated design life. The COVID-19 pandemic resulted in global manufacturing delays of goods and equipment which had a significant effect on the construction schedule for the station upgrades. D&C began construction activities in October 2020, and

substantial completion for the Assabet Station and Lowell Road Station was achieved in the Summer of 2021 and September 2021, respectively.

Division crews continued to perform routine operation and maintenance of the eight operating sewer facilities.

#### **Collection System**

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

#### **Infiltration and Inflow Program**

##### *Inflow & Infiltration Plan*

In accordance with a MassDEP approved Infiltration/Inflow (I/I) Control Plan (2018), the Division completed a trenchless sewer rehabilitation project in the Hubbard Street area of Town, which cured-in-place lined approximately 2,342 linear feet of sewer main. Within 2021, no additional sewers were CCTV-inspected, or smoke tested. Division crews do routinely conduct sewer cleaning using the Division's jetter/vacuum truck, as a part of capacity, management, operations and maintenance (CMOM) best management practices for sewer system operations.

There were no reportable sanitary sewer overflows (SSOs) identified within Concord's collection system. The Treatment Plant, however, did experience one reportable SSO on August 11th, 2021 and a second reportable SSO on December 10th, 2021. Both SSO's were contained within the facility grounds with no untreated wastewater being introduced to nearby surface water. The 12-month (rolling average) of wastewater flow processed

through Concord's wastewater treatment plant was 1.07 MGD, below the 1.2 MGD permitted capacity assigned to this facility. The combined total of the infiltration rate (of groundwater) and the inflow rate (stormwater) into the collection system was estimated at approximately 12.1% of the total sewer flow for the year. This rate falls within acceptable industry limits and well below "excessive" rates as defined by the MassDEP.

### Wastewater Treatment Plant Operations

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

<b>Sewer Statistics</b>	2021	2020	2019	2018	2017
<b>Assabet Pumping Station</b>					
Total Pumped (million gallons)	Unavail-	62.38*	88.18	94.28	88.09
Monthly Average (million gallons)	able at	6.24*	7.35	7.86	7.34
Daily Average (million gallons)	time of	0.20*	0.24	0.26	0.24
	report				
<b>Lowell Road Pumping Station</b>					
Total Pumped (million gallons)	Unavail-	297.27	314.07	350.37	312.64
Monthly Average (million gallons)	able at	24.77	26.17	29.20	26.05
Daily Average (million gallons)	time of	0.81	0.86	0.96	0.86
	report				
<b>Bedford Street</b>					
Total Pumped (million gallons)	7.90	7.41	7.33	7.92	6.18
Monthly Average (million gallons)	0.66	0.62	0.61	0.66	0.51
Daily Average (million gallons)	0.02	0.02	0.02	0.02	0.02
<b>Collection System</b>					
Number of Service Accounts	1,905	1,649	1889	1876	1,869
Miles of Sewer Main	34.03	34.03	34.03	34.03	34.03
Main Pipe Inspected (lf.)	2,342	48,941	48,000	4,515	11,350
Main Pipe Replaced/Rehabilitated (lf.)	2,342	12	0	0	0
Rate per Unit (unit = 7.48 gallons)	\$0.1212	\$.1188	\$.1165	\$.1153	\$.1141

*\*Based on 10 months – station flow meter bypassed for rehabilitation project*

# COMMUNITY DEVELOPMENT

## DEPARTMENT OF PLANNING AND LAND MANAGEMENT

Marcia Rasmussen, Director of Planning and Land Management

### **Mission**

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

### **Organization and Staffing**

The Department of Planning & Land Management (DPLM) is comprised of eighteen full-time and 30-34 part-time individuals within five distinct Divisions – Building Inspections, Health, Natural Resources, Planning, and Economic Vitality and Tourism. Four of the five Divisions are responsible for the review, permitting and enforcement of Concord's land use and development regulations; the range and extent of authority exercised by these Divisions is found in State Law and local bylaws. Economic Vitality and Tourism works to reinforce the importance of economic health to the overall quality of life and to demonstrate the Town's strong support of business and economic sustainability. The addition of Economic Vitality and Tourism to DPLM complements the work of the other Divisions to support the overall quality of life in the community, of which economic vitality is a critical component.

DPLM Divisions provide staff support to the Town's regulatory boards and committees that address land use and development activities in the Town: Zoning Board of Appeals, Board of Health, Natural Resources Commission, Planning Board and Historic Districts Commission. DPLM staff also provides support to the Community Preservation Committee, Historical Commission, and Economic Vitality Committee in addition to many other sub-committees and task forces that may be appointed to address specific issues from time to time, such as Bruce Freeman Rail Trail Advisory

Committee, Conservation Restriction Stewardship Committee, West Concord Advisory Committee, and Junction Village Open Space Task Force. Two additional committees supported by Planning staff are focused on the two cultural districts - the West Concord Junction Cultural District Committee and the Concord Center Cultural District Committee. Staff also participates in regional groups such as the 13 communities that make up the MAPC-Minuteman Area Group on Inter-local Coordination (MAGIC), the Battle Road Scenic Byway Committee, the nine towns that participate in the Regional Housing Services Office and participation in the Community Health Network (CHNA) 15 Partnership.

In 2021, two members of the Health Division retired – Assistant Public Health Director Stanley Sosnicki and Public Health Director Susan Rask. Additionally, two part-time Inspectors, Electrical and Plumbing & Gas, retired from working in Concord. Town office were re-opened to the public in the summer for limited hours, as the first-floor meeting room was set up to offer hybrid meetings for in-person and remote participation. E-permitting was implemented for most of the Health and all Building Inspections applications by the end of 2021, with the work continuing for Natural Resources, Public Works, Town Manager's Office, Town Clerk, and Planning.

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

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

## **BUILDING INSPECTIONS**

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

### **Building and Zoning Activity**

The Building Inspections Division issued 1103 building permits in 2021, which is consistent with last year. The overall construction value increased in the year 2021 to \$ 84.4 million compared to \$74.8 million in 2020. This is an increase in the value of construction by 11.4%. Of this total, \$72.2 million was for residential construction with \$12.2 million in commercial work.

The value of “new residential dwelling units” built in Concord went from \$14.2 million last year to \$23.9 million in 2021. This new residential construction value represents thirty-four new detached single-family homes, and 4 duplex dwelling units, a total of 42 new housing units. Of these 34 new homes, eleven, or 33% were the result of “tear downs” (an act of demolishing a building, usually to build a new one on the same site)

In 2021, the issuance of Mechanical permits increased by 16.5%, the number of Electrical Permits increased by 22.8%, and Plumbing/Gas permits increased by 15.3%. Overall, 3104 permits were issued with a 15% increase overall total. The Building Division collected \$1,148,245 total in permit fees in 2021 versus \$976,317 collected in 2020. This is a 14.97% increase from last year.

Staffing/Operations

Our staff is comprised of four full-time and three part-time personnel. The Building Inspections staff is committed to pursuing diligent enforcement of the town’s Zoning and Sign Bylaws, as well as enforcement of the State Building code, which includes but is not limited to handicap accessibility, structural integrity, fire safety, energy codes and many other regulations relative to public safety. Our staff provides technical assistance to property owners, builders, real estate professionals, other Town departments, boards, and committees in town. In addition to issuing building permits and conducting required on-site inspections, the Building Inspections staff spends an increasing amount of time reviewing sub-division proposals, special permits, site plans, variance requests, making zoning determinations, and addressing zoning complaints. Staff also provides review and comment to the Select Board for annual license renewals, which include licensing for alcohol and beverage facilities and livery licenses.

Noteworthy projects completed and under construction, this year includes the following: Millrun Lane, a 14-unit Planned Residential development consisting of 10 new single-family homes and 2 duplexes is under construction; all 14 building permits have been issued and the developer is in the process of applying for the first Certificate of Occupancy. The Citizen’s Bank building at 1134 Main Street was demolished and a new Chase Bank has been constructed on the redeveloped site; the contractor is in the final stages of construction and is anticipating that a Certificate of Occupancy will be issued in late March or April of 2022. The Town House in Monument Square had a major renovation of the first floor completed in 2021. The project consisted of the renovation of the kitchenette, multi-user rooms, HVAC system, fire protection, and the construction of new single-user restrooms. On-line permitting for all types of building permits was implemented and effective January 2, 2021.

Permits Issued	2014	2015	2016	2017	2018	2019	2020	2021
New single family homes	38	51	43	39	44	20	26	
Multi-family attached units	75	6	6	4	6	6	0	34
Additions/Alterations	759	866	760	719	748	710	749	8
Commercial	114	115	100	88	86	97	61	945
Total Building Permits:	873	1038	909	850	884	833	836	116
								1103
Electrical	907	751	865	996	945	916	780	
Mechanical	119	122	108	93	141	126	81	1010
Plumbing	546	478	542	524	507	488	397	97
Gas	443	391	428	433	437	422	340	493
Signs	68	62	29	32	31	29	7	377
Total all Permits:	2956	2824	2881	2928	2945	2814	2441	24
Value of Const. (millions)	80.4	80.7	84.7	96.7	72.2	70.9	74.8	3104
Permit Fee Revenue	\$1,015,370	\$991,099	\$927,555	\$1,224,460	\$1,017,932	\$1,017,932	\$976,317	84.4

## ZONING BOARD OF APPEALS

James Smith, Chair  
 Theo Kindermans, Clerk  
 Elizabeth Akehurst-Moore  
 Ravi Faiia, Associate Member  
 Thomas Swaim, Associate Member

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

In August, James Smith was elected as Chair and Theo Kindermans was elected as Clerk. Thomas Swaim joined the Board as an associate member in June. The Board is currently in need of one additional associate member.

In 2021, the Board held 12 public hearings and conducted 3 official site visits. The Board heard applications for 1 Variance and 35 Special Permits which included 1 Planned Residential Development and 2 renewals for previously granted Special Permits. Of these applications, 31 Special Permits were granted, 3 applications were withdrawn without prejudice at the request of the applicant, 1 was denied, and 1 application is pending. Please note, Some of these applications included multiple activities; therefore, the activity totals below may exceed the number of applications.

### Zoning Board of Appeals Application Activities

Two-family Dwelling Unit	2
Additional Dwelling Unit	5
Educational Uses	1
Philanthropic Uses	2
Special Home Occupation	1
Tourist Home or Bed and Breakfast	1
Fairs Bazaars, Antique Shows, Suppers, and Dances	3
Side Yard Setbacks	1
Change, Alteration or Extension of a Non-Conforming Use and/ or Structure	18
Increase Gross Floor Area by more than 50%	6
Work within the Flood Plain Conservancy District	2
Work within the Groundwater Conservancy District	1
Earth Removal	1
Planned Residential Development	1
Special Permit	35
Variance	1
Site Plan Approval (Associated with a Special Permit)	1

## BOARD OF HEALTH

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

The Board of Health is responsible for the overall stewardship of the public health of Concord. It promotes, enacts, and enforces health rules and regulations in accordance with local bylaws and state law. As the public health regulatory entity for the Town, the Board continues to endorse measures that can positively impact the public by promoting health and wellness. There are five members of the Board, appointed for three-year terms by the Town Manager.

2021 was a challenging year for local public health as business activity fully resumed while the need to work with the community to address the ongoing Coronavirus pandemic continued. Governor Baker ended the State of Emergency in the spring, eliminating nearly all COVID-19 restrictions. By mid-summer, the number of infections was minimal, due in part to the higher rate of vaccinations in Massachusetts.

The Board of Health, as in 2020, continued to discuss and receive input from staff regarding changing COVID-19 regulations and mandates through the spring, and committed to ongoing reviews of state epidemiological data, along with data provided by the local public health nurse, Tricia McGean. In January and March, Concord held the first of its' vaccination clinics for first responders, with subsequent clinics serving senior citizens, and school children once vaccines were approved for youth. By October, around 95% of eligible Concord residents had been vaccinated. As of this writing, COVID-19 has returned to the forefront of public health as the numbers of infected residents increased due to the Delta and Omicron variants. With high vaccination rates, along with strong recommendations for masking, the Board felt that a mandate would not necessarily change infection rates on a local level and reaffirmed a commitment to watching data closely. However, the Omicron-variant caused many breakthrough

infections, and the Board voted in December to require people to wear a mask when indoors in public buildings.

When business activity resumed in the spring, the Health Division returned to permitting and inspecting septic systems and plans, and business and recreational activities, as required by various regulations. This included a public hearing regarding Polystyrene Waivers which occurs annually, as some institutional providers are unable to source their very specific food service items. Since the Polystyrene Ban was enacted in 2016, the number of waiver requests to the Board of Health has dropped significantly, including those from these institutional settings. With low demand for these specific items, along with heightened infection control protocols due to COVID-19, we anticipate that these waiver requests will continue.

The Board held discussions regarding the beach closings due to Cyanobacteria blooms at White Pond and participated in the monitoring of a National Science Foundation pilot study of a remediation approach using the A-POD Trap and Removal System. We are pleased that the Town will continue use of this system which showed promise during this trial period.

The Board of Health fielded a request from Debra's Natural Gourmet for a variance to Massachusetts Food Code Section 3-304.17 Refilling Returnables which will allow for the use of containers brought from home for the purchase of bulk items. This variance was approved after lengthy discussion as a step towards reducing waste and plastics, in line with Concord's Sustainability goals. This is the first variance of its' type approved in Massachusetts, and we hope that it helps pave the way for greater collaboration on this subject between the MA Department of Environmental Protection and the MA Department of Public Health.

With state funding received in 2020, the Board continued to work with the 4-town tobacco compliance program which had begun in the summer of 2020 but was on hiatus during business shut-downs. The Board continued to receive updates and provide input regarding the inspections and activities of the tobacco control compliance

inspector, with a new inspector hired by the 4 participating towns (Wilmington, Lexington, Bedford and Concord) in fall 2021.

The Town of Concord along with the towns of Carlisle, Lincoln, Sudbury, Bedford and Wayland received a Community Regional Health Services Grant in the amount of \$300,000 for shared environmental, public health inspector and nursing services. The Sudbury Public Health Director is the lead on the grant and will be coordinating efforts. We are appreciative of the additional support as COVID-19 continues to put strains on local health departments everywhere.

In December, Public Health Director Susan Rask retired after a long career serving municipalities, including ten years with Concord. In the fall, Public Health Agent Stan Sosnicki also retired after over 20 years working for the town. Both Susan and Stan will be missed for their institutional knowledge and professionalism. Casey Mellin has joined the department as the Assistant Public Health Director, and in December, the search began for a new Public Health Director.

## HEALTH DIVISION

Susan Rask, MS, RS, Public Health Director (retired)  
Stanley Sosnicki, CEHT, Assistant Public Health Director (retired)  
Casey Mellin, Assistant Public Health Director (joined the staff in October 2021)  
Gabrielle White, Public Health Inspector  
Karen Byrne, Administrative Assistant

The Health Division enforces State statutes and regulations relative to the protection of public health, the control of disease, the promotion of sanitary living conditions, and the protection of the environment from damage and pollution. Environmental and sanitary codes enforced by the Health Division include: on-site wastewater (septic) systems, food establishments, swimming pools, bathing beaches, recreational camps, indoor ice skating rinks, housing, and lead paint. Administrative staff is responsible for the

administration of the Septic Betterment Loan Program, overseeing, in conjunction with the Finance Department, inter-municipal public health contracts with the Town of Lincoln, Weights and Measures with the Massachusetts Division of Standards, contracted services with Emerson Hospital Home Care (nursing services, influenza clinics), outside vendors for engineering and public health/food service services as well as several public health grants, the issuance of approximately 800 annual licenses/permits and routine office management. During the height of the pandemic, the Health Division transitioned to an online permitting process through the efforts of Public Health Inspector Gabrielle White, who was instrumental in getting this project off the ground and coordinating with the Town's consultant. Most of the Health Division's permits, over 40 different types, are now online and accessible to the public which proved helpful during limited public access to town offices thereby ensuring continuity of services.

### COVID-19 Pandemic

The COVID-19 Pandemic continued to dominate Health Division staff time and resources throughout 2021.

The Health Division was responsible for relaying and providing guidance and support to residents, schools and many different business types regarding the ever-changing and extremely fluid COVID-19 Mandates issued by the State. Each industry had very specific guidance/mandates and staff spent hours educating the public, town staff, and local businesses to ensure that maximum adherence could be achieved as was possible. Although the mandates were issued by the State and/or Massachusetts Department of Public Health, local Boards of Health and Health Staff provided interpretation, developed guidance material, conducted educational outreach as well as enforcement for non-compliance. The sometimes daily changing guidance put a tremendous strain on both the staff and community as everyone did their collective best to maneuver through the guidelines and restrictions.

The Town has contracted with Emerson Hospital Home Care for nearly thirty years to provide routine nursing services for coordination and staffing of the

annual senior influenza vaccination clinics, telephone and home visits to patients, and investigation of reported cases of communicable diseases. As the COVID-19 Pandemic continued in 2021, it drained public health staff resources on many levels, but it also monopolized the majority of Public Health Nursing services' focus.

Therefore, in February 2021, a second and separate COVID-19 specific contract was drafted by the Health Division's Administrative Assistant and Finance Budget Administrator; this contract was funded with monies through the Federal CARES Act. This contract enabled Public Health Nurse Tricia McGean to utilize her expertise appropriately as the lead in the extensive case management, education, Covid Clinics, weekly coordination meetings with public school nurses and private school nurses to ensure continuity of information sharing and support of these vital members of the first responders during this ongoing pandemic. Ms. McGean provided and continues to provide extraordinary public health nursing services to the community and local (public and private) schools.

The newest COVID-19 variant (omicron) collided with the Thanksgiving, Christmas and New Year holidays and the Health Division saw the largest increase in COVID-19 cases in the two years since the pandemic first began. The Board of Health issued a new mask mandate in late December as case numbers doubled from week to week, putting in place a public health measure to assist in reducing the spread in public buildings/venues.

### **COVID-19 Clinics**

In January the Health Division obtained the first roll-out of Covid vaccine and held 4 clinics for First Responders and Emergency "Front Facing" Personnel in collaboration with the Town's Emergency Management Team, Police, Fire and EMT's. These early clinics serviced the communities of Concord, Carlisle, Lincoln, and Bedford in accordance with the State schedule for eligible demographics. In February 2021, additional vaccine slowly became available, and Health Division Staff coordinated 4 additional clinics for immunocompromised and senior populations in collaboration with the Council on Aging. At-home vaccinations were provided on an

as needed basis to those who were unable to attend a public clinic due to complicated health-issues.

### **Student COVID-19 Clinics**

As eligibility factors changed, the Health Division was able to continue to host and coordinate COVID-19 Vaccination Clinics from July – September 2021 for High School students to ensure that students and school personnel could return to in-classroom learning with a higher degree of protection.

In early October through the end of the year, the Health Division Staff and Public Health Nurse Tricia McGean were able to coordinate with the Massachusetts Department of Public Health and Yankee Bus Lines mobile vaccination clinics (Purple Health Vaccinators) to hold six additional COVID-19 vaccination clinics serving over 3,200 eligible elementary and middle school students.

Elementary school clinics were held in time for families to gather for the holidays with all eligible persons now having received at least 1 dose of the vaccine. Four additional clinics were then held. The largest clinics to date have served nearly 800 children per clinic. These clinics also offered booster shots to those additional members of the public who were eligible to receive vaccine boosters.

The Health Division in collaboration with Public Health Nurse Tricia McGean, Concord Public Schools, the Police and Fire Departments (EMT's included), the Council on Aging and support staff from other communities (Carlisle, Lincoln, and Bedford) set up and staffed in total 15 COVID-19 Vaccine Clinics in 2021.

### **Food Protection Program**

On June 15 Governor Baker lifted all COVID-19 mandates allowing all businesses, restaurants and other facilities serving food to reopen and employees to return – unfortunately, MDPH and the State provided limited guidance on best practices to do so. The Health Division worked with all local restaurants, businesses, and recreational summer camps in adjusting to the "New Normal". Outdoor dining became a preferred alternative for patrons and many restaurants requested special consideration for this provision. At the end of June

2021 full-time public health inspections commenced for all of the establishments and recreational camps. In 2020 only 3 camps operated under COVID restriction and in 2021 there was 19.

### **Onsite Sewage Disposal and Building Review Program and Septic Betterment Program**

Onsite wastewater construction continued at a steady pace throughout the year. The Assistant Public Health Director, with the assistance of outside engineering services, conducted multiple field inspections for installations of septic systems and reviewed construction plans for new/replacement systems. The Administrative staff assumed responsibility for the Title 5 Building Reviews (applications reviewed for new construction and/or renovations to homes) prior to the issuance of building permits in 2021 for both private and municipal sewer.

In 2021, Health Division Administrative Assistant Karen Byrne worked actively and closely with the Finance Director and Town Accountant to secure the remaining five-hundred fifty thousand dollars from the MWPAT. In 2009 Concord Town Meeting approved a loan/debt authorization for \$2,000,000 so that this program could continue to assist residents. She continues to work closely with local engineers, septic installers, and other Town departments to promote this program and will continue in 2022.

### **Bathing Beach Program, White Pond and Cyanobacteria**

The Health Division continued its contract with G&L Laboratories to provide services for collection and analysis of bathing beach water samples. Four beaches were served by this program in 2021: Town of Concord Beach (White Pond Beach), Dover St. Property Owners Association, Silver Hill Association, and the Annursnac Hill Association. Health Division staff monitored results from Memorial Day to Labor Day and took applicable action for beach closures/no swimming as required. White Pond continued to have public health advisories posted due to visible cyanobacteria (blue-green algae) blooms which were intermittent throughout the summer and caused several closures. Working with the Natural Resources Division, the Town embarked on a pilot program

to remove harmful cyanobacteria blooms from the pond with an open-water, chemical free technology developed by Higgins Environmental Associates. Town departments are actively working to secure funding for specialized expertise/systems that would help treat/remove cyanobacteria from White Pond in 2022.

### **Staff Changes**

After serving as its Assistant Public Health Director for nearly twenty-seven years, Stanley Sosnicki retired from public service. His institutional memory in all matters relating to housing, onsite wastewater and a multitude of other areas will be missed – his calm steady hand in working with hundreds of contractors and businesses over years has served the Town immensely.

And, after nearly ten years serving at the helm, Public Health Director Susan Rask retired in December. Ms. Rask worked with the Town and the Board of Health on a variety of sometimes controversial public health issues such as tobacco control, legalization of medical and recreational marijuana but none more challenging as the past two years when the COVID-19 pandemic hit, and local public health was pushed to the forefront in a way it has never been. Ms. Rask is commended for her efforts above and beyond expectations, and her ability to work cooperatively and collaboratively with the Health Division staff and many other town departments ensuring the continuity of operations provided by the Town and service to Concord residents during very trying times.

Casey Mellin joined the Health Division team in October as the new Assistant Public Health Director. At this writing, the position of Public Health Director is being actively recruited.

## NATURAL RESOURCES COMMISSION

Edward Nardi, Chair  
Sarah Grimwood  
Gregory E. Higgins  
Gary Kleiman  
Nicholas Pappas

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

### **Wetlands Protection Act**

The majority of Commission and staff time is dedicated to administering and enforcing state and local wetland regulations. The NRC held 23 public meetings, which included review of 37 Notices of Intent (including one solely under the Concord Wetlands Bylaw) and 32 Requests for Determinations of Applicability, for a total of 69 new applications. Two Amendments were issued to previously approved projects, and two projects were issued Extension Permits. The NRC closed out many completed projects, issuing 25 Certificates of Compliance and three Partial Certificates of Compliance. Division staff reviewed 26 Administrative Approvals for very minor projects including limited tree and invasive species removal. Five Emergency Certificates were issued, including three for beaver related flooding and associated Sawmill Brook culvert repairs on Monument Street, one for beaver-related flooding at Mill Brook, and one for beaver-related flooding at Meriam's Corner. One Enforcement Order was issued for unpermitted work on Barnes Hill Road. The decision expected from DEP on the MBTA appeal filed last year was not issued.

Projects of interest reviewed by the NRC this year included the limited dredging project at Warner's Pond to improve the ecological health and recreational values of the pond, the Sawmill Brook culvert repair work on Monument Street, an ADA compliant trail and stormwater management improvements project at White Pond Beach, and construction of three new hangars at Massport.

## NATURAL RESOURCES DIVISION

Delia R. J. Kaye, Natural Resources Director  
Colleen M. Puzas, Natural Resources  
Assistant Director  
William J. Holden, Land Manager  
Karen T. Bockoven, Administrative Assistant

### **Natural Resource Management**

In addition to providing technical and administrative support to the Natural Resources Commission, Division staff are responsible for the stewardship of nearly 1,500 acres of Town conservation and other town-owned land (such as White Pond Reservation), maintaining over 37 miles of trails, and mowing 84 acres to maintain trails and open meadows. This year, we welcomed Will Holden to the newly created Land Manager position, who has hit the ground running in land stewardship, volunteer engagement, and implementation of the Tree Preservation Bylaw. Stewardship of conservation lands is made possible by the dozens of volunteers that participate in volunteer projects and events each year. Over 500 hours of volunteer time were contributed this year through various volunteer initiatives across Town. These initiatives consisted of larger volunteer efforts such as the annual town-wide Garlic Mustard Pull, smaller projects such as invasives vegetation removal, and trail building projects on conservation lands. Natural resources management also includes staff support to three NRC subcommittees, as well as coordinating with other local and regional stewardship initiatives.

### *Pollinator Meadow Management*

The Division worked with community members on four recently established pollinator meadows at

Barretts Mill Farm, Cousins Field, Heywood Meadow, and West Concord Park totaling nearly 4,500 square feet, and established two more meadows at the Baker Avenue boat launch trail and Harrington Park, for an additional 2,000 square feet. Another meadow was seeded at the Department of Planning and Land Management offices, providing another 1,000 square feet of pollinator habitat.



*Invasives Removal Project at Heywood Meadow*

### *Old Calf Pasture Restoration*

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

### *Grant Applications*

Together with the Concord Housing Development Corporation and the Planning Division, staff submitted one application to the Community Preservation Committee for \$1,000,000 towards the acquisition cost of the 7 acre Assabet River Bluff land in West Concord. The collaborative effort will protect 6 acres of woodland along the river and provide one acre of land for future community housing which was favorably recommended by the CPC for 2022 Town Meeting approval.

### *Conservation Crew and Rangers*

Kendra Fontannay joined Ranger Bill Brooks, and together they educated multiple visitors on Estabrook Trail, White Pond, Punkatasset, and other lands for compliance with posted rules and regulations. Elizabeth Field and Becca Solomon joined the

Division as the Conservation Crew this summer to perform trail maintenance, remove invasive vegetation, and conduct general maintenance on conservation lands throughout Town. The Crew continued hand pulling efforts to remove water chestnut from Macone Pond, Warner's Pond, and Hutchins Pond, and continued the cooperative effort with the Conservation Land Conservation Trust, Town of Lincoln, and OARS to remove water chestnut from Fairhaven Bay and the Sudbury River. Nearly six miles of trails were maintained through crew mowing, providing public access that otherwise would be difficult to navigate through brush and tall grass. A new sign making protocol was established this year, resulting in the production of 3 new property signs for Barrett's Mill, Old Calf Pasture, and Mattison Field.

### *Cooperative Invasive Species Management Area (CISMA)*

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

### *Conservation Restriction Stewardship Committee*

The Conservation Restriction Stewardship Committee continued to assist the Division with its land management responsibilities of more than 85 Conservation Restrictions. Committee members conducted site visits and completed eleven monitoring reports and one Baseline Documentation Report. The Committee also adopted a new and more efficient GIS data collection system. Members of the CRSC are Mary Ann Lippert (chair), Annemarie Altman, Richard Higgins, Neil Ryder, Arthur Schwope (secretary), Jane Wells, and Michelle Wiggins.

### *Heywood Meadow Stewardship Committee*

The Heywood Meadow Stewardship Committee continued review of its Mission Statement and Goals and how best to evoke and preserve the Meadow's historic and agrarian past, while also protecting and improving the ecological health of its diverse ecosystems. The Committee also began to take a closer look at our 'other' parcels in addition to the open fields - the Mill Brook and its borders, the



*Constructing New Sign for Mattison Field*

Walden Street parcel, and Ford Park. Several projects were conducted at Heywood Meadow, including construction of the 75 foot length of dry-laid stone wall along Lexington Road and Heywood Street; invasive removal efforts targeted around Mill Brook to open up views; renovation of the three teak benches installed about 20 years ago, and the removal and replacement of the post and rope fence along Heywood Street. The Committee consists of nine members: Co-chairs Susan Clark and Joanne Gibson, clerk Sandy Smith and members Mary Clarke, Lola Chaisson, Stan Lucks, Bev Miller, Murray Nicolson, and Cris Van Dyke.

#### *Trails Committee*

Construction initiatives this year added two trails at the Old Rifle Range. A new trail that loops around high ground above Kennedy's Pond offers seasonal views of the pond, with a bench in a peaceful setting. A second trail along the hillside below Caterina Heights gives walkers an alternative to walking the main trail between Target #1 and the junction beyond Target #3. Both trails add alternatives to the straight out-and-back route previously available. A 10-foot-long gap in a bridge at White Pond was replaced to assure walkers comfortable access from the Sudbury entrance. At the West Concord Park entrance on Conant Street, the problem of plantings being trampled and ruined by bicycle cut through was corrected with installation of a post and rope fence that effectively directs users in from the street.

Being vigilant of trail needs and correcting obstructions to assure walkers' access is a

never-ending task handled by dedicated stewards and the Trail Committee members. The Committee was fortunate this year to welcome five new volunteers to help with the work. Additionally, seven trail stewards were professionally trained as chainsaw trail stewards, helping to ensure trails remain open year-round. Committee members include Spencer Borden, David Clark, Carlene Hempel, Bill Kemeza, Jonathan Keyes, Ken Miller, and Bob White (Chair).

#### *Conservation Land Use Permits*

A total of 20 permits were issued to various groups using Town conservation land for research projects, nature programs, and art installations.

#### **Farming and Community Gardens**

##### *Agricultural Farming Agreements*

The Division continues to work with local farmers to retain land in agriculture, overseeing 19 agreements over more than 220 acres of actively farmed land.

##### *McGrath Farmstead*

Barrett's Mill Farm completed their eighth season on the McGrath Farmstead and sixth season on the parcel at 41A Barretts Mill Rd. All crops grown on the farm were certified organic including vegetables, fruits and flowers grown in the fields as well and vegetables grown in their four high tunnels. Barrett's Mill Farm continued to operate a farm stand open to the public 5 days a week and a 245 member CSA. Vegetables were sold from mid-April until late November. Barrett's Mill Farm continued to provide weekly vegetable donations to the Boston Area Gleaners as well as reduced price memberships through the SNAP program. Additionally, two free CSA memberships were donated to Dignity in Asylum as well as one to Minute Man ARC. This season Barrett's Mill Farm installed solar powered automatic ventilation on three of their four high tunnels. The automation of the roll-up sides and gable shutters improved growing conditions inside the tunnels and increased irrigation efficiency. Another infrastructure improvement on the property this year was the addition of a harvest bucket storage shed to protect harvest buckets from contamination and create a more efficient wash station. The 2021 growing season was challenging due to weather extremes which

included a dry spring and very wet July. The high tunnels were particularly important under these challenging growing conditions as they provided protected growing environments for three of the most important crops for the farm stand and CSA: tomatoes, cucumbers, and sweet peppers. A highlight of the season was the increasingly popular pick-your-own flower field which was open to both members and the public for picking by the jar.

### *Thoreau Birthplace*

Gaining Ground, a non-profit farm that grows food for hunger relief with the help of community volunteers, cultivates land at the Thoreau Birthplace and adjacent Massport land. In 2021, its 27th growing season, the farm donated over 98,000 pounds of organic produce and over 1,500 cut flower bouquets to 18 food pantries, shelters, emergency meal programs and schools in Concord, Lowell, Boston, and throughout the MetroWest. Gaining Ground now supports 1,200 food-insecure households each week during the growing season. As of 2021, there are five hoop houses, 10 caterpillar tunnels, and 14 hedgerows on the property in addition to a timber frame barn. Gaining Ground continues to take part in the New England tradition of maple sugaring in February and March, this year harvesting 175 buckets of sap and finishing 45 gallons of syrup to be donated. Typically farm staff work alongside 2,500 volunteers throughout the growing season, educating schools, corporate, religious and community groups, as well as individuals and families, about its hunger relief mission and organic, no-till farming methods.

### *Community Gardens*

The long standing tradition of the organic community gardens continues to thrive under the helpful guidance of volunteer coordinators Terry Marzucco, Rebecca Sheehan Purcell, and Michelle Wiggins at the Hugh Cargill Community Garden, Dale and Sally Clutter, and India Rose at the East Quarter Farm Community Garden, Sabrina Haber at Cousins Community Garden, and Carol Aronson and Mark Del Guidice at Rogers Community Garden. Coordinators assign garden plots, coordinate annual meetings and cleanups, and offer guidance to gardeners to produce beautiful and bountiful harvests. New gardeners are always welcome!



*Installing a Pollinator Meadow at Harrington Park*

### *Cousins Field*

The summer of 2021 was a successful growing season for Cousins Community Garden. Once again, the gardens provided members with a respite from the worries and restrictions of the ongoing pandemic. The thirty-five plots were all cultivated with several new gardeners welcomed to the garden. In the no-till area several gardeners started a pollinator garden to attract beneficial insects and birds. For the first time Cousins planted a garlic crop, which will hopefully become tradition. The raspberries continue to be incredibly productive, though yearly efforts are needed to control poison ivy in that part of the garden. In late September, the large, unwieldy compost pile was distributed into three large, heaped piles that will be easier to turn and manage. The hope is to be able to harvest organic compost in the coming year(s). In addition to these community efforts, individual gardeners once again grew a marvelous variety of vegetables and flowers, despite the strange and difficult weather this growing season: a dry, scorching May and June, followed by an unusually wet July and August. Despite that, anyone visiting the gardens found a peaceful, beautiful place to wander among a gorgeous mix of vegetables, herbs, flowers, birds, and insects.

### *East Quarter Farm*

East Quarter Farm community garden had a productive 2021 season in spite of gardening challenges. Nine new gardeners joined, with twenty-nine families or individuals tending annual, no-till, and/or perennial plots. July brought abnormally high rainfall levels which made access

to the garden difficult and in general created soggy growing conditions. Deer visits were frequent and routine (in addition to the usual visitors like turkeys and rabbits) feasting on various produce including green bean leaves, beet greens, corn, and sunflower buds. While this phenomenon proved discouraging at first, many gardeners got clever in protecting their crops and shared strategies with each other. Flower beds were resplendent and profuse, and everyone enjoyed a nice harvest in the fall.

### *Hugh Cargill Community Garden*

Concord's largest community garden has been providing local gardeners with plots of land on which to grow food for close to 50 years. It was a challenging growing season with the heavy rains of early July. The high water table is a blessing during droughts, but excess water this year meant many plots had standing water for days. Plants in perennial strips did well, but annuals in lower areas succumbed to the overly wet conditions. Deer pressure increased this year, with a new preference for tomato plants. Despite setbacks, most gardens produced quite a bounty. Nine new gardeners this year were welcomed bringing enthusiasm and great gardening skills. Eastern bluebirds and tree swallows raised young in nest boxes. Local farmer Bill Kenney continues to assist with plowing and harrowing on this land, farmed by his father before the HCCG was established in the 1970s. Photos of the gardens can be found on the HCCG website. <https://sites.google.com/view/hughcargillcommunitygarden/home>

### *Environmental and Educational Activities*

The Division continues to sponsor the longstanding tradition of early morning Conservation Coffees on the first Tuesday morning of most months at 7:30 a.m. These lively and stimulating gatherings of citizens, conservation organization representatives, and federal, state, and local officials provide an interesting and effective forum to exchange information, ideas, and concerns about conservation and the environment.

The NRC continues to support Dr. Bryan Windmiller's research and head-starting efforts on the Blanding's turtle, a threatened species with a population at Great Meadows which he has studied in depth since 2003.

## **PLANNING BOARD**

Burton Flint, Chair  
Nathan Bosdet, Vice Chair  
Kate McEneaney, Clerk  
Kristen Ferguson  
Linda Miller  
Haley Orvedal  
Andrew Boardman

Elizabeth Hughes, Town Planner  
Nancy Hausherr, Administrative Assistant

The Planning Board's authority is contained in MGL Ch. 41 "Improved Methods of Municipal Planning" and MGL Ch. 40A "The Zoning Act". The Board is responsible for making rules and regulations relating to subdivision control, initiating Zoning Bylaws, holding public hearings on all Zoning Bylaws submitted to the Select Board, evaluating various developments through Site Plan Review, revising and updating the Comprehensive Long-Range Plan, and from time to time making studies of the resources and needs of the Town. Additional responsibilities are in the Town Bylaws and the Town Charter.

The Board met twenty-six times in 2021. Three of the meetings were hybrid (in-person and virtually), the rest were virtually. Meetings were recorded for broadcast on the Town's Minuteman Media Network MMN's YouTube channel. In addition to their regular meetings, a public hearing was held in May for Zoning Bylaw amendments considered at Annual Town Meeting; two public forums on the Thoreau Depot Business District were held in June and December; in July, members attended an executive session of a Select Board meeting on litigation and in November, members attended the Select Board focused meeting on Envision Concord: Bridge to 2030.

Allen Sayegh's term ended, and the Board welcomed new member, Andrew Boardman.

### **Residential development**

Six "Approval Not Required" (ANR) plans were submitted to the Board for endorsement. Three plans approved changes of lot lines that did not

create additional lots. Three endorsed plans created a total of five new lots.

A review of the Definitive Subdivision Plan submitted by Quarry North Road LLC to allow the creation of six new lots on property in Concord at 48Y Fitchburg Turnpike but would be accessed from Sudbury was still ongoing at the end of 2021. The Applicant requested a continuance to April 2022.

In August, the Board held a public hearing and amended the Definitive Subdivision Plan Decision consistent with the Land Court's remand order of June 23, 2021, in Symes Development & Permitting LLC v. Concord Planning Board et al., 21MISC 000021 (HPS) for a sixteen-lot subdivision of land at 11B, 146B, 1442 Main Street, and 110 Highland Street. The Board also approved the modification of the Hosmer Meadow Definitive Subdivision Plan to allow a fifth lot (Lot 2A) to be added to McCall Lane.

Commercial, institutional, and other development  
The Board granted Site Plan Approval to Concord Children's Center for a childcare center at 250 Old Bedford Road and to VOA Concord Assisted Living Inc., to increase exterior lighting fixtures on-site at 68 Commonwealth Ave. The Site Plan Review application filed by the Middlesex School, 1400 Lowell Road, in December for faculty housing will be reviewed in early 2022.

The Board made affirmative recommendations to the Zoning Board of Appeals for Special Permits for work within the floodplain at 245 Park Lane and a two-unit PRD at 365 Commonwealth Avenue and recommended that the Zoning Board of Appeals deny a Special Permit for an addition to a dwelling in the Groundwater Conservancy District at 5B Seymour Street.

The Board granted a Formula Business Special Permit to Eastern Insurance Group, LLC for a retail insurance agency at 1150 Main Street.

### **Zoning amendments and Town Meeting actions**

The Board reviewed draft language for potential Zoning Bylaw amendments at several meetings throughout the year for 2021 and 2022 Annual Town Meetings. The Board submitted four Zoning

Bylaw Amendment warrant articles and an article to amend the Tree Preservation Bylaw (a general bylaw) that were passed at the 2021 Annual Town Meeting. These were Article 35 (Tree Preservation Bylaw Amendment), Article 36 (Floodplain Conservancy District); Article 37 (Table IV Minimum Parking – Seasonal Outdoor Seating Requirements); Article 38 (Two-family or Additional Dwelling Unit); and Article 39 (Earth Removal).

### **Thoreau Depot Business District Potential Zoning Bylaw Amendments**

Since early 2020 and through 2021, the Board has worked with the Town Planner and Metropolitan Area Planning Council (MAPC) staff towards one of the Town's goals that emerged from Envision Concord: Bridge to 2030 to promote smart growth development in the Thoreau Depot Business District area by amending the Zoning Bylaw. Additionally, the Board drafted Design Guidelines for the TDB District. Two well-attended public forums were held, one in June and one in December. The Board received numerous public comments by those in attendance at the forums, as well as numerous emails and letters throughout the year. As 2021 ended, potential Zoning Bylaw amendments were being developed and refined for submission for the 2022 Annual Town Meeting Warrant.

### **Other Actions**

Throughout the year, the Board:

- Developed goals and objectives for 2021-2022
- Elected officers and assigned liaisons for various Boards and Committees
- Discussed Green Zoning with the Sustainability Director
- Hosted an Affordable Housing Discussion with the Concord Housing Authority, Concord Housing Foundation, Concord Housing Development Corporation and Regional Housing Services Office staff.
- Gave input for NMI/Starmet Reuse Planning Committee Draft Report
- Approved the renaming of a portion of Keuka Road
- Made a recommendation to the Select Board re: M.G.L. 61A Notice of Intent to sell Parcel 2314, on Monument Street
- Adopted the West Concord Design Guideline

Preamble prepared by the West Concord Advisory Committee and the West Concord Junction Cultural District Committee

- Authorized the release of Lot 1 (24 McCall Lane)
- Discussed Neighborhood Conservation Districts Bylaws and the potential for an amendment to the Floor Area Ratio Bylaw
- Supported a potential Scenic Road Bylaw initiative by the Historical Commission for 2022 ATM

In addition, the Board recommends members to the West Concord Advisory Committee for nomination by the Select Board and nominates a member for the Community Preservation Committee and the Historic Districts Commission. Members of the Planning Board serve on the following regional committees: MAGIC (Minuteman Advisory Group on Interlocal Coordination) and HATS (Hanscom Area TownS) and participate on other Town Committees by providing liaisons to the Comprehensive Sustainable Energy Committee, West Concord Advisory Committee, Community Preservation Committee, and Climate Action Advisory Board.

developers and property owners as well as the Board when plans and concepts are proposed for development, renovation, circulation, etc. in West Concord. Village business owners and residents in and around the West Concord Village use the WCAC as a sounding board for ideas to communicate to Town administration as well as to pose questions they have. All members of the WCAC also have liaison responsibilities with other Town boards and committees and report back about issues related to the Village and its surrounding neighborhoods. This year WCAC collaborated with the West Concord Junction Cultural District to prepare a preamble for the West Concord Design Guidelines intended to better communicate the hopes for the West Concord Village. Additionally, committee members reviewed street improvement plans for Commonwealth Ave. prepared for Concord Public Works and conducted a “walk-about” West Concord to identify potential locations for pedestrian and bicyclist improvements, which has been compiled and posted on the WCAC web page. Discussions with Concord Public Works about these potential improvements are planned for spring 2022.

## **WEST CONCORD ADVISORY COMMITTEE (WCAC)**

Amy Kaiser, Chair  
John Cooley  
Geoffrey Walton  
Susan Mlodozeniec  
Amy Robinson  
Ann Sussman

Vacant: 1 full member and 2 Associate members

The West Concord Advisory Committee (WCAC), a subcommittee of the Planning Board comprised of seven regular and two associate members appointed by the Select Board, serves as a resource for the Planning Board by providing input to

## WEST CONCORD JUNCTION CULTURAL DISTRICT COMMITTEE (WCJCDC)

Carolyn Bottum  
Lisa Evans  
Ed Feathers  
Jennifer Hurley-Wales  
Margot Kimball  
Jennifer Montbach  
Kate Yoder, Chair

The West Concord Junction Cultural District Committee (WCJCDC), appointed by the Select Board with seven regular members, serves as a planning group to provide more robust support for and recognition of the West Concord Junction Cultural District. The WCJCDC also seeks to illuminate the notion that art is an important economic engine that can strengthen West Concord businesses and serve as a magnet for visitors who want to shop and recreate here.

