

**TOWN OF CONCORD  
SELECT BOARD MEETING  
OCTOBER 3, 2022 | 6:30 PM**

**TOWN HOUSE, 22 MONUMENT SQUARE  
SECOND FLOOR MEETING ROOM AND VIA ZOOM**

<https://us02web.zoom.us/j/87683729030?pwd=VzluVjVrWXM1WCtrZVFSMmRGMDV5Zz09>

Meeting ID: 876 8372 9030

Passcode: 093669

*Revised October 3, 2022*

**AGENDA**

#	Time*	Agenda Item
1.	6:30pm	Call to Order
2.		Consent Agenda <ul style="list-style-type: none"> <li>• Minutes: August 8, 2022; Concord Town Manager Search Committee (disbanded) Executive Session Minutes for April 4, 2019 (redacted) and April 25, 2019</li> <li>• Town Accountant Warrants: September 29, 2022</li> <li>• Gifts: GreenLabs LLC contribution of \$2,500.00 to the West Concord Junction Cultural District Committee for an educational exhibit at 30 Beharrell Street</li> </ul>
3.		Town Manager's Report
4.		Chair's Report
5.	6:45pm	Concord Middle School/Call for Special Town Meeting
6.	7:15pm	Personnel Study Task Force Report
7.	7:45pm	Junction Park, Short Term Solution
8.	8:15pm	White Pond Preservation Task Force Charge
9.	8:30pm	Review and Approve Draft Correspondence Policy
10.	8:35pm	Committee Nominations: none at this time
11.		Committee Appointments: To the Conservation Restriction Stewardship Committee: Richard Higgins of 15 Grove Street reappointed for a term to expire April 30, 2025; a corrective reappointment of Mary Ann Lippert of 19 Cranberry Lane for a term of May 1, 2020 to April 30, 2023; a corrective reappointment of Arthur Schwope of 281 Holden Wood Road for a term of May 1, 2021 to April 30, 2024.  To the Hugh Cargill Trust Committee: A corrective appointment of Deena Whitfield of 67 Whit's End Road for a term of May 1, 2020 to May 31, 2023.
12.	8:40pm	Select Board Liaison Reports
13.	8:55pm	Correspondence
14.		Public Comment
15.	9:00pm	Adjourn

*\*Times are approximate and subject to change*

<b>Current Board and Committee Vacancies</b>
Board of Health
Comprehensive Sustainability and Energy Committee
Concord 2025 Executive Committee
Concord Housing Development Corporation (CHDC)
Concord Local Cultural Council
Conservation Restriction Stewardship Committee
Council on Aging
Cultural Council
Economic Vitality Committee
Historic Districts Commission
Library Board
Natural Resources Commission
PEG Access Advisory Committee
Personnel Board
Planning Board
Public Ceremonies and Celebrations Committee
Transportation Advisory Committee
Trustees of Donations
West Concord Advisory Committee
West Concord Junction Cultural District
Zoning Board of Appeals

**Town of Concord  
Select Board  
Minutes  
August 8, 2022**

Pursuant to a notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting in the Second Floor Meeting Room and via Zoom on August 8, 2022, at 5:30pm.

Present were Matthew Johnson; Chair, Terri Ackerman; Clerk; Linda Escobedo, Henry Dane, and Mary Hartman.

**Call to Order**

Chair Johnson called the meeting to order at 5:30 p.m.

**Consent Agenda**

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to enter Executive Session in accordance with M.G.L 30A, Section 21(a)(3), to discuss strategy with respect to litigation if an open meeting may have a detrimental effect on the litigating position of the public body and the chair so declares (615 Lowell Road), to return to regular session.

**ROLL CALL VOTE**

Mr. Dane	Aye
Ms. Escobedo	Aye
Ms. Hartman	Aye
Chair Johnson	Aye
Ms. Ackerman	Aye

**Consent Agenda**

- Town Accountant Warrant: August 4, 2022
- Minutes: January 31, 2022; April 25, 2022; July 11 2022; Executive Session Minutes of February 7, 2022 (not to be released); Executive Session Meeting Minutes of April 1, 2022 (not to be released)
- One Day Special Liquor License Applications
  - Belmont Hill School/HBS Golf Tournament for Financial Aid at Concord Country Club, 246 Old Road to Nine Acre Corner, on September 19, 2022, from 6:00pm-8:00pm, Wine & Malt Beverages Only
  - Wine Empire/Thoreau Tennis Open, 275 Forest Ridge Road, on August 9, 2022, from 6:00pm-11:00pm, Wine & Malt Beverages Only
  - Wine Empire/Thoreau Tennis Open, 275 Forest Ridge Road, on August 13, 2022, from 11:00am-5:00pm, Wine & Malt Beverages Only
  - Wine Empire/Thoreau Tennis Open, 275 Forest Ridge Road, on August 14, 2022, from 11:00am-5:00pm, Wine & Malt Beverages Only
- Article 47-Reformatory Branch Trail Letter

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

**Town Manager's Report**

Chair Johnson explained that he had spoken with Acting Town Manager Tom Judge, while Town

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Manager Kerry Lafleur is on vacation, and that there was nothing to report.

**Chair's Report**

Chair Johnson stated that he did not have anything to report on.

**Minute Man National Historic Park Development Update**

Simone Monteleone presented to the Board regarding Minute Man National Historic Park's (MMNHP) Development plan. She reviewed the presentation included as part of the Select Board meeting packet and highlighted the recently passed Great American Outdoors Act (GAOA). Ms. Monteleone explained that MMNHP had been awarded \$27.4 million dollars to rehabilitate several buildings, trails, park signs, and bronze/stone monuments.

Chair Johnson asked if the Barrett House was going to be renovated using this funding, and Ms. Monteleone stated that the GAOA funding would not provide for work at the Barrett House.

Ms. Monteleone provided more detail on some of the different projects that MMNHP hoped to undertake and noted that they had been in contact with several different Town boards and committees regarding the projects.

Ms. Ackerman asked if the MMNHP was going to be selecting one contractor to perform all the work described in the presentation. Ms. Monteleone stated that they would have one contractor who would likely use subcontractors to complete the various projects. Ms. Ackerman also noted that the mutual agreement that was included as part of the Select Board meeting packet stated that any repairs or changes made to the monuments and markers around the Old North Bridge and battleground needed to be approved by the Select Board. Ms. Monteleone stated that there would be some approval from the Select Board needed and that she would attend a future meeting of the Board to seek that approval.

Chair Johnson asked if the discussion about the trail connecting Thoreau Farm and the National Historic Park was also a separate discussion, which Ms. Monteleone confirmed.

Ms. Monteleone stated that the National Historic Park would do it's best to have as much work done as possible in the Park prior to the 2025 anniversary.

Ms. Escobedo asked if the trails plans had gone before the Natural Resources Commission (NRC), and Ms. Monteleone explained that it had been presented to the Historical Commission (HC), but not the NRC.

Ms. Hartman asked Ms. Monteleone which Town staff members she was coordinating with regarding the project. Ms. Monteleone stated that she had primarily worked with the staff of the Planning and Land Management Division. Ms. Hartman also asked about the residential buildings in Concord owned by the park and if any of the restoration funds would be used to rehab them and Ms. Monteleone explained that they would not. Ms. Hartman asked how many residential housing units would be available at the park and if they were affordable. Ms. Monteleone explained that she was hoping to add four more units of rental housing, and that they were required to seek market rent. Ms. Hartman also noted that the Town received no property tax for the residential units, and

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Ms. Monteleone stated that as part of the National Park, the buildings are exempt from tax.

Melissa Saalfield, of 7 Concord Greene Unit 7 and Chair of the Historical Commission, reminded the Board and Ms. Monteleone that several Town residents were required to sell their property or life tenancies with the creation of the Park and asked that they consider that as they began to rent the properties out. Ms. Saalfield also requested that the Samuel Brooks house be the last to be leased given its historical significance. Chair Johnson asked if the Park had strict lease restrictions related to the historical significance of the properties, which Ms. Monteleone confirmed.

The Board thanked Ms. Monteleone and noted that they would be meeting with her again to review the plans further and to provide their opinion of some of the projects related to the Old North Bridge area.

### **5G Policy Review and Approval**

Jason Bulger, the Town's Chief Information Officer, reviewed the final draft of the 5G policy and the process the Town had gone through in drafting it. Mr. Bulger stated that the last updates to the policy were reviewed by both Town department heads and Town Counsel.

Mr. Dane asked if there was any reason that the plan submissions could not be reduced further to electronic only. Chair Johnson explained that they had discussed this at a previous meeting and that the Board felt the three hard copies was a good compromise from the ten that were originally proposed. Mr. Dane also asked if the hearing that is required as part of the Policy needed to go before the Select Board or if it would be better suited to go in front of the Public Works Commission or another board or committee. Mr. Dane shared his opinion that this topic was something that Board knew nothing about and would likely take up quite a bit of time at future meetings. Ms. Ackerman shared her belief that the Board should ask the Town Manager to review that possibility.

Ms. Escobedo asked why the measured real-world emissions of electromagnetic radiation use wasn't included as part of the annual recertification and affidavit. Mr. Bulger explained that it was considered but that ultimately it was decided not to include it as it would likely be challenged legally.

Chair Johnson thanked Mr. Bulger for incorporating all the Boards recommendations.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to approve the 5G Policy as included in the Select Board meeting packet.

### **Vote on Designation of Police Officers at Polling Locations**

Chair Johnson explained that a vote was needed for the designation of Police Officers at the polling locations, and that the request came from the Town Clerk, Kaari Tari. Mr. Dane asked the Board to revise the motion for the item, and Ms. Tari agreed with Mr. Dane's proposal. Ms. Escobedo asked if this vote would bring about any changes regarding police at polling locations, and Ms. Tari stated it would not.

Upon a motion duly made and seconded, it was UNANIMOUSLY

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**VOTED:** to delegate to the Chief of Police the authority given to the Select Board in Chapter 92, Section 72 of the act of 2022 to detail a sufficient number of police officers or constables for each building that contains the polling places for one or more precincts at every election therein to preserve order and to protect the election officers and supervisors from interference with their duties and to aid in enforcing the laws relating to elections.

**Select Board Goals—Checkpoint Discussion**

Chair Johnson stated that he had taken Mr. Dane’s advice and reformatted the Goals document as a spreadsheet. He also added that the quarterly designations denoted on the spreadsheet were based on the Select Board’s calendar beginning after the conclusion of the Annual Town Meeting.

The Board reviewed various goals and whether they were annual, semi-annual, or recurring. The Board also discussed the revision of some goals, and Chari Johnson asked that the Board members send him any changes that they’d like to see the goals spreadsheet.

**Discussion Regarding Liaison Reporting Objectives**

Ms. Hartman explained that she felt that the liaison reports given by the Board were often skipped, too drawn out, and she wondered if all the boards and committees needed a Select Board liaison.

Chair Johnson stated that he believed the most critical point of the liaison reports were for the Board to identify areas where a board or committee may need help or coordination across the Town. Chair Johnson also shared his opinion that acting as liaisons allowed the Select Board to stay aware of what’s going on around Town.

Mr. Dane explained that he’d prefer to have informal conversations with the Chairs of the boards and committees he acts as liaison to, versus attending all the individual meetings.

Ms. Ackerman agreed with Ms. Hartman that the placement of the liaison reports at the end of the meetings often made it difficult to follow them. Ms. Ackerman also shared her opinion that liaison reports in the past were sometimes too long or detailed but noted that the five minutes reserved for liaison reports was likely not long enough. Ms. Ackerman suggested fifteen minutes for liaison reports.

Ms. Escobedo stated that, as a liaison, she looked for committee process issues and high interest/high impact issues that the Board needed to be aware of, but that she believed it was helpful to revisit what the Board saw as their role as liaisons.

Ms. Hartman stated that it appeared that the Board felt liaison reports were still important, and that the Board may consider moving the liaison reports towards the beginning of the meeting. The Board discussed the placement of the item on the agenda, and ultimately determined that it should remain at the end of the meeting, but that Board members should be considerate of time and the goals of the Board.

**Committee Nominations**

Dr. Robert Munro, of 1400 Lowell Road, to the 2025 Executive Committee; Helene Clayton, of 31

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Black Birch Lane, to the West Concord Junction Cultural District Committee

**Committee Appointments**

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to appoint Laura Payne, of 480 Laws Brook Road, to the West Concord Advisory Committee for a term to expire April 30, 2025; Barbara Morse, of 1975 Main Street, to the West Concord Advisory Committee for a term to expire April 30, 2025; Ryan Hanley, of 77 Lexington Road, to the Historical Commission-Associate Member for a term to expire May 31, 2025

**Select Board Liaison Reports**

Ms. Ackerman reported on:

- The Personnel Study Task Force—The Task Force would be holding a public forum on August 29<sup>th</sup> at 1:00 p.m. to discuss their final report and seek comment from Town staff. Ms. Ackerman also noted that the meeting was important because three weeks following the forum the Task Force would be asking the Select Board to adopt their final report.

