



Concord Select Board Meeting
AGENDA ACTION REQUEST
Monday, February 24, 2025

1

Call to Order

Requested by: SB Chair

Action Sought: Call to Order

Proposed Motion(s)

Executive Session under M.G.L. c. 30A, § 21(2) to discuss and conduct strategy sessions in preparation for contract negotiations regarding the Town Manager contract renewal where meeting in an open meeting may have a detrimental effect on the negotiating position of the Town (if the Chair so declares).

Tim Zessin, Esq. KP Law

Open Select Board Meeting

Adjourn Select Board Meeting with anticipated Select Board Reconvene at 6:00 PM

PUBLIC COMMENT

Additional Information

Board Action				
<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

Select Board Meeting Agenda

Monday, February 24, 2025 at 5:00 PM

Town House, Select Board Room, 22 Monument Square and via Zoom

Join Zoom Meeting

<https://us02web.zoom.us/j/85629292167?pwd=oLa7guzaNhIegxqRSeucOzAmtPYn2i.1>

Meeting ID: 856 2929 2167

Passcode: 983953

888 475 4499 US Toll-free

#	Time *	Agenda Item
I.	5:00 PM	Executive Session under M.G.L. c. 30A, § 21(2) to discuss and conduct strategy sessions in preparation for contract negotiations regarding the Town Manager contract renewal where meeting in an open meeting may have a detrimental effect on the negotiating position of the Town (if the Chair so declares). Tim Zessin, Esq. KP Law
II.	6:00 PM	Public Comment: Public Comment is limited to up to 15 minutes, with no more than 3 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
III.	6:15 PM	Consent Agenda: <ul style="list-style-type: none"> i. Minutes: February 3, 2025 ii. Town Accountant Warrants: January 23, 2025; January 25, 2025 iii. Gift Acceptance from Ann and Ed Jennings to the Concord250 Gift Fund in the amount of \$500.00 Select Board Nominations: <ul style="list-style-type: none"> i. Douglas Ellis of 11 Concord Greene Unit 1 to full member of the Historical Commission for a term ending 5/31/2028 ii. Thomas Claflin of 113 Hubbard Street to Associate Member of the Library Committee for a term ending 5/31/2028 iii. Scott Akehurst-Moore of 86 Holden Wood Road to Associate Member of the Library Committee for a term ending 5/31/2028
IV.	6:15 PM	Select Board Appointments and Reappointments: <ul style="list-style-type: none"> i. <i>Reappoint</i> Mary-Wren vanderWilden of 158 Simon Willard Road to the Library Committee for a term ending 5/31/2028

V.	6:20 PM	Discuss and Approve Amendments to Hugh Cargill Trust Committee Charge Presenters: Wendy Rovelli, Select Board Liaison and Shannon McAndrew, Management Specialist
VI.	6:25 PM	Discuss and Approve Draft Letter of Support to the Environmental Protection Agency (EPA) and Department of Justice (DOJ) RE: 2229 Main Street Report Presenter: Mary Hartman, Select Board Chair
VII.	6:45 PM	Discuss and Review the Personnel Board Draft Charge Presenters: Bill Mrachek and Liz Cobbs, Co-chairs, Personnel Board
VIII.	7:15 PM	Review Land-Use Matrix Task Force Draft Charge Presenter: Mary Hartman, Select Board Chair
IX.	7:30 PM	Discuss and Approve Final Placement of Teak Benches 250th Program Presenter: Mimi Graney, Economic Vitality Manager
X.	7:45 PM	Discuss and Approve Public Art Memo from Concord Cultural Council to paint two switchboxes this summer in Thoreau Depot Presenter: Mimi Graney, Economic Vitality Manager
XI.	8:00 PM	Town Manager's Report
XII.	8:05 PM	Chair's Report
XIII.	8:10 PM	Select Board Liaison Reports
XIV.		Adjournment

** Times are approximate and subject to change*

Upcoming Meetings:

Monday, March 3, 2025

Monday, March 17, 2025

Monday, March 31, 2025



The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at jporter@concordma.gov or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, February 24, 2025

2

Public Comment

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, February 24, 2025

3

Consent Agenda

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Approve Consent Agenda:

- i. Minutes: February 3, 2025
- ii. Town Accountant Warrants: January 23, 2025; January 25, 2025
- iii. Gift Acceptance from Ann and Ed Jennings to the Concord250 Gift Fund in the amount of \$500.00

Select Board Nominations:

- i. Douglas Ellis of 11 Concord Greene Unit 1 to full member of the Historical Commission for a term ending 5/31/2028
- ii. Thomas Claflin of 113 Hubbard Street to Associate Member of the Library Committee for a term ending 5/31/2028
- iii. Scott Akehurst-Moore of 86 Holden Wood Road to Associate Member of the Library Committee for a term ending 5/31/2028

Board Action

**Town of Concord
Select Board
Minutes
February 3, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting both in-person at 22 Monument Square on the 2nd floor in the Select Board Room and via Zoom at 5:00 PM on February 3, 2025.

Present during roll call were Mary Hartman, Chair; Mark Howell, Clerk; Wendy Rovelli, Cameron McKennitt, Terri Ackerman.

Call to Order

Select Board Chair Mary Hartman called the Select Board meeting to order at 5:01 PM and adjourned to Executive Session under G.L c. 30A, § 21(a)(6) to discuss and conduct a strategy session in preparation for possible negotiations regarding the acquisition of real property, specifically the Waste Water Treatment Plant located at the Massachusetts Correctional Institute (MCI) Concord facility, from the Commonwealth of Massachusetts, as an open discussion may have a detrimental effect on the negotiating position of the Town (if the chair so declares).

Move to Open Executive Session by

Roll Call Vote:

Ms. Ackerman - Aye
Ms. Hartman - Aye
Mr. Howell - Aye
Mr. McKennitt - Aye
Ms. Rovelli - Aye

Ms. Hartman moved to Reconvene Select Board meeting 6:30 PM by

Roll Call Vote:

Ms. Ackerman - Aye
Ms. Hartman - Aye
Mr. Howell - Aye
Mr. McKennitt - Aye
Ms. Rovelli - Aye

Reconvened Select Board Meeting with Public Comment

Chair Hartman reconvened the Select Board meeting with Public Comment:

Mark Moody of 62 Elm Street questioned App# 10 process the Select Board's RTE Task Force plan, and the lack of public comment on agenda items. Concerns over process used when filling volunteer positions. Noting that a proposed committee member was already serving on another committee.

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Gwen Acton of 62 Elm Street also stated concerns over the App #10 process criteria for selections, diversity and special skills needed for that committee. Ms. Acton stated the importance of following legal requirements, ethics considerations, and to be mindful that renters should be included in this process.

Elizabeth More of Blueberry Lane shared concerns similar to the previous speaker. Ms. More would prefer more transparency with the volunteer process and the requested evaluation of the process in order to trust the process.

Consent Agenda

Chair Hartman requested the removal of the Concord Housing Roundtable Joint Meeting Minutes from January 14, 2025, from the consent agenda for further edits. Mr. McKennitt requested the removal of the Tax Relief Evaluation Task Force nominations for discussion.

Move to approve the consent agenda with the (i) Concord Housing Roundtable Joint Meeting Minutes from January 14th removed and Select Board Nominations for the Tax Relief Evaluation Task Force removed for discussion.

Mr. Howell extended a thank you to the Hurleys for their gift to the Concord250 Gift Account.

Upon a motion duly made and seconded, it was UNANIMOUSLY voted: to Approve the Consent Agenda with the Concord Housing Roundtable Joint Meeting Minutes from January 14th removed and Select Board Nominations for the Tax Relief Evaluation Task Force removed for discussion.

- i. Concord Housing RoundTable Joint Meeting Minutes January 14, 2025
- ii. Town Accountant Warrants: January 16, 2025; January 23, 2025.
January 30, 2025
- iii. Gift Acceptance from Kevin and Susan Hurley to the Concord250 Gift Account in the amount of \$2,500.00
- iv. One Day Liquor Licenses:
 - a. Wines and Malt Beverages Only for the Anthem Group for the 250th Wright Tavern Beer Garden from 11:00 AM to 7:00 PM at the Wright Tavern, 2 Lexington Road on:
 - Saturday, April 12, 2025
 - Friday, April 18, 2025
 - Saturday, April 19, 2025
 - b. All Alcoholic Beverages for Gaining Ground Inc. for Gaining Ground Annual Donor Appreciation Party on Thursday, June 12, 2025, from 5:00 PM to 7:00 PM at Gaining Ground Farm, 341 Virginia Road

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- c. All Alcoholic Beverages for Naine Nitze of Nashoba Brooks School for the Spring Social on Saturday, May 3, 2025, from 7:00 PM to 10:00 PM at the Barn at Nashoba Brooks School, 200 Strawberry Hill Road

Select Board Nominations:

- i. Frank (Rich) Feeley of 347 Lexington Road, to the new Tax Relief Evaluation Task Force with an APP#10, Section VII(c) exception for a term ending April 30, 2026
- ii. Kathi O'Neil of 171 Deacon Hanes Road to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026
- iii. Jon Piper of 30 Oak Road to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026
- iv. Lynn Salinger of 75 Pleasant Street to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026
- v. Ellen Quackenbush of 206 Prairie Street to the new Tax Relief Evaluation Task Force with an APP#10, Section VII(c) exception for a term ending April 30, 2026
- vi. Abby White of 851 Monument Street to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026
- vii. Shannon Sweeney of 1443 Main Street to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026

Select Board Appointments and Reappointments:

- i. Kristen Heintz-Perkins of 45 Williams Road to the Hugh Cargill Trust Committee to fill an unexpired term to conclude on May 31, 2026
- ii. Stephen Newbold of 124 Hill Crest Road to the Zoning Board of Appeals as an Associate Member for a term to expire May 31, 2026 (due to staggering requirements)

Tax Relief Task Force Discussion Highlights

Ms. Rovelli stated the board agreed to a process where each Select Board member submits nominees to her for vetting and selection to create a balanced group. The Charge sought Real Estate experience, candidates with housing experience and analytic skills, and allowed two people to have dual committee exemptions.

Mr. McKennitt raised concerns about a "broken" process, in particular noting that qualified volunteers who do not currently sit on existing committees were not considered or interviewed, while two people who sit on existing committees were being put forward. He wanted to see the full list of volunteers.

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Ms. Hartman indicated that recruitment was based on relevant experience and the need for some members to have prior committee experience. Expressing the preference for a full list of volunteers that were considered in addition to those brought forward by the Select Board members.

Mr. Howell supported Ms. Hartman's clarification of the agreed-upon process.

Chair Hartman asked for a motion to vote on the nominees for the Tax Relief Evaluation Task Force.

Upon a motion duly made and seconded, it was voted: by a Vote of 4-1 to Approve Select Board Nominations:

- i. Frank (Rich) Feeley of 347 Lexington Road, to the new Tax Relief Evaluation Task Force with an APP#10, Section VII(c) exception for a term ending April 30, 2026
- i. Kathi O'Neil of 171 Deacon Hanes Road to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026
- ii. Jon Piper of 30 Oak Road to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026
- iii. Lynn Salinger of 75 Pleasant Street to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026
- iv. Ellen Quackenbush of 206 Prairie Street to the new Tax Relief Evaluation Task Force with an APP#10, Section VII(c) exception for a term ending April 30, 2026
- v. Abby White of 851 Monument Street to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026
- Shannon Sweeney of 1443 Main Street to the new Tax Relief Evaluation Task Force for a term ending April 30, 2026

Vote:

Ms. Ackerman - Aye
Ms. Hartman - Aye
Mr. Howell - Aye
Mr. McKennitt - Nay
Ms. Rovelli - Aye

Upon a motion duly made and seconded, it was voted: to Approve Select Board Appointments:

- i. Kristen Heintz-Perkins of 45 Williams Road to the Hugh Cargill Trust Committee to fill an unexpired term to conclude on May 31, 2026
- ii. Stephen Newbold of 124 Hill Crest Road to the Zoning Board of Appeals as an Associate Member for a term to expire May 31, 2026 (due to staggering requirements)

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Discuss and Review Dog Nuisance Complaint Update

Chair Hartman recused herself. Mr. Howell acted as chair for this agenda item.