As more people were vaccinated in the Spring, people began to emerge from their homes to participate in physically distanced, reduced-risk activities. Members of the WCJCDC collaborated with local businesses and other groups such as the Green Thumbs, to create a Scavenger Hunt in local businesses advertised as “Spring into West Concord.” With activities for all ages available, families had the opportunity to explore businesses and the art scene in West Concord Junction over the weeklong event, which culminated in the unveiling of the 2nd ArtScramble mural.

While the second ArtScramble mural project had been delayed, the Village Art Room pivoted by creating at-home art kits that allowed residents/families in lockdown to continue painting tiles over the winter 2021 for the mural which celebrates local farms from the past and present and the Farm-to-Table restaurant movement in West Concord. The installation of the mural on the side of Saltbox Kitchen at the corner of Beharrell Street and Commonwealth Ave was celebrated in May. Information about the various farmers represented in the mural is found here: <https://villageartroom.com/local-farms-mural>.

The WCJCDC also worked with the West Concord Advisory Committee to prepare a preamble for the West Concord Design Guidelines that highlights the significance of West Concord Junction’s past in influencing its future. This document was presented to the Planning Board for adoption in September. After receiving grant funding from the Massachusetts Cultural Council to implement a marketing campaign that celebrates the creative, culinary, and commercial enterprises in West Concord, the WCJCDC produced and distributed a visually engaging brochure and map for West Concord Junction. The Committee also updated its logo for the West Concord Junction Cultural District that features the Depot and railroad junction found in Junction Park.

On September 25th, Porchfest 2021 was held on porches and front yards in West Concord and at the Harvey Wheeler Community Center parking lot. The day was gloriously sunny, and music filled the air!

## PLANNING DIVISION

Marcia Rasmussen, Director of Planning  
& Land Management  
Elizabeth Hughes, Town Planner  
Heather Gill, Senior Planner  
Nancy Hausherr, Administrative Assistant  
Heather Carey, Administrative Assistant

The Planning Division provides professional and administrative staff support to multiple standing boards and committees including: the Zoning Board of Appeals (ZBA), Planning Board, Historic Districts Commission (HDC), Historical Commission and Community Preservation Committee (CPC). Planning Division staff coordinated the town staff review of all development proposals submitted for regulatory approval to the HDC, ZBA and the Planning Board. Planning Division staff assisted the Community Preservation Committee with the required Community Preservation Act (CPA) Plan update and the CPA application and funding distribution processes. This year the Division continued to provide staff support to the Bruce Freeman Rail Trail Advisory Committee (BFRTAC), the West Concord Advisory Committee (WCAC), a subcommittee of the Planning Board, as well as the Concord Center Cultural District Committee and West Concord Junction Cultural District Committee. Planning staff participated in the Battle Road Scenic Byway Task Force, the HOME Consortium and Regional Housing Services Office. The Division's agenda includes initiatives in open space protection, affordable housing production, traffic and transportation planning, economic development guidance, historic resources protection, public facilities planning, development regulation creation and sustainable practices.

Director Marcia Rasmussen continued to provide project oversight of the final construction of the Bruce Freeman Rail Trail Phase 2B, the bridge over Route 2, which is the final connection needed to go from Concord to Lowell and the design for the last ½ mile in Concord (from Powder Mill Road south to the Sudbury town line) that will be constructed as part of the Sudbury portion of the trail. She also attended meetings of the Transportation Advisory Committee, the Economic Vitality Committee, and

the Junction Village Open Space Task Force. She assumed management of the newly formed Economic Vitality and Tourism Division as a part of Planning & Land Management. Ms. Rasmussen worked closely with other town staff in preparing applications for funding from the MDOT Community Connections grant (for bicycle shelters and racks in West Concord) and the Shared Streets and Spaces grant programs (for traffic safety signals on Old Marlboro Road and a bike-share program), as well as overseeing six grant applications to the Community Preservation Committee.

Town Planner Elizabeth Hughes provided professional support to the Planning Board and the ZBA in addition to shepherding the plan review process for all development proposals submitted to these boards. Ms. Hughes worked closely with the Planning Board on the presentation of Zoning Bylaw amendments at the 2021 Annual Town Meeting and the development of three warrant articles for the 2022 Annual Town meeting. She continued to support the Planning Board and the consultant from the Metropolitan Area Planning Council in development of Zoning Bylaw amendments for encouraging mixed-use development in the Thoreau Depot Business District as identified in the 2018 Envision Concord Plan. Ms. Hughes continued her role as project manager, working with a consultant from the UMass Edward J. Collins, Jr. Center for Public Management, multiple Town departments and the selected vendor on the implementation of online permitting software, which was implemented by various Town departments throughout 2021 and will continue in 2022. She also continued to oversee the progress on the engineering and design of the Assabet River Bridge and Trail in West Concord.

Senior Planner Heather Gill provides professional support to the Historic Districts Commission (HDC), Community Preservation Committee (CPC) and Historical Commission. Ms. Gill supported the Historical Commission's review of 22 applications under the Demolition Review Bylaw; administration of the historic house marker program; and review of the proposed plans for Rt. 2A under the Section 106 federal review process. She coordinated the acceptance and review of 13 applications to the Community Preservation



dealing with a range of questions and issues, as well as the boards and committees served by Division staff. As the COVID pandemic continued, Ms. Hausherr and Ms. Carey continued to post as much information as possible on current applications before the Planning Board, ZBA, and HDC and update the information and materials on the BFRTAC, CPC and WCAC pages. This allowed residents to stay engaged and was invaluable to citizens as well as board and committee members. Ms. Hausherr also provided initial administrative support to the newly created Economic Vitality & Tourism Division as it transitioned from the Recreation Department. Ms. Carey assisted with the graphic design of a new interpretive panel for Phase 2B of the Bruce Freeman Rail Trail, including the details needed for fabrication. With the help from a graphic designer, the Planning Division was excited to release a reformatted Zoning Bylaw.



*The Junction Village Task Force on a site walk with the consulting designer*

Committee for CPA funding and conducted the annual CPA project status updates for all open/ongoing projects. Ms. Gill supported the Historic Districts Commission's review of 82 new applications for Certificates of Appropriateness for alterations to buildings located within Concord's six local historic districts. Ms. Gill assisted the Historical Commission in successfully amending the Demolition Review Bylaw to revise the definition of "historically significant building or structure"; change the date on which a property becomes subject to the bylaw to 50 years or older to better align with national and state criteria; and change the timeframe in which a demolition delay begins following a determination by the commission.

Administrative Assistants Nancy Hausherr and Heather Carey continued to provide exceptional support to the numerous residents and applicants

## COMMUNITY PRESERVATION COMMITTEE

2020/2021 Town Meeting Funding Cycle – CPC Members

Tom Kearns, Chair [Select Board Appointee]  
Peter Ward, Vice Chair [Select Board Appointee]  
Burton Flint, Secretary [Planning Board Appointee]  
Judy Zaunbrecher, Treasurer [Natural Resources Commission Appointee]  
Hester Schnipper [Concord Housing Authority Appointee]  
Paul Grasso [Recreation Commission Appointee]  
Nancy Nelson [Historical Commission Appointee]  
Diane Proctor [Select Board Appointee]  
John Cratsley [Select Board Appointee]

The Community Preservation Committee (CPC) had a busy year in 2020/2021 with an increasingly competitive application process. The CPC recommended that \$1,769,891 in Community Preservation Act (CPA) funds be appropriated for projects involving community housing, historic preservation, open space, and recreation to the 2021 Annual Town Meeting. These funding recommendations were approved without alteration as noted below:

### 2021 Annual Town Meeting – Recommendations Approved

The CPC held informational meetings with potential applicants in August and September of 2020. The Committee received [15] new applications in October, requesting funds in excess of the funding available. On January 19, 2021, the CPC voted to recommend an allocation of \$1,769,891 in CPA funds to [15] projects, which were approved at the June 2021 Annual Town Meeting without alteration, as noted below:

#### Community Housing Projects:

- Town of Concord – Housing Production Plan Update - \$30,000 to update the 2015 Housing Production Plan.
- Town of Concord – Regional Housing Services Program - \$25,000 toward the Town's participation in the Regional Housing Services Office.
- Concord Housing Development Corporation – Affordable Housing Buydown - \$233,880 for

a Buydown Program to create or preserve at least one unit of affordable housing through the buy-down or conversion of existing market rate unrestricted housing, to restricted affordable housing.

#### Historic Preservation Projects:

- Saalfeld and Town of Concord – Emerson Field Flagpole - \$14,250 for the rehabilitation of the flagpole at Emerson Field.
- Concord Home for the Aged - 110 Walden Preservation Project Phase III - \$185,000 for roof replacement, fascia and gutter replacement, structural and masonry repairs and the repair and painting of all 62 windows.
- Concord Masonic Corporation – 58 Monument Square Roof Replacement and Historic Structures Report - \$107,261 for the removal of the existing slate roof, repairs, and replacement with a faux slate roof; as well as funding to complete a comprehensive Historic Structures Report on the building.
- Trustees of Parish Donations, First Parish Church – Repair, Stabilize, and Renovate Wright Tavern - \$260,000 for consultation services from preservation and engineering professionals; structural repairs in the basement; reinforcement of attic rafters and floor joists; support ridge beams in annex; repairs to chimney, removal of spalling brick, and repointing of foundation.

#### Open Space and Recreation Projects:

- Town of Concord NRC – Chamberlin Park Bridge Survey and Permitting - \$35,000 to conduct a survey around the bridge and walkway and obtain approval from the Natural Resources Commission to replace the structure, which is over 40 years old and nearing the end of its functional lifespan.
- Town of Concord NRC – Emerson Conservation Restriction - \$210,000 to purchase a conservation restriction on 0.68-acres of woods between the R.W. Emerson House and Heywood Meadow.
- Town of Concord – Wheeler-Harrington House and Land - \$20,000 to hire a professional facilitator to assist with public outreach in determining the future use and plans related to

the Wheeler-Harrington House and Harrington Park.

- Town of Concord – White Pond Beach Improvements - \$300,000 for modifications to the property including a new accessible pedestrian pathway from the parking lot to the beach; new steps; accessible parking; wood decking and a wheelchair mat to improve waterfront and restroom access; infiltration basins; drainage improvements and other stormwater improvements to the site.
- Town of Concord – Bruce Freeman Rail Trail - \$25,000 to provide additional landscaping, fencing, paving, and other amenities to enrich and enhance the visitor experience along the Bruce Freeman Rail Trail.
- Town of Concord – Warner’s Pond Dredging Project - \$250,000 towards the Warner’s Pond Dredging Project, which seeks to improve the ecological health and recreational opportunities at Warner’s Pond through a limited dredging operation.
- Town of Concord – Old Rifle Range Survey and Permitting - \$34,500 for survey, design and permitting services to improve a 0.25 mile section of the main trail through the Old Rifle Range that is seasonally impassable due to its very narrow width at the edge of a steep hill.

Administration:

- Staff and Technical Support - \$40,000 for administration of the CPA. Funding provides staff support, signage, legal and consulting services, public notices, copying, and other administrative expenses.

**2021/2022 Town Meeting Funding Cycle – CPC**

**Members**

- Diane Proctor, Chair [Select Board Appointee]
- Peter Ward, Vice Chair [Select Board Appointee]
- Burton Flint, Secretary [Planning Board Appointee]
- Nancy Nelson, Treasurer [Historical Commission Appointee]
- Sarah Grimwood [Natural Resources Commission Appointee]
- Charles Phillips [Concord Housing Authority Appointee]
- Paul Boehm [Recreation Commission Appointee]
- Tom Kearns [Select Board Appointee]
- John Cratsley [Select Board Appointee]

**2022 Annual Town Meeting Recommendations - Pending**

The CPC held informational meetings in June and August for potential applicants, receiving 13 new applications for the Committee’s consideration in September. As in previous years, the nearly \$2.6 million in CPA funds requested exceeded the funds available for distribution. The Committee met [10] times between September and January 2022, to meet with applicants and evaluate projects. On January 18, 2022, the CPC voted to recommend that \$2,153,741 in CPA funds be appropriated for 11 of 13 applications, which will be included in a warrant article for the upcoming 2022 Annual Town Meeting.

## HISTORIC DISTRICTS COMMISSION

### Commission Members:

Peter Nobile, Chair  
 Luis Berrizbeitia, Vice Chair  
 Nea Glenn, Secretary  
 Melinda Shumway  
 Paul Ware

### Associate Commission Members:

Kate Chartener  
 Abigail Flanagan  
 Katharine Mast  
 Dennis Fiori

The HDC sponsored a warrant article to expand the Main Street Historic District to include 21 Thoreau Street and 18-31 Thoreau Street for consideration at the 2021 Annual Town Meeting, which was approved by a two-thirds majority vote.

Commission Member Peter Nobile served as Chair over the last year with Luis Berrizbeitia serving as Vice-Chair and Nea Glenn as Secretary. The Commission bid farewell to Nea Glenn, whose eight years of hard work, expertise, and contributions to the HDC were greatly appreciated. The Commission will be continuing its work to fill two vacant positions in 2022.

The following is a list of applications by category (a single application may involve several categories):

The Historic Districts Commission (HDC) is charged with “the preservation and protection of buildings, places and districts of historic or literary significance” within Concord’s six local historic districts - the American Mile, Barrett Farm, Church Street, Hubbardville, Main Street, and Monument Square/North Bridge. Concord’s Historic Districts Act (Chapter 345) was one of the first such Special Acts in Massachusetts when it was passed by the State Legislature in 1960, and over the intervening years the HDC has worked diligently to preserve the Town’s unique historical and architectural character by encouraging the retention of original building materials and the advancement of new elements that are in keeping with the character of each District.

As part of its mandate under the Historic Districts Act, the HDC regularly reviews applications for changes to exterior features which are visible from a public way or place and issues Certificates of Appropriateness for approval. In 2021, the HDC held 23 regularly scheduled public meetings at which 82 applications for Certificates of Appropriateness were reviewed. The Commission approved 76 Certificates. Two applications were denied, 4 were withdrawn, 2 were for extensions of existing Certificates, and 11 were for major modifications to previous approvals. The Commission also conducted 17 official site visits during the year.

Addition	6
Deck/Porch	13
Demolition	3
Doors	7
Dormers	2
Fencing	8
Garage	4
Garage Doors	5
Lighting	8
Mailbox	1
Materials Change	4
Modern Equipment	10
Paint Colors	12
Paving and Hardscaping	10
Pools	2
Reconstruction	10
Roofs/Gutters/ Chimneys/Vents	13
Sheds	1
Signage	14
Temporary Parking	1
Windows	19

## HISTORICAL COMMISSION

### Members:

Melissa Saalfield, Chair

Thomas Beardsley

Michael Capizzi

Robert Gross

Nancy Nelson

### Associate Members:

Alan Bogosian

Rebecca Lemaitre

2021 was a productive year for the Concord Historical Commission (CHC). This year's projects include the following:

### Demolition Review Permits

The CHC received twenty-two applications for Demolition Review in 2021. Seven of these structures were found to be Historically Significant and required a public hearing. At the public hearings, four structures were determined to be "Preferably Preserved." Demolition was delayed one year from the date of application for the garages at 325 Nashawtuc Road and the house at 111 Cottage Street. After further discussions with the applicant, the Commission agreed to waive the remainder of the delay period for 111 Cottage upon receipt of historic documentation. The delay period for the other two properties – 63 Davis Court and 1053 Main Street – will be delayed one year from the date of their hearing, reflecting the change in the demo delay bylaw adopted at the 2021 Town Meeting.

### Demolition Review Bylaw Amendments

The 2021 Annual Town Meeting approved amendments to the Demolition Review Bylaw as proposed by the CHC, which included revising the definition of "historically significant building or structure"; changing the date on which a property becomes subject to the bylaw to 50 years or older to better align with national and state criteria; and, changing the timeframe in which a demolition delay begins following a determination by the Commission. The Attorney General's office approved the bylaw amendments and the new bylaw took effect on October 6, 2021. The Commission has

observed a significant increase in applications since the new bylaw took effect.

### House Marker Program

The CHC reviewed and approved two historic house markers for buildings located at 70 Elm Street and 295 Barretts Mill Road. The Commission encourages homeowners who believe their home may qualify to inquire at the CHC webpage or seek help from Special Collections at the Concord Free Public Library.

### State and National Register Program Reviews

The CHC reviewed MassDOT's plans to "resurface" Rt. 2A as part of its wider responsibilities concerning Section 106 Federal funding and other government-mandated reviews of proposed projects with potential impacts on local historic sites and structures. The Commission expressed strong concerns about the project objecting to the apparent lack of recognition for the historic nature of Route 2A which overlays a significant portion of the original Battle Road. Down this road, the British marched to Concord and returned to Boston, an action that led, ultimately, to the start of the Revolutionary War. At year's end the Commission remained frustrated with the lack of information provided and continued to request further communication with MassDOT about the project.

### Scenic Roads Bylaw

In the fall, the Commission began consideration of the Scenic Roads Bylaw in Concord. This bylaw provides the town an additional opportunity to review those projects involving the repair, maintenance, reconstruction, or paving where stone walls are impacted or trees removed in the public right-of-way. The Commission hopes to submit a warrant article for the 2022 Annual Town Meeting.

## BRUCE FREEMAN RAIL TRAIL ADVISORY COMMITTEE

Richard Fahlander, Co-Chair  
Nat Welch, Co-Chair  
Deborah Adleman  
Marybeth Barker  
Adrienne Boardman  
Tracy Hansen  
Dorcas Miller  
John Soden  
Sam Stearns



*Construction of Phase 2B bridge over Route 2 on the BFRT*

The Bruce Freeman Rail Trail Advisory Committee advises the Select Board and Town Manager on the design, development, and long-term maintenance of the rail trail in Concord. The Committee works with other town committees and community organizations to ensure safe access for all users. Since its opening in September 2019, the rail trail has become a valued community asset. Users of all ages and abilities experience the natural beauty and historic nature of the West Concord route. Where trains once huffed and puffed, people now pedal, jog, walk, and wheel.

### **Construction highlights from 2021 include:**

- The Route 2 bridge has been installed and trail construction continues with completion and opening scheduled for July 2022 at which time the Committee plans to acknowledge this milestone with a community celebration.
- The Town received a grant to install bike shelters and bike racks along the trail near the commuter rail station. Shelters and will be

installed in spring 2022.

- Pedestrian and bicyclist activated crossing signals were installed at Old Marlboro and Williams Road through the State's "Shared Streets and Spaces" program. This project also includes a bicycle-share program that will be implemented in April 2022.
- Community Preservation Act funding supported some limited trail improvements including plantings, signs, and design for a viewing location at the Prison Cemetery.
- Preparation of final construction plans for the last half-mile of the trail in Concord is underway, from Powder Mill Road to the Sudbury town line
- Construction of the last half-mile section of the BFRT in Concord will be combined with the Sudbury section as that project moves forward toward construction and is expected to begin in spring 2023.

### **Junction Park Safety**

In November, the Select Board requested the Committee address potential conflicts among users (trail walkers/riders, park users, commuters) in Junction Park that have been elevated by residents. Of particular concern is the anticipated increase in trail volume resulting with the opening of the Route 2 bridge in summer 2022. The BFRTAC will conduct a community wide stakeholder process in the spring of 2022 then will make both short-term and long-term recommendations that ensure safety while maintaining the park's character.

### **Fencing Along the Last Half-Mile**

Over several years, the Committee worked closely with abutters and the White Pond Advisory Committee to recommend installation of a decorative six-foot tall fence along the trail at the White Pond and a wood rail fence installed along the westerly side of the paved path. After reviewing the Town's plans for this last half-mile, the Massachusetts Department of Transportation (MDOT) determined that fencing along the trail "can only be installed for the safety of the trail users", and, that MDOT is "not in a position to allow fences and gates in areas that are not a safety concern and allow for the desegregation of public lands for private benefit". To continue to move the project forward in coordination with Sudbury, these

elements were removed from the plan. At the same time, residents and the White Pond Advisory Committee have contacted the Select Board with their concerns and the need to protect the fragile White Pond ecology.

### **Trail Count**

In May the Committee conducted the first official trail count of users. At three locations in Concord (and two in Acton), 28 volunteers collected data for a total of 72 hours over four days. The data show that usage by walkers/runners and cyclists was almost evenly split. Using national models for rail trail usage that take a variety of factors into account, the Boston Region Metropolitan Planning Organization estimated average annual usage of the trail at 143,000 trips per year. The Committee will be doing a second census benchmark in May 2022 before the Route 2 bridge opens and another in the Fall to assess the impact of this new connection.

### **Prison Cemetery**

After a site walk in October with representatives from the State Department of Corrections, the Concord Historical Commission, Concord Prison Outreach, and BFRTAC Committee co-chairs, there is support for construction of a commemorative site at the Concord Reformatory cemetery. Included will be an accessible trail, informational panel, and seating. This effort builds upon the well-received historic and interpretive panels that have already been installed along the trail and recognizes a unique chapter in the history of the prison.

### **Committee Membership**

This year also saw changes in the Committee membership. Carole Steele retired from the committee after many years of valuable service. The committee welcomed new members Deborah Adleman, Marybeth Barker, Tracy Hansen, and Sam Stearns and appreciates their commitment to community service.

### **Trail Construction History/Timetable**

The Bruce Freeman Rail Trail is expected to become a 25-mile-long rail trail through the communities of Lowell, Chelmsford, Westford, Carlisle, Acton, Concord, Sudbury, and Framingham. The accessible trail is open to non-motorized uses such as cycling, jogging, walking, rollerblading, and skiing. The trail

honors the memory of Bruce N. Freeman, a State Representative from Chelmsford and early advocate for the development of the rail trail.

**Phase 1** - Lowell, Chelmsford, Westford - 6.9 miles. Opened in 2009.

**Phase 2A** – Westford, Carlisle, Acton - 4.9 miles. Opened in April 2018.

**Phase 2B** – Route 2 Bridge. Construction began June 2020. Expected completion in July 2022.

**Phase 2C** – Concord (Commonwealth Avenue to Powdermill Road) – 2.5 miles and formally opened on September 27, 2019.

**Phase 2D** - Powder Mill Road to Route 20 in Sudbury - 0.5 mile in Concord/4.4 miles in Sudbury. Plans for this portion of the trail are near completion with construction expected to begin in spring 2023.

**Phase 3** - Sudbury finalized the purchase of 1.4 miles of CSX rail corridor from just north of Route 20 to the Framingham line. This will ensure the Town's control of the corridor. Framingham is negotiating for the purchase of the remaining 3.2 miles of the CSX corridor in that municipality.

## CONCORD LAND CONSERVATION TRUST

### *Concord Land Conservation Trust Trustees:*

Polly Reeve, Chair  
John M. Stevens, Jr.  
Jeff Wieand, Treasurer  
Joan D. Ferguson  
Lynn G. Huggins, Secretary  
Frederic H. Mulligan  
Jonathan M. Keyes  
Gordon H. Shaw, Trustee Emeritus

### *Concord Open Land Foundation Directors:*

Thomas C. Tremblay, President  
F. Robert Parker, Treasurer  
Lynn G. Huggins, Secretary  
John G. Bemis  
Nancy A. Nelson

The Concord Land Conservation Trust is a tax exempt, 501(c)(3) charitable organization established in 1959. Membership and the properties owned by the Land Trust are open to all. The Land Trust's mission is to conserve the natural resources of Concord and the town's traditional landscape of woods, meadows and fields. Its programs complement other conservation efforts of the town, state and national governments as well as other nonprofit organizations. The Land Trust works closely with its affiliate, the Concord Open Land Foundation.

A major accomplishment of the year was hiring our new executive director, Jane Gruba-Chevalier, who joined us in July. As the Land Trust's only employee, Jane is critical to our successful operations and we are delighted to have her on board. Jane brings with her more than twenty-five years of experience in the nonprofit sector. Most recently, she was director of outreach for the Lincoln Land Conservation Trust. She is a member of the Native Pollination Systems Task Force of the MetroWest Conservation Alliance, and has already put her expertise in this area to work for the Land Trust as we plan how to manage our fields to support at-risk pollinator populations. Her deep experience in managing volunteers, overseeing day-to-day business operations, and engaging members and residents is a tremendous asset for the Land Trust.

The Land Trust continued its active stewardship of the more than 1000 acres of protected land in our care. In the Wright Woods at the Fairhaven Overlook, with assistance from Parterre Ecological and volunteers, we planted 123 native trees and shrubs this past fall in a previously cleared area. The new plantings are adapted to drier soils and a changing climate, and they include white and black oaks, pignut hickories, hazelnuts and witch-hazels. This reforestation effort is part of the Land Trust's work to return the former house site of Helen Robinson Wright, the principal donor of the Wright Woods property, to a more natural state. Controlling invasive plants is an ongoing challenge on Land Trust properties and throughout Concord. The Land Trust prioritizes these efforts according to the ecologic value of the property being threatened; to this end, licensed contractors were retained to continue removing glossy buckthorn (*Frangula alnus*) along the wet edges of Well Meadow in Wright Woods. We also worked to control invasive plants in the Brooks-Hudson Meadow and the Ferguson Land this past summer, and in the fall hired contractors to remove common reed (*Phragmites australis*) from the Bigelow Woods along Route 2. The Land Trust also continued our efforts to manage black swallowwort (*Cynanchum louiseae*) and porcelain-berry (*Ampelopsis brevipedunculata*) at Corey Meadow and Thornton Woods respectively, and volunteers hand-pulled water chestnut from the Sudbury River as part of our ongoing campaign to prevent this aggressive aquatic plant from taking over Fairhaven Bay and the river. Finally, the view of Corey Meadow was opened up by removing trees, shrubs and invasive plants at the front of the agricultural field. The Land Trust's growing corps of Trail Stewards is essential to our ability to monitor and care for our land. Now numbering more than a dozen, these wonderful volunteers are our "eyes and ears," letting us know when a tree has fallen across a trail, when beaver activity is flooding an area, or about the general condition of the property and trail system. Trail Stewards reflect a diverse range of age, experience and geographic location within Concord; they are invaluable in helping us protect the conservation values of our lands and maintain the recreational benefits to trail users.

During the year, a number of local partner

organizations continued to host their outdoor programs on Land Trust properties. These included afterschool programming and art installations through Umbrella Arts, outings by Scout troops, and a historical walking tour led by the Concord Museum.

The Land Trust supports agricultural production on more than 100 acres of land. It was a difficult year for farming; record rainfall and wet field conditions sullied the sweet corn crops at the Kazmaier Land, Miller Farm and across the state. Hay production at Hartwell Meadow still proceeded. The Corey-Bourquin Field, which is also typically hayed, was planted with a bean crop this summer to help fix the nitrogen in the soils and the yield was successful. The field has been re-seeded for hay production to continue in 2022.

The Land Trust is governed by a volunteer board and our operations are supported almost exclusively by annual membership donations. The Land Trust extends immense gratitude to the many residents of Concord who have been so generous in donating land, conservation restrictions on land, and the funds necessary to acquire and maintain conservation land. As one of the oldest local land trusts in the country, we are proud and grateful that for so long Concord has placed such a high value on maintaining a balance of land uses characteristic of the traditions of a New England town. The COVID pandemic has made many of us newly and deeply appreciative of the legacy of natural, open lands within our town that have been preserved over the years. The Land Trust is committed to continuing this tradition by protecting and stewarding these special places, for Concord residents and all to enjoy now and for many years to come.

**Concord Land Conservation Trust**  
**Statements of Financial Position**  
**September 30, 2021 and 2020**

	<b>2021</b>	<b>2020</b>
<b>Assets</b>		
Current assets		
Cash and cash equivalents	\$ 98,512	\$ 154,469
Investments	3,823,890	3,061,314
Promises to give - net - current	-	11,500
Prepaid expenses	4,134	4,383
Total current assets	3,926,536	3,231,666
Non-current assets		
Land - held as open space	30,644,903	29,370,475
Website costs	7,778	17,111
Deposits	600	600
Total non-current assets	30,653,281	29,388,186
Total assets	<b>\$ 34,579,817</b>	<b>\$ 32,619,852</b>
 <b>Liabilities and Net Assets</b>		
Current liabilities		
Accrued expenses	\$ 33,116	\$ 15,104
Accrued payroll	1,207	1,070
Total current liabilities	34,323	16,174
Net assets		
Without donor restrictions		
Undesignated net assets	4,606,600	2,667,079
Board-designated net assets	10,000	10,000
Total net assets without donor restrictions	4,616,600	2,677,079
With donor restrictions	29,928,894	29,926,599
Total net assets	34,545,494	32,603,678
Total liabilities and net assets	<b>\$ 34,579,817</b>	<b>\$ 32,619,852</b>

**Concord Land Conservation Trust**  
**Statements of Activities**  
**For the Years Ended September 30, 2021 and 2020**

	<u>2021</u>	<u>2020</u>
<b>Revenue and Support</b>		
Land contributions	\$1,257,000	\$ -
Cash contributions	127,207	71,211
Investment income	572,498	170,755
Membership dues	171,878	144,595
Rental income	10,061	10,061
Trail guide fees	-	10
Total revenue and support	<u>2,138,644</u>	<u>403,632</u>
<b>Expenses</b>		
<u>Program Services</u>		
Salaries and wages	21,366	35,238
Property maintenance	59,078	33,510
Office rent and utilities	2,595	5,070
Insurance	-	6,033
Printing and postage	8,732	2,387
Office supplies and services	649	639
Payroll taxes	1,812	2,747
Professional fees	9,995	3,830
Donations	-	2,500
Telephone	-	962
Education studies	1,000	1,200
State filing fees, permits and other taxes	515	1,015
Organizational dues	600	600
Annual meeting and events	-	230
Conference fees and training	375	-
<u>Supporting Services</u>		
Salaries and wages	16,395	21,000
Property maintenance	-	50
Accounting and payroll services	16,756	19,520
Office rent and utilities	5,190	3,803
Amortization	9,333	9,333
Real estate taxes and other taxes	8,723	8,239
Insurance	7,048	1,203
Printing and postage	370	1,243
Office supplies and services	2,368	2,178
Payroll taxes	1,391	1,637

Telephone	2,270	721
State filing fees, permits and other taxes	250	151
Bank and credit card interest and fees	761	522
Annual meeting and events	150	-
<b>Fundraising</b>		
Salaries and wages	8,775	7,000
Office rent and utilities	2,595	1,268
Printing and postage	4,827	2,314
Office supplies and services	1,647	2,600
Payroll taxes	748	546
Professional fees	413	-
Telephone	-	240
Bank and credit card interest and fees	101	-
<b>Total expenses</b>	<b>196,828</b>	<b>179,529</b>
<b>Change in net assets</b>	<b>1,941,816</b>	<b>224,103</b>
<b>Net assets at beginning of year</b>	<b>32,603,678</b>	<b>32,379,575</b>
<b>Net assets at end of year</b>	<b>\$ 34,545,494</b>	<b>\$ 32,603,678</b>

## AGRICULTURE COMMITTEE

The Agriculture (Ag) Committee provides a forum for matters of interest to farmers in Concord and reports to the Select Board on how best to support farming in Concord. The Ag Committee is comprised of 5 members, 3 of whom are actively engaged in the business of farming and 2 community members who have an active interest in farming referred to as “friends of farming”. The committee also has 2 associate members. Lise Holdorf chaired the Committee in 2021 until Liza Bemis and Melissa Maxwell were elected as co-chairs in July.

Weather extremes created challenging growing conditions for Concord farmers in 2021. There was a very dry spring requiring irrigation, followed by unseasonably wet and cool conditions in July. The wet summer slowed crop growth and provided optimal conditions for disease and rot.

2021 continued to challenge Concord farmers with supply chain disruptions, from building and machinery materials to seeds, but after a full year of

practice, pivoting and revising plans has become the norm. High demand for local produce and seedlings continued with Concord farms still reporting record level interest for their products throughout the season. The past two years of supply chain disruptions has shown how critical a robust local food system is to the health and vitality of the community.

Due to the ongoing COVID-19 pandemic in 2021 the Ag Committee created a video in place of the usual Spring Forum event, with similar goals of outreach and education on behalf of Concord farms. The video was produced by Minuteman Media and entitled “Concord’s Farms: Open for the Season” featuring 4 Concord farms and their spring preparations. The video is available on Minuteman Media’s YouTube site.

The Ag Committee was able to return to an in-person Ag Day Farmer’s Market in September of 2021. Attendance and spirits were high during the four-hour market on Main Street which operated smoothly thanks to the Concord Police and Town offices coordination. Eight farms and 13 non-profits



were in attendance and the Ag Committee veggie car race and veggie decoration activities were very popular. Farms reported selling more produce than ever despite a more difficult growing season and the nonprofit organizations with tables reported a high level of engagement at the event.

Planning for a spring forum event for 2022 is underway!

## CONCORD HOUSING AUTHORITY

Board of Commissioners  
 Richard Eifler, Chair  
 Stephanie Chrobak, Vice-Chair  
 Stephan Bader, Treasurer  
 Edward Larner, Vice-Chair  
 Charles Phillips, Member

The primary mission of the Concord Housing Authority (CHA) is to develop and administer an adequate supply of rental housing for the elderly, disabled, and families of low and moderate income in Concord. Our goal is to provide decent, safe and sanitary housing opportunities to improve the quality of life for these individuals and families as well as promote economic self-sufficiency and long term stability. The goals of the CHA are consistent with the Town’s historical commitment to foster a heterogeneous and integrated community.

The CHA was established in 1961 under M.G.L. Section 121.B as a local municipal agency for

providing low income housing and is subject to state, federal and local regulations. The CHA is governed by a Board of Commissioners, four of whom are locally elected and one of whom is a state Appointee. All programs are dependent on state, federal, and vital local sources of funding and support.

The CHA operates 228 subsidized units in both Public Housing and Section 8 programs and currently serves more than 375 people. Our State/ Federal family and elderly units are scattered throughout the Town in over 20 locations. Tenant turnover rates for CHA units remain low and waiting lists for available units remains high, translating into lengthy times for the next unit availability.

In June 2021, the CHA hired Jennifer Polito as their new Executive Director to replace Marianne Nelson who retired after many years of service.

In September 2021, the CHA was approved for the disposition of our 18 federal public housing dwelling units. By repositioning, our residents will share the same tenant eligibility requirements, protections, and computations but we will be moving into a more stable financial platform, and because of this stability, will provide a more reliable income stream for operations and maintenance.

In September 2021 a large bathroom project began at Everett Gardens Expansion. The CHA also has plans to complete siding work at a few locations as well as rehab a family handicapped unit on Thoreau St.

Capital Improvements this year have included:

- Storm Doors at Bedford Ct.
- Bathroom Renovation at Everett Gardens Expansion

The CHA is also still moving forward looking for viable options to build a 2 bedroom unit on Commonwealth Ave.

## CONCORD HOUSING FOUNDATION

Frank (Rich) Feeley, President  
Nancy McJennett, Treasurer  
Barbara Powell, Clerk  
Steve Carr  
Holly Darzen  
Lise Holdorf  
Terry Rothermel  
Win Wilbur

The Concord Housing Foundation (CHF) is a private, non-profit volunteer organization dedicated to making Concord an affordable place to live for citizens with a variety of incomes. To this end, CHF raises money to build, purchase or upgrade affordable homes, and urges actions at the local and State level which can improve the availability of affordable homes in Concord.

Most recently, funds raised by the Foundation were used in 2020 to supplement Town funding and purchase a home at 930 Main Street that is being turned into two owner-occupied affordable homes by Habitat for Humanity. To increase the supply of funds for affordable housing, CHF developed a proposal to increase the building permit fee and supported a small transfer fee on high end real estate sales. These initiatives have now been passed by Town Meeting. Similar transfer fees have been passed in several other Massachusetts municipalities, but implementation requires action by the State legislature. In October, two CHF Board members spoke at a Legislative hearing in favor of a bill permitting municipalities to implement such a transfer fee.

At the local level, the Foundation encourages planning and zoning actions that will facilitate affordable housing. This includes support for appropriations from the Community Preservation Act account and the Town's free cash. CHF members have supported zoning amendments making it easier to build auxiliary dwelling units, and to build two family homes near the centers of Concord and West Concord, both new enacted by the Town. Proposed changes in zoning regulations for the Thoreau Depot district would also encourage the construction of smaller and more

affordable units as part of any future redevelopment in this business district.

CHF tracks plans for the use of sites which the Town owns or may acquire so that affordable housing is considered in planning for the use of this land. Most recently, the Foundation supported the proposed purchase of land on the Assabet Bluffs in West Concord for both conservation and affordable housing.

The Foundation maintains a web site that provides information on affordable housing initiatives (<https://concordhousingfoundation.org/>), and twice yearly publishes a Newsletter reporting activities by the Foundation, the Concord Housing Development Corporation and the Concord Housing Authority. Future editions will also include an update from the new Affordable Housing Trust.

## CONCORD HOUSING DEVELOPMENT CORPORATION

Lee Smith, President  
Peter Lowitt, Vice President  
James Burns, Treasurer  
Douglas Bacon  
Yannis Tsitsas

The Concord Housing Development Corporation (CHDC) is a non-profit corporation established by a special act of the Massachusetts Legislature in August, 2006, as a successor entity to the Concord Housing Trust, and the Concord Affordable Housing Committee before that.

All Board members are appointed by the Select Board, and are volunteers and Concord residents. The CHDC works under the charge developed by the Concord Select Board to investigate and implement alternatives for the provision of affordable housing for persons of low, moderate and middle income and others whose needs may be identified from time to time in the Town. The

corporation works closely with all Town boards, Committees and Departments to support the Town's goal of housing diversity.

Over the last 15 years, the CHDC has made great strides in the pursuit of its mission. The CHDC has constructed and sold eight income-restricted units in the Lalli Woods mixed income housing development, contributed funds to create a lower level of affordability for several new housing units, allowing them to be counted on the town's subsidized housing inventory (SHI), and preserved the affordable housing restrictions on several units at Emerson Annex by purchasing, renovating and reselling the units.

In 2019, the CHDC, in partnership with the Town and Concord Housing Foundation, purchased a single family home in Concord for conversion to a duplex of affordable housing as a Habitat for Humanity project. Despite the pandemic, the project moved forward in 2020 and 2021, with a permit issued by the Planning Board for a duplex, DHCD approval and completion of the marketing and lottery, and recording of the affordable housing restriction through a regulatory agreement. The homes are currently well into construction, with the help of many volunteers and the two families purchasing the homes contributing their own sweat equity. This duplex home will be Habitat for Humanity of Greater Lowell's 50th and 51st homes and occupancy is expected in 2022. One family currently rents in Concord and are thrilled to have been chosen as homeowners for the upstairs, 3-bedroom unit of this duplex home, allowing them to remain in Concord near their community of family and friends. The other family selected to purchase the downstairs, 2-bedroom unit, currently lives in Bedford and are looking forward to joining the Concord community.

The CHDC has also continued its Small Grants Program in 2021, which helps low to moderate-income residents of Concord make repairs to their homes to improve health and safety. The Small Grant Program has two grant cycles annually, with a maximum grant amount of \$4,000. The grants are awarded based on the health and safety justifications of the requests, subject to availability of funds which has become an increasing challenge.

Over the life of the program, the CHDC has awarded 57 grants for \$173,850, 44% to senior residents. Further information regarding the CHDC Small Grant Program is available on the Town website or from the Town Planning Office. The Small Grant Program has no current funding source, and is in jeopardy of having to pause until additional funds become available to CHDC.

The CHDC continues on with its Junction Village development initiative, the 12-acre property on Winthrop Street, known as Christopher Heights of Concord at Junction Village. The Commonwealth gave the property to the CHDC specifically for affordable housing and open space purposes. The project is a residential development of 83 units of permanently restricted, affordable, assisted living, developed and managed by the Grantham Group, and an open space passive recreation area to be protected by a conservation restriction. The Commonwealth awarded low income housing tax credits and subsidies to the developer in April, 2020. In 2021, the Junction Village Open Space Task Force prepared conceptual designs for the park area – both the Conservation Restriction area adjacent to the Assabet River, and the 'triangle' on the south side of the property towards Route 2. This design effort was performed by Places, Inc., and funded by the CHDC with previously appropriated Community Preservation Act Funds. The residential portion of the development is pending, awaiting confirmation of all financing sources, and additional funding required as the result of the pandemic-induced significant spike in construction costs.

In late 2021, the CHDC was approached by the Town and the open space organizations of Sudbury Valley Trustees and the Concord Land Conservation Trust to evaluate a 7+ acre property on Upland and Old Marlboro Road adjacent to the Bruce Freeman Rail Trail as a rare opportunity to purchase the land for both housing and open space purposes, known as Assabet River Bluff. As of this writing, this is a significant and very active project having strong momentum and optimistic chances of success. The current plan is to divide the land into 2 parcels: a one-acre parcel for 5 units of affordable housing, 3 new units and an improvement of an existing 2 family house and the remaining 6+ acres to be

## CONCORD MUNICIPAL AFFORDABLE HOUSING TRUST

Keith Bergman, Chair  
Linda Escobedo, Vice-Chair  
Michael Lawson, Clerk  
Frank “Rich” Feeley  
Stephen Crane

protected for open space and conservation purposes. A Memorandum of Understanding has been executed by the Concord Municipal Affordable Housing Trust, the Concord Housing Development Corporation, the Concord Land Conservation Trust, Sudbury Valley Trustees and the Concord Housing Foundation which outlines the agreement between the stakeholders. Community Preservation Funds have been requested and will be presented at the 2022 Annual Town Meeting for approval. This project demonstrates how property can successfully be acquired and used for both housing and protection of valuable open space in cooperation between stakeholders and the residents.

The CHDC is an important part of Concord’s housing “family”, collaborating with the Concord Housing Authority, the Concord Housing Foundation and the newly constituted Concord Municipal Affordable Housing Trust to promote affordable housing in Concord and increase housing diversity. Concord remains an increasingly expensive town in which to live, and the need for affordable housing remains constant. We will continue to seek out and support responsible additions to the Town’s affordable housing inventory to help maintain and increase our housing choice diversity.

The CHDC is well positioned to advance Concord’s housing agenda, and looks forward to new initiatives and activities.

The Board typically meets monthly with meeting agendas and minutes posted on the Town’s website. Interested residents are welcome to attend meetings and get a sense of how the Board operates. The Board is also currently seeking at least two new members.

The Concord Municipal Affordable Housing Trust, established by town meeting’s acceptance of an enabling state statute in 2019 and adoption of a bylaw in 2020, began its work in 2021. The Trust complements the Town’s existing affordable housing efforts, entities and programs, and-- with sustained funding sources-- can act quickly when affordable housing opportunities arise, without having to wait for votes of town meeting to fund particular projects or (with the Select Board’s approval) to acquire property.

Pursuant to the Town Bylaw, the Trust’s purpose is to “provide for the preservation and creation of affordable housing in the Town of Concord for the benefit of low and moderate income households and for the funding of community housing” as defined in the Community Preservation Act. The Trustees are authorized to develop policy goals and statements, consistent with the Town’s adopted housing goals, and subject to approval by the Select Board, to serve as guidelines for the Trust. Select Board approval is also needed for the Trust to borrow money; mortgage or pledge trust assets; purchase, accept, sell, lease, exchange, transfer, abandon, or convey interest in real, personal, or mixed property; or to amend the Trust document.

