

Agenda

[Link to Agenda Center](#)

**Town of Concord
Select Board Meeting
Meeting Minutes
November 17, 2025**

Approved / / 25

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in person on Monday, November 17, 2025 at 6:00 PM at the Town House, 22 Monument Sq. The meeting was available for public access in person and via Zoom.

Call to Order

Present were: Mark Howell, Chair, Wendy Rovelli, Clerk, Mary Hartman, Paul Boehm and Cameron McKennitt

Chair Howell called the meeting to order at 6:00 PM and confirmed that there was a quorum. Chair Howell announced that the Select Board would take a vote to open the Fiscal Year 2026 Tax Classification Hearing, however the Select Board would hear administrative items from the agenda first and that the hearing topic would begin at 6:25 PM.

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to open the Public Hearing for the Fiscal Year 2026 Tax Classification at 6:02 PM and continue it to 6:25 PM, when the hearing would begin.

Public Comment

Dean Banfield of 73 Walden Terrace, the former Chair of the Solar Implementation Task Force, spoke to the Select Board to remind them of the Task Force's report which was delivered on May 20th, 2024. Mr. Banfield's comment was regarding the recommendations made in the report that are outside the Light Plant's immediate control. He focused on three key areas: Administrative Oversight: Mr. Banfield urged the Select Board to assign someone, perhaps an existing committee, to the report to the board periodically to ensure that non-Light Plant recommendations are being followed up on. Solar Policy on Town Buildings: He requested that the town adopt a policy requiring solar installation when a new town building is constructed or an old roof is replaced. Ground-Mounted Solar Sites: He noted that the report identified four specific town-owned locations for ground-mounted solar.

Consent Agenda

- a. Minutes for Approval: October 17, 2025, October 20, 2025, October 24, 2025, October 27, 2025, October 28, 2025, November 3, 2025
Executive Session Minutes for Approval but Not Release: October 27, 2025
- b. Town Account Warrants: October 30, November 6, November 13

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- c. One Day Liquor Licenses:
 - i. All Alcoholic Beverages for Coldwell Banker of 11 Main St. for a holiday party to take place at the Concord Scout House at 74 Walden St. from 4:00 PM -8:00 PM.
- d. Select Board Nominations:
 - i. Betsy Levinson of 124 Nashoba Rd., to the Economic Vitality Committee for a term to expire May 31, 2028.

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to approve the Consent Agenda.

Town Manager Appointments with the Approval of the Select Board

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to approve the appointment of:

- a. Marybeth Kelly of 32 Monument St. as a full member of the Historical Commission for a term ending April 30, 2027.
- b. Carol Aronson of 7 Wright Farm as an associate member of the Historical Commission for a term ending April 30, 2026
- c. Dr. Robert Munro of 1400 Lowell Rd. as an associate member of the Historical Commission for a term ending April 30, 2026
- d. Callie (Caroline) Nairus of 341 Mattison Dr. as an associate member of the Historical Commission for a term ending April 30, 2026
- e. Sarah Kussin 51 Riverside Ave. as an associate member of the Historical Commission for a term ending April 30, 2026

Chair's Report

Chair Howell presented the proposed Select Board Spring Meeting Calendar. There was no objection to the proposed calendar. Chair Howell announced that the November Chair's Breakfast will start at 9:00 AM.

Town Manager's Report

Ms. Lafleur provided an update which covered the following: The Middle School Solar Project is officially on hold as bidders failed to meet all the requirements, though the

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middle school septic system received final approval from the Board of Health. The town accepted a proposal from Weston and Sampson for the Climate Action Plan. The stairway project at the Harvey Wheeler Senior Center is moving along according to the proposed timetable. The FY 24 audit is expected to be issued by the end of the week. The Council on Aging continues to have evening hours on Thursdays. Additionally, the COA had a great turnout for the Veteran's Day Breakfast, and they are getting ready for the annual pie give way. The Commission on Disability is awaiting word on a large grant application that was submitted to the state. The next meeting of the Recreation Subcommittee is December 5; anyone interested in discussions about the pickleball courts at Rideout Park may want to attend. The town postponed its next debt issuance until May to obtain finalized middle school project accounting. The town completed procurement for new smart water meters and will soon begin installation. Other updates included news of upcoming AV upgrades, pursuing a Town House security project and consideration of the agenda management system that is offered through Civic Plus. The Public Works Commission approved the storm water improvements at Dover and Darton and is finishing up seasonal work on a water main replacement on Silver Hill. The Economic Vitality newsletter came out today and has information about upcoming events. Ms. Lafleur's update concluded with sharing that the clock dedication in memory of Tom Swain took place in the Select Board Meeting Room.

Sign up to receive communications from the Town of Concord [here](#).
Read the Town Manager's Monthly Project Report [here](#).

**Request for Preliminary Approval of Public Art - New England Sculptors
Association Temporary Installation for Junction Park, town-owned property in
West Concord**

Presenter: Mimi Graney, Economic Vitality Manager

Ms. Graney requested preliminary approval for a temporary public sculpture project in Junction Park (West Concord Junction). Key elements of the approval and installation are: Art: A temporary, human-scale sculpture was proposed. Location: The proposed location in the park was vetted by Public Works and found to be acceptable. Selection and Final Approval: While the West Concord Cultural District Committee takes the primary responsibility for selecting the art, the final piece is vetted through different departments (such as Public Works for safety). Ms. Graney emphasized that the Select Board gets the final say on the finalist presented by West Concord Cultural District Committee and that the artwork would be on loan lasting approximately one or two years. The rough budget is \$5,000, which is expected to be funded through a Mass Cultural Council grant available in January.

Upon a motion duly made by Ms. Rovelli and seconded, it was **UNANIMOUSLY voted:** to approve the request for preliminary approval of Public Art - New

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England Sculptors Association Temporary Installation for Junction Park, town-owned property in West Concord.

Public Hearing and Vote: Fiscal Year 2026 Tax Classification

Following regular business, the Public Hearing was returned to at 6:26 PM.

Presenter: Meredith Stone, Assessor

Ms. Stone, the Town Assessor, delivered the presentation for the Fiscal Year 2026 Tax Classification Hearing. Ms. Stone's presentation specifically followed the slides that were projected and can be found in the [meeting packet](#).

The Select Board had the opportunity to ask questions and make comments.

Mr. McKennitt referenced pages 18, 19, 20 and 22 to establish that parcels assessed above the "break even figure" are less than 10% of the total money that is being redistributed and therefore that more than 90% of the tax increases are coming from non-qualifying parcels such as rental properties. Ms. Rovelli stated it differently; that the \$2.9 million in taxes are paid by the 2,251 non-qualifying properties and the 419 RTE qualifying properties above the breakeven point totaling the additional \$317K. Ms. Stone replied to Mr. Boehm stating that homeowners can only apply for the RTE for their primary home and that though the RTE has been widely promoted, some homeowners still choose not to apply. Ms. Stone referred to page 17 to answer Mr. Boehm's question regarding potential calculations if all homeowners applied. Ms. Rovelli stated that there is a lack of knowledge in the community about the RTE program and that education is needed. Additionally, Ms. Rovelli stated that it is unknown why ~2000 parcel owners did not apply (which a percentage of are land parcels that cannot qualify). Mr. Howell stated that the number of residential parcels that qualify is now fact, not speculation. The Assessor's Office mails new residents (who are residents as of January 1) information about the exemption. Mr. Howell stated that property owners may still apply for the RTE for the current year. Referring to slide 29, Addendum #2 Ms. Stone answered Ms. Hartman's question by stating that the data is two years behind the market, and that the assessed value is identified by analyzing sales. Additionally, Ms. Stone provided the information that the effect of the senior means tax exemption on the single tax rate is 1-2 cents difference on the tax rate and that very few residents qualify (currently 37).

Public comment:

Breht Feigh of 149 Spencer Brook Rd. asked for clarification on slide #8 regarding the increase in the number of units and how much of that assessed value increase was due to new construction versus inflation. The Town Assessor responded that she did not have that detailed information readily available. Mr. Feigh also inquired whether the

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inflation leading to reassessments was similar across all values or concentrated in different categories. He recalled that two years prior, assessments for homes above \$2.5 million had increased by 15%, while lower-value homes did not see increases, creating a natural reallocation of the burden. Mr. Feigh suggested that the current year's data indicated that the condo classification might pick up more of the tax burden due to inflation on reassessment. Later, Mr. Feigh added an additional comment that an analysis to see who is benefiting from the RTE could be done by using the census data in comparison to who has applied for the RTE. Mr. Feigh is also interested to know if tax liens have increased since the RTE was put in place and if tear downs and “mansionization” continues.

Stephan Bader of 7 River St. commented on the limitations of using parcels for data analysis when discussing tax impacts, especially concerning residential properties and the Residential Tax Exemption. Mr. Bader observed that all the data in the slides presented are based on parcels and he argued that a parcel count does not accurately reflect the number of residential units or people.

Ellen Quackenbush of 206 Prairie St., Co-chair of the Tax Relief Evaluation Task Force, speaking as a resident, referenced slide #22 which shows the fiscal year real estate tax impact. She noted that the data indicated a \$3.1 million benefit for qualifying homeowners who received the RTE, and a \$3 million cost to others. Ms. Quackenbush suggested separating the increased tax burden on the 27 apartment complexes (Class 111-125) from the burden on individual one, two, and three-family homes that also did not qualify for the exemption. She noted that while this would not capture all renters (since some rent individual homes), it would clarify the impact on the larger apartment complexes versus individual homes, which she thought would help to clarify some of the questions people have about the impact on renters. Later, Ms. Quackenbush requested that the Select Board allow for the continuation of the Tax Relief Evaluation Task Force's work noting that the survey is attempting to answer crucial questions. Ms. Quackenbush stated that postcards were sent to each household with a URL to the survey and that additionally there are postcards at the Town House, a URL on the Tax Relief Evaluation Task Force website and the survey was posted in the Concord Bridge.

Yanni Tsitsas, Vice-Chair of the Board of Assessors, though speaking as a resident, recalled that a couple of years prior, when David Carr was the chair, they ran numbers to estimate how many properties would qualify for the Residential Tax Exemption, and that number was a little over 4,000. He noted that the remaining parcels would not qualify, possibly due to being on in a trust or for other reasons. He stated that 3,800 currently granted exemptions are very good when compared to the initial estimate of 4,000. He referenced slide 21 (which details RTE applications granted across different value ranges) to highlight the application rates for various price brackets. He said that raising the asset limit for Concord's Means-Tested Senior Exemption has been considered (currently \$275,000) to perhaps \$300,000 or \$350,000, but they were

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unsure of the impact this would have on citizens. He stated that they are looking into all these factors to figure out if raising the senior asset limit would be beneficial.

Helen Brady of 1630 Monument St. noted that she had experienced quite an increase in her taxes and guessed that it had a lot to do with the RTE tax. Ms. Brady asked what prompted the RTE program to be put in place, specifically inquiring if there was an increase in tax liens on properties that would have led to its implementation. Ms. Hartman informed Ms. Brady that the RTE was put into place to help people, specifically seniors stay in their homes and additionally to maintain diversity of the housing stock and incomes in town. Additionally, Ms. Hartman informed Ms. Brady that the implementation of the RTE is under the jurisdiction of the Select Board. Ms. Brady mentioned attending a meeting of the Tax Relief Evaluation Task Force and suggested that the program doesn't sound like it's successful. Ms. Brady asked the Select Board members if they have applied for the RTE or had benefitted from it, to which Mr. Howell and Mr. McKennitt replied that they had applied and stated their respective loss or savings from the program. Mr. Boehm stated that he believes that everyone should apply for the RTE.

John Piper of 30 Oak Rd., member of the Tax Relief Evaluation Task Force, speaking as a resident, urged the Select Board to consider three numbers related to the Residential Tax Exemption (RTE) program when deciding whether to pause the pilot or continue it; 50% of renters are housing cost constrained (according to the housing production plan), 89% of homeowners who applied for the RTE and qualified benefited from the exemption, 26% of homeowners are housing cost constrained. Mr. Piper suggested that the RTE benefits a large majority of primary homeowners who are not housing cost constrained. Mr. Piper asked the Select Board to consider whether the RTE is both an effective means of achieving its objectives and an efficient one. Mr. Piper encouraged the Select Board to wait until the Task Force's study is completed before making any changes.

Mark Martines of 66 Alford Circle, member of the Economic Vitality Committee and the Land Use Working Group, speaking as a resident, stated that at the time the RTE was implemented, the RTE was only implemented in response to voter approval of additional funds for Concord Middle School. Mr. Martines noted that the RTE was approved by five Select Board members, all of whom, he believed, benefited from a significant tax break. He contrasted this with other town regulations, noting that the RTE had no approval after an informed public hearing or debate, nor by a town vote.

Mr. Martines questioned whether the RTE was truly making Concord more affordable, referencing John Piper's earlier comments suggesting it was not helping a lot of people. He stated that the data shows the RTE is not really helping the people we all want to help (young families and elderly residents). Mr. Martines expressed concern about an "us versus them mentality" arising. He contended that the RTE is based on a false narrative and appears to be providing tax breaks to many who do not need it. Mr. Martines expressed concern about the Select Board members who benefit from the

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RTE yet ignore the fiscal crisis facing our town. Mr. Martines stated that he could not find any other reason why the Select Board has not put in effort to control or even cut spending on the agenda. He noted that while some Select Board members made financial sustainability a top campaign issue, there has been no discussion or progress on cutting or curbing spending. Mr. Martines concluded that town spending and future real estate taxes are not a priority for four out of five of the Select Board members, noting that the four members receive tax breaks (one receiving almost a \$1,300 tax break). He argued that if the Select Board members felt personal financial pressure or concern about fiscal sustainability, they would put town spending on the agenda and address it.

Diane Proctor of 57 Sudbury Rd. feels that that Select Board did not vote for the RTE for personal gain and encouraged the community to watch the League of Women Voters meeting recording which covers the topic of the RTE as it is very informative.

Bijal Karande of 27 Alford Circle shared that she could not find communications on the Town of Concord website regarding meetings. Ms. Karande expressed concern that her taxes have gone up exponentially; close to 43% over four years. Ms. Karande requested a holistic picture of the overall liabilities for the town not for only this year, but for five years. Ms. Karande recommended that this holistic financial view should be reviewed before voting on the RTE or other options aimed at alleviating tax burdens, asserting that the current burden should not fall on the same group of people.

David Hesel of 30 Concord Greene stated that attacking Select Board members for exercising their right to apply for the RTE is inappropriate and he also stated that the RTE's goal was not to lower property values in Concord. Mr. Hesel concluded by stating that as a taxpayer since 1976 and a beneficiary of the RTE, he fully supports extending it for another year.

Elizabeth More of 105 Blueberry Lane brought attention to the minutes from the Board of Assessors meeting on October 26, 2017. She referenced a passage from those minutes that reflected on whether to adopt the RTE. The minutes stated that the shift of the tax burden would be to the more expensive homes within the town and that the residential exemption would not help the right people. Ms. More asked what has changed about the demographics of the town to now suggest that people are suffering, noting that they know spending and taxes are higher. She also directed a personal question to the Select Board members who had disclosed receiving the RTE benefit: Ms. More asked if they need it, encouraging them to reflect on their personal situations and those of their friends to consider if the benefit of the RTE is really going to the right people. Ms. More concluded her comments by stating that she is not in favor of continuing the RTE.

Kathleen Winslow of 160 Lindsay Pond Rd. suggested that the RTE is like "salt on a wound" because the underlying issue is the huge increase in assessed values that have

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occurred dramatically over the last couple of years. Ms. Winslow believes this situation is impacting the softening market and she pointed out that there were 46 homes on the market at the time of the meeting, compared to 27 homes the previous year. She noted that 46% of the current inventory (46 homes) is priced above \$2.3 million, which was the cut-off point used in the RTE calculations last year, and suggested this is not a coincidence. Ms. Winslow also expressed serious concern about the proposed 1% transfer tax (real estate transfer fee) and asked if the Select Board members if they have received any response from the legislature regarding the letter they had sent. (The Select Board confirmed that there has been no direct response from the legislature.) Ms. Winslow stressed that if this tax is implemented, it would be a serious concern for the real estate market and urged the board to take that into consideration when making decisions

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to close the Public Hearing at 7:30 PM

Vote of the FY 2026 Tax Classifications

Vote 1. Selection of a Minimum Residential Factor, Single or Split Tax Rate

Mr. Boehm shared research that he has done to find out if surrounding towns have split or single tax rates. He found that it varies. Ms. Rovelli added that it is important to keep in mind that many communities have a larger commercial base than the Town of Concord. Mr. McKennitt stated that the Town of Concord should position itself to attract more commercial and industrial business rather than put a tax rate in place that could impede progress. Ms. Hartman shared that when the RTE is in place the effective rate on commercial property is that the rate is lower than the residential rate.

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** that a residential factor of one be adopted for FY26, allowing for a single tax rate for residential, commercial, industrial and personal property.

Vote 2. Selection of an Open Space Discount – or Not

Chair Howell stated that a yes vote would align with past practices.

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** that the Open Space Discount not be adopted for FY 26.

Vote 3. Granting of a Residential Exemption or Not

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Ms. Rovelli shared that the Tax Relief Evaluation Task Force was formed last April by the Select Board to attempt to gather data. Ms. Rovelli is a proponent of voting to continue the RTE at the 10% level, which would give the Task Force time to report back on their findings, which will best inform the Select Board on their decision. Ms. Rovelli stated that she believes that the RTE promotes home ownership.

Mr. McKennitt stated that the RTE is a regressive tax redistribution scheme with terrible results. He stated that despite his family realizing a net gain of \$701.00 from the program, he was against its continuation. His arguments against the RTE were: renters are penalized noting that 26% of the town's housing units are renters that are penalized by the RTE as studies show landlords pass on 80% to 90% of tax increases as higher rent. Secondly, Mr. McKennitt stated that 47% of housing cost-constrained residents suffer from the impact of the RTE, while over 70% of the households that benefit are not housing cost constrained. Lastly, Mr. McKennitt stated that more than 90% of the tax dollars shifted come from rental properties and homeowners who do not qualify for the exemption, not high-value homes. Mr. McKennitt urged the Select Board to admit the RTE doesn't work for Concord and instead focus on reducing taxes for everyone through smart spending rationalization and targeted tax relief. Mr. McKennitt added later that should the two 40B proposed housing developments, not including any development on MCI – Concord parcel, be approved, that Concord will have the fourth highest percentage of subsidized housing in the state.

Ms. Hartman's support for the RTE is based on its original goals which were; helping seniors stay in their homes due to rising taxes, maintaining diversity in the town's housing stock and creating diversity of economic incomes. Ms. Hartman views the RTE as a necessary supplement to the town's housing efforts, noting that in the last twenty years over 400 single-family homes have been demolished. In the last four years, only seven new affordable units have been added to the subsidized housing inventory. Ms. Hartman stated she continues to support the RTE until a better mechanism is available.

Mr. Boehm stated that he believes everyone should apply for the RTE, noting that applying has a measurable effect on a tax bill. Mr. Boehm acknowledged the RTE is not a perfect tool but stated that the town must rely on it while the Tax Relief Evaluation Task Force studies other potential mechanisms of tax relief like Section 41C1/2 for seniors, or MGL c.59, Section 5O for renters. Mr. Boehm then advocated for the Select Board to keep the RTE at the 10% level and to continue gathering data on its impact.

Chair Howell stated that he supports continuing the RTE at the 10% level for Fiscal Year 2026 noting that the 10% level provides substantial relief for lower-value homes as a percentage of their tax burden. Chair Howell stated this level creates a relatively modest shift to higher-value homes and confirmed the 10% exemption is worth approximately \$2,023 or \$2,024 in reduction for qualified applicants in FY26. Additionally, he emphasized the importance of using the upcoming analysis from the Tax Relief Evaluation Task Force to guide future decisions.

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Upon a motion duly made by Ms. Rovelli and seconded, it was **voted:** that a 10% Residential Exemption be adopted for FY 26 with four members voting Aye and Mr. McKennitt voting Naye.

Vote 4. Granting of a Small Commercial Exemption – or Not

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** that the small Commercial Exemption not be adopted for FY 26.

Update and Discussion: Progress Review – Budget

Presenters: Kerry Lafleur, Town Manager and Ryan Ferrara, Assistant CFO / Director of Budget and Procurement

Mr. Ferrara introduced the new CFO, Jennifer Barrett. Mr. Ferrara provided the presentation *Fiscal Year 2027 Select Board November 17, 2025 Budget Update* through page 16 at which time Ms. Lafluer provided the remainder of the presentation. The full presentation can be found in the meeting packet.