Kerry Lafleur, Town Manager introduced the Dog Officer, Jen Condon and Gregg Corbo, special council and provided an update on the Dog Nuisance Complaint:

Key highlights:

- Recap of a request for a dog hearing was received on August 5, 2024.
- Special counsel Gregg Corbo had outlined the applicable town bylaw and state law.
- The Select Board decided to refer the matter to mediation, but it was unsuccessful.
- The dog owner had offered soundproofing, but the complainant did not accept, and the dog owner did not want to participate in mediation.
- Town Manager with special counsel recommendations included not calling a hearing, sending a letter to the complainant, and asking the owner to re-offer soundproofing.
- Greg Corbo advised accepting the town manager's recommendations, summarizing the issue and recommending the dog owner be a good neighbor and install soundproofing.

Upon a motion duly made and seconded, it was UNANIMOUSLY voted: to Approve the town manager's recommendations on managing the dog nuisance hearing with appropriate letters, seconded, and approved.

Chair Hartman returned to the meeting.

Town Manager's Report

Ms. Lafleur, Town Manager reported:

Amalia McCaffrey was permanently appointed as Chief Information Officer, and we are pleased with this promotion.

The town received grants for firefighter assistance (\$15,299) turn out gear, cold water immersion suits and an ice rescue deployment board.

CMLP is starting its annual tree trimming program.

Three proposals were received for the landfill cell service RFP, with an announcement expected next week.

Chair's Report

Ms. Hartman reported:

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A joint meeting between CPW and the Transportation Advisory Board will be held on February 12th at 4:00 PM to discuss warrant articles for road repair.

A Forum for 2229 Main Street will be held next Monday.

A draft of the charge for the land use matrix will be presented to the board on February 24th.

The Select Board is working on a response to DCAMM's letter about the transfer of the wastewater treatment plant.

A successful forum on commercial development was held last Wednesday, at the library. A great start to articulate to the community and inviting the types of businesses and scale of Commercial development the town is interested in pursuing.

Liaison Reports

Mr. Howell reported verbally:

The MCI Advisory Board selection committee met and invited three respondents to interviews.

A productive meeting with DCAMM occurred, discussing the evolving relationship with Mass DOT and how to jointly approach the topic.

Ms. Rovelli asked if the DOT group agreed to meet quarterly? Mr. Howell confirmed their new quarterly meeting schedule. With the hopes that it will feed into relationship development and build leverage with this process.

Mr. McKennitt reported that the Town Meeting subcommittee voted 5 to 3 in favor of recommending that at Town Meeting the moderator use clickers routinely for votes on motions to approve articles from the warrant.

Lease of Land

Megan Zammuto presented an amendment to the leasing of land by law to extend the maximum lease term for town-owned land from 10 to 30 years.

Ms. Zammuto further states that this change aims to provide greater flexibility in long-term land leases, particularly for cell infrastructure. This memo can be found in the meeting packet.

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Ms. Rovelli asked for clarification on the reference to some being allowed for 40 years, why do we have something for 40 years? Is it specific to the chapter.
Discussion with Ms. Zammuto clarified, along with Ms. Rovelli, about leasing land vs. leasing a building.

Upon a motion duly made and seconded, it was UNANIMOUSLY voted: to approve the draft article for the town meeting on the lease of land was made, seconded, and approved

Public Hearing for the application of a Transfer of Liquor License from Trails End Café LLC (DBA Nosh by Concord Market) to Concord Market

Attorney Jim White stated that the goal of consolidation and administrative consolidation of the restaurant license. To dissolve the Trails End Café and operate that space under the Name Nosh by Concord Market, one entity.

Move to close the Public Hearing

Upon a motion duly made and seconded, it was UNANIMOUSLY voted: to approve the application of a Transfer of Liquor License from Trails End Café LLC (DBA Nosh by Concord Market) to Concord Market

Application for a Change of Manager and Alternate Manager of Record for Concord Market

Attorney Jim White stated that the request for Change of Manager of Record is before the Select Board and asked for support from this new manager.

No further discussion, no public comment.

Upon a motion duly made and seconded, it was UNANIMOUSLY voted: to Approve the application for a Change of Manager and Alternate Manager of Record for Concord Market

Discuss Letter from the Concord-Carlisle Regional School District Chair

Ms. Hartman opened the discussion of the Concord Regional School District Letter with some background and handed the discussion over to the School Committee Representative, Julie Viola.

Key highlights include:

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The school committee requested support for an off-cycle application for funding from CPC for the amenities building.

Carlisle will pick up approximately 25% of the cost per the regional agreement, which is clear on that point.

Ms. Viola stated that the request was made to open it up off cycle as an extraordinary circumstance, given the taxpayer burden and ADA compliance issues.

Discussion ensued regarding the merits of CPC funding, potential pressure on CPC, and the unusual circumstance of involving multiple towns with different CPC application cycles.

Ms. Ackerman asked for clarity around what Carlisle obligations are. Ms. Viola did not want to speak for Carlisle but there is general support from the Town of Carlisle. She believes it will pass town meeting.

Ms. Rovelli expressed concern about putting undue pressure on Concord's CPC to do something off cycle, and setting a new precedence.

Ms. Hartman stated her position that she does not want to interfere. Mr. McKennitt expressed support of the Amenities building and fully supports exploring this avenue for funding, particularly given the unusual circumstances where it is a joint venture with Carlisle and the CPC funding.

**Discuss Fiscal Year 2026 Proposed Town Guideline and Non-Guideline
Spending**

Anthony Ansaldi, Chief Financial Officer for the town, provided an update on the operating budget for FY 26.

Key highlights:

- Overview of the Finance Committee Final Guideline for FY26
- Guideline FY26 Operating Budget Target (dollars)
- Overview of the Town FY26 Budget Calendar
- Review of FY26 Departmental Requests
- Review FY26 Summary vs. Guidelines Budget Target
- Discuss FY26 Operating Budget Next Steps

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In summary, the Finance Committee set the final overall Target at 2.79% for spending subject to guidelines for FY2026. The town's FY26 percentage increase was 2.85%. The Target in dollars was set at \$33,678,889 an increase of \$342,852 over last year.

A budget calendar was reviewed.

Departmental requests were presented, with general government over by 4%, Finance Department are over by 5%, Human Services over by 6%, Public Safety over by 5%, Public Works over by 11%, and unclassified over by 1%. The overall town is over guidelines by \$707,562.

A suggestion was made to show FTE at the department level for FY 23, 24, 25 and projected 26.

The salary reserve is for unsettled contracts and merit for non-union employees.

The town is committed to meeting the guidelines, but it will result in staff reductions, service impacts, and reduced free cash.

The Select Board expressed a concern that the carrying costs of the Peabody school building should not be included in the Town guideline target, but might be more appropriately carried as a joint account expense.

A larger than expected increase in Health Insurance costs will also impact joint accounts. The Board requested that future presentation of budget status include the joint accounts and receivables along with the Town, CPS and Region guidelines for a more complete picture.

The preliminary impact on property tax was estimated at 6% with the guideline meeting.

Mr. Ansaldi agreed to bring a budget that meets the FinCom guideline and the most recent estimate of expenditures in FY26 joint accounts to the Select Board on February 10, 2025.

In summary, the final Town manager's budget is due at the end of February. And in closing, Mr. Ansaldi recommends treating the carrying cost for Peabody School separately.

**Discuss Updates on Munis Financial System Conversion, Fiscal Year 2024
Year-End Audit.**

Ms. Ansaldi provided an update on the challenges of closing the fiscal year due to the Munis conversion.

The firm CLA was hired to help close fiscal year 2024 and perform some refinements to the chart of accounts.

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Hannah York from CLA discussed the tedious nature of switching financial systems and the importance of clean, well-documented data. The goal is to close the books by the end of February for FY2024.

The switch to Munis offers cost savings by consolidating multiple systems, improving data accuracy, and streamlining processes.

By end of March it is anticipated that MUNIS for both FY24 and FY25 will be in a steady state.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to adjourn the meeting at 9:38 PM.

Meeting Materials:

[Select Board Meeting February 3, 2025, Recording](#)
[Select Board Meeting Packet February 3, 2025](#)

DRAFT



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, February 24, 2025

4

Select Board Appointments and Reappointments

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Approve Select Board Appointments and Reappointments:

- i. *Reappoint* Mary-Wren vanderWilden of 158 Simon Willard Road to the Library Committee for a term ending 5/31/2028

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, February 24, 2025

5

Discuss and Approve Amendments to Hugh Cargill Trust Committee Charge

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Approve Amendments to Hugh Cargill Trust Committee Charge

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Adopted: September 6, 1977
Amended: December 19, 1988
November 20, 2000
May 21, 2012
July 11, 2016
November 8, 2022
February 24, 2025

TOWN OF CONCORD
HUGH CARGILL TRUST COMMITTEE CHARGE

1. Background

The Select Board has the responsibility, either partially or totally, for the administration of certain trusts left to the Town for the purpose of assisting Concord residents in need. The investment management of these trusts rests with the Trustees of Town Donations, but the Select Board, sometimes with others, as in the case of the Silent Fund, or singly, as in the case of the Hugh Cargill Trust, are responsible for the proper distribution of the income of the trusts in accordance with the trust terms.

2. Purpose

This Committee is established to actively assist the Select Board in receiving, investigating, and screening applications for funds by Concord residents with temporary or emergency financial needs. The source of these funds are from various public and private donations and are managed in four categories: Hugh Cargill Trust Funds, Property Tax Relief Funds, the Silent Fund, and Concord Cares. All information, applications, and awards, are confidential.

3. Policy

The policy of the Committee shall be to disburse funds to Concord residents in need without regard to the race, sex, age, color, religion, marital status, national origin, sexual orientation, or disability of the applicants. The Committee shall maintain a reserve for general administrative expenses and a reasonable balance to ensure availability of funds for emergency needs.

In no instance shall any of the principal of the Trust be disbursed without a majority vote of the Select Board.

4. Membership and Officers

The Committee shall have five (5) members, who shall be appointed for terms of three (3) years by the Select Board. In order to provide staggered terms, two of the initial appointees shall be appointed to three-year terms, two others to two-year terms, and the remaining appointee to a one-year term.

The chairperson, a clerk, and a treasurer shall be selected from within the membership by the members.

Upon appointment to the Committee, each member shall be sworn by the Town Clerk to the faithful performance of their duties.

Adopted: September 6, 1977
Amended: December 19, 1988
November 20, 2000
May 21, 2012
July 11, 2016
November 8, 2022
February 24, 2025

5. Powers and Duties

5.1 The Committee shall actively seek to identify cases of need which fall within the guidelines of the following section. The work of the Committee shall be brought to the attention of the community through appropriate means.

5.2 The Committee shall review and investigate all emergency financial assistance requests and manage the distribution of Hugh Cargill Trust Funds in a confidential manner to determine:

- (a) whether the purpose of the Trust encompasses the need;
- (b) the extent of the need in terms of amount of funds requested; and
- (c) whether the assistance is of a short- or long-term duration.

The Committee, by majority vote, is authorized to disburse, in the name of the Select Board, up to **one thousand dollars (\$1,000)** per request from one household (street address), and a detailed report of such action shall be made to the Select Board. No more than **two thousand dollars (\$2,000)** per fiscal year per household (street address) is the recommended limit, independent of who or how many people live at the residence, although at times this limit may be exceeded at the discretion of the committee based on compelling circumstances.

5.3 The Committee shall review and investigate all requests for property tax assistance and manage the distribution of Property Tax Relief Funds to eligible residents on a quarterly basis. Property tax relief shall be allocated according to the following protocols:

- (a) same amount awarded to each recipient regardless of the assessed house value
- (b) only owner occupier shall receive assistance
- (c) resident who receives assistance shall own no other property, unless it is used solely to produce additional income
- (d) resident's income and assets are considered in award decision

5.4 The Committee shall work with the Trustees of Town Donations to request allocations to the Silent Fund. The Committee shall work collaboratively with the Town's Community Services Department to identify recipients and manage the distribution of the Silent Fund on a bi-annual basis for the following programs:

- (a) Summer Camp Scholarships
- (b) Silent Fund Holiday Gifts

5.5 The Committee shall work collaboratively with the Town's Community Services Department and, on an emergency basis, with Town Public Safety Departments, for the management and distribution of Concord Cares Funds for assistance with heating oil bills during the winter months.