Ms. Hartman reported on:

- White Pond Advisory Committee—Ms. Hartman stated that she and Mr. Dane had been speaking with Attorneys regarding two cases that related to septic runoff and water sources. She also shared her belief that the Town may want to investigate regulations regarding septic systems that could contaminate water sources. The Board also discussed 48Y Fitchburg Turnpike and its possible development as it related to White Pond.

Ms. Escobedo reported on:

- Regional Housing Services Office—Held a meeting regarding the Housing Production Plan and were presented with the first draft of the goals and strategies for addressing the housing production plan. The group would also be holding a public forum on September 14, 2022, from 7:00-9:00 p.m.
- Finance Committee—Christine Reynolds reported on Christopher Heights and gave background on the project, described the cost contribution related to the TIFF in terms of the exemption period, and the dilemma of possibly being eight to twenty units short of the 40B SHI figure. Ms. Hartman stated that she also attended that meeting, and was impressed with Ms. Reynolds' review of the Pro Forma P&L. The Board also discussed the Finance Committees review of the Christopher Heights development. Chair Johnson stated that it was likely that the Board would discuss this at their meeting on September 12<sup>th</sup> or 19<sup>th</sup>.

Mr. Dane reported on:

- 250<sup>th</sup> Executive Committee—Recruited Dr. Robert Monroe, who was the vice head of school at Concord Academy and focused on equity and inclusion. Mr. Dane also reported that there were 57 or 58 members of the subcommittees of the 2025 Executive Committee. The Board discussed inviting the President of the United States to the events in 2025.

Chair Johnson reported on:

- Finance Committee—The guidelines process is getting underway, and the Committee agreed to a new approach for a sustainable growth rate. There were also some discussions of the Middle School Building Project budget.

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- Middle School Building Committee—Went through the value engineering list of approximately 50 items and agreed to \$1.1 million in cuts.

**Miscellaneous Correspondence**

There was none.

**Public Comment**

Diane Proctor, of 57 Sudbury Road, asked that the Town Manager's Report be published ahead of each meeting for public review. Ms. Proctor also supported the Select Board in continuing their liaison reports and voiced her appreciation for the discussion the Board held regarding the topic.

Karlen Reed, of 83 Whits End Road, encouraged the Board to continue presenting their liaison reports at Select Board meetings.

Pamela Dritt, of 13 Concord Greene Unit 4, asked Chair Johnson why he recused himself from the Christopher Heights discussion, and Chair Johnson explained that he was a direct abutter to the proposed development. Ms. Dritt did not believe that Chair Johnson had a conflict of interest and requested that he not recuse himself. Ms. Dritt also asked about the Middle School value engineering and whether cutting the diesel generators had been considered. Ms. Dritt requested that the Board investigate battery backup and solar systems in lieu of the fossil fuel backup generators.

**Adjourn**

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to adjourn.

**Meeting Materials:** <https://www.concordma.gov/DocumentCenter/View/37815/Select-Board-Meeting-Packet-August-8-2022>

**Minuteman Media Network Coverage:** <https://youtu.be/aCKsfIWGFWY>



# TOWN OF CONCORD

Office of the Town Manager

## Operational Status Reports & Departmental Updates

For the Week Ending September 30, 2022

### Town Manager's Office and General Administration

- The annual Employee Appreciation Picnic was held this week to celebrate the hard work and dedication of our employees. In addition to enjoying great weather, a BBQ buffet and ice cream, staff participated in a team building activity designed to create connections across departments and strengthen community. What we learned through this exercise is that Town of Concord employees are a diverse group, from all over, with many interesting talents and includes:

- marathon runners
- hikers
- opera singers
- musicians
- textile artists, poets, and crafts people
- devoted pet parents
- gardeners
- beekeepers
- travelers
- outdoor and exercise enthusiasts
- AND if you ever need a kazoo, we know someone who keeps one in her purse at all times, just in case!



### Public Safety

#### Police Department

##### Activity Log Sept. 22 – Sept. 28

Log items	866
Traffic Enforcement	65
Motor Vehicle Stops	140
Arrests	1

#### Personnel news

On September 22, Chief Joseph O'Connor announced to the department that he plans on retiring on December 22, 2022. We thank Chief O'Connor for his leadership and commitment to move the department forward in challenging times. During his tenure, the CPD achieved accreditation from the Massachusetts Police



Chief Joe O'Connor

Accreditation Commission for the first time and became a leader in professional policing practices, while continuing to deliver exceptional service. He leaves a strong foundation for the future, and we wish him well.

### **Training**

Sergeant Michael Burgess began attending the FBI Law Enforcement Executive Development Seminar “LEEDS” training on Monday September 26 at the Municipal Police Training Committee facility in Lynnfield. This innovative program is designed for law enforcement leaders and focuses on the emerging challenges facing the police profession. The interactive program uses a wide range of source material and calls upon participants’ own professional experiences to facilitate individual development and learning. The following is a list of topics to be covered in the program:

- Trends in law enforcement
- Implications of the 21st Century Policing Report
- Public trust and legitimacy
- Bias and diversity
- Employee wellness
- Power
- Transformational leadership
- Social and emotional intelligence

### **Community events**

The department assisted with the successful annual events the Kicks for Cancer, Mighty Moose 5k Road Race and Porchfest.

### **Fire Department**

#### **Calls for service**

The fire department responded to 94 calls for service during the week. Captain Curran, a member of the State Hazardous Materials Team, responded to the City of Marlborough for a hazardous materials incident.

#### **Fire Prevention**

Semi-annual inspections took place at some of the public schools. Middlesex School fire drills were conducted. Fire companies conducted pre-plans of several commercial buildings.

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## **Department of Planning and Land Management**

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### **Planning**

- **Community Preservation Committee:** 11 applications requesting Community Preservation Act funds were submitted on September 16<sup>th</sup> for consideration by the CPC, totaling \$1,507,982.91. Six site visits were conducted on Saturday, September 24<sup>th</sup>, and an initial meeting with some of the applicants was held on Tuesday, September 27<sup>th</sup>. Applicant presentations will continue Tuesday, October 18<sup>th</sup>.
- **Transportation and Mobility:** Concord just received a “notice to proceed” for the Shared Streets and Spaces grant for traffic calming at the intersection of Main Street and Walden Street in Concord Center. We are excited to have one of our submitted projects chosen with the project designed to create a safer walkable space that lends itself to Concord’s historic charm. Unfortunately, the Town was not successful in its application for a Bottleneck grant for the Thoreau Depot area; the reasons given were that the bottlenecks created in other communities were of a higher need and more applications were received than funding available.

- **Assabet River Bridge & Trail:** MassDOT has granted Project Review Committee approval of the project with a current project estimate of \$8 million dollars. What does this mean? The construction of the project can be funded on the Transportation Improvement Program Plan with federal and state funds. The Town may be required to cover certain items, such as architectural ambient lighting, that MassDOT will not consider as “participating costs”, but that has not yet been determined. At this time, the project can move forward with the final 25%, 75% and final design process, which is expected to take approximately 2 years.
- **Planning Board meeting of September 27<sup>th</sup>:** The Board discussed its recommendation to the ZBA on the proposed PRD for 48Y Fitchburg Turnpike and continued the item to the October 11<sup>th</sup> meeting to review a draft letter recommending approval with conditions. The Board heard an update from the Chair of the Concord Housing Development Corporation on the status of the Christopher Heights Assisted Living Facility potentially not moving forward due to a budget shortfall. The Board is in full support for this project to move forward and voted to send a letter to the Select Board on its position. The Board reviewed and discussed a comment letters and memos from the Concord Historical Commission, from CPW Engineering to the Public Works Commission, and from CPW Engineering regarding comments from the Public Works Commission on the Draft Scenic Road Bylaw Rules & Regulations. Revisions will be made to the draft Regulations then sent back to the CHC and PWC, as well as a notice of their availability will be sent to stakeholders for review and comments before conducting the required public hearing for adoption. The Board discussed a potential Zoning Bylaw amendment to allow fast-food restaurants and requested the Town Planer look for a way to simplify the amendment. The Board reviewed a draft memo from the Town Planner regarding the MBTA Communities Zoning Requirement and the DHCD Guidelines and voted to send the memo to the Select Board, Finance Committee, and the Town Manager with a recommendation that the Chairs meet to discuss the MBTA Communities requirement.
- **Regional Housing Services Office:** The RHSO staff is working with another housing plan consultant in preparing the latest Housing Production Plan and met with Town staff to discuss the next Steering Committee meeting (October 19<sup>th</sup>) and when the draft plan will be available for public comment/input (November 1<sup>st</sup>). The RHSO also hosted the quarterly RHSO Advisory Committee meeting with representatives from all member communities. The RHSO staff presented an assessment of tenant services offered by the member communities, in addition to initiatives for the Advisory Group to consider relative to the DHCD protocols and practices.
- **West Concord Junction Cultural District Committee:** The weather on Saturday, September 24<sup>th</sup> was perfect as the WCJCDC unveiled the latest mural celebrating West Concord’s industrial past in the morning and celebrated the 3<sup>rd</sup> annual Porchfest, with musicians filling the air with sound in the neighborhood and at the Harvey Wheeler Community Center in the afternoon.



### **Economic Vitality & Tourism**

- Looking ahead to October, the Concord Visitor Center will offer its daily tour at 1pm and has scheduled 7 private tours. There will be two Special Events of ‘Between Us Sisters’ and 26 specialty tours (African American, Indigenous, West Concord and Twilight). And the changing season brings over 25 tour buses into Concord during the month, having either lunch or dinner in Concord Center. September, in contrast, offered the daily tour, 3 private tours, 5 specialty tours and one Special Event of ‘Between Us Sisters’.
- Visitation is extremely high – higher than 2019/pre-pandemic with a significant number of international travelers.

- Fall and winter merchandise has begun arriving in the form of a new holiday ornament, baseball cap and 2023 Calendars of Walden Pond.

## Health

- Thursday night, September 22, Health staff collaborated with the Library and the Fire Department for an Emergency Preparedness talk on Wildfires, presented by Chief Judge and Assistant Chief Latta. The recording is available on Zoom and is great overview of wildfires in Concord with some helpful tips on how to protect your home.
- We continuously work on inspections on housing, septic installation, food establishment and other complaints. On Friday, Sept. 23, 2022, a large onsite wastewater system at Granite Post Road was connected and completely installed, which had been an ongoing issue.
- The Health Division continues to interview for the vacant Environmental Health Inspector position.
- The COA sent a few residents with requests for homebound flu vaccine or COVID Booster to us this week, and we will continue to fill that need. Residents that are homebound are encouraged to call the Health Division and we will work with them to set this up.
- Covid -19 Community Level in Middlesex County: **Medium**

### Updates to COVID Guidelines/Resources:

- Isolation guidelines:
  - **Day 0**, first day of symptoms OR day the positive test was taken, whichever is earlier
  - **Days 1-4**, continue to isolate
  - **Day 5**, last day of isolation if asymptomatic or symptoms are improving
  - **Day 6**, leave isolation (if you can wear a mask at all times when around other people, including in your household, through day 10). You may remove your mask prior to day 10, if you have had two negative tests taken 48 hours apart.
  - **After you have ended isolation, if your COVID-19 symptoms recur or worsen**, restart your isolation at day 0.

## Natural Resources

- **Library Climate Action Week:** Director Delia Kaye joined Concord Librarian Reni Cunningham, CLCT Executive Director Jane Gruba-Chevalier, and Pollinator Health Advisory Committee member Isabel Bailey for a Native Pollinator Plant Seed Collection Workshop this week. The workshop focused on the importance of our local pollinators in a healthy ecosystem, efforts to install a new pollinator garden at the Fowler Branch, and how to collect, dry, and sow native seeds. The library is expanding its Seed Lending Library from vegetables and ornamentals to include native pollinator seeds that residents can plant in their yards. The goal is to kickstart a seed collecting program of local, native plant species to expand native pollinator habitat, especially habitat for at-risk pollination systems, and to build resilient pathways and ecosystems across Concord.
- **Japanese Knotweed:** The Natural Resources Division has expanded its invasive plant species management through the purchase of the JK1000 Injection Tool, which provides target-specific herbicide injections to the hollow stems of



Japanese knotweed. The stem injection application method, opposed to alternatives such as foliar spraying, provide complete mortality of knotweed plants while keeping other nearby native plants out of harm. Over 500 knotweed stems were injected over the past two weeks at seven conservation properties around Concord, and along the serpentine path to the BFRT.



- Heywood Meadow, Middlesex School Service Day** Land Manager Will Holden, was joined by 15 Middlesex School students and three teacher chaperones for a morning of invasive glossy buckthorn removal at Heywood Meadow. The students focused on a 3000 sq. ft. work zone along the brook, pulling hundreds of buckthorn plants using primarily weed wrenches. The large truckload of invasives was disposed of at the 755 Walden St, town composting facility, utilizing the invasives dumpster. This was the second year in a row Middlesex School worked with Natural Resources for their annual student service day.