Mr. Boehm was supportive of the new approach to budgeting and he inquired if hiring newly proposed positions could be delayed. Mr. McKennitt appreciated the information provided in the presentation and encouraged the Town Manager to continue to review the budget to look for places where savings can be found. Ms. Hartman brought forth the needs of the Land Use Working Group, that will depend heavily on staff support. Ms. Hartman asked Ms. Lafleur if a budget for staff support could be included in the budget and additionally Ms. Hartman would like Ms. Lafleur to find savings by considering improvements in productivity. Ms. Hartman is in support of priority-based budgeting. The Select Board members requested a separate Select Board meeting to discuss the budget in December. Ms. Rovelli inquired on how staff can support the town by applying for grants and whether a PILOT arrangements might could more directly support funding for the library. Ms. Rovelli spoke to the unique needs of the Concord when considering benchmarks against other communities. Ms. Lafleur added that the charge back methodology for allocation of administrative costs to the Enterprise funds has been completed and incorporated into the budget. This will be reviewed at the upcoming budget meeting. Mr. Boehm added that coordination and efficiency with the Concord School District should be considered and acted on.

Update on Antisemitism and Bias Initiatives

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Presenter: Mark Howell, Chair

Chair Howell stated that the Bias and Hate Incident Working Group met. Mr. Boehm shared that at the next meeting the group will be working on the work plan. Chair Howell shared that the DEI Commission is meeting tomorrow afternoon at 4:00 PM on Zoom where they will be working on new policies regarding accessibility and transparency and discussing how to bring programs forward in collaboration with the town regarding the new Jewish Philanthropies grant that was received by the town. This meeting will be recorded.

Select Board Liaison Reports

Written liaison reports can be found in the meeting packet for Ms. Rovelli, Ms. Hartman. Mr. Boehm distributed a hard copy to Select Board members at the meeting.

Ms. Rovelli stated that she gave testimony on Concord's two home rule petitions regarding Ranked Choice Voting and Remote Participation in Town Meeting that were heard by the Joint Committee on Election Law last week.

Chair Howell provided an update that he will now serve as Liaison to the DEI Commission and Mr. Boehm will serve as Liaison to the Natural Resources Commission.

Mr. McKennitt shared that the Veteran's Day Ceremony was great and well attended and he thanked the Veterans. Mr. Boehm thanked everyone who volunteered for this event. Mr. Boehm mentioned that the Public Ceremonies and Celebrations Committee is looking for three new members. Additionally, the Warner's Pond Management Committee is seeking members, along with the Personnel Board and the Natural Resources Commission. Chair Howell stated that the next Flag Retirement Ceremony will be the 60th and he is hoping that it will be recognized in a special manner. Ms. Rovelli noted that the Flag Raising for the 250th year of the Marines occurred on Monday and was well attended.

Joan Densberger of Concord Greene urged the Select Board members to think beyond the data to the practical impact of the Real Estate Tax Exemption on community members who are over 65 years of age. Ms. Densberger stated that there is a plethora of research that shows a multitude of benefits to ensuring that seniors age in place (in their own home and/or community).

Executive Session

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Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to enter into Executive Session at 7:30 PM. under M.G.L. c. 30A, § 21(a)(6) to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body and not return to Open Session.

Mr. Boehm – Aye
Mr. Howell – Aye
Mr. McKennitt – Aye
Ms. Rovelli – Aye
Ms. Hartman- Aye

[Meeting Packet](#)

[Meeting Recording](#)

Public Comment

Consent Agenda

Favorable action is requested: Motion to approve the Consent Agenda.

Select Board Appointments

Favorable action is requested: Motion to approve the Select Board Appointments.

Town Manager Appointments with the approval of the Select Board.

Favorable action is requested: Motion to approve the Town Manager Appointments.

CONCORD PUBLIC WORKS
HIGHWAY & GROUNDS SUPERINTENDENT'S OFFICE
135 Keyes Road
Concord, MA 01742

Tel: (978) 318 - 3220
Fax: (978) 318 - 3204



DATE: November 19, 2025

MEMORANDUM

TO: Select Board, Town of Concord

CC: Kerry Lafleur, Town Manager
Alan Cathcart, Director of Public Works
Aaron Miklosko, Highway & Grounds Superintendent

PREPARED BY: Patricia Hopkins, Cemetery Supervisor

SUBJECT: **Donation Acceptance**

Concord Public Works is respectfully submitting a donation acceptance request on behalf of Tricia Claudy. She would like to donate \$1200.00 to reestablish a plant bed in the Chestnut Hollow section of Sleepy Hollow Cemetery, formerly established in 1997 as the Joe Trela Memorial Garden in memory of a Concord Public Works employee.

This area was planted with perennials. At the time, it was a sunny spot, however the area is now shady and the plantings that were there have failed. Ms. Claudy's husband is interred in that area, and she approached us with a request to add new plantings to beautify the section once again.

One of the Concord Public Works Park & Tree Crew Leaders designed a plan that Tricia approves of, and she is excited to see the plantings in the Spring of 2026.

The current cost estimate for the plants is \$836.65. Labor would be provided by Concord Public Works. Tricia's donation of \$1,200.00 is meant to account for any cost increases as well as any additional plantings that may be added to fill the area once work has commenced.

The Cemetery Division of Concord Public Works has worked with many families in the past who have donated plants and/or trees either to improve areas near their family lots or in areas they would like to see improved.

These collaborations are a benefit to the aesthetics of the Cemetery and provide a sense of comfort and belonging to the families and friends who provide the donation.



QUOTE

Quote #	3406084
Quote Date	10/21/2025
Job Name	
Ship Method	Scheduled Pickup
Salesperson	Marlena S.
Customer	22080
Page	1 of 2

BILL TO

Town of Concord
135 Keyes Road
Concord, MA 01742

PICK UP

Cavicchio Greenhouses
110 Codjer Lane
Sudbury, MA 01776

Item ID	Description	Qty	UOM	Unit Price	Total
GR1G0097	Grass, Carex oshimensis 'Evergold' 1 Gallon Limited stock on sales floor -10ish pots	1.000	Each	\$7.90	\$7.90
PECC0160	Dicentra spectabilis 2 Gallon Low stock, under 5 pots left	1.000	Each	\$9.75	\$9.75
GR1G0033	Grass, Hakonechloa macra 1 Gallon Out of stock	1.000	Each	\$11.00	\$11.00
PECC0736	Heuchera x 'Raspberry Sea' 2 Gallon 15 in stock	1.000	Each	\$9.75	\$9.75
PE1G6269	Heuchera americana 'Green Spice' 1 Gallon Out of stock	1.000	PK 6	\$59.40	\$59.40
XMNP185	Plant, Helleborus, Assorted 6" Pot 700+ in stock, Variety Sub For Requested: Molly's White	1.000	Each	\$19.90	\$19.90
NSF2013	Hydrangea quercifolia 'Pee Wee' 3 Gallon <i>Location(s): 802.3</i> 30+ in stock	1.000	Each	\$36.00	\$36.00
PECC0282	Astilbe chinensis 'Visions' 2 Gallon Low stock, under 5 pots	1.000	Each	\$9.75	\$9.75
PE1G705	Geranium macrorrhizum 'Bevan's Variety' 1 Gallon Out of stock - buyers looking for more potentially	1.000	PK 6	\$57.00	\$57.00
PE1G2436	Geranium x cantabrigiense 'Biokovo' 1 Gallon 30 pots remaining	1.000	PK 6	\$57.00	\$57.00
PE1G129	Fern, Polystichum acrostichoides 1 Gallon Native to New England 80+ in stock	1.000	PK 6	\$57.00	\$57.00
PE1G263	Polygonatum falcatum 'Variegatum' 1 Gallon 100+ in stock	1.000	PK 6	\$71.40	\$71.40
PEGR0108	Polygonatum 'Variegatum' 1 Gallon Out of stock	1.000	PK 6	\$53.40	\$53.40

Prices quoted will be honored for 2 weeks from quote date.

All product availability is subject to confirmation at the time of order.

Delivery charges will be calculated and added at the time of shipment.

All orders must be placed 48 hours in advance. Once an order goes into picking, changes cannot be made.

Reminder: We no longer offer a plant warranty. We guarantee our plants are true to name, healthy, pest and disease free when they leave the property.

If you have any issues or concerns, please let us know within 48 hours of purchase and we will address it promptly.

All returns must be made within 48 hours, be accompanied by a sales receipt, and are subject to quality inspection.

A 20% restocking fee will be applied.



QUOTE

Quote #	3406084
Quote Date	10/21/2025
Job Name	
Ship Method	Scheduled Pickup
Salesperson	Marlena S.
Customer	22080
Page	2 of 2

CALL TO
 Town of Concord
 135 Keyes Road
 Concord, MA 01742

PICK UP
 Cavicchio Greenhouses
 110 Codjer Lane
 Sudbury, MA 01776

Item ID	Description	Qty	UOM	Unit Price	Total
PE1G6171	Heuchera x 'Autumn Bride' 1 Gallon Variety Sub For Requested:Green Spice	1.000	PK 6	\$53.40	\$53.40
GR1G0069	Grass, Carex pensylvanica 1 Gallon Native to New England Can tolerate shade and dry conditions, Variety Sub For Requested: Hakonechloa	1.000	Each	\$7.90	\$7.90

Net Order	\$520.55
Freight	\$0.00
Sales Tax	\$0.00
Order Total	\$520.55

Prices quoted will be honored for 2 weeks from quote date.
 All product availability is subject to confirmation at the time of order.
 Delivery charges will be calculated and added at the time of shipment.

All orders must be placed 48 hours in advance. Once an order goes into picking, changes cannot be made.

Reminder: We no longer offer a plant warranty. We guarantee our plants are true to name, healthy, pest and disease free when they leave the property.
 If you have any issues or concerns, please let us know within 48 hours of purchase and we will address it promptly.
 All returns must be made within 48 hours, be accompanied by a sales receipt, and are subject to quality inspection.
 A 20% restocking fee will be applied.

Trella Site
Not to scale

\$836.65

6 Polystichum aerostichoides - \$57

3 Dicentra spectabilis \$29.25

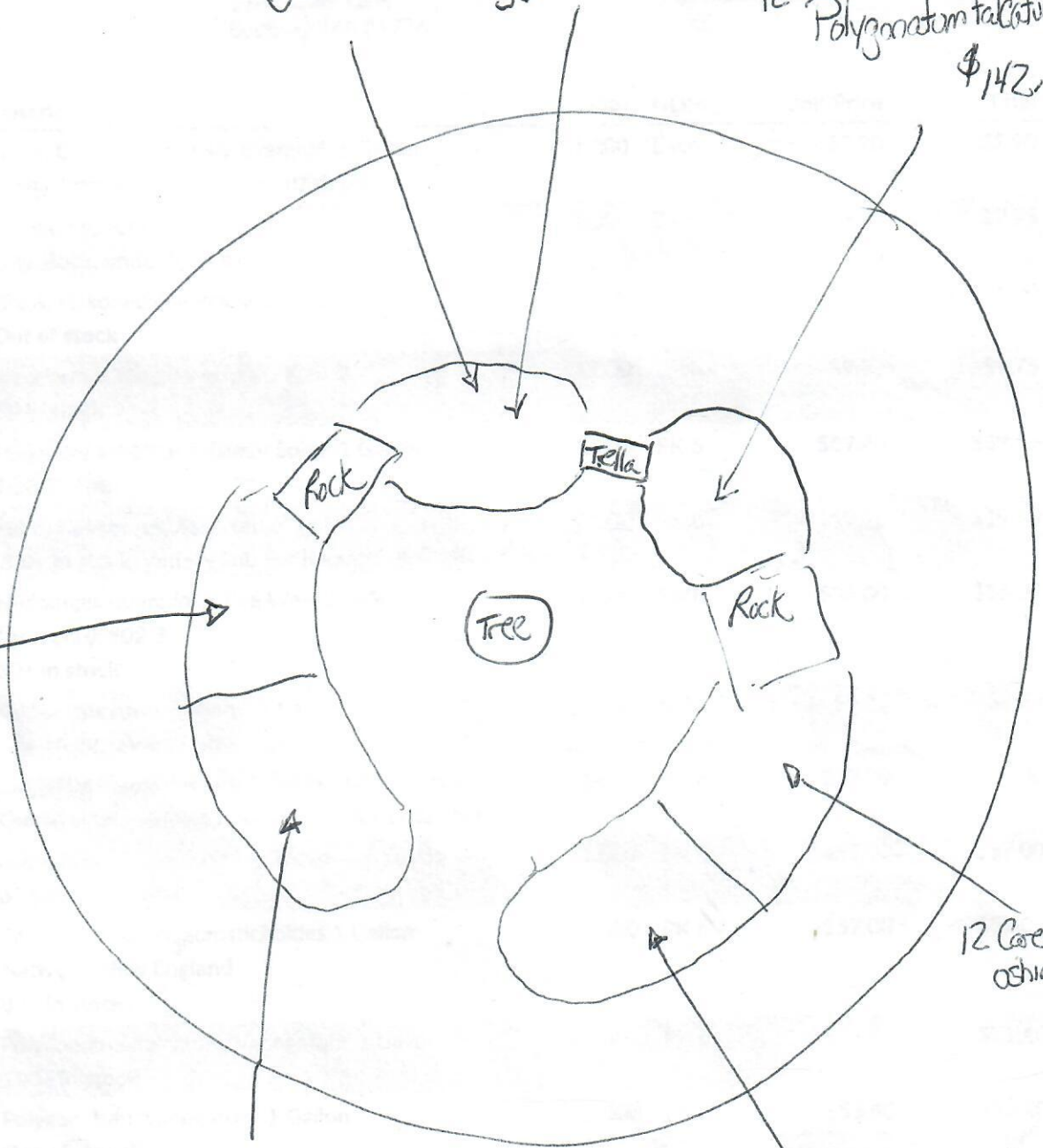
12 Polygonatum falcatum Variegatum
\$142.80

14 Astilbe chinensis 'Visions'
\$136.50

14 Helleborus - assorted
\$278.80

10 Hebe 'Raspberry Sea' \$7.50

12 Carex oshimensis
\$94.80



* Amend soil/holes with compost



**Town of Concord
Finance Department**

Town House
P.O. Box 535

Concord, Massachusetts 01742

To: Concord Select Board

From: Colleen Rhinhart, Deputy Treasurer-Collector

Date: November 19, 2025

Re: Gift Acceptance for Veteran's Gift Account

The Select Board must accept gifts in the amount of \$500.00 or more. Included in the Select Board Agenda of your meeting packet is a donation from Deborah Towler for \$500.00 – for the Appreciation of Dick Krug.

Deborah Towler

\$500.00

Veteran's Gift Account

45100078-4850

Accepted: _____

Select Board Clerk

Date: _____



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: December 8, 2025

Re: One Day Liquor License for Amy Caggiano of the Friends of Emerson Health

Included in your meeting packet is a One Day Liquor License application for Wines & Malt Beverages Only for Amy Caggiano of the Friends of Emerson Health for the EmerSong Acapella Festival on Saturday, March 7, 2026 from 6:30 PM to 10:30 PM at 51 Walden Performing Arts Center, 51 Walden Street.

Ms. Caggiano's application is complete with two bartender TIPS Certifications and payment. Additionally, due to more than 100 people anticipated to attend the event, there are two Crowd Manager Certifications included as required by the Concord Fire Department and Ms. Caggiano contacted the Concord Police Department who will *not* require a Police Detail for the event.

Please reach out with any questions.

TOWN OF CONCORD
APPLICATION FOR ONE DAY SPECIAL LICENSE
FOR THE SALE OF WINES & MALT BEVERAGES/ALL ALCOHOLIC BEVERAGES

Fee: \$75.00/per day - One Day All Alcoholic and/or Wines & Malt Beverages Only Amount Paid \$ 75.00

The undersigned hereby applies for a One Day Special License in accordance with the provisions of the Statutes relating hereto:

NAME: (please print) Amy Caggiano [REDACTED]
 COMPANY or organization: Friends of Emerson Health (formerly Auxiliary of Emerson Health)
 ADDRESS: 133 ORNAC, Concord, MA 01742
 TELEPHONE: [REDACTED]
 DATE(S) APPLIED FOR: March 7, 2026
 EVENT: Emerson Acapella Festival
 HOURS OF OPERATION: 6:30-10:30
 PREMISES TO BE LICENSED: 51 Walden
 ADDRESS OF PREMISE LICENSED: 51 Walden St., Concord, MA 01742

License is for the Sale of:

All Alcoholic Beverages	<input type="checkbox"/>
Wines & Malt Beverages Only	<input checked="" type="checkbox"/>
Wines Only	<input type="checkbox"/>
Malt Beverages Only	<input type="checkbox"/>

The Licensed Activity or Enterprise is:

For Profit	<input type="checkbox"/>
Non-Profit	<input checked="" type="checkbox"/>

Are the bartenders TIPS or equivalently trained? Yes No

Will there be people in attendance that are under the age of 21? Yes No

Is this the first one day special license secured by this organization? Yes No

* If no, number of consecutive years licensed? 4+3

Will there be more than 100 people in attendance? 175 audience + 40 singers Yes No

If yes, the applicant agrees to contact the Police Department to determine whether traffic control coverage is necessary. The traffic control coverage is provided at the expense of the applicant.

* 2017, 2018, 2019 @ Karem Shalom
2020, 2023, 2024, 2025 @ 51 Walden

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgment that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Board of Selectmen, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

Signature of Applicant: ACaggiano Date: 11-12-2025



School	Project / Description	Five Year Capital Plan					Next 5 Years	Impact if deferred
		FY27	FY28	FY29	FY30	FY31	FY32-FY236	
Alcott	Driveway, parking lot, walkways, new asphalt					\$1,200,000		estimated cost, break into 2-3 year plan if can't be supported in a single year
Alcott	Front entrance concrete walkway					\$90,000		
Alcott	Catch basin repairs	\$20,000						
Alcott	Asphalt shingle roof - front section						\$125,000	Wait for MSBA Accelerated Repair eligibility
Alcott	EPDM (flat) roof						\$1,116,480	Wait for MSBA Accelerated Repair eligibility
Alcott	Replace Building Management System (HVAC)	\$125,780						System is obsolete, recommended for replacement
Alcott	Lighting control panel needs upgrade			\$100,000				panel is obsolete, panel approx 20 yrs old, if it fails lose ability to control lighting; completely manual and would require installing some manual controls
Alcott	Boilers / Heat Pump HVAC System				\$325,000			
Alcott	Cafeteria Equipment							
Alcott	Doors/Locks							
Alcott	Alcott Playground and Campus Improvements							
Alcott	Flooring		\$12,012	\$55,016			\$524,880	
Alcott	Lighting Controls		\$126,000					
Alcott	Alcott Auditorium Projector Replacement	\$15,000						
Thoreau	Asphalt shingle roof sections replacement						\$275,000	Wait for MSBA Accelerated Repair eligibility
Thoreau	EPDM (flat) roof section replacement						\$1,400,000	Wait for MSBA Accelerated Repair eligibility
Thoreau	Glycol mixing tank	\$20,000						To avoid pipe freeze up
Thoreau	Floor Scrubber	\$15,000						
Thoreau	Boilers						\$500,500	
Thoreau	Building Exterior				\$23,400			
Thoreau	Cafeteria Equipment						\$80,000	
Thoreau	Doors / Locks						\$152,000	
Thoreau	Electric						\$41,600	
Thoreau	Flooring				\$13,923		\$700,500	
Thoreau	Lighting Controls		\$97,500					System is at end of life
Thoreau	Miscellaneous						\$216,000	
Thoreau	Windows/Glazing (Interior)						\$19,200	
Willard	Asphalt shingle roof						\$90,000	
Willard	Driveway, parking lot, new asphalt		\$400,000	\$500,000	\$300,000			estimated cost 1.2M, replace in sections main hallway spaces in FY27, recessed carpets in FY30
Willard	Flooring replacement		\$45,000		\$30,000			
Willard	Auditorium lighting system replacement		\$30,000					
Willard	Auditorium sound system replacement	\$40,000						System parts that need replacing are obsolete
Willard	Boiler replacement						\$292,500	
Willard	Building Exterior	\$34,650					\$16,000	Refurbish / Replace sections of building façade; repoint masonry and replace flashings, remove and replace sealant joints
Willard	Cafeteria Equipment						\$32,000	
Willard	Doors / Locks						\$88,000	
Willard	Exterior site improvements				\$74,620		\$409,500	