6. Guidelines

6.1. The Committee's first priority shall be to meet the urgent needs of individual Concord residents of limited income. No funds shall be disbursed without approval by the Committee, including requests from community organizations acting on behalf of individual clients.

Adopted: September 6, 1977
Amended: December 19, 1988
November 20, 2000
May 21, 2012
July 11, 2016
November 8, 2022
February 24, 2025

All disbursements shall be made for specific purposes and shall be made to the provider of the goods or services (except as described in Section 5.4, The Silent Fund). Such purposes shall include, but shall not be limited to, necessities of life, such as electricity, telephone, gas and fuel, food, heat, rent, clothing, medicines, medical services, special dietary needs, and special transportation connected with medical needs.

The assistance should be for a short-time duration, and the Committee should stand ready to refer those whose need will be ongoing to appropriate charitable groups or State or federal programs.

7. Reports and Meetings

7.1 The Committee shall hold regular meetings, a minimum of nine (9) times per year. Emergency meetings shall be held when necessary, but shall not be considered to be regular meetings.

7.2 The Committee shall keep records of all requests, investigations, and disbursements. In addition, approved minutes of all meetings shall be sent to the Town Clerk for posting on the website and for the Town archives.

7.3 To protect the rights and privacy of all applicants, records and minutes of meetings at which individual needs are discussed shall be held confidential, within the scope of the Massachusetts Open Meeting Law.

7.4 The Committee shall furnish to the Select Board all information in its possession which may be required by the Board to make accountings as prescribed by law as to the income and disbursement of funds from the Hugh Cargill Trust Funds, Property Tax Relief Funds, the Silent Fund, and Concord Cares, and various public and private donations.



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, February 24, 2025

6

Discuss and Approve Draft Letter of Support to the Environmental Protection Agency (EPA) and Department of Justice (DOJ) RE: 2229 Main Street Report

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Approve Draft Letter of Support to the Environmental Protection Agency (EPA) and Department of Justice (DOJ) RE: 2229 Main Street Report

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



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

February 14, 2025

Mary Hartman, Select Board Chair
Town of Concord
PO Box 535
Concord, Massachusetts 01742

Addie Fiske, Esq.
Senior Counsel
Environmental Enforcement Section
United States Department of Justice
Williams Building
408 Atlantic Ave – Suite 236
Boston, MA 02110

Sarah Meeks, Esq.
Enforcement Counsel
EPA New England - Region 1
5 Post Office Square, Suite 100
Mail Code OES04-3
Boston, MA 02109-3912

Re: Town of Concord Letter of Interest and Intent - NMI/Starmet 2229 Main Street Concord MA

Dear Addie Fiske and Sarah Meeks,

I am writing to notify you of the Town of Concord's interest in beginning discussions and negotiations with the appropriate individuals at EPA and DOJ, leading towards the potential future acquisition of the NMI/Starmet site at 2229 Main Street in Concord.

The aim of these discussions and negotiations would be to understand and advance the process of determining the mutually acceptable financial and legal terms of such a potential acquisition and the timing of such a potential acquisition.

Please advise me of the next steps and the timing of beginning these conversations. We look forward to beginning the process.

Yours Truly,

Mary Hartman, Select Board Chair

cc:

Mark Howell, Select Board Clerk

Terri Ackerman, Select Board Member

Wendy Rovelli, Select Board Member

Cameron McKennitt, Select Board Member

Kerry A. Lafleur, Town Manager



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, February 24, 2025

7

Discuss and Review the Personnel Board Draft Charge

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Approve the Personnel Board Draft Charge

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

DRAFT

Personnel Board Charge

BACKGROUND:

The Concord Personnel Board was established by Town Bylaw in 1921 and reaffirmed in the Concord Town Charter approved in May 1952. The latest revision of the Personnel Bylaw was approved at Town Meeting on April 29, 2024. The Select Board is responsible for the appointment of the Concord Personnel Board with the number of members, the number of terms and their lengths, as stipulated in the Personnel Bylaw.

BOARD RESPONSIBILITIES:

The Personnel Board has responsibility for the administration of Concord's Personnel Bylaw in addition to supporting the Bylaw's intention of maintaining an equitable and efficient system of personnel administration. By approval of the April 29, 2024, Personnel Bylaw, and to ensure that covered employees have the necessary understanding of non-wage benefits, the Personnel Board has both administrative as well as oversight responsibilities for the Employee Handbook. The Personnel Board has both advisory and administrative responsibilities; by supporting the Town Manager in maintaining an efficient system of personnel administration for Town employees; by recommending programs and practices to ensure the Town's workforce is diverse, equitably treated, and inclusive of others; and by providing administrative oversight as specified in the Personnel Bylaw and the Employee Handbook.

GOVERNING DOCUMENTS:

- 1921 Town Bylaw
- May 1952 Concord Town Charter
- April 29, 2024 Personnel Bylaw
- 2024 Personnel Board Charge
- 2024 Employee Handbook

PERSONNEL BOARD GOALS AND INITIATIVES:

- Strategize and advise on the implementation of the performance and appraisal system
- Monitor overall class and compensation system equity and plan implementation
- Review and assess tracking of employee morale over time
- Assess and support strategic recruitment and retention

(Final PERSONNEL BOARD Review: January 8, 2025)

PERSONNEL BYLAW 2024

Scope and Construction of Bylaw

All Town departments and positions shall be subject to the provisions of this Bylaw except elected officers, employees with personal contracts, employees covered by a collective bargaining agreement, and employees of the school department. All questions concerning the interpretation of this bylaw shall be resolved by the Personnel Board.

If any provision or application of this Bylaw is determined to be invalid under state or federal law, such decision shall not be construed to affect the validity of any other provision or application of this Bylaw.

Section 1: Establishment of the Personnel Board

There is hereby established a Personnel Board consisting of 5 members. Members of the Personnel Board shall be appointed by the Select Board for three (3) year terms. No member shall serve more than 9 years (three terms), whether consecutively or in separate terms. Members shall have professional or personal experience and/or expertise in personnel administration. One member shall preferably have professional or personal experience in finance, or a related field, to provide expertise on the financial impact of personnel-related proposals.

Members shall elect a Chair or Co-Chairs from among its members on an annual basis. A clerk is to be assigned on a rotating basis for each meeting, to take responsibility for the minutes of that meeting.

No member of the Personnel Board may be an employee of the Town or hold Town office, whether appointed or elected.

Members of the Personnel Board shall serve without compensation.

The Personnel Board shall meet regularly, as necessary, to consider such business as may be presented by Town officials, Town employees and others. The agenda, time and place of all meetings will be posted on the Town Website in accordance with the Massachusetts State Open Meeting Law.

At any meeting of the Personnel Board, action by a majority of those Board members present shall be binding. At least three (3) members of the Board shall be present to constitute a quorum.

Section 2: Duties and Responsibilities

The Personnel Board shall advise the Town Manager, or their designee(s), and shall make recommendations on establishing and maintaining an efficient system of personnel administration for Town employees.

The Personnel Board shall also provide advice and recommendations to the Town Manager, or their designee(s) for the following areas of personnel administration:

- a) The Personnel Board shall propose, review, approve and adopt any new personnel policies and procedures as well as changes to existing personnel

- policies and procedures, in consultation with the Town Manager, or their designee(s).
- b) The Personnel Board shall provide advice and support for the development and adoption of an Employee Handbook. The Town Manager or their designee(s) shall be responsible for regular revisions to the Employee Handbook. Once adopted and implemented, the Personnel Board shall review the Employee Handbook providing advice and support regarding any changes.
 - c) The Personnel Board shall review and approve the Classification Plan ("Plan") and present the Plan to Town Meeting. The Classification Plan lists all approved Town positions and a summary job description for each position covered by this Bylaw. The Plan includes, but is not limited to, the following:
 - i. Grades which are defined as groups of positions whose duties and responsibilities are sufficiently similar that they share the same or similar description, title, and qualifications, so that compensation can be applied equitably to all positions in the grade; and
 - ii. Compensation Plan, defined as a list of the minimum and maximum wage or salary rates for each job title in the Classification Plan.
 - d) The Personnel Board shall have oversight of the Plan, subject to input as follows
 - i. The Town Manager and their designee(s) shall provide recommendations to the Personnel Board concerning revisions to the Plan.
 - ii. The Town Manager and their designee(s) shall recommend to the Personnel Board on a regular basis any factors, such as cost of living or comparable municipal wage rates, that may affect the Classification and Compensation Plan.
 - e) The Personnel Board shall consult with the Town Manager regarding any revisions and/or updates to existing non-wage personnel provisions including, but not limited to, the following list (see below). The Personnel Board shall provide advice and recommend updates to the Town's Personnel Policies and Procedures pertaining to non-wage provisions, including but not limited to the following:
 - i. Employment status
 - ii. In-training status for new or promoted employees
 - iii. Hours of work, including standard hours, work weeks, overtime administration and non-contiguous work
 - iv. Sick Leave accrual, use and payout provisions (if applicable)
 - v. Holiday Leave and Holidays Worked
 - vi. Vacation Leave accrual, use and payout provisions
 - vii. Bereavement Leave
 - viii. Military Leave
 - ix. Jury Duty Leave
 - x. Unpaid Leaves of Absences, including the Family Medical Leave Act (FMLA), other Leave and Absences and Accrual during Leaves
 - xi. Interruption of Employment

- f) The Personnel Board shall prepare Articles for Town Meeting that pertain to this Bylaw. The Town Manager shall review and discuss proposed Articles with the Personnel Board before they are brought forward to the Select Board.
- g) The Personnel Board shall review job descriptions for new and existing jobs covered by this Bylaw and provide recommendations to the Town Manager for any changes or updates as necessary.
- h) The Personnel Board shall support the Town Manager, or their designee(s), in identifying human capital trends and internal HR programs and practices, and provide recommendations to ensure the Town's workforce is diverse, equitably treated, and inclusive of others.

Approved
Board of Selectmen
6/24/85

PERSONNEL DEPARTMENT

1. GENERAL

The Personnel Department is established effective July 1, 1985 and consists of the Personnel Director and Personnel Board. The department is responsible for the administration of the Personnel Bylaw and the operation of the Town's personnel system.

2. APPOINTMENT AND SUPERVISION OF DEPARTMENT

The Personnel Board, consisting of five members, is appointed by the Board of Selectmen in accordance with the Personnel Bylaw.

The Personnel Director and other department employees are appointed by the Town Manager under Section 2 of the Town Charter and appropriate State statutes. Under Sections 9 and 11 of the Town Charter, the Personnel Director reports to the Town Manager and is subject to his general supervision and direction.

3. PERSONNEL BOARD

A. Membership

Five members appointed by the Board of Selectmen with staggered three-year terms. The Board elects a chairman and clerk.

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) Establish 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.

- b) Recommend 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, worker's compensation, overtime, etc.
- c) Periodically review job descriptions for all positions included in the Plan to ensure they are properly classified.
- d) Review 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 make recommendations as appropriate to the Town Meeting.
- e) Approve 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.
- f) Receive from the Personnel Director a monthly report of all appointments to positions under the Wage and Salary Classification Plan, and establish policies governing the appointment or reassignment of new employees at a starting rate higher than the minimum rate under the Plan.
- g) Establish policies and procedures from time to time as necessary for administration of the Plan.
- h) Receive 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, investigate and consider the disputed questions involved, hold private or public hearings as appropriate, render a decision, and take action relative to the dispute as may be authorized under the Plan.
- i) Resolve 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.
- j) Provide policy advice to the Town Manager on collective bargaining matters on request.

4. PERSONNEL DIRECTOR

A. Appointment

By Town Manager

B. Duties And Responsibilities

1. Administer the personnel system of the Town, reviewing personnel changes and weekly payroll to assure compliance with Personnel Bylaw, union contracts, and other personnel rules and regulations and exercise approval over personnel actions as specified by Personnel Board and Town Manager. Assist Department Heads in performance of departmental personnel functions. Prepare monthly personnel action report.
2. Assist in the recruitment and selection of new employees.
3. Provide assistance to the Personnel Board in the form of research, analysis, and recommendations. Attend Personnel Board Meetings.
4. Act as Affirmative Action Officer for Town, suggesting initiatives in keeping with that position; completing periodic reports for the Town Manager, Personnel Board, and State Officials on progress under the Town's program.
5. Prepare and maintain job descriptions. Perform salary surveys as necessary.
6. Develop special management reports and coordinate projects for the Town Manager. Develop policies and procedures for Town Manager and Personnel Board approval.
7. Administer Sick Leave management and performance evaluation plans and prepare annual reports.
8. Administer Town's employer responsibilities under the Mass. "Right-to-Know" Law including dissemination of information, record keeping, and employee training. Make recommendations in improved safety procedures.
9. Develop training and orientation programs and administer the Town's Educational Assistance Program for employees.
10. Administer employee health, life, and dental insurance plans, and coordinate retirement system enrollment with Town Accountant. Administer Worker's Compensation program.
11. Maintain department records. Prepare and manage department budget. Draft annual report for Personnel Board approval.