Appointments and Organization. The Select Board made initial appointments to the Concord Municipal Affordable Housing Trust Board of Trustees on May 2, 2021, including one member of the Select Board and the Town Manager. The Town called a first meeting of the Trustees for September 16, 2021, at which Keith Bergman was elected as chair, Linda Escobedo as vice chair, and Michael Lawson as clerk. On October 4, 2021, the Select Board voted to establish the number of Trustees at five.

## **Declaration of Trust**

On November 8, 2021, the Trustees approved the form of a Declaration of Trust document prepared by Town Counsel, which was recorded on November 19, 2021 at the Middlesex South Registry of Deeds at Book 79188, Page 390.

Transfer of Funds to the Trust. A gift of \$25,000 from Eric Green and Carmin Reiss, which the Select Board voted to accept on January 4, 2021, has been transferred to the Trust, and the Trustees are thankful for this donation.

On December 6, 2021, the Select Board voted to transfer to the Trust oversight of the 2019, 2020, and 2021 annual town meeting articles for affordable housing totaling \$1.5 million, “subject to any funding commitments that may have been made by the Select Board or Town Manager prior to this vote.” Those prior commitments, all approved by the Select Board, were:

- \$150,000 to the Concord Housing Development Corporation, Concord Housing Foundation and Habitat for Humanity to assist in the purchase of 2 affordable units at 930 Main Street, approved on July 1, 2019;
- \$50,000 to the Concord Housing Authority for design feasibility for 1 additional affordable unit at 369 Commonwealth Avenue (Gerow property), approved on July 29, 2019;
- \$95,000 to the Town of Concord/ Regional Housing Services Office to preserve 1 affordable unit at Emerson Annex on Stow Street, approved on February 22, 2021; and
- \$570,000 to the Concord Housing Development Corporation to buydown and create 1 affordable unit at 100 Elm Brook, approved on June 1, 2021 but decommitted by vote of the Select Board on January 3, 2022 at the request of CHDC and the property owner.

Trust approves \$650,000 towards Assabet River Bluff Land Acquisition. On December 16, 2021 and January 6, 2022, the Trust committed a total of \$650,000 requested by the Concord Housing Development Corporation as part of the 6.7 acre Assabet River Bluff land acquisition project totaling \$2.9 million. One million is needed for 0.9 acres for affordable housing and \$1.9 million for 5.8 acres of open space. The affordable housing component

includes an existing two-family structure and vacant land on which three more units could be built, for a total of 5 affordable units. The Trust’s funding includes \$50,000 towards a refundable deposit paid to the seller in January 2022 to preserve the ability to purchase the property. If this project proceeds, additional funding would be needed for construction.

## **Additional Funds for the Trust**

At the Trust’s request, the Select Board has inserted a placeholder article for annual funding for the Trust on the warrant for the 2022 Town Meeting, understanding that free cash may not be a source the Trust can rely on year in and year out. Further, since the Town’s two home rule petitions to fund the Trust long term—S.2437 for a real estate transfer fee and S.2439 for a building permit surcharge-- have not been approved by the state legislature, the Trustees are exploring other potential alternative funding sources. Those might include an annual town meeting appropriation, mitigation funds from housing developers, donations to the Trust, and/or use of funds from the state and federal government, including ARPA (American Rescue Plan Act of 2021) funding. Any reuse of surplus Town property for affordable housing purposes would also help reduce the cost of development in Concord.

## **Developing Proposed Guidelines for the Trust**

To develop an initial set of proposed guidelines for the Trust for approval by the Select Board, the Trustees are reviewing the Town’s adopted housing goals, from the 2018 Envision Concord housing plan element, 2015 Housing Production Plan and the Community Preservation Committee’s 2021 specific use criteria for community housing projects, and have met jointly with Concord Housing Authority, Concord Housing Foundation, and Concord Housing Development Corporation for input on which of the Town housing goals it should prioritize in the near term, at the current annual funding level. For the longer term, the Trust looks forward to participating in the process of updating the Housing Production Plan data based on new data from 2020 U.S. Census, and will continue to advocate for reliable funding sources to be put into place to address Concord’s housing goals.

The Trustees appreciate the work done by our

predecessors, the Affordable Housing Funding Committee (from 2017 to 2019) and Affordable Housing Trust Study Committee (from 2019 to 2020); and are grateful for the continuing support of the Select Board and Town staff, our fellow housing advocates and stakeholders, and the Concord community as a whole.

## JUNCTION VILLAGE OPEN SPACE TASK FORCE

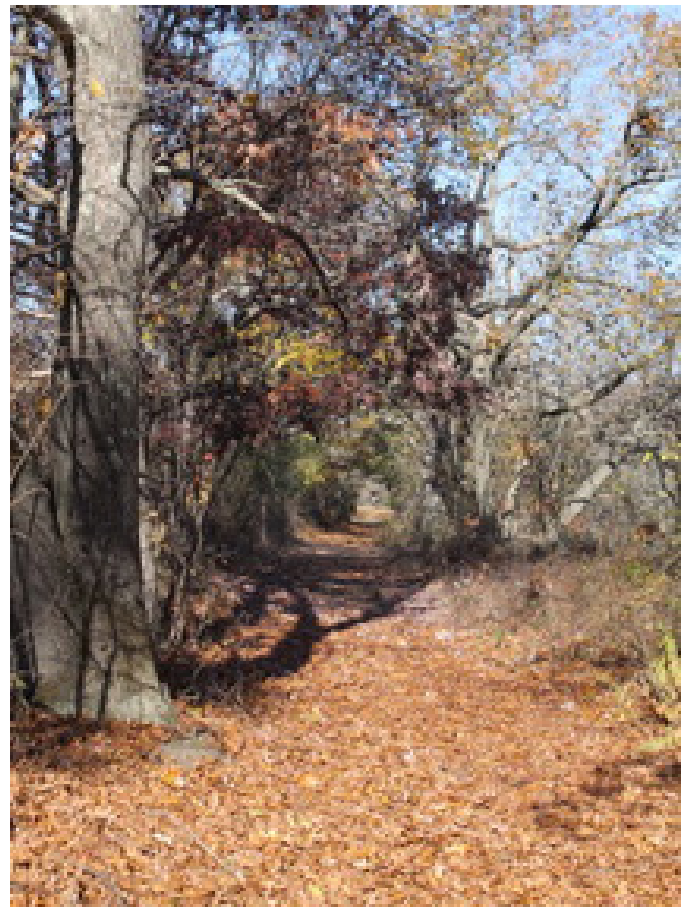
Harry Bartlett  
Christa Collins  
Susan Felshin (clerk)  
Carlene Hempel (chair)  
Steve Irza

In early 2021, Concord's Select Board seated the five-member Junction Village Open Space Task Force (JVOSTF) to develop a master plan for 8.11 acres of open space along the Assabet River as it stretches behind the MCI property and perpendicular to the Bruce Freeman Rail Trail. The space is a gem, with many well-established specimen trees, several natural overlook spots along the river, and the potential to serve as a gathering and reflection place for numerous constituencies including the patrons of an adjacent 83-unit affordable assisted-living complex that will be located on an additional 4 acres on site. The JVOSTF's charge is to establish a plan that includes passive recreation on the property, but that also takes advantage of its central location, natural landscape, and historical significance. Since February 2021, when the task force started to meet, members have made significant headway into planning for the parkland including:

- Held a public forum during which local historians explained the extraordinary history of the site as the Great Encampment, which was a mustering event for numerous nearby towns at the dawn of the Civil War, and as the site of a progressive reformatory and then prison that for more than 200 years has served as an economic engine for West Concord.
- Held a public forum to educate the public about

the natural amenities of the site and introduce two concept plans for review and comment.

The JVOSTF has since adapted the concept plan to one design that features a 1.43-acre parcel that we hope will serve as a pollinator meadow and reflection spot, as well as an outdoor gallery for local artists and a site for interpretive panels about the mustering site and reformatory. Additionally, the JVOSTF hopes to include a 6.68-acre open space with a trail along the riverbank that includes interpretive panels about the nearby the Assabet River and a seat wall and picnic area at which users can sit and reflect. During this process, the task force, through presentations, successfully earned the approval of several important Concord organizations including the Natural Resources Commission, the Concord Historical Commission, the West Concord Advisory Committee, the River Stewardship Council, and the Pollinator Committee.



*Still a tangle of invasives, this path will be the future location of a quiet trail that will allow users to appreciate the exquisite beauty of the Assabet River and the mature specimen trees that line the bluff.*

## 2229 MAIN STREET OVERSIGHT COMMITTEE

Ray Bruttomesso  
Board of Health representative Deborah Farnsworth  
NRC representative Nick Pappas  
Len Rappoli  
Pam Rockwell  
Fred Seward

The 2229 Main Street Oversight Committee was formed to monitor the cleanup at the site previously occupied by defense contractor Starmet, formerly Nuclear Metals, Inc. (NMI). This site was put on the Environmental Protection Agency (EPA) national priorities list in 2001 and is now a Superfund site. EPA has completed the building removal action, so at this point, the covered building slabs, construction trailers, sampling well-heads, and fences are the only structures that remain at the site. In 2021 the contractor began testing the materials and methods that will be used in the remediation at the site, as part of the remediation design process.

In 2021 the committee reviewed data collected from a pump and treat system that was brought on-line in 2019. This system is working effectively to protect drinking water in Acton. There are plans to add another treatment well on the Concord side of the Assabet River to expedite removal of organics from groundwater at the site. The contractor at the site met with the committee and other community members in November to share additional water sampling data, particularly to address new PFAS drinking water limits that have been imposed in Massachusetts. The data showed that PFAS (fluoroalkyl substances that are known as “forever chemicals”) is not spreading through groundwater at the site.

In April 2018, Concord Town meeting voted to encourage taking ownership of the property and to allocate funds for a redevelopment plan. In 2021, the NMI/Starmet Reuse Planning Committee presented its final reuse report to the Town. The 2229 Main Street Oversight Committee supports the conclusions of the reuse report, and would like to emphasize that the best way for the Town to ensure that the most complete cleanup is implemented and maintained at the site is for the Town to take

ownership of this site and redevelop it.

During meetings of the 2229 Main Street Oversight Committee, the committee heard concerns from the public that ownership of the site could lead to unforeseen liability insurance costs in the future, even though the actual liability will always remain with the principal responsible parties at the site, and not with Concord. The committee pointed out that if the Town owns the site it will have a better chance to protect the underground containment structure and wells from being disturbed. Ownership puts the Town in a better position to demand further testing or evaluate when an emerging contaminant is present at the site. For instance, last year, as PFAS became recognized across the country as a threat to drinking water, EPA asked the contractor at the site to test the water to determine if PFAS was a chemical of concern. Technology to do this kind of testing was not available when the remedial investigation at the site was done, but diligence has led to this new evaluation, and the 2229 Main Street Oversight Committee had quick access to the data this year. If the site becomes privately owned in the future, like the nearby Grace Superfund site in Acton, the Town risks losing the access it has to demand early action on newly emerging contaminants, or to demand that new technological developments be incorporated into the site monitoring. Ownership puts the Town in the best position to make sure that any development at the site protects the remediation structures and that any new concerns are addressed quickly, using the best technology. The committee feels strongly that the additional control and access provided by ownership overwhelmingly outweighs the uncertainty of the costs of an insurance policy.

In the November 2021 meeting, the contractor at the site updated the timetable for the remediation design, and estimated that some soil removal and staging could start next year, before the final remediation design is complete. Once the remediation design is complete, the public will get a chance to comment on it, and the work to clean up the rest of the site can begin. Solvents are already being addressed by the pump and treat system. Currently depleted uranium in surface soils near building slabs, and in groundwater deep below the surface is confined to the 2229 Main Street property.

Depleted uranium in groundwater moves slowly, so EPA has ample time to ensure that the uranium never moves off the site. Contaminated soils up to a 10 foot depth will be dug up and removed from the site so that a person living, working, and growing their own food at the site for 70 years will have less than an increased cancer rate of one in a million because of their exposure. Groundwater at the site will be protected by chemically sequestering the large mass of depleted uranium deep below the old holding basin, surrounding it with a waterproof barrier like concrete or bentonite, and capping it. Contaminated soils will be shipped to a proper mixed waste disposal area and not buried at the site.

More information about the 2229 Main Street cleanup can be found at the following websites. The committee does not have control over the content of these sites:

[www.nmisite.org](http://www.nmisite.org) is the website created by the contractor de maximis inc. It includes a list of the current activities at the site, including data and maps from the sampling that has been completed and pictures of the building removal. There are also links to the EPA Record of Decision and feasibility study.

More information from the EPA about the 2229 Main Street Superfund site can be found online at <http://www.epa.gov/superfund/nmi>

## **ECONOMIC VITALITY AND TOURISM**

Beth Williams, Economic Vitality &  
Tourism Manager

Overall staffing numbers at the Visitor Center remained steady at 15 part-time individuals that serve in attendant, tour guide, and/or clerk positions. Our staff bring invaluable background knowledge and excitement making Concord's history come alive for visitors.

### **Sales**

2021 sales and attendance exceeded the Visitor Center's pre-pandemic numbers! Attendance was

over 11,000 and revenue was \$46,000, far exceeding the \$18,000 from 2020. Daily tours ran over 90% of the time and both bus and private tours were very popular exceeding past years bookings. Advanced bookings for bus tours in 2022 is already ahead of any past years with over 15 reservations at the end of December.

### **MOTT grant**

In collaboration with the Town of Lexington Visitor Center, Concord applied, received, and completed a Tourism Recovery Grant from the Massachusetts Office of Travel and Tourism (MOTT). Over \$35,000, the grant was used to produce a television commercial that ran on WGBH, a digital campaign that ran on the Travel site [Yankeemagazine.com](http://Yankeemagazine.com) as well as a dedicated email newsletters to tourists specifically searching for Concord and Lexington. This campaign represents the first time in known memory that the two communities have come together to promote what most outsiders see is one destination. The headline, "Two Historic Towns, One Memorable Visit", was coined and remains in use. Results were tracked for all digital media and show a response rate well above the national average.

### **Partnerships in 2021**

The Division of Economic Vitality and Tourism was thrilled to extend tour offerings with new topics and more partners.

The "Women of Concord" tour with Robbins House, Concord Museum and Colonial Inn allowed us to tell the stories of some of Concord's most famous women. The tour began at the North Bridge area and included Lady Emerson, Sofia Hawthorne, and Ellen Garrison. The tour also included visits to Sleepy Hollow to give respects to the Alcott women and Ann Chester French, the first women to have a driver's license in the US. Everyone attending received a ticket to visit the Concord Museum's Every Path Laid Open exhibit.

The "Concord History with a Chocolate Twist" ran during the month of February. The Visitor Center partnered with Graem Nuts, Concord Cheese Shop and Colonial Inn to offer our Historical Walking tour while stopping for sweets along the way and ending the tour at the Colonial Inn for Martha

Washington's favorite chocolate tea and cake. A new tour in West Concord was developed and offered for six weeks with the opening of the Concord Sign Museum at the Bradford Mill. Debra's Natural Gourmet and Joy Street Gifts partnered with the Visitor Center to provide residents and visitors with stories and insights of West Concord's manufacturing and commercial past.

In the Spring of 2021, the Town of Concord was approached by the leadership of Minute Man National Historical Park (MMNHP) to request assistance at the North Bridge Visitor Center because they were not able to staff the Center the customary 7 days a week from April to November. The Town and National Park Service (NPS) entered into an agreement to train Concord Visitor Center (CVC) staff to fill in the gaps so the Visitor Center at the North Bridge could maintain operations. Three staff were trained and assigned to 2 days a week April-October to serve as Ambassadors at the North Bridge Visitor Center. This partnership has provided benefits to the Town in the opportunity to talk to the many visitors at the North Bridge Visitor Center. Our staff is able to provide information which directs them to explore more of Concord, recommending shopping, dining and attraction offerings.

## **ECONOMIC VITALITY COMMITTEE**

The mission of the Economic Vitality Committee (EVC) is to focus on infrastructure, policy, and action items that enhance a vibrant, economically robust, and mutually rewarding exchange between residents, visitors, merchants, museums, and non-profit cultural centers of the town of Concord.

The COVID-19 crisis radically impacted all sectors involved in the economic vitality of the town. In response, the EVC chose to place its mission on pause in order to switch into a crisis response mode. Almost overnight, strong alliances were formed with key partners across the public and private sectors of

the town – including the Town Manager, the Visitor Center, the newly-formed Concord Together coalition, the Concord-Carlisle Community Chest, the Concord Business Partnership, the Chamber of Commerce, and dozens of private citizen and merchant volunteers. The EVC worked hand in hand with these organizations to collaborate, encourage, and create awareness and support programs to help Concord businesses survive the pandemic. The result was a strong rebound for retail and restaurants in our town.

As we realized that some programs created in a crisis actually provided vibrancy and community opportunities to the town, the EVC worked hand in hand with other town committee and staff to permanently allow outdoor dining, and to create a dialogue around other programs that support both residents and businesses.

One very important achievement for Concord in 2021 was the funding and hiring of an Economic Vitality and Tourism Manager. This concrete demonstration of the Town's commitment to integrating tourism efforts into the ongoing vitality of our local economy is warmly welcome. This role – together with the EVC – also provides an important communication point between the citizenry and the business community.

As we begin 2022, the EVC continues to support the now-established programs that promote local businesses, but will also return its attention to its original mission. Future work will revolve around these key areas:

- Encouraging ongoing collaboration between tourism, the Town, regulatory bodies, and commerce to ensure optimization of economic vitality while ensuring that residents also see a net positive experience
- New business advocacy – welcoming the charming and unique small businesses that will ensure a consistent charm and attraction for our town centers
- Infrastructure and regulatory streamlining – continue to identify areas where business and the town can interact with more efficiency to ensure ongoing economic vitality
- Informed progress and milestones – in early 2022, the EVC will conduct a series of surveys

and focus groups with businesses and residents to inform programs in the future – ensuring a careful balance between preserving the charm and unique culture of the Town and encouraging, fostering, and promoting a well curated growth in our town’s economic vitality

As always, we warmly welcome the participation and ideas of all – and we invite citizens, committee members, and town officials/staff to attend a future meeting with us.

## **FIBER BROADBAND COMPLETION TASK FORCE**

Gail Hire

Mark Howell, Chair

Gordon Brockway, Light Board Representative

Scott Hopkinson, PAAC Representative

David Hesel, HOA Representative

The Fiber Broadband Completion Task Force (FBCTF) was created by the passage of Article 41 at the 2021 Annual Town Meeting. The article required that the Select Board appoint a citizen committee to conduct a targeted, focused effort to study and recommend possible solutions and funding sources for expediting completion of the Town’s fiber optic communications network. The task force is required to prepare a report in time for the 2022 Annual Town Meeting.

The Select Board approved a detailed charge and appointed the members of the Task Force in August 2021. The Task Force immediately recognized that the scope is large and the time to work was very short. Task Force has met almost every week to study the fiber network, explore barriers to Concord Light Broadband subscription growth and investigate opportunities to expand the fiber network.

The Task Force defined four specific focus areas to study. First, the “last 5-7% of streets”. This looks at the gaps in fiber construction; where there is CMLP electric service but no Concord Light Broadband service? The fiber network currently reaches about

93 percent of parcels, but only about 80% of residential and business units in the Town of Concord. The goal is to understand the scale and scope of these unserved areas. Once defined and categorized, logical completion plans may be developed. Constructing a fully Town-wide fiber optic network is a significant investment that would take multiple years. As such, considerations of how to incorporate this work into the Town’s capital planning process will be addressed in the report.

The second focus area is “Barriers to Subscription Growth.” Most of the Town is already served by the fiber network. Yet estimates are that only about 25% of the potential subscribers actually do use the service. As an enterprise operated by CMLP, it is prudent to understand the potential demand and the inhibitors to usage that exist. The Task Force is examining methods for tracking demand, customer trends, and marketing opportunities.

The third focus area is investigating opportunities to expand “Fiber-to-the-Home (FTTH) and Fiber-to-the-business (FTTB),” also known as the ‘last mile.’ Some parcels are served by fiber from the right-of-way, but potential customers on these premises have additional obstacles to installation. Rental units, condominiums and many small businesses fall into this category. Some of the restriction on installation has to do with policy choices made by Concord Light. In other places, offering simultaneous or coordinated installations to multiple customers could quickly expand FTTH and FTTB. The Task Force will work to identify such issues and consider if changes might be advisable.

Lastly, it is widely recognized that the existence of a municipally owned fiber optic network is an asset to the community. Like other Town Enterprise funds, the responsibility to establish the goals and implement a set of governing policies rests with the citizens. The Task Force is collecting a list of potential policy alternatives and will include them with the report along with options and/or recommendations for implementation of ongoing governance.

Once the Task Force has created its initial report, it will create opportunities for review and comment. The results of this work are intended to be advisory.

# SCHOOLS

## JOINT SCHOOL COMMITTEES

### CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

Sara Wilson, Chair  
Court Booth, Vice Chair  
Alexa Anderson  
Eva Mostoufi  
Cynthia Rainey

New Members of the Regional School Committee  
Tracey Marano was welcomed to the Regional Committee as one the representatives from Concord.

### CONCORD SCHOOL COMMITTEE

Cynthia Rainey, Chair  
Alexa Anderson, Vice-Chair  
Court Booth  
Tracey Marano

New Members of the Concord School Committee  
Tracey Marano was welcomed to the School Committee following Concord elections and Town Meeting.

#### Student Representatives

The Superintendent and School Committee members expressed their appreciation for the efforts of the CCHS Student Representatives for the Joint Committees, Harry Crowley, and Darcy Keenan-Mills.

#### Statement of Appreciation from the Joint School Committees

Members of the School Committees express their continuing gratitude for the thoughtful care and creativity that district leaders, teachers, and staff dedicate to students every day, particularly as the Districts' faced the third year of managing pandemic conditions and the uncertainty that comes with the unprecedented challenges associated with the public health crisis.

Members are also grateful to all the parents and

community members who volunteer their time on behalf of Concord-Carlisle High School (CCHS) and Concord Public Schools. They also want to thank the citizens of Carlisle and Concord for their ongoing, ardent support of the schools.

In addition, members wanted to acknowledge and thank Heather Bout and Fatima Mezdad for their service on the Concord and Concord-Carlisle Regional School Committees.

#### Mission and Core Values

Members of the School Committee use the vision articulated in the Districts' mission statement and core values to guide decisions. The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become independent lifelong learners, creative thinkers, caring citizens, and responsible contributors to our increasingly diverse global society. The core values of excellence, engagement, perseverance, inclusion and innovation are reflected in the 2018-2023 district strategic plan and the programs, services and activities which support student learning.

#### Continued Implementation of the 2018-2023 District Strategic Plan

Following a comprehensive planning process that was driven by a 50-member stakeholder group that included faculty, students, school committee members, parents, community members and school administrators, a strategic plan was formed to shape a shared vision for both Districts. The plan features efforts in key areas such as reducing student stress, maintaining academic excellence and work related to cultural proficiency and awareness. The strategic plan is utilized to guide and prioritize decision making regarding teaching and instruction, curriculum, budgets, and planning for facilities amongst other matters. Also, it will include provisions for analysis and review of the plan's on-going success as well as for on-going input from the public.

### **Position Created to Help CPS and CCRSD Focus on Cultural Competency and Anti-Racism Work**

Andrew Nyamekye was named Director of Diversity, Equity, and Inclusion for the Concord and Concord-Carlisle School Districts. This is a newly created position is the latest effort by District leaders and the School Committees to continuously prioritize their efforts in anti-racism, diversity, equity, and inclusion. Goals for the position include:

- to bring a diversity, equity, and anti-racist lens to every aspect of the functioning of the districts;
- to improve student experience, particularly for black and brown students;
- to provide faculty and staff with support on cultivating a school culture that is inclusive and elicits a sense of belonging for all students, families, and employees;
- to support all administrators in decision making;
- to continue to actively recruit and maintain a diverse staff for the Districts;
- to be a resource for families and community members; and,
- to be a liaison with community groups and institutions on behalf of the school system.

The School Committees continued their work which was identified in the Districts' overall strategic planning objective to create a collaborative and inclusive culture in the schools and community that values diversity and recognizes the contributions and uniqueness of each learner.

### **Concord Public Schools Budget and Enrollment**

Concord Public Schools (CPS) serves 1948 students in grades K-8 as of October 1, 2021. CPS experienced a decrease of 19 students in FY22 compared to FY21. During the past decade, the enrollment has remained consistent between a high of 2,152 (FY13) and the 1948 for FY22. The Superintendent and School Committee carefully monitor enrollment projections as well as other factors that could impact enrollment such as new housing projects and pre-school enrollment levels.

The goal of the School Committee is to develop budgets that meet the needs of our students and teachers while being sensitive to the impact on taxpayers. The School Committee works with

District leaders to discuss funding priorities and cost drivers as well as to discuss budget recommendations with the Town of Concord Finance Committee. Ultimately, Concord residents decide budget levels at Town Meeting; during 2021, an operating budget of \$41,708,424 was approved, which represents a 2.28% percent increase from the previous year's budget.

### **Concord Middle School Building Committee: Feasibility and Schematic Design Work**

Concord residents authorized a feasibility study and schematic design options for a new middle school building that would be designed and constructed in a manner consistent with Concord's sustainability goals and principles. The Town of Concord Select Board appointed a building committee that included two members of the Concord School Committee, Court Booth and Alexa Anderson. During 2021, members of the School Committee monitored and participated in the public process for this effort while also working with Superintendent Hunter to complete an educational plan that helped guide the Schematic Design of the proposed facility. Schematic Design and Cost Estimates were completed in November of 2021.

### **Concord-Carlisle Regional School District Budget and Enrollment**

Concord-Carlisle High School has 1323 students in grades 9-12 as of October 1, 2021. CCHS experienced an increase of 6 students in FY21. The Superintendent and School Committee carefully monitor enrollment projections as well as other factors that could impact enrollment such as new housing developments.

The goal of the School Committee is to develop budgets that meet the needs of our students and teachers while being sensitive to the impact on taxpayers. The School Committee works with District leaders to discuss funding priorities and cost drivers as well as to discuss budget recommendations with the Finance Committees of Carlisle and Concord. Ultimately, residents of Carlisle and Concord decide budget levels at Town Meetings; during 2021, the FY21 operating budget of \$35,795,374 was approved which represents a 2.29% percent increase from the previous year's budget.

The approval of the budgets for both CPS and CCRSD is the culmination of a multi-month process that begins with the submission of the annual School Improvement Plan that is developed and guided by the Districts' strategic plan and includes input from teachers, parents, and administrators.

### **CCRSD Refinancing Savings, Reducing Regional Assessments, Electric Bus Purchase**

Members of the Concord-Carlisle Regional School Committee voted unanimously to authorize the re-financing of long-term bonds to lower interest rates in an action that will save the District \$3.1 million over the life of the debt. The savings will be realized on an annual basis with approximately \$200,000 less in debt payments in each fiscal year until 2038. The action is possible due to the District's favorable bond rating which reflects the School Committees and Administration's strong financial practices and budgeting.

As part of closing out FY21, the Concord-Carlisle Regional School Committee voted to use a budget surplus to address key District goals including reducing assessments for each town and its residents. At the last business meeting of FY21, Committee members voted to apply \$300,000 to reduce the assessments to Carlisle and Concord. This will reduce the assessments for the upcoming fiscal year for each town.

In addition, members advanced their goals to be fiscally responsible and to create a more sustainable bus fleet by purchasing an electric bus; it was purchased in a manner that allows for approximately 70% of the cost to be reimbursed via Chapter 71 funds from the state.

### **State Affirms CPS – CCHS Special Education Efforts**

The Commonwealth of Massachusetts' Department of Elementary and Secondary Education (DESE) recently completed a comprehensive review of the Districts' special education approach and affirmed the efforts and programs in place as the review did not result in any recommendations for improvement or change in practice.

## **MINUTEMAN VOCATIONAL TECHNICAL SCHOOL**

Dr. Edward A. Bouquillon, Superintendent-Director



### **Interest in CTE and In-Person Instruction Increases**

Minuteman Regional Vocational Technical School District provides high quality career and technical education (CTE) that is the choice of increasing numbers of students from our nine member towns. After a full school year of hybrid learning, Minuteman students returned to school in-person on August 28, 2021. All are grateful for the return to in-person instruction that is essential for CTE and the attainment of competencies and skills that support career entry and post-secondary success.

### **In-District Enrollment Continues to Increase**

Minuteman began the 2021-22 year by welcoming 195 new ninth-grade students, its largest freshman class in more than 20 years. Ninety-six percent (or 188) of freshmen reside in one of Minuteman's nine member towns. Across grades 9-12, member enrollment is 82%; in 2017-18, member enrollment was 59%. There are 33 students from Concord attending Minuteman this school year. This represents a 32% increase in enrollment year over year and a 17% increase in the four year average of Concord enrollment.

Presently, 655 students are enrolled at Minuteman, exceeding the 628 design enrollment of the new school. The Minuteman School Committee is actively pursuing cost effective strategies to expand the enrollment capacity of the campus to 800 students. The goal is to accomplish by the fall of 2023 with no additional borrowing.

As interest in high-quality, Chapter 74-approved career and technical education surges locally and nationally, the enrollment from Minuteman's member nine towns has continued to increase. In 2015, Minuteman had 336 member-town students compared to 538 in 2021 – a 60% increase.

Applications from our nine member towns have increased each year for the past four years. At the time this report was filed, on January 20, 2022, Minuteman had received 255 member-town applications for approximately 175 freshman slots, representing an increase of more than 30% in member-town applications over four years. Concord applications are up again at this point in the process.

With the shift in enrollment to almost all member-town students, there is a parallel decrease in the non-member student tuition and capital fee revenue received. For the past 30 years, Minuteman has used this revenue to reduce member town assessments. With the current member town enrollment trend, Minuteman projects that non-member revenue will not exist by FY25. The FY23 Budget reflects the first year of this three-year transition to member towns fully funding the operations and debt obligations of the district.

Capacity building projects include the expansion of the Metal Fabrication/Welding lab on an existing foundation; and the renovation of the East Campus building to accommodate the Veterinary Assisting/Animal Science clinic and training area. As appropriate, our students in the trade areas are using these expansions as program projects.

### **Expanding Pathway Programming to Meet Student, Industry Needs**

To meet rising student interest and occupational demand, Minuteman launched an Animal Science program in the fall of 2021. Open this year to ninth graders who will major in the program for four years once selected, Animal Science provides students with practical hands-on skills in veterinary clinics and hospitals. Students will receive industry-recognized credentials, which allow them to obtain entry-level jobs upon high school graduation or continue their education to pursue a technical or professional career.

Veterinary medicine is one of the fastest-growing industries in America. According to the U.S. Bureau of Labor Statistics, employment opportunities will grow 16% by 2029; compared with 4% across all industries. During the pandemic, 20% of all households acquired a new dog or cat, according to the ASPCA.

Minuteman continues to meet workforce development needs through its adult evening programming, offered through Minuteman Technical Institute (MTI). With support from the states Career Technical Initiative, MTI continues to provide programming in carpentry, CNC (computer numeric control) machine operation, and bio/medical laboratory technician training. In June 2021, MTI graduated a carpentry class of all women, which was held in collaboration with the North Atlantic States Regional Council of Carpenters (NASRCC) of Boston. Member town post-secondary students receive a reduced tuition.

### **Athletics, Facilities Usage Expanding**

The first of three new synthetic turf athletic fields opened in October 2021 to host football games and other sports on the Minuteman campus. The fields are located at the site of the old school building, which was torn down following the opening of the new, state-of-the-art building in 2019. The first field that opened is a multi-sport synthetic turf field with an adjacent competitive running track. In April of 2022 the baseball/multipurpose and softball fields will be ready for play. All fields are lighted to expand utilization and enhance field rental revenues.

Minuteman has been without home fields for five years. Minuteman will no longer need to rent athletic spaces and will see reduced transportation costs. Minuteman recently hired a Facilities/Event Coordinator to focus on renting facilities and increasing revenue by hosting mission-compatible outside groups and organizations.

### **Accomplishments and Highlights**

Minuteman High School alumni are well known for their college and career success after graduation – and the Class of 2021 was no exception. Within one month of graduation, 92% of recent graduates were in college/university or employed. Of that total, 67%

were in a two- or four-year college/university, and 23% were employed in their trade of study.

Our Concord graduate in the Class of 2021 was Emily M. Vacca, an Advanced Manufacturing major at Minuteman. She is attending Fontys University of Applied Sciences in the Netherlands to study industrial engineering.

## THE SCHOLARSHIP FUND OF CONCORD AND CARLISLE

### *Executive Committee*

Travis Minor - Chair  
Devra Feshbach-Meriney - Assistant Chair  
Steve Payne - Treasurer  
Albert Powers - Assistant Treasurer  
Elaine DiCicco - Secretary  
Rebecca Britten 'Bee' Loprete - Past Chair

### *Trustees*

Hanna Bruno  
Marc Caruso  
Maura Kenneally Clark  
Joe Laurin  
Elaine Rabb  
Kathleen Reidy  
Paul Ressler  
Phoebe Sturges  
Priscilla White Sturges

### *Associate Trustees*

Kenneth Anderson  
Molly Eberle  
Guida Mattison  
Tom Rutledge  
Kathleen Snook

### *Trustee Emeriti*

Dorothy Bean  
David Gould  
Lucy Miller

The Scholarship Fund of Concord and Carlisle (formerly known as the Concord-Carlisle Scholarship Fund) was established in 1966 to provide need-based grants to deserving young men and women from Concord or Carlisle to obtain additional educational opportunities after secondary school. The Fund is a tax-exempt charitable trust. Recipients must either live in or have attended school in either town.

The Scholarship Fund of Concord and Carlisle celebrated its 50th anniversary in 2016. Grateful for the continued support from the townspeople of Concord and Carlisle, we look forward to the next 50 years of supporting our young men and women who aspire to higher levels of education.



*The Scholarship Fund of Concord and Carlisle 2020-21 Trustees*  
*Left to Right – Seated: Kathi Snook, Molly Eberle, Priscilla White Sturges, Kathleen Reidy, Bee Loprete, Maura Kennealy Clark Left to Right – Standing: Hanna Bruno, Joe Laurin, Travis Minor, Marc Caruso, Phoebe Sturges, Al Powers, Paul Ressler, Devra Feshbach-Meriney*  
*Missing from photo: Elaine DiCicco, Steve Payne, Elaine Rabb, Ken Anderson, Tom Rutledge, Dorrie Bean, David Gould and Lucy Miller*

The Fund is administered by a 23-member volunteer board of trustees. Scholarships are financed through an annual appeal, a student-staffed phonathon, and by income generated from memorial gifts, bequests, and named funds. For more information about The Scholarship Fund, please see the website: [thescholarshipfundofcc.org](http://thescholarshipfundofcc.org)

In 2021, the trustees awarded \$223,200 supplemented by \$52,150 from The Scholarship Fund’s affiliated organizations, bringing the total to \$275,350 awarded to 52 high school seniors and in-college students. Since its inception, The Scholarship Fund has assisted over 1,450 students.

The Scholarship Fund of Concord and Carlisle Trustees are pleased to announce that the following students have been awarded scholarships for the 2021-2022 academic year.

- Scholarships marked with one asterisk are managed by the Scholarship Fund of Concord and Carlisle.
- All other scholarships are managed by the named affiliate organization.

## Scholarship Recipients

The Abby Memorial Scholarship\*  
Kalise Wynter

The William W. Anderson  
Memorial Scholarship\*  
Emma Wilcoxson

The Janet Babb Memorial  
Scholarship\*  
Matthew Moreau

The Bean Family Scholarship\*  
Matthew Moreau

The Trudy Biernson Memorial  
Scholarship\*  
Burke Hutchinson

The CCHS Class Of 1962 John F.  
Donovan Scholarship\*  
Benjamin Keaton

The Kay Chambers Scholarship\*  
Sativa Unger-Laffin

The Community Chest Cornerstone  
Fund: Advancing Racial Justice &  
Equity Scholarship  
Kalise Wynter

The Concord Carlisle Authors'  
Scholarship  
Isabella Eliot  
Marin Gerstmyer  
Denkeis Hunter  
Benjamin Keaton  
Gabrielle Wilson

The Concord Children's Center  
Scholarship  
Lily Sills

The Concord Lions Club  
Scholarship  
Sofia Congram  
Lily Sills

The Concord Milldames  
Scholarship  
Sofia Congram

Lily Sills  
Kalise Wynter

The Concord Police Relief  
Association Scholarship  
Marinna Kaufman  
Catherine Whitlock

The Concord Women's Club/Ruth  
Bullerwell Scholarship\*  
Chloe Koval

The Mary Connorton Memorial  
Scholarship\*  
David Honan

The Guido S. D'Asti Memorial  
Scholarship\*  
Matthew Moreau

The Clair Day Memorial  
Scholarship\*  
Name withheld by awardee request

The Charles W. & Nancy I. Dee  
Memorial Scholarship\*  
Ryan Baker

The Norman E. & Joan M. Dee  
Scholarship\*  
Sativa Unger-Laffin

The Elaine DiCicco Scholarship\*  
Name withheld by awardee request

The Charles Evans Scholarship\*  
James Rice

The John B. Finigan Memorial  
Scholarship\*  
Marinna Kaufman

The Wilson Flight Scholarship\*  
Chloe Koval

The Garden Club of Concord  
Scholarship  
Liviya Kovacevic

The Essie Golden Memorial  
Scholarship\*  
Sara Fein

The Bobby Gray Memorial  
Scholarship\*  
Jillian Cupp

The Margaret Haggerty Memorial  
Scholarship\*  
Matthew Moreau

The Teresa ("Teri") D. Hale  
Memorial Scholarship\*  
Sativa Unger-Laffin

The Wells A. Hall Memorial  
Scholarship\*  
Isabella Cupp

The Anthony Halls-Keenan Smith  
Scholarship\*  
Dallas Jackson

The Thomas Hart Memorial  
Scholarship\*  
Yoonjae Song

The Christopher Hentchel/WIQH  
Scholarship\*  
Name withheld by awardee request

The Jiro & Tama Ishihara Memorial  
Scholarship\*  
Amanda Tong

The Seitaro & Shina Ishihara Memorial Scholarship* Marinna Kaufman	The Elizabeth V. McAllister Memorial Scholarship* Gabriel Zeinoun The Mary F. McHugh Memorial Scholarship* Gabriel Zeinoun	The Maura Roberts Memorial Scholarship* Burke Hutchinson The Charles A. Robichaud Scholarship* Mitiku Hoyt-Rouse
The Vinod Jalan Memorial Scholarship* Minjae Song	The Middlesex Savings Charitable Foundation Scholarship Isabella Cupp	The Rotary Club of Concord William L. Eaton Memorial Scholarship Marin Gerstmyer
The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship* Sara Fein Nicholas Gallant Amanda Tong Gabriel Zeinoun	The Barbara Schips Miller Scholarship* Maria Sanderson	The Rotary Club of Concord Richard L. Hale Scholarship Name withheld by awardee request
The Diane Kenneally Memorial Scholarship* Lily Sills	The Arthur (“Art”) & Lee Milliken Memorial Scholarship* Alexa Thomas	The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship Sara Fein
The Knights Of Columbus Scholarship* James Rice	The Janet Gates Peckham Memorial Scholarship* Burke Hutchinson	The Rotary Club of Concord Capt. Thomas J. Hudner, Jr. Scholarship Sofia Congram
The Sally Lanagan Memorial Scholarship* Maiya Bowen	The Albert L. & June B. Powers Scholarship* Minjae Song	The Scholarship Fund of Concord and Carlisle Scholarship* Sara Fein Nicholas Gallant Alex Hamel Alana Hawker
The Mary Ann P. Lee Memorial Scholarship Gabrielle Wilson	The David Prifti Memorial Scholarship* Sara Fein	David Honan Nyla Horne Mitiku Hoyt-Rouse Yeruksew Hoyt-Rouse
The Norton A. Levy Memorial Scholarship* Jillian Cupp	The Katrina J. Przyjemski Memorial Scholarship* Amanda Tong	Denkeis Hunter Aliysa Huseni Burke Hutchinson Charles Israel
The Charles E. Manion, Jr., Memorial Scholarship* Gabriel Zeinoun	The Marguerite Purcell Memorial Scholarship* Chloe Koval	Benjamin Keaton Liviya Kovacevic Chloe Koval Matthew Moreau
The Adrian A. Martinez Memorial Scholarship* Kevin Chiang Dallas Jackson Marco Kovacevic Maria Sanderson	The Nick Ressler Memorial Scholarship* Name withheld by awardee request	Madison Seiss Alexa Thomas Amanda Tong Catherine Whitlock
The Elizabeth A. Mattison Memorial Scholarship* Charles Israel	The Rivercrest-Deaconess-Newbury Court Scholarship Clark Stephenson	The James E. Shepherd Memorial

Scholarship\*  
Sativa Unger-Laffin

The Farnham W. Smith Memorial  
Scholarship\*  
Benjamin Keaton

The David S. Soleau Memorial  
Scholarship\*  
Yoonjae Song

The Maybeth Fandel Sonn  
Scholarship\*  
Keilan Hughes

The Mark Teverovsky Memorial  
Scholarship\*  
Name withheld by awardee request

The Jeanne A. Toombs Memorial  
Scholarship\*  
Ryan Baker

The Town of Concord George F.  
Flavin Scholarship  
Isabella Eliot

The Town of Concord Guy P.  
DiGiovanni Scholarship  
Liviya Kovacevic  
Robert Sanderson

The Town of Concord Ruth E.  
Helsner Scholarship  
Name withheld by awardee request

The Town of Concord Holland I  
Scholarship  
Nathaniel White

The Town of Concord Holland II  
Scholarship  
Gabrielle Wilson

The Trustees Scholarship\*  
Nathaniel White

The United Women's Club of  
Concord Scholarship  
Kathryn Butts

Isabella Cupp  
Ryan Igo  
Lily Sills  
The Video Revolution, Ralph & Ellie  
Grossi Scholarship\*  
Sativa Unger-Laffin

The Maureen Wesinger-Lewis  
Memorial Scholarship\*  
Kalise Wynter

The Harvey Wheeler Memorial  
Scholarship\*  
Sara Fein

The Doug White Memorial  
Scholarship\*  
Ryan Igo  
Clark Stephenson

The Winstanley Scholarship\*  
David Honan

The Joyce T. Woodman Memorial  
Scholarship\*  
Jillian Cupp

The Tameji & Chiyo Yoshimura  
Memorial Scholarship\*  
Mitiku Hoyt-Rouse

## CONCORD CARLISLE ADULT & COMMUNITY EDUCATION

### Advisory Committee

Demi Ayres, Concord  
John Ballantine, Carlisle  
Ron Bernard, Concord  
Paula Casey, Concord, Chair  
Claudia Feeney, Concord  
Stuart Freeland, Concord (stepped down in June 2021)  
Marla Iyasere, Concord  
Barbara Magee, Concord (joined in September 2021)  
Carol Murphree, Carlisle  
Margo Parent, Carlisle (stepped down in September 2021)

Concord Carlisle Adult & Community Education (CCACE) is a self-sustaining branch of Concord-Carlisle Public Schools, dedicated to lifelong learning for all ages. CCACE connects local citizens through collaborative community outreach, classes and educational events. Our aim is to provide unique programming that will inspire joy and nurture passions.

CCACE offers three main areas of programming: Adult & Continuing Education classes, Driver Education, and Instrumental Music School of Carlisle and Concord. We are a self-sustaining entity within the school district, meaning we support our programs through fees; we receive no funding from the school district nor the towns of Concord or Carlisle. We were thrilled to see registration numbers remain strong this year across all of our programs.