School	Project / Description	Five Year Capital Plan					Next 5 Years	Impact if deferred
		FY27	FY28	FY29	FY30	FY31	FY32-FY236	
Willard	Flooring replacement		\$25,090				\$430,276	
Willard	Lighting Controls			\$97,500				
Ripley	Domestic hot water heater replace						\$15,000	
Ripley	Asphalt walkways						\$1,150,000	
Ripley	Tile flooring main hallways						\$50,000	
Ripley	Boilers						\$207,500	
Ripley	Buidling Exterior			\$93,945			\$361,920	
Ripley	Doors/Locks						\$125,450	
Ripley	Electric						\$97,500	
Ripley	Flooring						\$295,252	
Ripley	HVAC - Perf Mgmt						\$151,750	
Ripley	Lighting - Perf Mgmt						\$334,737	
Ripley	Lighting Controls						\$100,421	
Ripley	Miscellaneous						\$326,645	
Ripley	Windows/Glazing (Interior)						\$40,000	
Maintenance	Utility body trucks with plows F350		\$90,000					
Maintenance	Three yard stainless steel sander	\$55,000						
District	Office Equipment	\$32,000	\$16,000	\$16,500			\$170,000	Copier replacement plan
Technology	Touchscreen video board classroom units	\$144,000	\$144,000					12 per ELEM school x 4,000 each, 3 grades per year
	Total	\$501,430	\$985,602	\$862,961	\$766,943	\$1,290,000	\$9,935,611	

Tier 1 Capital	\$501,430	\$585,602	\$362,961	\$141,943	\$90,000	
Tier 2 Capital		\$400,000	\$500,000	\$625,000	\$1,200,000	
Total Capital Plan	\$501,430	\$985,602	\$862,961	\$766,943	\$1,290,000	\$9,935,611

**CCRSO Proposed Capital Plan
FY27 - FY31**

Project / Description	FY27	FY28	FY29	FY30	FY31	Notes
Classroom Painting, hallways, bathrooms	\$15,000	\$10,000	\$15,000			50% of classrooms in FY27 (3rd and 4th floor) after touchscreens are replaced, all bathrooms in FY27; remaining classrooms in FY28, hallways in FY29
Paint / Numbers in the Parking Lots (especially the upper turf)	\$12,000					Upper will be priority, seek to do as much as possible for funding allocated
Lighting control upgrades	\$8,000	\$16,000	\$16,640	\$17,306	\$17,998	Square D 3000 lighting control is obsolete, needs to be upgraded to 4000 series (8K each x 12 modules) - one out of operating budget in FY26 and FY27, remainder to be replaced 2 per year until fully replaced in FY32
HVAC RTU Replacement			\$40,000	\$40,000	\$80,000	Anticipate needing to replace 1-2 units per year for five years
Football field turf	\$80,000	\$900,000				Doug White was 1.308M including 300k shock absorbent cushion; current estimated cost/sq. ft is 7.85, factor in construction cost inflation, and some contingency; also add design cost of 80k
Assessment - Existing Building Conditions @ CCHS			\$75,000			As building approaches 15 years old, this is recommended time frame from consultants for an assessment
VFD irrigation control	\$15,000					Controls pump speed, existing unit no longer functional, without this pump motor can break
Special Education 7D 8 passenger van	\$60,000					Replacing a 2008 model year van
RTU 15 communication controller	\$14,000					Music room and nearby hallway (not auditorium)
F350 utility body plow truck (Maintenance Dept)	\$90,000					To replace 2005 Van (M-10)
TOTAL	\$294,000	\$926,000	\$146,640	\$57,306	\$97,998	

Funding Sources	FY27	FY28	FY29	FY30	FY31
Operating Budget	\$8,000	\$16,000	\$16,640	\$17,306	\$17,998
Excess and Deficiency	\$80,000	\$146,000			
Capital Plan / Capital Stabilization	\$206,000	\$764,000	\$130,000	\$40,000	\$80,000

Sample Funding Strategy

Capital Stabilization Fund	FY27	FY28	FY29	FY30	FY31
Beginning Balance	\$220,000	\$389,000	\$0	\$20,000	\$55,000
Fiscal Year contributions (repurpose OPEB in short term)	\$375,000	\$375,000	\$150,000	\$75,000	\$75,000
Usage / expenditures	-\$206,000	-\$764,000	-\$130,000	-\$40,000	-\$80,000
Ending Balance	\$389,000	\$0	\$20,000	\$55,000	\$50,000

(excludes \$225K in capital stabilization designated for sewer connection for amenities building)



Fiscal Year 2027

December 8, 2025

Capital Planning Forum



Fiscal Year 2027 Capital Budget

Town/School Capital Funding by Category

Tier	Range Minimum	Range Maximum	Funding Source
I	\$0	\$250,000	Cash/Raise and Appropriate
II	>\$250,000	\$2,500,000	Debt, within tax levy
III	>\$2,500,000		Debt, excluded from tax levy

**Note: "Capital Outlay", formerly funded through the Operating Budget, has been combined with Tier I capital spending.*



Fiscal Year 2027 Capital Budget

Capital Funding (Tier I) Guideline From Concord Fiscal Policy:

*Capital Outlay from the Town Departments and the Concord Public Schools shall be at least 2% to 3% of the annual budget
(not including excluded debt)*



Fiscal Year 2027 Capital Budget

Town @2.95% + Concord Public Schools @2.5% =	\$114,457,565
<u>- Projected Excluded Debt =</u>	<u>(\$8,533,675)</u>
Total	\$105,923,890

Capital Spending Target Range:

Tier I

@2% \$2,118,478

@3% \$3,177,717

Tier II

@5% \$5,296,195



Fiscal Year 2027 Capital Budget

Draft Tier 1 Capital Proposed Spending (as of December 8):

Concord Public Schools:	\$ 501,430
<u>Town:</u>	<u>\$2,245,051</u>
Total	\$2,746,481

Total as a percentage of combined Town and CPS budgets, net of
Excluded Debt: 2.59%

FY 2027

Department	Tier I	Tier II	Retained Earnings	Revolving Fund	Grants	Other	Total
General Government							
Information Systems	\$ 478,200						\$ 478,200
Economic Vitality & Toursim						\$ 15,000	\$ 15,000
Total	\$ 478,200	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 493,200
Finance							
Finance Admin	\$ 48,430					\$ 125,000	\$ 173,430
Total	\$ 48,430	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ 173,430
Planning & Land Managemet							
Natural Resources	\$ 30,000						\$ 30,000
Total	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Human Services							
Library	\$ 33,000						\$ 33,000
Senior Services	\$ 175,000						\$ 175,000
Total	\$ 208,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208,000
Public Safety							
Police	\$ 462,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 462,000
Fire	\$ 33,965	\$ -	\$ -	\$ 565,000	\$ 34,921	\$ 69,546	\$ 703,432
Dispatch	\$ 212,756	\$ -	\$ -	\$ 55,319	\$ -	\$ -	\$ 268,075
Total	\$ 708,721	\$ -	\$ -	\$ 620,319	\$ 34,921	\$ 69,546	\$ 1,433,507
Public Works							
Engineering	\$ 366,700	\$ -	\$ -	\$ -	\$ -	\$ 850,000	\$ 1,216,700
Highway Admin	\$ 180,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ 980,000
Parks & Trees	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000
Facilities	\$ 15,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 765,000
Total	\$ 771,700	\$ 1,550,000	\$ -	\$ -	\$ -	\$ 850,000	\$ 3,171,700
Concord Public Schools							
Unassigned	\$ 501,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 501,430
Total	\$ 501,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 501,430
Recreation	\$ -	\$ 852,000	\$ -	\$ -	\$ -	\$ -	\$ 852,000
Total Funding Sources	\$ 2,746,481	\$ 2,402,000	\$ -	\$ 620,319	\$ 34,921	\$ 1,059,546	\$ 6,863,267



Fiscal Year 2027 Capital Budget

Draft Town Tier 1 Capital Proposed Spending:

Department	Request Title	Tier I
Dispatch	Public Safety Radio Upgrades	\$ 80,504
	Fire Station Alerting Systems	\$ 132,252
Total Dispatch		\$ 212,756
Police	FORD Police Interceptor Utility AWD Hybrid (4)	\$ 260,000
	Speed Alert Sign Boards	\$ 38,000
	Public Safety Equipment	\$ 30,000
	Tasers (non-lethal weapons)	\$ 66,000
	Motorola Portable Radios	\$ 23,000
	Cruiser laptops	\$ 20,000
	Mobile Radios for Police Cruisers	\$ 25,000
Total Police		\$ 462,000
Fire	Misc Fire Equipment	\$ 33,965
Total Fire		\$ 33,965



Fiscal Year 2027 Capital Budget

Engineering	Asset Management Tools	\$	30,600
	Landfill Monitoring	\$	31,200
	Street Pavement Markings	\$	116,300
	Roadside Safety	\$	188,600
Total Engineering		\$	366,700
Facilities	Small Equipment & Tools Facilities	\$	15,000
Total Facilities		\$	15,000
Highway Maintenance	Small Equipment Highway	\$	10,000
	3 Replace G73 CAM Equipment Trailer	\$	20,000
	1 Replace H78 2003 Screener Plant	\$	150,000
Total Highway Maintenance		\$	180,000



Fiscal Year 2027 Capital Budget

Parks & Trees	Small Equipment Park & Tree	\$	10,000
	Tree Planting - Public Shade Trees and Set-back Trees	\$	50,000
	Replace G57 2000 Vermeer BC1800A Chipper	\$	150,000
Total Parks & Trees		\$	210,000
Natural Resources	2007 Dump Trailer Replacement	\$	15,000
	Conservation Land Improvements	\$	15,000
Total Natural Resources		\$	30,000
Finance Administration	Codification of Bylaws	\$	17,000
	MUNIS POS System	\$	31,430
Total Finance Administration		\$	48,430



Fiscal Year 2027 Capital Budget

Information Systems	Uninterrupted Power Supply (UPS) Replacement	\$	40,000
	Town Building Switch Upgrades	\$	60,000
	Town Server Upgrades	\$	140,000
	Phone System Replacement and Upgrades	\$	38,200
	Town Building and Property Security Surveillance	\$	100,000
	Computers and Associated Peripheral Devices	\$	100,000
Total Information Systems		\$	478,200
Library	Library Computer Replacements	\$	17,000
	Library RFID Technology Replacements	\$	16,000
Total Library		\$	33,000
Senior Services	Passenger Van for COA (Replacement)	\$	175,000
Total Senior Services		\$	175,000
Total Town Tier I Projects		\$	2,245,051
CPS Capital	Concord Public Schools	\$	501,430
Total CPS		\$	501,430
Total Town and CPS Tier I Capital		\$	2,746,481



Fiscal Year 2027 Capital Budget

Capital Funding (Tier II) Guideline From Concord Fiscal Policy:

It is Town policy that a target of 7% to 8% of the total budget net of the excluded debt levy be allocated for capital financing



Fiscal Year 2027 Capital Budget

Proposed Tier II Capital (Debt Service within Levy)

Department	Request Title	Tier II
Facilities	Building Repairs & Renovations	\$ 750,000
Highway Maintenance	Replace H32 2011 Swap loader w/ spreader and 11' plow 35,000 GVWR	\$ 400,000
Highway Maintenance	Replace H33 2011 Swap loader w/ spreader and 11' plow 35,000 GVWR	\$ 400,000
Recreation Administration	Emerson Courts Improvements - Full Replacement	\$ 852,000
	Total	\$ 2,402,000



Fiscal Year 2027 Capital Budget

- Concord Public Schools are not proposing any Tier II Capital Spending for Fiscal Year 2027
- Both the Town and Concord Public Schools are not proposing any Tier III Capital Spending (Requiring a debt exclusion) in Fiscal Year 2027



Questions/Comments?



Appendix

Department	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036
Dispatch	\$ 268,075	\$ 4,200	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Vitality & Tourism	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Engineer	\$ 1,216,700	\$ 8,006,900	\$ 7,201,390	\$ 8,282,115	\$ 4,211,109	\$ 3,295,398	\$ 3,382,656	\$ 3,471,888	\$ 3,562,942	\$ 3,656,181
Facilities	\$ 765,000	\$ 765,000	\$ 765,000	\$ 765,000	\$ 765,000	\$ 780,000	\$ 780,000	\$ 780,000	\$ 780,000	\$ 780,000
Finance Administration	\$ 173,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	\$ 703,432	\$ 1,081,719	\$ 138,330	\$ 127,649	\$ 2,133,319	\$ 436,912	\$ 1,196,794	\$ 1,998,342	\$ 1,704,365	\$ 33,379
Health	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -
Highway Maintenance	\$ 980,000	\$ 1,045,000	\$ 985,000	\$ 830,000	\$ 1,020,000	\$ 1,075,000	\$ 995,000	\$ 1,235,000	\$ 1,103,000	\$ 670,000
Information Systems	\$ 478,200	\$ 233,000	\$ 106,000	\$ 109,000	\$ 112,000	\$ 339,000	\$ 200,200	\$ 121,000	\$ 176,000	\$ -
Library	\$ 33,000	\$ 33,000	\$ 35,000	\$ 36,000	\$ 36,000	\$ 37,000	\$ 37,000	\$ 38,000	\$ 38,000	\$ -
Natural Resources	\$ 30,000	\$ 15,000	\$ 65,000	\$ 15,000	\$ 20,000	\$ 95,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
Parks & Trees	\$ 210,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 180,000	\$ 60,000
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 462,000	\$ 399,500	\$ 489,500	\$ 475,700	\$ 450,700	\$ 560,000	\$ 452,000	\$ 427,000	\$ 458,000	\$ 427,000
Resouce Sustainability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Senior Services	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Concord Public Schools	\$ 501,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Departments	\$6,011,267	\$11,643,319	\$9,849,420	\$10,700,464	\$8,878,128	\$6,948,310	\$7,123,650	\$8,151,230	\$8,022,307	\$5,626,560



Appendix

Fund	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036
Beede Swim And Fitness Center	\$1,290,000	\$1,248,000	\$121,000	\$173,000	\$135,000	\$169,500	\$95,000	\$133,000	\$75,000	\$0
Cemetery	\$890,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Electric Light Plant	\$2,637,500	\$1,625,000	\$260,000	\$275,000	\$1,460,000	\$1,450,000	\$1,260,000	\$275,000	\$1,610,000	\$0
Recreation Administration	\$1,087,153	\$890,000	\$1,937,500	\$2,300,000	\$1,550,000	\$0	\$50,000	\$0	\$0	\$0
Sewer Stations	\$124,000	\$42,500	\$43,800	\$45,000	\$46,400	\$47,900	\$49,300	\$50,800	\$52,300	\$53,835
Sewer Treatment	\$3,150,000	\$13,400,000	\$22,000,000	\$4,250,000	\$3,725,000	\$727,300	\$731,100	\$585,000	\$589,100	\$593,335
Sewerage Collection & Disposal	\$435,000	\$262,800	\$271,900	\$281,400	\$289,900	\$298,500	\$307,700	\$316,800	\$326,300	\$336,100
Stormwater	\$528,000	\$544,000	\$441,000	\$290,000	\$329,000	\$318,000	\$407,000	\$396,000	\$395,000	\$400,000
Water Distribution	\$14,496,000	\$27,092,800	\$21,611,200	\$11,175,100	\$2,079,200	\$2,187,500	\$2,446,300	\$2,575,100	\$2,814,100	\$2,623,250
Total Enterprise / Revolving	\$24,637,653	\$45,145,100	\$46,726,400	\$18,829,500	\$9,654,500	\$5,238,700	\$5,386,400	\$4,371,700	\$5,901,800	\$4,046,520

Chair's Report

Viewing and Reflection: Trailer for A Fight for Freedom: Honoring Patriots of Color Documentary, Produced by the Town of Concord in Partnership with The Robbins House and Minute Man National Historical Park. (<https://www.robbinshouse.org/a-fight-for-freedom-movie/>)

60 second trailer: <https://www.youtube.com/watch?app=desktop&v=anbDQPrdGZE>

Town Manager's Report



Town Manager's Monthly Project Update

December 2025
Monthly Strategic Progress Snapshot

Executive Overview-December 2025



December showed steady progress across many of our ongoing projects, with several efforts moving into new operational phases. Public Works advanced multiple construction projects, the Light Plant completed town-wide metering installation ahead of network validation in January, and Public Safety continued preparing for the Advanced Life Saver transition while evaluating vendor options for the dispatch and records management system upgrade. Work also continued across Town House security improvements, audio-visual upgrades, and climate and transportation planning, keeping these initiatives on track as we move into 2026.

Departments are now beginning to shift focus toward FY27 planning while managing cost pressures and ensuring that current projects remain on schedule. Despite those challenges, coordination remains strong, and teams are meeting important milestones in infrastructure, technology, and service delivery. Overall, the Town is entering the second half of FY26 with stable momentum, clear next steps, and a shared commitment to maintaining reliable services and advancing priority projects.

Dashboard Snapshot – December 2025

Total Active Projects: 41

Departments Reporting: 9

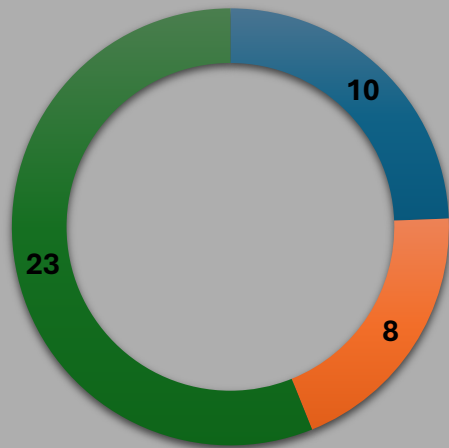
Verified FY26 Capital/Enterprise Value Active This Month: \$6,425,000

Percent in Construction / Procurement / Planning/Other 26% / 20% / 54%

Key SB Goal Areas Supported: Infrastructure • Sustainability/Climate • Public Safety

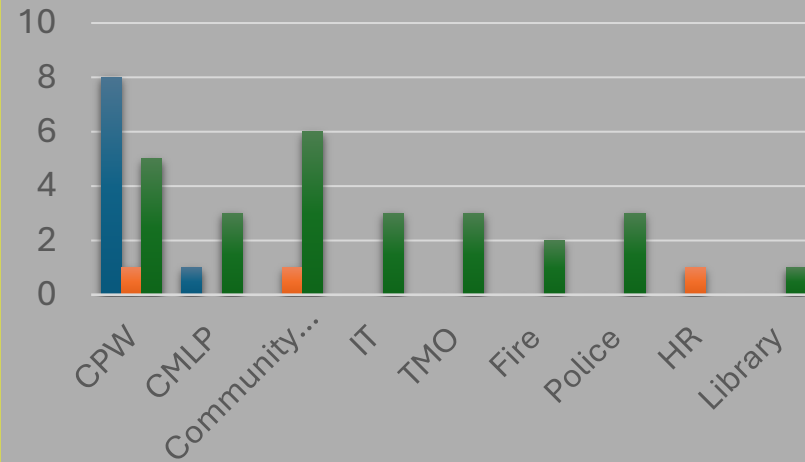


Projects by Phase



■ Construction ■ Procurement ■ Planning/Other

Projects by Department



■ Construction ■ Procurement ■ Planning/Other

“Projects at a Glance”



Concord Municipal Light Plant

- Town-wide metering installation completed; network validation scheduled for January.
- Time-of-Day electricity rate rollout remains on track for April 2026.

Concord Public Works

- Harvey Wheeler construction ongoing.
- Baker Avenue Culvert project in construction following contract execution and utility relocation.
- Silver Hill Phase II prepared for winter work; final restoration planned for spring.

Public Safety (Fire + Police)

- Advanced Life Support transition progressing with licensing preparation underway.
- Dispatch and records system upgrade in vendor review.
- Coordination continues for the opening of the Pyramid Health facility.

Information Technology

- Town House security assessments complete; proposals under review.
- Audio-visual equipment upgrade planning underway for Town House meeting rooms.
- Continued work on staff communications, electronic voting equipment, cloud-based fuel system upgrades, and agenda management evaluation.

Community Development

- Transportation Strategy analysis in progress following fall workshops.
- Assabet River Bridge advancing toward the 25 percent design hearing.
- Records digitization approximately 75 percent complete.

Town Manager’s Office

- Climate Action and Resilience Plan- Vendor selected in contract development.
- Regional climate collaboration continues engagement.
- Crisis Communications Plan under review.

Human Services / HR / Library

- Beede Roof- low bidder identified in contract development with architect .
- Human Resources preparing transition to Municipal Information System recruiting module.
- Library developing the Fiscal Years 2027–2029 Strategic Plan.