PERSONNEL BOARD PRESENTATION

1. Tonight's Goal—Presentation and Conversation--New Personnel Board Charge
2. Personnel Bylaw
3. A Little History
4. Personnel Board Members and Key Contributors
5. Personnel Board Charge
6. Q and A

Personnel Bylaw—Purpose and Application

- “Establish an equitable and efficient system of personnel administration for Town employees”
- “All Town departments and positions shall be subject to the provisions of this bylaw except elected officers, employees with personal contracts, employees covered by a collective bargaining agreement, and employees of the school department. All questions of doubt or dispute relative to the interpretation of this bylaw shall be settled by the Personnel Board.”

A Little History

- 1921 Personnel Board established by Town Bylaw
- 1952 Town Charter—Reaffirmed Personnel Board and identified as one of the appointed bodies by the Select Board
- 1985 Town established Human Resources Department
- 1985 Personnel Board Charge adopted
- 2014 Town Governance Study Committee Final Report
- 2021 Personnel Study Task Force (“PSTD”) established by the Select Board

A Little History

- 2022 PSTD Final Report presented to the Select Board
- 2022 Town engaged outside firm to undertake a study and redesign of the Town's Classification and Compensation Plan
- 2023 Initiation of a “dashboard” for purposes of monitoring recruiting and retention
- 2024 Approved at Town Meeting
 - New Classification and Compensation Plan
 - New Personnel Bylaw
- 2025 New Personnel Board Charge

Personnel Board Members

Liz Cobbs (Co-Chair)

Joe Emerick

Josh Fay

Bill Mrachek (Co-Chair)

Kate Ryan

Additional Contributors

Personnel Study Task Force

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

Town of Concord

- Kerry Lafleur
- Jessica Porter
- Erin McMorrow
- Magnolia Begley
- Marie McCahon
- Shana Connerney
- Malysa Simard

Personnel Board Charge

DRAFT

Personnel Board Charge

BACKGROUND:

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Personnel Board Charge

DRAFT

Personnel Board Charge

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Personnel Board Charge

DRAFT

Personnel Board Charge

GOVERNING DOCUMENTS:

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PERSONNEL BOARD GOALS AND INITIATIVES:

- Strategize and advise on the implementation of the performance and appraisal system
- Monitor overall class and compensation system equity and plan implementation
- Review and assess tracking of employee morale over time
- Assess and support strategic recruitment and retention

Q & A



Concord Select Board Meeting

AGENDA ACTION REQUEST

Monday, February 24, 2025

8

Discuss and Review Land-Use Matrix Task Force Draft Charge

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

**Town of Concord
Land Use Working Group
Charge**

Background

Several relatively large parcels of land could become available to the town within the next five years including MCI Concord (51 acres), 2229 Main St (46 acres), Peabody School Site (20 acres) and various smaller parcels. These parcels, added to the 14 acres already owned by the Concord Housing Development Corp (Junction Village) could bring the total land available to the town to over 140 acres. The work of the Land Use Working Group is to identify current town needs and recommend best matches between needs and available parcels.

Purpose

The primary consideration for the working group is the fact that Concord faces critical challenges delivering the services of its municipal departments due to limitations of existing facilities. Both the Public Safety building and the Public Works facility are in failure mode, and both require relocation. As identified in the 2020 Concord Municipal Facilities Assessment, renovations and/or expansion of these facilities is not an option. Consolidation of administrative offices is also a consideration since co-location of admin functions could yield significant efficiencies and cost savings. This, together with Concord other stated goals of commercial development, diverse housing stock and recreation/open space assets are all potential uses.

Responsibilities of the Working Group

The working group will weigh these needs and wants against the available land taking into consideration program requirements, zoning regulations, community priorities, project timelines, and financial feasibility to recommend a course of action. Specific responsibilities include:

- **Research Written Reports.** These include:
 - The 2021 Final Report of the Nuclear Metals/Starmet Property Re-use Planning Committee
 - The 2020 Concord Municipal Facilities Assessment
 - The 2024 Final Report of the 2229 Main Street Advisory Task Force
 - The Massachusetts House Passed General Appropriation Bill H4601, Section 76
 - Envision Concord Bridge to 2030
- **Assess Program Needs.** Review the operational and spatial requirements of the Public Safety, Public Works and other relevant municipal facilities.
- **Evaluate Properties.** Analyze current and prospective parcels for suitability based on location, size, cost, environmental considerations, accessibility, zoning, alignment with stated town goals, other infrastructure requirements and any domino effects of freeing up current facility locations.
- **Understand Timing.** Develop an understand of when sites will become available and the timing/urgency of possible uses/needs.
- **Integrate Efforts.** Communicate with the MCI Advisory Board and EPA/DOJ to link the work of this working group to milestones and decision points at the MCI and 2229 Main St sites.
- **Engage the Community.** Solicit public input through forums, surveys and other methods to understand and incorporate community responses.

- **Report Findings.** Provide frequent updates to the Select Board. It is expected that updates will be timed to coincide with key milestones reached by the MCI Advisory Board as well as information to EPA regarding probably uses envisioned for 2229 Main St and how that might be accomplished during the remedial stage of work.
- **Develop Recommendations.** Propose a prioritized plan for municipal facility relocation including timelines, financial considerations, zoning requirements, etc.
- **Written Report.** At the completion of the work, deliver a final, written report to the Select Board outlining the working groups analysis and recommendations.

Duration

The working group will be appointed for a term of 12 months beginning on the date of its first meeting. Extensions may be granted by the Select Board if additional time is required to complete this charge. The working group will provide quarterly updates to the Select Board on the progress of its work.

Membership

1. One member of the Select Board
2. One member of the School Committee
3. One member of the Public Works Committee
4. One member of the MCI Advisory Board
5. One member of the 2229 Main St. Task Force
6. One member of the Concord Municipal Affordable Housing Trust
7. One member of the Economic Vitality Committee
8. Two members at-large.

Additionally, the Finance Committee will appoint an observer.

These citizens will be supported by senior town managers on an as-needed basis.

Other Considerations

The working group 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. Each meeting will allow adequate time for public comment.

The Deputy Town Manager will consult with the Town Manager to discuss staff assistance or other financial support.



Concord Select Board Meeting
AGENDA ACTION REQUEST

9

Monday, February 24, 2025

Discuss and Approve Final Placement of Teak Benches 250th Program

Requested by: SB Chair

Action Sought: Approve

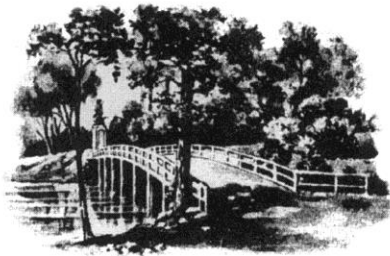
Proposed Motion(s)

Motion: Move to Approve Final Placement of Teak Benches 250th Program

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

To: Mary Hartman, Select Board

From: Mimi Graney, Economic Vitality Manager

Date: February 5, 2025

Re: Final Approval - Placement of Teak Benches as part of 250th visitor amenities

The Town of Concord received a grant of \$27,000 from MOTT under the Destination Capital Grant program to install a set of benches.

The goal is to boost economic vitality by facilitating pedestrian movement between Thoreau Depot, Concord Center and the North Bridge.

The style of bench – the “Foxhall” by Country Casual Teak (examples on site on the Sudbury Road entrance of the Concord Free Public Library) is an “age friendly” design with a back and arms to be functional and comfortable for most people.

The Select Board formally accepted the MOTT grant and provided preliminary approval the bench program back in 2024.

The design of bench and individual sites of the benches has been formally approved by:

- Historic Districts Commission
- Concord Public Works
- Natural Resources Division for sites on Reformatory Trail property
- Five Private Property Owners – Middlesex Bank, First Parish for Wright Tavern, Concord Free Public Library Trustees, Concord Provisions and New London Pizza (the site straddles the property line between these two businesses)

Intention is for the benches to remain on site for a period of at least three years. Whenever they be in disrepair, either before or at the end of the term, the benches would be removed.

Local contractor Mike Sprague has been contracted to assemble the benches, affix the commemorative brass plaques and install the benches at the individual sites. Due to the frozen ground and to be available for Patriots Day he'll complete installation shortly after March 15 and no later than April 18, 2025.

Bench Style

Solid Teak Bench - "Foxhall" 6 foot
from Country Casual Teak

This same style can be seen at the
Sudbury Road entrance to the
Concord Library

Assemble and affix brass plaque
honoring the 250th

DIMENSIONS

WIDTH	DEPTH	HEIGHT	SEAT WIDTH	SEAT DEPTH	SEAT HEIGHT	ARM HEIGHT	WEIGHT	WEIGHT CAPACITY
72"	22.5"	37"	67.25"	18.25"	16.5"	26"	75 lbs.	900 lbs.



Installation details

Mounting either with:

- sub-surface "duckbill" anchor with cable to allow movement for landscaping
- 2 to 4 L-brackets



Plaque

Solid brass plaque

2" x 6"

Pre-drilled plaque

To be affixed to back of the bench

CONCORD 250th ANNIVERSARY

...the shot heard round the world



1775-2025

Site List:

1– Wright Tavern

2&3 – Alley at 26 Walden

4&5 – Monument Sq at Old Burying Ground

6 – Middlesex Bank

7 – Concord Free Library

8 – Stow St at Sudbury Road

9 &10 – South Burying Ground

11 – Lexington Road at Emerson House

12 – 97 Thoreau Depot – Concord Printing

13 – 73 Thoreau St – Concord Provisions

14 & 15 – Deliver to 141 Keyes Road. Natural Resources to install on Reformatory Trail