Through our Adult & Continuing Education classes we offer a wide variety of programs for adults including one-night and ongoing workshops. These programs include our Armchair Travel series, Can We Talk, Speaker Series, and Village University. Topics cover the gamut from college prep to language learning to crafts. Our goal is to appeal to a broad range of citizens' interests. Many familiar courses remained in demand over the past year including world languages, financial planning, health and wellness, cooking classes, writing, test preparation, and more. Our FY21 Can We Talk program was entitled Building Community Through

Local Media and featured both a keynote speaker and a panel discussion with 66 participants in just that one program. Through the Community Education Network in the Greater Boston area we collaborated on over 80 Adult Education online course offerings that we were previously unable to offer, whether because we did not have an instructor for the subject area or did not get sufficient enrollment to run the program last year.

We received over 1800 registrations across more than 270 classes. Eighty percent of our Adult & Continuing Education students live in Concord or Carlisle. Non-residents are also welcome to participate as their participation broadens our range of educational services and extends the necessary cost sharing. With the majority of our programming online, we had students from 64 different towns, across 15 states, and three countries.

Driver education promotes and teaches safe driving attitudes, defensive driving skills, and respect for the rules of the road. It prepares students for the Registry of Motor Vehicles license exam; and it strives to prevent or reduce accidents and fatalities that involve young drivers. Driver Education includes: 30 classroom hours, 12 hours of behind-the-wheel instruction, 6 hours of in-car observation, and one 2-hour parent/guardian class, attended by at least one parent. We also offer optional practice road tests and sponsor students for road test appointments. Over 240 new students participated in the Driver Education program and instructors provided over 2,000 hours of behind-the-wheel training. We were able to keep driving lessons going all year following the RMV protocol. In the Spring of 2021, we were allowed to resume having students complete their observation hours with our instructors rather than at home with a parent/guardian as they had since March 2020. Over the fall and summer, some of our Driver Education classroom programs returned to in-person learning while we kept others online to allow families to choose what worked best for them. The RMV has allowed us to keep the parent classes online at this point. CCACE was also able to resume sponsoring students for road tests despite the pandemic.

The Instrumental Music School of Carlisle and Concord or IMSCC specializes in music lessons for students of all ages. For over forty years, IMSCC has brought the highest level of individual musical instruction to the students of Concord and Carlisle. Our distinguished faculty of professional musicians and educators provide instruction for over 300 student musicians annually. Whether students are beginning a new instrument or honing skills developed through many years of practice, IMSCC is dedicated to helping young musicians excel. With close ties to school music departments, IMSCC teachers are well equipped to help students prepare for ensemble playing, both in school and beyond. IMSCC graduates have gone on to conservatory programs and professional careers in music.

IMSCC has continued to offer lessons throughout the pandemic, and some faculty resumed in-person lessons in the Summer of 2021. Whether online or in-person, we held over 8,000 individual music lessons and worked with more than 250 students each semester. Normally, many of our faculty organize recitals for their students so we got creative this past year and shared recordings of all of the students interested in participating with the IMSCC community. This was a fun way to showcase their hard work and continued dedication.

All of these programs are made possible by over one hundred and twenty-five community educators, including volunteers, instructional subcontractors, and part-time employees. In FY21, we were able to award scholarships to 24 families, representing 28 students, through the generosity of the Concord-Carlisle Community Chest and community donations. The average scholarship awarded was \$245, with program fees ranging from \$35 to over \$1,000. These students represented adults seeking continuing education, students enrolling in our driver education program, and students taking private music lessons. While there were still hours of training with instructors, confused calls from students of all ages as they tried to navigate this online world, we are pleased with what we have been able to accomplish during this time. Previously, what made community education programs so attractive is that they are in person and that you have the opportunity to sit in a room and learn with students of all ages, from all backgrounds. The

pandemic has turned our programs on their heads and forced us to adapt quickly to a new environment. We continue to have conversations about what our programs will look like post-pandemic and how we navigate which programs remain online and which return to in-person. We view this as an opportunity to keep growing as an organization and are excited to keep growing our programs.

# HUMAN SERVICES

## SENIOR SERVICES DIVISION / COUNCIL ON AGING

The mission of the Senior Service Division and the Council on Aging (COA) is to enhance the quality of life for Concord seniors (age 60 and older) by promoting dignity, self-esteem and personal independence so that they can participate fully as members of the community. The COA strives to fulfill this mission by offering comprehensive programs and services that provide opportunities for seniors to enhance their physical, emotional, intellectual and economic well-being. This is accomplished through education, support and advocacy.

According to the January 2020 Town Census, there are 5047 Concord residents over the age of 60 and representing approximately 32% of the total population of Concord. The following is a sampling of service statistics for FY 2021:

- 2701 seniors were active at the COA
- 241 new seniors began participating for the first time
- 99 seniors used the van service and received 1855 rides (Note that the van was operating with limited ridership for most of the year)
- 1272 seniors were assisted by Outreach/Social Services

### **Coronavirus Impact**

COA operations continued to be greatly impacted by the Coronavirus (COVID-19) during 2021. We started the year with virtual-only programming and then eventually we were able to re-open our doors when a large percentage of the senior population became vaccinated. The COA participated in the vaccination process by hosting clinics and by assisting seniors to find appointments and to secure transportation to larger vaccine sites. When we re-opened we required proof of vaccine in order to be unmasked, but this only lasted for about three months. As cases began to climb again in late summer, the COA put a mask mandate back in place as a protection to our more vulnerable senior

population. We have never reinstated any food or beverage services and continued to have drive-thru weekly meals and special food based celebrations. The social work and clinical staff continued to keep in regular contact with many senior residents and provided support and connections to resources that were needed during the pandemic. The COA continued to offer transportation services and our offerings were slowly expanded throughout the year as vaccination rates increased.

### **Outreach and Social Services**

Our professional staff provides advice, assessment, consultation, and referrals to seniors and their support network (family, friends and neighbors) while adhering to strict standards of confidentiality. Their extensive and specialized knowledge of resources helps to assist seniors to live independently as long as possible. Strong working relationships with various town departments, hospitals, home health care agencies, aging service access points, housing authorities, and businesses provide the best comprehensive service.

### **Wellness and Fitness**

The COA offers a wide diversity of program and fitness opportunities such as aerobics, Tai Chi, Yoga, and strength and flexibility that contribute to the overall health of Concord seniors. We offer regular health clinics and screenings as well as a variety of speakers on an assortment of health topics. We continue to offer the free loan of durable medical equipment. Our geriatric health nurse is available for seniors who have complicated medical situations who need extra support and advice. This year we have started a Patient Navigator program to assist seniors with their medical appointments.

### **Social, Recreational and Educational Opportunities**

The opportunity to interact with peers, stay intellectually active, and feel valued and needed by the community is key to emotional and physical health. We offer day trips, speaker's series, movies, parties, computer tutoring, discussion groups, craft workshops, book groups, cooking classes, games, and music classes, just to name a few (although a

few of these were discontinued during the pandemic for safety reasons). We continue to produce a 12 page monthly newsletter that details the many choices of activities to engage in and explains the services that we offer. Seniors that opt to receive the newsletter may do so by e-mail or postal mail delivery.

### **Transportation**

Our vans provide weekday local transportation for seniors who no longer drive or who have a temporary limitation. In addition to providing transportation around town to medical appointments, banks, pharmacies, grocery stores, hospitals, etc we continue to provide transportation to the Annual Town meeting and to vote on Election Day.

### **Lockboxes and Fileboxes and File of Life**

The COA continues to offer the installation of a lock box on the residence of any senior who requests it. This box allows the resident to place a key to their home inside in case of emergencies. Only the Fire/ Ambulance Service and the COA have master keys. In the case of any emergency, the locked home can be entered without breaking a door or window. The COA also continues to encourage the use of “File of Life”, which is a red plastic folder for the refrigerator and the wallet with important medical information in case of emergency. The COA provides these free of charge to all Concord seniors.

### **Additional Support Services**

Ask the Lawyer, SHINE (Serving the Health and Information Needs of Everyone), Ask a Pharmacist, AARP tax return assistance program, fall clean up days, flowers for homebound seniors and the delivery of buckets of sand for winter. We continue to offer a Caregiver Support group and have added a Chronic Illness Support group.

### **Social Media**

The COA Facebook page provides an opportunity for seniors to follow the activities of the COA and to read important and relevant tips on successful aging. We encourage readers to like our page and share our story with their family and friends.

### **Volunteers and Public Relations**

Volunteers greatly enhance and support the work of the staff and, thanks to their efforts and talents, we are able to offer a rich mixture of programming. We are always looking for new volunteers for a variety of possibilities and encourage residents to step forward and see where they can help.

### **Financial Support**

In addition to receiving funding from the Town’s General Fund, the COA is grateful to the following funding sources for their commitment to Concord seniors and the financial support of our work:

#### *Concord-Carlisle Community Chest*

Grant allocations provide partial funding for the following positions: Volunteer Coordinator, Social Service Supervisor and Outreach Coordinator.

#### *Executive Office of Elder Affairs*

The Formula Grant, based on the number of seniors in our community, provides full or partial funding for the following positions: Geriatric Health Nurse, Outreach Coordinator, and Activity Coordinators.

#### *Harvey Wheeler Treasure Chest Gift Shop*

Thanks to the many residents who donate quality goods for re-sale, the patrons who shop there and the many dedicated volunteers, proceeds are used to support many COA programs.

#### *COA Gift Account*

We are grateful to the many people who chose to donate to the COA gift account. Most offerings at the COA are free of charge, but with the assistance of the gift account, we are able to provide scholarships for the cost of an event or trip to seniors who could not otherwise afford to attend. The gift account also helps with program and building expenses that are not otherwise covered within the budget.

### **COA Board**

The COA Board, which acts in an advisory capacity to the Director, consists of nine full members appointed for three-year terms and two associate members appointed for one-year terms by the Town Manager.

## COMMISSION ON DISABILITY

Our mission is to take action to help people with disabilities who live and work in Concord by supporting greater community inclusion in activities, services, and employment.

2021 was another active and productive year for the Commission on Disability. The Commission met several times throughout the year with the Deputy Town Manager and representatives from the design firm Weston & Sampson related to expansion of the recreation area at White Pond. At these meetings members provided input about existing plans and contributed numerous suggestions for improvements to be incorporated into the plans that will allow for accessibility based on universal design concepts.

Transportation and issues related to the Bruce Freeman Rail Trail (BFRT) were another major focus for the Commission. In conjunction with the West Concord Green Thumbs, members of the BFRT, and Concord Bikes, we contributed recommendations and possible solutions to signage, use of mobility devices, safety and design. Concerns raised by the opening of the bridge across Route 2 and the impact upon West Concord and Junction Park continue to be an area of ongoing concern and attention. Additionally, we were consulted and provided feedback related to the rebuilding of the Commonwealth Ave. sidewalks and handicap accessible parking spaces.

The Commission also participated in meetings with the Planning Committee for 2229 Main Street (Starmet Use Plans), as well as with the Concord Middle School Building Committee. In both of these the Commission was provided the opportunity to voice concerns and offer suggestions and alternatives to proposed plans based on the unique perspectives and needs of persons with disabilities.

Commission members addressed the need for accessibility to public meetings for those citizens with cognitive impairments, specifically Town Meeting. This is an ongoing discussion which involves the Town Moderator and cooperation with other groups which may be available to assist with reviewing and revising written materials and make

the content more informative and accessible. We continued meeting with the group of citizens who have hearing disabilities. They are preparing to submit a report to the Town requesting accommodations for the deaf and hard of hearing, particularly with regard to availability of, and training in, the use of devices to assist those with hearing issues to access public meetings. The Commission fully supports this effort and is working with the citizen group to bring the recommendation to the Select Board.

The Commission met several times with members of the Acton Commission on Disability to address the situation of persons with disabilities who do not have transportation when discharged from the Emerson Hospital Emergency Room. Multiple proposals have been put forward and there is ongoing outreach to appropriate hospital staff to formulate solutions.

In March the Commission was asked to support a \$1,000 request from the CC Theater/CCHS Performing Arts group to cover the cost of providing ASL interpreters and a deaf consultant for an accessible performance of a radio play at the high school. The Commission has access to funds generated by handicap parking fines and is in charge of allocating these funds. The request from the high school group resulted in extensive review and discussion. Members agreed to formulating a set of criteria and methodology for reviewing and awarding the funds which must be spent on public efforts and be vetted by the Town. Recently an alternative was proposed that we consider giving our funds to another organization, such as the Community Chest, that has the infrastructure in place to better allocate the money based on recommendations from the Commission. This process is ongoing.

The Commission supported a variance to the AAB for ventilation at 51 Walden Street and addressed several handicap parking related issues brought to our attention.

The Commission has set multiple goals for 2022. These include finalizing plans for the use of funds for grants consistent with state regulations and our mission and values, increasing our presence via

media coverage, creating an Accessibility Award to be given to a local business or organization, and working more closely with members from other town departments, especially the Building and Inspections and the Planning Divisions. Additionally there will be ongoing review and input to the plans for White Pond and the BFRT.

## COMMUNITY SERVICES

Bonny Wilbur,  
Community Services Coordinator

The Community Services Coordinator (CSC) provides resources, referrals, consultation, and education to Concord residents. She assists residents in accessing a broad range of local, state, and federal support related to economic, social, physical, and mental health needs. Services are confidential and open to all Concord families and residents under the age of 60.

The CSC position was established in 2005 by the Town of Concord in collaboration with the Concord-Carlisle Community Chest. Originally part-time and funded entirely by a grant from the Community Chest, the position was increased to full-time in 2014 due to a growing need for services. As the hours increased, so did the town's contribution to funding the position. Since the start of FY21-22 the town has funded the position in full.

The CSC works collaboratively with numerous local entities, in addition to serving as liaison to many state and federal agencies. The number of residents reaching out for assistance has continued to increase since the start of the COVID pandemic. Thankfully, there is significant assistance available.

Locally, the CSC partners with Concord's Hugh Cargill Trust Committee (which provides financial support), Concord's Silent Fund (offers

camp scholarships as well as holiday support), Open Table (combating food insecurity), the Concord-Carlisle Community Chest (supports residents in numerous ways, including through their When In Need Fund as well as a camp scholarship program), Gaining Ground's Food For Families (fresh produce throughout the summer and into the fall), the Freemasons of Corinthian Lodge (significant financial support during the holidays as well as year-round assistance to children through their Masonic Angel Fund), Concord Recreation (financial assistance for camps and childcare), and Concord Cares (assists with heating costs). The CSC also works year-round in close collaboration with the Society of St. Vincent de Paul and Concord's houses of worship.

Other nearby agencies with which the CSC regularly collaborates include First Connections, Minute Man Arc for Human Services, Domestic Violence Services Network, Eliot Community Human Services Jail Diversion Program, Grow A Strong Family, Inc., Household Goods, Advocates, Inc., William James College Interface Referral Service, Beacon Santa, and the Salvation Army.

At the state and federal level, the CSC collaborates with the South Middlesex Opportunity Council, MA Department of Transitional Assistance, the Project for Assistance in Transition from Homelessness, MA Department of Developmental Services, the Statewide Head Injury Program, National Alliance on Mental Illness, MA Women, Infants and Children Program, MassHealth, MA Rehab Commission, MASSHire, as well as numerous pandemic-related support programs.

The CSC manages two camp scholarship programs offered by Concord's Silent Fund and the Concord-Carlisle Community Chest. In the summer of 2021, just over \$11,000 in camp scholarship funding allowed 20 Concord children to attend camp.

The CSC also manages a Back-to-School Backpack Program to provide school supplies and brand-new backpacks to students from low-income families. The backpacks and supplies are donated each year by town employees and residents; the McWalter Volunteer Insurance Agency generously donated 24

backpacks this year. A total of 35 students participated in the program.

During the holiday season, the CSC once again collaborated with the Concord-Carlisle Community Chest on a Holiday Gift Card Program to assist low-income families struggling to provide gifts for their children. Town employees, charity organizations, local merchants, a private school, and individual residents donated close to \$8,000 in gift cards. As in past years, the Freemasons of the Corinthian Lodge provided approximately \$5,000 in gift cards, with the remaining donations coming from the Concord Bookshop, Concord Academy, and individual residents. The CSC distributed gift cards to the families of 99 children in need. In addition, the CSC managed Concord's Holiday Silent Fund, which provided a modest cash gift to over 100 low-income households in Concord.

Meetings and trainings continued to be held via Zoom well into 2021. The CSC was invited to speak about her role in the community to the Ambassadors of the Concord-Carlisle Community Chest. A transcript of the presentation was published by The Concord Journal to highlight need in town. The CSC also participated in meetings with Open Table regarding how to battle food insecurity while being mindful of CDC guidelines, and with the Salvation Army regarding how to support individuals in the face of growing need and increasing challenges. The CSC was invited to join the Household Goods Agency Advisory Group as they work to provide even more support to needy residents of Concord and neighboring communities. She attended the annual training for intake workers offered by the South Middlesex Opportunity Council on how to support residents applying for fuel assistance, as well as a training on how eligible households can apply for the Federal Child Tax Credit. The CSC participated in a meeting on Financial and Policy Support for Newly Arrived Refugees, offered in response to the crisis in Afghanistan. In 2021, Concord warmly welcomed Afghan adults and families who traveled to the States to escape violence in their home country.

The Social Services Resource Guide, produced by the Community Services Coordinator's office, was updated and the new 2021 version is now available

in hard copy in various locations in town, and a link can be found online at <http://www.concordma.gov/community>.

The Community Services Coordinator's office is located at 55 Church Street, just a short walk from the West Concord train depot. Residents are welcome to contact Bonny Wilbur, Community Services Coordinator, via email at [bwilbur@concordma.gov](mailto:bwilbur@concordma.gov) or by phone at 978-318-3034 for assistance.

## **HUGH CARGILL TRUST COMMITTEE**

Robert Abraham  
Elisabeth Elden  
Lucy Rosborough  
Judy Terry  
Deena Whitfield

In 2021, the Hugh Cargill Trust Committee (HCTC) continued to implement the mission of the Trust, established over 213 years ago by Concordian Hugh Cargill. The Trust's purpose is to provide short-term emergency financial assistance to residents of the town. The Committee acts on behalf of the Select Board in receiving and reviewing requests for assistance and in distributing funds in accordance with the provisions of the Trust. Concord residents request aid by leaving a phone message at the Town House: 978-318-3100, ext. 2030. Calls are returned promptly. The Committee can also be contacted through email at [hctc@concordma.gov](mailto:hctc@concordma.gov). All requests are kept confidential.

In 2021 the HCTC was responsible for distributing financial support from the following funds: Hugh Cargill Trust (HCT), the Concord Municipal Light Plant (CMLP), Concord Cares, Tax Relief Fund and Silent Fund. The HCTC met monthly in 2021. A

total of \$158,624 was received in 2021 for these funds and a total of \$116,680 was distributed from them in 2021. These generous contributions were crucial to the Committee's efforts to meet the ever-increasing needs of Concord's residents. Because of complications due to COVID-19 restrictions, donations made in December 2020 were received but not logged into the system in 2020. These donations are listed below and separated from donations received in response to the 2021 Annual Appeal. The breakdown for each fund follows below:

#### *Hugh Cargill Trust*

\$30,472 was received from private donors responding to the 2020 Annual Appeal, recorded in early 2021. \$41,255 was received from donors responding to the 2021 Annual Appeal. The Committee approved 66 grants totaling \$24,625 from this fund. Typically grants were made for the payment of rent, medical expenses, water, telephone and car insurance

#### *CMLP Fund*

The Concord Municipal Light Plant donated \$10,000 to the CMLP Fund. 32 grants totaling \$9,580 were made in 2021.

#### *Concord Cares*

The HCTC also administers funds dispersed by Concord Cares for citizens in need of emergency fuel assistance. The total funds dispersed in 2021 were \$1,685 to 4 Concord citizens. Requests are granted by the Committee plus other Concord services such as the Community Services Coordinator, the Police Dept., the Fire Dept., and the COA.

#### *Tax Relief Fund*

The HCTC has been designated by the Select Board to administer the Tax Relief Fund from monies raised in response to the Tax Relief Committee's annual appeal. Donations to this fund totaled \$69,837 in 2021. Of this amount, \$46,422 was from the 2020 appeal and \$23,415 from the 2021 appeal. This past year, between 46 and 52 Concord residents received a reduction in their real estate tax bill each quarter. The total tax relief given in 2021 was \$63,670.

#### *Silent Fund*

In 2017 the Select Board designated the HCTC to administer the Silent Fund. This fund supports summer camp tuition for worthy Concord children and also small gifts during the winter holiday season. \$17,120 was distributed by the Silent Fund in 2021.

The Committee continues to make known its existence and its mission through local communications such as the Concord Journal and the Adult & Continuing Education publications and contacts with the Community Services Coordinator, the Concord Housing Authority, the Council on Aging, the Recreation Department, the Community Chest, Open Table, local clergy, and other local groups.

In light of the current economic conditions, the Committee anticipates 2022 could be another difficult year for many residents. We welcome private donations to continue the mission of providing short-term, emergency assistance to Concord residents. Donations may be sent to: The Hugh Cargill Trust at the Town House, P.O. Box 535, Concord, MA 01742. All contributions are tax-deductible.

## CONCORD FREE PUBLIC LIBRARY COMMITTEE

### *Members*

Sue Curtin  
Tara Edelman  
Lindsay Howard  
Laura Klein  
Krysten Morganti  
Sara Pacelle  
Kathleen Reidy  
Mary-Wren vanderWilden

The Library Committee is appointed by the Select Board. Committee members serve for staggered three-year terms and work with the Library Director to help maintain the Library's financial stability and well-being, provide short-term and long-range planning support, support policy development and update existing policies, as needed. The Library Committee also works to enhance patrons' experience using the Library, consider and implement new technologies to enhance services, and facilitate the work of the Library staff. The Committee promotes the Library's leadership in organizing active programming for all ages and supports community sustainability efforts through education and organizational practice.

### **Director**

In spring of 2021, Caroline Nie stepped in as Acting Director, providing steady direction as the Library staff prepared for re-opening to public browsing and ongoing work with the expansion project. Caroline's leadership was exemplary during this busy year and we are so grateful for her service. In December, we welcomed Emily Smith as the new permanent Library Director. Her enthusiasm and expertise promise an exciting era at the Concord Free Public Library.

### **Reopening**

The Library Committee was glad to support Caroline Nie and Library staff through the process of re-opening the buildings in May after months of being closed to the public. Despite the many necessary adjustments due to coronavirus risks, the Concord community returned to public browsing and on-site library programming with great relish.

### **Expansion/Construction**

As the Library expansion project reaches its conclusion, we have been proud to collaborate with the Corporation and Library staff through this tremendous effort. It has been such an exciting time to participate in discussions about the new spaces created, and how they will allow the Library to serve its patrons more fully through expanded resources and programming options.

### **Administrative Code**

This past year, the Library Committee revised and updated the administrative code agreement with the Town. One change created a new Associate Member role, which will allow us to include a more diverse range of voices beyond our seven-member committee and fill unexpected vacancies quickly and efficiently. Our first Associate Member joined the Committee in the fall.

### **Sustainability Initiative**

Member Lindsay Howard represented the Committee as she participated in the sustainability study spearheaded by the Library Corporation, in conjunction with GreenerU. With the study complete, work now turns to implementing the plan developed through that effort. More information about the sustainability plan can be found at the CFPL and Library Corporation websites.

### **Envision Concord**

In the fall, the Committee examined the Library's role as a historical and cultural center of Concord through discussion about Envision Concord 2030 and the Town's long-range plan. We identified key ways in which the Library can help the Town reach long-term goals, particularly by strengthening connections to other Concord entities such as schools, museums, and businesses, and by designing programs that will bring patrons of different ages and cultural groups together.

### **Library Policies**

In our role as an advisory board to the Library Director, we discussed revisions to Library policies regarding social media offerings, safe child guidelines, and library cards. We intend to revisit more of the Library's policies over the coming year to ensure they reflect current best practice and support the mission of the Library in service to the community.

In early 2021, Pat Nelson stepped down from her role on the Library Committee. We extend our deepest gratitude to Pat for her work with us and her commitment to the Library and the Town.

We are grateful to the Library Corporation for continuing to participate in our monthly meetings through a Trustee representative. This collaboration between the Corporation and Committee ensures that the Library is best positioned to meet the needs of our community, which was especially important throughout the expansion project this year. They are welcome guests and valued partners.

We are also grateful to the community members, observers, and speakers who have attended our meetings this year to ensure that the Library continues to meet the needs of our patrons and our Town. Open meetings are held on the third Tuesday of the month at 7:00 by Zoom or in the Trustees Room at the Main Library when possible. We welcome and encourage interested members of the community to attend.

## **CONCORD FREE PUBLIC LIBRARY ADMINISTRATION**

Caroline Nie, Acting Library Director  
(April 5 2021 – December 12, 2021)

The Concord Free Public Library's mission is to inspire lifelong learning and to actively promote personal enrichment by connecting community members to information, ideas, culture, unique historical resources, and each other in a tradition of innovation and excellence.

2021 was arguably one of the most unusual years in the Library's history. We entered the second year of the COVID-19 pandemic. Despite all the challenges, the Library staff accomplished a great deal, with the strong support from the Library Corporation, the Friends of the Library, the Library Committee, and the Town. Throughout the year, the Library

continued to provide quality services to Town residents and Library patrons with dedication and determination.

The Library opened briefly for in-house browsing between late September and mid-December 2020. We closed again to the public in late December 2020 due to rising COVID-19 cases in Concord and surrounding communities. Staff continued to work on site to provide curbside pickup service and complementary printouts, fill 3D printing and interlibrary loan requests, respond to research and reference questions, update library collections, and add new print and audiovisual materials to the collection. The Library continued to expand streaming and downloadable content, publish weekly e-newsletter, and offer ongoing and special programs on Zoom for all age groups, among many other tasks.

During the closure (December 14, 2020 – May 18, 2021), planning for a safe and phased reopening was a top priority for the Library. One of the biggest challenges was staffing shortages as a significant number of positions became vacant during the pandemic. Nonetheless, our staff responded to the challenges with great resilience and adaptability, and developed a phased reopening plan.

On May 19, 2021, the Concord Free Public Library reopened for browsing and other in-person services. On the opening day, staff and volunteers warmly welcomed our eager patrons back to the Library. We had 1,499 checkouts on the opening day, twice as many as on a regular day, setting a new record. From May 19 – May 28, volunteers from the Friends of the Library, Library Committee, and the Library Corporation's Development Office helped us station a Greeter Desk in the Main Library vestibule to ensure that all patrons wear face masks, complete the required contact tracing forms, and sanitize their hands at the door. The Library staff was extremely grateful to the volunteers for their tremendous help with providing this essential service.

In June, the Library reopened public seating, meeting rooms, and limited public computers for patrons to access. On September 7, the Main Library and the Fowler Branch began to offer expanded weekday hours and resumed Saturday hours after

three full-time Library Assistant positions and several part-time Library Assistant and Page vacancies were filled.

In October, the Library hosted a successful Halloween Open House in the newly constructed Children's Library and Garden to give the community a sneak peek of the future Children's Library. The event attracted over 400 enthusiastic children and adults.

In addition to the above accomplishments, the following are highlights from each department of the Library:

#### *Curbside Services*

From July 1, 2020 – May 19, 2021, the Circulation Department and the Fowler Branch staff fulfilled 24,751 curbside pickup reservations. Over forty communities gained access to our Library's collections. During the year, the Library provided 144,384 interlibrary loans, a 142% increase over the last fiscal year. All the Circulation staff continued to sharpen their reader's advisory skills including constant and thoughtful preparation of selections for patrons, specifically during times when collections were not browsable.

#### *Children's Services*

Children's Services offered 357 programs with 8,447 attendees. They gave away 2,741 Take & Make Craft Kits, including some very special Gingerbread House Kits which were generously donated by the Library Corporation. In addition, thanks to the generosity of the Library Corporation, the Children's Services purchased and installed two tents in the Sudbury Road Garden and started a robust schedule of daily outdoor programs under the tents in the fresh air. Children and adults responded enthusiastically. The Summer Reading Program was a great success. The Library continued to bring the community together for fun and learning with 444 young readers finishing 3,223 books. The Library Corporation helped fund the Children's craft programs and gift cards for weekly raffles. The Friends of the Library provided immense financial support for many successful programs, such as Pet Treats with Mandy Roberge, a comic workshop with L-J-Baptiste, a puppet series with Through Me to You Puppetry, Animal World

Experience, Buttonwood Park Zoo, music concerts with Ed Morgan and Rockabye Beats. Altogether 783 people attended these special summer programs. Children's Services sought ways to foster collaboration with the schools and various cultural organizations. Staff worked with Crossroads - a student organization created by Concord Carlisle High School students to offer monthly story and craft programs that focus on cultural, social, and diverse topics. Throughout the summer, Children's staff offered nine programs per week for the Concord Recreation Camps campers, reaching over 1,400 children by the summer's end. Staff held monthly storytimes and animal visits with Nature Connection, collaborated with Beede Center to offer monthly storytimes and free swim, and worked with COAR (Communities Organizing Against Racism) on a StoryWalk. In October, both the Main Library and the Fowler Branch hosted the 6th Annual Scarecrow Festival with 18 local organizations participated in the Festival. Children's Services collaborated with the Concord Public Schools and invited local author Alan Lightman to talk via Zoom with the 2nd grade students about his book, *Ada and the Galaxies*. The event reached 253 students. In late 2021, Children's Services staff started to plan and prepare for the move to the new Children's Library in the new addition.

#### *Fowler Branch Library*

Staff enthusiastically worked to create inviting spaces and new modes of serving West Concord. With support from the Library Corporation, Fowler has transformed its backyard into a welcoming space for programs and class visits, and improved the Seed Lending Library garden layout. Inside, staff set up and maintained a drop-in crafting table, a chess board, and an expanded community corner that now includes a Spice Drive for the Open Table food pantry. In response to COVID-19 safety protocols, staff at the Fowler Branch offered 204 virtual programs with 2,707 participants and 161 in-person/outdoor programs with 2,794 participants. Staff also provided 3,349 kits with 62 different take-home activities, including monthly kits created by the West Concord Green Thumbs and kits distributed in collaboration with the Council on Aging. The Fowler Branch expanded its community presence, programming, and outreach through additional partnerships with the West

Concord Union Church, Codman Community Farms, the Natural Resources Division, the Concord Land Trust, the Concord Family Network, the Concord Carlisle Chess Society, Concord Carousel, and local residents. Working with the West Concord business community, the Fowler Branch participated in Spring into West Concord Junction in May and Discover West Concord Day in October, as well as the Concord Visitor Center's first annual Chanukah Menorah Lighting in December. In June, Fowler staff also worked with Communities Organizing Against Racism (COAR) and Concord Carlisle Human Rights Council for June Journeys, and hosted posters created by Concord Middle School 8th graders. In November, ART for ALL displayed their Fantastic Faces community art show at Fowler.

### *Adult Services*

The Reference Department dedicated much of the year to updating parts of the Main Library's fiction and non-fiction collections. Staff also began revising the Library's Collection Development policy. The Interlibrary loan service saw increased usage in the past year, and the Reference Department staff continued to provide magazine articles to patrons through Library subscribed electronic resources and Boston Public Library's service. Staff provided technological assistance with electronic resources, including Foundation Directory Online, Ancestry, Consumer Reports, as well as Overdrive, Libby, Kanopy and Hoopla streaming and downloadable platforms. The Reference Department continued the monthly Cookbook Club and Tuesday Book Discussion Groups virtually, assisted the Friends of the Library with adult programs on Zoom, including the weekly Thursday Morning Meditation series, monthly Author Talk series and quarterly Virtual Films at the Fowler, and Virtual Poetry at the Library series. The Reference Department also hosted a popular six-week Genealogy Series, and a talk about the 400th anniversary of the Mayflower sailing, both funded by the Friends of the Library. The Reference Department created and maintained the new website for the 2021 Concord Festival of Authors and participated in the Festival planning committee. A Staff Librarian from the Reference Department, representing the Library staff, joined the Library Corporation's Sustainability Planning

Committee in developing a Library Sustainability Plan with consultants from GreenerU. The Library Corporation's Sustainability Plan, completed in 2021, was the first plan of its kind in the Minuteman Library Network. The Library also partnered with the Town Sustainability Department, the Light Plant, and other organizations to provide programming and film talks in support of Climate Prep Week. The Library also received a grant from the American Library Association for climate change programs.

### *Special Collections*

Special Collections saw a gradual increase in on-site research visits and phone/email reference interactions since the Library reopened in May, especially over the summer months. Between July and December, despite intermittent closures due to construction, Special Collections served nearly 400 researchers on-site, and answered over 300 online/phone reference questions. Staff and interns processed the papers of David Little and the Sam and Jane Alexander Civil Rights Collection. Special Collections received nine separate donations, including sermons, lectures, and papers of Rev. Benjamin Reynolds Bulkeley, twelfth minister of the First Parish from 1882-1893, and additional papers and records of the Damon family and the Damon Mill. Special Collections also contributed archival and printed materials to the Concord Museum's summer/fall exhibit, *Every Path Laid Open: Women of Concord and the Quest for Equality*. Skylight Studios completed their work of cleaning and restoration of the Library's art collection, plaster statuary over the summer. Special Collections staff contributed weekly articles to the Library newsletter/social media platforms, and the curator contributed articles to the fall and winter issue of *Discover Concord*. During the late summer and fall, Special Collections staff presented to the Thoreau Society's 80th Annual Gathering, the Concord Council on Aging, the First Parish in Concord's Transcendentalism Council, and to the Friends of the Carlisle Gleason Public Library. In October, Special Collections staff also participated in the Concord Festival of Authors, and interviewed Professor Robert Gross about his new book, *The Transcendentalist and their World*. In December, Special Collections collaborated with the 92nd Street Y to present a multi-episode virtual

## CONCORD FREE PUBLIC LIBRARY CORPORATION

presentation on Robert Gross's work and his new book. Concord Stories from Special Collections, a virtual series launched in fall 2020 that highlights the rich holdings of Special Collections through stories about Concord's people and places, added an episode highlighting the work of historian John Hanson and the history of headstones in local graveyards and the many epitaphs carved by Ithamar Spauldin of Concord. After a year of hard work, Special Collections created a new digital presence powered by Omeka to showcase its valuable art collections. Visit <https://sc.concordlibrary.org> for A Perpetual Invitation - Art In the Concord Free Public Library.

### *Technology and Technical Services*

Despite significantly impacted by staffing shortages, the department managed to order, catalog and add 9,533 new books and audiovisual materials to the Library collections in the past fiscal year. Thank you to the Library Corporation and the Friends of the Library for funding 50% of the Library's new print and non-print materials each year. The department also coordinated the Library's effort to migrate to Assabet Interactive's online Room Reservation, Museum Pass Reservation and Event Calendar modules and implemented Niche Academy, an online tutorial tool.

### *Farewell and Welcome*

We bid farewell to Robin Demas, Circulation Department Supervisor and Pat Pluskal, Fowler Branch Librarian, who retired after having worked for the Library for a combined six decades. We wish them both a long and joyous retirement. In early April, 2021, former Library Director Kerry Cronin resigned. We wish her well in her future endeavors. In May 2021, we were welcomed Daniel Barbour as the new Circulation Department Supervisor. On December 13, 2021, our new and permanent Library Director Emily Smith joined us from Cary Memorial Library of Lexington (MA).

The Library would like to thank the entire Library staff who once again performed extraordinary work under the challenging circumstances. The Library also wants to express gratitude and appreciation to the Library Committee, Library Corporation, and the Friends of the Library whose generous contributions make the success of the Concord Free Public Library possible each year.

Sherry F. Litwack, President  
O. Mario Favorito, Vice President  
Richard D. Briggs, Jr., Treasurer  
Pamela Gannon, Clerk  
Jeffrey W. Adams  
Cristina Coletta Blau  
John W. Boynton IV  
Diana W. Clymer  
Theodore Hanselman  
Erika Prael



*Concord Free Public Library Corporation Board Members.  
Left to Right Top row to bottom - Pam Gannon, John Boynton,  
Ted Hanselman, Di Clymer, Jeff Adams, Erika Prael, Rick Briggs,  
Sherry Litwack, Cristina Blau*

The Concord Free Public Library Corporation is a Massachusetts charitable corporation created by the Massachusetts Legislature in 1873 for the purpose of forming and maintaining a public library in Concord, which it undertakes to do in collaboration with the Town and the Library Committee. For more information on how the Library works, go to the Library's website: <https://concordlibrary.org/about/how-we-work>

The primary responsibility of the Library Corporation is to preserve, maintain, protect, improve, and enhance the buildings and grounds of the Main Library in Concord Center and the Fowler Branch in West Concord as well as to preserve, protect, develop, interpret, and share its Special

Collections. In FY 2020-2021 the Corporation contributed over \$600,000 to the Library, including more than \$114,000 to supplement the Town Budget for library books and materials. The majority of these funds come from the Annual Fund and income from the Corporation's Endowment. Funding for large projects, such as a major expansion, are raised through a capital campaign.

Long-time Trustee, Mario Favorito, retired from the Board last year. Mario served for over 25 years, including as Treasurer, Vice President, and Member of the Special Collections and Finance Committees. His legal expertise and passion for the Library were invaluable throughout his tenure. As Trustee Emeritus, he continues to advise on many Corporation initiatives.

We welcomed new Trustee, Theodore Hanselman. Ted's legal expertise will provide important support for a wide variety of Corporation activities. Ted grew up in West Concord and currently lives there with his family.

One of the most significant activities for the Library Corporation has been the Library Expansion project. The additional and newly-envisioned spaces will expand services and programs to meet the current and future needs of the community as reflected in the Library's long-range plan, including enhancements and improvements in children's and teen services, technology, sustainability, Special Collections, and new spaces for community meetings, collaborative work, programs, and social gathering. Eight years ago, we reported that the Corporation purchased the historic Heywood-Benjamin house next door to the Main Library at 151 Main Street. After breaking ground in October 2020, we were on-target to complete the project at the end of 2021, but have experienced some delays for furniture and bookshelves due to supply-chain issues related to the coronavirus pandemic. However, thanks to the flexibility and creativity of the staff, we have been able to invite the public to start using some of the new spaces, including the new Children's Library and Commons. As a result of the Building Committee's careful management, the project remains on-budget. For updates on the project, see <https://cfplcorp.org>

We have raised over \$12,000,000 toward the final \$12,200,000 campaign goal. This includes Town contributions of \$500,000 from Community Preservation Act for accessibility in a historic building as well as \$550,000 for FFE's (furniture, fixtures, equipment) and \$150,000 for energy efficient systems from the Town's capital budget as voted at Town Meetings in 2018 and 2019. The support of more than 1200 donors shows wide-spread community support and excitement for the project. Campaign updates are available on the Library Corporation website: <https://cfplcorp.org/campaign/>

While the Corporation is responsible for raising the funds for the project through donations and grants, we continued to work closely with Town officials and managers on costs to the Town, including utilities and staff needs. To support the Town's 2030 Zero Net Energy goal, we engaged the consultant GreenerU to help us create a comprehensive sustainability plan for the Library. An Implementation Committee has been formed to begin to work on the initiatives.

View the 10-year Sustainability Plan on the Library website: <https://concordlibrary.org/news-events/library-news/the-library-corporations-sustainability-plan>

The William Munroe Special Collections continues to be an outstanding resource not only for the community but also for researchers from around the world. Highlights of Special Collections activities include completing a strategic plan, hosting an event for Professor Robert A. Gross to celebrate the publication of his long-awaited book *The Transcendentalists and Their World*, the virtual series: *Concord Stories* <https://concordlibrary.org/special-collections/concord-stories-from-special-collections>, and a new quarterly feature in the magazine *Discover Concord* called "Stories from Special Collections." To learn more about Special Collections, go to: <http://www.concordlibrary.org/scollect/scoll.html>

As Trustees of the Williams Scholarship Fund, made possible by a bequest from Charles H. S. Williams, we continue to award grants to several college students pursuing studies in the arts. This year's

recipients included continuing scholarships for Rebecca Pasley (Music) and new scholarships for Laurel Sharkan (Music) and Kincaid DeBell (Visual Arts) as well as Honorable Mention to True Becker (Music) and Alex Krussel (Visual Arts). Unfortunately, we could not hold our annual salon to highlight and celebrate the talents of these scholars again this year due to the pandemic. But, we look forward to renewing this wonderful event as soon as it is safe to do so.

Thankfully, we were able to start using the Library in person again this past year. Many people expressed that they realized how much the Library means to them when they couldn't physically be there. Others expressed gratitude for the multitude of on-line services. We have learned the importance of being flexible and in the future, we will be prepared to offer in-person, virtual, and hybrid programs and exhibits. We also learned the importance of outdoor spaces, and the Library expansion will offer new opportunities to gather together safely outdoors, including in the wonderful Children's Garden. The Library endures as an important cultural resource always open and free to all.

## **THE FRIENDS OF THE CONCORD FREE PUBLIC LIBRARY**

The Friends of the Concord Free Public Library is a nonprofit, charitable 501(c)(3) organization that supports the library and promotes its vital role in our community. As a supporter of our library in any way that you partake - be it in checking out books, attending a program, or sitting on our lawn - you are what define the Friends of the Library. You are a Friend and we thank you for your partnership.

We are thrilled with our supportive and collaborative community in coming together over this past year in small gatherings at the tables on the library lawn; supporting our efforts by donating books both in our partner bins and in person at the Main library; offering countless hours of volunteer time for our library sale and many

program offerings; and by supporting our efforts in September with the largest book sale by revenue at over \$30,000 raised, money which in turn will go back to the library for further programming. As we look towards the coming year, collaboration with the Library Corporation and Staff as well as community partners will bring many new opportunities in the expanded Main Library space at 151 Main Street.

Reflecting upon this last year, our highlights include:

- Our Virtual Films at Fowler series has been a resounding success, running year round
- with access to 24x7 streaming movies from Kanopy, free with your library card
- Ongoing Poetry Series, still available via Zoom, featuring a diversity of established and emerging poets for those both near and far
- Ongoing Authors Series, bringing recently published and renowned authors to Concord patrons
- Music, including collaboration with the Concord Chamber Music Society
- A record-breaking and in person Book Sale on the Library lawn in September
- Another successful Concord Festival of Authors, chaired by the Friends and co-hosted with partner organizations in Concord
- As part of our continued commitment to the condemnation of racism in all forms, our partnership with Concord-Carlisle Adult & Community Education continues with the "Can We Talk" Series
- Ongoing programming via the library staff, sponsored by the Friends

Our gifts and programs are funded through the generosity of our members, sales of donated books, and sales of Historic Concord and the Lexington Fight, a book published by the Friends by Allan French that was updated by Leslie Perrin Wilson, former curator in the Special Collections Department.

To learn more, or to join the Friends, please pick up a brochure at the Library or visit us online at <http://www.cfplfriends.org/>  
E-mail us at [friends@concordlibrary.org](mailto:friends@concordlibrary.org)

## RECREATION COMMISSION

Casey Atkins (chair)  
Jennifer Lutz  
James Howard  
Peter Funkhouser  
Paul Boehm

The Recreation Commission is a Town Manager appointed, volunteer Committee of Concord residents that support the Recreation Department by providing advice and guidance on topics relevant to the town's recreational pursuits. This year, the Commission played a critical role in supporting the Department as it navigated a variety of opportunities and challenges.

### Recognition of Service

Paul Grasso's term as a Commission member expired at the 2021 Town Meeting. Paul served on the Recreation Commission for an impressive 6 years often while also serving on other Town Committees including the Community Preservation Committee. Paul provided the Commission with invaluable input that propelled and strengthened the Recreation Department's operations. We thank Paul for his service to the Concord community.