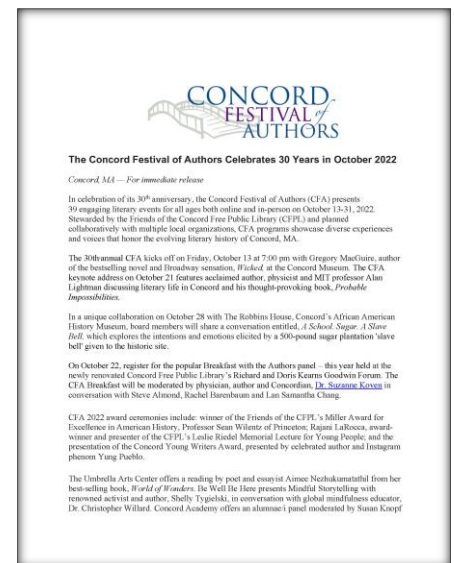
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## Library

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### Concord Festival of Authors

The [Concord Festival of Author](#) celebrates 30 years in October. The CFA kicks off a full month of literary events on Friday, October 13 at 7 p.m. with Gregory MacGuire, author of the bestselling novel and Broadway sensation, *Wicked*, at the Concord Museum. A complete run down of the month's events can be found at the link in the press release graphic.




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## Minuteman Media Network

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### Completed projects

- Between us Sisters
- Wildfires in Massachusetts: A Hot Topic
- CCHS Choral Pops Concert
- Mentors in Violence Fall Promo
- Fowler Mural "Draft"
- Open For the Season Salt Box Farm
- League of Women Voters of Concord-Carlisle – David Pepper

### Upcoming projects

- Concord Museum live stream events (6)
- CCLWV EDI events over a few weeks (one is coming up this week at the library) (4)
- League of Women Voters Concord-Carlisle, Acton Area, and Chelmsford Candidate Forum: State Rep Middlesex 14th District (1)
- Castle Playground in Carlisle (1)



**Concord Middle School  
Project Schedule UPDATE  
September 26, 2022**



ID	Task Name	Duration	Start	Finish	Total Slack	Predecessors	
1	<b>Design &amp; Pre-Construction Phases</b>	<b>940 days</b>	<b>Wed 8/14/19</b>	<b>Wed 5/10/23</b>	<b>830 days</b>		34%
2	<b>OPM Selection</b>	<b>15 days</b>	<b>Wed 8/14/19</b>	<b>Wed 9/4/19</b>	<b>0 days</b>		100%
7	<b>Designer Selection</b>	<b>62 days</b>	<b>Tue 8/20/19</b>	<b>Mon 11/18/19</b>	<b>0 days</b>		100%
21	<b>Feasibility Study</b>	<b>521 days</b>	<b>Tue 11/19/19</b>	<b>Thu 12/16/21</b>	<b>1183 days</b>		99%
38	<b>Schematic Design</b>	<b>155 days</b>	<b>Thu 5/6/21</b>	<b>Thu 12/16/21</b>	<b>355 days</b>		0%
48	<b>Town Actions</b>	<b>77 days</b>	<b>Mon 10/18/21</b>	<b>Fri 2/4/22</b>	<b>241 days</b>		0%
60	<b>Design Development</b>	<b>102 days</b>	<b>Mon 2/7/22</b>	<b>Fri 7/1/22</b>	<b>211 days</b>		0%
69	<b>Commissioning Agent Selection</b>	<b>126 days</b>	<b>Tue 2/22/22</b>	<b>Fri 8/19/22</b>	<b>1011 days</b>		0%
84	<b>Construction Documents</b>	<b>164 days</b>	<b>Tue 7/5/22</b>	<b>Mon 2/27/23</b>	<b>211 days</b>		0%
85	<b>60% Construction Documents</b>	<b>77 days</b>	<b>Tue 7/5/22</b>	<b>Fri 10/21/22</b>	<b>211 days</b>		0%
86	60% Construction Documents - Pricing Set	62 days	Tue 7/5/22	Thu 9/29/22	211 days 68		0%
87	Finalize 60% CD Estimate Set	0 days	Thu 9/29/22	Thu 9/29/22	968 days 86		9/29
88	Building Inspector Review of 60% Estimate Set	15 days	Fri 9/30/22	Fri 10/21/22	968 days 87		0%
89	OPM & CxA Review 60% CD	10 days	Fri 9/30/22	Fri 10/14/22	973 days 87		0%
90	60% CD Cost Estimate	10 days	Fri 9/30/22	Fri 10/14/22	970 days 87		0%
91	60% CD Reconciliation & VM List	2 days	Mon 10/17/22	Tue 10/18/22	970 days 90		0%
92	<b>60% CD submission to CMSBC</b>	<b>1 day</b>	<b>Wed 10/19/22</b>	<b>Wed 10/19/22</b>	<b>970 days 91</b>		0%
93	CMSBC Meeting to Finalize Warrant Article Cost	0 days	Thu 10/20/22	Thu 10/20/22	158 days		10/20
94	<b>90% Construction Documents</b>	<b>60 days</b>	<b>Thu 10/20/22</b>	<b>Fri 1/13/23</b>	<b>158 days</b>		0%
95	90% Construction Documents- Pricing Set	40 days	Thu 10/20/22	Fri 12/16/22	158 days 93		0%
96	Finalize 90% CD Estimate Set	0 days	Fri 12/16/22	Fri 12/16/22	158 days 95		12/16
97	OPM & CxA review 90% CD	10 days	Mon 12/19/22	Fri 12/30/22	163 days 96		0%

Critical		Task		Manual Task		Duration-only		Baseline Milestone		Summary		External Tasks		Inactive Milestone	
Critical Split		Split		Start-only		Baseline		Milestone		Manual Summary		External Milestone		Inactive Summary	
Critical Progress		Task Progress		Finish-only		Baseline Split		Summary Progress		Project Summary		Inactive Task		Deadline	



**Concord Middle School  
Project Schedule UPDATE  
September 26, 2022**



ID	Task Name	Duration	Start	Finish	Total Slack	Predecessors	Timeline (2020-2026)																																															
98	90% CD Cost Estimate	17 days	Mon 12/19/22	Tue 1/10/23	158 days	96	[Gantt chart bar for 98]																																															
99	90% CD Cost Reconciliation	3 days	Wed 1/11/23	Fri 1/13/23	158 days	98	[Gantt chart bar for 99]																																															
100	Complete 90% CD Documents for submission	5 days	Mon 1/2/23	Fri 1/6/23	163 days	97	[Gantt chart bar for 100]																																															
101	90% CD submission to CMSBC	0 days	Fri 1/13/23	Fri 1/13/23	158 days	100,99	[Milestone diamond for 101]																																															
102	100% Construction Documents	29 days	Tue 1/17/23	Mon 2/27/23	158 days	101	[Gantt chart bar for 102]																																															
103	100% Construction Documents	29 days	Tue 1/17/23	Mon 2/27/23	158 days		[Gantt chart bar for 103]																																															
104	100% CD Package to CMSBC / Bid Package Complete	0 days	Mon 2/27/23	Mon 2/27/23	158 days	103	[Milestone diamond for 104]																																															
105	<b>Permitting</b>	<b>196 days</b>	<b>Mon 8/1/22</b>	<b>Wed 5/10/23</b>	<b>344 days</b>		[Summary bar for 105]																																															
106	ZBA Plan Review & Approval	95 days	Mon 8/1/22	Thu 12/15/22	931 days		[Summary bar for 106]																																															
107	Submit plans for review (i) Site Plan Review (ii) Special Permit for Ground Water Conservancy (iii) Building Height Waiver	0 days	Mon 8/1/22	Mon 8/1/22	995 days		[Milestone diamond for 107]																																															
108	Plan Review by DPW / Engineering / Water / CMLP / ZBA / Planning Board	31 days	Mon 8/1/22	Tue 9/13/22	995 days	107	[Gantt chart bar for 108]																																															
109	Planning Board Meeting Date	0 days	Tue 9/13/22	Tue 9/13/22	995 days	108	[Milestone diamond for 109]																																															
110	ZBA Meeting Date	0 days	Thu 11/10/22	Thu 11/10/22	955 days		[Milestone diamond for 110]																																															
111	Special Permit Recommendations to ZBA from Planning Board	0 days	Thu 11/10/22	Thu 11/10/22	955 days	108	[Milestone diamond for 111]																																															
112	ZBA - 20 Day Appeal (Filed by Town Clerk)	20 days	Thu 11/17/22	Thu 12/15/22	931 days		[Gantt chart bar for 112]																																															
113	ZBA Issues Approval & Order of Conditions	0 days	Thu 12/15/22	Thu 12/15/22	931 days	112	[Milestone diamond for 113]																																															
114	Tree Protection and Removal Permit by Planning Board	35 days	Tue 2/28/23	Tue 4/18/23	846 days	104	[Gantt chart bar for 114]																																															
115	Septic System Approval by Health Division	84 days	Wed 9/7/22	Thu 1/5/23	916 days		[Gantt chart bar for 115]																																															
116	Building Permit	10 days	Thu 4/27/23	Wed 5/10/23	158 days		[Gantt chart bar for 116]																																															
117	GC Submit Application/Plan Review by Town	10 days	Thu 4/27/23	Wed 5/10/23	158 days	143	[Gantt chart bar for 117]																																															
118	GC pulls Building Permit (Upon Contract Award / Issuance of NTP)	0 days	Wed 5/10/23	Wed 5/10/23	158 days	117,143	[Milestone diamond for 118]																																															

Critical		Task		Manual Task		Duration-only		Baseline Milestone		Summary		External Tasks		Inactive Milestone	
Critical Split		Split		Start-only		Baseline		Milestone		Manual Summary		External Milestone		Inactive Summary	
Critical Progress		Task Progress		Finish-only		Baseline Split		Summary Progress		Project Summary		Inactive Task		Deadline	



**Concord Middle School  
Project Schedule UPDATE  
September 26, 2022**



ID	Task Name	Duration	Start	Finish	Total Slack	Predecessors	Gantt Chart (2020-2026)																																																
119	<b>Town Process</b>	<b>76 days</b>	<b>Mon 10/24/22</b>	<b>Thu 2/9/23</b>	<b>892 days</b>		[Gantt bar from 10/24/22 to 2/9/23]																																																
120	Open Warrant	0 days	Mon 10/24/22	Mon 10/24/22	892 days		[Milestone diamond at 10/24/22]																																																
121	Joint Finance Committee & CMSBC Meeting	0 days	Thu 11/3/22	Thu 11/3/22	892 days	120FS+9 days	[Milestone diamond at 11/3/22]																																																
122	Close the Warrant	0 days	Fri 11/4/22	Fri 11/4/22	892 days	121FS+1 day	[Milestone diamond at 11/4/22]																																																
123	Post Warrant	0 days	Mon 11/14/22	Mon 11/14/22	892 days	122FS+5 days	[Milestone diamond at 11/14/22]																																																
124	Public Hearing	0 days	Thu 12/1/22	Thu 12/1/22	892 days	123FS+12 days	[Milestone diamond at 12/1/22]																																																
125	Finance Comm Report	0 days	Thu 12/22/22	Thu 12/22/22	892 days	124FS+15 days	[Milestone diamond at 12/22/22]																																																
126	Special Town Meeting	0 days	Thu 1/19/23	Thu 1/19/23	892 days	125FS+19 days	[Milestone diamond at 1/19/23]																																																
127	Town Vote	0 days	Thu 2/9/23	Thu 2/9/23	892 days	126FS+15 days	[Milestone diamond at 2/9/23]																																																
128	<b>GC and Subs Contractor Prequalifications</b>	<b>70 days</b>	<b>Tue 11/1/22</b>	<b>Thu 2/9/23</b>	<b>169 days</b>		[Gantt bar from 11/1/22 to 2/9/23]																																																
129	Draft RFQ and Advertising	10 days	Tue 11/1/22	Tue 11/15/22	169 days	86FS-21 days	[Gantt bar from 11/1/22 to 11/15/22]																																																
130	Posted Advertisement	0 days	Tue 11/15/22	Tue 11/15/22	169 days	129	[Milestone diamond at 11/15/22]																																																
131	Receive RFQ	10 days	Wed 11/16/22	Wed 11/30/22	169 days	130	[Gantt bar from 11/16/22 to 11/30/22]																																																
132	Review Submissions and Prequals Committee Meetings	35 days	Thu 12/1/22	Thu 1/19/23	169 days	131	[Gantt bar from 12/1/22 to 1/19/23]																																																
133	Final Report	10 days	Fri 1/20/23	Thu 2/2/23	169 days	132	[Gantt bar from 1/20/23 to 2/2/23]																																																
134	Issue Final Contractor List	5 days	Fri 2/3/23	Thu 2/9/23	169 days	133	[Gantt bar from 2/3/23 to 2/9/23]																																																
135	<b>Bidding</b>	<b>41 days</b>	<b>Mon 2/27/23</b>	<b>Wed 4/26/23</b>	<b>158 days</b>		[Gantt bar from 2/27/23 to 4/26/23]																																																
136	Advertise on Central Register	0 days	Mon 2/27/23	Mon 2/27/23	158 days	104,134	[Milestone diamond at 2/27/23]																																																
137	Posted on Central Register / Documents Available	0 days	Mon 3/6/23	Mon 3/6/23	158 days	136FS+5 days	[Milestone diamond at 3/6/23]																																																
138	Pre-Bid Conference	1 day	Tue 3/14/23	Tue 3/14/23	158 days	137FS+5 days	[Milestone diamond at 3/14/23]																																																
139	FSB Duration	15 days	Wed 3/15/23	Tue 4/4/23	158 days	138	[Gantt bar from 3/15/23 to 4/4/23]																																																
140	GC Duration	25 days	Tue 3/7/23	Mon 4/10/23	164 days	137	[Gantt bar from 3/7/23 to 4/10/23]																																																