1 – Wright Tavern, side entrance off church driveway



HISTORIC DISTRICT:
Lexington Road



2 & 3 – 26 Walden St Alley

HISTORIC DISTRICT:
Main Street



4 & 5 – Monument Square

HISTORIC DISTRICT:
North Bridge



**Revised
Location**

6 – Middlesex Savings Bank, on Keyes Road

HISTORIC DISTRICT:
North Bridge



7 – Concord Library, accessible entrance

HISTORIC DISTRICT:
Main Street

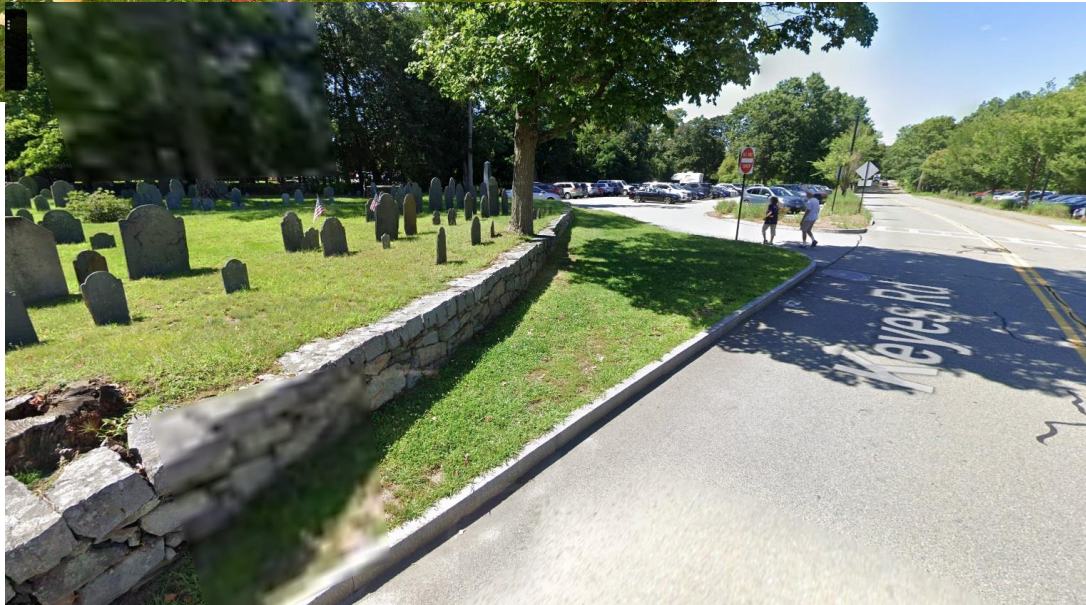
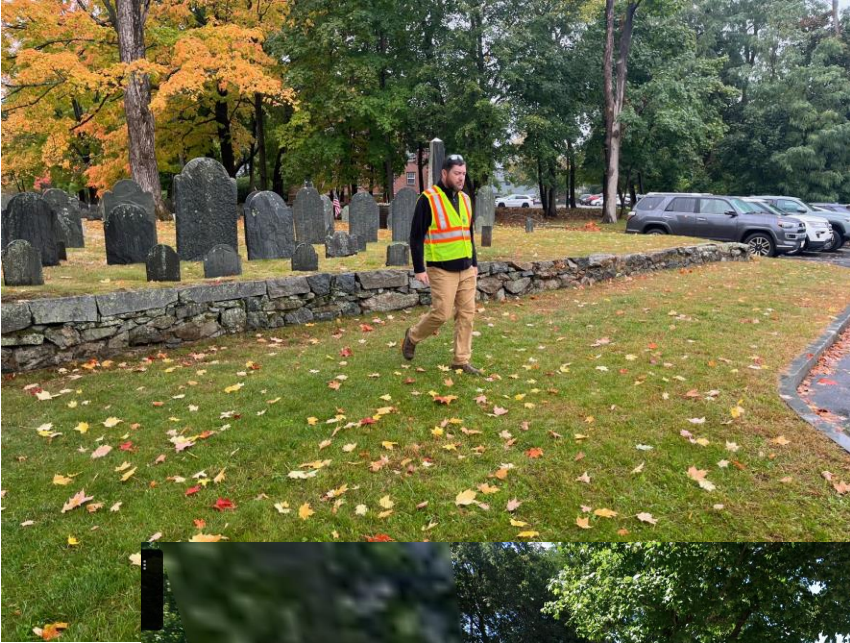


8 - Stow at Sudbury Road



9 & 10 – South Burying Ground

HISTORIC DISTRICT:
Main Street



11 - Lexington Road near Emerson House

HISTORIC DISTRICT:
Lexington Road

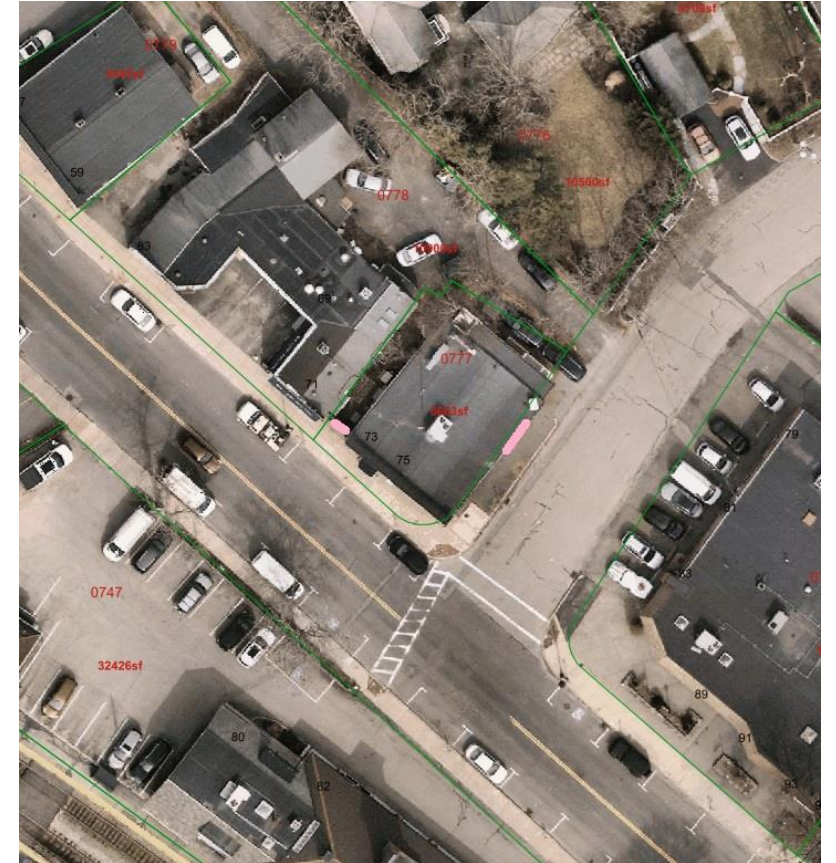


12 – 97 Thoreau St at Concord Printing



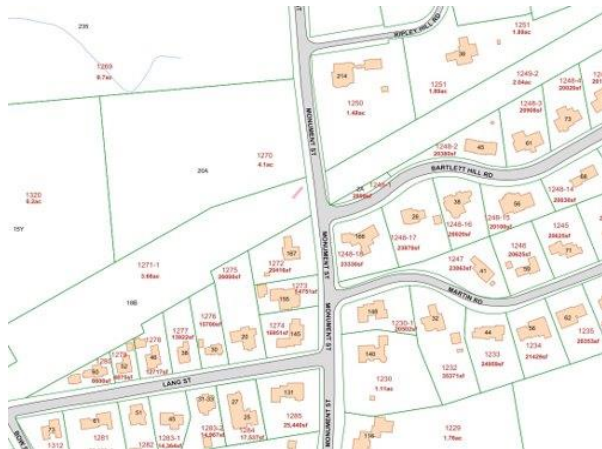
Remove the two single seats and deliver to Public Works. Replace with new bench.

13 – 73 Thoreau St, Concord Provisions



14 & 15 – Assemble and Deliver to Natural Resources Division at 141 Keyes Road

NRD will do the installation on Reformatory Trail at Monument
and Lowell Road





Concord Select Board Meeting
AGENDA ACTION REQUEST
Monday, February 24, 2025

10

**Discuss and Approve Public Art Memo
from Concord Cultural Council to Paint
Two Switchboxes This Summer in Thoreau
Depot**

Requested by: SB Chair

Action Sought: Approve

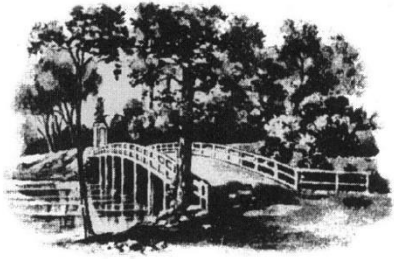
Proposed Motion(s)

Motion: Move to Approve Public Art Memo from Concord Cultural Council to paint two switchboxes this summer in Thoreau Depot

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

To: Mary Hartman, Select Board Liaison to Concord Cultural Council

From: Mimi Graney, Economic Vitality Manager

Date: February 12, 2025

Re: Public Art Proposal – **Signal Boxes for Thoreau Depot**

Request for Provisional Approval for Public Art on town owned property in Thoreau Depot. Specific designs and artist contracts to follow in May 2025. No work will proceed without Final Approval of the Select Board.

Sponsor:

The Concord Cultural Council wishes to execute a Traffic Signal Box Art project for Thoreau Depot as part of its role administering the Concord Center Cultural District. Leda Zimmerman and Ed Bernard are the project leads for the CCC.

Purpose:

This art will welcome people to the Concord Cultural District in two key gateways to the area. It will enrich the quality of life for citizens and visitors by enhancing the beauty of Thoreau Depot and creating exciting public spaces through visual art. The commissions provide an opportunity to support emerging local artists. These “mini murals” advance the identity of Concord Center as a cultural center and foster a unique sense of place. This art fits within the charge of the CCC to foster a vibrant cultural community to sustain Concord Center as an enjoyable place to live, work and play.

Two signal boxes in Thoreau Depot will be painted with unique designs. (Signal boxes are the metal cabinets that house the electronic equipment for roadway traffic signals.) This initiative is inspired by comparable programs conducted in West Concord as well as nationwide.

Site(s):

Two signal boxes in Concord:

- Intersection of Thoreau St and Main Street
- Intersection of Thoreau Street and Sudbury Road

These signal cabinets are Town property. They were selected in coordination with Concord Public Works and approved by CPD to be painted as detailed in this agreement.

The Main and Thoreau site is within the Main Street Historic District.

Project Description:

Artist Selection: Through a well-publicized Call for Artists, the CCC will execute a transparent and fair process to select artists to execute their design ideas on the assigned metal cabinets. The Call will be open to those aged 16 and older. Priority will be given to artists from Concord. Designs celebrating and reflective of Thoreau Depot and Concord Center neighborhoods will be sought. The members of the Concord Cultural Council will serve as the jury.

Artist Agreements: Before beginning work each artist will be required to execute a contract, reviewed and approved by the Town Manager, that details the final approved design, permitted materials, copyright and ownership title, terms for use of the site to execute the design, maintenance of the artwork and other responsibilities. A budget of up to \$1,000 per signal box has been allocated by the CCC to cover the artist's time, supplies, and insurance. The funds are provided by a Mass Cultural Council Cultural District grant administered by the Committee.

Site constraints: The switchboxes are on sidewalks along busy roadways with limited space to accommodate both the artist during installation and pedestrian movement. Concord Police will be consulted to determine appropriate means to maintain a safe workspace and pedestrian access. Should funds be required for police details the CCC will consult the Economic Vitality Manager to identify supplemental funding. The box at Main and Thoreau will require HDC review for historic appropriateness.

Materials: Concord Public Works has agreed to prime the signal boxes prior to the art installation. The CCC agrees to provide to CPW two weeks' notice to undertake this work. Artistic designs will be executed in exterior latex paint as detailed in the artist agreement.

Term & Maintenance: The intention is for these designs to remain for approximately three years. Formal agreements with the artists will specify that the artwork can be removed at any time at the sole discretion of the Town. Maintenance, such as graffiti removal, will be the responsibility of the CCC. It is expected, should maintenance of the artwork require more than a minor paint touch up, the CCC will consult with Public Works to repaint the box either in a solid color or with a new design.

Schedule:

February 24, 2024: Select Board to review project as to concept

March 1: Call for Art developed

March 26: HDC hearing to review project as to concept

April 1: Call for Art issued

May 15: Artist selection by CCC

May 15-30: Engagement with neighbors to review the design. Select Board approval of final design. Artist Contracting.

June- July: Concord Public Works applies primer on the switchboxes. Artists execute designs to be completed by August 31.

Community:

Artists will be encouraged to create designs that enhance and reflect the site of installation. Designs by Concord based artists will be given priority. The proposals shall be selected by the Concord Cultural Council, a Town Committee that operates within the guidelines set forth by the Massachusetts Cultural Council for cultural districts. Members of the CCC will share the selected designs before they are executed with nearby businesses and residents to inform them of the initiative and to respond to any concerns should they arise.

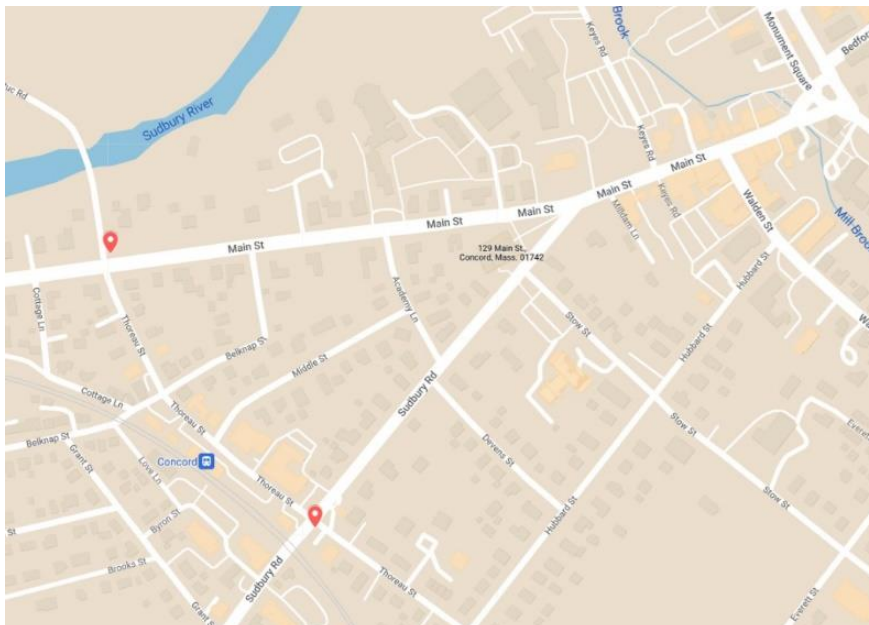
Administration and Town Responsibilities:

Concord's model Artist Agreement will be the basis for individual agreements to be executed with each of the select artists before any work may proceed. Each agreement will include the final approved design along with certificate of insurance (\$1M incident/\$2M aggregate) covering the artist with the Town of Concord listed as an additional insured.