Town of Concord Project Matrix

Department	Project	Lead	Cost/Source	Phase	Target Completion	SB Goal	Status
CMLP	Advanced Metering Rollout	Jason Bulger (CMLP Director)	\$3.0M Enterprise	Construction	Jan 2026	Community Impact	On Schedule
CMLP	Time of Day Rate Rollout	Jason Bulger	\$100K Special Funds	Procurement/ Planning	Apr 2026	Sustainability	On Schedule
CMLP	Landfill Solar & Battery	Jason Bulger	TBD	Planning/Other	Dec 2026	Infrastructure	No Change
CMLP	Concord Middle School Solar Panels	Jason Bulger	\$7.5M Enterprise	On Hold	TBD	Sustainability and Ecology	Delayed
CPW	New Facilities	Russel Karlstad (Facilities Director)	TBD	Planning	TBD	Infrastructure Public Safety	On Schedule
CPW	Peabody School Re-Use	Russel Karlstad	Up to \$35M	Planning	TBD	Infrastructure Sustainability	No Change

Town of North Attleboro - Strategic Initiatives							
Department	Project	Lead	Cost/Source	Phase	Target Completion	SB Goal	Status
CPW	Smart Water Meter Installation	Darin LaFalam (Water & Sewer Super)	\$1.6M Enterprise	Early Implementation	Summer 2027	Sustainability & Ecology	On Schedule
Fire (CFD)	Basic Life Saver to Advanced Life Safer	Chief Whitney (Fire Chief)	1.2M Grant	Training & Licensing	December 2026	Public Safety	On Schedule
Fire (CFD) & Police (CPD)	New Facility	Chief Whitney (Fire) Chief Mulcahy (Police)	TBD	Long-Term Planning	2030-2035	Infrastructure Public Safety	No Change
Police (CPD)	CAD/RMS Upgrade	Chief Mulcahy	\$350K TBD/Operating	Procurement/Implementation	Fall/Winter 2025	Public Safety Strategic Planning	On Schedule
Town Manager	Climate Action & Resilience	Megan Zammuto (Deputy TM)	\$75K Town Meeting	Request For Proposal Review	TBD	Infrastructure	On Schedule
Town Manager	Cell	Megan	TBD	Multi-Site	End of	Infrastructure	On Schedule

Department Highlights Concord Municipal Light Plant



Time-of-Day Electricity Rate Rollout

- Status:** On schedule; system integration and customer outreach underway.
- Impact:** Major shift in residential rate design supporting energy use awareness and climate goals.
- What's Next:** Full outreach campaign begins January; system goes live April 2026.

Advanced Metering Infrastructure

- Status:** All meters installed; network validation scheduled for January.
- Impact:** Enables improved outage detection, interval data collection, and future rate design.
- What's Next:** If validation succeeds, project will move into closeout.

Solar Expansion and Battery Storage at the Landfill

- Status:** Test pits completed; ISO-New England reviewing interconnection requirements.
- Impact:** Will expand solar capacity and reduce peak demand costs.
- What's Next:** Awaiting federal and utility review results expected mid-2026.

Middle School Solar Project

- Status:** Project paused pending alternative scope evaluation.
- Impact:** Intended to provide renewable energy benefits for the community and schools.
- What's Next:** Concord Municipal Light Plant and the School Department will propose revised options in early 2026.

Department Highlights: Public Works



New Public Works Facilities

- Status:** Space planning effort in progress.
- Impact:** Addresses operational needs across Water, Sewer, Engineering, Highway, and Facilities divisions.
- What's Next:** Develop preliminary concepts and programming.

Peabody School Re-Use

- Status:** No December updates; the Facilities Division now occupies part of the building.
- Impact:** Provides a long-term opportunity for municipal space planning.
- What's Next:** Define re-use scenarios and evaluate capital needs.

Smart Water Meter Installation

- Status:** Early implementation stage.
- Impact:** Improves leak detection, billing accuracy, and water use insight.
- What's Next:** Two-year phased installation; customer communication planning underway.

Silver Hill Phase II Water Main Replacement

- Status:** Construction began in late fall; restoration scheduled for spring.
- Impact:** Replaces aging water main infrastructure and improves service reliability.
- What's Next:** Continue winter work as conditions allow.

Department Highlights: Town Manager's Office



Climate Action and Resilience Plan Update

- Status:** Request for Proposals review underway.
- Impact:** Updates the Town's climate roadmap and strengthens grant competitiveness.
- What's Next:** Consultant selection and kickoff.

Cell Service Infrastructure

- Status:** Multiple site improvements progressing; landfill tower lease approved.
- Impact:** Enhances service reliability in Concord Center, West Concord, and the Route 2 corridor.
- What's Next:** Finalize lease agreements and advance site planning.

Town House Security Improvements

- Status:** Vendor assessments complete; proposals under review.
- Impact:** Strengthens building security through improved access control, cameras, and emergency response capabilities.
- What's Next:** Confirm funding pathway and schedule implementation.

Department Highlights: Public Safety (Police & Fire)

Concord Police Department



Concord Fire Department

Advanced Life Support Transition

- Status:** Paramedic training continues; the Town expects to submit its application to the Office of Emergency Medical Services in January.
- Impact:** Brings paramedic service in-house, improving reliability and reducing dependence on outside providers.
- What's Next:** Continue coursework and clinical hours; prepare licensing submission.

New Public Safety Facility (Fire & Police)

- Status:** Long-term planning continues for a modern public safety - building that meets operational, safety, and training needs.
- Impact:** Current facilities lack adequate space, height, and systems for contemporary equipment and staffing.
- What's Next:** Refine space needs and initiate early programming during 2026.

Dispatch and Records Management System Upgrade

- Status:** In procurement; vendor evaluation and configuration discussions underway.
- Impact:** Improves call handling, records accuracy, and data-driven operations.
- What's Next:** Select vendor and establish implementation timeline.

Pyramid Health Facility Coordination

- Status:** Police Department continues planning and coordination in advance of the facility's opening.
- Impact:** Ensures safety protocols, response expectations, and training needs are aligned before the program begins serving clients.
- What's Next:** Finalize procedures and prepare for potential early operational demands upon opening.

In-Cruiser Video System Replacement

- Status:** Multi-year cycle to replace and standardize in-cruiser camera systems; budgeted upgrades continue through Fiscal Year 2031.
- Impact:** Modernized video systems improve evidence capture, transparency, and reliability across the patrol fleet.
- What's Next:** Continue scheduled replacements as funded in Fiscal Years 2026–2031.

Department Highlights: Community Development & Information Technology



Comprehensive Transportation Strategy

- Status:** Public workshops completed; analysis underway.
- Impact:** Provides a Town-wide framework for walking, biking, transit, and traffic calming improvements.
- What's Next:** Draft recommendations and prepare spring report.

Assabet River Multi-Use Bridge and Trail

- Status:** Bridge Type Selection approved by the Massachusetts Department of Transportation.
- Impact:** Advances a major regional connection linking West Concord, the rail trail, NOVO development, and the commuter rail station.
- What's Next:** Prepare for the 25 percent design hearing and continue advancing design deliverables.

Town House Audio-Visual and Security Projects

- Status:** Vendor walkthroughs completed; proposals under review.
- Impact:** Modernizes meeting room technology and improves building security.
- What's Next:** Determine funding and implementation schedule.

Other Active Initiatives



- Crisis Communications Plan: reviewing the next draft with consultant.
- Sudbury–Assabet–Concord Climate Collaborative: stakeholder engagement underway.
- Agenda Management Module: evaluation phase.
- Centralized printing and scanning initiative: inventory in progress.
- Fuel system upgrade: cloud migration complete; validation continues.
- Access control software upgrade: quotes being collected.
- Open Space and Recreation Plan: developing scope and consultant coordination.
- Community Health Improvement Plan: working with Emerson Hospital and partners on priorities.
- Records digitization: approximately 75 percent complete.
- Municipal Information System recruiting module: transitioning from Cornerstone.
- 250th Tree Program: administrative closeout underway.

December 2025 – Closing Summary



The Town made meaningful progress in December across major infrastructure, public safety, technology, community development, and climate initiatives. Several projects reached important milestones, including construction progress in Public Works, advancement of the Transportation Strategy, and completion of Town-wide metering by the Light Plant. Departments are preparing Fiscal Year 2027 capital plans and refining scopes to address cost escalation trends and regulatory requirements. The Town Manager’s Office will continue coordinating cross-departmental work, supporting upcoming design and licensing milestones, and monitoring project schedules as the second half of Fiscal Year 2026 begins.

Discussion and Vote: Change of Directors/Officers Liquor License Amendment Application for Concord Rod and Gun, 74 Strawberry Hill Road

Favorable action is requested: Move to approve the Change of Directors/Officers Liquor License Amendment Application for Concord Rod and Gun, 74 Strawberry Hill Road.



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: December 8, 2025

Re: Application for a Change of Directors/Officers for Concord Rod & Gun

Included in your meeting packet is an ABCC Liquor License application for a Change of Directors for Concord Rod and Gun. As a non-profit organization, this is a standard application that Concord Rod and Gun files annually to correctly note their change of directors with the ABCC on the liquor license. This license application does *not* require a formal public hearing, though still requires approval of the Select Board.

I have reviewed the application with Gina Joyce, current President of Concord Rod and Gun, and it is complete with payment. Please reach out with any questions.

Your Information

Payment

Receipt

Payment Confirmation

YOUR PAYMENT HAS PROCESSED AND THIS IS YOUR RECEIPT

Your account has been billed for the following transaction. You will receive a receipt via email and via text message.



Transaction Processed Successfully.

INVOICE #: bde8aba0-8471-4eff-89c5-c0ec9c93152e

Description	Applicant, License or Registration Number	Amount
FILING FEES-RETAIL	Concord Rod & Gun Club Inc.	\$200.00
		\$200.00

Total Convenience Fee: \$4.18

Date Paid: 11/22/2025 11:03:05 PM EDT

Total Amount Paid: \$204.18

Payment On Behalf Of

License Number or Business Name:
Concord Rod & Gun Club, Inc.

Fee Type:
FILING FEES-RETAIL

Billing Information

First Name:
Dejan

Last Name:
Bojanic

Address:

City:

State:

Zip Code:

Email Address:

**Received by the
Concord Town Manager's
Office on November 24, 2025**

RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
MONETARY TRANSMITTAL FORM

APPLICATION FOR AMENDMENT-Change of Officers, Stock or Ownership Interest

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL LICENSING AUTHORITY.

ECRT CODE: RETA

Please make \$200.00 payment here: [ABCC PAYMENT WEBSITE](#)

PAYMENT MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL AND INCLUDE THE PAYMENT RECEIPT

ABCC LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

ENTITY/ LICENSEE NAME

ADDRESS

CITY/TOWN STATE ZIP CODE

For the following transactions (Check all that apply):

- | | | | |
|---|---|---|---|
| <input type="checkbox"/> New License | <input type="checkbox"/> Change of Location | <input type="checkbox"/> Change of Class (i.e. Annual / Seasonal) | <input type="checkbox"/> Change Corporate Structure (i.e. Corp / LLC) |
| <input type="checkbox"/> Transfer of License | <input type="checkbox"/> Alteration of Licensed Premises | <input type="checkbox"/> Change of License Type (i.e. club / restaurant) | <input type="checkbox"/> Pledge of Collateral (i.e. License/Stock) |
| <input type="checkbox"/> Change of Manager | <input type="checkbox"/> Change Corporate Name | <input type="checkbox"/> Change of Category (i.e. All Alcohol/Wine, Malt) | <input type="checkbox"/> Management/Operating Agreement |
| <input checked="" type="checkbox"/> Change of Officers/
Directors/LLC Managers | <input type="checkbox"/> Change of Ownership Interest
(LLC Members/ LLP Partners,
Trustees) | <input type="checkbox"/> Issuance/Transfer of Stock/New Stockholder | <input type="checkbox"/> Change of Hours |
| | <input type="checkbox"/> Other <input type="text"/> | | <input type="checkbox"/> Change of DBA |

THE LOCAL LICENSING AUTHORITY MUST SUBMIT THIS APPLICATION ONCE APPROVED VIA THE ePLACE PORTAL

Alcoholic Beverages Control Commission
95 Fourth Street, Suite 3
Chelsea, MA 02150-2358

*The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
95 Fourth Street, Suite 3, Chelsea, MA 02150-2358
www.mass.gov/abcc*

APPLICATION FOR AMENDMENT

-Change of Officers, Stock or Ownership Interest

Change of Officers/ Directors/LLC Managers **Change of Stock Interest**

- Payment Receipt
- Monetary Transmittal Form
- DOR Certificate of Good Standing
- DUA Certificate of Compliance
- Change of Officer/Directors Application
- Vote of the Entity
- CORI Authorization
- Business Structure Documents
 - If Sole Proprietor, **Business Certificate**
 - If partnership, **Partnership Agreement**
 - If corporation or LLC, **Articles of Organization** from the Secretary of the Commonwealth

- (e.g. New Stockholders or Transfer or Issuance of Stock)
- Payment Receipt
 - Monetary Transmittal Form
 - DOR Certificate of Good Standing
 - DUA Certificate of Compliance
 - Change of Stock Application
 - Financial Statement
 - Vote of the Entity
 - CORI Authorization
 - Purchase & Sale Agreement
 - Supporting Financial Records
 - Advertisement
 - Business Structure Documents
 - If Sole Proprietor, **Business Certificate**
 - If partnership, **Partnership Agreement**
 - If corporation or LLC, **Articles of Organization** from the Secretary of the Commonwealth

Change of Ownership Interest

(e.g. LLC Members, LLP Partners, Trustees etc.)

- Payment Receipt
- Monetary Transmittal
- DOR Certificate of Good Standing
- DUA Certificate of Compliance
- Change of Stock Application
- Financial Statement
- Vote of the Entity
- CORI Authorization
- Business Structure Documents
- Purchase & Sale Agreement
- Supporting Financial Records
- Advertisement
 - If Sole Proprietor, **Business Certificate**
 - If partnership, **Partnership Agreement**
 - If corporation or LLC, **Articles of Organization** from the Secretary of the Commonwealth

***Non-Profit Club* Change of Officers/ Directors**

- Payment Receipt
- Monetary Transmittal Form
- DOR Certificate of Good Standing
- DUA Certificate of Compliance
- Change of Officer/Directors Application
- Vote of the club signed by an approved officer
- Business Structure Documents -**Articles of Organization** from the Secretary of the Commonwealth

Management Agreement

- Payment Receipt
- Monetary Transmittal Form
- DOR Certificate of Good Standing
- DUA Certificate of Compliance
- Vote of Entity
- Management Agreement

**If abutter notification and advertisement are required for transaction, please see the local licensing authority.*

1. BUSINESS ENTITY INFORMATION

Entity Name	Municipality	ABCC License Number
Concord Rod & Gun Club Inc.	Concord	00009-CL-0244

Please provide a narrative overview of the transaction(s) being applied for. Attach additional pages, if necessary.

Chnage of one Director of the club as shown in supporting documentation

APPLICATION CONTACT

The application contact is the person who should be contacted with any questions regarding this application.

Name	Title	Email	Phone
Gina Joyce	President	president@concordrodandgun.com	

APPLICATION FOR AMENDMENT-Change of Officers, Stock or Ownership Interest

2. PROPOSED OFFICERS, STOCK OR OWNERSHIP INTEREST

List all individuals or entities that will have a direct or indirect, beneficial or financial interest in this license (E.g. Stockholders, Officers, Directors, LLC Managers, LLP Partners, Trustees etc.). Attach additional page(s) provided, if necessary, utilizing Addendum A.

- The individuals and titles listed in this section must be identical to those filed with the Massachusetts Secretary of State.
- The individuals identified in this section, as well as the proposed Manager of Record, must complete a CORI Release Form.
- Please note the following statutory requirements for Directors and LLC Managers:
On Premises (E.g. Restaurant/ Club/Hotel) Directors or LLC Managers - At least 50% must be US citizens;
Off Premises(Liquor Store) Directors or LLC Managers - All must be US citizens and a majority must be Massachusetts residents.
- If you are a Multi-Tiered Organization, please attach a flow chart identifying each corporate interest and the individual owners of each entity as well as the Articles of Organization for each corporate entity. Every individual must be identified in Addendum A.

Name of Principal	Residential Address	SSN	DOB
Gina Joyce			

Title and or Position	Percentage of Ownership	Director/ LLC Manager	US Citizen	MA Resident
President	0	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No

Name of Principal	Residential Address	SSN	DOB
Joseph Brooks			

Title and or Position	Percentage of Ownership	Director/ LLC Manager	US Citizen	MA Resident
Vice President	0	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No

Name of Principal	Residential Address	SSN	DOB
Dejan Bojanic			

Title and or Position	Percentage of Ownership	Director/ LLC Manager	US Citizen	MA Resident
Treasurer	0	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No

Name of Principal	Residential Address	SSN	DOB
Glen Urban			

Title and or Position	Percentage of Ownership	Director/ LLC Manager	US Citizen	MA Resident
Secretary	0	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No

Name of Principal	Residential Address	SSN	DOB
Glenn Gutwillig			

Title and or Position	Percentage of Ownership	Director/ LLC Manager	US Citizen	MA Resident
Membership Director	0	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No

Name of Principal	Residential Address	SSN	DOB
Dale Chayes			

Title and or Position	Percentage of Ownership	Director/ LLC Manager	US Citizen	MA Resident
Director	0	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No

Additional pages attached? Yes No

CRIMINAL HISTORY

Has any individual listed in question 2, and applicable attachments, ever been convicted of a State, Federal or Military Crime? If yes, attach an affidavit providing the details of any and all convictions.

Yes No

MANAGEMENT AGREEMENT

Are you requesting approval to utilize a management company through a management agreement? Please provide a copy of the management agreement.

Yes No

2. PROPOSED OFFICERS, STOCK OR OWNERSHIP INTEREST(Continued...)

List all proposed individuals or entities that will have a direct or indirect, beneficial or financial interest in this license (E.g. Stockholders, Officers, Directors, LLC Managers, LLP Partners, Trustees etc.).

Entity Name

Percentage of Ownership in Entity being Licensed
(Write "NA" if this is the entity being licensed)

Concord Rod & Gun Club

N/A

Name of Principal: Michael Albanese
Residential Address: []
SSN: []
DOB: []

Title and or Position: Director
Percentage of Ownership: 0
Director: Yes No
US Citizen: Yes No
MA Resident: Yes No

Name of Principal: Brian Lambert
Residential Address: []
SSN: []
DOB: []

Title and or Position: Director
Percentage of Ownership: 0
Director: Yes No
US Citizen: Yes No
MA Resident: Yes No

Name of Principal: Peter Atwood
Residential Address: []
SSN: []
DOB: []

Title and or Position: Director
Percentage of Ownership: 0
Director: Yes No
US Citizen: Yes No
MA Resident: Yes No

Name of Principal: Robb Ricker
Residential Address: []
SSN: []
DOB: []

Title and or Position: Director
Percentage of Ownership: 0
Director: Yes No
US Citizen: Yes No
MA Resident: Yes No

Name of Principal: []
Residential Address: []
SSN: []
DOB: []

Title and or Position: []
Percentage of Ownership: []
Director: Yes No
US Citizen: Yes No
MA Resident: Yes No

Name of Principal: []
Residential Address: []
SSN: []
DOB: []

Title and or Position: []
Percentage of Ownership: []
Director: Yes No
US Citizen: Yes No
MA Resident: Yes No

Name of Principal: []
Residential Address: []
SSN: []
DOB: []

Title and or Position: []
Percentage of Ownership: []
Director: Yes No
US Citizen: Yes No
MA Resident: Yes No

CRIMINAL HISTORY

Has any individual identified above ever been convicted of a State, Federal or Military Crime?
If yes, attach an affidavit providing the details of any and all convictions.

Yes No

APPLICATION FOR AMENDMENT-Change of Officers, Stock or Ownership Interest

3. CURRENT OFFICERS, STOCK OR OWNERSHIP INTEREST

List the individuals and entities of the current ownership. Attach additional pages if necessary utilizing the format below.

Name of Principal	Title/Position	Percentage of Ownership
Gina Joyce	President	0
Name of Principal	Title/Position	Percentage of Ownership
Joseph Brooks	Vice President	0
Name of Principal	Title/Position	Percentage of Ownership
Dejan Bojanic	Treasurer	0
Name of Principal	Title/Position	Percentage of Ownership
Glenn Gutwillig	Membership Director	0
Name of Principal	Title/Position	Percentage of Ownership
Glen Urban	Secretary	0
Name of Principal	Title/Position	Percentage of Ownership
Jeff Miner	Director	0

4. INTEREST IN AN ALCOHOLIC BEVERAGES LICENSE

Does any individual or entity identified in question 2, and applicable attachments, have any direct or indirect, beneficial or financial interest in any other license to sell alcoholic beverages? Yes No If yes, list in table below. Attach additional pages, if necessary, utilizing the table format below.