Critical		Task		Manual Task		Duration-only		Baseline Milestone		Summary		External Tasks		Inactive Milestone	
Critical Split		Split		Start-only		Baseline		Milestone		Manual Summary		External Milestone		Inactive Summary	
Critical Progress		Task Progress		Finish-only		Baseline Split		Summary Progress		Project Summary		Inactive Task		Deadline	



**Concord Middle School  
Project Schedule UPDATE  
September 26, 2022**



ID	Task Name	Duration	Start	Finish	Total Slack	Predecessors	Timeline (2020-2026)																																															
141	Filed Sub-bid Due	0 days	Tue 4/4/23	Tue 4/4/23	158 days	138,139	Timeline visualization for 141																																															
142	General Bid (DBB)	0 days	Wed 4/19/23	Wed 4/19/23	158 days	141FS+10 days,140	Timeline visualization for 142																																															
143	Contract Award / NTP	5 days	Thu 4/20/23	Wed 4/26/23	158 days	142	Timeline visualization for 143																																															
144	<b>Construction Phase 1 - New School Building &amp; Site</b>	<b>463 days</b>	<b>Thu 5/11/23</b>	<b>Mon 3/17/25</b>	<b>158 days</b>		Timeline visualization for 144																																															
145	Phase 1 Construction	20 mons	Thu 5/11/23	Thu 12/12/24	7.9 mons	143FS+9 days,118	Timeline visualization for 145																																															
146	New Building Substantially Complete	0 days	Thu 12/12/24	Thu 12/12/24	430 days	145	Timeline visualization for 146																																															
147	Construction Phase 1 - Punchlist	63 days	Fri 12/13/24	Mon 3/17/25	367 days	145	Timeline visualization for 147																																															
148	Move into new Building	10 days	Fri 2/7/25	Fri 2/21/25	158 days	145FS+37 days	Timeline visualization for 148																																															
149	New School Open for Classes	0 days	Mon 2/24/25	Mon 2/24/25	158 days	148FS+1 day	Timeline visualization for 149																																															
150	<b>Construction Phase 2 - Demo Existing School / Construct Fields</b>	<b>224 days</b>	<b>Tue 2/25/25</b>	<b>Thu 1/15/26</b>	<b>158 days</b>		Timeline visualization for 150																																															
151	Phase 2 Demo / Construction	7 mons	Tue 2/25/25	Fri 9/12/25	7.9 mons	149	Timeline visualization for 151																																															
152	Fields Substantially Complete	0 days	Fri 9/12/25	Fri 9/12/25	158 days	151	Timeline visualization for 152																																															
153	Construction Phase 2 Punchlist	42 days	Mon 9/15/25	Thu 11/13/25	158 days	152	Timeline visualization for 153																																															
154	Project Final Completion	0 days	Thu 11/13/25	Thu 11/13/25	200 days	153	Timeline visualization for 154																																															
155	Project Close-Out	42 days	Fri 11/14/25	Thu 1/15/26	158 days	153	Timeline visualization for 155																																															
156	Grass Established for Field Usage	0 days	Tue 9/1/26	Tue 9/1/26	0 days		Timeline visualization for 156																																															
157	Fields Ready for Use	0 days	Tue 9/1/26	Tue 9/1/26	0 days		Timeline visualization for 157																																															

Critical		Task		Manual Task		Duration-only		Baseline Milestone		Summary		External Tasks		Inactive Milestone	
Critical Split		Split		Start-only		Baseline		Milestone		Manual Summary		External Milestone		Inactive Summary	
Critical Progress		Task Progress		Finish-only		Baseline Split		Summary Progress		Project Summary		Inactive Task		Deadline	



January - February 2022 Estimated Cost for Warrant Article / Special Town Meeting	
Description	Warrant Article Cost
<b>20 Construction</b>	
Schematic Design Reconciled Estimate	\$82,512,622
VM Accepted in Schematic Design (Dec 2021)	-\$1,740,145
SD Construction Estimate with VM Accepted	\$80,772,477
<b>30 Architectural &amp; Engineering</b>	
Designer - Basic Services	\$7,180,000
Geotechnical Engineering CA	\$205,000
Geoenvironmental Engineering-allowance	\$185,000
Site Survey	\$20,000
Survey of Existing Conditions / Wetlands	\$0
Hazardous Materials	\$145,000
A&E Sub Consultants	\$70,500
Other Reimbursable Costs	\$20,000
Printing (Over the Minimum)	\$20,000
Testing & Inspections	\$250,000
Subtotal	\$8,095,500
<b>40 Administrative Costs</b>	
Owner's Project Manager Basic Services	\$3,643,580
Commissioning Agent	\$280,000
Advertising	\$30,000
Other Administrative Costs	\$50,000
Other Project Costs (Moving)	\$200,000
Utility Fees	\$300,000
Legal	\$0
Subtotal	\$4,503,580
<b>50 Furniture, Fixtures and Equipment</b>	
Furniture, Fixtures and Equipment	\$1,365,000
Security	\$0
Technology	\$1,260,000
Subtotal	\$2,625,000
<b>70 Contingency</b>	
Construction Contingency (5% Hard Costs)	\$4,038,624
Owner's Contingency (5% Soft Costs)	\$761,204
Subtotal	\$4,799,828
<b>Sub-Total</b>	<b>\$100,796,385</b>
Owner's Bid Contingency (2.5% Hard Costs)	\$2,019,312
<b>Total</b>	<b>\$102,815,697</b>

Note: \*\*Excludes \$1.5M initial funding for Feasibility and SD Phase

June 2022 Design Development Estimate Projection	
Description	DD Estimate Projection
<b>20 Construction</b>	
Design Development Reconciled Estimate	\$86,105,312
VM Review Pending (June 2022)	\$0
DD Construction Estimate with VM Pending	\$86,105,312
<b>30 Architectural &amp; Engineering</b>	
Designer - Basic Services	\$7,180,000
Geotechnical Engineering CA	\$205,000
Geoenvironmental Engineering-allowance	\$185,000
Site Survey	\$20,000
Survey of Existing Conditions / Wetlands	\$0
Hazardous Materials	\$145,000
A&E Sub Consultants	\$70,500
Other Reimbursable Costs	\$20,000
Printing (Over the Minimum)	\$20,000
Testing & Inspections	\$250,000
Subtotal	\$8,095,500
<b>40 Administrative Costs</b>	
Owner's Project Manager Basic Services	\$3,643,580
Commissioning Agent	\$280,000
Advertising	\$30,000
Other Administrative Costs	\$50,000
Other Project Costs (Moving)	\$200,000
Utility Fees	\$300,000
Legal	\$0
Subtotal	\$4,503,580
<b>50 Furniture, Fixtures and Equipment</b>	
Furniture, Fixtures and Equipment	\$1,365,000
Security	\$0
Technology	\$1,260,000
Subtotal	\$2,625,000
<b>70 Contingency</b>	
Construction Contingency (5% Hard Costs)	\$4,305,266
Owner's Contingency (5% Soft Costs)	\$761,204
Subtotal	\$5,066,470
<b>Sub-Total</b>	<b>\$106,395,862</b>
Owner's Bid Contingency	\$2,019,312
<b>Total</b>	<b>\$108,415,174</b>

Note: \*\*

September 2022 Design Development Estimate + VM CURRENT COST	
Description	DD Estimate Projection
<b>20 Construction</b>	
Design Development Reconciled Estimate	\$86,105,312
VM Accepted 8/4 thru 9/22 SBC Meetings	-\$1,647,547
DD Construction Estimate w/ VM Accepted & VM Possible	\$84,457,765
<b>30 Architectural &amp; Engineering</b>	
Designer - Basic Services	\$7,180,000
Geotechnical Engineering CA	\$205,000
Geoenvironmental Engineering-allowance	\$185,000
Site Survey	\$20,000
Survey of Existing Conditions / Wetlands	\$0
Hazardous Materials	\$145,000
A&E Sub Consultants	\$70,500
Other Reimbursable Costs	\$20,000
Printing (Over the Minimum)	\$20,000
Testing & Inspections	\$250,000
Subtotal	\$8,095,500
<b>40 Administrative Costs</b>	
Owner's Project Manager Basic Services	\$3,643,580
Commissioning Agent	\$280,000
Advertising	\$30,000
Other Administrative Costs	\$50,000
Other Project Costs (Moving)	\$200,000
Utility Fees	\$300,000
Legal	\$0
Subtotal	\$4,503,580
<b>50 Furniture, Fixtures and Equipment</b>	
Furniture, Fixtures and Equipment	\$1,365,000
Security	\$0
Technology	\$1,260,000
Subtotal	\$2,625,000
<b>70 Contingency</b>	
Construction Contingency (5% Hard Costs)	\$4,222,888
Owner's Contingency (5% Soft Costs)	\$761,204
Subtotal	\$4,984,092
<b>Sub-Total</b>	<b>\$104,665,937</b>
Owner's Bid Contingency	\$2,019,312
<b>Total</b>	<b>\$106,685,249</b>