### New Initiatives

The Recreation Commission, in collaboration with the Recreation Department, has begun the process of developing a new Recreation Facilities Strategic Plan. The Department's last strategic plan was published in 2014, now 7 years old. During the 2021 calendar year, a subcommittee was formed to work with the Recreation Department staff to develop a scope of work. With that outline in place, the Recreation Department applied to the Community Preservation Committee for the hiring of a consultant to oversee and develop a new Recreation Facilities Strategic Plan. That application was submitted to the Community Preservation Committee by the Recreation Department and is under review for the 2022 funding cycle. If approved, a consultant will be hired to support the process and will begin in earnest in the spring of 2022.

### New Leadership

Anna McKeown was hired as the new Recreation Director in February of 2021. Originally joining the Concord team in 2016 as the Assistant Director of Recreation, Anna has established herself not only as a competent professional, but as an essential leader within the Recreation team. She cares deeply about inclusive Recreation programs and facilities and works hard to ensure that programs and staffing choices promote a true sense of team and community.

Adam Lapointe was hired in November of 2021 as the Recreation Department's new Assistant Director of Recreation. Adam's work experience varies from public and private recreation ranging from YMCAs in Boston and Hartford, to his recent role as the Recreation Program Coordinator for the Town of Westborough, MA. He has a significant amount of experience in positive youth development programming, management of parks and recreation facilities, physical plant management, and budget oversight.

### Awards

Since 1985, the Maureen Taggart Community Service Award has been presented annually to a high school student, public or private, who is a resident of Concord or Carlisle that has demonstrated a loving and giving spirit through voluntary service in the community. Maureen Taggart was a dedicated Concord Recreation Department employee for many years. She was passionate about giving back to the local community and volunteered frequently.

The 2021 Maureen Taggart Community Service Award was presented to Thomas Grehan. Thomas has completed more than 100 hours of service for organizations such as The Council on Aging, Holy Family Parish and Concord Recreation, just to name a few. He is a three-sport athlete that still found time to foster growth in younger athletes. He has shown through his time and effort that his community is an important part of his life and he is willing to give back to it. Thomas attends college now at Johns Hopkins University where he is playing football and studying pre-med.

The main feature of this award is that the recipient has the privilege of designating a deserving

organization to receive a financial grant in Maureen's name. Thomas has chosen Open Table as this year's organization. Open Table's mission is to, "address hunger in our local community by providing healthy food in a welcoming environment that respects the dignity and diversity of those served." Congratulations, Thomas!

### **Community Support**

A large thank you to our community sponsors and supporters that join in assuring our events, programs and initiatives continued to thrive in 2021. Concord-Carlisle Community Chest and the Alcott School Turkey Trot all provided funding towards scholarship programs. Additionally, the Recreation Commission and Recreation Department would like to thank other Town Departments and Committees (Facilities, Public Works, Fire, Police, Town Manager's Office, Finance, etc.) that have supported our operation this year.

## **RECREATION DEPARTMENT**

The Concord Recreation Department is a leader in providing activities that enhance personal development, promote healthy life styles, and encourage community involvement. The Department stood true to its mission this year, proudly supporting, and promoting community through wellness and play. As a dedicated group of professionals, we strive to promote lasting experiences, while creating fun, unique, inclusive opportunities in excellent facilities. Concord Recreation is a self-supporting operation that strives to keep pace with a growing community to deliver the highest quality customer focused programs, events, and services.

Concord Recreation is proud to offer the community a variety of services ranging from the Carousel Preschool, before/after school elementary school care, summer camp, youth sports, adult sports, special events, and more. Additionally, the Department oversees the management of Town playing field/court permits, White Pond Beach, and the outdoor pool at Emerson Park.



The Recreation Department has successfully transitioned back to normal operations in 2021 after dramatic program interruptions in 2020. With guidance from the MA Department of Public Health and Concord's Board of Health and Town Manager's Office, the Recreation Department worked diligently to bring back a variety of programs including youth basketball, musical theater, road races, cooking classes and more.

### **Recreation Department Highlights: 2021**

- In January, Concord Recreation continued to offer Remote Learning at Ripley, which gave a childcare option for Town of Concord Municipal and Public School Employees. We were able to offer this program for 9 children.
- In February 2021, the Town of Concord promoted Anna McKeown to the title of Recreation Director. Originally joining the Concord team in 2016 as the Assistant Director of Recreation, Anna has established herself not only as a competent professional, but as an essential leader within the Recreation team. She cares deeply about inclusive Recreation programs and facilities and works hard to ensure that programs and staffing choices promote a true sense of team and community. She has decades of experience in the field, both in the public and private sectors, and has received numerous awards from regional and national agencies relative to her skill and work in the field. Anna recognizes that the Recreation field and the professionals within it have the unique ability to offer experiences



that cultivate life changing variables and she is eager to lead the Concord team forward. Anna holds a bachelor's degree in Recreation Management and Policy: Therapeutic Recreation, a minor in Outdoor Education, and a Masters' in Recreation Management and Policy: Therapeutic Recreation Administration all from the University of New Hampshire. Anna is a Certified Therapeutic Recreation Specialist with a specialization in Community Inclusion Services.

- In March, Concord pivoted our very successful Shamrock Ball into a "Shamrock Ball in a Box". We had 60 participants, we hope to bring the event back in person in 2022.
- Concord Recreation successfully hosted another celebration of spring by passing out easter eggs at our annual Egg-Stravaganza. This year's event was a drive-thru format that welcomed over 100 vehicles.
- In May, Concord Recreation offered our first Virtual Fishing Derby, which was a great success. Participants emailed a photo to the recreation department and were given prizes based on the size of the fish.
- The Recreation Department facilitated a very successful summer camp program supporting over 1300 campers.
- The Recreation Department was a proud recipient of a Concord-Carlisle Community Chest grant to provide financial assistance to those in need of support to attend summer camp. The Department continues to be grateful for the financial support offered by the Chest.
- Supported the transition of the Visitor Center and Tourism Manager's transition to the

Planning Department.

- The Concord Recreation Childcare Programs were awarded \$161,000 from the American Rescue Plan Act (ARPA) Child Care Stabilization funds aimed at providing economic relief to childcare programs impacted by the COVID-19 pandemic across the country. The Department of Early Education and Care (EEC) distributes the funds that will be used to support early education and care providers' day-to-day operational and workforce costs.
- The Recreation Department wants to thank the Public Works Department for the beautiful renovation of the Emerson Playground. A new, accessible surface was installed making the space truly inclusive. The Recreation Department uses the playground for camp and afterschool programs, year-round.
- Adam Lapointe was hired in November of 2021 as the Recreation Department's new Assistant Director of Recreation. Adam received a bachelor's degree in Youth Development from Springfield College, and recently earned his Masters' in Public Administration from Framingham State University. Adam's work experience varies from public and private recreation ranging from YMCAs in Boston and Hartford, to his recent role as the Recreation Program Coordinator for the Town of Westborough, MA. He has a significant amount of experience in positive youth development programming, management of parks and recreation facilities, physical plant management, and budget oversight.
- Successfully ran the Town's Holiday Parade and Tree Lighting event after taking a year off due to COVID-19.

### Employee Updates

The Recreation Department's dedicated 200+ employees remain responsible for the continued growth and success of the Department. There were a variety of staffing additions in 2021 including the hiring of Anna McKeown as the new Recreation Director in February of 2021.

Ann Boudrot joined the Recreation team in September of 2021 to serve as the new Aquatics Program Manager at the Beede Swim and Fitness Center.

Meggi Johnstone joined the Recreation team in September of 2021 as the Recreation Clerk for the Hunt Recreation Center.

Nathalie McCarthy joined the Recreation Team in September of 2021 as the Recreation Clerk for the Beede Center Swim and Fitness Center.

Adam Lapointe joined the Recreation Department in November of 2021 as the new Assistant Director of Recreation.

## **BEEDE SWIM & FITNESS CENTER**

The Beede Swim & Fitness Center, located on the campus of the Concord-Carlisle Regional High School, hosts an 8-lane lap pool, a therapy pool, a children's pool, a diving well, and pool-side spectator seating. There are two 1,600-square-foot fitness rooms; one for weight training and one for cardiovascular exercise. In addition, the facility includes men's and women's locker/shower rooms, family changing rooms, and staff office space. The facility is open approximately 100 hours each week throughout the year welcoming an average of 250 members per day. The Beede Center strives to balance the recreational needs of the community with its obligation to be financially self-supporting.

The Beede Center has successfully transitioned back to normal operations in 2021 after dramatic program interruptions in 2020. With guidance from the MA Department of Public Health, Concord's Board of Health, and the Town Manager's Office, the Beede Center has worked diligently to bring back a variety of programs including more personal training, Otters Swim team, pool rentals, birthday parties, special events and more.

### **Membership**

The Beede Center's varied membership plans offer unlimited access to state-of-the-art aquatic and fitness facilities. Annual, 3-month and 10-visit options let users create the perfect membership to fit

their individual or family needs. Additionally, members receive up to a 40% discount on aquatics and fitness programs, year-round. As of December 31, 2021, the Beede Center has 738 monthly recurring, along with 717 active short term memberships.

### **Employees**

As noted in the Concord Recreation Annual Report, the Beede Swim and Fitness Center welcomed two new full time employees in 2021, Ann Boudrot and Nathalie McCarthy.

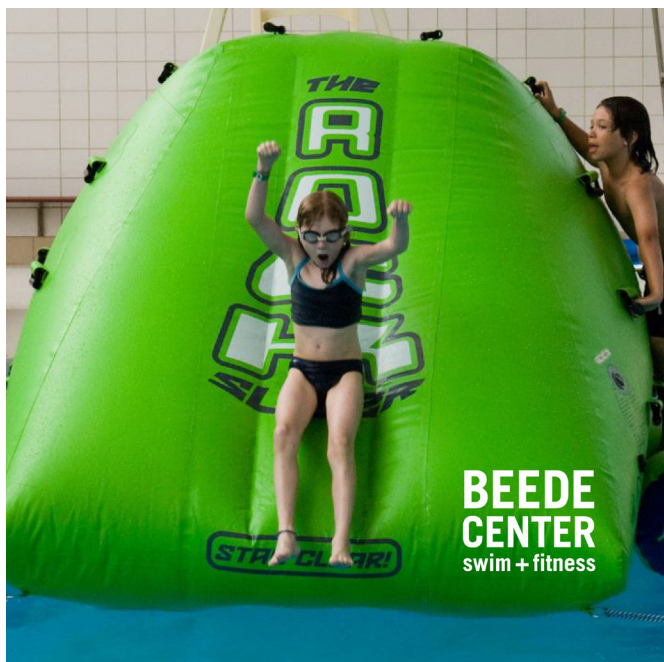
Additionally, the Beede Center has welcomed 2 new personal trainers; Lori Seymour and Steve Maguire.

Lori Seymour is a 6-year veteran of Concord Recreation and works as a group exercise instructor and is a one-on-one instructor for private tutorials. This summer she joined the Beede Center, allowing members to benefit from her one-on-one fitness expertise.

Our other new personal trainer is Steve Hoadley who joins the Beede Center with an extensive history in cycling, running, open-water swimming and triathlons. Steve helps his clients through strength training, flexibility and functional movement.

Beede Swim and Fitness Center Highlights 2021:

- Beede completed a Member Fitness Challenge where 126 members completed the challenge.
- The Beede Center successfully offered some Water Fitness pop up classes held during the February school vacation week.
- The Beede Center entered into a branding partnership with SwimOutlet.com for future uniform purchases which gives them premier pricing.
- In April, the Beede Center celebrated its 15th anniversary with some great giveaways and also offered special events during the celebration.
- In May, the Beede Center hosted a successful Friday Family Fun Night, hosting 25 families.
- The Beede Center restarted outdoor fitness programs under the patio tent. The first class offered was Gentle Flow Yoga.
- The Beede Center facilitated swim lessons at White Pond for over 40 children.



## Facility Updates

Annually, the Beede Center undergoes one week of focused facility upgrades and improvements. In 2021, the Center replaced locker room drywall, installed new braille signage at all doors, drained and cleaned the children's and therapy pool, shocked the lap pool and dive well, and installed some PVC walling in both locker rooms. The Beede Center would like to thank the Facilities team for their continued support and expertise in making these renovation needs a reality.

- The Beede Center offered its first Scuba Diving Class for over a dozen participants. This vendor run class was one of a handful of new classes being facilitated by independent contractors, a new programming approach for Beede.
- The Beede Center hosted its first road race, the Sleepy Hollow 5K and fun Run in October. The event attracted nearly 200 runners of varying ages and abilities for a festive run throughout Town.
- The Center also hosted its annual Trunk OR Treat event in October. This free event welcomes participants to decorate their vehicle/tailgate and pass out candy to kids walking with family from car to car.
- The Beede Center offered Veteran's a no joining fee promo for the month of November. Additionally, new personal training clients were offered a 15% discount and current personal training clients were offered a 10% discount. We welcomed 11 new clients in thanks to the new client promo.
- The Aquatics Program Manager facilitated the Beede Center's first vacation week program with 45 kids participating. The program ran December 27-30 and included opportunities for kids to swim, craft and play.

## PICNIC-IN-THE-PARK

Doug Ellis – Chair, Fund Raising  
Peter Gilman – Booths  
Johanna Ellis – Secretary  
George Herbolsheimer – Treasurer  
Maynard Forbes - Master of Ceremonies  
Karen Ahearn – Entertainment  
Jennifer Hatfield – Publicity  
Anne Edgar – Hot Air Balloon  
Michael Rudd – PA System, Posters

Once again, the 2021 July 4th celebration was canceled due to COVID-19.

The Committee is very excited to resume Picnic-in-the-Park in 2022 and look forward to a beautiful day and all the traditional attractions. We have commitments from most of our entertainment so barring more COVID surprises and Mother Nature we'll see you on July 4th!

The Committee encourages Concord citizens to support this annual event with financial contributions and volunteer efforts both behind the scenes or on the event day, on the committee or during the day.

Visit us on Facebook at <https://www.facebook.com/PicnicintheParkConcordMa/> for more information.



## CONCORD-NANAE NETWORK JAPANESE SISTER CITY RELATIONSHIP

John Cratsley  
Susan Harris Curtin  
Holly Cratsley  
Nancy McJennett  
Jim Terry  
Junko Kargula  
John Kulman  
Lee Flight  
Bev Gauthier  
Dick Gauthier  
Jack Nevison  
Court Booth  
Heather Bout  
Leslie Burnard  
Daisuke Matsukura

Due to the continuing spread of covid, our committee was unable to arrange any exchange visits between Concord and Nanae, Japan. Vaccinations were begun in both locations but restrictions due to covid prevented actual visits. Exchanges of videos were made however, and emails kept up the exchange of information between the two towns.

The Concord-Nanae Network (CNN) subcommittee interviewed candidates interested in working in Nanae in 2022 as a CIR who will work in the international section of the Nanae town government. Jack McCarthy, a graduate of CCHS and college was chosen, but he has not been able to get to Japan due to Japan's closure based on COVID-19. We hope Jack will be able to travel to Japan this year.

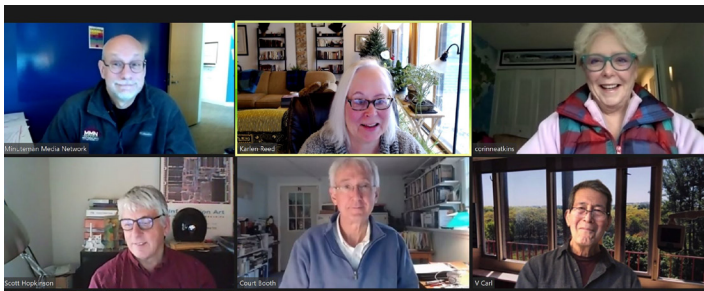
A fundraiser sake tasting evening was organized for 2021 but was postponed due to COVID-19. It is hoped that this evening will occur in 2022 instead. Conversations occurred at CCHS discussing how to strengthen the relationship with Nanae's sister high school. Other conversations have opened an email relationship between the Willard School and Nanae's elementary schools.

Due to COVID-19, the CNN Committee is postponing its 25th Year Anniversary of this important relationship until 2023. Hope springs eternal.

## PEG ACCESS ADVISORY COMMITTEE

Karlen Reed, Chair  
Vince Carlson, Clerk  
Scott Hopkinson  
Cory Atkins

Court Booth, School Committee Representative  
Henry Dane, Concord Select Board Liaison  
Erin Stevens, PAAC/MMN Liaison  
Mark Pauley, MMN Interim Station Manager  
Tim Goddard, Carlisle Ex-Officio Member  
Carole Cushing, Concord Council on Aging Liaison



*Left to Right Top: Mark Pauley (MMN), Karlen Reed (chair), Cory Atkins, Scott Hopkinson, Court Booth, Vince Carlson (clerk)*

MMN is the Town-run local public access cable TV studio and service which brings public, education, and government (PEG) local programming to Concord and Carlisle. See the related annual town report for Public Information and MMN for more details.

### 2021 PAAC Updates

2021 and COVID highlighted the value of MMN and PEG to the Concord and Carlisle communities. Town committee members provide valuable volunteer services which augment and enhance Town staff and elected officials' efforts. Town committees relied more heavily than ever on MMN to record and post Zoom-enabled committee meetings for their members' and the public's benefit. Committee clerks discovered their job taking minutes was much easier because they could rely on recorded videos, making note-taking less work and more accurate. Concord citizens found engagement with Town government easier because they could watch and participate in Town and

committee meetings from their living rooms. MMN posted the meeting videos online quickly, making committee research easier than waiting 30+ days for minutes to be approved. MMN created playlists for its YouTube channel organized by committee, making the search for a video relatively simple. Also, MMN's YouTube subscribership base rose above 790 subscribers by the end of 2021.

In 2021, the PAAC welcomed new member Cory Atkins, revised its charge to change its voting membership to five members, and presented the first PEG Access Program Awards. The PAAC also reviewed the MMN 2021 finances, supported the 2021 PEG Budget Warrant Article 25, adopted new 2021-22 goals, and supported the formation of a Fiber Broadband Completion Task Force (Article 41 at the 2021 Town Meeting), which includes a PAAC committee member representative, Scott Hopkinson. The PAAC also analyzed Comcast subscribership and complaint data, celebrated the third anniversary of the founding of MMN, and met with representatives from the Massachusetts Department of Telecommunications and Cable and with the Town's Comcast representative, Greg Franks.

### 2021 PEG Access Program Awards

At an August Select Board meeting, the PAAC presented its 2021 PEG Access Program Awards to over twenty groups and individuals from Concord and Carlisle for their public, education, and government (PEG) videos and contributions. Community-created public access TV videos are the heart and soul of local TV programming. The citizen-run PEG Access Advisory Committee created this award to recognize our local producers of top-quality videos that were created between March 2020 and April 2021 and aired through our local public access TV station, MMN. COVID-19 restrictions during this time on in-person meetings were pretty tough on all of us. Watching the meetings and programs on MMN's TV channels 8, 9, and 99, and on Concord's YouTube web site kept people entertained and informed on local matters.

The Plaque Honorees are:

- Town of Concord, Town of Carlisle,
- Concord Council on Aging, and Carlisle Council on Aging,
- Concord and the Concord-Carlisle Schools,
- CCHS Chorus – with Joseph Maar and Debbie Smith,
- Minute Man National Historical Park,
- Concord Days – with Tammy Rose and Stephen Smith,
- Concord Players,
- KRPW Local Look – with Peggy Wargelin and Stephan Bader,
- League of Women Voters – Concord-Carlisle, Village Art Room, and Frank Breen.

The honorees' names are inscribed on this recognition plaque that was hung on MMN's Wall of Honor, located inside the Concord-Carlisle High School at 500 Walden Street, Concord. A report of this presentation was included in the November 18, 2021, Concord Journal.

The PAAC also recognized the efforts by the MMN staff who worked hard to make sure the committee meetings, educational, historic, sports, artistic programs, and public events were preserved during the early COVID era. They are Erin Stevens (MMN Division Manager), Mark Pauley (Interim Station Manager), Phil Lupsiewicz, Isabelle Germino, and the Town's Zoom administrators: Chris Carmody and Jeremy Romanul.

MMN celebrated its third year of operations in October as the Town-run local television station. For more information, visit the PAAC web page: <https://concordma.gov/2012/PEG-Access-Advisory-Committee> or the MMN web page: [minuteman.media](http://minuteman.media)

## VETERANS' SERVICES

Dick Krug, Veterans Services Officer

The Veterans' Services program is mandated by Massachusetts General Law, Chapter 115 and is administered under State guidelines to provide information, advice and assistance regarding benefits to veterans and their families. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a Veterans' Services Officer. The Veterans' Services Officer must be a war-era veteran and be available to provide assistance.

The Town is reimbursed by the State for 75% of benefits paid under this mandated program. With the support of the Commonwealth's House, Senate and Executive Office, Massachusetts is now recognized as having one of the most comprehensive veterans' programs in the nation.

The Office of Veterans' Services, currently located at 37 Knox Trail, advocates for and provides critical services to those who have served and their loved ones. Current benefits extend to "natural disasters" where benefits may apply to a loss resulting from a hurricane, blizzard or tornado. The Veterans' Service Officer will help Veterans complete their application for Chapter 115 benefits which offers a need-based program of financial and medical assistance for Veterans and their dependents. The mission of the Veterans' Services Officer has grown to encompass the full range of VA federal benefits, rehabilitation, employment and educational opportunities, military records, tax exemptions, housing and shelter assistance, annuities, funeral assistance and care and decoration of veterans' graves. Financial assistance to qualified veterans and their dependents is provided, in accordance with State and federal regulations.

Our veteran population in Concord has dropped dramatically from 2000 to 2021 however, Massachusetts has seen tens of thousands of new veterans.

### *Program Implementation*

The Veterans' Services Officer responds to daily calls requesting information, advice and assistance. With so many veterans and their families facing profound challenges related to their service and the current economy due to the COVID-19 Pandemic, the Veterans' Services Officer has become more important than ever.

The Veterans' Services Officer often helps veterans obtain assistance from veterans' organizations as well as other local, State and federal organizations, such as Concord Community Services, Social Security, local food pantries and farmer markets. The Veterans' Services Officer also has been called upon to provide transportation to and from medical appointments for veterans when there is no other transportation available.

Currently there are five individuals receiving financial assistance for qualifying Chapter 115 benefits. This number changes annually as the veteran may have moved, gained employment, change of assets or passed away.

The Veterans' Services Officer has been networking with local civic groups, senior citizen groups and area veterans' organizations as well as families of service members currently deployed. He has assisted at veterans' funerals, worked with students and presenters at Veterans' Day and Memorial Day exercises, served as a guest speaker in some high school and elementary school classes as well as for Rotary Club of Concord, the Lions Club of Concord, Concord Deaconess, and Concord Park Assisted Living. The Office of Veterans' Services opened during the 2021 with the practice of mask wearing and social distancing.

For information or assistance on Veterans' Services please call 978-318-3038 or e-mail [dkrug@concordma.gov](mailto:dkrug@concordma.gov). For information about services, events, and other veterans' organizations please visit Concord's web page at <https://www.concordma.gov/830/Veterans-Services>

## REGISTRAR OF VETERANS GRAVES

Harold Nichols, Registrar

There were 49 interments of United States Veterans in Concord cemeteries in 2021. The names of the Veterans, their respective wars, date of burials, and place of burial are as follows:

<u>VETERAN'S NAME</u>	<u>PERIOD OF DUTY</u>	<u>INTERMENT DATE</u>	<u>CEMETERY</u>
Edgar F. Clark	Peacetime	January 4, 2021	Sleepy Hollow
George B. Johnson	Vietnam	January 7, 2021	Sleepy Hollow
Ralph Flannery	World War II	January 14, 2021	Sleepy Hollow
Thomas J. Farren	Korea	January 26, 2021	St. Bernard's
Michael J. McHugh	Korea	January 27, 2021	St. Bernard's
Edward A. Passus Sr. James	Vietnam	January 29, 2021	St. Bernard's
L. Dwyer	Peacetime	February 6, 2021	Sleepy Hollow
Margaret McNally	World War II	February 20, 2021	St. Bernard's
Jean P. Gosselin	Vietnam	March 5, 2021	Sleepy Hollow
Paul English	Peacetime	March 27, 2021	Sleepy Hollow
Willard G. Svlvester Ralph	World War II	March 29, 2021	St. Bernard's
F. Kilfoyle	Peacetime	April 10, 2021	St. Bernard's
Albert Kennedv	Korea	April 14, 2021	St. Bernard's
Peter F. Mueller Sr	Peacetime	April 15, 2021	St. Bernard's
Paul B. Monaghan	Vietnam	May 1, 2021	Sleepy Hollow
Russell S. Beede	Peacetime	May 23, 2021	Sleepy Hollow
Peter C. Mutty	Peacetime	June 4, 2021	Sleepy Hollow
Stanley J. Orpik	World War II	June 12, 2021	St. Bernard's
Conrad W. Tambor	Peacetime	June 12, 2021	Sleepy Hollow
Kurt G. Lifner	Vietnam	June 22, 2021	Sleepy Hollow
Avak Avakian	World War II	July 1, 2021	Sleepy Hollow
William A. Lawrence II	Peacetime	July 15, 2021	Sleepy Hollow
Robert Jacobs	Vietnam	July 16, 2021	St. Bernard's
Woodley L. Chapman	Peacetime	July 19, 2021	St. Bernard's
Joseph J. Cormier	World War II	July 21, 2021	Sleepy Hollow
Herbert Silver	World War II	July 25, 2021	Sleepy Hollow
Earl F. Bracker	Peacetime	July 31, 2021	Sleepy Hollow
David F. Brownell	Vietnam	August 5, 2021	Sleepy Hollow
Bruce G. Kidder	Peacetime	August 11, 2021	Sleepy Hollow
John R. Caggiano	Peacetime	August 14, 2021	Sleepy Hollow
Sean P. Fedele	Peacetime	August 14, 2021	Sleepy Hollow
Salvatore C. Silvio Jr. John	Korea	August 25, 2021	St. Bernard's
F. Jacobs	Peacetime	August 27, 2021	Sleepy Hollow
Joseph A. Busa	World War II	September 14, 2021	St. Bernard's
Bernard E Kelley	Vietnam	September 25, 2021	St. Bernard's
William E. Colleran Jr	Korea	September 29, 2021	St. Bernard's
Richard M. Mellnick	Peacetime	October 8, 2021	Sleepy Hollow
Richard W. Wheeler	World War II	October 9, 2021	Sleepy Hollow
Francis C. Millspaugh Jr.	World War II	October 10, 2021	Sleepy Hollow
Carl Girardin	Vietnam	October 16, 2021	St. Bernard's
Richard Hartz	Korea	October 17, 2021	Sleepy Hollow
Robert J. Hull	Vietnam	October 19, 2021	St. Bernard's
Ravmond F. Miller	Peacetime	October 20, 2021	St. Bernard's
David Burke	Vietnam	October 27, 2021	St. Bernard's
Stephen F. Honan	Korea	October 22, 2021	Sleepy Hollow
John Tobi	Vietnam	October 30, 2021	Sleepy Hollow
Gordan H. Pettingill	World War II	November 7, 2021	Sleepy Hollow
Donald T. Stevenson	World War II	November 7, 2021	Sleepy Hollow
Wayne K. Clemens	Peacetime	December 29, 2021	Sleepy Hollow

## COMPREHENSIVE SUSTAINABILITY & ENERGY COMMITTEE (CSEC)

Jerry Frenkil, Chair  
Julie Klein (Clerk, resigned September 2021)  
Karen Gibson (Clerk, appointed October 2021)  
Brad Hubbard-Nelson  
Sharon Jones  
Janet Miller  
Mike McDonald (appointed October 2021)  
Douglas Sharpe  
Bob Shatten  
Hany Teylouni

The Comprehensive Sustainability Committee (CSEC) consists of up to nine members appointed by the Town Manager with the approval of the Select Board. The Committee assists the Town by identifying, designing, and implementing programs and projects to foster energy conservation, energy efficiency, and renewable energy generation, and to track and report on the financial and environmental impacts of such programs.

CSEC's role is complementary to that of the Climate Action Advisory Board, whose role is to develop new sustainability policies, whereas CSEC engages citizens and helps put these policies into action. CSEC's efforts make residents of Concord more aware of the role that we all must play in reducing greenhouse gas emissions and to act accordingly. The Committee works closely with Concord's Sustainability Director and would like to commend the efforts of Kate Hanley, who resigned from this position in the summer of 2021. The Committee welcomed Amanda Kohn as the new Sustainability Director in October.

As a Committee that is engaged in community outreach, the COVID pandemic has presented a lot of challenges. CSEC has not been able to hold any in person events to engage citizens, encourage their action, and inform them of programs that support sustainability. Nevertheless, CSEC has made progress through online presentations and meetings and have coordinated actions with the CMLP and local volunteer groups.

In September CSEC was presented with a citizen request to support bulk food returnable containers. The motivation for the request was to encourage the use of returnable containers in lieu of single use plastic by altering state code and its local interpretation which currently prohibits reusing containers for bulk grocery items. CSEC responded by authoring a letter of support for returnables which was sent to the Board of Health. After a public hearing on the request, the Board of Health approved the request.

CSEC produced a series of case studies about Concord residents who have transitioned their homes to climate-friendly heat pumps for heating and cooling. The twelve case studies cover a range of home sizes and styles, new construction and retrofits, and everything from partial conversions to whole-home transitions to electric. These case studies are available on the Town's Sustainability page on the town's website.

CSEC also assisted CMLP with the Climate Friendly Homes and Vehicles webinar held over Zoom. This event consisted of separate presentations on Heat Pumps and Electric Vehicles followed by attendee questions posed to panels of Heat Pump and EV owners. CSEC assisted by authoring an article on Beneficial Electrification for the Concord Journal and several CSEC members served on the panels with one member moderating the EV Q&A session. Over 100 residents participated in the event.

The largest source of greenhouse comes from buildings, accounting for about 60% of the total. CSEC recognizes that moving to electric heat pump heating and cooling is essential to reduce that contribution. Ideally, we would like to convert about 250 homes per year from fossil fuels to heat pumps, starting with those that heat with oil or baseboard electric heat, to meet the goal of reducing greenhouse gas emission by 80% by 2050. We are a long way from that target – in 2021, CMLP granted 62 rebates for heat pumps totaling \$86,943. To further encourage heating electrification, CSEC has been working with CMLP, Concord's Sustainability Director Amanda Kohn, and Mothers Out Front to develop a Concord Heats Electric campaign to more strongly encourage heating electrification. This effort will continue in 2022.

The electrification efforts, while primarily focused on residences, also included support for a Net-Zero Ready new Concord Middle School (CMS). CSEC worked closely with members of the CMS building committee, particularly around planning for the Solar Photovoltaic panels (PV) and associated battery storage, to make the building fully Net-Zero when occupied.

CSEC has also worked to inform residents of existing Federal, State, and local resources, which include CMLP rebates, Abode heat-pump coaches, and energy efficiency audits. There is also continuing interest in installing solar panels, which can provide much of the energy for heat pumps, with approximately 43 residential systems installed in 2021, generating an additional 391 kW of capacity. Transportation is the other major source of greenhouse gases and CSEC has worked closely with the CMLP's electric vehicle working group. To promote electric vehicles, CSEC and CMLP have participated in informational webinars and two outdoor in-person events in 2021, first at the library book fair and second on Discover West Concord Day. Interest in electric vehicles is growing. Over 580 electric vehicles are now registered in Concord and in a recent survey, 61% of respondents said that the next time they buy a car, they would be interested in buying an electric vehicle.

To further encourage sustainable practices, CSEC has begun planning a series of sustainability events for spring 2022 entitled the Cooler Concord Sustainability Series. This Series will feature a variety of events including presentations and a workshop with each event targeting a different audience with the goal of engaging more residents to take action to reduce our carbon footprint.

# FINANCE

## FINANCE COMMITTEE

Christine Reynolds, Chair  
Parashar Patel, Vice-Chair  
Ray Andrews  
Dean Banfield  
Peggy Briggs  
Kathy Cuocolo  
Eric Dahlberg  
Mary Hartman  
John Hickling  
Greg Guarriello  
Donald Kupka  
Amrith Kumar  
Dee Ortner  
Brian Taylor  
Lois Wasoff

### Finance Committee Membership

The Finance Committee (FinCom) consists of fifteen members who are appointed by the Town Moderator to represent a diversity of age, gender, precinct, financial circumstances and professional backgrounds. Each member is appointed for a three-year term, with five terms expiring each year at the close of the Annual Town Meeting. During their appointment, no member can serve as a Town officer or member of any other Town board.

### Finance Committee Responsibilities

The Finance Committee was established in 1922 to advise the town on financial matters. The Finance Committee fulfills this responsibility in several ways:

- Conducts public hearings on all warrant articles under which the appropriation or expenditure of money or the disposition of any property of the Town may be made.
- Develops written recommendations on these articles and any other articles the Finance Committee deems it to be in the best interests of the town to render a recommendation.
- Prints and distributes these recommendations to the voters not less than seven days before Town

Meeting.

- Manages the Town's appropriated Reserve Fund, voting to disburse money from this fund, upon the request of the Town Manager, when unforeseen or extraordinary events occur.

Articles voted at subsequent Town Meetings have added responsibilities. These include:

- The November 2011 Special Town Meeting voted that the Finance Committee develop a five-year projection of the total, likely tax burden on Concord taxpayers, and
- The 1976 Annual Town Meeting voted that, each year, the Finance Committee publish a budget guideline to help schools and the town develop their annual operating budgets. This requirement was further amended by a vote of the 2021 Annual Town Meeting to require publication of the annual guidelines on the Town's website no later than 5 weeks before the schedule close of the warrant.

To fulfill its responsibility of financial oversight, the Committee assigns each member to observe one or more other Town Committees. This enables FinCom observers to ask questions and gain a thorough understanding of the potential financial impact of initiatives under consideration throughout the town.

### Operating Budget Guideline Process

Each year, the Finance Committee publishes a budget guideline for each of our Town's three primary budgeting entities: Town Government, the Concord Public Schools, and Concord's portion of the Concord Carlisle Regional High School. The guideline specifies the increase to the current operating budgets available for the operating budget of the next fiscal year. These guidelines advise the Town and School Administrations, the Select Board, and the School Committees as to what the Finance Committee believes achieves the right balance between maintaining excellent services while also maintaining stable and sustainable property tax increases.

The process begins by consideration of select indices to gauge the regional financial environment. These include: Regional CPI, unemployment rates, tax collection rates, and the rate on a 10-year treasury note as a proxy for expected inflation. Next, internal budget drivers are explored through a round of conversations between the budgeting entities and the FinCom. Budget drivers typically include collective bargaining agreements, incremental headcount requests and/or new programs. In 2021, the Finance Committee also worked with the budgeting units to prepare 5-year spending projections based on assumptions regarding wage and cost growth. After careful deliberation, FinCom publishes a preliminary guideline and awaits feedback. A second round of conversations results in a final guideline published approximately 5 weeks before the close of the Town Meeting warrant.

The Finance Committee seeks to limit operating cost increases to meet the goal of fiscal sustainability over the long term. The criteria for these limits include: maintaining adequate levy capacity to avoid Proposition 21/2 overrides; maintaining an adequate Free Cash balance to retain favorable bond ratings; and ensuring taxpayers are not burdened beyond what they can reasonably afford.

### **FY23 Operating Budget Guideline**

The FY23 budget reflects a return to a pre-COVID municipal operating environment. On the expense side, the upcoming school budget assumes continued in-school classes and expanded athletics. The town budget includes increased spending for road maintenance and adjustments to wages, both delayed by the pandemic. On the revenue side, local receipts (excise, meals and occupancy taxes) are slowly returning to previous levels, but still 10% lower than FY21. In addition, Concord has received significant pandemic related state and federal funding for issues including: lost revenue, public health and education services, affordable housing, and infrastructure. The Select Board and School Committee are overseeing the allocation of these funds.

The Finance Committee issued a preliminary FY23 guideline on October 29, 2021; the final guideline

was issued on December 29, 2021.

The final guideline directs a total of \$2,991,608 (3.25% over FY21) to the General Fund operating budgeting:

- \$1,042,152 to the Town Government,
- \$1,127,898 to the Concord Public Schools, and
- \$821,558 for Concord's portion of the Concord Carlisle Regional High School.

The final guideline projects an increase in existing taxpayers' bills to be 3.37%, exclusive of Exempt Debt, which is decreasing by \$182,078. Assumptions embedded in the formulation of the preliminary guideline are:

- Unused levy capacity of \$4,376,135 (4.28% under the projected levy limit).
- \$1,000,000 use of Free Cash to offset property taxes.
- \$600,000 use of expected FY22 surplus to offset FY23 property taxes

As of March 25, 2022, the Town and the Regional High School have submitted budgets at or under the final guideline. The Concord Public Schools' budget, as approved by the School Committee, is \$312,585 over the final guideline. The Finance Committee and the School Committee are still in discussion regarding our concerns over budget growth projections combined with the tax impact of the Middle School project.

In addition, to reviewing the budget requests the Finance Committee reviews the status of free cash. The Town's projected free cash balance will be close to 5% of the general fund budget, the floor level per Town policy. The balance has shrunk over the past several years due to reduced budget surpluses, increased uses of free cash for the creation of a Middle School debt stabilization fund and appropriations for Affordable Housing. The maintenance of healthy free cash balance ensures the maintenance of Concord's strong credit rating.

Looking forward, the Finance Committee believes continued fiscal restraint and thoughtful sequencing will be needed to fund prioritized initiatives, such as environmental sustainability and affordable housing,

as well as expected necessary salary adjustments, Middle School debt and deferred road maintenance. Federal funds and private grants should be used to supplement tax resources, where possible, to keep tax growth moderate.

The committee was also concerned about a decrease in the number of approved exemption applications, from 44 in Fiscal Year 2020, to 34 in Fiscal Year 2021. The Assessor's Office reported that while the vast majority of applications had been approved, there were very few new applicants. In Fiscal Year 2022, however, eight taxpayers applied for the first time; altogether there were 37 applications, all of which were approved. The total amount granted under the program was \$145,561.

By the end of the year, the legislature had not yet passed the home rule enabling the exemption to be made permanent, but the bill had been reported favorably out of the Joint Committee on Revenue and could still be passed in 2022, which is the second year of the current legislative session. In the coming year, the Tax Fairness Committee expects to repeat its efforts to establish a permanent exemption, hoping to meet with better success.

## TAX FAIRNESS COMMITTEE

David Karr, Chair  
Bill Kemeza, Vice-chair  
Nancy Cronin, Clerk  
Reinier Beeuwkes, Member  
Walter Birge, Member  
Jonathan Keyes, Member  
Farhanah Sheets, Member

In 2021, the Tax Fairness Committee continued the process that it began in 2020 to make the Means-Tested Senior Property Tax Exemption permanent in Concord. This process required the state legislature to approve a home rule petition submitted by the Town in 2020, for a vote of Town Meeting to accept the act of the legislature, and for a vote at the polls to reaffirm the acceptance of the act. Toward this end, the committee placed Article 18 on the warrant at Town Meeting. In the meantime, the committee sought alternative means of continuing the exemption in effect in case the legislature did not act in time.

The Finance Department provided the desired alternative in the form of Article 19, which used funds from the overlay account to rebate taxes to applicants who applied for the exemption and met the requirements previously established. At the time of Town Meeting, the legislature had not yet acted on any of the Town's home rule petitions, including the Means-Tested Senior Property Tax Exemption. Town Meeting passed Article 19 in order to continue the program in Fiscal Year 2022.

## BOARD OF ASSESSORS

Tom Matthews, Chair  
Chris Fisher, Vice Chair  
Susan Livingston  
Bill Herring  
Barron (Tory) Lambert

The Assessing Division of the Finance Department is responsible for the fair and accurate listing and assessment of all real estate and personal property for taxation purposes, in accordance with state statutes and regulations. The Division assists taxpayers in determining eligibility for statutory property tax exemptions and in understanding the basis for all property assessments. The Division also carries out the valuation of all real property under construction as of each June 30, determines the applicability of the Supplemental Assessment Law for newly constructed property receiving a Certificate of Occupancy during the year, and examines all property sales during the year for inclusion in the annual sales analysis. The Division is responsible for the commitment of 16,957 motor vehicle excise tax bills during the year, based on data received from the Registry of Motor Vehicles, and assists taxpayers with the adjustment of excise bills throughout the year as vehicles are added and removed from registration.

The Assessing Division also has the added responsibility of administering the new Senior Mean Tested Real Estate Tax Exemption. The new program went into effect for Fiscal Year 2019 and Fiscal Year 2021 was the third year of the program. The office processed 35 applications and granted 34 exemptions. The total amount of tax dollars exempted was \$128,402. The exemptions were funded by a tax shift of \$.01, making the FY 2021 tax rate \$14.72/\$1,000 of valuation. This is also the last year of the three-year trial. The Town meeting in September voted to submit a new home rule petition to continue the program. Absent legislative approval to continue the program, the Town funded a "Senior Mean Tested Exemption- like" program through a Town Meeting appropriation. In FY22, the office processed 37 applications and granted 37 exemptions, totaling \$145,561.

The Town Assessor, three full- time staff and one part-time staff member assist the Board of Assessors. The Board, consisting of five members and up to three non-voting associate members, appointed by the Town Manager, is the decision-making body with respect to all property valuation determinations. In September 2021, Chief Assessor Lane Partridge announced his resignation to accept a similar position in Barnstable. Mr. Partridge served the Town of Concord for more than 10 years.

### Property Valuation

Massachusetts General Law requires the Town to value property for tax purposes as of January 1st preceding the start of the July 1 Fiscal Year for which property taxes will be levied. Once every five years, the Department of Revenue (DOR) certifies the valuation of local assessments at "full and fair cash value" with on-site examination. This process is referred to as the "Certification Year". The four intervening years are "Interim" years, during which the DOR review of required annual valuation adjustments is by a desk analysis. Fiscal Year 2022 is the fourth of the four interim years. For the Division, the work is the same for an interim year, but without the process of on-site DOR examination. The last value certification was completed in Fiscal 2018 and the DOR has approved each interim year adjustment since 2018.

On November 22, 2021, following a public hearing, a uniform tax rate of \$14.76 was adopted by the Select Board for FY2022. The FY2022 property tax rate was approved by the Department of Revenue on December 1, 2021. The FY2022 values are based on an assessment date of January 1, 2021 and a market value analysis using calendar year 2020 "arms-length" sales. The Town's total taxable property value increased 2.3% from FY2021 to FY2022.

The goal of the Assessing Division is to value properties as equitably and consistently as possible. The following table summarizes the Town's values by property use.