Economic Vitality Manager Mimi Graney is the staff liaison to the CCC and will assist the committee with executing artist contracts and the pass-through of the MCC grant funding.

Steve Dookran of Engineering advises on the selection of the individual cabinets for the artwork. Aaron Miklosko of Highway & Grounds will oversee the assignment of priming the cabinets.

When the artwork is scheduled for installation Concord Police and Public Works will be engaged to assist with maintaining pedestrian access. Should police details be required the Economic Vitality Manager will assist with identifying possible funding.

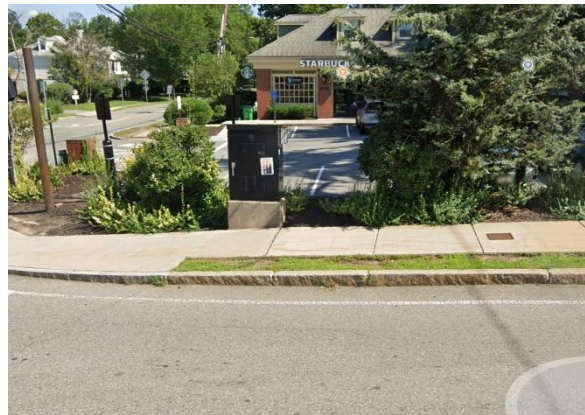


Map of Selected Sites

Thoreau and Main



Thoreau and Sudbury





Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, February 24, 2025

11

Town Manager's Report

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST
Monday, February 24, 2025

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Chair's Report

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, February 24, 2025

13

Select Board Liaison Reports

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Mary Hartman Liaison Report for Feb 24, 2025, Select Board meeting

Concord Municipal Affordable Housing Trust (2/11)

- The housing groups are working with consultants from the Mass Housing Partnership (funded by a grant) to determine spending priorities and methodology. This is especially important given the lack of a reliable source of funding.
- CPC article for upcoming Town Meeting includes \$740K for affordable housing that is restricted to 100% AMI.
- Upcoming projects include:
 - Assabet Bluff – 5 affordable units
 - 91B – Surplus State land

Public Works Forum (2/12)

Well-attended; good questions regarding the anticipated warrant article to fund a catch-up on road maintenance and funding for the Stormwater Enterprise fund established at last year's town meeting.

FinCom (2/13)

FinCom heard budget presentations from the Town, CPS and CCRDS all within guidelines. Details are available on the FinCom website.

Brief discussion of joint accounts that show a preliminary increase of 13.8% mainly due to increased Group Ins. premiums and middle school debt.

Brief discussion to consider establishing stabilization funds to offset future capital needs. These would be funded with free cash via a vote at town meeting. These accounts earmark funds from free cash but do not impact our credit rating with bond agencies.

AG Committee (2/23)

Settled on a date for the Spring forum to be held May 15, 2025, 6:00 p.m. at the Goodwin Room. Topic will be "Farming into the next 80 years; Climate and Land challenges and solutions in Concord". Presenters will be Jamie Pottern and Caro Roszell from the American Farmland Trust and Delia Kaye, Director of Natural Resources for the Town of Concord.

ConcordCAN (2/18)

Eric Simms, Sustainability Director, presented a very polished .ppt presentation to the group outlining plans and progress toward the town's sustainability goals as outlined in the Climate Action Plan.

Tour of Ellen Garrison Building at the Concord Middle School (2/19)

Dr. Hunter and Bob Conry hosted a small group of FinCom and SB members to a tour of the school. Impressive. Will open to students on Monday, 2/24. Dr. Hunter thanked all town departments for their help meeting tight deadlines. We also discussed the opportunity for shared spaces so that other members of the community can enjoy the new space. Ideas include space for adult ed, future town meetings, etc.

Liaison Report-Terri Ackerman-2/24/25

Public Works/TAC

- Our roads are failing faster than we are repairing them. In 2025, over 50% of our Town roads are fair, poor, or failing, with a \$21 million backlog. If we continue at the current pace of repairs, we project 38% of our roads will be failing, with a \$37 million backlog.
- Plan is to accelerate investment in our roads over the next 5 years. Multi-year projects will cost less per project. As backlog shrinks and average Pavement Condition Index improves, maintenance will become less costly in future years. PCI is now 73 and could rise to 85 if we spend \$5 million per year for 5 years.
- Stantec also reviewed sidewalk condition on 59 miles of sidewalks. Average PCI is 74 with a backlog of almost \$6 million. To improve these conditions, we'd need \$1 million per year for 5 years.
- Stantec also recommends that we build 6 additional miles of sidewalks for \$14 million, using grant funding.
- TAC discussed their role in advocating for this program, and the need for more financial information, especially the cost to the typical homeowner.
- Stormwater utility report has been completed. Public Works Commission is looking to structure fees to include incentives for reducing stormwater.

Public Celebrations and Ceremonies Committee

- The Honored Citizen of the Year has been chosen. The Celebration will be held in late March.
- Looking for new volunteers to serve on the committee.
- The committee has discussed a revision to its charge, to reduce the number of members, and to shorten the term of members from 5 years to 3 years. They hope to meet with the SB soon to discuss.

250th Executive Committee

- There are now less than 60 days until April 19! The Exec Comm is coordinating with the National Park, the Chamber of Commerce, the Business Partnership, the COA, the League of Women Voters, and others. A CMLP insert showing road closures, parking, bus routes, etc. is being planned for the March bill.
- SB members should have received an email from Tish Hopkins asking if you need a parking pass. You will also soon receive an email to let you know how to get credentialed.
- The afternoon “Block Party” is taking shape with anchors at the Concord Museum, 51 Walden, Scout House, and the National Park. Many original performances are being planned. The evening program will begin at 7:30 PM with the drone show at 8:15.
- Concord Schools have donated 20 buses for in-town bus routes on April 19. An anonymous donor is generously paying for the drivers and fuel.

Transportation Advisory Committee

- Since the BFRTAC was disbanded, it has been somewhat unclear who, in town government, is the contact point for questions and concerns about the BFRT. It is clear that CPW will handle maintenance matters, leaving open who is handling other matters such as policy and signage. It may be the TAC, but the SB will need to discuss and possibly amend the TAC charge.

Liaison Report for Wendy Rovelli

Hugh Cargill Trust (2/11)

- There were 57 recipients receiving tax relief through the HCT Tax Relief program. The committee voted to increase the FY26 quarterly relief from \$325 to \$400. This amount will be further assessed following this year's annual appeal.
- The committee voted to align Tax Relief program's eligibility income limit to align with Senior Means Tested
- The committee discussed the inability to receive donations electronically and noted that the HCT bank accounts are not integrated with town finance systems. A meeting to discuss these administrative issues was requested

Planning Board (2/11)

- The board voted to submit all 8 warrant articles as previously reviewed/discussed (see previous SB liaison report for descriptions)
- A citizen petition warrant article for Continuing Care Retirement Community overlay zoning district was presented by representatives of the New England Deaconess Association (NEDA). NEDA is looking to develop 12.1 acres of land opposite Emerson hospital. Zoning will allow for maximum density with 20% open space; housing options would include townhouses or cottages for independent living; assisted living apartments; and nursing home accommodations for more care. Details of the zoning proposal and related development can be found here: <https://concordma.gov/DocumentCenter/View/53742/CCROD-Zoning-Citizens-Petition-Presentation>

Board of Assessors (2/13)

- 53 tax abatements applications have been submitted. 38 residential, 14 commercial, and 1 for personal property

Zoning Board of Appeals (2/13)

- Review of the 40B Comprehensive Permit (237- unit multi-family development) at 275 Forest Ridge Road was continued to Feb 27th

School Committee (2/14)

- Approved 5 days of vacation buy-back for 3 administrators due to lost vacation in association with opening of the new Ellen Garrison middle school building.
- Amenities building – Due to legal review on the use of CPC funds, the school committee voted to submit separate town warrant articles for the funding of the Amenities building. Each article will ask for the proportionate share of the estimated building cost: Concord: 76.63% of \$1,850,000 = \$1,417,655; Carlisle \$432,345. If Carlisle CPC funding is approved, the Carlisle warrant article would be withdrawn. Because there continues to be some open questions about this funding, the previously approved regional article will be submitted, but will likely be withdrawn.

Council on Aging (2/18)

- Candidate Forum scheduled for March 25th, 1-3pm at Harvey Wheeler.



Concord Select Board Meeting
AGENDA ACTION REQUEST
Monday, February 24, 2025

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Adjournment

Requested by: SB Chair

Action Sought: Adjourn

Proposed Motion(s)

Motion: Move to Adjourn

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, February 24, 2025

Supplemental Materials

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

SUPPLEMENTAL MATERIALS

CORRESPONDENCE

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Correspondence received by the Concord Select Board
Week Ending – February 24, 2025

1. Diane Hannon 129 Nimrod Drive
2. Gwen Action 62 Elm Street

Please Note: The letters posted here reflect the views and opinions of the author as recorded in the body of their email. Neither the Select Board nor Town staff have verified or reviewed the contents. The Select Board and the Town do not necessarily agree, condone, support or advocate the ideas expressed in these letters and have not verified any factual statements made in the letters.

Select Board, and FinCom,

The points addressed in Mr. Echavarri's analysis raise valid points for discussion in order to make better decisions about the town budget. Please scrutinize the data he presents, and come to a more meaningful way to trim the budget. Mr. Echavarri has obviously done a thoughtful comparison with a similar MA town, and his conclusions deserve your thoughtful consideration.

Thank you for following through on this.

Diane Hannon

129 Nimrod Drive

To Select Board and Town Manager,

I am deeply concerned about the apparent lack of adherence to Concord's APP #10 policy regarding appointments to Town boards, committees, and task forces. Transparency and fairness are critical to maintaining public trust, yet the process used to select nominees for the Tax Relief Evaluation Task Force raises serious questions.

At the November 3 Select Board meeting, Chair Mary Hartman stated that the Board had "agreed upon a process" relying primarily on names provided by Select Board members.

However, this approach appears to have disregarded multiple provisions of APP #10 and the Massachusetts Select Board Handbook, including requirements to:

- Actively solicit recommendations from Town organizations and individuals
- Publicize vacancies in the press
- Conduct public interviews before appointments
- Research available skills in the Town
- Establish a list of interested volunteers
- Consider suggestions from prospective appointees

Additionally, APP #10 discourages individuals from serving on multiple committees except in rare cases, yet this practice persists.

Given these concerns, I urge the Select Board to **pause the vote on these nominations** and instead conduct a transparent selection process that aligns with established policies. Moving forward with a process that disregards these policies raises serious concerns about the integrity and ethics of the decision-making process. Such a flawed approach will only undermine public trust and the credibility of this committee's work.

For reference, relevant policy language from APP #10 and the Massachusetts Select Board Handbook is included in the attached appendix.

Best,

Gwen Acton

62 Elm Street

APPENDIX: Relevant Policy Excerpts

From APP #10, Section VII(a):

“The Selectmen and Town Manager will endeavor to develop a pool of persons interested in serving on each such Committee from at least the following sources:

1. Green cards on file
2. Personal knowledge
3. Recommendations from Town organizations or individuals
4. Suggestions from the Committee having a vacancy
5. Suggestions by prospective appointee(s)
6. Research of skills available in Town
7. Individual responses to publicity regarding vacancies (new green cards)”

“It is the policy of the Board of Selectman and Town Manager to **enlarge the general pool of applicants through active solicitation of Town organizations and through publicity in the press** and on community access television.”

From the Massachusetts Select Board Handbook:

"When possible, Select Boards should interview candidates during a public meeting before making decisions on the appointments."