Note: \*\*



**Value Management Log**  
Updated 9/26/2022  
Design Development Set



A	B	C	D	E	F	G	H	I	J	K	L	M
Item #	Ext.	VE/VM Item	Discipline/ Trade	Risks/Impacts	Comments/Details	Ball In Court	DD Estimated Value (PM+C)	DD Estimated Value (AM Fogarty)	DD Reconciled Value (Avg of Estimates)	Status	Accepted Value	Rejected Value
3		Reduce number of outdoor classrooms on south of academic wing from 4 to 3.	Site	Impacts Education Plan	We have had limited discussion on utilization of / plan for outdoor classrooms at this time to inform how many should be provided.	N/A	(\$58,000)	(\$49,618)	(\$53,809)	Accept	(\$53,809)	
7		Remove electrical from outdoor classrooms	Electrical	Any devices used in the outdoor classrooms must be battery powered and are reliant on the battery life being adequate.		N/A	\$(9,760.00)	\$(9,760.00)	(\$9,760)	Reject		(\$9,760)
8		Remove bollard lighting from outdoor classrooms	Electrical			N/A	\$(18,056.00)	\$(25,620.00)	(\$21,838)	Accept	(\$21,838)	
9		Reduce advanced lighting controls from 100% addressable lights to 60%	Electrical	This is a MA Energy Code c406 requirement that would need to be		N/A	(\$41,384)	(\$41,761)	(\$41,573)	Accept	(\$41,573)	
11		Remove sink in all (9) Team Commons	Plumbing		Reduces the flexibility of the team commons by eliminating the potential for any projects that need to incorporate water usage.	N/A	(\$40,600)	(\$49,499)	(\$45,050)	Reject		(\$45,050)
13		Remove millwork "work station" from Grade Level 6 Team Commons; retain sink on perimeter of room	Interiors		Use of moveable furniture in lieu of work station. Will allow for different identity, more movement; retains "Maker Space" sink	N/A	(\$52,461)	(\$46,575)	(\$49,518)	Reject		(\$49,518)
14		Replace 4,500 SF wood-look metal ceiling panel (MCP-1) with 2x2 ACP-1. (1/3 of the total 7,500 was removed in SD)	Interiors		4,500 is the total remaining	N/A	(\$193,586)	(\$185,257)	(\$189,422)	Reject		(\$189,422)
15		Reduce quantity of wall tile in the cafeteria to 50%	Interiors			N/A	(\$10,962)	(\$11,081)	(\$11,022)	Reject		(\$11,022)
16		Remove wood paneling from Media Center walls and ceiling, replace with Painted wall and ceiling. (1/3 of the total SF was removed in SD)	Interiors		Wall paneling removed during DD as wall shelving and display cases were finalized. Misc wood trim only remains	N/A	\$0	(\$5,000)	(\$2,500)	Reject		(\$2,500)
17	A	Reduce interior lightshelf to 10"	Interiors		Cannot be chosen with 17B	N/A	(\$45,675)	(\$45,833)	(\$45,754)	Reject		(\$45,754)
17	B	Remove interior light shelf	Interiors	Minimal impact on daylighting and glare.	Cannot be chosen with 17A	N/A	(\$121,800)	(\$122,220)	(\$122,010)	Accept	(\$122,010)	
21		Remove sunshades from south facing windows at classrooms	Exteriors	Major glare impact		N/A	(\$91,872)	(\$122,528)	(\$107,200)	Reject		(\$107,200)
22		Reduce sunshades at south facing classrooms to 1'-0" deep	Exteriors	Major glare impact		N/A	(\$30,624)	(\$49,674)	(\$40,149)	Reject		(\$40,149)
23		Replace sunshades on south facing curtainwall with deep mullion caps (assume custom/semi-custom die to make 2.5"x8" cap)	Exteriors	Major glare impact	Difference in unit price cost assumptions. PMC ; 204LF SUNSHADE VS 300LF CW MULLION	N/A	(\$24,847)	(\$33,244)	(\$29,046)	Reject		(\$29,046)
24		Remove sunshades from south facing curtainwall	Exteriors	Major glare impact	Difference in unit price cost assumptions.	N/A	(\$35,496)	(\$43,929)	(\$39,713)	Reject		(\$39,713)
27		Reduce entrance canopy by 15 LF of the canopy length. Canopy is 16.5' wide.	Architecture		Canopy can be reduced 15 LF from what is shown on A-103 to keep the projection beyond the admin volume.	N/A	see #78	see #78	see #78	Reject		\$0
28	A	Replace curtain wall on north wall of art rooms with punched windows. Change 898 SF of CW to 414 SF of punched window and 484 SF of opaque wall assembly with phenolic cladding	Architecture		This may benefit comfort, glare reduction and slight impact in improving enclosure performance	N/A	(\$36,459)	(\$39,490)	(\$37,974)	Reject		(\$37,974)
28	B	Replace curtain wall on north wall of art rooms with punched windows up to the bridge deliniation (per CMSBC motion on 9/22).				SMMA	TBD	TBD	TBD	Accept	TBD	
29		Change curtainwall and window glazing from triple to double	Architecture	Significant impact to energy model and building EUI	Difference in unit price cost assumptions. PMC SAVINGS \$30/SF	N/A	(\$491,828)	(\$384,469)	(\$438,149)	Reject		(\$438,149)
30		Site: At south side of building at Dining Commons terrace: Remove 100 linear feet of retaining wall and guardrail, remove lawn terraces, remove CIP Stairs and concrete walkway. Add 800 SF of concrete pavement to patio and regrade. (BOD C-121)	Site			N/A	\$(319,824)	\$(385,109)	\$(352,467)	Reject		(\$352,467)
31	A	Form-Facing Panels for Smooth Finish: Exterior-grade plywood panels, nonabsorptive, that will provide continuous, true, and smooth architectural finished concrete surfaces, medium-density overlay, Class1, or better, mill-applied release agent and edge sealed, complying with DOCPS1. (BOD Sec. 03 30 00)	Site		Cannot be selected with 31B or C	N/A	\$(46,400)	\$(34,454)	\$(40,427)	Accept	\$(40,427)	
31	B	Board Forms: Lumber boards of face design, texture,	Site		Cannot be selected with 31A or C	N/A	\$(69,600)	\$(10,592)	\$(40,096)	Reject		\$(40,096)
31	C	Masonry Veneer: Concrete retaining wall per structural, damp proofing with a 1" air cavity, CMU Masonry veneer similar to EWA-1.	Site		Cannot be selected with 31A or B	N/A	\$144,072	\$184,814	\$164,443	Reject		\$164,443
32		Site: Athletic Fields: Remove Boys Baseball Field, Girls Softball Field, and overlay Soccer Field, including all fences, equipment, and revise athletic field cross sections to match typical lawn section. Leave retaining wall and limit of clearing in place.	Site			N/A	\$(1,228,773)	\$(1,775,769)	\$(1,502,271)	Reject		\$(1,502,271)
33		Site: Wood Bridge: Remove 6' wide wood bridge with wood guardrails (43 LF)	Site			N/A	\$(87,000)	\$(74,205)	\$(80,603)	Reject		\$(80,603)
34	A	Air Vapor Barrier Alt 1: Fluid-Applied, Vapor-Retarding Membrane Air Barrier: Elastomeric, modified bituminous or synthetic polymer membrane	Architecture		Cannot be selected with 34B	N/A	\$(69,601)	\$(12,102)	\$(40,852)	Reject		\$(40,852)
34	B	Air Vapor Barrier Alt 2: Modified Bituminous Sheet: 40-mil- thick, self-adheringsheet consisting of 36 mils of rubberized asphalt laminated to a 4-mil- thick, cross-laminated polyethylene film with release liner on adhesive side and formulated for application with primer that complies with VOC limits of authorities having jurisdiction	Architecture		Cannot be selected with 34A PMC - looks like similar product to what is carried in base estimate?	N/A	\$-	\$-	\$-	Reject		\$0
35		Sound Absorptive Treatment @ C-Wing Corridors - Tectum Panels ilo K-13 spray insulation to 75% Area	Architecture			N/A	\$(88,949)	\$(49,781)	\$(69,365)	Reject		\$(69,365)
36		Plumbing - Overflow drainage; install scuppers at roof edge ilo internally piped overflow drainage	Plumbing			N/A	\$(84,680)	\$(34,920)	\$(59,800)	Accept	\$(59,800)	
37		Electrical: Change distribution feeders to aluminum for 150Amp feeders, and higher.	Electrical			N/A	\$(25,520)	\$(23,280)	\$(24,400)	Reject		\$(24,400)
38		Electrical: Change PVC 40 to EB conduit for Utility primary duct bank. Note Utility primary will need confirmation from CMLP.	Electrical			N/A	\$(4,640)	\$(4,640)	\$(4,640)	Accept	\$(4,640)	
39		Electrical: Change PVC 40 to EB conduit for Communications exterior duct bank	Electrical			N/A	\$(17,400)	\$(17,400)	\$(17,400)	Accept	\$(17,400)	
40		Electrical: Change PVC 40 to EB conduit for Building secondary and underground feeders	Electrical			N/A	\$(13,920)	\$(13,920)	\$(13,920)	Accept	\$(13,920)	
41		Electrical: Change PVC 40 to DB conduit for branch circuit wiring (lighting and power)	Electrical			N/A	\$(11,600)	\$(11,600)	\$(11,600)	Accept	\$(11,600)	
42		Electrical: Install low energy Fire Alarm cable in lieu of MC.	Electrical			N/A	\$(40,600)	\$(6,518)	\$(23,559)	Reject		\$(23,559)
43		Electrical: If PV canopies are installed in the North Parking lot, South parking Lot, and Walkway: Remove 4 Type BB light poles, 3 type AA1 Light poles, 5 Type CC Light poles.	Electrical			N/A	\$(35,786)	\$(28,320)	\$(32,053)	Reject		\$(32,053)



# Value Management Log

Updated 9/26/2022  
Design Development Set



A	B	C	D	E	F	G	H	I	J	K	L	M
Item #	Ext.	VE/VM Item	Discipline/ Trade	Risks/Impacts	Comments/Details	Ball In Court	DD Estimated Value (PM+C)	DD Estimated Value (AM Fogarty)	DD Reconciled Value (Avg of Estimates)	Status	Accepted Value	Rejected Value
44		Electrical: If PV canopies are installed in the North Parking lot, South parking Lot, and Walkway: Install 40 surface mounted canopy light fixtures. Basis of design Hubbell Lighting STR1 Edge-Lit Size 1 (4500 lumen output, 3000k color temp.) or equal.	Electrical			N/A	\$25,520	\$38,907	\$32,214	Reject		\$32,214
45		Exterior Wall Assemblies: Install Metal Composite material wall panels in lieu of phenolic: available products that may be incorporated into the Work include, but are not limited to, the following: 3A Composites USA, Inc.; Alucobond Plus; Alcoa Inc.; Reynobond FR.; ALOCTEX Inc Alcotex, FR.; Or equal.	Architecture			N/A	\$(63,585)	\$(5,820)	\$(34,703)	Reject		\$(34,703)
46		FOR DISCUSSION: Reduce Construction Schedule by (2) months	General	Risk of GC not completing project per schedule.	Would allow for an earlier occupancy and (2) months less in GC's.	N/A	\$(270,000)	\$(270,000)	\$(270,000)	Reject		\$(270,000)
47		Reduce underslab insulation from 4" to 2", Maintain 4" at 6' around the perimeter	Architecture	Potential increase in EUI		N/A	\$(102,725)	\$(88,988)	\$(95,856)	Accept	\$(95,856)	
48		Reduce exterior wall mineral wool insulation from 8" to 6"	Architecture	Potential increase in EUI		N/A	\$(139,200)	\$(139,680)	\$(139,440)	Accept	\$(139,440)	
49		Reduce roof polyiso insulation from 10" to 8"	Architecture	Potential increase in EUI		N/A	\$(189,776)	\$(288,415)	\$(239,096)	Accept	\$(239,096)	
50		Replace folding glass walls at Classrooms into Commons with hollow metal frames and glazing (Maintain folding glass wall at Media Center)	Architecture		PMC; REPLACE WITH SINGLE LEAF DOOR AND 15'X8' HM GLAZING?	N/A	\$(125,280)	\$(101,582)	\$(113,431)	Reject		\$(113,431)
51		Replace operable panel walls in between classrooms with GWB wall (G3C.U)	Architecture		PMC; INCLUDES SOFFIT AND GWB ABOVE - REPLACE WITH ACT	N/A	\$(261,151)	\$(313,698)	\$(287,424)	Reject		\$(287,424)
52		Eliminate stair access to roof- reduce height of stair tower, add alternating tread stair and hatch for roof access	Architecture		PMC; LEFT IN CLOSURE FOR ELEVATOR OVER RUN	N/A	\$(122,682)	\$(164,124)	\$(143,403)	Reject		\$(143,403)
53		Combine Gym and Auditorium AHUs	Mechanical		PMC; SAVINGS IN CURB, CONTROLS & COST OF AHU, ADD FOR DUCTWORK	N/A	\$(87,000)	\$(58,200)	\$(72,600)	Accept	\$(72,600)	
54		Replace exposed corridor ceilings (K-13) with ACP-1 ceilings	Architecture			N/A	\$(22,237)	\$(43,299)	\$(32,768)	Accept	\$(32,768)	
55		Change quarry tile floor and base with epoxy at Kitchen	Interiors		PMC; INCLUDES BASE	N/A	\$(69,124)	\$(24,686)	\$(46,905)	Accept	\$(46,905)	
56		Remove 8' tall mesh front storage cabinets at Team Commons	Interiors		PM+C; 9 LOCATIONS @ \$5000 PER LOC	N/A	\$(52,200)	\$(87,300)	\$(69,750)	Reject		\$(69,750)
57	A	Reduce ceramic wall tile in toilet rooms to 8' on wet walls only. Epoxy paint on all other walls	Interiors			N/A	\$(254,643)	\$(294,444)	\$(274,543)	Reject		\$(274,543)
57	B	Reduce ceramic wall tile in toilet rooms to 6' on wet walls only. Epoxy paint on all other walls	Interiors			N/A	\$(183,944)	\$(183,944)	\$(183,944)	Accept	\$(183,944)	
58		Eliminate porcelain wall tile at corridors- maintain 6" porcelain tile base and include impact resistant GWB and SS corner guards	Interiors			N/A	\$(249,641)	\$(237,642)	\$(243,641)	Reject		\$(243,641)
59		Eliminate unit skylights in Admin area	Architecture		2 LOC	N/A	\$(20,045)	\$(27,936)	\$(23,990)	Reject		\$(23,990)
60		Eliminate lightning preventor system	Electrical			N/A	\$(69,600)	\$(69,840)	\$(69,720)	Reject		\$(69,720)
61		Reduce concrete slab thickness to 4" at classroom wing. Maintain 5" at Auditorium and Gym	Structure			N/A	\$(47,733)	\$(70,102)	\$(58,918)	Accept	\$(58,918)	
62		Eliminate Phase 2 existing building demo and abatement scope	Site			N/A	\$(1,920,196)	\$(2,051,694)	\$(1,985,945)	Reject		\$(1,985,945)
63		Reduce height of Gymnasium to minimum clearance allowed by MIAA for basketball - Approx 5'-0" ft	Architecture			N/A	\$(97,411)	\$(111,252)	\$(104,332)	Accept	\$(104,332)	
64		Eliminate Vape Detection System	Electrical			N/A	\$(48,720)	\$(48,888)	\$(48,804)	Accept	\$(48,804)	
65		Replace linoleum with VCT	Interiors		PMC; ASSUME MCT	N/A	\$(169,180)	\$(170,257)	\$(169,719)	Reject		\$(169,719)
66	A	Reduce Auditorium and Specialty space AV systems by 25%	Electrical			N/A	\$(269,572)	\$(260,969)	\$(265,271)	Reject		\$(265,271)
66	B	Reduce Auditorium and Specialty space AV systems by 15%				SMMA	TBD	TBD	TBD	Accept	TBD	
67		Replace granite curbing at straight sections with precast concrete curbing	Site		PMC; 4700 LF	N/A	\$(49,068)	\$(85,808)	\$(67,438)	Reject		\$(67,438)
68		Remove (2) maintenance sheds at loading dock- provide conduit and electrical stub up and concrete pads only	Site			N/A	\$(11,600)	\$(23,303)	\$(17,452)	Reject		\$(17,452)
69		Eliminate full height built-in shelving at Media Center (all shelving to be FF&E)	Interiors			N/A	\$(77,952)	\$(72,314)	\$(75,133)	Accept	\$(75,133)	
70		Eliminate environmental graphics (\$50K allowance)	Interiors			N/A	\$(58,000)	\$(58,200)	\$(58,100)	Reject		\$(58,100)
71		Eliminate bleachers in the Gymnasium (possibly provided by donation?)	Interiors			N/A	\$(87,000)	\$(81,480)	\$(84,240)	Reject		\$(84,240)
72	A	Eliminate all millwork display cases	Interiors		Cannot be Accepted with 74B	N/A	\$(144,332)	\$(165,172)	\$(154,752)	Reject		\$(154,752)
72	B	Reduce millwork display cases by 50%	Interiors		Cannot be Accepted with 74A	N/A	\$(72,166)	\$(82,586)	\$(77,376)	Reject		\$(77,376)
73		Revise Ever Alert Master Clock system (proposed proprietary) to traditional wireless master clock system	Electrical			N/A	\$(78,848)	\$(104,760)	\$(91,804)	Accept	\$(91,804)	
74		Rough in Only for Sound Field Systems in Classrooms- Systems and Speakers by FF&E	Electrical		61 locations; PMC base estimate Accentech allowance @ \$130k	N/A	\$(115,420)	\$(136,328)	\$(125,874)	Reject		\$(125,874)
75		Eliminate roof davit and associated structure	Architecture			N/A	\$(23,200)	\$(34,920)	\$(29,060)	Reject		\$(29,060)
76		Eliminate green screen/cable trellis	Site			N/A	\$(58,000)	\$(58,200)	\$(58,100)	Accept	\$(58,100)	
77		Simplify main entry canopy design by 50%	Architecture		PMC; Target savings; dsteel framing, decking, membrane roofing, DEFS soffit & framing	N/A	\$(60,320)	\$(58,087)	\$(59,203)	Reject		\$(59,203)
78		Eliminate entry concrete planter, add metal picket fence rail for fall protection, concrete retaining wall to remain	Architecture			N/A	\$(19,058)	\$(6,606)	\$(12,832)	Accept	\$(12,832)	
79	A	Replace granite bollards with concrete filled galvanized steel bollards	Site		PMC ASSUME 69 LOC	N/A	\$(120,060)	\$(132,521)	\$(126,291)	Reject		\$(126,291)
79	B	Provide a SS sleeve to concrete filled galvanized steel bollards	Site		Cannot be Accepted with 79A	N/A	\$(66,560)	\$(74,321)	\$(70,441)	Reject		\$(70,441)
79	C	Reject both 79a and 79b and look at using granite bollards in fewer numbers.				SMMA	TBD	TBD	TBD	Accept	TBD	
80	A	Remove bevel at CMU exterior walls	Architecture			N/A	\$(108,089)	\$(14,412)	\$(61,251)	Reject		\$(61,251)
80	B	Remove bevel at CMU exterior walls as proposed on South façade. Reject area on				SMMA	TBD	TBD	TBD	Accept	TBD	
81		Reduce size of Gymnasium by 3,500 Square Feet to MSBA Standard	Architecture			N/A	\$(1,500,000)	\$(927,500)	\$(1,213,750)	Reject		\$(1,213,750)
82		Reduce size of Auditorium to accommodate 270 person occupancy; reduce by 1/3 from 5040	Architecture			N/A	\$(800,000)	\$(540,000)	\$(670,000)	Reject		\$(670,000)