## Assessments by Property Use (Form LA-4)

Class Type	Class Code	FY 2021		FY 2022	
		Parcel Count	Total Value	Parcel Count	Total Value
Single Family	101	4,603	\$5,071,695,070	4,611	\$5,189,205,622
Condominium	102	874	489,912,249	890	522,824,202
Miscellaneous	103,109,140	64	136,806,700	55	124,033,700
2-Family	104	99	68,904,850	97	73,333,050
3-Family	105	1	1,031,600	2	1,801,800
Apartments	111-125	27	205,598,100	27	210,702,100
Vacant Land	130-132,106	282	39,795,400	274	38,110,900
Commercial	300-393	336	417,978,325	323	410,959,625
Industrial	400-452	27	26,575,200	27	26,535,600
Forest Land (Ch. 61)	601-602	16	55,585	13	56,115
Agricultural (Ch. 61A)	700	53	1,086,691	29	1,090,375
Recreation Land (Ch. 61B)	800	12	10,263,050	12	10,234,325
Mixed Use	012-043	27	150,655,050	26	158,877,350
Personal Property	501-508	<u>245</u>	<u>50,149,780</u>	<u>251</u>	<u>59,116,970</u>
<b>Total</b>		<b>6,666</b>	<b>\$6,670,507,650</b>	<b>6,686</b>	<b>\$6,826,881,734</b>

### Tax Levy

The Town's budget for Fiscal 2022 was approved at the 2021 Annual Town Meeting. Taxpayers voted the appropriation of which is funded by several sources. The majority of the funds come from Real Estate and Personal Property taxes and is called the Levy. The levy is limited by Proposition 2 ½, which allows the levy to grow by only 2 ½ percent each year and new growth. The town meeting can also vote an override to the 2 ½ percent increase, but Concord has only allowed overrides for funding capital projects.

The maximum permitted property tax levy for FY2022, the total amount of money that can be

raised through Real and Personal Property taxes in accordance with state law, is \$105,774,847. This includes a levy of \$6,869,344 for excluded debt service. The actual FY2022 property tax levy is \$100,761,183, resulting in \$5,013,664 of the maximum permitted levy limit remaining unused. The FY2022 tax levy increased from FY2021 by 2.68%.

**Annual Levy Limit is calculated as follows:**

FY2021 Levy Limit	\$ 95,545,971
Fy 20 New Growth Adjustment ( <i>form LA-13a</i> )	\$ 0
2 ½% allowed increase	\$ 2,388,649
New Growth ( <i>form LA-13</i> )	<u>\$ 970,883</u>
TOTAL ( <i>before debt exclusion and override</i> )	\$ 98,905,503
DEBT EXCLUSION	\$ 6,869,344
<i>(Principal and interest due on debt authorized to be repaid from taxation above the levy limit)</i>	
OVERRIDE	<u>0</u>
MAXIMUM PERMITTED LEVY	<u>\$105,774,847</u>
FY2022 PROPERTY TAX LEVY	\$100,761,183
Unused Levy Limit	\$ 5,013,664

**Property Tax Rate**

The Town of Concord has repeatedly had one of the lowest tax rates of the surrounding communities; however, the average tax bill is one of the highest in the state. This is due to the Town’s high average single family residential valuation of \$1,125,400. The median single family residential valuation is \$977,200.

The tax rate, in its simplest form, is the tax levy divided by the town’s taxable valuation. This is called the Uniform Tax Rate and under this rate, each class of property pays a share of the tax levy equal to its share of the total town value. The calculation for the Town of Concord for FY2021 is:

$$\$100,761,183 / \$6,826,881,734 = .01476$$

or \$14.76 per thousand dollars of assessed valuation

Property taxes are billed quarterly. For FY2022, the first two tax payments were due August 3 and November 1, 2021. These were estimated based on the previous year’s taxes plus 2.50%, a preliminary adjustment allowed by state law and based on the permitted 2.5% increase plus any

increase attributable to the FY2022 cost of overrides or debt exclusions previously voted by town ballot. In November, the Select Board voted a “residential factor” of 1.0000, thereby setting the FY2022 tax rate at a Uniform Tax Rate, which has been their practice for the past 22 years. The third and fourth quarter tax payments are due on February 1, 2022 and May 2, 2022, based on the total annual taxes minus the total of the first two estimated billings. Utility Liens for unpaid town utility bills and the annual allocation of betterment apportionments are added to the third quarter bill due February 1.

**Motor Vehicle Excise Tax**

The Assessing Division is responsible for committing Motor Vehicle Excise Taxes to the Town Collector. The tax is calculated by the Registry of Motor Vehicles which conveys the bill file electronically to each municipality based on the place a vehicle is garaged. The taxable value is based on the manufacturer’s original list price for the particular model (without regard to accessories and without regard to the purchase price negotiated between the buyer and seller) multiplied by a yearly discount. The yearly discount schedule applied to the original list price is as follows:

50%	the year preceding the designated year of manufacture
90%	the year of manufacture
60%	the second year of manufacture
40%	the third year of manufacture
25%	the fourth year of manufacture
10%	the fifth and all succeeding years of manufacture

## TRUSTEES OF TOWN DONATIONS

Christine Ayotte-Brennan, Chair  
 Frederick Miller, Vice-Chair  
 Gavin Morrissey  
 Jennifer Ubaldino

Kerry A. Lafleur, Treasurer

Once the taxable value of the vehicle is determined, an excise tax is calculated at the rate of \$25.00 per thousand. By state law, the tax is adjusted by the number of full or partial months the vehicle is on the road. Abatements are issued when vehicles are sold or disposed of, calculated only in full months proration (again, according to state law) and subject to a minimum bill of \$5.00.

The Assessing Division committed the following excise tax amounts to the collector during Fiscal Year 2021:

<b>MOTOR VEHICLE COMMITMENTS from January 1, 2021 to December 31, 2021</b>			
Calendar Year	Number of Commitments	Number of Bills	Amount Committed
2021	7	16,957	\$3,241,758

Citizens of Concord today continue to benefit from the remarkable generosity of those who preceded them. Our community is strengthened in important ways by the consideration of our forebears. Beginning more than 250 years ago, various funds were established according to the wishes of the donor. Generally, these wishes addressed specific needs such as scholarship funding, library materials, health and environmental concerns, and beautification of the Town.

For those individuals making their estate plans, the Trustees would be pleased to respond to inquiries about creating a new trust and/or adding to an existing fund.

During FY2021, the Trustees received \$16,737.09 in Interest Earnings and Receipts, net of fees and expenses, including \$92,950 from the sale of Cemetery lots, \$87,965 for Perpetual Care and recorded \$529,381.45 of realized capital gains. The Trustees distributed at total of \$262,551.05, including:

- \$120,755 of cemetery lot sale proceeds to the Town's Cemetery Fund for FY21
- \$73,750 for cemetery perpetual care
- \$14,500 from the Silent Fund
- \$3,390 for maintenance of Chamberlin Park
- and \$50,156.05 from income according to the terms of the various trusts.

Additional disbursements include \$12,500 for administrative expenses, made from Capital Gains, and advisory and investment management fees of \$42,149.84 (approximately 41 basis points annually and charged on a monthly basis). Administrative expenses are primarily for the services of the Concord Finance Department. Advisory and investment management fees were paid to BNY Mellon Wealth Management.

BNY Mellon Wealth Management is retained to manage the portfolio, in accordance with the Investment Policy adopted by the Trustees, a copy of which is available on the Town's website. The annualized rate of return to June 30, 2021 (fiscal year reporting period), net of fees, is as follows: The portfolio's performance benchmark is:

Portfolio Rate of Return as of June 30, 2021 Annualized, net of fees		
Concord	One Year	Three Years
Performance Benchmark	23.40 % 22.43%	30.00 % 10.97 % (gross of fees)

60% MSCI ACWI and 40% BarCap U.S. Intermediate Gov/Credit, provided that the portfolio also includes a dividend sub-portfolio which may add or detract from performance against the benchmark. This sub-portfolio requirement has recently been eliminated through the adoption of a new Investment Policy. The Trustees Investment and Distribution policies are available at [concordma.gov/240/Trustees-of-Town-Donations](http://concordma.gov/240/Trustees-of-Town-Donations).

The Trustees have established the target portfolio asset allocation as follows:

Large cap stocks	30%-55%
Mid cap stocks	0%-10%
Small cap stocks	0%-10%
International (developed)	0%-20%
International (emerging)	0%-10%
Fixed Income	35%-50%

As of June 30, 2021, the market value of assets was recorded at \$10,293,139.57, an increase of 23.40% from the year earlier.

A listing of disbursements made by the Trustees during FY 2021 (the period ending June 30, 2021) includes:

- \$14,500 from the Silent Fund transferred to the Board of Selectmen, distributed by the Board of Selectmen to individuals in need (Fund #1);
- \$1,400 from Public School Donations, bequests of John Beaton and John Cummings to benefit students in Concord public schools. (Fund #4)
- \$1,800 from the bequest of Cyrus Stow (1878) to benefit the Concord-Carlisle High School (Fund #5);
- \$6,200 from the William M. Prichard bequest (1899) to benefit students in Concord public schools (Fund #6);
- \$3,475 from the Sarah E. A. Richardson Fund (1926) and the Estate of Mary E. Gross to benefit Emerson Hospital (Funds #7 and 10);
- \$2,600 from the Anna M. Holland Funds for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Funds #8 & 9);
- \$200 from the George F. Flavin Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #23);
- \$245 from the bequests of Edward B. Caiger (1960) and Edith F. Sellors (1984) for the Concord Free Public Library to purchase books (Funds #25 and 26);
- \$150 from the bequests of the Class of 1963 for the female student at Concord-Carlisle High School most interested in the science of government (Fund #27);
- \$500 from the Ruth E. Helsher Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #28);
- \$3,390 from the Anne B. Chamberlin Park Fund (1970) for support of the maintenance of the park area that stretches between Lowell Road and the Mill Brook in Concord Center (Fund #30);
- \$280 from earnings on the Sleepy Hollow Cem-

tery Fund to support the Cemetery division (Fund #32);

- \$120,755 in lot sales transferred to the Cemetery division and in lot repurchases from Cemetery Donations, Sleepy Hollow Cemetery (Fund #33);
- \$73,750 from earnings on the Cemetery Perpetual Care Fund, transferred to the Town's Cemetery Fund and used for support of the Cemetery maintenance costs (Fund #34);
- \$1,185 from earnings in Cemetery Donations, St. Bernard's Cemetery, transferred to Holy Family Parish and used to support cemetery maintenance costs (Fund #35);
- \$500 from the Maureen Taggart Memorial Fund for a student award conferred by the Recreation Commission and a charitable donation to an organization selected by the student (Fund #36);
- \$543.48 from the Concord's 350th Birthday Fund for flagpole lighting (Fund #38);
- \$9,600 from the Guy P. DiGiovanni Family Scholarship Trust for academic scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #39) and
- 22,021.05 from the Beede Center Endowment to support operation and maintenance of the Beede Center (Fund #40).

history of town donations and an overview of the mandates of the various trusts. The project was very successful in providing insight regarding the creation and ongoing purpose of the trusts managed by the Trustees of Town Donations. The work product produced by the archivists will serve as valuable guide for future trustees as they continue to manage the trust funds and execute the mandate of each trust.

## **Annual Workplan Update**

### *Investment Advisor Replacement*

The trustees interviewed and performed due diligence with the goal of replacing the investment management role previously held by BNY Mellon. The due diligence and interviewing process resulted in the hiring of Morgan Stanley over Fiducent Advisors. Morgan Stanley has created and implemented a portfolio which adheres to the investment policy statement. The portfolio consists of low-cost passive investments in the equity sleeve and individual US Treasury and government agency securities in the fixed income sleeve. The portfolio is in alignment with the Prudent Investor Rule standards which Concord Town Counsel had affirmed as a mandate for the town funds.

### *Trust Archives*

The trustees approved a project to hire an archives intern, Drew Matlovsky, under the direction of municipal archivist, Nathaniel Smith, to provide a

**The Town of Concord Trustees of Town Donations administers the following funds:**

**1. Silent Fund**

A trust fund for the benefit of the poor of Concord, established in 1731, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

**2. Hugh Cargill Fund**

Income paid annually to the Board of Selectmen of Concord and added to funds administered by the Hugh Cargill Committee for the aid of Concord residents in need.

**3. Hugh Cargill Trust**

A trust fund for the benefit of the poor of Concord, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

**4. Public School Donations**

Bequest of John Beaton and John Cumming.  
John Beaton: to improve the schooling of the youth.  
John Cumming: benefit to a school, Town of Concord and to be under the direction of the Selectmen.

**5. High School Donations**

Bequest of Cyrus Stow in 1878, the net income to be expended by the School Committee for said Town for the benefit of the high school.

**6. Manual Training School Donations**

Bequest of William M. Prichard, income to be used for the purpose of manual training, industrial arts, mechanical drawings, and domestic science and in furtherance of those subjects.

**7. Sarah E. A. Richardson Fund**

Bequest of Sarah E. A. Richardson in 1926 of \$12,000 to be held as a permanent fund, the income thereof to be used by the Trustees of Town Donations for the Town of Concord for the assistance of people suffering from physical disabilities in a hospital, or as the Trustees of Town Donations shall deem best.

**8. & 9. Anna M. Holland Fund**

Income to be used for:

A. Frederic M. Holland Scholarships: Higher Education for boys and girls over 16, who have been students in the Concord High School.

B. Anna M. Holland Scholarships: Higher education for young women over 16, residents of Concord who have attended school in Concord for at least two years.

**10. Mary E. Gross**

Income to be paid to Emerson Hospital of Concord.

**11. Shade Tree Donations**

Bequest of Reuben N. Rice in 1886 of \$2,000 and Samuel Hoar in 1904 of \$1,000, the principal to be invested and the income thereof annually expended in planting and the care of shade or ornamental trees in the public square, or on the highways and streets of Concord.

**12. Adelaide Fowler Tree Fund**

To be held as trust fund for 100 years or for such less periods as the Board of Selectmen or the Trustees of Town Donations may deem advisable, income thereof to be used by it for the setting out and care of trees and shrubs.

**13. Hapgood Wright Semi-Centennial Trust Fund**

Gift of Hapgood Wright, August 25, 1885. Income to be used for the semi-centennial celebration of the incorporation of the Town of Concord until the third centennial year of the incorporation of the Town of Concord.

**14. Hapgood Wright Centennial Trust Fund**

Gift of Hapgood Wright in 1916 for the benefit and improvement of the Town or the citizens of Concord as determined by a two-thirds vote of Town Meeting.

Part A. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 1985 and at each 100 years thereafter;

Part B. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 2035 and at each 150 years thereafter.

### **15. Nineteenth of April Donations**

Bequest of Ebenezer R. Hoar in 1895 to be safely invested and the income added to the principal, and in the year 1925, and in every 25th year thereafter, so much of the then existing accumulations of income as the town shall think fit, shall be used for the celebration of the Nineteenth of April 1775, and the surplus, if any, for such educational purposes as the Town may determine. The principal, however, to be always kept intact.

### **16. Melvin Fund**

Bequest of James C. Melvin in 1917, the sum of \$2,000 to provide income to be used in connection with the 19th of April celebrations.

### **17. The Colonel James Barrett Fund**

Bequest received in 1936. Income to be accumulated for periods of 60 years to be spent as Selectmen designate.

### **18. Charles Hosmer Walcott Fund**

Legacy from the Estate of John Walcott, income to be used by the School Committee for a prize for papers of historical or other subjects relating to Concord.

### **19. Fanny E. Wheeler Fund**

Bequest from Fanny E. Wheeler, parcel of land situated at the junction of Sudbury and Assabet rivers containing 7.9 acres more or less and having thereon "Egg Rock" so called. Bequest subject to the restriction that no building of any kind shall ever be erected or placed on said premises. Also a bequest of \$1,000 the income therefrom to be used for the care and maintenance of said premises.

### **20. Martha R. Hunt Legacy**

Remainder of the legacy from Martha R. Hunt of \$1,000 income to be expended for the improving, repairing, and renovating on grounds, fences, and structures of the Old Hill Burying Ground.

### **21. Mary Stone Eaton Fund**

For the benefit of the people of Concord who are physically disabled in a hospital.

### **22. Harriet Louise Eaton Fund**

For the benefit of the people of Concord who are physically disabled in a hospital.

### **23. The George F. Flavin Scholarship Fund**

This fund created by bequest in 1984, the income to be used exclusively for the higher education of worthy boys and girls who are graduates of the Concord-Carlisle High School.

### **24. Edward B. Caiger Fund**

The income of this fund, by bequest in 1960, is used for prizes for high school seniors.

### **25. Edward B. Caiger Library Fund**

Bequest received in March 1978. Principal to remain intact and income to be paid to the Concord Free Public Library.

### **26. Edith F. Sellors Library Fund**

Bequest by Edith F. Sellors in 1984. Trust fund to be administered by Board of Public Library Trustees, the income thereof to be expended in each year for the purchase of books for the library, in addition to those provided from town appropriations or other funds. By decision at the 1984 Annual Town Meeting (article 54) "to authorize the Trustees of Town Donations to hold, manage and administer such legacy in accordance with said will."

### **27. Political Science Scholarship Fund**

This fund created by a gift in 1963, the income to be used for the benefit of a girl, in the graduating class of Concord-Carlisle Regional High School, most interested in the science of government.

### **28. Ruth E. Helsher Scholarship Fund**

This fund created by bequest in 1965, the income to be used for the higher education of boys and girls who are graduates of the Concord-Carlisle Regional High School.

### **29. Eleanor Baldwin Fenn Memorial Fund**

Gift from the League of Women Voters of Concord, June 1980, to be supervised and invested by the Trustees of Town Donations. The gift is required to be retained as principal. The income each year will be awarded to a member of the Concord-Carlisle Regional High School graduating class who has demonstrated an ongoing personal commitment to servicing the community. The Scholarship and Awards Selection Committee at the high school shall choose the recipient. If there is no qualified recipient, the income for that year shall be divided

and presented to the award recipients over the next three years. This award is given in beloved memory of Eleanor Baldwin Fenn who devoted her life to active, informed, concerned citizenship throughout the community.

### **30. Anne B. Chamberlin Park Fund**

Gift in March 1970, from the Chamberlin family, of which a sum up to \$2,000 may be spent for plans and construction of a path from Lowell Road to the Town land on the westerly side of Mill Brook. The balance of such sum to be held in trust, the income to be expensed on direction of the Natural Resources Commission, or its successor, toward the maintenance of the path and its borders.

### **31. John Upshire Smith Memorial Fund**

A trust fund for the benefit of the needy of Concord, income therefrom to be paid to the Silent Poor Fund.

### **32. Sleepy Hollow Cemetery Fund**

Income to be paid annually to the Town Treasurer, to be used by the Cemetery Department.

### **33. Sleepy Hollow Burial Lot Fund**

Payments for lots purchased in Sleepy Hollow Cemetery; principal and income to be paid to the Town of Concord annually.

### **34. Cemetery Donations - Sleepy Hollow Cemetery**

Funds paid for perpetual care on lots in Sleepy Hollow Cemetery; income paid to the Town Treasurer quarterly for the maintenance of Sleepy Hollow Cemetery.

### **35. Cemetery Donations - St. Bernard's Cemetery**

Donations for care of lots in Saint Bernard's Cemetery. Income to be paid to St. Bernard's annually.

### **36. Maureen Taggart Memorial Award**

The Recreation Commission established the Maureen Taggart Memorial Award in January 1985. The award is open to any high school student, public or private, who is a resident of Concord or Carlisle, and who has demonstrated a loving and giving spirit through voluntary service in the community. The recipient will have the privilege of

designating a deserving organization and/or individual to receive a financial grant in Maureen's name. The recipient's name will be placed on two plaques - one at the Harvey Wheeler Community Center, and the other at the school of the chosen student. The citizens of Concord and Carlisle and any faculty member or student of the candidate's high school will make nominations. Nomination forms are available at the Concord Recreation Department, the local high schools, the two Concord libraries and the Carlisle Library. Nominations should be sent to the Recreation Department. Submittal deadline is April 1.

### **37. Concord Scholarship Fund**

A Fund established to receive gifts to be used for scholarships to further the education of Concord residents. Gifts should be made payable to the Town of Concord and the fund is to be administered by the Trustees of Town Donations to be called "Concord Scholarship Fund." Gifts are tax deductible as a charitable contribution on individual tax return.

### **38. Concord's 350th Birthday Fund**

Funds received from the Town of Concord. The Board of Selectmen voted to use remaining funds raised for the Town's 350th-birthday observance to set up a permanent trust fund for the "maintenance and improvement of the Monument Square Flagpole, related lighting, and flags." The principal and interest can be expended on the authorization of the Board of Selectmen.

### **39. DiGiovanni Family Scholarship Trust**

Initial funds received April 1999 from Guy P. DiGiovanni, the income to be paid to the Town Treasurer annually and, through June 30, 2011, to be used by the Concord Recreation Commission for the funding of summer camp scholarships for programs managed by the Concord Recreation Department. After June 30, 2011, the donor revised the purpose of the fund; income will be applied to academic scholarships for Concord students attending college.

### **40. Beede Center Endowment**

The Special Town Meeting of November 5, 2007 acted under Article 4 to transfer to the custody of the Trustees a gift of \$300,000 from the Alfred Sawyer Trust for the purpose of establishing an endowment for the Beede Swim and Fitness

Center. The Town Meeting vote further stipulated that the principal was to remain intact and the income was to be made available upon request of the Town Manager for the operation and maintenance of the Beede Center. Subsequently, the gift was accepted by the Board of Selectmen on December 27, 2007 with further condition of the Sawyer Trustee that use of the endowment income would be restricted to capital expenses. \$55,000 was applied for such purpose in fiscal year 2014.

**Other funds under management by the Trustees of Town Donations:**

**Alfred H. Sawyer Trust Gift**

Article 4 of the Special Town Meeting of November 5, 2007 also transferred to the custody of the Trustees of Town Donations “the sum of \$1,700,000 or any other sum that may be accepted by the Board of Selectmen from the Trustees of the Alfred Sawyer Trust to create an expendable fund for sustainable energy and other resource conserving initiatives for town buildings, said funds to be expended under the direction of the Town Manager, in accordance with certain terms and conditions to be agreed upon by the Board of Selectmen and the trustees of the Alfred Sawyer Trust.”

On December 21, 2007, the Board of Selectmen executed a Memorandum of Agreement with the Trustees of the privately held Alfred Sawyer Trust and on January 3, 2008 the sum of \$1,730,437.58 was received into the custody of the Town of Concord Trustees of Town Donations. Subsequently, the sum of \$15,507.80 has been received into the fund as supplemental distributions from the Sawyer Trust trustees.

As this is an Expendable Trust which initially was expected to have a payout period extending five to seven years, the Town of Concord Trustees of Town Donations placed the funds in a short-term bond fund account. In August 2013, the remaining funds were transferred into a money market account, an action taken in view of the diminished return available on the short-term bond fund account and the expected short-term horizon for disposition of the remaining balance of the Sawyer Trust gift account balance.

Through June 30, 2019, \$262,119.71 has been earned on the funds under the custody of the Trustees of Town Donations and added to the Sawyer Trust gift account by the Trustees.

Through the end of fiscal year 2021, 72 energy conservation projects in various town-owned buildings have been funded. Activity since inception and for the most recent fiscal period ended June 30, 2021 is as follows:

<b>Alfred Sawyer Resource Conservation Fund</b>		
	Fiscal Year 2021	Since Inception
Market Value, BEGINNING	\$ 77,859.96	\$ 1,730,437.58
Additions to trust capital	\$ 0.00	\$ 15,507.30
Income	146.01	210,658.73
Realized gains	0.00	53,909.30
<i>Less:</i>		
Project funding – transfer to town	\$ 0.00	\$ 1,932,506.94
Market value, ENDING	\$ 78,005.97	\$ 78,005.97

# Treasurer's Report for the Year Ended June 30, 2021

## Combined statement, all funds

<b>Beginning Balance @ June 30, 2020</b>			<b>Book Value</b>	<b>Market Value</b>
Bank of America	\$ 25,180.89			
Mellon Cash Reserves	131,739.04			
Mass Municipal Depository	89,376.56			
<b>Total cash accounts</b>			\$ 246,296.49	\$ 246,296.49
Equity - stock and mutual funds			3,920,974.86	4,989,524.25
Fixed Income			3,013,284.26	3,105,495.49
<b>TOTAL ASSETS @ June 30, 2020</b>			<b>\$ 7,180,555.61</b>	<b>\$ 8,341,316.22</b>

### **FY2021 RECEIPTS:**

Interest & Dividends	\$ 156,772.98		
Other income	0.00		
<b>Total Interest and Dividends</b>			\$ 156,772.98

### **Other receipts:**

Cemetery lots	86,080.00		
Cemetery Perpetual Care	94,835.00		
Realized gains	529,381.45		
Other revenue	0.00		
<b>Total Other Receipts</b>			\$ <u>710,296.45</u>

**TOTAL Gross Receipts** \$ 867,069.43

### **Less**

General expense	(16,250.00)
Investment mgmt. fees	(42,149.84)

**TOTAL NET RECEIPTS** \$ **808,669.59**

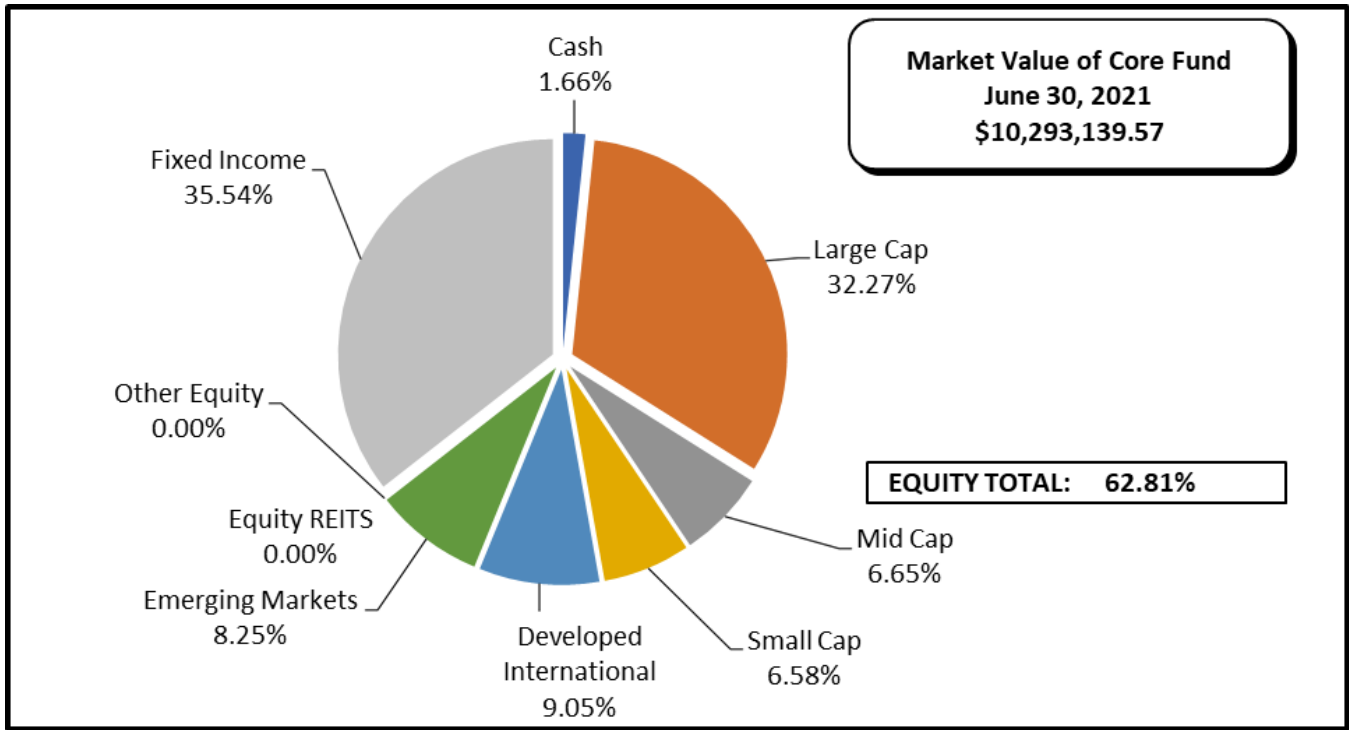
### **FY2021 DISBURSEMENTS**

Distributions from income & gains	\$ 68,046.05
Cemetery Perpetual Care to Town, operations	73,750.00
Cemetery lot sale proceeds to Town, current year	109,355.00
Cemetery lot sale proceeds to Town, prior years	0.00
Cemetery lot buybacks	<u>11,400.00</u>

**TOTAL DISBURSED** \$ **262,551.01**

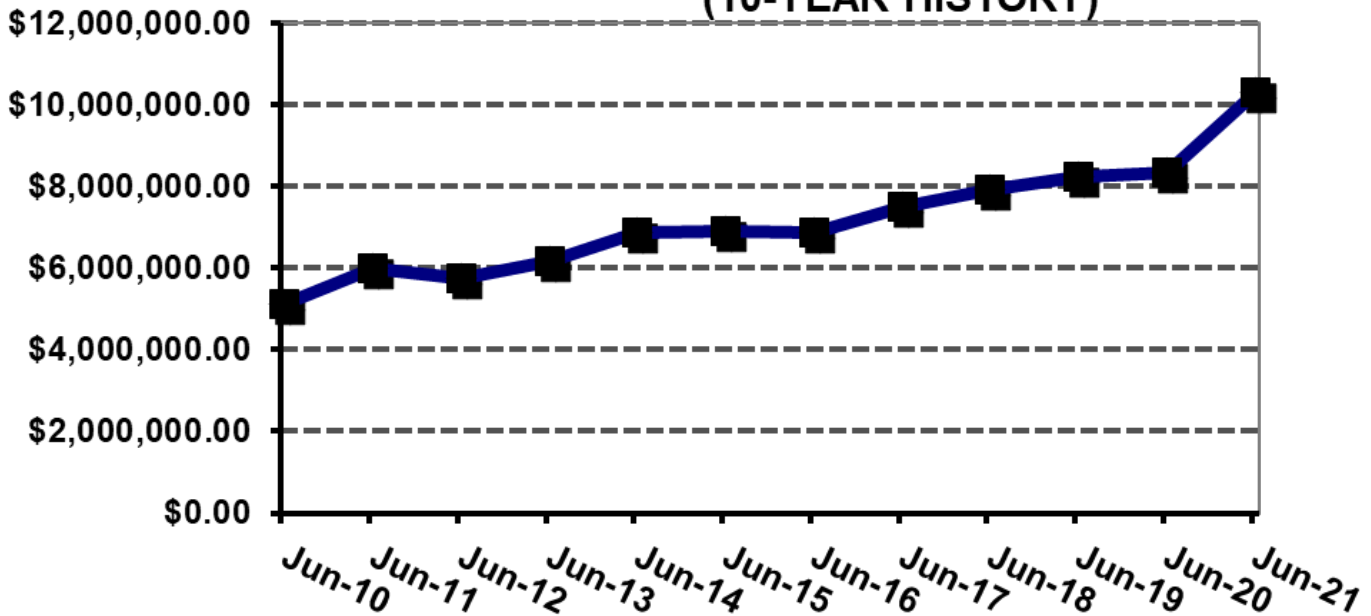
**NET ACTIVITY, FY21** \$ **546,118.54**

<b>Ending Balance @ June 30, 2021</b>			<b>Book Value</b>	<b>Market Value</b>
Bank of America	\$ 11,015.90			
Mellon Cash Reserves	154,859.31			
Mass Municipal Depository	4,761.47			
<b>Total cash accounts</b>			\$ 170,636.68	\$ 170,636.68
Equity - stock and mutual funds			3,935,195.99	6,464,807.13
Fixed Income			3,620,841.49	3,657,695.76
<b>TOTAL ASSETS @ June 30, 2021</b>			<b>\$ 7,726,674.16</b>	<b>\$ 10,293,139.57</b>



	30-Jun-17	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21	Change over Prior Year
Cash	1.00%	2.00%	2.60%	2.95%	1.66%	-1.29%
Equities	65.00%	62.00%	60.60%	59.82%	62.81%	2.99%
Fixed Income	34.00%	36.00%	36.80%	37.23%	35.54%	-1.69%
Other Assets	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

**Assets at Fiscal Year End to June 30, 2021  
(10-YEAR HISTORY)**



Trust Fund Assets: Transaction Summary, FY2021 - as of June 30, 2021

Fund #	Fund	Book Value 6/30/20	Market Value 6/30/20	Interest		Received		Disbursed		Realized Gain (loss)	Book Value 6/30/21	Market Value 6/30/21
				MTD	MTD	MTD	MTD	MTD	MTD			
1	Silent Fund	198,250.92 160,857.13 0.00	<b>583,683.40</b>	4,828.06	0.00 0.00 0.00	0.00 10,000.00 4,500.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 25,662.44 328.06	198,250.92 176,519.57 328.06	<b>699,791.78</b>	
2	Hugh Cargill Fund	600.00 1,107.85 134.96	<b>2,061.21</b>	25.16	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 135.46 0.00	600.00 1,243.31 160.12	<b>2,592.77</b>	
3	Hugh Cargill Trust	117,519.88 176,537.35 18,882.32	<b>367,113.37</b>	4,275.66	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 23,003.72 0.00	117,519.88 199,541.07 23,157.98	<b>460,238.14</b>	
4	Public School Donations	22,384.65 39,928.30 255.05	<b>71,298.61</b>	854.86	0.00 0.00 0.00	0.00 300.00 1,100.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 4,599.28 9.91	22,384.65 44,227.58 9.91	<b>87,933.18</b>	
5	High School Donations	24,523.72 43,741.68 119.42	<b>82,898.77</b>	934.34	0.00 0.00 0.00	0.00 800.00 1,000.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 5,026.87 53.76	24,523.72 47,968.55 53.76	<b>101,594.98</b>	
6	Manual Training	98,010.76 174,800.17 462.87	<b>331,299.25</b>	3,733.69	0.00 0.00 0.00	0.00 2,200.00 4,000.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 20,087.93 196.56	98,010.76 192,688.10 196.56	<b>407,174.56</b>	
7	Sarah E. A. Richardson fund	52,601.49 93,832.91 246.51	<b>178,021.20</b>	2,004.09	0.00 0.00 0.00	0.00 1,100.00 2,250.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 10,782.30 0.60	52,601.49 103,515.21 0.60	<b>218,754.36</b>	
8	Anna M. Holland Fund #1	38,586.13 3,588.94 0.00	<b>65,525.26</b>	572.12	0.00 0.00 0.00	0.00 1,100.00 500.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 3,055.79 72.12	38,586.13 5,544.73 72.12	<b>78,831.43</b>	
9	Anna M. Holland Fund #2	24,129.42 2,186.90 0.00	<b>42,635.55</b>	356.99	0.00 0.00 0.00	0.00 650.00 350.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 1,906.69 6.99	24,129.42 3,443.59 6.99	<b>51,228.38</b>	
10	Mary E. Gross	1,946.50 3,473.34 8.76	<b>6,600.86</b>	74.18	0.00 0.00 0.00	0.00 45.00 80.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 399.04 2.94	1,946.50 3,827.38 2.94	<b>8,109.26</b>	
11	Shade Tree Donations	409.14 738.96 142.63	<b>1,442.22</b>	17.63	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 94.88 0.00	409.14 833.84 160.26	<b>1,814.30</b>	
12	Adelaide Fowler Tree Fund	1,128.70 3,580.81 2,364.44	<b>7,615.76</b>	96.65	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 519.99 0.00	1,128.70 4,100.80 2,461.09	<b>9,606.83</b>	
13	Hapgood Wright Semi-Centennial	1,207.80 8,510.76 8,418.12	<b>19,547.13</b>	247.80	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 1,333.20 0.00	1,207.80 9,843.96 8,665.92	<b>24,655.55</b>	
14A	Hapgood Wright Centennial Trust (1985 and each 100 years)	1,000.00 6,566.28 7,179.34	<b>15,874.99</b>	201.45	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 1,083.92 0.00	1,000.00 7,650.20 7,380.79	<b>20,025.35</b>	
14B	Hapgood Wright Centennial Trust (2035 and each 150 years)	1,000.00 539,889.82 630,610.31	<b>1,261,234.56</b>	16,006.02	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 86,115.23 0.00	1,000.00 626,005.05 646,616.33	<b>1,590,973.33</b>	

Trust Fund Asset: Transaction Summary, FY2021 - as of June 30, 2021

Fund #	Fund	Book Value 6/30/20	Market Value 6/30/20	Interest MTD	Received MTD	Disbursed MTD	Realized Gain (loss)	Book Value 6/30/21	Market Value 6/30/21
15	Nineteenth of April Donations	Principal 2,000.00 temp restricted 9,824.56 Expendable 4,448.75	22,657.85	222.34	0.00	0.00	1,196.23	2,000.00 11,020.79 4,671.09	28,096.07
16	Meivin Fund	Principal 291.42 temp restricted 879.78 Expendable 437.55	1,983.61	21.98	0.00	0.00	118.24	291.42 998.02 459.53	2,478.41
17	Colonel James Barrett Fund	Principal 1,000.00 temp restricted 2,862.71 Expendable 2,074.17	6,391.65	81.11	0.00	0.00	436.42	1,000.00 3,299.13 2,155.28	8,062.69
18	Charles Hosmer Walcott Fund	Principal 122.72 temp restricted 974.16 Expendable 941.01	2,193.98	27.83	0.00	0.00	149.80	122.72 1,123.96 968.84	2,767.56
19	Fanny E. Wheeler Fund	Principal 3,000.00 temp restricted 43,072.18 Expendable 46,573.73	99,742.40	1,265.82	0.00	0.00	6,810.28	3,000.00 49,882.46 47,839.55	125,819.22
20	Martha Hunt Legacy	Principal 251.78 temp restricted 454.67 Expendable 87.61	799.71	10.84	0.00	0.00	58.38	251.78 513.05 98.45	1,014.00
21	Mary Stone Eaton Fund	Principal 6,447.74 temp restricted 16,196.41 Expendable 10,727.24	35,927.58	455.95	0.00	0.00	2,453.09	6,447.74 18,649.50 11,183.19	45,320.54
22	Harriet Louise Eaton Fund	Principal 5,087.90 temp restricted 13,274.21 Expendable 9,042.52	29,503.75	374.44	0.00	0.00	2,014.47	5,087.90 15,288.68 9,416.96	37,217.26
23	George F. Flavin Scholarship	Principal 5,658.13 temp restricted 556.81 Expendable 0.00	9,578.19	84.41	0.00	150.00	451.29	5,658.13 858.10 34.41	11,569.05
24	Edward B. Caiger Fund	Principal 1,000.00 temp restricted 426.36 Expendable 180.76	2,562.79	21.97	0.00	0.00	118.14	1,000.00 544.50 202.73	3,154.16
25	Edward B. Caiger Library Fund	Principal 2,113.52 temp restricted 3,717.95 Expendable 9.02	7,141.79	79.82	0.00	45.00	429.32	2,113.52 4,102.27 8.84	8,782.41
26	Edith F. Sellors Library Fund	Principal 1,053.75 temp restricted 1,881.46 Expendable 6.38	3,560.71	40.19	0.00	80.00	216.23	1,053.75 2,017.69 6.57	4,314.38
27	Political Science Scholarship	Principal 1,210.62 temp restricted 537.72 Expendable 221.18	2,966.62	25.20	0.00	150.00	133.81	1,210.62 671.53 96.38	3,472.42
28	Ruth E. Helsher Scholarship	Principal 5,132.29 temp restricted 59.68 Expendable (344.18)	15,354.99	64.96	0.00	500.00	342.46	5,132.29 (97.86) (279.22)	17,810.53
29	Eleanor Baldwin Fenn Memorial	Principal 1,710.62 temp restricted 802.38 Expendable 311.12	4,526.89	38.59	0.00	0.00	207.60	1,710.62 1,009.98 349.71	5,569.96

Trust Fund Assets: Transaction Summary, FY2021 - as of June 30, 2021

Fund #	Fund	Book Value 6/30/20	Market Value 6/30/20	Interest MTD	Received MTD	Disbursed MTD	Realized Gain (loss)	Book Value 6/30/21	Market Value 6/30/21
30	Anne B. Chamberlin Park Fund	Principal 20,000.00 temp rest rict ed 180,779.31 Expendable 68,894.72			0.00 0.00 0.00	0.00 0.00 3,390.00	0.00 19,645.66	20,000.00 200,424.97 69,165.39	
31	John Upshire Smith Memorial	Principal 485.00 temp rest rict ed 975.96 Expendable 460.15		3,660.67	0.00 0.00 0.00	0.00 0.00 0.00	0.00 141.21	485.00 1,117.17 486.40	396,954.47
32	Sleepy Hollow Cemetery Fund	Principal 4,892.83 temp rest rict ed 5,415.14 Expendable 132.65		26.25	0.00 0.00 0.00	0.00 10.00 270.00	0.00 767.46	4,892.83 6,172.60 5.30	2,654.80
33	Sleepy Hollow Burial Lot Fund	Principal 21,596.74 temp rest rict ed 9,223.65 Expendable 2,027.21		142.65	92,950.00 0.00 0.00	114,000.00 6,500.00 255.00	0.00 1,806.22	546.74 4,529.87 2,135.25	12,602.89
34	Cemetery Donations - perp. care	Principal 1,804,238.53 temp rest rict ed 1,679,768.34 Expendable 13,522.14		363.04	87,965.00 0.00 0.00	0.00 13,750.00 60,000.00	0.00 260,489.14	1,892,203.53 1,926,507.48 1,792.56	16,409.93
35	Cemetery Don. - St. Bernard's	Principal 18,409.81 temp rest rict ed 32,835.63 Expendable 88.08		48,270.42	0.00 0.00 0.00	0.00 485.00 700.00	0.00 3,823.92	18,409.81 36,174.55 94.72	4,901,316.20
36	Maureen Taggart Memorial	Principal 7,972.66 temp rest rict ed 14,357.34 Expendable 48.73		706.64	0.00 0.00 0.00	0.00 200.00 300.00	0.00 1,643.55	7,972.66 15,800.89 54.04	76,527.08
37	Concord Scholarship Fund	Principal 1,200.00 temp rest rict ed 526.85 Expendable 314.15		305.31	0.00 0.00 0.00	0.00 0.00 0.00	0.00 150.02	1,200.00 676.87 342.04	33,717.40
38	Concord's 350th Birthday	Principal 3,386.39 temp rest rict ed 3,777.28 Expendable 229.76		27.89	0.00 0.00 0.00	0.00 0.00 0.00	0.00 543.48	3,386.39 4,320.76 330.78	3,515.80
39	Guy P. DiGiovanni Fund	Principal 110,500.00 temp. restricted 83,567.23 Expendable 2,705.85		101.02	0.00 0.00 0.00	0.00 6,000.00 3,600.00	0.00 14,197.74	110,500.00 91,764.97 1,769.71	11,011.75
40	Beede Center Endowment	Principal 300,000.00 trmp restricted 45,007.52 Expendable 25,432.53		2,663.86	0.00 0.00 0.00	0.00 0.00 22,021.05	0.00 27,230.49	300,000.00 72,238.01 8,472.71	248,918.19
	<b>TOTAL</b>	7,180,555.61	8,341,316.24	98,373.13	180,915.00	262,551.05	529,381.39	7,726,674.08	10,293,139.57

**Trust Fund assets: Book and Market Value @ 6/30/21**

	Identification	Tax Cost Book Value	Face Value or # shares	Book Value per share	Market Value		% of Core portfolio	
					@ price	Value		
Bank of America	830-40809	11,015.90				11,015.90	170,636.68	
BNY Mellon	CON00433000	154,859.31				154,859.31		
MMDT	44-201242	4,761.47				4,761.47		
<b>Total cash accounts</b>								<b>1.66%</b>
<b>US large cap</b>								
Individual stock holdings								
BNY Mellon Institutional S&P 500 Stock Index	DSPIX	962,481.03	20,608.022	33.321	77.5400	1,530,958.06	14.87%	
BNY Mellon US Equity Fund	DPUYX	686,679.90	6,968.295	16.566	27.6900	1,597,946.03	15.52%	
		115,434.70				192,952.09	1.87%	
<b>US mid cap</b>								
ISHARES TR S&P Midcap 400	IJH	275,074.88	2,550.000	107.872	268.7300	685,261.50	6.66%	
<b>US small cap</b>								
ISHARES TR S & P Small Cap 600	IJR	101,310.00	1,000.000	101.310	112.9800	112,980.00	1.10%	
Dreyfus Select Mgrs Small Cap Growth	DSGYX	131,236.43	7,309.160	17.955	35.8800	262,252.66	2.55%	
Dreyfus Select Mgrs Small Cap Value	DMVYX	174,049.50	9,981.240	17.438	30.2400	301,832.70	2.93%	
<b>Developed international</b>								
BNY Mellon International Fund	MPIYX	70,998.12	6,879.872	10.320	15.3800	105,812.43	1.03%	
BNY Mellon International Stock Index	DINIX	325,000.00	19,302.847	16.837	20.4000	393,778.08	3.83%	
BNY Mellon International Stock Fund	DISYX	91,854.15	6,993.507	13.134	25.6800	179,593.26	1.74%	
ISHARES MSCI Eafe Small Cap Index	SCZ	244,988.02	3,400.000	72.055	74.1600	252,144.00	2.45%	
<b>Emerging markets</b>								
Dfa Emerging Markets Core	DFCEX	242,356.22	11,952.121	20.277	26.9800	322,468.22	3.13%	
GQG Partners Emerging Markets	GQGIX	150,000.00	8,436.445	17.780	18.6700	157,508.43	1.53%	
ISHARES Core MSCI Emerging Markets	IEMG	263,733.02	4,000.000	65.933	66.9900	267,960.00	2.60%	
Tew Emerging Markets Income Fund-I		100,000.00	12,360.939	8.090	8.2000	101,359.70	0.98%	
<b>Total Equity</b>		<b>\$3,935,195.98</b>				<b>\$6,464,807.13</b>	<b>62.81%</b>	
							<b>\$0.00</b>	
							<b>62.81%</b>	
BNY Mellon High Yield Fund- Class I		225,369.56	36,864.197	6.113	6.2000	228,568.02	2.22%	
BNY Mellon Floating Rate Income Fund		223,506.72	19,194.566	11.644	11.5000	220,737.51	2.14%	
Mellon short-term US Govt Securities		192,996.63	16,782.316	11.500	11.6200	195,010.51	1.89%	
Mellon Intermediate Bond Fund		1,351,250.39	107,803.841	12.534	12.9200	1,392,825.63	13.53%	
Mellon Bond Fund		1,627,718.19	123,991.131	13.128	13.0700	1,620,564.08	15.74%	
<b>Total Fixed Income</b>		<b>\$3,620,841.49</b>				<b>\$3,657,695.76</b>	<b>35.54%</b>	
<b>Subtotal, Core</b>		<b>\$7,726,674.16</b>				<b>\$10,293,139.57</b>	<b>100.00%</b>	
Sawyer Trust/MMDT money market		78,005.97				78,005.97		
<b>GRAND TOTAL</b>		<b>\$7,804,680.13</b>				<b>\$10,371,145.54</b>		

## CONTRIBUTORY RETIREMENT BOARD

Peter J. Fulton, Chair (elected member)  
 Mary Barrett, Town Accountant (ex officio member)  
 Kerry A. Lafleur, Town CFO (Select Board's appointed member)  
 Arnold Roth (member appointed by the Board)  
 Brian J. Whitney (elected member)

Linda Boucher, Retirement System Administrator

The Concord Retirement Board administers the Contributory Retirement System, a multi-employer pension board that includes the Town of Concord (including non-teaching staff of the Concord K-8 School Department), the Concord-Carlisle Regional School District non-teaching staff and the Concord Housing Authority. The system covers all employees working at least 25 hours per week in regular employment, except for teaching personnel (who are members of the State Teacher Retirement System). The Town Accountant, by statute, is a member ex officio of the Retirement Board. The Town Treasurer is the Treasurer of the Retirement System. Staff of the Concord Town Treasurer and the Town Accountant provides administrative support for the System.