Name	License Type	License Name	Municipality

5. PREVIOUSLY HELD INTEREST IN AN ALCOHOLIC BEVERAGES LICENSE

Has any individual or entity identified in question 2, and applicable attachments, ever held a direct or indirect, beneficial or financial interest in a license to sell alcoholic beverages, which is not presently held? Yes No If yes, list in table below. Attach additional pages, if necessary, utilizing the table format below.

Name	License Type	License Name	Municipality

6. DISCLOSURE OF LICENSE DISCIPLINARY ACTION

Have any of the disclosed licenses listed in question 4 or 5 ever been suspended, revoked or cancelled? Yes No If yes, list in table below. Attach additional pages, if necessary, utilizing the table format below.

Date of Action	Name of License	City	Reason for suspension, revocation or cancellation

7. FINANCIAL DISCLOSURE

Associated Cost(s): (E.g. Costs associated with License Transaction including but not limited to: Property price, Business Assets, Renovations costs, Construction costs, Initial Start-up costs, Inventory costs, or specify other costs):”

Associated Cost(s):

--

SOURCE OF CASH CONTRIBUTION

Please provide documentation of available funds. (E.g. Bank or other Financial institution Statements, Bank Letter, etc.)

Name of Contributor	Amount of Contribution
Total	

SOURCE OF FINANCING

Please provide signed financing documentation.

Name of Lender	Amount	Type of Financing	Is the lender a licensee pursuant to M.G.L. Ch. 138.
			<input type="radio"/> Yes <input type="radio"/> No
			<input type="radio"/> Yes <input type="radio"/> No
			<input type="radio"/> Yes <input type="radio"/> No
			<input type="radio"/> Yes <input type="radio"/> No

FINANCIAL INFORMATION

Provide a detailed explanation of the form(s) and source(s) of funding for the cost identified above.

--

APPLICANT'S STATEMENT

I, the: sole proprietor; partner; corporate principal; LLC/LLP manager
Authorized Signatory
of
Name of the Entity/Corporation

hereby submit this application (hereinafter the "Application"), to the local licensing authority (the "LLA") and the Alcoholic Beverages Control Commission (the "ABCC" and together with the LLA collectively the "Licensing Authorities") for approval.

I do hereby declare under the pains and penalties of perjury that I have personal knowledge of the information submitted in the Application, and as such affirm that all statements and representations therein are true to the best of my knowledge and belief. I further submit the following to be true and accurate:

- (1) I understand that each representation in this Application is material to the Licensing Authorities' decision on the Application and that the Licensing Authorities will rely on each and every answer in the Application and accompanying documents in reaching its decision;
- (2) I state that the location and description of the proposed licensed premises are in compliance with state and local laws and regulations;
- (3) I understand that while the Application is pending, I must notify the Licensing Authorities of any change in the information submitted therein. I understand that failure to give such notice to the Licensing Authorities may result in disapproval of the Application;
- (4) I understand that upon approval of the Application, I must notify the Licensing Authorities of any change in the ownership as approved by the Licensing Authorities. I understand that failure to give such notice to the Licensing Authorities may result in sanctions including revocation of any license for which this Application is submitted;
- (5) I understand that the licensee will be bound by the statements and representations made in the Application, including, but not limited to the identity of persons with an ownership or financial interest in the license;
- (6) I understand that all statements and representations made become conditions of the license;
- (7) I understand that any physical alterations to or changes to the size of the area used for the sale, delivery, storage, or consumption of alcoholic beverages, must be reported to the Licensing Authorities and may require the prior approval of the Licensing Authorities;
- (8) I understand that the licensee's failure to operate the licensed premises in accordance with the statements and representations made in the Application may result in sanctions, including the revocation of any license for which the Application was submitted; and
- (9) I understand that any false statement or misrepresentation will constitute cause for disapproval of the Application or sanctions including revocation of any license for which this Application is submitted.
- (10) I confirm that the applicant corporation and each individual listed in the ownership section of the application is in good standing with the Massachusetts Department of Revenue and has complied with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting of child support.

Signature:

Date:

Title:

ENTITY VOTE

The Board of Directors or LLC Managers of

Concord Rod & Gun Club Inc.

Entity Name

duly voted to apply to the Licensing Authority of

Concord

City/Town

and the

Commonwealth of Massachusetts Alcoholic Beverages Control Commission on

11/24/2025

Date of Meeting

For the following transactions (Check all that apply):

- Change of Officers/Directors/LLC Manager
- Change of Ownership Interest (LLC Members, LLP Partners, Trustees)
- Issuance/Transfer of Stock/New Stockholder
- Management/Operating Agreement
- Other _____

"VOTED: To authorize

Gina Joyce

Name of Person

to sign the application submitted and to execute on the Entity's behalf, any necessary papers and do all things required to have the application granted."

A true copy attest,



Corporate Officer /LLC Manager Signature

Gina M. Joyce

(Print Name)

For Corporations ONLY

A true copy attest,

Corporation Clerk's Signature

(Print Name)

ADDITIONAL INFORMATION

Please utilize this space to provide any additional information that will support your application or to clarify any answers provided above.

3 (continued) Current Officers:

Dale Chayes - Director - 0% ownership
Phil Sailer - Director - 0% ownership
Peter Atwood - Director - 0% ownership
Robb Ricker - Director - 0% ownership

Only change to the application is the removal of Phillip Sailer as Director and the addition of Brian Lambert as Director.



Commonwealth of Massachusetts
Department of Revenue
Geoffrey E. Snyder, Commissioner

mass.gov/dor

Letter ID: L1171325536
Notice Date: October 23, 2025
Case ID: 0-003-114-416



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



CONCORD ROD AND GUN CLUB INC
77 STRAWBERRY HILL RD
CONCORD MA 01742-5503

Why did I receive this notice?

The Commissioner of Revenue certifies that, as of the date of this certificate, **CONCORD ROD AND GUN CLUB INC dba:CONCORD ROD & GUN CLUB** is in compliance with its tax obligations under Chapter 62C of the Massachusetts General Laws.

This certificate doesn't certify that the taxpayer is compliant in taxes such as unemployment insurance administered by agencies other than the Department of Revenue, or taxes under any other provisions of law.

This is not a waiver of lien issued under Chapter 62C, section 52 of the Massachusetts General Laws.

What if I have questions?

If you have questions, call us at (617) 887-6400, Monday through Friday, 9:00 a.m. to 4:00 p.m.

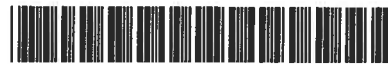
Visit us online!

Visit mass.gov/dor to learn more about Massachusetts tax laws and DOR policies and procedures, including your Taxpayer Bill of Rights, and MassTaxConnect for easy access to your account:

- Review or update your account
- Contact us using e-message
- Sign up for e-billing to save paper
- Make payments or set up autopay

Edward W. Coyle, Jr., Chief
Collections Bureau

Department of Unemployment Assistance
Commonwealth of Massachusetts
Executive Office of Labor & Workforce Development



Certificate of Compliance

Date: October 21, 2025

Letter ID: L0009456507

Employer ID (FEIN):

860000
CONCORD ROD & GUN CLUB, INC.
PO BOX 271
CONCORD MA 01742-0271

Certificate ID: L0009456507

FEIN:

The Department of Unemployment Assistance certifies that as of 20-Oct-2025, CONCORD ROD & GUN CLUB, INC. does not currently have any unemployment or wage reporting obligations. By obtaining this certificate, CONCORD ROD & GUN CLUB, INC. acknowledges they are required to notify the agency if they meet the subjectivity requirements for unemployment insurance outlined in Massachusetts General Laws, Chapter 151A, Section 8 and/or the wage reporting requirements outlined in Massachusetts General Laws, Chapter 62 E, Section 2.

This certificate expires on 19-Nov-2025 .

Sincerely,

Katie Dishnica, Director
Department of Unemployment Assistance

Questions?

Revenue Enforcement Unit
Department of Unemployment Assistance
Email us: Revenue.Enforcement@mass.gov
Call us: (617) 626-5750



Corporations Division

Business Entity Summary

ID Number: 046058565

[Request certificate](#) [New search](#)

Summary for: **CONCORD ROD & GUN CLUB., INC.**

The exact name of the Nonprofit Corporation: CONCORD ROD & GUN CLUB., INC.			
Entity type: Nonprofit Corporation			
Identification Number: 046058565		Old ID Number: 000002927	
Date of Organization In Massachusetts: 12-03-1947		Date of Revival:	
Last date certain:			
Current Fiscal Month/Day: /		Previous Fiscal Month/Day: 00/00	
The location of the Principal Office in Massachusetts:			
Address: 74 STRAWBERRY HILL ROAD			
City or town, State, Zip code, Country: CONCORD, MA 01742 USA			
The name and address of the Resident Agent:			
Name:			
Address:			
City or town, State, Zip code, Country:			
The Officers and Directors of the Corporation:			
Title	Individual Name	Address	Term expires
PRESIDENT	GINA JOYCE		until succ
TREASURER	DEJAN BOJANIC		Until Successor Qualified
SECRETARY	GLEN L URBAN		Until Successor Qualified
VICE PRESIDENT	JOSEPH F BROOKS JR.		Until Successor Qualified
MEMBERSHIP DIRECTOR	GLENN GUTWILLIG		unti succe
DIRECTOR	PETER ATWOOD		until succ
DIRECTOR	ROBB RICKER		until succ
DIRECTOR	DALE CHAYES		Until successor qualified
DIRECTOR	PHILIP SAILER		Until successor qualified
DIRECTOR	MICHAEL ALBANESE		until succ

Consent Confidential Data Merger Allowed Manufacturing

Note: Additional information that is not available on this system is located in the Card File.

View filings for this business entity:

ALL FILINGS
 Annual Report
 Application For Revival
 Articles of Amendment
 Articles of Consolidation - Foreign and Domestic

[View filings](#)

Comments or notes associated with this business entity:

[New search](#)

William Francis Galvin

Secretary of the Commonwealth of Massachusetts

One Ashburton Place
Boston, MA 02108
1-800-392-6090
cis@sec.state.ma.us

Connect with Us





William Francis Galvin
Secretary of the
Commonwealth

The Commonwealth of Massachusetts
Secretary of the Commonwealth
State House, Boston, Massachusetts 02133

Date: March 30, 2023

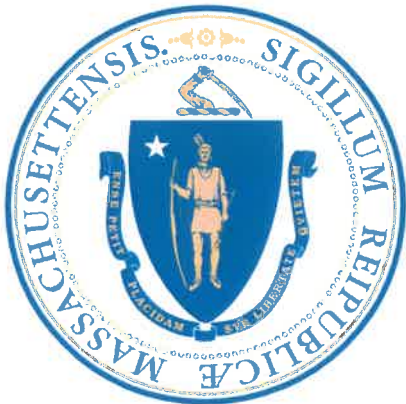
To Whom It May Concern :

I hereby certify that

CONCORD ROD & GUN CLUB., INC.

appears by the records of this office to have been incorporated under the General Laws of this
Commonwealth on **December 03, 1947** (Chapter 180).

I also certify that so far as appears of record here, said corporation still has legal existence.



In testimony of which,
I have hereunto affixed the
Great Seal of the Commonwealth
on the date first above written.

William Francis Galvin

Secretary of the Commonwealth

Certificate Number: 23030649870

Verify this Certificate at: <http://corp.sec.state.ma.us/CorpWeb/Certificates/Verify.aspx>

Processed by: bod

Discuss and Vote to Approve Select Board Licenses for 2026 Annual Renewal – Batch 1

Favorable action is requested: Move to approve Select Board Licenses for 2026 Annual Renewal – Batch 1.



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: December 8, 2025

Re: 2026 Annual License Renewals – Batch 1

Enclosed please find the first batch of local licenses to be renewed for the 2026 calendar year. The list included in this memorandum reflects applications that are complete with required documentation, payment, and reviews from applicable departments. Many other applications are underway but are not 100% complete.

Two years ago, we launched the Select Board module on Permit Eyes, the Town's online permitting system. All Select Board licenses are now available on Permit Eyes and are reviewed by applicable departments online, such as the Building Department, Fire Department, Health Department, Police Department, and Treasurer/Collector, who are required to sign-off on the application before it moves forth to the Select Board for approval.

Regarding Liquor Licenses, there was one new On-Premise All Alcohol Liquor License issued in 2025, which was approved for Melendez Magana Incorporated, DBA Dario's Concord at 10 Concord Crossing. Additionally, there is a new On-Premise All Alcohol Liquor License *application* for the Wright Tavern at 2 Lexington Road, scheduled for a Public Hearing with the Select Board at the next meeting on Monday, December 22nd. I have included the current Liquor License Quota as Attachment A to this memorandum.

Regarding Common Victualler Licenses, there were four new Common Victualler Licenses issued in 2025, which were approved for Chipotle Mexican Grill at 766 Elm Street, Dunkin' at 794 Elm Street, Eva's Little Kitchen at 110 Commonwealth Avenue, and Starbucks Coffee at 768 Elm Street.

There were no current Select Board licensee business closures in 2025.

Please reach out to me with any questions regarding this first batch of local licenses to be renewed for 2026. The remaining licenses will be renewed at the Select Board meeting on December 22, 2025.

Class I and II Licenses:

1. Bradford Auto Sales Service Inc.
2. Douglas Macone – DBA Macone Truck Sales
3. Nano’s Auto Service Body LLC – Nano’s Auto
4. Second Chance Cars, Inc.

Common Victualler Licenses:

1. 12 LLC – Comella’s
2. 42 Main Street’s Market & Café – Main Street Market & Café
3. 80 Thoreau LLC – 80 Thoreau
4. ACM Donuts LLC – Dunkin @ 117 Thoreau Street
5. Bedford Farms Ice Cream Concord, Inc.
6. Caffe Nero Americas, Inc. – Caffe Nero
7. Chipotle Mexican Grill of Colorado LLC – Chipotle Mexican Grill
8. Colwen Management, Inc. – Residence Inn Concord by Marriott
9. Concord’s Colonial Inn One Corp – The Colonial Inn
10. Concord Country Club
11. Concord Market LLC – DBA Nosh by Concord Market
12. Concord Restaurant Group LLC – Woods Hill Table
13. CRG Fresh LLC – Adelita
14. Debra’s Natural Gourmet
15. Emerson Hospital – Cafeteria
16. Farfalle, Inc. – Farfalle Italian Market
17. Feng Ji Inc – Karma
18. Fiorellamore LLC – Fiorella’s Concord
19. Joslyn Food Cooperative LLC – The Cheese Shop
20. J & O Baking Company – Concord Teacakes
21. MDM Management – Dunkin @ 1191 Main Street
22. MDM Management – Dunkin @ 1643 Sudbury Road
23. MDM Management – Dunkin @ 794 Elm Street
24. Melendez Magana Incorporated- Bandeleros
25. Nashawtuc Country Club, Inc. – Nashawtuc Country Club
26. Nashoba Brook Bakery LLC – Nashoba Brook Bakery
27. Nami Convenience Corp. – Nine Acre Farms Convenience
28. North Bridge Inn, Inc. – North Bridge Inn
29. RK Earth Corp. – Dino’s Kouzina & Pizzeria
30. RK Wing Corp. – Rossini’s Pizzeria & Restaurant
31. Sebastians MXG – New Leaf Café
32. West Concord Tavern LLC – West Village Tavern
33. Verrill Farm

Innholder/Lodging Licenses:

1. Concord’s Colonial Inn One Corp – The Colonial Inn

Liquor Licenses:

1. 12 LLC – Comella’s
2. 42 Main Street’s Market & Café – Main Street Market & Café
3. 80 Thoreau LLC – 80 Thoreau
4. Arianna Inc – Concord Provisions
5. Artichoq Inc – Vintages of Concord
6. Concord’s Colonial Inn One Corp – The Colonial Inn
7. Concord Market LLC – Concord Market
8. Concord Market LLC – DBA Nosh by Concord Market
9. Concord Restaurant Group – Woods Hill Table
10. Concord Rod and Gun Club
11. Crosby’s Markets Inc – Crosby’s Marketplace
12. CRG Fresh LLC – Adelita
13. Emerson Umbrella Inc – The Umbrella
14. Farfalle – Farfalle Italian Market
15. Fiorellamore LLC – Fiorella’s Concord
16. Joslyn Food Cooperative LLC – The Cheese Shop
17. Melendez Magana Incorporated- Darios
18. Melendez Magana Incorporated- Bandeleros
19. Nashawtuc Country Club, Inc. – Nashawtuc Country Club
20. Nine Acre Wines, Inc. – Nine Acre Wines
21. Saltbox Kitchen, LLC – Saltbox Kitchen
22. West Concord Tavern LLC – West Village Tavern

Tour Guide Licences:

1. Bonnie Albright
2. Lisa Blumstein
3. Anna Marie Bracco
4. Debra Canally
5. Elizabeth Copley
6. Ann Corkum
7. David Flannert
8. Richard Gersh
9. Mary Margaret Griffin
10. Ann (Penny) Harrington
11. Noah Katz
12. Jacqueline Kluft
13. Dave Macintosh
14. Diane Morel
15. Dr. James Nager
16. Nancy Powell- Daley
17. Ira Skolnik
18. Philip Swain
19. Edward Wirtanen
20. Thomas Driscoll
21. Julia R.S. Heffernan

22. Ronni Olitsky
23. Barbara Olson
24. Shelley Belton
25. Bonnie Beaudet
26. Matt Beres
27. Stefanie Cloutier
28. Amy Cole
29. Douglas Ellis
30. Bernice Fousek
31. James Hagerstrom
32. Sandra Harper
33. George Peter Healy
34. Caroline Nairus
35. Joseph Palumbo
36. Richard Piccarreto
37. Tracy Price
38. David Siskind
39. Beth Williams

Weekday Entertainment Licenses:

1. 42 Main Street's Market & Café – Main Street Market & Café
2. Concord's Colonial Inn One Corp – The Colonial Inn
3. Concord Restaurant Group LLC – Woods Hill Table
4. CRG Fresh LLC – Adelita
5. Colwen Management, Inc. – Residence Inn Concord by Marriott
6. Saltbox Kitchen, LLC – Saltbox Kitchen

Attachment A: 2025 Liquor License Quota

Type of License	Number of Licenses Allowed	Number of Licenses Issued	Number of Licenses Available
On-Premise			
All Alcohol	19	15	4
Wine & Malt Beverages Only	7	5	2 (Special legislation licenses - licenses are tied to specific properties in Town - Verrill Farm, 51 Walden)
Off-Premise			
All Alcohol	5	5	0
Wine & Malt Beverages Only	5	4	1
Total	36	29	7

Discussion and Vote: Temporary Improvement Darton St. Petition

Favorable action is requested: Move to authorize the Town Manager to sign a petition to utilize \$15,000.00 from AARPA funding from storm water funding for the Darton St. Improvement Project



CONCORD PUBLIC WORKS

135 KEYES ROAD
CONCORD, MASSACHUSETTS, 01742-1601

ALAN H. CATHCART
DIRECTOR

TEL: 978-318-3201

November 18, 2025

Mr. Mark Howell
Chairperson
Town of Concord
Select Board

Re: Recommendation to Authorize Signature on Darton Street Petition for
Temporary Repairs (White Pond Watershed Bylaw) Petition for Temporary
Improvements to Darton Street

The Public Works Commission (PWC) met on November 12, 2025, and unanimously approved a motion recommending the advancement of the Darton Street temporary repair project, contingent upon the execution of necessary legal and financial agreements. This memo provides the PWC's recommendation for the Selectboard (or Town Manager) to authorize the town's signature on the updated petition, which is necessary to meet the bylaw requirements for project advancement.

Project Background and Authority

The Darton Street petition seeks to authorize work on a private way located within the White Pond watershed, as allowed by a specific town bylaw ("Private Ways and White Pond Watershed Temporary Repairs").

The bylaw grants the PWC authority to authorize such work, with the understanding that any improvement costs are ultimately borne by the abutters. Public Works acts as the project manager, overseeing the design and construction to ensure appropriate standards are met.

The initiative stems from an original petition filed in 2024, driven primarily by the deteriorating condition of Darton Street and associated storm water challenges.