TOTALS

DO NOT TOTAL

DO NOT TOTAL

DO NOT TOTAL

(\$1,647,547)

(\$9,781,029)

Town of Concord

Personnel Study Task Force

Select Board Presentation

October 3, 2022

*Committee Members:*

Ruth C. Lauer, Co-Chair  
Anne L. Rarich, Co-Chair  
Bruce Wood Button  
Paul Macone

Former Member (until May 2022):  
Claude C. Cicchetti, Clerk

## PERSONNEL STUDY TASK FORCE FORUM – Sept. 19, 2022

Welcome! Thanks for taking your time to participate in a forum on work done by the Personnel Study Task Force. We consider this very important work for one of our greatest assets of this town...our employees.

The Personnel Study Task Force (PSTF), established by the Select Board in the fall of 2021, is preparing to make recommendations to the Select Board on October 3, 2022. You can view the full report and all the supporting documents at: <https://concordma.gov/DocumentCenter/View/38430/Personnel-Study-Task-Force-Final-Report-DRAFT-with-appendices>.

We have reviewed the Personnel Policies, the Administrative Code (Charge to the Personnel Board), and the Personnel Bylaw, and considered potential changes that might be beneficial.

We understand that the Town has had a long history of supportive relationship with its Employees. We have identified several opportunities where the Town can be more relevant and flexible given the changing nature of work. We want to hear from you before issuing our final report.

We want to share some possible changes and then we want to listen.

Based on our review and discussion in over 23 meetings over the past 11 months, many interviews with Town employees, supervisors and department heads, and discussions with the Personnel Board and other stakeholders, the Task Force made the following **findings**:

1. There is a lack of communication among the parties—Personnel Board, Town Manager, Human Resources Director, and Employees.
2. There is a lack of consistent adherence to and compliance with the existing Personnel Bylaw, the Personnel Board Charge, and Personnel Policies & Procedures.
3. In recent years, the Personnel Board has often acted as a rubber stamp for personnel actions, without adequate information provided prior to votes taken. Decisions are often made in a vacuum in terms of having adequate data and information available.
4. Existing Personnel Policies & Procedures are confusing, missing, at times inconsistent with the Personnel Bylaw, and not easily accessible.
5. There is a lack of transparency about personnel actions and the application of policies.
6. Employees lack trust that there is an equitable application of the Personnel Bylaw, Compensation & Classification Plans, and Personnel Policies.
7. Salaries in Concord's Compensation & Classification Plan are no longer competitive.
8. The Town's benefits are no longer competitive, leading to excessive turnover.

Based on these findings, the Task Force is making **recommendations** in the following areas:

### **A. Select Board**

- The Personnel Board Charge as adopted in 1985 should be updated (*see Appendix Q*).
- The role of the Personnel Board should be reinvigorated and supported by the Select Board.

### **B. Personnel Board**

- Continue with a strong 5-member Personnel Board appointed by the Select Board.
- The Personnel Board should meet on a regular schedule.
- Personnel Board minutes should include sufficient information so that those not in attendance can ascertain what was discussed, considered and approved.
- Ongoing channels for effective communication with non-unionized employees should be initiated and developed.

### **C. Personnel Bylaw**

- The Personnel Bylaw should be updated. Suggested changes are included in *Appendix R*.

- The respective roles of the Town Manager and Personnel Board should be identified, and clarified in the Bylaw.
- Amendments to the Personnel Bylaw should support the concept of flexibility, while simultaneously maintaining the elements of regular reporting and transparency.
- Employee salaries and benefits should be reviewed to assure equity with unionized employees and other municipalities.
- The Personnel Board should be actively involved in a meaningful way in considering and preparing any proposed amendments to the Personnel Bylaw.
- Consistent application of the Personnel Bylaw to personnel actions should be exercised.

#### **D. Personnel Policies & Procedures**

- The Personnel Board, in conjunction with the Human Resources Director, should review and update for clarity and consistency the Town Personnel Policies & Procedures. Many of these have not been updated in over 25 years.
- The Personnel Policies & Procedures should be codified and made readily available.
- A Remote Work Policy should be developed.
- The Town's website should be updated so that the Personnel Policies & Procedures are accessible and up-to-date.

#### **E. Classification & Compensation Plan**

- Complete background data and job descriptions should be provided to the Personnel Board prior to any requests for approval of the classification or reclassification of a position. A Checklist should be developed and utilized to assure consistency. (*See Appendix S for a sample*)
- Priority should be placed on finalizing job descriptions that are updated as part of the FY23 Classification & Compensation review currently underway.
- A comparison to benchmark communities should be made during classification or reclassification of positions.
- In an effort to improve transparency and trust, a system for disclosure of personnel actions taken by the Town Manager and/or Human Resources Department should be developed and maintained.

#### **F. Communications**

- Background documents for all Personnel Board meetings should be made available prior to meetings, and should be accessible on the website for 8-10 years.
- Monthly reports to the Personnel Board should be prepared by the Human Resources Director regarding appointments, resignations, separations, and recruitment efforts.
- An Employee Handbook should be developed and promulgated for non-unionized employees.
- Employees should be advised of any proposed amendments to the Personnel Bylaw and Classification & Compensation Plan prior to the close of the Annual Town Meeting Warrant.
- An effort should be made and appropriate steps taken to restore trust between employees and the Human Resources Department.

The above is from our Executive Summary. If you wish to review the full report and Appendices, please follow the link provided at the top of the first page of this handout. If you would like to provide us with feedback on our report, findings, or recommendations, feel free to contact one of us as follows, via email:

[PSTFsurvey@gmail.com](mailto:PSTFsurvey@gmail.com)

Ruth Lauer – [ruthlauer@gmail.com](mailto:ruthlauer@gmail.com)

Anne Rarich – [annerarich@comcast.net](mailto:annerarich@comcast.net)

Bruce Button – [tncba@tiac.net](mailto:tncba@tiac.net)

Paul Macone – [mac.one@comcast.net](mailto:mac.one@comcast.net)

*Thank you!*

## **APPENDIX Q**

### **Personnel Study Task Force Recommendations on Changes to Personnel Board Charge**

*Existing in black*

*Proposed revisions in red*

## APPENDIX Q

### ~~ADMINISTRATIVE CODE~~ COMMITTEE CHARGE PERSONNEL BOARD

#### A. Membership

Five members appointed by the ~~Board of Selectmen~~ **Select Board** with staggered three-year terms. **At least some members shall have professional or personal experience or expertise in personnel administration and/or finance, or related field; the latter to better ascertain and understand the financial impact of proposals on both the Town and employees.** The **Personnel** Board elects a chairman and clerk **from among its members.**

#### B. Duties and Responsibilities

The Personnel Board shall have responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town, including the following:

- a) **In cooperation with the Town Manager and Human Resources Director,** establishes job classifications, minimum and maximum wage brackets, and salary schedules for all regular Town positions for approval by Town Meeting, with the exception of:
  1. jobs under the direction and control of the School Committee, provided that school employees may be included in the Plan as requested by the School Committee; and
  2. positions filled by popular election, provided that the Board shall make recommendations regarding salaries for elective positions prior to the annual Town Meeting as requested by the Selectmen.
  3. **Employees with personal employment contracts.**
- b) **In cooperation with the Town Manager and Human Resources Director,** recommends non-wage provisions governing the positions under the Plan for approval by the Town Meeting, including such items as vacations, hours, days, and weeks of work, insurance benefits, leaves of absence, sick leave, military leave, jury duty, workers' compensation, overtime, etc.
- c) **Provides a written recommendation to Town Meeting about any Warrant Article pertaining to non-union employees and/or employees affected by the Personnel Bylaw.**
- d. Periodically reviews job descriptions for all positions included in the Plan to ensure they are properly classified.

- e. Reviews at reasonable intervals job classification rates of pay under the Wage and Salary Classification Plan, taking into account such factors as pay rates for like jobs in Massachusetts towns comparable to Concord, pay rates for like jobs in private industry in the Concord area, ~~and current cost-of-living indexes,~~ **and current rates of pay for like jobs for unionized employees in Concord Town and School positions;** and make recommendations as appropriate to the Town Meeting.
- f. Approves new job titles and re-classifications of existing jobs, and establish minimum and maximum wage or salary brackets therefor, to be effective until the time of the next vote of the Town Meeting thereon.
- g. Receives from the Personnel Director a monthly report of all appointments to positions under the Wage and Salary Classification Plan, **and such other reports as determined by the Personnel Board, such as Staffing Reports, Training Programs, Employee Retention, gender equity analysis, and DEI recruitment efforts.** ~~and establish policies governing the appointment or reassignment of new employees at a starting rate higher than the minimum rate under the Plan.~~
- h. **In cooperation with the Town Manager,** establishes **and promulgates** policies and procedures from time to time as necessary for administration of the Plan.
- i. **Conducts at least one meeting annually with non-unionized employees, and such other meetings as may be deemed warranted.**
- j. Receives the appeal of any employee aggrieved by the operation of any provision of the Wage and Salary Classification Plan or aggrieved by any action of the appointing authority, investigates and considers the disputed questions involved, holding private or public hearings as appropriate, rendering a ~~decision~~ **recommendation to the Town Manager** and takes action relative to the dispute as may be authorized under the Plan.
- k. **Upon request of the Town Manager, provides input into the hiring and annual performance review of the Human Resources Director, who provides staff assistance to the board.**
- l. Resolves all questions and disputes relative to interpretation of the provisions of the Plan as may be referred to the Board by employees and officials of the Town.
- m. Provides policy advice to the Town Manager on collective bargaining matters on request.