The Retirement System operates on a calendar year fiscal period. Legally, the Concord Retirement Board is a state agency rather than a town committee. Its work and financial records are supervised by the Public Employee Retirement Commission Administration (PERAC), a state agency located

within the Massachusetts Department of Revenue, Executive Office of Administration and Finance.

The Concord Retirement Board is one of 104 local Boards operating under one set of statewide rules and one benefit structure established by Massachusetts General Laws Chapter 32. Its responsibility is fiduciary to the members and beneficiaries of the Concord Retirement System.

The PERAC Annual Report for the year ending December 31, 2020, reported the following data regarding Concord's system:

<u>Annualized rate of return</u>	<u>Concord Board</u>	<u>Composite (all boards)</u>
1 year (2020):	10.23 %	12.80 %
5 years (2011-20):	8.68 %	8.93 %
Historic (1985-2020):	8.65 %	9.31 %

As of the most recent actuarial valuation (January 1, 2021), Concord's funded ratio (assets compared to system actuarial liabilities) was 94.6%, up from 88.6% from the prior year, but down from a high of 96.0% as of January 1, 2008, before the market collapse of late 2008 and early 2009. Total assets and accrued liabilities as of January 1, 2021 and 2020 were reported as follows:

<b>Total assets and accrued liabilities as of January 1, 2020 and 2019</b>		
	<u>Jan. 1, 2021</u>	<u>Jan. 1, 2020</u>
Actuarial Accrued Liability (AAL)	\$213,155,192	\$203,473,656
Actuarial Value of Assets (AVA)	201,633,055	180,248,308
Unfunded Actuarial Accrued Liability ( UAAL = AAL- AVA)	11,522,137	23,225,348
Discount rate (assumed earnings rate)	6.75%	6.75%
Funded ratio (AVA/AAL)	94.6%	88.6%

The actuarial value of assets is a derivation that spreads investment gains and losses (results above and below the assumed rate of return, the rate at which future liabilities are discounted to present value) over a four-year period. Thus, for example, the investment gains in 2021 that resulted from exceeding the 6.50% discount rate are divided equally into four parts, with one-quarter (one part) recognized in calendar year 2021 results and the other quarter parts recognized in 2022, 2023 and 2024. Thus, AVA may depart from the Market Value of Assets (MVA) – but PERAC regulations require that the ratio of MVA to AVA can be no more than  $\pm 10\%$ .

The following changes were made in the non-economic assumptions used to prepare the January 1, 2021 actuarial valuation:

- Discount rate: reduced to 6.50% from 6.75%. This increased the liability by \$5.6 million.
- Mortality assumption: RP-2014 adjusted to 2006, projected generationally using MP-2020. The prior valuation used the same table, projected with MP-2019. This decreased the liability by \$914 thousand.
- The COLA Base was increased from \$12,000 to \$14,000; this increased the liability by \$2.0 million.
- All other assumptions and methods were maintained from the prior valuation.

The funding schedule remains the same, amortizing the remaining unfunded liability by 2032. The funding schedule determines the annual employer contributions to be paid by the Town of Concord, the Concord-Carlisle Regional School District and the Concord Housing Authority.

Of the 104 Boards comprising the Massachusetts Retirement System, Concord's funded ratio ranked 6th highest on the listing published as of January 1, 2021, up from 7th highest last year, as reported by PERAC. As of 1/1/21, just two of the 104 board's in the MGL Chapter 32 public employee pension system were using a discount rate lower than 6.5% (Andover & Leominster), and only one other was using a discount rate of 6.50%, like Concord (Needham). One hundred (100) boards were using discount rates higher than 6.50%. Of the five boards

with higher funded ratios, 4 reported that the discount rates used in the most recent actuarial valuation range was higher than 6.50%. Use of a lower discount rate increases the present value calculation of future liabilities and therefore tends to lower the reported funded ratio. Since the valuation of January 1, 2010, the Concord Board has lowered its assumed rate of return from 7.75% to the current 6.50% rate, reflecting its expectation of achievable future investment returns.

The funding schedule is subject to revision based on the results of each actuarial valuation study. The investment results of calendar year 2021 will be reflected in the next planned valuation with an effective date of January 1, 2022.

At January 1, 2021, system membership was 588 Active Members, 164 Inactive Members and 334 Retired Members.

The Retirement System maintains the following fund balances:

**The Annuity Savings Fund** contains the accumulated contributions plus earnings of active member employees and terminated employees who have not withdrawn their balances. By law, interest earnings to be credited to the individual member account within this fund (and the Annuity Reserve Fund) is set by the state for the calendar year at the average passbook savings rate of the prior year, not at the earnings rate actually realized by the System.

**The Annuity Reserve Fund** contains the accumulated contributions and earnings of members receiving retirement or disability payments. Accumulated balances are transferred to this fund from the Annuity Savings Fund upon a member's retirement.

**The Special Military Services Fund** contains employer appropriations for certain armed services veterans who qualify for additional benefits under Massachusetts law.

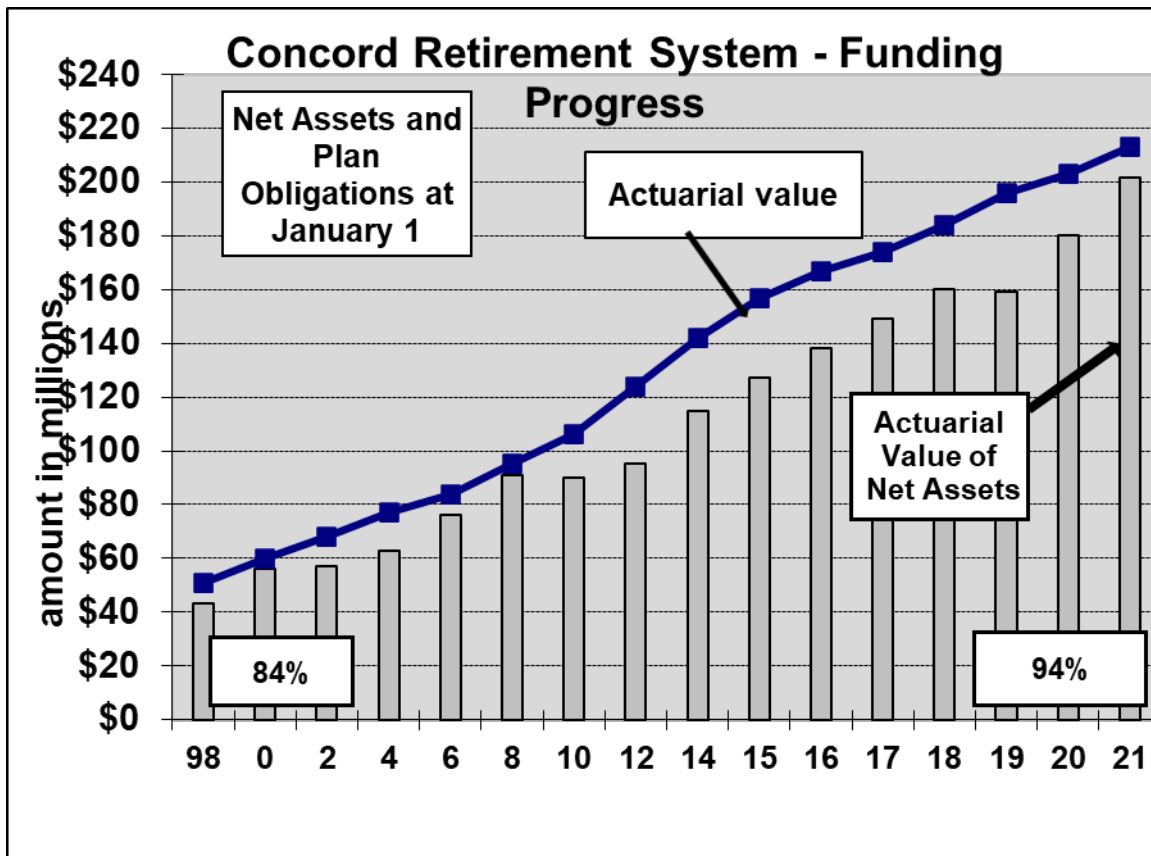
**The Pension Fund** receives and maintains the employer contributions. Retirement benefits funded by employer contributions are disbursed from this fund.

**The Pension Reserve Fund** receives excess investment income (if any) after allocations are made to all other funds. This fund also receives any pension assessments made against federal grants and any forfeit of accumulated interest by a member withdrawing from the system before 5 years (all annuity account interest is forfeited) or ten years (50% of annuity account interest is forfeited).

**The Expense Fund** receives and disburses monies associated with the Retirement Board's administrative expenses.

Based upon calendar year financial statements published by the Concord Retirement Board and audited as part of the Town's annual audit, a three-year comparison (2016-2018) of total assets by fund is shown below:

	<b>Audited Financial Date</b>		
	<b>at December 31</b>		
	<b>2018</b>	<b>2019</b>	<b>2020</b>
Annuity Savings Fund	\$33,128,747	\$33,447,651	\$33,698,719
Annuity Reserve Fund	8,324,504	9,375,601	10,246,246
Military Service Fund	4,497	4,502	4,506
Pension Fund	225,003	440,837	4,926,100
Pension Reserve Fund	<u>117,546,051</u>	<u>141,464,017</u>	<u>152,757,484</u>
<b>TOTAL at Market Value</b>	<b>\$159,228,502</b>	<b>\$184,762,608</b>	<b>\$201,633,055</b>



## FINANCE DEPARTMENT

Kerry A. Lafleur, Chief Financial Officer

The Department of Finance and Administration consists of five divisions: Administration, Assessing, Treasurer/Collector, Accounting and Town Clerk. The Department is also responsible for budget management, Town purchasing administration, Town payroll administration, group insurance management (in collaboration with the Personnel Department) and Retirement System administration. The Town Treasurer serves as the Parking Clerk, administering the parking violation system. The Town Treasurer also serves as Treasurer for the Trustees of Town Donations. The report of the Town Clerk division appears elsewhere in this Town Report.

### ADMINISTRATION DIVISION

Kerry A. Lafleur, Chief Financial Officer  
Jonathan Harris, Budget and Purchasing Director

This division is responsible for the development and implementation of the Town Manager's budget, the Enterprise Fund budgets, and the five-year Capital Improvement Program. The division provides guidance and oversight of procurement and public bidding procedures for all town departments under the Town Manager in accordance with applicable state laws. These functions are conducted under the direction of the Budget and Purchasing Director with the assistance of the Senior Budget & Operations Analyst.

This division handles all aspects of Town payroll administration and all federal and state reporting of wages and payroll taxes for the Town departments, the Concord Public Schools (K-8) and the Concord Retirement System. The division handles retiree benefit administration and direct interaction with the town's 300 retirees for all group insurance matters. These functions are under the direction of the Assistant Treasurer supported by the Finance Assistant.

The Chief Financial Officer is responsible for group insurance administration and is custodian-treasurer of the Retirement System and treasurer of the Trustees of Town Donations. The division provides staff support to the 15-member Concord Finance Committee appointed by the Town Moderator. The Finance Assistant provides administrative support in these activities.

The Chief Financial Officer is also appointed as the Town Treasurer-Collector. In this capacity, the Chief Financial Officer is responsible for cash management, debt management and treasury operations. The CFO is supported in these activities by the Deputy Treasurer (Treasury Division).

### Payroll

Total payrolls for the Town Government departments and the Concord Public Schools, for the fiscal periods ended June 30, 2020 and 2021, were as follows:

PAYROLL - ALL FUNDS			
	Year ended 6/30/20	Year ended 6/30/21	Percent change
Town Manager departments	\$ 29,085,254	\$ 29,524,703	1.51%
Concord Public Schools	34,729,700	35,253,674	1.51%
TOTAL	\$ 63,814,954	\$ 64,778,377	1.51%

## Group insurance

Group health plans are offered to the Town's employees through the multi-town Minuteman-Nashoba Health Group (MNHG) established in December 1990 under the authority granted by Massachusetts General Laws Chapter 32B, section 12. This statute permits local governments to join together for the joint provision of employee group health insurance plans. The MNHG presently includes 15 area towns and regional school districts with 3,884 employee and retiree members, covering a total of 6,051 persons (including dependents) as of December 2021. Financial operations for the group were handled by the Concord Finance Department, Administration Division, until August 2017, at which time, these operations were transferred to another member entity. The Group's financial performance is

independently audited, on an annual basis.

The primary health care networks offered are the Harvard Pilgrim Health Plan (HP), the Tufts Total Health Plan, and the Fallon Health Plan. The Plans offered to active employees, early retirees (pre-age 65) and non-Medicare eligible retirees are self-funded. The group also provides Medicare Supplement plans for eligible retirees, with premium rates set by Tufts, Harvard Pilgrim and Fallon. The MNHG Group establishes the prices for the various active employee and non-Medicare retiree plans annually based on actual claims experience and with the protection of a stop-loss reinsurance program. Harvard, Tufts and Fallon are paid an administrative fee, negotiated annually, which is based on the number of enrollees.

### Minuteman-Nashoba Health Group Summary Financial Statement

	Year Ending 5/31/19	Year Ending 5/31/20
<b><u>Assets, Liabilities and Fund Balances</u></b>		
Cash & investments	\$ 7,361,713	\$ 5,415,247
Other current assets	<u>1,133,078</u>	<u>1,089,595</u>
Total assets	\$ 8,494,791	\$ 6,504,842
Claims Liabilities	\$ 3,219,661	\$ 3,000,000
Claims incurred but not reported	1,003,579	0
Other liabilities	<u>25,877</u>	<u>220,350</u>
Total Liabilities	\$ 4,249,117	\$ 3,220,350
Unrestricted/Total Net Position	<u>\$ 4,245,674</u>	<u>\$ 3,284,492</u>
<b><u>Revenues, Expenses and Change in Net Position</u></b>		
<b>OPERATING REVENUES</b>		
Participants' contributions	\$ 54,996,799	\$ 51,451,458
Other revenues	<u>87,989</u>	<u>80,440</u>
Total Operating Revenues	\$ 55,084,788	\$ 51,531,898
<b>OPERATING EXPENSES</b>		
Claims expense	\$ 41,376,871	\$ 39,861,279
Claims administration expense	2,855,452	2,795,946
Other group expenses	<u>10,028,440</u>	<u>8,347,442</u>
Total operating expense	\$ 54,260,763	\$ 51,004,667
<b>OPERATING INCOME (LOSS)</b>	\$ 824,025	\$ 527,231
<b>NON-OPERATING REVENUES</b>		
Investment income	\$ <u>137,157</u>	\$ <u>86,690</u>
Change in net position	<u>\$ 961,182</u>	<u>\$ 613,921</u>
Net position, beginning of year	<u>\$ 3,284,492</u>	<u>\$ 2,670,570</u>
Net position, end of year	<u>\$ 4,245,674</u>	<u>\$ 3,284,491</u>

For the Group's Plan Years ending May 31, 2019 and May 31, 2020, the following financial information was reported. Please note that at the time that this report was submitted, audited statements as of May 31, 2021 were not yet available.

## TREASURER-COLLECTOR

Kerry A. Lafleur, Treasurer-Collector

Richard Delorey, Assistant Treasurer

Colleen Rhinhart, Treasury & Collections Assistant

The Treasurer-Collector division of the Finance Department is responsible for the receipt, investment and disbursement of all Town funds, billing and collection of all taxes, curbside collection subscriptions, utility and parking violation collections, miscellaneous billing, and debt management. This division serves as custodian-treasurer for the Concord Retirement System.

### Short-term Investments

For the year ended June 30, 2021, interest earnings on short-term investments of all Town funds totaled \$298,893.83. The General Fund, which supports the Town and Schools operating budgets, earned \$202,635.59. These earnings represent an average return for the fiscal year of .16% down from the previous year's return of .58%. Interest earnings funded approximately .26% of the \$115.8 million General Fund budget for the fiscal year that ended June 30, 2021. Interest earnings funded about 1.15% of the \$114 million General Fund budget for the previous fiscal year.

### Tax collection

Property tax collections during FY21 totaled \$96,425,504 net of refunds. This is 3.56% more collected than the previous year. The delinquency rate on the FY21 tax levy was .52% as of June 30, 2021, the twenty-sixth consecutive year in which this rate has been under 1.5% and the first time in three

Interest earned FY21	
Allocated by Fund	Amount
General Fund	\$ 202,635.59
Municipal Light Operating Fund	5,672.98
Land Acquisition Fund	45.77
Water Fund	22,991.57
Sewer Fund	21,972.28
CPA Fund	6,277.51
CMLP Depreciation Fund	19,217.00
CMLP Underground Fund	3,409.93
Pension Reserve	2,531.95
Contributory Retirement Fund	4,146.53
General Stabilization Fund	8.34
Student Activity	172.69
Beede Swim & Fitness Center	7,114.13
53G Fund	1.56
Parking Fund	162.43
CPS Capital Stabilization	84.89
CPS Tech Stabilization Fund	0.77
Emergency Response Stabilization Fund	464.82
Middle School Stabilization Fund	1,977.93
Arts Lottery Fund	5.16
TOTAL	\$298,893.83

years it has been under 1%. The total dollar amount of property taxes outstanding on the tax collector's records (all years) was \$656,757 at the end of FY21.

During FY21, \$271,333 of unpaid property taxes was transferred to Tax Title accounts, including \$7,766.31 in utility liens. A Tax Title is a legal procedure involving advertisement of the delinquency and the recording of a priority lien against the deed to protect the Town's claim for taxes owed. \$282,009 was collected during the year on Tax Title accounts, along with \$57,056 in penalty interest. Tax Titles bear a penalty interest rate of 16% per annum. At June 30, 2021, 34 properties were in Tax Title status, amounting to accumulated unpaid taxes of \$664,640 (compared to 38 parcels and \$643,179 at June 30, 2020).

### Debt and credit rating

In fiscal year 2020, one Bond and one Bond Anticipation Note were issued, as detailed on the next page:

## Bond Issuance

### \$ 4.768 million Bond

Issue date:	May 12, 2021
Payable:	August 15, 2021 through February 15, 2031
Maturity date:	1 - 10 years
True Interest cost:	0.698164%

#### Purpose:

- Article 21 of 2019 ATM	Fire Engine	\$	341,000
- Article 7 of 2019 ATM	Park Improvements (Gerow)	\$	499,500
- Article 7 of 2019 ATM	Park Improvements (White Pond)	\$	499,500
- Article 7 of 2019 ATM	Park Improvements (Rideout)	\$	169,500
- Article 7 of 2019 ATM	Open Space Land Acquisition	\$	91,000
- Article 7 of 2019 ATM	2019 Roads Program	\$	667,000
- Article 7 of 2019 ATM	2019 Roads Programs (Cambridge Turnpike)	\$	500,000
- Article 12 of 2019 ATM	School Capital	\$	810,500
- Article 14 of 2019 ATM	Middle School Feasibility Study	\$	1,347,000
		\$	4,925,000

Moody's Investors Services reaffirmed Concord's Aaa credit rating prior to the bond sale. The Town's credit rating has retained this Aaa rating since 1987.

## 53G Fund

In accordance with Massachusetts General Law Chapter 44, Section 53G as adopted by the Concord Board of Appeals, the Natural Resource Commission, and the Planning Board, it may be determined (due to a proposed project's size, scale, complexity, potential impact or use of land) that the review of a permit application warrants the assistance of outside consultants. Project applicants must pay for the services provided by the independent advisor. Funds provided by the applicant for this purpose are deposited with the Town Treasurer in an account separate from other monies. Expenditures made from the account may be made without further appropriation and used only for the review of a specific project whose funds have been received from the applicant. Upon completion of consultants' services required by the governing body, all funds (plus interest) remaining in the projects' balance are returned to the applicant.

The review of a few project applications proposed in Fiscal Year 2021 necessitated the expertise of outside consultants. The following table summarizes the activity in the 53G Review Fund for the fiscal year ending June 30, 2021.

Project	Beginning Balance 7/1/2020	Funds Received	Funds Disbursed	Ending Balance 6/30/2021
Special Permit 430 Old Bedford Rd	\$251.99	\$0.00	\$251.99	\$0.00
1440-1450 Main St. Stormwater	\$77.96	\$0.00	\$77.96	\$0.00
250 Old Bedford Rd Site Plan	\$0.00	\$5,300.46	\$3,000.00	\$2,300.46
1440 Main St. Earth Removal	\$0.00	\$7,291.10	\$1,757.50	\$5,533.60
Total	\$329.95	\$12,591.56	\$5,087.45	\$7,834.06

FY2021 Debt Service Summary by Issue

Issue Date	Issue Detail	Amount	Interest Cost	Maturity	Principal	Interest	Total Debt Service
07/24/03	MWPAT, Title V 97-1070	\$195,089	5.041	06/30/21	\$10,829	\$-	\$10,829
11/16/05	MWPAT, Pool 11, CW-04-10	\$4,190,000	1.999	06/30/26	\$219,686	\$35,541	\$255,227
12/09/08	MWPAT, Pool 12, CW-06-01	\$9,967,780	2.000	06/30/27	\$556,331	\$103,062	\$659,393
03/15/09	Willard School (IE) non-called	\$11,900,000	3.723	06/30/19	\$625,000	\$21,875	\$646,875
03/18/09	MWPAT T5-05-1243	\$703,170	0.000	07/15/18	\$70,317	\$-	\$70,317
1/15/10	Willard School Construction (IE)	\$12,900,000	3.177	06/30/29	\$680,000	\$256,775	\$936,775
05/17/11	General Obligation Bond Issue, 2011	\$8,750,000	2.585	05/15/26	\$420,000	\$79,725	\$499,725
06/13/12	MWPAT T5-05-1243A	\$296,830	3.610	06/13/12	\$29,705	\$-	\$29,705
05/29/12	General Obligation Bond Issue, 2012	\$2,785,000	0.999	06/30/19	\$200,000	\$6,000	\$206,000
05/22/13	MWPAT T5-05-1243B	\$324,715	1.400	06/30/23	\$32,471	\$-	\$32,471
06/04/13	General Obligation Bond Issue, 2013	\$3,360,000	0.813	06/01/20	\$350,000	\$16,100	\$366,100
06/12/14	General Obligation Bond Issue, 2014	\$7,985,000	1.563	06/01/23	\$805,000	\$154,675	\$959,675
01/7/15	MWPAT T5-05-1243C	\$197,457	3.070	06/30/25	\$19,745	\$-	\$19,745
05/21/15	General Obligation Bond Issue, 2015	\$2,781,500	1.525	09/15/24	\$1,080,000	\$128,700	\$1,208,700
05/19/16	General Obligation Bond Issue, 2016	\$9,955,000	1.178	09/15/25	\$1,230,000	\$279,801	\$1,509,801
06/05/17	General Obligation Bond Issue, 2017	\$10,035,000	1.562	03/15/28	\$795,000	\$332,000	\$1,127,000
06/21/18	General Obligation Bond Issue, 2018	\$6,035,000	2.165	06/30/28	\$825,000	\$273,268	\$1,098,268
					\$7,949,084	\$1,687,522	\$9,636,606

**Authorized but Unissued as of June 30, 2021**

Category	Town of Concord, MA	Purpose	Authorized, but Unissued Debt as of June 30, 2021	Issued	Rescinded / Resized	Unissued as of 06/30/21
within levy	07-ATM-2019	Municipal Building Renovations	\$500,000.00	\$ (328,500.00)	\$ (171,500.00)	\$-
within levy	21(2)-ATM-2018	Trail Improvements	\$75,000.00	\$-	\$-	\$75,000.00
within levy	21(5)-ATM-2018	Library, Energy Efficient Systems	\$150,000.00	\$ (150,000.00)	\$-	\$-
within levy	07-ATM-2019	Library, Furniture, Fixtures & Equipment	\$550,000.00	\$ (550,000.00)		\$-
within levy	21(5)-ATM-2018	Parking Lot Improvements, HWCC	\$100,000.00	\$ (100,000.00)	\$-	\$-
within levy	12-ATM-2019	Concord Public School Renovations	\$900,000.00	\$ (900,000.00)		\$-
within levy	07-ATM-2019	Land Acquisition for Open Space	\$100,000.00	\$ (100,000.00)		\$-
within levy	31-ATM-2014	141 Keyes Road Renovations (DPLM)	\$600,000.00	\$ (200,000.00)	\$-	\$400,000.00
within levy	11-ATM-2020	Road Improvement Program 2020	\$1,250,000.00	\$ (1,250,000.00)		\$-
within levy	11-ATM-2020	White Pond Improvements	\$600,000.00	\$ (600,000.00)		\$-
within levy	11-ATM-2020	Warner's Pond Dredging	\$500,000.00			\$500,000.00
within levy	11-ATM-2020	Ambulance #2 Replacement	\$275,000.00	\$ (275,000.00)		\$-
within levy	11-ATM-2020	Playground Improvements	\$200,000.00	\$ (200,000.00)		\$-
within levy	11-ATM-2020	Electric Bus	\$150,000.00	\$ (150,000.00)		\$-
within levy	26-ATM-2020	Concord Public School Renovations	\$830,000.00	\$ (830,000.00)		\$-
Betterment	42-ATM-2013	Septic System Betterment	\$2,000,000.00	\$ (1,487,662.00)	\$-	\$512,338.00
Enterprise	28-ATM-2016	Water System Improvements, Water Treatment Plant	\$13,665,000.00	\$ (2,000,000.00)	\$-	\$11,665,000.00
Enterprise	28-ATM-2016	Water System Improvements, Reservoir Improvements	\$965,000.00	\$-	\$-	\$965,000.00
Enterprise	28-ATM-2016	Water System Improvements, Nagog Water Intake	\$1,870,000.00	\$ (1,000,000.00)	\$-	\$870,000.00
Enterprise	43-ATM-2019	Water Main Replacement	\$4,000,000.00			\$4,000,000.00
Enterprise	24-ATM-2017	Telecommunications	\$1,000,000.00	\$ (131,000.00)	\$-	\$869,000.00
Enterprise	26-ATM-2017	Smart Grid Improvements	\$3,000,000.00	\$-	\$-	\$3,000,000.00
		<b>Totals</b>	\$57,985,000.00	\$ (33,157,287.00)	\$ (1,971,375.00)	\$22,856,338.00

## ACCOUNTING

Mary Barrett, Town Accountant

The Accounting Division of the Finance Department is responsible for maintaining the financial records of the Town, preparing periodic and annual financial statements, overseeing and processing the Town bills for inclusion in the disbursement warrants for approval by the Select Board, providing financial reporting services to other Town Departments, coordinating and managing the annual Town Audit. Other duties include issuing 1099s, maintaining the chart of accounts and the vendor file, certifying availability of contract funds, monitoring and retaining records of all contracts including State/Federal grants. In addition, the Accounting Division is designated as the systems administrator for the Town's financial reporting application. Finally, this group ensures that statutory reports follow standards set by the State, by the Government Accounting Standards Board (GASB) and local by-laws.

The Town Accountant serves as Ex-Officio board member of the Concord Contributory Retirement System.

The challenges of the global coronavirus pandemic continued to have an impact on the operations of the Accounting Division in 2021. Workload increased due to CARES and FEMA tracking and reporting of covid related expenses. Despite these challenges, the Accounting Division maintained excellent customer service and met its deliverables. In addition, the Town received its first allotment of CARES funds in 2021.

In FY2021, the Accounting Division processed 36 accounts payable warrants, reviewed over 25,000 invoices, generated approximately 14,500 printed checks and wire transfers, mailed out 83 1099s, and generated over 780 journal entries. Implemented GASB84 changes and was instrumental in maintaining the Town's cleaned audit opinion.

Town of CONCORD, LONG-TERM DEBT STATISTICS

Direct Debt - FY06 to FY20

@ June 30	Outstanding Long-term Debt		Population	per capita income	% of Assessed value		Debt per capita		Debt per capita as % of per capita income	
	Assessed Value	Net			decentennial census	gross debt	net debt	gross debt	net debt	gross debt
2006	\$5,207,535,371	\$19,758,290	16,993	\$51,477	0.57%	0.38%	\$1,739	\$1,163	3.38%	2.26%
2007	\$5,309,253,833	\$31,052,480	16,993	\$51,477	1.04%	0.58%	\$3,242	\$1,827	6.30%	3.55%
2008	\$5,498,736,316	\$62,606,176	16,993	\$51,477	1.14%	0.72%	\$3,684	\$2,339	7.16%	4.54%
2009	\$5,264,591,702	\$71,479,238	16,993	\$51,477	1.36%	0.95%	\$4,206	\$2,934	8.17%	5.70%
2010	\$5,026,552,229	\$79,599,890	16,993	\$51,477	1.58%	1.19%	\$4,684	\$3,521	9.10%	6.84%
2011	\$5,045,140,030	\$80,557,680	17,668	\$67,374	1.60%	1.13%	\$4,560	\$3,234	6.77%	4.80%
2012	\$5,090,058,629	\$75,393,732	17,668	\$67,374	1.48%	1.06%	\$4,267	\$3,050	6.33%	4.53%
2013	\$5,054,970,094	\$70,984,036	17,668	\$67,374	1.40%	1.00%	\$4,018	\$2,874	5.96%	4.27%
2014	\$5,130,493,662	\$70,598,766	17,668	\$67,374	1.38%	0.95%	\$3,996	\$2,748	5.93%	4.08%
2015	\$5,412,298,562	\$62,596,727	17,668	\$67,374	1.16%	0.77%	\$3,543	\$2,362	5.26%	3.51%
2016	\$5,841,889,295	\$58,382,966	17,668	\$67,374	1.00%	0.67%	\$3,304	\$2,230	4.90%	3.31%
2017	\$5,973,716,402	\$54,309,398	17,668	\$67,374	0.91%	0.61%	\$3,074	\$2,075	4.56%	3.08%
2018	\$6,144,650,300	\$54,911,022	17,668	\$67,374	0.89%	0.55%	\$3,108	\$1,929	4.61%	2.86%
2019	\$6,447,033,517	\$48,891,639	17,668	\$67,374	0.76%	0.56%	\$2,767	\$2,029	4.11%	3.01%
2020	\$6,685,261,125	\$46,382,640	17,668	\$67,374	0.69%	0.51%	\$2,625	\$1,917	3.90%	2.85%

“Net debt” is tax-supported, net of self-supporting debt issued for the water, sewer and electric funds.

EQV and Debt: The Town’s Equalized Valuation (EQV) is the full and fair value of property in Concord and is set by the state biennially. This EQV is used in various state formulas for some state grant allocations. The value set at January 1, 2020 is \$7,134,203,400. By state law (MGL c. 44, § 10), the Town’s debt limit is capped at 5% of its EQV. The Town’s gross outstanding debt of \$46,382,640 as of June 30, 2020 is 0.65% of EQV.

**Budget - All Accounts, FY18 - FY21 Budgeted, FY22 Proposed**

Line #	FY19 Budget	FY20 Budget	FY21 Budget	FY22 Budget	FY23 Proposed	Dollar Change	Percent Change	Percent of Total
<b>Town Government</b>								
1	20,346,477	21,833,686	21,654,602	22,533,144	23,701,223	1,168,079	5.18%	19.00%
2	4,410,718	4,702,962	5,070,207	5,734,750	5,808,822	74,072	1.29%	4.66%
3	1,945,000	1,945,000	1,081,855	800,000	1,509,700	709,700	88.71%	1.21%
4	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.18%
5	<b>26,927,194</b>	<b>28,706,648</b>	<b>28,031,664</b>	<b>29,292,894</b>	<b>31,244,746</b>	<b>1,951,852</b>	<b>6.66%</b>	<b>25.05%</b>
6	38,246,895	39,390,163	40,777,193	41,708,424	43,186,745	1,478,321	3.54%	34.62%
7	19,146,874	19,996,874	20,436,322	21,135,593	21,782,979	647,386	3.06%	17.46%
8	595,792	768,846	904,576	911,265	987,159	75,894	8.33%	0.79%
9	<b>84,916,755</b>	<b>88,862,531</b>	<b>90,149,755</b>	<b>93,048,176</b>	<b>97,201,629</b>	<b>4,153,453</b>	<b>4.46%</b>	<b>77.93%</b>
<b>JOINT TOWN &amp; CPS ACCOUNTS</b>								
9	5,374,837	5,966,069	6,383,694	6,639,042	7,468,322	829,280	12.49%	5.99%
10	1,617,000	1,697,850	1,500,000	1,220,195	1,401,347	181,152	14.85%	1.12%
11	3,777,010	3,965,861	4,064,734	4,751,660	4,882,471	130,811	2.75%	3.91%
12	814,713	800,000	866,864	910,207	942,064	31,857	3.50%	0.76%
13	485,000	498,750	520,500	568,575	640,450	71,875	12.64%	0.51%
14	4,025,363	4,196,145	3,999,012	4,167,370	4,235,101	67,731	1.63%	3.40%
15	3,354,151	3,221,181	3,375,867	3,250,139	2,986,504	(263,635)	-8.11%	2.39%
16	<b>19,448,074</b>	<b>20,345,856</b>	<b>20,710,671</b>	<b>21,507,188</b>	<b>22,556,259</b>	<b>1,049,071</b>	<b>4.88%</b>	<b>18.08%</b>
17	102,809	0	0	0	0	0	0.00%	0.00%
18	3,404,345	3,348,113	3,311,646	3,241,186	3,179,377	(61,809)	-1.91%	2.55%
19	146,887	297,995	354,322	378,019	521,385	143,366	37.93%	0.42%
20	3,654,041	3,646,108	3,665,968	3,619,205	3,700,762	81,557	2.25%	2.97%
21	73,210	0	0	4,500	4,500	0	0.00%	0.00%
22	<b>108,092,080</b>	<b>112,854,495</b>	<b>114,526,394</b>	<b>118,179,069</b>	<b>123,463,150</b>	<b>5,284,081</b>	<b>4.47%</b>	<b>98.99%</b>
23	528,077	562,989	531,162	576,027	565,188	(10,839)	-1.88%	0.45%
24	0	0	0	0	200,000	200,000	0.00%	0.16%
25	527,017	599,937	522,588	516,742	500,000	(16,742)	-3.24%	0.40%

26	subtotal	1,055,094	1,162,926	1,053,750	1,092,769	1,265,188	172,419	15.78%	1.01%
27	TOTAL BUDGET PLAN	109,147,174	114,017,421	115,580,143	119,271,838	124,728,337	5,456,499	4.57%	100.00%
<b>Funding - All General Fund Accounts: FY18 - FY21 Budgeted &amp; FY22 Proposed</b>									
		FY19 Budget	FY20 Budget	FY21 Budget	FY22 Budget	FY23 Proposed	Dollar Change	Percent Change	Percent of Total
30	state aid	5,266,476	5,465,567	5,645,786	5,838,114	5,995,235	157,121	2.69%	4.81%
31	motor vehicle excise tax	3,095,601	3,316,531	2,737,923	3,100,000	3,410,000	310,000	10.00%	2.73%
32	investment earnings	500,000	700,000	850,000	200,000	400,000	200,000	100.00%	0.32%
33	other local revenue	4,295,250	4,545,519	3,206,247	3,345,250	4,395,250	1,050,000	31.39%	3.52%
<b>Transfers to General Fund</b>									
34	Enterprise and Other Funds	2,889,260	3,201,619	2,649,005	1,947,786	2,228,448	280,662	14.41%	1.79%
35	Emergency Services Stab. Fund	48,000	295,240	170,880	88,150	0	(88,150)	-100.00%	0.00%
	subtotal	2,937,260	3,407,135	2,819,885	2,035,936	2,228,448	192,512	9.46%	1.79%
36	Other Appropriations				1,668,791	1,896,045	227,254	13.62%	1.52%
37	CCHS Debt Stabilization Fund	275,000	0	0	0	0	0	0.00%	0.00%
38	from CMLP (Light Fund)	461,000	452,000	474,500	451,500	444,000	(7,500)	-1.66%	0.36%
39	Free Cash	1,025,000	1,000,000	1,715,000	1,867,564	1,600,000	(267,564)	-14.33%	1.28%
40	Thoreau School MSBA grant	0	0	0	0	0	0	0.00%	0.00%
42	Septic Betterment	0	89,724	0	0	0	0	0.00%	0.00%
41	Transportation Network Surcharge	0	0	3,500	3,500	3,500	0	0.00%	0.00%
43	subtotal	17,855,587	18,976,476	17,452,843	18,510,655	20,372,478	1,861,823	10.06%	16.33%
<b>Property Tax</b>									
44	property tax base	83,612,620	86,978,397	90,127,638	92,920,956	96,718,593	3,797,637	4.09%	77.54%
45	new growth	1,235,953	1,195,259	957,827	970,883	950,000	(20,883)	-2.15%	0.76%
46	total within the Levy Limit	84,848,573	88,173,656	91,085,465	93,891,839	97,668,593	3,776,754	4.02%	78.31%
47	Excluded Debt Service	6,443,014	6,867,289	7,041,835	6,869,344	6,687,266	(182,078)	-2.65%	5.36%
48	total property tax	91,291,587	95,040,945	98,127,300	100,761,183	104,355,859	3,594,676	3.57%	83.67%
49	TOTAL RESOURCES	109,147,174	114,017,421	115,580,143	119,271,838	124,728,337	5,456,499	4.57%	100.00%

**TOWN OF CONCORD**  
**FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCES**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2020 FUND BALANCE	ADJUSTS/ TRANSFERS IN	ADJUSTS/ TRANSFERS OUT	REVENUES	EXPENDI- TURES	6/30/2021 FUND BALANCE
<b>Fund 10</b>	<b>Community Preservation Fund</b>	3,301,638.00			1,713,325.00	393,890.00	4,621,073.00
<b>Fund 15</b>	<b>Parking</b>	169,122.00			44,030.00	247,851.00	(34,699.00)
<b>Fund 16</b>	<b>Cemetery</b>	513,919.00			216,055.00	172,568.00	557,406.00
<b>Fund 17</b>	<b>PEG Access</b>	1,403,037.00			329,829.00	200,679.00	1,532,187.00
<b>Fund 18</b>	<b>Reserved for Appropriation</b>						
000-000-610	Dog Fund	976.00		1,000.00			976.00
000-000-612	Dog inoculation fees	4,314.00					3,314.00
180-175-640	DPU TNS Surcharge	10,915.00			2,092.00	3,500.00	9,507.00
455-455-660	Title 5 C Betterments	167,534.00			18,289.00	32,471.00	153,352.00
455-455-667	Title 5 A Betterments	35,961.00			0.00	11,050.00	24,911.00
455-455-669	Title 5 D Betterments	336,422.00			112,050.00	33,275.00	415,197.00
455-455-671	Title 5 B Betterments	109,081.00			0.00	29,794.00	79,287.00
455-455-781	MCWT Title V D	35,560.00			0.00	12,295.00	23,265.00
455-455-830	MCWT Title 5 E Betterments (deficit covered by Notes Payable)	(2,825.00)			1,200.00	134,806.00	(136,431.00)
610-610-611	State aid to Libraries	47,464.00		1,000.00	22,221.00	11,000.00	58,685.00
	<b>Subtotal Fund 18</b>	<b>745,401.00</b>			<b>154,652.00</b>	<b>266,991.00</b>	<b>632,063.00</b>
<b>Fund 19</b>	<b>53G Review Fund</b>	330.00				330.00	0.00
<b>Fund 20</b>	<b>Other Special Revenue</b>	81,774.00			124,434.00	94,087.00	112,121.00
<b>Fund 22</b>	<b>School Lunch</b>	254,875.00			192,410.00	182,409.00	264,876.00
<b>Fund 23</b>	<b>Gifts</b>						
	<b>Town Manager:</b>						
122-123-180	Environmental Improvement	33,000.00					33,000.00
122-123-210	Beharrel St Traffic Study	1,505.00					1,505.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-123-213	Solar Fair	49.00							49.00
122-123-220	Tercentary Signs Restoration Gift	270.00							270.00
122-123-221	McGrath Farm Affordable Housing Gift	6,653.00							6,653.00
122-123-233	Retirement Celebration Gift	144.00							144.00
122-123-240	Parking Management Gift	2,500.00							2,500.00
122-123-298	Drive-in Movie Events Gift	0.00					3,000.00		3,000.00
122-123-305	Public Safety Middlesex School	5,200.00							5,200.00
122-123-320	Saint Mande Sister City	317.00							317.00
122-123-617	Energy Efficiency Improvements	500.00							500.00
122-123-691	Selectmen's Budget Reduction	1,300.00							1,300.00
122-123-768	Selectmen's Gift	1,092.00							1,092.00
122-123-808	Boston Foundation Cutni Kargula Nanae	5,025.00				5,000.00			10,025.00
122-123-809	Nanae Sister City	10,660.00							10,660.00
122-123-874	Colonial Inn	3,910.00							3,910.00
122-123-879	Plantings	596.00							596.00
122-123-892	Hanscom Legal Fund	250.00							250.00
122-671-0925	Visitors Center Plantings	0.00				357.00		271.00	86.00
124-124-925	Visitors Center	24,975.00				500.00			25,475.00
	<b>Finance Department</b>								
131-131-613	Finance Committee	63.00							63.00
133-133-598	James Catterton Memorial Bench Fund	73.00							73.00
133-145-616	Concord Medal	26.00							26.00
133-145-622	Emerson Annex	1,850.00							1,850.00
133-145-789	Melvin Memorial	15,648.00							15,648.00
133-145-875	Celebration Year 2000	6,319.00							6,319.00
133-145-919	Fireworks Gift	1,069.00							1,069.00
	<b>Planning &amp; Land Management Department</b>								
180-171-107	Old Calf Pasture Restoration Gift	7,500.00						7,500.00	0.00
180-171-143	TRAILS COMMITTEE	1,155.00							1,155.00
180-171-211	White Pond Management Plan	143,507.00						24,418.00	119,089.00
180-171-239	Heyward Meadow Gift	164.00							164.00
180-171-400	Tree Restorative School	50.00							50.00
180-171-563	Bruce Freeman Rail Trail	2,325.00							2,325.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
 ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