Project Scope and Cost

Staff and abutters have completed an involved and iterative process; ARPA funds were used to help develop a robust and feasible design that addresses an increasingly

challenging private roadway improvement need with an even more challenging and long-standing storm water management situation. Key considerations relating to this project include:

- The original plan offered by the petitioners included a stormwater design that was deemed to be less than optimal based on its long-term cost benefit.
- A more extensive 25-year storm design prepared under the direction of the Engineering Division was deemed too expensive for the petitioners, estimated at \$350,000.
- An alternative design, addressing a 10-year storm event, significantly improved from the originally proposed 2-year storm proposal, was deemed to be more acceptable by a majority of abutters. This is the project approved for advancement by the PWC on November 12, 2025.
- The total projected cost for the approved temporary repairs and storm water improvements is **\$189,000**.

Need for Town Signature and Abutter Support

The bylaw requires 60% of abutters to sign the petition for the work to proceed. The town is an abutter to Darton Street, owning a lot (Lot 2A) located centrally on the street.

- Of the 13 total parcels, 12 abutters were eligible to sign (one property owner is deceased).
- A majority of those eligible abutters (seven of 12) have signed the resubmitted, clean petition.
- Town Counsel has advised that the town can participate in the project, sign the petition, and pay its assessed share of the improvement cost.
- The town's signature is required to reach or exceed the 60% participation threshold established by the bylaw.

Financial Mechanism (Betterment)

The project will be funded upfront by the town, necessitating a borrowing authorization request at a future Town Meeting. The costs will subsequently be recovered from all 13 abutters via a betterment charge.

- Abutters will be provided the option of paying their full share of cost up front, or through a betterment assessment which will include the cost of the project plus debt service associated with the town's borrowing.
- The current cost projection suggests an equitable apportionment of approximately \$15,000 per property (potentially covered with available ARPA funds).

- The town's betterment agreement will grant the town the right to lien the properties if payment is not made.
- The structure ensures that the project entails no net cost to the general taxpayer, functioning as a tool to aid the neighborhood.

Public Works Commission Action:

On November 12, 2025, the PWC approved the following motion:

"to make temporary repairs to Darton Street, a publicly traveled private way, as requested by petition submitted to the commission on February of 2024 and updated in November 2025 in accordance with a bylaw entitled "private ways and white pond watershed temporary repairs".

Public Works Commission Recommendation:

Public Works recommends that the Selectboard (or authorized Town Manager) sign the Darton Street petition, formalizing the town's participation as an abutter.

Advancement of this work shall be conditioned upon:

1. Securing the final signature (from the Town Manager or the Selectboard) to achieve the over 60% requirement stipulated by the bylaw.
2. Finalizing a betterment agreement with legal counsel.
3. Securing borrowing authorization through a warrant article at Town Meeting.

This project utilizes a standing bylaw tool that has been exercised before, allowing the town to support this neighborhood without an HOA and without long-term cost burden to the municipality.

Sincerely,



Alan H. Cathcart, Director
Concord Public Works

Attachments:

1. Petition

cc: Public Works Commission (w/o attachment)

November 7, 2025

Via Email and First Class Mail

Mr. Alan Cathcart, Director
Department of Public Works
Town of Concord
133 Keyes Road
Concord, MA 01742

Re: Petition for Temporary Repairs to Private Ways in the White Pond Watershed

Dear Mr. Cathcart:

As you know, I represent James and Courtney Whalen in connection with their efforts to redress a serious flooding and drainage problem in the area of Dover and Darton Streets in Concord, where they have lived for many years.

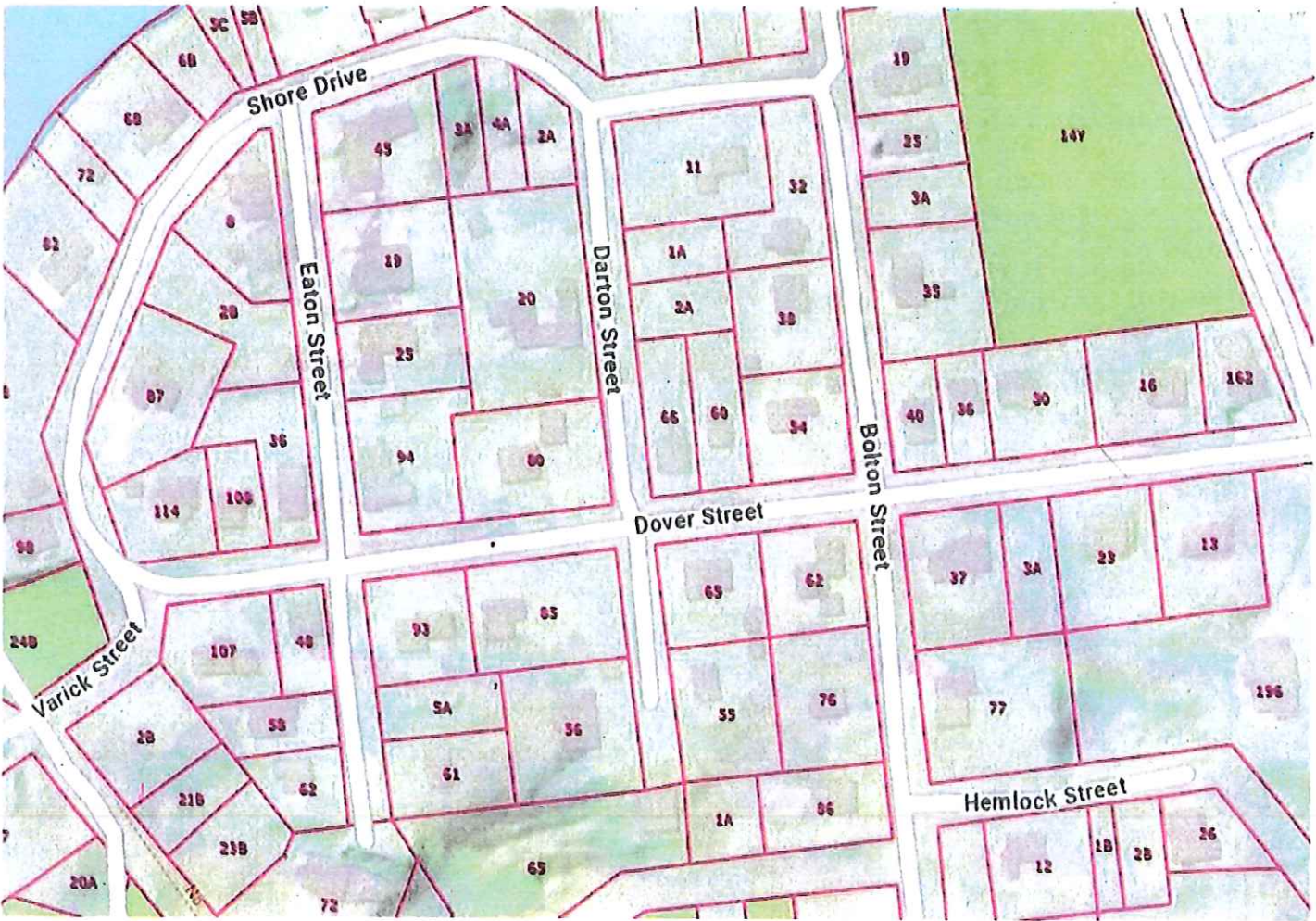
In February 2024, the Whalens submitted to the Department of Public Works (“DPW”) a Petition For Temporary Repairs to Private Ways in the White Pond Watershed (“2024 Petition”) signed by the owners of 62% of the lots which abut Darton Street. Over the past twenty months, the Whalens have engaged in helpful conversations with you, your colleagues, and their neighbors regarding the scope of repairs proposed in the 2024 Petition. As a result of those discussions, a shared understanding emerged that pursuing a less costly project would be preferable. The DPW thus prepared a Concept Plan and the Preliminary Cost Estimate dated September 2025 (the “Concept Plan”). The intent of the Concept Plan was to reduce the costs of the project while still addressing a ten-year storm event.

The revised design relies on leaching catch basins with overflows directed into a perforated pipe galley. Runoff will be collected by the four catch basins shown on the plan and will infiltrate into the ground through the leaching catch basins and perforated pipe system. Any overflow from the leaching catch basins will be conveyed into approximately 283 LF of perforated pipe, where it will continue to infiltrate into the ground. During larger storm events, the catch basins will surcharge, which may result in temporary ponding in the street. The Whalens, along with many of their neighbors, believe that this project represents a meaningful opportunity to provide much-needed relief to the neighborhood.

PETITION

FOR TEMPORARY REPAIRS TO PRIVATE WAYS IN THE WHITE POND WATERSHED

Dover Street and Darton Street



PETITION
FOR TEMPORARY REPAIRS TO PRIVATE WAYS IN THE
WHITE POND WATERSHED

Dover Street and Darton Street

CONTENTS

I.	SPOKESPERSONS	pg. 2
II.	AREA OF REPAIRS	pg. 3
III.	DESCRIPTION OF REQUESTED REPAIRS	pg. 4 - 7
IV.	LIST OF ABUTTING PROPERTY OWNERS	pg. 8
V.	METHOD OF ASSESSMENT	pg. 9
VI.	SIGNATURE PAGE	pg. 10

I. SPOKESPERSONS

Petitioners are requested to identify spokespersons with whom the Town can communicate during the course of the project.

Notwithstanding this request, the owners of lots which may benefit from the requested repairs will be notified of the public hearing, and all affected parties are encouraged to attend the hearing.

MAIN SPOKESPERSON:

NAME: James Whalen
ADDRESS: 65 Dover Street, Concord, MA 01742
DAY PHONE: (781) 307-6991
EVENING PHONE: Same

ALTERNATE SPOKESPERSON:

NAME: Courtney Whalen
ADDRESS: 65 Dover Street, Concord MA 01742
DAY PHONE: (781) 307-1929
EVENING PHONE: Same

II. AREA OF REPAIRS

Petitioners hereby request that repairs be made within the existing roadbed on contiguous portions of the following private ways beginning or ending at an intersection or conjunction with another way:

STREET:

FROM:

TO:

Dover Street and Darton Street

Lot 1 A Shore Drive and 11 Shore Drive to the intersection and four drainage basins at Dover and Darton Street to 65 Valley Street to Lot 1 A Valley Street.

III. DESCRIPTION OF REQUESTED REPAIRS

Petitioners must identify what is wrong with this road, including problems with drainage and erosion in the same area (see page 5 for guidelines):

Since Dover and Darton Streets were paved in the late 1960s, the area at the intersection of Dover and Darton has flooded during periods of moderate and heavy rainfall. The existing catch basins in the vicinity of Dover and Darton were installed many years ago as "leaching" basins and are not functioning as designed. As a result, standing water as deep as a foot over covers a wide swarth of Dover and Darton Streets after significant rain events, as depicted in the photographs on the following page. The problem has worsened in recent years, due in part to the increased intensity and frequency of heavy rainfall. Further complicating matters, several homes abutting the flood zone on Dover Street have septic leach fields on their front lawns which directly flood and spill septic effluent into the street during flooding episodes. As the situation stands today, each flood event creates an unhealthy and dangerous situation for vehicular traffic, pedestrians, pets, and the health of the greater White Pond watershed area.

The proposed repairs consist of the following:

- Removal of three leaching catch basins and installation of four new deep-sump catch basins connected to a 12-inch perforated drainage pipe and subsurface infiltration system consisting of dense graded crushed stone.
- Roadway Reconstruction consistent with the Concept Plan dated September 2025 and associated Preliminary Cost Estimate, provided by the Department of Public Works, attached as Exhibit A.

Photographs of Current Flooding Conditions at Dover Street and Darton Street

Photo 1:



Photo 2:



Photo 3:



Photo 4:



Temporary repairs are what the Town of Concord Roads Program consider minor repairs as opposed to significant repairs. Minor repair types include:

- Full-depth Patching - localized repair from the roadbase up to the surface, used where a localized structural failure occurs.
- Shim/Level Second Overlay - an overlay of bituminous material of the Engineer's choice that is spread and compacted on the roadway. This may be in addition to a leveling course to remove surface irregularities where they are excessive. Shoulder installation and/or maintenance is to be scheduled in conjunction with an overlay. Some benefits of this type of repair are to seal minor cracks, thereby keeping water out of the roadway base, to provide short-term structural improvement, and to smooth the surface for improved rideability.

In addition, requested repairs may include work which is reasonably necessary to improve the drainage of the ways and to mitigate storm-water runoff into White Pond.

IV. LIST OF ABUTTING PROPERTY OWNERS

List owners of ALL properties contiguous to the private ways where repairs are requested. [The owners of the parcels highlighted below have signed this Petition].

To compile the abutters list, petitioners must inspect the Town Assessors map of parcels of land in Concord, showing parcel numbers and the list of property owners by parcel number, in the Assessors Office in the Town House. Final list must be certified by the Assessors Office as to correct property owner.

PARCEL NUMBER: (from assessors map)	NAME: (from assessors records)	MAILING ADDRESS:
3288 - 11 SHORE DR	BRAUN, KEVIN	11 SHORE DR CONCORD, MA 01742
3299 - 1A DARTON ST	ANDRADE, FABIO	336 BAKER AVENUE CONCORD, MA 01742
3298 - 2A DARTON ST	TOWN OF CONCORD	PO BOX 535 CONCORD, MA 01742
3296 - 66 DOVER ST	WHITE, MITZI M R S	66 DOVER ST CONCORD, MA 01742
3364 - 65 DOVER ST	WHALEN, JAMES E JR and WHALEN, COURTNEY D	65 DOVER ST CONCORD, MA 01742
3362 - 55 DARTON ST	SCHUMAN, ANDREW and SCHUMAN, CAITLIN	55 DARTON ST CONCORD, MA 01742
3358 - 1A VALLEY ST	JEANS, KEVIN	86 BOLTON ST CONCORD, MA 01742
3357 - 65 VALLEY ST	HOPKINS, PATRICIA A	65 DARTON ST CONCORD, MA 01742
3354 - 56 DARTON ST	KILLOH, CAROLINE P	56 DARTON ST CONCORD, MA 01742
3351 - 85 DOVER ST	O'DONNELL PAUL J and O'DONNELL COLLEEN M	85 DOVER ST CONCORD, MA 01742
3312 - 80 DOVER ST	BUONOMO, CARLO and KOVEN, SUZANNE J	80 DOVER ST CONCORD, MA 01742
3300 - 20 DARTON ST	JOHNSON, NANCY REYNOLDS, JAMES	20 DARTON ST CONCORD, MA 01742
3301 - 2A SHORE DR	FREEMAN G TIMOTHY	263 ROCKLAND ST APT 25 PORTSMOUTH, NH 03801

THE ASSESSORS OFFICE CERTIFIES THAT THE NAME AND ADDRESS OF THE OWNER OF EACH PARCEL IS CORRECT AS OF THIS DATE:

DATE: _____ NAME: _____

V. METHOD OF ASSESSMENT

Betterments must be assessed based on the value of benefits or advantages, to a limited and determinable area, other than the general advantage to the community. Each parcel must be assessed a proportionate share of the cost of these improvements.










In most cases, the Public Works Commission recommends assessing betterments equally on all buildable parcels benefiting from the improvements.

Petitioners may suggest a method of allocating any betterment assessment among benefited parcels:

The petitioners respectfully suggest that all property owners that access any part of their property via Darton Street share equally in the cost of this road repair, drainage, and maintenance project.

List of possible non-abutting property owners who the petitioners suggest benefit from the proposed repair:

VI. SIGNATURE PAGES

NAME (please print)	ADDRESS	SIGNATURE
James Whalen Courtney Whalen	65 Dover Street Concord, MA 01742	 
Caitlin Schuman	55 Darton Street Concord, MA 01742	
Andrew Schuman	55 Darton Street Concord, MA 01742	
CARLO BUONOMO	80 DOVER ST CONCORD MA 01742	
Dan Cree	56 Darton St Concord MA	
James Reynolds	20 Darton St Concord MA	
Fabio Androade	336 Baker Ave Concord, MA, 01742 1A Darton St	
Paul O'Donnell	85 Dorton	

11/5/2025

EXHIBIT A

Preliminary Cost Estimate for Concept Plan Dated - September 2025

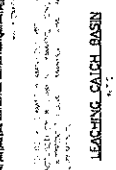
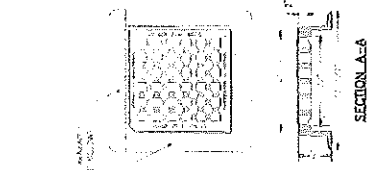
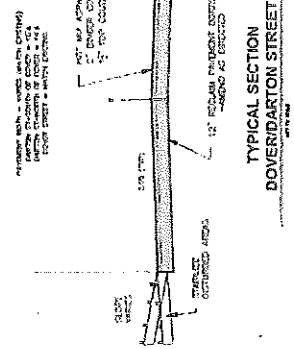
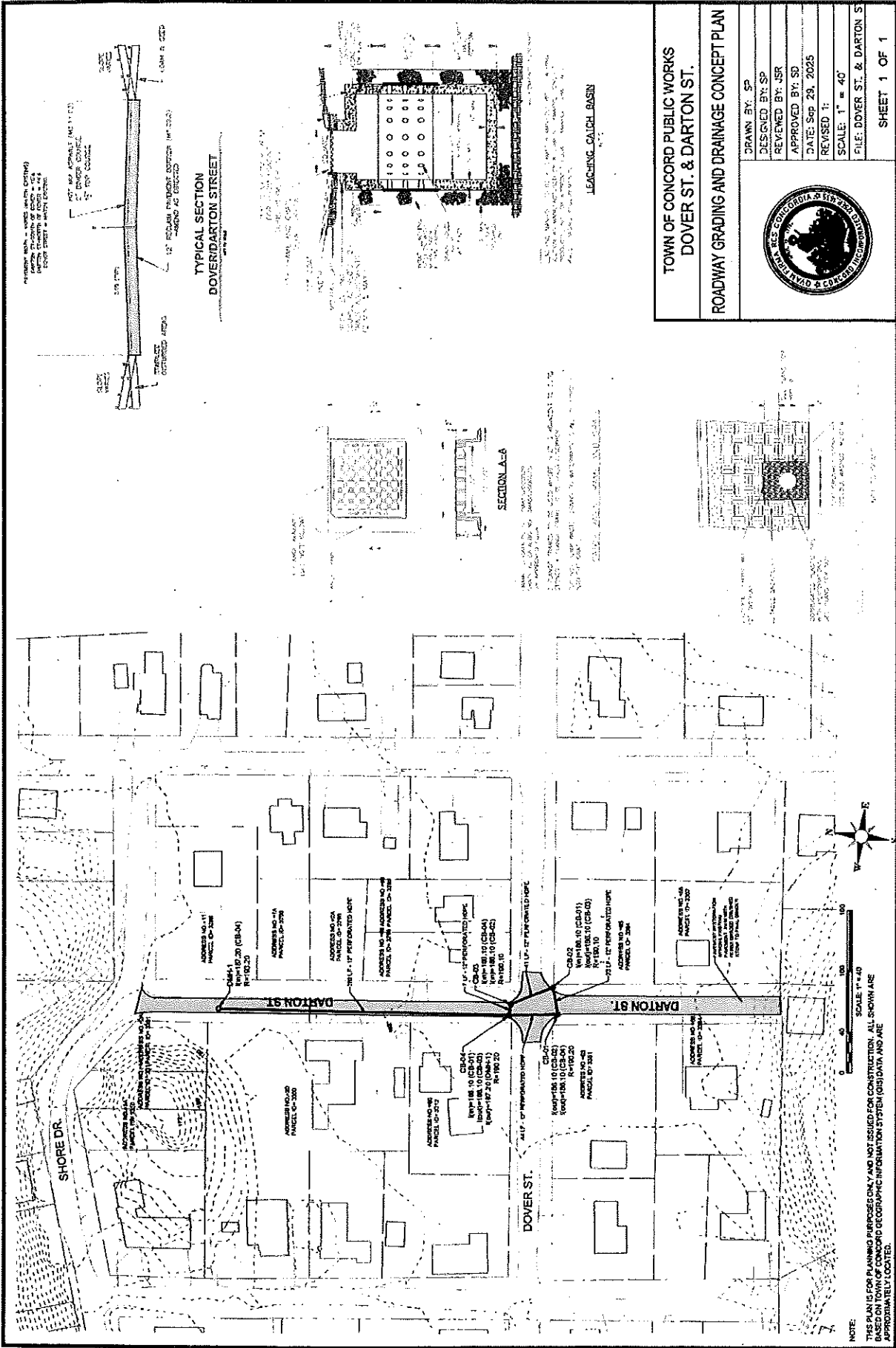
Drainage