Correspondence received by the Concord Select Board

Week Ending – February 17, 2025

1. John Madigan 215 Prairie Street
2. Josh Galper 65 Stone Root Lane

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Select Board,

I was shocked and disappointed by the SB decision to not appeal the legal case from the Land Court regarding the Synes development vs. Town of Concord. This decision was made without public comment and without the residents that are most closely impacted and whom have been following and promoting this development since the beginning. This issue is of great importance to residents of West Concord.

The Special Permit was for excessive earth removal (similar to surrounding towns) which was greater than >1,000 CU/yds of earth from the site. Symes was not simply over this level at 1,200 or even 2,900 CU/yds of earth but was requesting a Special Permit to remove 64,000+ CU/yds of earth from the site and flatten and fill the entire hill and valley, permanently changing the topography of this section of West Concord. The fact that this important decision did not include neighbors, abutters or any member of the public, was very concerning and wrong.

John Madigan
215 Prairie Street
Concord

Hi Kerry and Select Board Members,

I have been following the conversations on transparency in town government and am concerned. I would ask the Town Manager and Select Board representatives to provide clear and concise information on Town employment statistics, especially relative to other towns, and why Concord is paying additional expenses for out of state employees.

As the Town is facing financial strain, and with tighter conditions expected ahead, this type of spending seems unwarranted.

Thank you,
Josh Galper
65 Stone Root Lane
Concord MA 01742

Correspondence received by the Concord Select Board
Week Ending – February 24, 2025

1. Diane Hannon 129 Nimrod Drive
2. Gwen Action 62 Elm Street

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From the Massachusetts Select Board Handbook:

"When possible, Select Boards should interview candidates during a public meeting before making decisions on the appointments."

Dear Members of FinCom and the Select Board,

At the February 10th SB budget presentation it was suggested that, due to FinCom guidelines, the town should **close the library** on Sundays. This prompted an **immediate** response and made the front page of the Concord Bridge. At the end of the presentation, the SB Chair referred to the guidelines as “aggressive” and “assertive”.

I can only imagine that **FinCom is feeling pressed** over their supposedly “aggressive” guideline because (gasp) the Town wants to cut library hours as well as 2.5 FTEs. But before we give into **hysteria**, let’s look at what actually was said and, more importantly, what wasn’t said.

For example, not discussed was that the Town Manager’s Office and Human Resources (HR) have a combined FTE of 13.00 with a FY25 budget of ~\$1.4M(1)(2). Compare and contrast that to Danvers, who has 6.00 FTEs and a combined budget of \$697(3). That’s a **difference of \$683K**, an amount worthy of **scrutiny and discussion**. This disparity will only grow because Concord HR is scheduled to grow another \$142K. And Concord’s TMO budget has already grown \$186K since FY24.

So **why** does TMO immediately proposed closing the library on Sundays to save a paltry \$44K, without first discussing the \$683K premium taxpayers are footing to support town administration?

To that end, let’s add **context** to what was presented and (more importantly) highlight what **wasn’t discussed**.

WHAT WAS DISCUSSED – ADDING CONTEXT TO FTE REDUCTIONS

[A] Reduction: 1.00 HR Temp Services Management Specialist/Consultant (HR Specialist). To put this position in context, it makes **\$175K** per year, is **unbudgeted** and was supposed to **expire** by July 1, 2024. Its salary is among the top seven in town, on par with the Chief of Police and the Public Works Director. By extending it beyond its termination date, taxpayers were required to fund two senior HR administrators concurrently, each making over \$160K/year. **Conversely**, the highest paid HR employee in Danvers only makes \$118K.

Arguably, this position should never have been extended beyond its termination date, especially with such a high salary and under dubious circumstances. **Cutting** this position is not the result of an “aggressive” FinCom guideline (as suggested by the SB Chair) but rather prudent business practice.

[B] Reduction: 2.00 FTEs for Parks and Playgrounds. 2.00 FTEs from this office were identified for reduction which sounds significant until you realize it only saves **\$54,530(4)**. This begs the question, are these really full-time employees and if so, are they only making \$27K per year? I searched the payroll data provided by HR and the lowest paid FTE is an intern within Public Works who makes \$34K/year. I was unable to find any references for Parks & Playgrounds so I was unable to research their positions further. But **why** are we focusing on small amounts and not larger administrative departments? More clarity is warranted.

[C] Reduction: 2.70 within IT and Senior Servies. the Town proposes cutting 1.70 FTEs from **IT** which reduces their count to 8.00 FTEs. Danvers budget book shows 5.00 FTEs which is a difference of 3.00. While unpleasant, these reductions bring IT staffing more in line with other towns, though still higher. The presentation also highlighted an FTE reduction in Senior Services.

MORE IMPORTANTLY – WHAT WASN'T DISCUSSED:

[D] Human Resources - Benchmarking: Omitting the HR Specialist, Concord HR still has 6.00 FTEs on a FY25 budget of \$481K. Compare this to Danvers, with 3.00 FTEs on a budget of \$278K, and it's evident there's a major disparity between towns. This **disparity** of \$203K will increase significantly because Concord's HR is proposed to **increase** by 29% to \$623K. As a reminder, Danvers is a larger town with 10,000 more residents and like Concord has a light and water plant. It also has the same number of FTEs. **Why** the disparity between towns, **why** the 29% increase and **why** aren't we having discussions about the department's size?

[E] Town Manager's Office - Benchmarking: Concord's TMO has 7.00 FTEs and a FY25 budget of \$864K compared to Danvers 3.00 FTEs on a budget of \$419K(1). That's a significant **difference of \$445K**. That's a lot of money, **why** isn't it part of FTE reduction talks?

[F] Town Manager's Office - 2-year growth: In FY24 the TMO had 5.00 FTEs on a budget of \$625K(5). However, two years later the proposed FY26 budget supports 7.00 FTEs on a budget of \$811K, an **increase of \$186K**. This growth should be noted in discussions related to budget cuts.

[G] Town Manager's Office - Benchmarking Leadership: Concord TMO has a town manager, a deputy town manager and an assistant town manager whose combined salary is \$560K. Danvers only has a town manager and an assistant town manager with a combined salary of \$329K. That's a **difference of \$231K** that Concord taxpayers are required to subsidize so TMO can do its job. **Why** does our TMO need an extra senior

administrator and **why** are they paid more than Danvers and **why** are we proposing cuts to library hours before discussing this spending?

[H] Town Manager's Office – Expiring 1.00 FTE: In an email exchange last fall, I was informed by TMO that, “Presently we are running >7;66.FTE.in.the.Town.Manager's.Office.to.support.the.80th.Executive.Committee.and.the.Town.Meeting.Study.Committee.” Both these committees will expire by FY26. Since this FTE was temporary to support these committees, **shouldn't** there be a reduction of 1.00 FTE within TMO for FY26? **Why** talk about closing the library on Sundays to save \$44K but preserve this FTE (likely making ~\$85K) in the Town Managers Office? This should have been discussed, to my knowledge it wasn't.

TAKEAWAYS:

Instead of entertaining paltry cuts of \$44K to shut down the library on Sunday's, **why not ask** more detailed questions, such as - **why** does Concord HR have an administrative specialist, 2 HR generalists, and a management analysis while Danver's only has a benefits coordinator? **Or why** do we need three senior town managers versus Danver's two? **Or ask** for details about the +1.00 FTE dedicated to the 250th and Town Meeting committees? **Or ask** why we need both a deputy and assistant town manager at the same time?

I'm urging SB members to ask more pointed questions publicly and not in one-on-one conversations with the TMO. The latter leads to a lack of transparency and that (in my opinion) is a growing problem with this administration and this Select Board. And **I'm urging FinCom to stay strong** on their guidelines because it appears that Concord is no longer a tightly run ship and we need their continued oversight.

One final note, the Finance Department has **prepared a 22 page document** of recommended adjustments which I hope will address these questions. Until these adjustments are made public, I urge you to question all budget cuts, especially those related to popular services like the library which (in my opinion) was just a **scare tactic** to pressure FinCom to back off its guidelines.

Sincerely,

Miguel Echavarri

Homeowner – 255 Commonwealth Ave

978-333-0385

Footnotes

1. With Economic Vitality Manager and Sustainability Manager pulled out of TMO's headcount, the FTEs = 7. Please note pulling the Vitality Manager out of headcount doesn't correlate with payroll data.
2. HR FTE and FY25 budget doesn't include the HR Specialist, that position wasn't funded to the best of my knowledge and if it was it didn't come out of the 5111 Regular Full Time account
3. The Danvers TMO numbers don't reflect a Procurement Specialist in the office. Please note that Concord hasn't had a procurement manager for many months.
4. This number was obtained from the SB presentation. The FY25 Revised budget (however) shows this amount at \$63,856. This would make individual salaries of the two FTEs at ~\$32K. However, to reiterate, I was not able to find these individuals within payroll.
5. It should be noted the TMO stated in emails that FTEs were actually 7 and not 5 as presented in the budget book. It should also be noted that while the FY24 budget was \$625K, actual spending exceeded \$905K. The only explanation for this differential provided to me was that the TMO has power to shift funds around and thus no explanation was warranted.

FY14 to Proposed FY26 FTES, Town of Concord

Field1	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	Prop FY26
1A Town Manager's Office	5.53	5.53	5.00	5.50	5.50	5.88	6.00	5.00	5.00	7.00	7.00
1B Human Resources	4.00	4.07	4.00	4.00	4.00	4.01	5.21	5.28	5.90	6.00	6.00
1C Information Systems	3.34	3.75	3.75	4.99	5.75	5.75	6.75	7.75	9.00	9.70	8.00
1D Town Meeting and Reports	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1E Facilities Administration	3.02	3.05	4.04	7.00	8.50	10.50	9.00	9.00	9.00	8.00	9.00
1F Parks & Playgrounds	0.00	0.00	0.00	0.00	1.29	1.00	1.13	2.00	2.00	2.00	0.00
1G Resource Sustainability	0.20	0.50	0.50	1.50	1.50	1.00	1.00	1.00	1.00	1.00	1.00
1H Visitors' Center	0.13	0.04	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2A Legal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3A Finance Administration	5.00	5.00	5.00	6.00	7.50	6.00	5.00	5.00	6.00	5.00	5.00
3B Treasurer-Collector	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00
3C Town Accountant	5.50	5.50	5.50	5.50	3.50	3.50	3.00	3.00	3.00	4.00	4.00
3D Assessors	4.40	4.44	4.44	4.44	4.40	4.40	4.40	4.40	4.38	4.38	4.38
3E Town Clerk	3.45	3.45	3.45	3.45	3.60	4.60	4.60	5.52	5.52	5.00	5.00
3F Elections	0.32	0.81	0.23	0.98	0.79	1.19	0.68	1.24	0.98	0.00	0.00
3G Registrars	0.10	0.10	0.12	0.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4A Planning	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.50	6.00	6.00	6.50
XX Board of Appeals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4B Natural Resources	3.86	3.86	3.91	3.91	3.91	4.67	5.50	5.46	5.41	4.00	4.00
4C Inspections	5.39	5.66	5.66	5.66	5.66	5.50	5.32	5.32	6.51	5.75	5.75
4D Health	4.16	4.16	4.30	4.30	4.30	4.00	4.00	4.00	5.00	5.00	5.00
4E Economic Vitality & Tourism	0.00	0.00	0.00	0.00	1.72	1.52	1.52	2.06	3.18	2.00	2.00
4F 141 Keyes Road	0.00	0.50	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5A Library	27.12	27.86	28.16	27.81	29.67	27.85	29.28	31.38	31.38	31.38	31.38
5B Senior Services	8.93	9.06	9.31	9.86	10.72	10.59	10.76	10.76	10.86	9.86	8.86
5B1Harvey Wheeler Community C	1.02	1.02	1.02	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
5C Recreation Services	0.50	0.75	1.00	1.00	1.00	1.00	1.00	1.00	0.00		
5C1Hunt Recreation Center	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00		
5D Human Services	1.48	1.48	1.48	1.49	1.00	1.00	1.00	1.00	1.00	1.00	2.00
5E Veterans' Services	0.45	0.45	0.49	0.50	0.49	0.49	0.49	0.49	0.46	0.46	0.46
5F Ceremonies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6A Police Department	46.30	46.30	46.30	46.30	47.30	48.30	48.30	48.30	49.03	49.03	49.03
6B Animal Control Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6C Police and Fire Station	0.03	0.03	0.03	0.03	0.03	0.00	0.00	0.00	0.00		
6D Fire Department	43.90	43.90	44.90	44.69	48.53	48.53	48.53	49.04	50.04	50.04	50.04
6E Emergency Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
5F West Concord Fire Station	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
7A CPW Administration	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00
7B Engineering	7.00	7.00	7.00	7.00	7.00	7.23	7.23	7.23	6.23	6.00	6.00
7C Highway Maintenance	13.28	13.78	13.78	13.36	13.36	12.80	12.80	12.80	12.80	19.00	19.00
7DWinter Maintenance	1.77	1.77	1.77	1.77	1.77	1.72	1.72	1.72	1.72	0.00	0.00
7E Parks and Trees	9.43	8.75	8.75	8.25	8.25	6.92	6.92	7.84	7.84	8.00	8.00
7F Cemetery	1.47	1.19	1.19	1.19	1.19	1.24	1.24	1.24	2.24	2.00	2.00
7G 133 and 135 Keyes Road	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Totals	227.08	229.76	230.73	237.07	248.24	247.20	248.39	255.34	260.49	261.60	259.40