180-171-606	Colonel Barrett/ Nat. Resources	402.00					402.00
180-171-607	Wildlife Passages Task force	5,553.00					5,553.00
180-171-615	Hanscom Gift Account	464.00					464.00
180-171-627	Community Gardens	22,794.00			3,720.00	1,266.00	25,248.00
180-171-632	Hugh Cargill Comm Garden Gift	245.00					245.00
180-171-674	Memorial Tree	114.00					114.00
180-171-754	Garden Club	1,288.00			400.00		1,688.00
180-171-790	Arena Farm	395.00					395.00
180-171-810	Hapgood Wright/Open Space Guide	532.00				532.00	0.00
180-171-880	Agriculture Committee	987.00					987.00
180-171-893	Conservation Land Management	85,951.00					85,951.00
180-171-953	Warner's Pond	10,547.00					10,547.00
180-171-1084	Concord Housing Foundation	250.00					250.00
180-175-173	Community Preservation Committee	312.00					312.00
180-175-190	Concord Market Special Permit	0.00			22,392.00		22,392.00
180-175-656	Historical Commission Gifts	975.00					975.00
180-175-773	Monument Farm subdivision	4,556.00					4,556.00
180-175-793	Affordable Housing Gift	0.00			25,000.00		25,000.00
180-175-894	Transportation Demand Prog	200.00					200.00
180-175-961	Academic Support Services	852.00					852.00
	<b>Board of Health</b>						
180-510-758	Board of Health	3,402.00					3,402.00
	<b>Police Department</b>						
210-210-105	School Resource Office Gift	7,750.00					7,750.00
210-210-150	CPD Community Svs, Gift Fund	148.00					148.00
210-210-167	Police Communications Equipment	100,000.00					100,000.00
210-210-579	Police Department	5,840.00			50,000.00		55,840.00
	<b>Fire Department</b>						
220-220-224	New Ambulance Equipment Gift	244.00					244.00
220-220-614	Fire Department	10,522.00			150.00		10,672.00
220-220-672	Lions Club Rescue Vests Gift	22.00					22.00
220-220-819	Fire S.A.F.E. Program	5,786.00				2,976.00	2,810.00
220-220-827	Local Emergency Plan	6,880.00					6,880.00
	<b>Concord Public Schools</b>						

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
 ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

300-300-215	Concord Integrated Preschool	1,806.00				1,890.00	45.00
300-300-225	Mac Gift - MA Agriculture In Classroom	100.00			129.00		100.00
300-300-619	Boston Univ. Proposals	1,893.00				96.00	1,797.00
300-300-645	Willard PTG	851.00					851.00
300-300-657	Middle School PTG	18,935.00			1,560.00	152.00	20,343.00
300-300-658	Music Program	8,825.00					8,825.00
300-300-659	Alcott PTG	5,501.00					5,501.00
300-300-661	Public Schools	57,502.00			79,858.00	36,519.00	100,841.00
300-300-749	Thoreau PTG	6,040.00					6,040.00
300-300-1075	Teen Buddy Program	11,416.00					11,416.00
	<b>Public Works Department</b>						
410-410-209	Willard Water Fill Station	884.00				866.00	18.00
410-410-759	CPW Memorial Tree Gift	792.00			520.00		1,312.00
410-410-1072	Public Drinking Fountain Gift	1,278.00				1,252.00	26.00
410-411-954	Baker Ave Extension Gift	0.00			3,529.00		3,529.00
410-422-232	Assabet & Concord River Signs Gift	542.00					542.00
410-490-208	Ripley Baseball Field	12,406.00			7,700.00	11,520.00	8,586.00
410-490-230	Rideout Baseball Field Gift	6.00					6.00
410-490-242	Emerson Field Flagpole Maintenance Gift	1,000.00					1,000.00
410-490-243	Emerson Field Landscaping Gift	1,000.00					1,000.00
410-490-321	Public Shade Tree Gift	500.00					500.00
410-490-743	FCCF Field Maintenance	169,062.00				23,193.00	145,869.00
414-414-846	Sidewalk Management	15,608.00					15,608.00
	<b>Human Services</b>						
520-521-201	Holiday Program Gifts	100.00					100.00
520-521-943	Community Service Coordinator	0.00			14,175.00	468.00	13,707.00
520-541-214	John J. Florio COA Bequest Gift	27,602.00				7,517.00	20,085.00
520-541-219	Comm Chest Worker Benefit Costs	6,698.00				657.00	6,041.00
520-541-329	COA Van Drivers	7,460.00					7,460.00
520-541-586	Social Services Coordinator	0.00			8,874.00	8,874.00	0.00
520-541-623	COA Gift Account	149,015.00			22,269.00	15,381.00	155,903.00
520-541-680	COA Outreach Worker	0.00			20,671.00	20,671.00	0.00
520-541-742	H.E.A.L. Gift	350.00					350.00
520-541-944	COA Volunteer Coordinator	0.00			6,125.00	6,125.00	0.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

520-541-952	COA Programs Gift	11,591.00				137.00		11,728.00
520-541-963	COA Van Repairs Gift	87.00						87.00
520-541-964	Friends of the Aging Gift	863.00						863.00
520-630-099	Golf Tournament	(1.00)						(1.00)
520-630-226	Southmeadow Playground Gift	109.00						109.00
520-630-235	Carousel Preschool Scholarship Gift	23,571.00						23,571.00
520-630-295	Skate Park	8,600.00						8,600.00
520-630-300	Friends of CC Playing Fields	4,567.00						4,567.00
520-630-301	Alcott Baseball Field	10,000.00						10,000.00
520-630-707	Danner Destephano Scholarship	44,438.00						44,438.00
520-630-708	Middlesex School-Emerson Track	7,800.00						7,800.00
520-630-750	Elsie Kennedy Scholarship	250.00						250.00
520-630-924	Jazz Fest Gift	4,000.00						4,000.00
520-630-926	Pickleball Gift	110.00						110.00
520-630-927	Bicycle Program Gift	10,000.00						10,000.00
520-630-994	Playing Field Study Gift	260.00						260.00
	<b>Veterans Services &amp; Benefits</b>							
543-544-648	Veterans Gifts	4,679.00						4,679.00
	<b>Harvey Wheeler Community Center</b>							
546-546-618	HWCC Building Fund	4,538.00						4,538.00
	<b>Library</b>							
610-610-181	Libraries for Climate Change Gift	0.00				293.00		293.00
610-610-212	Renee Garrelck Oral History	503.00						503.00
610-610-218	Library Gifts	3,342.00				500.00	2,956.00	886.00
610-610-227	Archival Projects	10,609.00						10,609.00
610-610-229	Library Staff Gifts	2,341.00					10.00	2,331.00
	<b>Recreation</b>							
650-650-297	Concord Recreation Scholarship	0.00				250.00		250.00
	<b>Beede Swim &amp; Fitness Center</b>							
650-650-297	Beede Changing Table Gift	476.00						476.00
650-650-303	Beede Over 80 Members Gift	950.00						950.00
650-650-304	Beede General Purpose	3,100.00				700.00		3,800.00
650-650-778	Beede Center Capital Reserve	2,318.00						2,318.00









FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
 ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-123-411	ART14ATM19 MIDDLE SCH FEASIBILITY STUDY	842,126.00				185,320.00	656,806.00
122-123-416	Art25ATM18 Gerow Land Purchase	60,110.00				42,771.00	17,339.00
122-123-418	ART11ATM2020 ELECTRIC BUS FUEL	0.00			300,000.00		300,000.00
122-137-419	ART11ATM2020 EMERSON PLAYGROUND	0.00			200,000.00		200,000.00
122-137-421	ART11ATM2020 WHITE POND IMPROVEMENTS	0.00			600,000.00		600,000.00
180-175-383	Art 57 ATM 16 Bruce Freeman Trail 2B Design	87,467.00				65,507.00	21,960.00
180-175-403	Art7ATM19 Land Acquisition	39,010.00					39,010.00
197-197-358	Art31 ATM14 141 Keys Rd Renovations	112,430.00					112,430.00
215-215-343	Art 12 ATM12 Police Station Improvements	32,346.00					32,346.00
215-215-361	Art34 ATM14 Public Safety Bldg Security Improv	52,135.00					52,135.00
220-220-347	Art 12 ATM12 Fire Station Improvements	7,397.00					7,397.00
220-220-372	Art57 ATM15 Fire Engine Replacement	1,294.00				1,294.00	0.00
220-220-377	Art24ATM16 PS Equip-Fire Engine Refurb	150,000.00				150,000.00	0.00
220-220-385	Art10 ATM17 Fire Engine 8 Replacement	1,060.00				1,060.00	0.00
220-220-386	Art11 ATM17 Ambulance 1 Replacement	2,433.00				771.00	1,662.00
220-220-396	ART21ATM18 ENG 5 & 7 REPLACEMENTS	365,000.00				3,599.00	361,401.00
220-220-422	ART11ATM2020 AMBULANCE #2 REPLACEMENT	0.00			275,000.00		275,000.00
300-300-366	Art24 ATM15 CPS Bus Depot	296,339.00					296,339.00
300-300-410	ART12ATM19 CPS CAPITAL IMPROVEMENTS	334,769.00				88,538.00	246,231.00
300-300-424	AR6ATM2020 CPS CAPITAL BUDGET	0.00			830,000.00		830,000.00
410-422-405	ART7ATM19 CAMBRIDGE TPK RECONSTRUCTION	347,850.00				121,576.00	226,274.00
410-491-391	Art46 ATM17 Cemetery Improvements	78,258.00					78,258.00
426-426-357	Art30 ATM14 Keyes Rd Facility Design	150,000.00					150,000.00
429-429-363	Art 55 ATM14 Road Improvements	2,206.00				2,206.00	0.00
429-429-367	Art42 ATM 15 Road Improvements	8,181.00				8,181.00	0.00
429-429-379	Art 26 ATM16 Road Improvements	32,270.00				16,197.00	16,073.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
 ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

429-429-392	Art47 ATM17 Road Improvements	96,663.00					69,908.00	26,755.00
429-429-397	Art21ATM18 Roads Program	602,171.00					558,033.00	44,138.00
429-429-404	ART7ATM19 ROADS PROGRAM	352,347.00					281,975.00	70,372.00
429-429-423	ART11ATM2020 ROADS-PARKING LOT	0.00			1,250,000.00		52,940.00	1,197,060.00
546-546-375	ART22ATM16 MUNICIPAL BLDG RENOVATION	0.00			50,000.00		8,992.00	41,008.00
546-546-399	HWCC PARKING LOT ART21ATM18 FD	0.00			100,000.00			100,000.00
610-610-398	LIBRARY EFFICIENT ENERGY SYS	0.00			150,000.00			150,000.00
610-610-406	LIBRARY EQUIP/FURN. ART7ATM19	0.00			550,000.00			550,000.00
631-631-375	Art22 ATM16 Hunt Bldg Renovations	50,000.00					50,000.00	0.00
<b>Fund 63</b>	<b>Subtotal Fund 30</b>	<b>6,508,589.00</b>			<b>5,376,010.00</b>		<b>3,195,817.00</b>	<b>8,688,782.00</b>
	Solid Waste Fund	570,240.00			1,921,175.00		1,478,665.65	1,012,749.00
<b>Funds 77 thru 97</b>								
	<b>Stabilization Funds</b>							
77	Middle School Stabilization Fund	0.00			2,001,978.00			2,001,978.00
79	Emergency Response Stabilization Fund	359,078.00			465.00		170,880.00	188,663.00
80	CPS Technology Stabilization Fund	742.00			1.00			743.00
83	Stabilization Fund - General	4,490.00			8.00			4,498.00
85	CPS Capital Needs Stabilization Fund	45,163.00			85.00			45,248.00
	<b>Trust and Agency Funds</b>							
82-180-171-638	Shade Trees	1,884.00						1,884.00
82-210-210-635	Law Enforcement	1,973.00					1,973.00	0.00
82-300-300-629	Public Schools	22,591.00			1,400.00			23,991.00
82-300-300-636	Manual Training	107,220.00			6,200.00			113,420.00
82-610-610-639	Library	35.00						35.00
84	Pension Reserve (market value)	9,560,386.00			4,362,652.00		1,602,948.00	12,320,990.00
87	OPEB Trust	21,288,439.00			8,924,562.00		455.00	30,212,546.00
88-000-000-825	Middle School Activity	91,527.00			1,078.00		19,833.00	72,772.00
	<b>Sub- Total Fund Group #77-97</b>	<b>31,483,528.00</b>					<b>1,796,090.00</b>	<b>44,985,868.00</b>
	<b>Grand Total - All Funds</b>	<b>49,992,807.00</b>			<b>1,000.00</b>		<b>17,245,620.00</b>	<b>66,794,008.00</b>

**Analysis of General Fund Appropriations at June 30, 2021**

Account name (account code/dept-division) - (Note 1)	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out (Note 3)	Expenditures	Encumbrances	To Revenue (Note 4)
<b>1. Town Meeting &amp; Reports (113-113)</b>								
Current: Total		\$101,225.00	\$0.00	\$101,225.00		\$60,133.11	\$2,403.49	\$38,688.40
Prior: Encumbrance	\$108,068.54	\$0.00		\$108,068.54		\$107,629.10	\$439.44	(\$0.00)
<b>2. Town Manager's Office (122)</b>								
<b>A. Town Manager (122-123)</b>								
Current:		\$707,457.00	\$16,891.00	\$724,348.00		\$693,354.10	\$5,460.09	\$25,533.81
Prior: Encumbrance	\$19,911.94	\$0.00		\$19,911.94		\$8,498.52	\$11,068.14	\$345.28
<b>B. Transfer To Stabilization (122-125)</b>								
Current:		\$0.00		\$-		\$0.00	\$0.00	\$0.00
Prior: Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>C. Town-wide Building Maintenance (122-127)</b>								
Current:		\$623,699.00	(\$11,463.54)	\$612,235.46		\$603,170.84	\$9,064.62	\$0.00
Prior: Encumbrance	\$24,654.77	\$0.00		\$24,654.77		\$14,638.78	\$9,084.85	\$931.14
<b>D. Resource Sustainability (122-128)</b>								
Current:		\$160,995.00	(\$3,715.00)	\$157,280.00		\$116,708.84	\$39,560.54	\$1,010.62
Prior: Encumbrance	\$83,782.39			\$83,782.39		\$14,839.00	\$68,942.86	\$0.53
<b>E. 37 Knox Trail (122-130)</b>								
Current:		\$19,991.00	(\$5,333.56)	\$14,657.44		\$14,657.44	\$0.00	(\$0.00)
Prior: Encumbrance	\$8,190.59	\$0.00		\$8,190.59		\$1,536.98	\$1,876.99	\$4,776.62
<b>F. 55 Church Street (122-132)</b>								
Current:		\$109,376.00	(\$6,887.00)	\$102,489.00		\$67,044.46	\$12,928.00	\$22,516.54
Prior: Encumbrance	\$40,566.09	\$0.00		\$40,566.09		\$16,897.41	\$23,568.68	\$100.00
<b>G. Parks &amp; Playgrounds (122-137)</b>								
Current:		\$127,560.00	(\$28,871.90)	\$98,688.10		\$91,161.64	\$717.82	\$6,808.64
Prior: Encumbrance	\$3,256.71	\$0.00		\$3,256.71		\$29.80	\$0.00	\$3,226.91
<b>H. Human Resources Admin (122-152)</b>								
Current:		\$474,854.00	(\$5,401.00)	\$469,453.00		\$460,974.31	\$8,478.69	\$0.00
Prior: Encumbrance	\$101,294.65	\$0.00		\$101,294.65		\$2,821.65	\$98,473.00	\$0.00
<b>I. Information Center (122-671)</b>								
Current:		\$29,765.00	\$0.00	\$29,765.00		\$22,863.70	\$0.00	\$6,901.30
Prior: Encumbrance	\$9,005.91	\$0.00		\$9,005.91		\$9,005.91	\$0.00	\$0.00

**Analysis of General Fund Appropriations at June 30, 2021 cont.**

J. Economic Vitality & Tourism (122-672)									
Current:		\$112,400.00	\$0.00	\$112,400.00		\$112,400.00		\$0.00	\$0.00
Prior:	Encumbrance	\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Total - Town Manager's Office									
Current:		\$2,366,097.00	(\$44,781.00)	\$2,321,316.00		\$2,182,335.33		\$76,209.76	\$62,770.91
Prior:	Encumbrance	\$290,663.05		\$290,663.05		\$68,268.05		\$213,014.52	\$9,380.48
3. Selectmen Articles (124)									
Current:		\$0.00	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00
Prior:	Encumbrance	\$29,029.38		\$29,029.38		\$0.00		\$29,029.38	\$0.00
4. Finance Committee (131-131)									
Current:	Expense	\$3,410.00		\$3,410.00		\$2,651.25		\$0.00	\$758.75
5. Finance Department (133)									
A. Finance Administration (133-133)									
Current:		\$610,697.00	(\$41,203.00)	\$569,494.00		\$543,203.69		\$7,500.00	\$18,790.31
Prior:	Encumbrance	\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
B. Town Accountant (133-135)									
Current:		\$347,020.00	(\$4,583.00)	\$342,437.00		\$320,977.28		\$4,100.00	\$17,359.72
Prior:	Encumbrance	\$17,698.95		\$17,698.95		\$7,006.73		\$10,692.22	\$0.00
C. Assessors (133-141)									
Current:		\$452,553.00	(\$6,166.00)	\$446,387.00		\$395,683.96		\$15,560.00	\$35,143.04
Prior:	Encumbrance	\$128,150.00		\$128,150.00		\$7,000.00		\$121,150.00	\$0.00
D. Treasurer-Collector (133-145)									
Current:		\$507,240.00	(\$60,561.00)	\$446,679.00		\$426,280.93		\$3,200.00	\$17,198.07
Prior:	Encumbrance	\$16,354.97		\$16,354.97		\$11,899.80		\$4,455.17	\$0.00
E. Town Clerk (133-161)									
Current:		\$371,934.00	\$7,213.00	\$379,147.00		\$376,089.47		\$0.00	\$3,057.53
Prior:	Encumbrance	\$1,460.00		\$1,460.00		\$0.00		\$960.00	\$500.00
Total - Finance Department									
Current:		\$2,289,444.00	(\$105,300.00)	\$2,184,144.00		\$2,062,235.33		\$30,360.00	\$91,548.67
Prior:	Encumbrance	\$163,663.92		\$163,663.92		\$25,906.53		\$137,257.39	\$500.00
6. Salary Reserve and Reserve Fund									
Current:	Salaries (148-148)	\$250,000.00		\$250,000.00		\$0.00		\$0.00	\$0.00
	Expense (147-147)	\$225,000.00		\$225,000.00		\$0.00		\$0.00	\$0.00

Analysis of General Fund Appropriations at June 30, 2021 cont.

	Total	\$475,000.00		\$475,000.00	\$475,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Prior:	Encumbrance (salaries)	\$0.00	\$680,751.81		\$680,751.81		\$409,828.44	\$270,923.37	\$0.00
7. Legal Services (151-151)									
Current:		\$344,585.00		\$190,000.00	\$534,585.00		\$0.00	\$0.00	\$0.00
Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00		\$0.00
8. Information Systems (155-155)									
Current:		\$1,088,066.00		\$2,510.00	\$1,090,576.00		\$1,021,223.87	\$40,008.00	\$29,344.13
Prior:	Encumbrance	\$0.00	\$299,923.03		\$299,923.03		\$91,510.77	\$207,831.50	\$580.76
9. Elections & Registrars (170)									
A. Elections (170-162)									
Current:		\$76,176.00		(\$2,738.22)	\$73,437.78		\$67,184.98	\$0.00	\$6,252.80
Prior:	Encumbrance	\$0.00	\$11,112.81		\$11,112.81		\$3,388.88	\$7,723.93	\$0.00
B. Registrars (170-163)									
Current:		\$7,971.00		(\$16.78)	\$7,954.22		\$6,954.22	\$1,000.00	\$0.00
Prior:	Encumbrance	\$0.00	\$21,551.15		\$21,551.15		\$3,000.00	\$18,551.15	\$0.00
Total - Elections and Registrars									
Current:		\$84,147.00	\$0.00	(\$2,755.00)	\$81,392.00		\$74,139.20	\$1,000.00	\$6,252.80
Prior:	Encumbrance	\$0.00	\$32,663.96		\$32,663.96		\$6,388.88	\$26,275.08	\$0.00
10. Planning and Land Management Department (180)									
A. Natural Resources (180-171)									
Current:		\$345,173.00		(\$30,138.86)	\$315,034.14		\$294,334.73	\$5,526.74	\$15,172.67
Prior:	Encumbrance	\$0.00	\$37,363.08		\$37,363.08		\$17,027.59	\$18,800.00	\$1,535.49
B. Planning Admin (180-175)									
Current:		\$562,302.00		\$13,377.86	\$575,679.86		\$535,129.86	\$40,550.00	\$0.00
Prior:	Encumbrance	\$0.00	\$63,194.78		\$63,194.78		\$33,344.92	\$28,109.86	\$1,740.00
C. Inspections (180-241)									
Current:		\$459,084.00		\$5,972.00	\$465,056.00		\$443,081.04	\$5,787.34	\$16,187.62
Prior:	Encumbrance	\$0.00	\$21,845.00		\$21,845.00		\$1,925.54	\$16,350.00	\$3,569.46
D. Board of Health (180-510)									
Current:		\$444,182.00		\$4,487.00	\$448,669.00		\$415,577.91	\$4,698.38	\$28,392.71
Prior:	Encumbrance	\$0.00	\$43,153.09		\$43,153.09		\$25,866.00	\$9,207.99	\$8,079.10
Total - Planning & Land Management									
Current:		\$1,810,741.00	\$0.00	(\$6,302.00)	\$1,804,439.00		\$1,688,123.54	\$56,562.46	\$59,753.00

Analysis of General Fund Appropriations at June 30, 2021 cont.

Prior:	Encumbrance	\$165,555.95	\$0.00		\$165,555.95	\$78,164.05	\$72,467.85	\$14,924.05
11. Land Fund (188-188)								
Current:			\$10,000.00		\$10,000.00	\$10,000.00	\$0.00	\$0.00
Prior:	Encumbrance	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
12. Town House (192-192)								
Current:			\$126,675.00	\$621.00	\$127,296.00	\$116,440.86	\$802.33	\$10,052.81
Prior:	Encumbrance	\$7,698.79	\$0.00		\$7,698.79	\$7,698.79	\$0.00	\$0.00
13. 141 Keyes Road (197-197)								
Current:			\$48,199.00		\$48,199.00	\$45,223.97	\$0.00	\$2,975.03
Prior:	Encumbrance	\$11,813.80	\$0.00		\$11,813.80	\$5,635.80	\$6,178.00	\$0.00
14. Police (210-210)								
Current:			\$4,624,613.00	\$149,773.74	\$4,774,386.74	\$4,651,317.83	\$113,153.38	\$9,915.53
Prior:	Encumbrance	\$259,824.84	\$0.00		\$259,824.84	\$216,054.54	\$41,584.07	\$2,186.23
15. Police & Fire Station (215-215)								
Current:			\$231,869.00	\$3,640.57	\$235,509.57	\$227,473.52	\$8,036.05	\$0.00
Prior:	Encumbrance	\$90,834.52	\$0.00		\$90,834.52	\$21,480.03	\$49,365.50	\$19,988.99
16. Fire (220-220)								
Current:			\$5,291,544.00	(\$155,052.31)	\$5,136,491.69	\$5,124,991.69	\$11,500.00	\$0.00
Prior:	Encumbrance	\$274,241.76	\$0.00		\$274,241.76	\$138,460.12	\$135,781.64	\$0.00
17. West Concord Fire Station (225-225)								
Current:			\$20,738.00		\$20,738.00	\$20,049.37	\$0.00	\$688.63
Prior:	Encumbrance	\$13,334.23	\$0.00		\$13,334.23	\$4,163.56	\$9,170.67	\$0.00
18. Emergency Management (291-291)								
Current:			\$16,000.00		\$16,000.00	\$10,467.59	\$0.00	\$5,532.41
Prior:	Encumbrance	\$32,428.09	\$0.00		\$32,428.09	\$23,933.68	\$8,494.41	\$0.00
19. Animal Control (292-292)								
Current:			\$27,500.00		\$27,500.00	\$26,357.13	\$0.00	\$1,142.87
Prior:	Encumbrance	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
20. Dog Inoculation (293-293)								
Current:			\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
21. School Department (300-300)								
Current:			\$40,777,193.00	\$0.00	\$40,777,193.00	\$39,392,489.49	\$1,274,929.32	\$109,774.19
Prior:	Encumbrance	\$292,601.28	\$0.00		\$292,601.28	\$216,195.19	\$0.00	\$76,406.09

Analysis of General Fund Appropriations at June 30, 2021 cont.

22. Public Works (410)									
A. Public Works (PW)-Administration (410-410)									
Current:				\$446,983.00	\$50,681.30	\$497,664.30	\$467,771.65	\$9,803.23	\$20,089.42
Prior:	Encumbrance	\$5,000.00		\$0.00		\$5,000.00	\$4,875.00	\$125.00	\$0.00
B. PW Engineering (410-411)									
Current:				\$684,215.00	(\$82,803.00)	\$601,412.00	\$473,608.76	\$121,459.41	\$6,343.83
Prior:	Encumbrance	\$247,494.29		\$0.00		\$247,494.29	\$57,251.79	\$189,978.62	\$263.88
C. PW-Highway Maintenance (410-422):									
Current:				\$1,517,682.00	\$29,186.70	\$1,546,868.70	\$1,493,769.61	\$53,099.09	(\$0.00)
Prior:	Encumbrance	\$591,979.11		\$0.00		\$591,979.11	\$425,068.58	\$151,846.20	\$15,064.33
D. PW-Park & Trees (410-490)									
Current:				\$774,001.00	(\$1,373.00)	\$772,628.00	\$724,963.82	\$46,343.13	\$1,321.05
Prior:	Encumbrance	\$429,288.81		\$0.00		\$429,288.81	\$184,119.58	\$245,102.25	\$66.98
E. PW-Cemetery (410-491)									
Current:				\$257,789.00	\$1,242.00	\$259,031.00	\$191,439.74	\$48,478.06	\$19,113.20
Prior:	Encumbrance	\$73,157.63		\$0.00		\$73,157.63	\$48,963.89	\$24,193.74	\$0.00
Total - Public Works									
Current:				\$3,680,670.00	(\$3,066.00)	\$3,677,604.00	\$3,351,553.58	\$279,182.92	\$46,867.50
Prior:	Encumbrance	\$1,346,919.84		\$0.00		\$1,346,919.84	\$720,278.84	\$611,245.81	\$15,395.19
23. PW Equipment (413-413)									
Current:				\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
Prior:	Encumbrance	\$453,996.00		\$0.00		\$453,996.00	\$449,155.00	\$4,841.00	\$0.00
24. PW-Sidewalk Mgmt (414-414)									
Current:				\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
Prior:	Encumbrance	\$497,841.34		\$0.00		\$497,841.34	\$383,510.22	\$114,331.12	\$0.00
25. PW Drainage (416-416)									
Current:				\$0.00	\$600,000.00	\$600,000.00	\$21,750.94	\$578,249.06	\$0.00
Prior:	Encumbrance	\$184,693.31		\$0.00		\$184,693.31	\$125,971.23	\$58,511.28	\$210.80
26. PW-Snow Removal (423-423)									
Current:				\$640,000.00	\$0.00	\$640,000.00	\$640,000.00	\$0.00	\$0.00
Prior:	Encumbrance	\$2,621.77				\$2,621.77	\$2,621.77	\$0.00	\$0.00
27. PW-Street Lighting (424-424)									
Current:				\$27,500.00	\$0.00	\$27,500.00	\$25,187.59	\$0.00	\$2,312.41

Analysis of General Fund Appropriations at June 30, 2021 cont.

Prior:	\$0.00								\$0.00	\$0.00	\$0.00	\$0.00
28. PW-133/135 Keyes Road (426-426)												
Current:		\$124,923.00	\$0.00					\$124,923.00	\$121,164.21	\$0.00	\$3,758.79	
Prior:	Encumbrance	\$129,329.66	\$0.00					\$129,329.66	\$23,318.06	\$103,926.63	\$2,084.97	
29. PW-Road Improvements (429-429)												
Current:		\$0.00						\$0.00	\$0.00	\$0.00	\$0.00	
Prior:	Encumbrance	\$16,269.23						\$16,269.23	\$3,544.00	\$12,725.23	\$0.00	
30. Human Services (520)												
A. Human Services Administration (520-521)												
Current:		\$71,084.00	\$473.62					\$71,557.62	\$71,557.62	\$0.00	\$0.00	
Prior:	Encumbrance	\$11,136.00	\$0.00					\$11,136.00	\$8,618.00	\$1,682.00	\$836.00	
B. Senior Services (520-541)												
Current:		\$663,216.00	(\$108,683.13)					\$554,532.87	\$497,919.24	\$186.99	\$56,426.64	
Prior:	Encumbrance	\$148,875.99	\$0.00					\$148,875.99	\$2,718.68	\$145,604.66	\$52.65	
C. Recreation Services (520-630):												
Current:		\$118,882.00	\$0.00					\$118,882.00	\$118,349.58	\$0.00	\$532.42	
Prior:	Encumbrance	\$0.00						\$0.00	\$0.00	\$0.00	\$0.00	
Total - Human Services												
Current:		\$853,182.00	(\$108,209.51)					\$744,972.49	\$687,826.44	\$186.99	\$56,959.06	
Prior:	Encumbrance	\$160,011.99	\$0.00					\$160,011.99	\$11,336.68	\$147,286.66	\$1,388.65	
31. Veterans (543)												
Current:		\$74,646.00	\$489.00					\$75,135.00	\$71,914.18	\$0.00	\$3,220.82	
Prior:	Encumbrance	\$4,250.00	\$0.00					\$4,250.00	\$3,637.00	\$613.00	\$0.00	
32. Harvey Wheeler C. C. (546-546)												
Current:		\$93,548.00	\$661.00					\$94,209.00	\$77,468.91	\$216.02	\$16,524.07	
Prior:	Encumbrance	\$65,216.00	\$0.00					\$65,216.00	\$5,744.72	\$59,471.28	\$0.00	
33. Library (610-610)												
Current:		\$2,290,638.00	\$40,065.00					\$2,330,703.00	\$1,938,667.15	\$53,767.34	\$338,268.51	
Prior:	Encumbrance	\$147,473.43	\$0.00					\$147,473.43	\$31,717.50	\$111,020.60	\$4,735.33	
34. Hunt Recreation Center (631-631)												
Current:		\$103,628.00	\$1,900.51					\$105,528.51	\$105,528.51	\$0.00	\$0.00	
Prior:	Encumbrance	\$9,122.38	\$0.00					\$9,122.38	\$9,122.38	\$0.00	\$0.00	
35. Ceremonies & Celebrations (692-692)												
Current:		\$29,631.00						\$29,631.00	\$1,462.57	\$0.00	\$28,168.43	

Analysis of General Fund Appropriations at June 30, 2021 cont.

Prior:	Encumbrance	\$657.10	\$0.00	\$657.10	\$0.00	\$0.00	\$0.00	\$657.10
<b>36. Debt Service (700-700)</b>								
Current:			\$7,374,879.00	\$7,414,879.00	\$40,000.00		\$7,414,813.16	\$65.84
Prior:	Encumbrance	\$86,667.40	\$0.00	\$86,667.40			\$86,667.40	\$0.00
<b>37. Assessment (800-800), (810-810)</b>								
Current:	Concord/Carlisle RSD		\$23,747,968.00	\$23,747,968.00	\$0.00		\$23,747,968.00	\$0.00
	Minuteman Voc Tech		\$1,213,873.00	\$1,213,873.00	\$0.00		\$1,213,872.00	\$1.00
	Total		\$24,961,841.00	\$24,961,841.00	\$0.00		\$24,961,840.00	\$1.00
<b>38. Retirement (911-911)</b>								
Current:			\$4,064,734.00	\$4,064,734.00			\$4,064,734.00	\$0.00
<b>39. Social Security and Medicare (916-916)</b>								
Current:			\$866,864.00	\$866,864.00	\$0.00		\$838,666.29	\$28,197.71
<b>40. Employee Benefits (919-919)</b>								
Current:	Unused Sick Leave at Retirement		\$65,000.00	\$65,000.00		\$0.00	\$2,856.00	\$62,144.00
	Medical Disability (Police & Fire)		\$2,500.00	\$2,500.00		\$0.00	\$0.00	\$2,500.00
	Employee Assistance Program		\$7,500.00	\$7,500.00		\$0.00	\$16,877.98	(\$27,377.98)
	Total		\$75,000.00	\$75,000.00		\$0.00	\$19,733.98	\$18,000.00
Prior:	Encumbrance	\$179,470.27	\$0.00	\$179,470.27			\$145,385.26	\$34,085.01
<b>41. Unemployment &amp; Workers' Compensation (930)</b>								
<b>A. Workers' Compensation (930-912)</b>								
Current:			\$110,500.00	\$110,500.00	\$0.00		\$110,500.00	\$0.00
Prior:	Encumbrance	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00
<b>B. Unemployment (930-913)</b>								
Current:			\$110,000.00	\$195,000.00	\$85,000.00		\$75,057.05	\$119,942.95
Prior:	Encumbrance	\$72,819.54	\$0.00	\$72,819.54			\$72,819.54	\$0.00

Analysis of General Fund Appropriations at June 30, 2021 cont.

42. Town Insurance (960)													
A. Property and Liability Insurance-44B (960-193)													
Current:		\$300,000.00			\$300,000.00					\$255,506.26		\$1,000.00	\$43,493.74
B. Employee Group Insurance (960-914)													
Current:		\$6,383,694.00		(\$275,000.00)	\$6,108,694.00					\$5,941,087.56		\$0.00	\$167,606.44
Prior:	Encumbrance	\$0.00			\$0.00					\$0.00			\$0.00
C. OPEB (960-915)													
Current:		\$1,500,000.00			\$1,500,000.00					\$1,500,000.00		\$0.00	\$0.00
Prior:	Encumbrance	\$0.00			\$0.00					\$0.00		\$0.00	\$0.00
	TOTAL	\$6,110,456.21	\$113,399,514.00	\$414,195.00	\$119,924,165.21	\$475,000.00	\$112,968,196.34	\$5,011,437.56	\$1,469,531.31				see note #4
Notes:													
1. Each numbered account is a separate appropriation. Letter codes indicated budget divisions of the appropriation.													
2. "Transfers In" includes transfers from Salary Reserve and Reserve Fund (item #6) and interfund transfers.													
3. "Transfers Out" includes appropriation transfers per MGL Chp 44 Sec 33B.													
4. The column "To Revenue" shows the unexpended balance of the appropriation that was returned to the General Fund at year end.													

**TELEPHONE DIRECTORY**  
**AMBULANCE, FIRE AND POLICE EMERGENCY – 911**

<b>Call this Department/Entity:</b>	<b>For questions on:</b>	<b>Phone:</b>
<b>AFTER HOURS EMERGENCIES</b>	<b>Electricity, highways, parks, sewer, snow removal, trash, trees, water</b>	<b>318-3400</b>
Assessing	Assessments, Abatements	318-3070
Board of Appeals	Zoning Appeals, Special Permits & Variances	318-3295
Board of Health	Health, Sanitation, Septic Permits/Title V	318-3275
Building Inspector	Building Permits, Electric Permits, Plumbing & Gas Permits, Plot Plans, Home Occupation Permits, Zoning Enforcement	318-3280
Minuteman Media Network	Local Public Access Television	318-3052
Comcast Cable (Westford)	Cable Television sales and service	692-6500
Community Services Coordinator	Financial assistance, counseling, legal services, domestic violence resources, after school and camp support, employment, fuel assistance, parenting support groups	318-3034
Council on Aging	Senior Activities, Information & Transportation	318-3020
Fire Department	Routine Fire & Ambulance Business, Burning Permits	318-3488
Historic Districts Commission	Historic Districts	318-3299
Concord Housing Authority	Affordable, Subsidized & Elderly Housing	369-8435
Human Resources	Town Personnel Information & Job Openings	318-3025
Library	Main Library	318-3300
	Circulation Desk	318-3301
	Fowler Branch Library	318-3350
	Children's Services	318-3358
	Reference Services	318-3347
Light Plant	Electric Service & Operations	318-3101
Natural Resources	Electric, Water & Sewer Final Readings; Electric New Accounts	318-3154
Planning & Land Management	Conservation Land/Environment, Wetlands	318-3285
	Planning, Land Use, Zoning, Affordable Housing Lotteries	318-3290
Police	Routine Police Business and Animal Control Officer	318-3400
Public Works	Administration	318-3206
	Cemeteries	318-3230
	Engineering/Road Permits	318-3210

**TELEPHONE DIRECTORY**

	Highways/Snow & Ice Removal	318-3220
	Parks & Trees	318-3230
	Trash, Recycling & Yard Waste Information	318-3240
	Water & Sewer Operations (see Town Accountant for Billing)	318-3250
Recreation Department	Recreation Programs, After/Before School, Carousel, Terrific Tuesday, Hunt Gym	287-1050
	Beede Swim and Fitness Center	287-1000
Retirement Board	Town Retirement System Information/Benefits	318-3068
School Department	Ripley Administrative Offices/Superintendent's office	318-1500
	Alcott Elementary School	318-9544
	Thoreau Elementary School	318-1300
	Willard Elementary School	318-1340
	Peabody Middle School	318-1360
	Sanborn Middle School	318-1380
	Concord-Carlisle Regional High School	318-1400
Select Board	Concord-Carlisle Adult and Community Education	318-1432
	Committee Appointments; Alcoholic Beverage Licensing	318-3001
Town Accountant	Accounting	318-3060
	Utility Billing (Light, Water, Sewer)	318-3062
	Water & Sewer New Accounts	318-3062
Town Clerk	Births, Deaths, Marriages; Dog Licenses; Business Certificates; Elections; Voter Registration	318-3080
Town Manager's Office	General Administration	318-3000
	Public Information Officer	318-3052
	Facilities Manager	318-3132
Treasurer/Collector	Ambulance Bills; Parking Tickets; Property & Excise Tax Bills; Trash Collection & Recycling Subscriptions; Electric, Water & Sewer Bill Payments	318-3050
Youth Services Coordinator	Assists with programs and services for youth and families	318-3043
Veterans Agent	Veterans' Information/Referrals/Benefits	318-3038

To find out if a public meeting has been canceled, visit the Town's web site at [www.concordma.gov](http://www.concordma.gov). Also visit the web site for a calendar of municipal events and meetings, and for general information about the Town.

## VACCINATION AND MOVING FORWARD IN CONCORD

**FRONT COVER:** A collection of photos from 2021 which display a turning point both in 2021 and the Pandemic, COVID-19 vaccination!

## CONCORD MINUTEMEN

**BACK COVER:** The Concord Minutemen march across the North Bridge for a Ken Burns' documentary project honoring their hometown of Concord, MA and Concord Minutemen who came before.

## COVER DESIGN

Erin Stevens

## PHOTO CREDITS

Front Cover: Erin Stevens, community submitted photos from and of: Jannifer Saxe, Keith Bergman, Kelly McKee, Kira B., Kristen Francini, Margaret "Peg" Watts, Matt Snyder, and Mika Minots.

Back Cover: Erin Stevens

## PHOTOS CREDITS

Chris Carmody	Pg 13	Engineering Staff	Pg 103
Erin Stevens	Pg 18	Engineering Staff	Pg 104
Erin Stevens	Pg 18	Water and Sewer Staff	Pg 112
Erin Stevens	Pg 20	Will Holden	Pg 125
Erin Stevens	Pg 20	Will Holden	Pg 126
Nathanial Smith	Pg 70	Will Holden	Pg 127
Provided by Chief Tom Judge	Pg 83	Marcia Rasmussen	Pg 133
Provided by Chief Tom Judge	Pg 84	Marcia Rasmussen	Pg 138
Provided by Chief Tom Judge	Pg 85	Erin Stevens	Pg 145
Provided by Chief Tom Judge	Pg 86	Marcia Rasmussen	Pg 150
Provided by Chief Joseph F. O'Connor	Pg 89	Howard Sturges	Pg 160
Provided by Chief Joseph F. O'Connor	Pg 89	Provided by CFPL Corp.	Pg 176
Provided by Chief Joseph F. O'Connor	Pg 89	Concord Recreation	Pg 180
Provided by Chief Joseph F. O'Connor	Pg 89	Concord Recreation	Pg 181
Provided by CMLP	Pg 91	Concord Recreation	Pg 183
Provided by CMLP	Pg 97	Karlen Reed	Pg 185
Engineering Staff	Pg 102		

Many thanks to all who have contributed to the 2021 Annual Town Report. A special thanks to the Concord Select Board, Town Manager's Office, and all those who helped to make this report a success. This report was prepared using Adobe InDesign and other software and typeset in Adobe Minion Pro. The Annual Town Report is also available at [www.concordma.gov](http://www.concordma.gov).

Erin V. Stevens, Editor



### CONCORD DURING THE COVID-19 PANDEMIC

**FRONT COVER:** A collection of photos from 2021 which display a turning point both in 2021 and the Pandemic, COVID-19 vaccination!

### CONCORD MINUTEMEN

**BACK COVER:** The Concord Minutemen march across the North Bridge for a Ken Burn's documentary project honoring their hometown of Conocrd, MA and Concord Minutemen who came before.