Item No.	Description	Unit	Estimated Qty	Unit Price	Cost
120.1	UNCLASSIFIED EXCAVATION	CY	150	\$ 50.00	\$ 7,500.00
201	CATCH BASIN	EA	4	\$ 7,250.00	\$ 29,000.00
202	MANHOLE	EA	1	\$ 7,250.00	\$ 7,250.00
234.12	12 INCH DRAINAGE PIPE (PERFORATED PIPE)	FT	397	\$ 165.00	\$ 65,505.00
402	DENSE GRADED CRUSHED STONE (TRENCH PATCH)	CY	227	\$ 50.00	\$ 11,350.00
				Subtotal =	\$ 120,605.00
				Contingency 15% =	\$ 18,090.75
				Drainage OPC =	\$ 138,695.75

Road Restoration

Description	Unit	Estimated Qty	Unit Price	Cost	
170 FINE GRADING AND COMPACTING	SY	925			
403 RECLAIMED BASE COURSE	SY	925	\$ 5.50	\$ 5,087.50	
358 GATE BOX ADJUSTED	EA	4	\$ 210.00	\$ 840.00	
402.11 DENSE GRADED CRUSHED STONE FOR SHOULDERS	CY	30	\$ 40.00	\$ 1,200.00	
440 CALCIUM CHLORIDE FOR DUST CONTROL	LB	12500	\$ 1.00	\$ 12,500.00	
460.23 SUPERPAVE SURFACE COURSE - 12.5 (SSC-12.5)	TON	140	\$ 95.00	\$ 13,300.00	
460.32 SUPERPAVE INTERMEDIATE COURSE - 19 (SSC - 19.0)	TON	85	\$ 95.00	\$ 8,075.00	
464 HOT Poured RUBBERIZED ASPHALT SEALER	LF	600	\$ 2.00	\$ 1,200.00	
482.35 SAW CUTTING ASPHALT PAVEMENT AND PORTLAND CEMENT CONCRETE	LF	60	\$ 5.00	\$ 300.00	
751 LOAM BORROW	SY	250			
765 SEEDING	SY	250	\$ 5.00	\$ 1,250.00	
				Subtotal =	\$ 49,752.50
				Contingency 15% =	\$ 6,562.88
				Road OPC =	\$ 50,315.38

Total Project Cost \$ 189,011.13



**TOWN OF CONCORD PUBLIC WORKS
DOVER ST. & DARTON ST.**

ROADWAY GRADING AND DRAINAGE CONCEPT PLAN

DESIGNED BY: SP
 REVIEWED BY: JSR
 APPROVED BY: SD
 DATE: Sep 29, 2025
 REVISED 1:
 SCALE: 1" = 40'

FILE: DOVER ST. & DARTON ST
 SHEET 1 OF 1



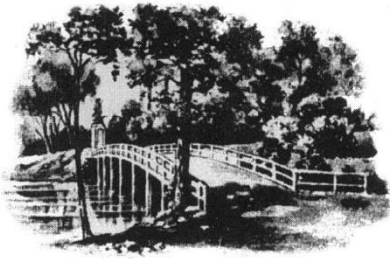
NOTE:
 THIS PLAN IS FOR PLANNING PURPOSES ONLY AND NOT ISSUED FOR CONSTRUCTION. ALL SHOWN ARE
 BASED ON TOWN OF CONCORD GEOGRAPHIC INFORMATION SYSTEM (GIS) DATA AND ARE
 APPROXIMATELY LOCATED.

Discussion and Vote: Bench in Memory of Bob Armstrong, to Be Located on the Bruce Freeman Rail Trail.

Acceptance of Gift of Friends of Bruce Freeman Rail Trail in the Amount of \$1200.00, Placement of Bench and Naming of Town Property.

Favorable action is requested: Move to approve a Bench in Memory of Bob Armstrong, to Be Located on the Bruce Freeman Rail Trail.

Acceptance of Gift of Friends of Bruce Freeman Rail Trail in the Amount of \$1200.00, Placement of Bench and Naming of Town Property.



OLD NORTH BRIDGE

TOWN OF CONCORD

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

To: Mark Howell, Select Board
From: Mimi Graney, Economic Vitality Manager
Date: November 19, 2025
Re: Project Approval Request –
 Receipt of Gift of Friends of the Bruce Freeman Rail Trail of \$1200
 Naming of Town Property
 Placement of Teak Bench along Bruce Freeman Rail Trail

Background

Through its Economic Vitality Division, the Town is enhancing economic vitality by encouraging pedestrian activity, supporting visitors, and growing its Age Friendly Concord initiative by providing comfortable seating in the West Concord business district.

On April 14, 2025, the Select Board approved the creation of the West Concord Beautification Gift Account for the receipt of private donations to improve the public realm in West Concord including the addition of new benches.

Project Detail

The Friends of the Bruce Freeman Rail Trail wish to donate \$1,200 to provide a bench in memory of Bob Armstrong, the Founding President of the organization. This contribution fully covers the purchase and installation of a bench including a personalized donor plaque.

The proposed site is just off the path of travel on the Bruce Freeman Rail Trail, just south of the crossing with Williams Road.

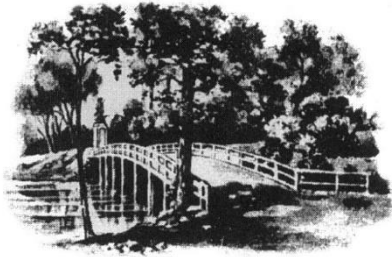
Proposed donor plaque to read:

In Memory of Robert (Bob) Armstrong 1939 - 2025
Founding President of the Friends of BFRT
Donated by the Friends of the Bruce Freeman Rail Trail

Installation will be carried out by Public Works.

Discussion and Vote: Grant Acceptance: Mass Office of Travel and Tourism, Destination Capital Grant in the amount of \$14,000.00 for Concord Black History Markers.

Favorable action is requested: Move to approve a grant from the Mass Office of Travel and Tourism, Destination Capital Grant in the amount of \$14,000.00 for Concord Black History Markers.



OLD NORTH BRIDGE

TOWN OF CONCORD

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

To: Mark Howell, Chair, Concord Select Board

From: Mimi Graney, Economic Vitality Manager

Date: November 18, 2026

Re: Project Approval Request – Black Heritage Historical Markers

Receipt of Grant of \$14,000 from Mass Office of Travel and Tourism

Provisional Approval for set of Historical Markers

Sponsors: Concord DEI Commission, The Robbins House, Economic Vitality & Tourism Divisions

Purpose:

- Educate and build awareness about the presence, variety and value of Concord’s historic and cultural resources.
- Build awareness for historical resources that are inadequately documented and recognized.
- Boost economic vitality by encouraging pedestrian movement within Concord.
- Support the Select Board goal: “Build a more welcoming community.”

Project Description: A set of 8 to 10 carved signs mounted on wooden posts will provide information about each site. The design style will complement existing signs in cultural landscapes of Concord.

Funding & Budget: Total cost is \$28,000. Grant of \$14,000 awarded by Mass Office of Travel and Tourism Destination Capital Grant. Matching funds of \$14,000 from ARPA approved by the Town Manager.

Design and Materials:

- Carved signs, comparable to informational signs in Concord Center burial grounds mounted on a single wooden post.
- Complementary style in a distinguishing color of “Concord red”.
- Finished dimensions to be determined.

Community for Input, Feedback:

- Select Board (final approval)
- Historic Districts Commission (Certificate of Historical Appropriateness)
- Public Works, Highway and Grounds Division
- Natural Resources
- Visitors Center staff, Tourism Manager
- The Robbins House, Concord’s Black History Museum
- Property Owners
- Exempt from sign ordinance as a town sponsored sign

Sites:

Ref #	Location	Address
1	The Great Field, Historic Black and Native Neighborhood	40R Bedford Street
2	First Parish Meeting House (Holy Family Church), Frederick Douglass Speaks at the Universalist Meeting House	20 Lexington Road
3	Hill Burying Ground, John Jack's Grave	Old Hill Burial Ground
4	The Center School (Masonic Lodge)	58 Monument Square
5	Sleepy Hollow Cemetery, graves of Fatima Robbins, John & Jack Garrison, Elsea Dugan, George Washington Dugan	Court Lane & Bedford St.
6	Francis and Ann Bigelow House	19 Sudbury Road
7	John Garrison House	78 Monument St
8	Brister and Fenda Freeman House Site	55 A Walden St
9	Robertson James House	70 Lexington Road
10	Thoreau Farm	341 Virginia Road
11	The Wayside, Underground Railroad activity	455 Lexington Road
12	Alcott's Orchard House	399 Lexington Road
15	Trinitarian Congregational Church, Robbins family worshipped here, anti-slavery activism	54 Walden St
17	Old Jail Site - Thoreau's <i>Civil Disobedience</i>	Monument Square
19	Concord Depot, Underground Railroad connection	90 Thoreau St

Other sites – Unmarked – for support materials

13	Concord Museum	200 Lexington Road
14	Emerson House	28 Cambridge Turnpike
16	Civil War Memorial	Monument Square
18	Concord Free Public Library	129 Main Street
20	Robbins House	320 Monument St
21	The Old Manse, John Brown spoke here, Frank Sanborn (“Secret Six” supporting Brown’s fight against slavery) lived here	269 Monument St

Terms & Maintenance:

To be determined.

Schedule/Timeline:

December '25:	Execute grant contract
January '26:	Engage Sign Maker and Historic Districts Commission in sign design.
February:	Finalize sign design. Draft sign text
March:	Discussions with property owners, community conversations.
April:	Complete review of sign text for historical accuracy and cultural appropriateness
May:	Secure final approvals from Historic Districts Commission, property owners, MOTT grant funder.
June:	Select Board final approval
July:	Fabrication of signs
August – September:	Installation of 8-10 permanent historical markers and a community launch event

Context:

Communities across the country have been reclaiming and elevating their Black heritage through historic markers, interpretive signage, and designated districts, offering valuable models for Concord as we work to honor the full sweep of our own history.

Massachusetts Examples:

- New Bedford established the *Abolition Row Historic District*, which includes a Black Heritage Trail and the newly created *Abolition Row Park*. The initiative highlights the intertwined stories of Black and white abolitionists, preserves significant homes and landscapes, and provides accessible public interpretation through signage and guided tours.
- Boston's Black Heritage Trail, developed in partnership with the Museum of African American History and the National Park Service, uses interpretive signs and wayfinding to tell the story of the free Black community on Beacon Hill. The trail anchors a broader program of public history and preservation that has elevated sites such as the African Meeting House and the Abiel Smith School.
- Nantucket's African Meeting House and Black Heritage Trail, overseen by the Museum of African American History, include both site-based interpretation and a walking route that was developed through community partnerships and dedicated research.

National Examples:

- Charleston, South Carolina, through its *International African American Museum* and African American Historical Commission, installed interpretive signs across the city recognizing Gullah culture, the domestic slave trade, Reconstruction history, and free Black communities.
- Savannah, Georgia has a city-supported *Black Heritage Trail* with markers interpreting sites associated with the civil rights movement, early free Black neighborhoods, and African American leaders.
- Portsmouth, New Hampshire created the *African Burying Ground Memorial Park* that pairs a commemorative landscape with interpretive panels to publicly acknowledge and honor previously unmarked history.
- Richmond, Virginia’s “Slave Trail” uses wayfinding signs and interpretive markers to guide visitors along the historical path of the domestic slave trade, tying together research, archaeology, and public education.

With 22 documented sites in Concord that collectively illuminate the lives and contributions of Black and white residents — enslaved and free seeking emancipation for all — the installation of the first signs would be a meaningful, phased approach aligned with successful models across the country.

Approach:

The planning and implementation process for these signs will follow a model similar to the successful approach used for the 250th anniversary benches—an iterative, collaborative process that refines locations and design details with community and regulatory input.

To date, 22 potential Black Heritage sites have been documented through preliminary research. All 22 will be incorporated into accompanying materials, including digital content, printed guides, and educational resources, ensuring that the full scope of Concord’s Black history is represented regardless of sign placement.

Of these, 15 sites have been identified as appropriate candidates for interpretive signage. Working through outreach to property owners, community discussions, and formal review by relevant Town departments and committees—including a determination of appropriateness by the Historic Districts Commission—we will narrow this list to a final set of 8–10 sites for installation.

Interpretive text for each selected site will be developed with careful attention to historical accuracy, cultural sensitivity and appropriateness, and narrative clarity, and will undergo expert review before fabrication.

Public Hearing: Grant of Location Request and Vote: Comcast Petition for Grant of Location for Concord Museum

Favorable action is requested: Move to approve the Petition for Grant of Location, from Comcast for the Concord Museum

Date: November 17, 2025

To: Kristin Reichman, Town Manager's Office, Executive Assistant to the Select Board
Shannon McAndrew, Town Manager's Office, Management Specialist

Via: Jason Bulger, CMLP Director

Via: Joe Repoff, CMLP Assistant Director

From: Jeffrey Cosgrove, CMLP Lead Electrical Engineer

Cc: Steven Dookran, CPW Town Engineer

Cc: Justin Richardson, CPW Assistant Town Engineer

Subject: Petition of Comcast of Massachusetts III, Inc. for a Grant of Location on Lexington Road

This memorandum is to provide comments to the Select Board on the petition for a Grant of Location filed by Comcast of Massachusetts III, Inc. for a section of Lexington Road. The applicant is proposing to overlash an additional cable to Comcast's existing network encompassing the following sections of roadway as noted below; reference Comcast plan submitted as part of the petition documents. This additional cable is intended to provide service to the Concord Museum located at #53 Cambridge Tpke.

- Lexington Road: Pole #15 to Pole #27

Additionally, Comcast is planning to utilize and pull underground cable off of Pole 15 Lexington Road through their existing underground ductbank along Cambridge Tpke to #53 Cambridge Tpke. The Concord Municipal Light Plant (CMLP) met with Comcast on site on October 28, 2025 to review the application and plan and has no objection to the approval of the petition subject to the following conditions which are supplemental to Concord Public Works requirements:

1. Prior to construction, the applicant must complete a pre-Hearing site visit with the Concord Municipal Light Plant to review work to be completed.
2. The new aerial cable shall be installed using common industry standards and shall be set substantially at the points indicated on the plan filed with the petition. Specifically, the new aerial cable must be installed between utility poles 15 and 27 Lexington Road. Minimum separation and clearance requirements as described by the most recent National Electric Safety Code must be maintained.
3. The Applicant must complete any applicable transfer work between old and new utility poles along this section of roadway during installation. Should any issues arise it is the responsibility of the Applicant to coordinate with CMLP.
4. As-built plans must be provided to the Concord Municipal Light Plant Engineering Division prior to the final closeout of the project.



85 East Belcher Road
Foxborough, MA 02035
Phone: 617-279-5880 (c)

November 5, 2025

Kristin Reichman
Executive Assistant to the Select Board
Town Manager's Office
22 Monument Square
Concord, MA 01742

RE: Petition for Grant of Location for Concord Museum

Dear Kristin:

Enclosed please find Comcast's Petition for Installation of Cable to provide service to Concord Museum via Lexington Road. I have enclosed a draft Order. Please advise when the Select Board will be able to hear us on this matter.

Please do not hesitate to contact me should you have any questions, comments, or concerns regarding any aspect hereof.

Sincerely,

Catherine Maloney

Catherine Maloney, Senior Manager of Government & Regulatory Affairs
Comcast

PETITION FOR INSTALLATION OF CABLE

Concord, Massachusetts

November 5, 2025

To the Select Board of Concord, Massachusetts:

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

Lexington Road from utility pole 27 to utility pole 15.

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

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

By: *Catherine Maloney*

Print name: Catherine Maloney

Title: Sr. Manager of Government and Regulatory Affairs

Telephone or e-mail contact info: (617) 279-5880 cell phone
Catherine_Maloney@comcast.com

ORDER FOR INSTALLATION OF CABLE

In Select Board of the Town of Concord, Massachusetts

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

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

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

Overlash an additional cable on Lexington Rd from utility pole 27 to utility pole 15.

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

- *Lexington Road, Concord, MA*

I hereby certify that the foregoing order was adopted at a meeting of the Select Board of the Town of Concord, Massachusetts held the _____ day of _____, 2025.

Clerk of Select Board

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

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

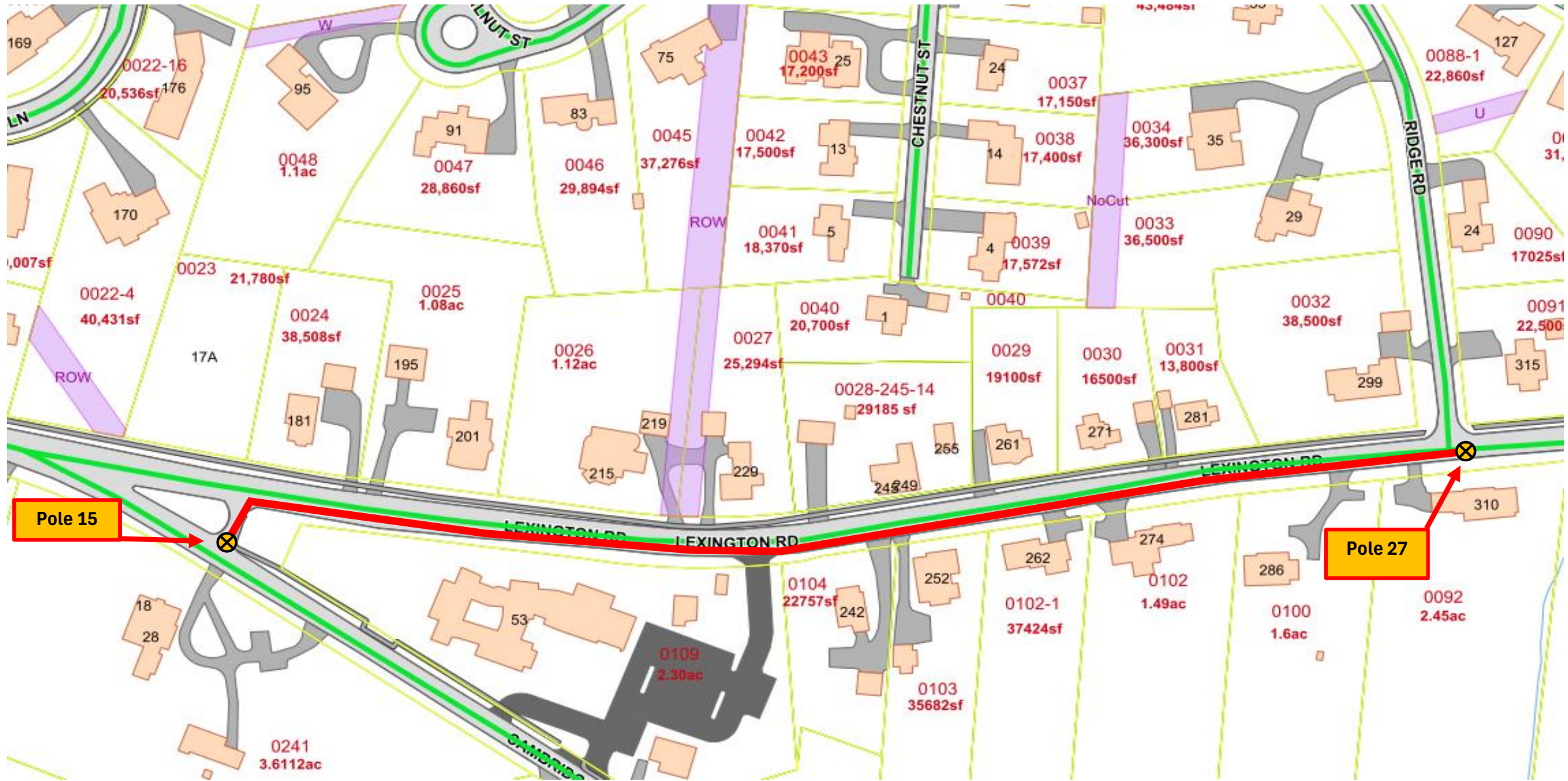
permission to install cables, fixtures and connections described in the order herewith recorded, and that we mailed at least seven days before said hearing a written notice of the time and place of said hearing to each of the owners of real estate (as determined by the last preceding assessment for taxation)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

Select Board of the Town of Concord, Massachusetts

CERTIFICATE

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

Attest: _____
Town Clerk



Update: Gerow Park Scheduling, Programming and Official Opening



TOWN OF CONCORD
HUMAN RESOURCES DEPARTMENT
55 CHURCH STREET
CONCORD, MASSACHUSETTS 01742

TEL: 978-318-3025
FAX: 978-318-3393

MEMORANDUM

TO: Concord Select Board
Kerry A. Lafleur, Town Manager
FROM: Jessica Porter, Assistant Town Manager
RE: Gerow Park
DATE: December 2, 2025

This memo provides an update on the status of Gerow Park and outlines next steps, including plans for a ribbon-cutting ceremony, options for a proposed monument, and considerations for operations, maintenance, and potential programming.