ID	Field1	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	Proposed FY26	10 Yr Change	5 Yr Change	1 Yr Change	Comments
1	1A Town Manager's Office	5.48	6.01	5.53	5.53	5.00	5.50	5.50	5.88	6.00	5.00	5.00	7.00	7.00	1.47	1.12	0.00	- flag - TMO stated FY24 was 7.00 FTE
2	1B Human Resources	4.00	4.00	4.00	4.07	4.00	4.00	4.00	4.01	5.21	5.28	5.90	6.00	6.00	2.00	1.99	0.00	- doesn't reconcile with salary tables
3	1C Information Systems	3.23	3.25	3.34	3.75	3.75	4.99	5.75	5.75	6.75	7.75	9.00	9.70	8.00	4.66	2.25	-1.70	
4	1D Town Meeting and Reports	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
5	1E Facilities Administration	2.02	2.02	3.02	3.05	4.04	7.00	8.50	10.50	9.00	9.00	9.00	8.00	9.00	5.98	-1.50	1.00	- moved to Public Works now is 7E
6	1F Parks & Playgrounds	0.00	0.00	0.00	0.00	0.00	0.00	1.29	1.00	1.13	2.00	2.00	2.00	0.00	0.00	-1.00	-2.00	- moved to Public Works now is 7F
7	1G Resource Sustainability	0.00	0.00	0.20	0.50	0.50	1.50	1.50	1.00	1.00	1.00	1.00	1.00	1.00	0.80	0.00	0.00	
8	1H Visitors' Center	0.13	0.13	0.13	0.04	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-0.13	0.00	0.00	
9	2A Legal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
10	3A Finance Administration	5.00	5.00	5.00	5.00	5.00	6.00	7.50	6.00	5.00	5.00	6.00	5.00	5.00	0.00	-1.00	0.00	
11	3B Treasurer-Collector	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00	-1.00	-1.00	0.00	
12	3C Town Accountant	5.25	5.25	5.50	5.50	5.50	5.50	3.50	3.50	3.00	3.00	3.00	4.00	4.00	-1.50	0.50	0.00	
13	3D Assessors	4.14	4.14	4.40	4.44	4.44	4.44	4.40	4.40	4.40	4.40	4.38	4.38	4.38	-0.02	-0.02	0.00	
14	3E Town Clerk	3.45	3.45	3.45	3.45	3.45	3.45	3.60	4.60	4.60	5.52	5.52	5.00	5.00	1.55	0.40	0.00	
15	3F Elections	0.31	0.82	0.32	0.81	0.23	0.98	0.79	1.19	0.68	1.24	0.98	0.00	0.00	-0.32	-1.19	0.00	
16	3G Registrars	0.10	0.10	0.10	0.10	0.12	0.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-0.10	0.00	0.00	
17	4A Planning	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.50	6.00	6.00	6.50	1.50	1.50	0.50	
18	XX Board of Appeals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
19	4B Natural Resources	3.86	3.86	3.86	3.86	3.91	3.91	3.91	4.67	5.50	5.46	5.41	4.00	4.00	0.14	-0.67	0.00	
20	4C Inspections	4.92	4.94	5.39	5.66	5.66	5.66	5.66	5.50	5.32	5.32	6.51	5.75	5.75	0.36	0.25	0.00	
21	4D Health	4.04	4.04	4.16	4.16	4.30	4.30	4.30	4.00	4.00	4.00	5.00	5.00	5.00	0.84	1.00	0.00	
22	4E Economic Vitality & Tourism	0.00	0.00	0.00	0.00	0.00	0.00	1.72	1.52	1.52	2.06	3.18	2.00	2.00	2.00	0.48	0.00	- moved to TMO now is 1E
23	4F 141 Keyes Road	0.50	0.50	0.00	0.50	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
24	5A Library	25.71	27.13	27.12	27.86	28.16	27.81	29.67	27.85	29.28	31.38	31.38	31.38	31.38	4.26	3.53	0.00	
25	5B Senior Services	7.89	8.50	8.93	9.06	9.31	9.86	10.72	10.59	10.76	10.76	10.86	9.86	8.86	-0.07	-1.73	-1.00	
26	5B1Harvey Wheeler Community C	1.41	1.02	1.02	1.02	1.02	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-0.02	0.00	0.00	
27	5C Recreation Services	1.00	1.00	0.50	0.75	1.00	1.00	1.00	1.00	1.00	1.00	0.00			-0.50	-1.00	0.00	
28	5C1Hunt Recreation Center	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00			-1.00	-1.00	0.00	
29	5D Human Services	0.00	0.00	1.48	1.48	1.48	1.49	1.00	1.00	1.00	1.00	1.00	1.00	2.00	0.52	1.00	1.00	
30	5E Veterans' Services	0.38	0.38	0.45	0.45	0.49	0.50	0.49	0.49	0.49	0.49	0.46	0.46	0.46	0.01	-0.03	0.00	
31	5F Ceremonies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
32	6A Police Department	45.30	45.30	46.30	46.30	46.30	46.30	47.30	48.30	48.30	48.30	49.03	49.03	49.03	2.73	0.73	0.00	
33	6B Animal Control Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
34	6C Police and Fire Station	0.50	0.50	0.03	0.03	0.03	0.03	0.03	0.00	0.00	0.00	0.00			-0.03	0.00	0.00	
35	6D Fire Department	39.90	43.90	43.90	43.90	44.90	44.69	48.53	48.53	48.53	49.04	50.04	50.04	50.04	6.14	1.51	0.00	
36	6E Emergency Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	0.00	
37	5F West Concord Fire Station	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	0.00	
38	7A CPW Administration	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	1.00	1.00	0.00	
39	7B Engineering	7.10	7.10	7.00	7.00	7.00	7.00	7.00	7.23	7.23	7.23	6.23	6.00	6.00	-1.00	-1.23	0.00	
40	7C Highway Maintenance	13.19	13.19	13.28	13.78	13.78	13.36	13.36	12.80	12.80	12.80	12.80	19.00	19.00	5.72	6.20	0.00	
41	7DWinter Maintenance	1.77	1.77	1.77	1.77	1.77	1.77	1.77	1.72	1.72	1.72	1.72	0.00	0.00	-1.77	-1.72	0.00	
42	7E Parks and Trees	9.43	9.43	9.43	8.75	8.75	8.25	8.25	6.92	6.92	7.84	7.84	8.00	8.00	-1.43	1.08	0.00	
43	7F Cemetery	1.47	1.47	1.47	1.19	1.19	1.19	1.19	1.24	1.24	1.24	2.24	2.00	2.00	0.53	0.76	0.00	
44	7G 133 and 135 Keyes Road	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			-1.00	0.00	0.00	
45	7H1Road Improvements	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	0.00	
46	7H2Heavy Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	0.00	
47	7H3Drainage Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	0.00	
48	7H4Sidewalk Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	0.00	
49	7I Street Lighting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	0.00	
50	Totals	217.48	224.20	227.08	229.76	230.73	237.07	248.24	247.20	248.39	255.34	260.49	261.60	259.40	32.32	12.20	-2.20	

Town of Concord
Regular Status Hires and Terminations

YTD 2024 (July 31, 2024)

Department	7-31-2024 Headcount		YTD 2024 Hires		YTD 2024 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	18		2					
Fire	50		1					
Human Resources	4				1			
Human Services	23	3	7		4	1		
Information Technology	10	1	2		1			
Library	20	6	1		3			
Light Plant	37				3	1		
Planning & Land Management	19	1	5		4			
Police	43		4		1	1		
Public Works	60		8		6	1		
Town Manager's Office	10		2					
Grand Totals	294	11	32		23	4		

Town of Concord
Regular Status Hires and Terminations

YTD 2024 (August 31, 2024)

Department	8-31-2024 Headcount		YTD 2024 Hires		YTD 2024 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	19		3					
Fire	51		12					
Human Resources	5		1		1			
Human Services	24	2	6		4	1		
Information Technology	10	1	2		1			
Library	19	6	1		3			
Light Plant	38		1		3	1		
Planning & Land Management	20	1	5		3			
Police	44		5		1	1		
Public Works	59		8		7	1		
Town Manager's Office	10		2					
Grand Totals	299	10	36		23	4		

Town of Concord
Regular Status Hires and Terminations
YTD 2024 (September 30, 2024)

Department	9-30-2024 Headcount		YTD 2024 Hires		YTD 2024 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	19		3					
Fire	51		2					
Human Resources	5		1		1			
Human Services	24	3	7	1	4	1		
Information Technology	9	1	2		1			
Library	19	6	2		4			
Light Plant	38		1		4	1		
Planning & Land Management	20	1	6		3			
Police	44		5		1	2		
Public Works	59		12		8	1		
Town Manager's Office	10		2					
Grand Totals	299	10	43	1	27	5		

Town of Concord
Regular Status Hires and Terminations
YTD 2024 (October 31, 2024)

Department	10-31-2024 Headcount		YTD 2024 Hires		YTD 2024 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	20		4					
Fire	51		2					
Human Resources	5		1		1			
Human Services	24	3	6	1	4	1		
Information Technology	9	1	2		1			
Library	19	6	2		4			
Light Plant	38		1		4	1		
Planning & Land Management	20	1	5		3			
Police	44		5		3	2		
Public Works	59		10		9	1		
Town Manager's Office	10		2					
Grand Totals	300	11	41	1	29	5		

Town of Concord
Regular Status Hires and Terminations

YTD 2024 (November 30, 2024)

Department	11-30-2024 Headcount		YTD 2024 Hires		YTD 2024 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	18		4		2			
Fire	50		2			1		
Human Resources	5		1		1			
Human Services	24	3	6	1	4	1		
Information Technology	9	1	2		1			
Library	20	6	2		4		1	
Light Plant	39		2		4	1		
Planning & Land Management	20	1	5		3		1	
Police	42		7		4	2		
Public Works	61		11		9	2		
Town Manager's Office	11		3					
Grand Totals	299	11	45	1	32	7	2	

Town of Concord
Regular Status Hires and Terminations

YTD 2024 (December 31, 2024)

Department	12-31-2024 Headcount		YTD 2024 Hires		YTD 2024 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	18		4		2			
Fire	50		2			1		
Human Resources	5		1		1			
Human Services	24	3	6	1	4	1		
Information Technology	9	1	2		1			
Library	21	6	3		4		1	
Light Plant	39		2		4	1		
Planning & Land Management	19	1	4		4		1	
Police	42		8		5	2		
Public Works	61		11		9	2		
Town Manager's Office	10		2					
Grand Totals	298	11	45	1	34	7	2	

Town of Concord
Regular Status Hires and Terminations
YTD 2024 (January 31, 2025)

Department	1-31-2025 Headcount		YTD 2025 Hires		YTD 2025 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	18		4		2			
Fire	50		2			1		
Human Resources	5		1		1			
Human Services	24	3	6	1	4	1		
Information Technology	9	1	2		1			
Library	21	6	3		4		1	
Light Plant	39		2		4	1		
Planning & Land Management	20	1	5		4		1	
Police	41		8		6	2		
Public Works	60		10		10	2		
Town Manager's Office	10		2					
Grand Totals	297	11	45	1	36	7	2	