## **APPENDIX R**

### **Personnel Study Task Force Recommendations on Changes to Personnel Bylaw**

# APPENDIX R

## Personnel Study Task Force Recommendations on Changes to Personnel Bylaw

Section	Content	Recommendation
General	All Sections	When there is a PPP in place, this should be referenced in the Bylaw (perhaps a footnote), so an employee would know to look at both the bylaw and PPP when verifying the terms of a policy. There should be a cross reference created for both the Personnel Bylaw and PPPs to streamline and clarify the policy.
Definitions	Terms used in bylaw defined.	No changes identified or recommended.
1	Purpose & Application of Bylaw	No changes identified or recommended.
2	Personnel Board	Retain membership at 5 members appointed by the Select Board. Recommend that at least two members have professional or personal experience or expertise in personnel administration or related field.
3	Personnel Policies & Procedures	No changes identified or recommended. Compliance with bylaw should be respected and followed, particularly in the area of providing advance notice to employees, and an opportunity to review & comment on proposed policy changes. Recommendations made in Report for changes to specific PPPs and improved access to PPPs, but no changes needed in bylaw.
4	Employment Status	This section stipulates that all employees must be assigned a specific employment status designation (regular full or part time; limited status; temporary). Recommended that policy be clarified for dealing with a situation when an employee moves from one status designation to another, since a move may change eligibility for other benefits. Non-regular positions should be periodically reviewed for proper designation status.
5	<b>Classification Plan</b>	
5.1	Definition & Authority	An effort should be made to implement a consistent application of changes to Classification Plan, with improved criteria and recordkeeping for justification and equity of application of changes. Changes to job titles in Classification Plan currently require Town Meeting approval. <b>Consideration should be made to allowing job title changes to be approved by the Personnel Board without Town Meeting approval. Otherwise, no changes to Sec. 5.1 recommended.</b>
5.2	Job Descriptions	No changes identified or recommended. There is presently an issue with compliance with the bylaw requirement that job descriptions be prepared and maintained for all positions. This should be resolved. All job descriptions should be reviewed and updated periodically.
5.3	Allocation of Positions to Classifications	Add the requirement that a job description should be prepared and approved by the Personnel Board for any new position, prior to the allocation of the position to the appropriate classification. Note that a Checklist has been developed for use to resolve this issue (Appendix S).

5.4	Periodic Review of the Classification Plan	No changes identified or recommended. There has been an issue with compliance, since there has not been a comprehensive review of the Classification Plan done in 1-4 years. This is currently underway.
6	<b>Compensation Plan</b>	
6.1	Definition & Authority	Add "except as provided for in Section 10.3 of this bylaw." Sec. 6.1 requires employees to only be paid within the given range of the Compensation Plan. Sec. 10.3 provides for temporary exceptions, with approval of the Town Manager and Personnel Board.
6.2	Amendments to the Compensation Plan	Recommend that Town Meeting approval of amendments to the Compensation Plan be retained for at least the next two years. Assuming that systems are developed and respected, and employee trust in the fair and equitable application of the Compensation Plan is improved in the next two years, then consideration should be given to allowing the Personnel Board, following adequate advance notification of employees, to approve changes to the Compensation & Classification Plan without Town Meeting approval. Checks and balances should be instituted and implemented to assure equity, fairness, transparency, and consistency of application.
6.3	Periodic Review of the Compensation Plan	The criteria for what the Personnel Board should take into account should be revisited and updated. Suggested that the following be added to the list of where comparable rates of pay are reviewed: "The current rates of pay for like jobs for unionized employees in Concord town and school departments."
7	Salary Schedules for Temporary & Limited Status Positions	No changes identified or recommended.
8	In-Training Status	No changes identified or recommended.
9	<b>Hours of Work</b>	
9.1	Work Week	No changes identified or recommended.
9.2	Overtime	No changes identified or recommended.
9.3	Non-continuous Work	No changes identified or recommended.
9.4	Remote Work Policy (NEW)	Recommend adding a remote work reference here, with the details in a PPP.
10	<b>Pay Policies</b>	
10.1	Appointment Rates	If someone is promoted, there should be some guarantee that their rate of pay is not lower than they are being paid for the current position. Sec. 10.1 only says that the individual will be appointed (or promoted) at the base rate of pay, with some flexibility given to the Town Manager. When there is a promotion, then the employee's current rate of pay should be taken into consideration. There have been inconsistencies with the application of this section. There should also be consistency between the application of 10.1 for a promotion and the application of 10.4 for a reclassification.

10.2	Increases Within the Salary Ranges	Bylaw requires increases within the salary ranges only when an employee's performance is found to be satisfactory. There are reports that performance evaluations have not been required or completed for at least the past three years. This requirement should be honored to assure that there is some equity and consistency to the application of Sec. 10.2.
10.3	Incentives & Rewards	These are considered temporary for unusual accomplishments and circumstances. There should be some public reporting requirement when 10.3 is exercised, to assure internal equity and application. Should be reviewed and updated.
10.4	Reclassifications	Reference to step pay plan should be eliminated, since none of the non-union pay schedules include steps (just ranges—minimum, mid-point, maximum). When an employee's position is reclassified to a lower level, then the employee should be notified in advance of Town Meeting, and provided an opportunity to discuss the issue with the HR Director and the Personnel Board. Consistent application of 10.4 should be respected. See the Checklist (Appendix S) to assure that there is not a negative impact on current employees when a position is reclassified at a lower rate.
10.5	Acting Pay	Reference to step pay plan should be eliminated, since none of the non-union pay schedules include steps.
10.6	Longevity Pay	The amounts of the longevity pay should be reviewed and updated. These amounts have not been changed in decades, and are inconsistent with Concord unionized and school employees.
10.7	Other Special Pays	Stand-by Policy is in the PPPs – should this be referenced here?
10.8	Workers' Compensation	To be reviewed and updated. Reference compliance with state law. Generally, if a workers' compensation policy is in effect, an employee may not collect workers' comp pay and also collect leave time pay (e.g., sick leave) for the same time period.
Most of the following sections (Sec. 11 through 18) have PPPs that provide the detail of the benefit. It is recommended that once the PPPs are updated, codified, and promulgated, consideration be given to delete Sections 11 through 18 from the Personnel Bylaw, with the added requirement that any changes to the PPPs must be approved by the Personnel Board, with input from employees. This should not be considered for at least two years, to provide time for adequate check and balance systems to be in place.		
11	<b>Sick Leave</b>	
11.1	Accrual	No changes identified or recommended.
11.2	Use	No changes identified or recommended.
11.3	Sick Leave Payoff	No changes identified or recommended.
12	<b>Holidays</b>	
12.1	Holiday Leave	Should be revisited to allow for a floating holiday for those who don't observe Christmas.
12.2	Holidays Worked	No changes identified or recommended.
13	<b>Vacation Leave</b>	
13.1	Accrual	No changes identified or recommended.
13.2	Maximum Vacation Accrual	No changes identified or recommended.
13.3	Payoff of Vacation	No changes identified or recommended.

14	Bereavement Leave	This is the only instance where a department head is authorized to grant leave time. Should this be discretionary? The PPP is fairly specific as to when bereavement leave is applicable. These should be consistent.
15	Personal Leave	No changes identified or recommended.
16	Military Leave	No changes identified or recommended.
17	Jury Duty	No changes identified or recommended.
18	<b>Unpaid Leaves of Absence</b>	
18.1	Family and Medical Leave	No changes identified or recommended.
18.2	Other Leaves of Absence	No changes identified or recommended.
18.3	Accruals During Leaves	No changes identified or recommended.
19	Interruption of Employment	No changes identified or recommended.
20	Leave for Temporary & Limited-Status Employees	Currently indicates that these employees may be eligible for paid leave when approved by the Town Manager and Personnel Board. Bylaw should identify under what circumstances paid leave would be considered for these employees, and there should be some reporting requirement implemented.

# Junction Park and the BFRT

## Design Elements for the Short-term Implementation Strategy

September 29, 2022

# Contents

- ▶ Plan of existing conditions
- ▶ Short-term solution - plan with description
- ▶ 3 Photos with descriptions of work - Main Street entrance, intersection within park and Club Car Café entrance
- ▶ Entry signs
- ▶ Entry planters with obelisk
- ▶ Visual screens near bollards at commuter platform
- ▶ Painted pavement for the borders at entry locations





## Short term (JP #10) - The personal accountability model with signifiers

- ▶ Add two signs - where trail meets the park at Club Car Café and at Main Street entrance - to welcome people to Junction Park; inviting people to use caution and respect others using the park.
- ▶ Install planters with a vertical element (obelisk/trellis) at the two entrances to define the Junction Park space.
- ▶ Add 1-2 planters to better define tables/seating at Club Car Café.
- ▶ Install 3 metal planters with decorative screen/trellis near the railroad platform to visually screen the commuter parking lot and train platform. Use a staggered formation to allow 5-foot passage between the planters.
- ▶ Add four additional planters (one at the intersection and 3 at the edge of the path) to narrow the path through the park.
- ▶ Add a colorful border on the pavement at three entrances (Club Car Café, Main Street and railroad platform) to signify that people are entering a special place.
- ▶ Remove the two existing (and too small) “walk your bike” signs from the park.

# Junction Park - retain existing layout

Photo at right shows the existing conditions at the entrance to Junction Park, looking north from Main Street. At this location add two planters with a vertical element (obelisk/trellis) and add a sign in the park to welcome all to Junction Park.



# Junction Park - retain existing layout

Photo at right shows the central portion of the park where a path intersects the main route. Proposal is to install one planter in the center intersection of the two paths and three additional planters in a staggered pattern at the edges but on the pavement between the rain garden (left) and drinking fountain on the right.



# Junction Park - retain existing layout

Where the existing rail trail enters the park near Club Car Café, add planters with a vertical element (same as at Main Street entrance) on each side of the rail trail. Add 1-2 additional planters on the left to define sitting area and add a sign on the right to welcome trail users to Junction Park.



# Wayfinding sign format for the BFRT - modified for Junction Park

For people moving on bicycles along the BFRT, it has been recommended to use a larger sign to catch people's attention. The prototype at the right, which is 9+ feet tall, has been designed for use on the BFRT in Acton and Concord as part of a Wayfinding grant from the Massachusetts Office of Travel and Tourism. The sign in Junction Park will not include the dragonfly motif.

**Welcome to  
Junction Park**

**Please slow  
your Pace  
in this  
Special Place.**

Rail Trail ➔



4.16 ft. wide by  
9.75 ft. tall

# Planters and trellis/obelisk

Installing additional planters added in strategic locations on the pavement along the existing path will visually and physically reduce the width of the path with the intent to slow movement through the park. Selected planters will be like those already existing in the park. Adding the vertical element of a trellis/obelisk at the entrances will be another indicator/signifier that people are entering a special place.



Planters with a significant vertical trellis will help screen the commuter parking lot.

After reviewing several different options, the planter with trellis shown to the right is the preferred element for locating at the northerly end of the park near the commuter rail platform because it is a naturalistic pattern.



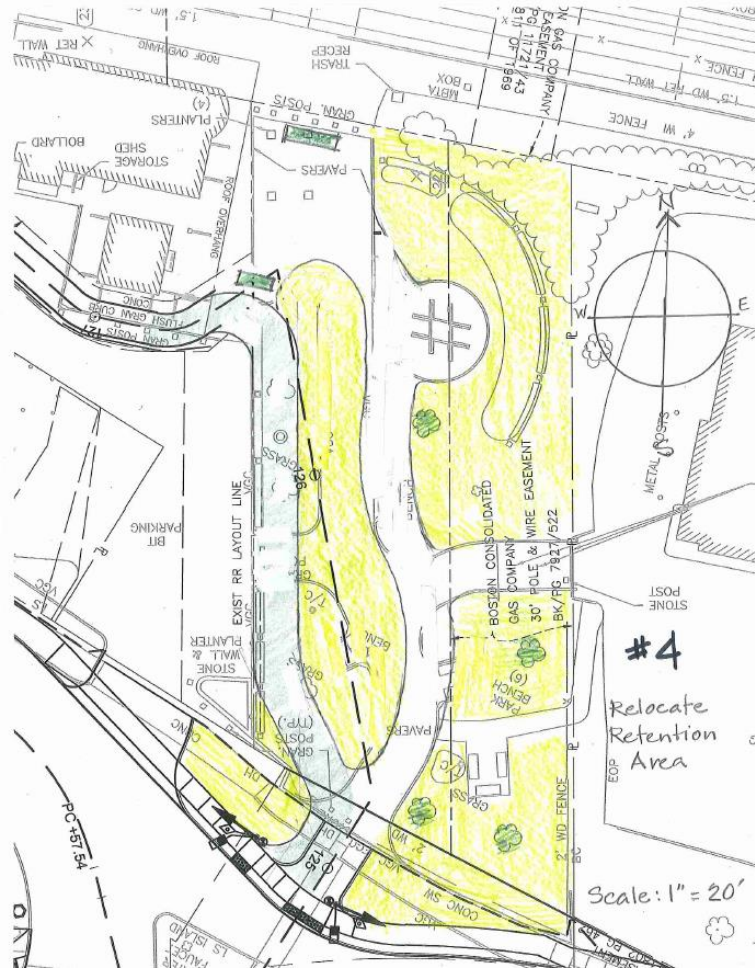
# Paint the pavement at the park's edges

Painting the asphalt or concrete at the park's edges (concrete at the Main Street sidewalk or asphalt of the rail trail at the Club Car Café and the commuter rail platform) can add a visual cue reinforcing that the person is entering a special place. These paintings can be created by local artists annually.





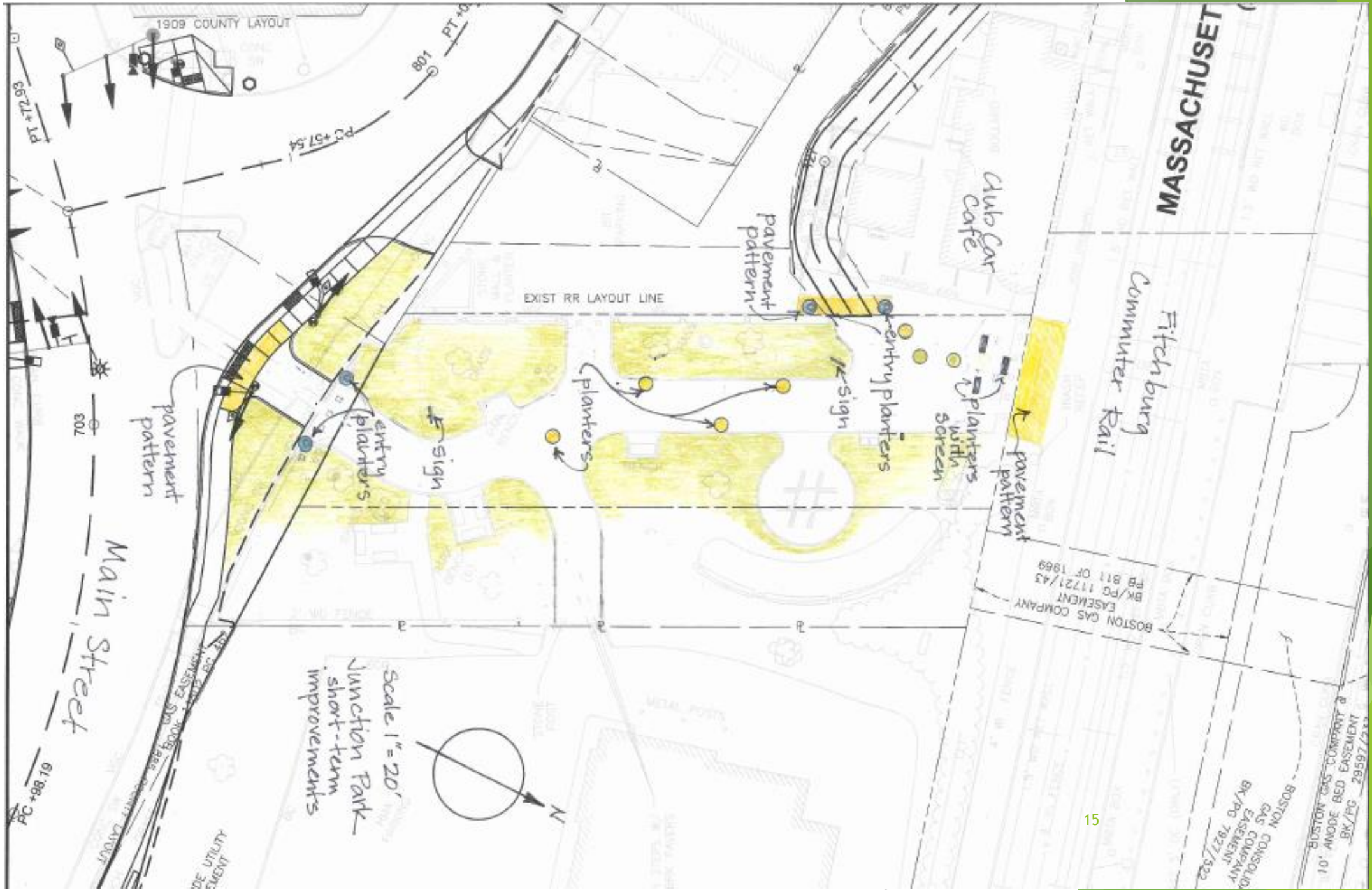
# Long Term (JP #4) - Path placed at western edge of property.



- ▶ A capital improvement request for \$75,000 was submitted for FY26 funding to evaluate and assess whether the long-term solution is needed.
- ▶ Future capital requests will be needed for engineering and design services for separating paths (estimated cost to be added).
- ▶ Future grant applications will be needed to fund the construction, such as Community Preservation Act funds (estimated cost to be added).

# Estimates and timeline for Implementation.

- ▶ Short-term improvements for Junction Park - begin in fall 2022 and are completed by early fall 2023 (some items are dependent on MBTA agreement). Estimated cost is \$28,000
- ▶ Short-term improvements for BFRT at Nashoba Brook - begin in summer 2023 and complete by summer 2024 (dependent on funding that may become available with Community Preservation grant application submitted in 2022). Estimated cost is \$12,000.
- ▶ Assess/evaluate impact of the short-term solution and determine whether the long-term solution is needed and when. Funding, if accepted and approved, included in FY26 capital planning requests.
- ▶ Begin design/engineering of the long-term solution separating the rail trail from the park pathways. Funding to be requested in future years through Capital Plan.
- ▶ Construct long-term solution with funds sought through Community Preservation Act funds or another grant program.





**Town of Concord**  
Finance Committee  
22 Monument Square  
P.O. Box 535  
Concord, Massachusetts 01742-0535

To: Town of Concord Select Board members  
From: Mary Hartman, Select Board liaison to the White Pond Advisory Committee  
Date: October 3, 2022

Subject: White Pond Advocacy

### **Background**

White Pond is an approximately 40-acre Great Pond on the southerly border of Concord near the Sudbury town line. The Town of Concord owns 34% of the frontage on the pond; the Commonwealth of Mass. holds fishing rights via a driveway adjacent to the town beach; the rest is privately owned. The town-owned land is used for recreation (town beach) and open space (Sachem's Cove). The town beach is open year-round. Swimming at the beach is restricted to members only. Many of the homes built on the pond predate regulations regarding adequate wastewater and stormwater management. The White Pond Advisory Committee (WPAC) was established in April 1973 to preserve and protect the watershed; the charge was amended in January 2018.

### **Current Situation**

Recent changes to the White Pond watershed necessitate a change to the work of the WPAC and instill a sense of urgency to that work. These changes include:

- The town's acquisition of the town beach and its active management by the town's Recreation Department.
- The continuation of the Bruce Freeman Rail Trail (BFRT) from Powder Mill Rd. into Sudbury. Work is scheduled to begin in fall 2022 with completion within two years.
- The construction of 274 housing units at Cold Brook Crossing across the Sudbury line and development of 48Y Fitchburg Turnpike in Concord.
- Climate change.

### **Recommendation**

Given these significant changes, I recommend we suspend the work of the WPAC and appoint an interim White Pond Task Force (WPTF). The task force will establish a recommended list of priorities around the protection of the watershed, define roles and responsibilities among interested parties and make recommendations about the future role of the WPAC. It is my intention that this important work will take on new energy, direction and purpose.

**Town of Concord  
White Pond Task Force  
Charge**

**Background and Purpose**

Recent, substantial changes to the White Pond watershed call for a focused, short-term, practical approach toward the protection of the watershed.

The purpose of the task force is:

- To recommend a prioritized list of activities to undertake to protect the pond and the watershed,
- To determine roles and responsibilities of interested parties relative to these priorities, and
- To recommend the future role of the White Pond Advisory Committee.

**Responsibilities of the Task Force**

- Solicit input from residents both within and beyond the White Pond watershed via the use of surveys, hearings, forums, etc. to gauge the priorities of town residents regarding the protection of White Pond.
- Focus on areas outlined in the *White Pond Vision 2021* document (people management, stormwater management and wastewater management) and those discovered during input sessions.
- Consult with town staff to understand what is involved to accomplish a given priority.
- Develop a prioritized list of activities with estimated timetables.
- Define roles and responsibilities among the Town of Concord, the Commonwealth of Mass., abutters and residents of the White Pond neighborhoods as they relate to protection of the pond and the watershed.
- Identify overlaps of responsibilities, gaps in responsibility and explore how other entities, e.g., Homeowners' Association, could potentially fill these gaps.
- Consult sources of information such as town bylaws, administrative policies and procedures, state statutes, precedents and cases pending in the courts.
- Look for and evaluate potential funding sources.

**Deliverables**

Submit a written report to the Select Board no later than December, 2023 that recommends a prioritized list of activities for the protection of the watershed, articulates and delineates roles and responsibilities among interested parties and makes recommendations regarding the future role of the WPAC.

**Membership**

The task force will be composed of five Concord residents to be appointed by the Select Board. Each member will serve until the task force completes its work and submits a written report to the Select Board. When staffing the task force, preference will be given to people with legal (environmental) skills, limnologists, aquatic biologist and others with expertise in the protection of inland bodies of water. At least one member of the task force should reside outside the White Pond watershed. The task force will determine frequency of meeting and will be led by a chair, or two co-chairs, elected by the members.

**Other Considerations**

The task force will conduct its business in full conformance with the Open Meeting Law, Public Records Law, Conflict of Interest Law and other state and local rules encouraging openness and transparency in governance. The task force chair will consult with the Town Manager to discuss the need for staff or financial support for task force activities.

## Concord Select Board Citizen Correspondence Publication Policy

REVISED DRAFT – October 3, 2022

~~DRAFT – September 17, 2020~~

### Purpose

Letters from Concord citizens to the Select Board enhance participation in town government and sharpen the debate on current issues. Citizen correspondence complements other input, such as verbal public comment during board and committee meetings, citizen feedback in public forums and informal discussions between members of the public and individual board or committee members.

According to the Commonwealth's Division of Open Government, the manner that a public body chooses to receive and disseminate public comment is at its discretion. There is no requirement in the Open Meeting Law requiring distribution of the meeting packet in advance of a meeting. Nonetheless, publishing citizen correspondence is a recommended practice. It increases the transparency of government by sharing information used in board and committee decision making.

### Scope

Any letter or document sent to Select Board members or town staff in their capacity as municipal employees is a public record. Public records law already allows anyone to request and review these materials. However, many citizen communications are not of general public interest. This policy clarifies when to publish letters addressed from members of the public to Select Board and supporting town staff.

To be published, ~~a letter~~ correspondence must be from a Concord resident or business owner, and include the author's name and address.

Letters and emails should be addressed to:

- The Select Board by name,
- A quorum of Select Board members, or
- To a town staff person with an explicit request to distribute the letter to Select Board members.

~~The~~ correspondence should also discuss matters related to a recent, current, or potential future agenda topic that is within the scope of the Select Board charge.

### Process

Letters will be attached to the minutes for the next meeting after they are received. Recognizing that some letters are time-sensitive, and meant to be input to deliberations, town staff will also include any letters received in advance in the meeting packet on a best-effort basis. The Select Board chair will acknowledge any other letters received when there has not been an opportunity to publish them before a meeting.

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Paper-based correspondence will be scanned and shared online as image files. Messages will be printed in their entirety, including any typographical errors. The maximum length for publication is two pages (1000 words).

When many similar letters are received on the same topic, the Chair may choose a representative sample to publish.

### Exceptions

To manage the volume of correspondence and encourage a broad representation of views, the board may limit the number of pieces of correspondence from the same individual on a single issue, or the total number of letters from a resident in a calendar year. When many similar letters are received on the same topic, the Chair may also choose a representative sample to publish a representative sample, while noting the total number received when acknowledging correspondence.

Letters will not generally be published<sup>1</sup> that:

1. Do not relate to a recent, current or potential future agenda topic that is within the scope of the Select Board charge
2. Are sent to individual Board members who collectively form less than a quorum of the associated board or committee
3. Are sent to town staff, and do not include a request to distribute the letter to the Select Board
4. Contain personally identifiable information (PII) of individuals other than the writer
5. Discuss the reputation, character, physical condition, mental health or professional competence of an individual
6. Recommend discipline or dismissal of a town employee, or make complaints or charges against them
7. Make threats to the Board, town staff, or the town, or other bodies
- ~~8.~~ Relate to Executive Session matters, such as litigation or collective bargaining

The Board chair and/or the Town Manager may make the determination not to publish any letter in consultation with the Board. In this case, the Board chair will inform the letter writer of the reason and invite resubmission the letter without the disqualifying material if the author still desires its publication.

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<sup>1</sup> Note, however, that these are still public records.