1. **Benches & Tables.**

Alyssa Sandoval, Director of Community Development, has worked with a small staff and citizen working group to finalize a plan for new benches and tables to be placed throughout Gerow Park and under the pavilion. The group reached consensus on the design and placement, and the items have been ordered with installation expected in the spring.

The benches and tables will be movable and located along already developed areas of the park, specifically the walking trails and the pavilion, so as not to restrict any potential future development. These purchases will be funded through the remaining Phase I balance.

2. **Ribbon Cutting.**

A ribbon-cutting and grand opening event was originally planned for this past fall, but it was postponed to ensure the park is fully complete, including installation of the new benches and tables. A suggested time frame would be on a Friday at 12:00 p.m. this spring.

We plan to invite the Community Preservation Committee, the Recreation Commission, and elected officials such as Senator Mike Barrett, Representative Simon Cataldo, and Congresswoman Lori Trahan. We will also invite Nancy Gerow Sumski and her family. Several attendees may wish to offer remarks. The event will be promoted broadly through Town social media and the Concord Bridge.

3. **Monument Proposal.**

Ms. Sumski has expressed interest in installing a stone monument in honor of her family. Appendix A includes an example of the style of stone currently located in Monument Square. I have contacted a Sudbury vendor recommended by our Cemetery Division; the estimated lead time for a completed monument is approximately six to eight months after the design and wording are finalized. The vendor can provide a schematic design for display at the ribbon cutting.

Potential monument placement locations include near the parking lot at the park entrance or closer to the pavilion.

Ms. Sumski has suggested the following inscription:

“On this beautiful land Ruth and Ralph Gerow, Jr. built their family home in 1951, later to be joined by their daughter, Nancy Gerow (Sumski). Here they had a wonderful life for many years. With the creation of this park, their hope is that the citizens of Concord will enjoy the land as they did for generations to come.”

The Select Board may adopt this text, modify it, or develop an alternative. We are seeking your guidance and a vote on both the wording and the overall design. Once direction is provided, we will obtain detailed cost estimates and production timelines. Any remaining Phase I funds may be used, and there are also residents interested in contributing toward the final monument. Given that the property was purchased by the Town for fair market value, as opposed to it being donated to the Town, it may be more appropriate to have private donations fund the cost of the monument versus taxpayer funds.

4. **Maintenance & Operations.** Once the park officially opens, ongoing maintenance and operations must be addressed. Maintenance responsibilities include:

- Lawn and grounds care
- Cleaning and upkeep of restroom facilities (including seasonal portables after winterization)
- Maintenance and repair of the pavilion
- Maintenance and replacement of benches and tables
- Trash removal
- Snow removal in the parking lot

These tasks will require clear assignment of responsibilities and funding.

Current costs are reflected below.

Landscape and Maintenance Tasks	Effort Hours	Effort Hour Cost	Department	Material Cost	Total Maintenance Cost
16 Lawn Mowings / Season	96	\$ 4,492.80	CPW	\$ 300.00	
Trimming/Hand Mowing/weeding	256	\$ 11,980.80	CPW	\$ 200.00	
Tree Maintenance - 32 hours	32	\$ 1,497.60	CPW	\$ 100.00	
Spring Cleanup	40	\$ 1,872.00	CPW	\$ 660.00	
Fall Cleanup	60	\$ 2,808.00	CPW	\$ 300.00	
Snow Removal	56	\$ 2,620.80	CPW	\$ 512.00	
Retention Basins	40	\$ 1,872.00	CPW	\$ 100.00	
Parking Lot Painting	6	\$ 280.80	CPW	\$ 250.00	
Sign Repair	4	\$ 187.20	CPW	\$ 150.00	
Sweeping	4	\$ 187.20	CPW	\$ 100.00	
Trash Service (contracted/annual)*			CPW	\$ 5,716.08	
Custodial Services			Facilities	\$ 4,320.00	
Maintenance/Repairs			Facilities	\$ 1,000.00	
Electricity			Facilities	\$ 900.00	
Unplanned Maintenance**				\$ 8,000.00	
Deferred Maintenance				\$ 5,000.00	
Total Hours	594				
	Labor Cost	\$ 27,799.20	Material Cost	\$ 27,608.08	\$ 55,407.28
Assumptions:					
*Big Belly solar compactors incl. equipment rental costs					
**downed trees, bathroom repair, surface cracks, etc.					
Labor Cost \$36/hour x 30% benefits	\$ 46.80	Labor Cost Per Hour			

5. **Programming and Revenue at Gerow Park.** Recreation is not currently offering programming at Gerow Park, but doing so could generate revenue to offset operating and maintenance costs. A key question remains whether Gerow Park should serve primarily as a *passive* recreation area or also support *active* programming.

Pavilion Rental. If the Town opts to create a pavilion rental program, the space could be made available for private events. Proposed rental rates are:

- **\$150/hour** for Concord residents
- **\$250/hour** for non-residents

Rentals could be offered in two or four hour blocks across approximately 26 weekends from April through October, aligning with seasonal restroom availability. At present, residents may reserve the pavilion through the Town's permitting process, but no revenue is collected to support park upkeep.

These rental fee amounts include staff time to manage and oversee the rental program and all equipment/maintenance needs for the entire park, not just the pavilion. The rental fee would ensure exclusive use of the pavilion area by a person or group; the pavilion would remain free for public use except when reserved.

Should the management and operation of Gerow Park be turned over to Recreation, the Recreation Commission may recommend adjustment of these proposed rates.

Recreation Programming. The Recreation Department may also consider offering outdoor programming, such as yoga or Pilates, within the pavilion area. Such activities would enhance community health and overall park utilization. Fees for these programs should be structured to fully recover all direct and indirect costs—including staff compensation, administrative oversight, and necessary supplies. Any additional revenue realized beyond full cost recovery could be allocated to park maintenance efforts.

6. **Phase II.** As you may recall, the Recreation Commission received a Community Preservation Award to conduct initial design work for a fishing pier, an accessible kayak boat launch and playground at Gerow Park. This project is currently on hold and is expected to be delayed until at least Fall 2026 due to other high-priority initiatives that will require significant staff time this year. A copy of the letter from the Recreation Commission to the CPC is attached as Appendix B.

In summary, Town staff seeks the following from the Select Board:

1. Feedback on the proposed ribbon cutting/grand opening plan
2. Decision on a monument and should it be Town funded or privately funded, including any suggestions on wording.
3. Decision whether Gerow Park should remain a passive recreation area or broaden it to an active area. An active park would require additional staff oversight for operation and maintenance, with the Recreation Department being the most likely choice.

APPENDIX A



APPENDIX B

November 10, 2025

Concord Community Preservation Committee
Attn: Anne Clifford, Senior Planner
141 Keyes Road
Concord, MA 01742

RE: Phase 2 Gerow Recreation Area Activation project

Dear CPC committee,

I am writing to update you on the status of the Phase 2 Gerow Recreation Area Activation project you funded last year. The Recreation Department intended to issue an RFP in fall 2025 for consulting services to support outreach and initial design efforts for the building of a playground and establishing water access to Warner's Pond at the Gerow Recreation Area. We are still excited about this opportunity, but the Recreation Commission has determined that we will need to delay the start of this work until at least the fall of 2026.

The reason for this delay is that two projects have emerged this year that are a higher priority for the limited Recreation Department staff time available for major project management. One is the replacement of the tennis and basketball courts at Rideout Park. After evaluating the condition of the courts this past spring, we have determined that a complete replacement of the courts is warranted. This effort will require significantly more project management time than we had anticipated. The second project is the potential addition of a dry dive facility at the Beede Center, in honor of CCHS student Maisey O'Donnell. While the details of this project are still being worked out, it is an important Town project that will require significant time from Recreation Department management.

On behalf of the Recreation Commission we are very grateful for the Community Preservation Committee's support for this project, and we look forward to our continued partnership with you to expand and improve recreation opportunities at Gerow and across Concord. If you have any questions, please do not hesitate to reach out to me.

Thank you



Phil Griffiths

Chair, Concord Recreation Commission

cc: Leigh Jackson, Concord Recreation Director
Jessica Porter, Assistant Town Manager

Review of APP #10 - Finance Committee Changes -Appointment Policy

Adopted:	2/27/79
REVISED:	1/12/98
REVISED:	6/18/12
REVISED:	10/21/19
REVISED:	11/18/19
REVISED:	4/9/20
REVISED:	11/22/21
REVISED:	8/22/25
REVISED:	8/25/25

Town of Concord APP #10

Town Board, Committee, and Task Force Appointment Policy

The Select Board, Town Manager and Town Moderator (“Appointing Authority” or “Appointing Authorities”) have jointly adopted this policy concerning the appointment of members to Town boards, committees, and task forces. Please refer to this policy when considering or suggesting an individual for appointment to a Town board, committee, or task force.

Distribution: All Department Heads
All Committee, Board and Task Force Chairs
Town Clerk

I. General

This policy has been jointly adopted by the Appointing Authorities, and is intended to cover appointments to all committees, boards, commissions and task forces (each, a "Committee"). With the exception of the Town Manager, this policy does not apply to Town employees.

II. Powers and Duties

Effective local government requires that all Committees respect the duties and responsibilities of other Committees and coordinate their activities to the greatest extent possible. It is in the overall best interest of the Town that each Committee carries out its responsibilities in a consistent and professional manner that is in harmony with the general policies promulgated by the Select Board.

The powers and duties of some Committees appointed by the Appointing Authorities are governed by State statute. These include: the Board of Appeals, Planning Board, Historic District Commission, Board of Health, Natural Resources Commission, and others. Once appointed by an Appointing Authority, these Committees operate with a high degree of autonomy. However, it is in the best interests of the Town that these Committees be guided by the general policies promulgated by the Select Board to the extent possible.

Other Committees appointed by an Appointing Authority serve as, among other things, advisors to the Select Board or Town Manager in the performance of their respective duties to the public. These Committees have the powers and duties delegated to them in their specific charges. Committees may be called upon to represent the Town in dealing with other local, regional, or State agencies to the extent requested by their Appointing Authority. When doing so, they shall take positions on all issues consistent with the views of the Select Board and Town Manager, and they shall keep their Appointing Authority fully informed concerning their activities.

III. Officers of Committees, Boards, and Task Forces

Each Committee shall annually elect from among its members a Chair and a Clerk. Certain Committees may also find it desirable to elect Co-Chairs or a Vice-Chair who may act in the absence of the Chair. In the case of new Committees, or Committees that have become inactive, the Appointing Authority may appoint a chair pro-tem to serve until the Committee itself elects a Chair for the balance of the current year.

Except in unusual circumstances, the chairmanship and the clerkship should rotate yearly amongst the Committee membership.

IV. Open Meeting Law and Minutes

All Committees shall operate in accordance with the Open Meeting Law (MGL Ch. 39, sect. 23a-c) and shall keep minutes of their proceedings. Each Committee shall establish its own procedures for approval and submission of minutes to the Town House on a timely basis. Committees are strongly urged to prepare, review and approve minutes as expeditiously as possible to maximize the public's access to information concerning Committee activity. In most instances, Committee minutes should be reviewed and approved within six weeks of the original meeting date. All Committees shall submit electronically a copy of approved minutes to the Town Clerk immediately upon approval.

Committees are reminded that "draft" copies of the Committee's minutes are considered a public record and must be made available to the public upon request, even when the Committee has not yet had the opportunity to review and adopt the minutes.

Upon the dissolution of any Committee, either by action of the Appointing Authority, or pursuant to an expiration date provided in the Committee's charge, all records, documents, correspondence and files concerning the Committee's work shall be promptly turned over to the Town Clerk for appropriate filing and archival storage.

V. Participation in Town Government

Effective Town government requires active and informed citizen participation. The work of every Committee is inter-dependent with that of others. To foster informed decision making in the Town, the Appointing Authorities believe it appropriate that every Committee have representation of its membership at relevant Town government functions, for example:

- Chair's Breakfast
- Finance Committee budget hearings
- Hearings on Town Meeting warrant articles
- Town Meeting

The objective is not to enforce uniformity or adherence to a majority view, but to assure understanding of all issues relating to the work of the Committee on which an individual serves and an understanding of Town government in general.

VI. Conflict of Interest

All Committee members are subject to the requirements of Massachusetts General Laws, Chapter 268A, Conduct of Public Employees. The statute covers:

- (a) Gifts or receipt of compensation or gratuities from anyone other than the Town
- (b) Offers or promises to influence official acts
- (c) Financial interest in contracts or other particular matters
- (d) Acting as agent or attorney before a Town Committee
- (e) Unfair advantage in relation to a particular matter

If a prospective Committee member has any question concerning a potential conflict of interest under MGL Ch. 268A, the member shall raise the question in advance of appointment. Those members currently serving should discuss questions of conflict with the Committee chair and the Appointing Authority as soon as possible. The State Ethics Commission is a useful resource for information concerning the application of the law, and Committee members are expected to follow guidance provided by the State Ethics Commission. Subject to review by the State Ethics Commission, the Appointing Authority will make the final determination concerning conflict of interest, with the assistance of Town Counsel as appropriate.

In addition, all Committee members must avoid the appearance of conflict of interest in all matters coming before the Committee. Committee members shall seek guidance from the State Ethics Commission as appropriate, and file with their Committee chair and the Appointing Authority written notice of facts potentially creating the appearance of a conflict of interest as required.

VII. Formation of a New Committee and Dissolution of an Existing Committee

For a new Committee to be formed, it requires sponsorship from a Select Board member and a majority vote of the Select Board. There should be a public announcement and solicitation of volunteers to serve on the new Committee. A list of all interested volunteers should be compiled and discussed, with clear agreement from the Select Board as to how candidates will be vetted, followed by a vote on new Committee membership.

Select Board members and Chairs of existing Committees can propose dissolution of an existing Committee based on fulfillment of Committee charge or if work is no longer necessary. Such dissolution requires a majority vote of the Select Board.

VIII. Appointment Policy and Procedures

(a) General

It is the policy of the Appointing Authorities to seek the best qualified persons to serve on each Committee. Each Appointing Authority will endeavor to develop a pool of persons interested in serving on each such Committee from at least the following sources:

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

It is the policy of the Appointing Authorities to enlarge the general pool of applicants through active solicitation of Town organizations and through periodic public notification and events. The timing and extent of specific active solicitations shall be determined by the Appointing Authority based on its judgment as to appropriateness and need.

Regardless of how a candidate is initially identified, in order to be considered for placement onto a Committee, it is required that a Volunteer card be completed and submitted to the Town. This can be done in person at the Town Clerk's office, or filled out online within the Volunteer section of the concordma.gov website.

The Town Clerk's office shall maintain an electronic list of people who have submitted Volunteer Cards, noting the date of their submission and particular Committees of interest. When an opening for a Committee position occurs, or is anticipated, every effort should be made by the Town, the Committee and/or the Select Board liaison to contact the volunteers who have listed that Committee as one of high interest.

In accordance with the vote on Article 47 of the 1978 Annual Town Meeting, each Appointing Authority shall make a special effort to seek out roughly equal numbers of women and men as candidates for appointments over which they have authority, and will make all possible efforts to seek out candidates of diverse cultural, religious, socio-economic, national, racial and ethnic backgrounds, in addition to individuals with diverse sexual orientation, income, and ability/disability. The Appointing Authority shall make appointments in accordance with the Massachusetts Equal Rights Amendment which states, in part, that "Equality under the law shall not be denied or abridged because of sex, race, color, creed, sexual orientation or national origin

Term of Office

8. Unless otherwise prescribed by statute, Town Meeting vote, or specific Committee charge, three years shall be the standard term of office for Committee members.
9. Except as provided in section VIII(b) below, those appointed to a three-year term as a full member of a Committee shall be limited to two (2) full consecutive terms.
10. Except as provided in section VIII(b) below, those appointed to a full-member Committee term of five (5) years or longer shall be limited to one (1) full term.
11. A partial term to fill a vacancy shall not be considered to be a full term.
12. Before reappointment to a second term, the individual contribution of the member's value to the Committee and his or her attendance record shall be reviewed by the Committee chair. Attendance of less than 75% of all Committee meetings shall prejudice reappointment.
13. All terms, unless prescribed by statute, shall terminate at the end of the month following Town Meeting, or May 31st, whichever is earlier.
14. The terms of office on Committees shall be set on a staggered basis in the interest of

fostering continuity of knowledge and experience on all Committees. The Appointing Authority shall determine the year in which a given term expires at the time of appointment.

Exception: *Ad hoc* committees appointed for a specific responsibility, at which time the charge to the Committee should include a specific time frame for submission of the Committee's final report and dissolution of the Committee.

15. With the consent of the Committee Chair, a committee member may take a leave of absence from Committee meetings and responsibilities not to exceed 90 days. For an absence longer than 90 days, the Committee member should resign and otherwise face removal under section VII(I) below.
16. Each Committee member shall hold office until his or her successor has been appointed and qualifies, unless his or her office shall become vacant by reason of resignation or removal.

In the event of a declared emergency and if the Moderator reschedules Town Meeting after May 31, all appointed members of a committee whose terms would otherwise expire, shall remain in office until the close of the rescheduled Town Meeting.

(b) Appointments for Additional Terms

Members who have served a three-year term on the Records & Archives Committee may be re-appointed to additional terms indefinitely. For other Committees, the Appointing Authority may re-appoint a Committee member to serve one or more terms on the Committee beyond what is permitted under section VIII(a) above where one or more of the following obtains:

1. Through service on the Committee, the member has developed extensive and valuable background knowledge and experience concerning specific matters before the Committee that are expected to be ongoing Committee matters in the future and which will be difficult adequately to pass on to new members.
2. A Committee member has skills and expertise, (such as an uncommon advanced degree in a field directly relevant to the Committee's charge) that make the member's continued service on the Committee of special value to the Town.
3. The departure of the member from the Committee will result in an absence of important institutional knowledge or know-how regarding the ongoing activities of the Committee that will not be furnished by other Committee members, such as where all members of the Committee would be new appointees if the member in question is not reappointed.

It is intended that re-appointments under this section VIII(b) shall be rare, particularly if there are other available qualified volunteers and/or if the member is serving on another Committee per the section (c) exemption below. In each such re-appointment case, the re-appointment shall specifically reference this section of this Appointment Policy.

(c) Dual Committee Appointments

In general, individuals shall be limited to service on only one Committee at a time, especially in the case of a statutory or regulatory Committee and in cases where there are available qualified volunteers who are not currently serving on a Committee. However, the Appointing Authority may make exceptions for one of the following reasons (which will be documented during the nomination process):

1. By law or specific Committee charge, a Committee member serves as a representative on another Committee (e.g., the Board of Health representative on the Council on Aging), or serves on a joint Committee formed from other Committees.
2. The individual brings unique skills and/or experience not readily available from other volunteers or other public recruitment efforts

Notwithstanding these exceptions, no individual shall sit on more than three Committees or subcommittees at any point in time.

(d) Committee Transfers

In general, a member of one Committee shall only be considered for appointment to another Committee upon completion of the current Committee term of office.

(e) Eligibility for Appointment

All residents of the Town of Concord aged 18 and over are eligible for appointment, except the following:

1. Town employees whose service on a given Committee, in the judgment of the Appointing Authority, would create the appearance of a conflict of interest. Example: an employee of the Public Works Department should not be appointed to the Public Works Commission, but may, however, be appointed to the Council on Aging, Recreation Commission, or other Committee where appointment would not create an appearance of conflict.
2. The Town Manager, Concord Public School and CCRHS Administrators, and Town department heads (these individuals exert a significant influence over public policy by virtue of their positions but may be eligible for ad hoc Committees where such representation is required by the charge). Additionally, municipal officials may serve on a committee where their office is specified as a member by the committee charge.
3. Elected Municipal Officials (Select Board, School Committee members, Town Moderator, Housing Authority Commissioners), except that elected officials may serve on temporary, ad hoc Committees, working groups or task forces, or where there is a statutory requirement.

Relatives, spouses, or business associates of existing Committee members whose appointment, in the judgment of the Appointing Authority, would create the appearance of a concentration of power or viewpoint or a conflict of interest.

(f) Criteria for Selection

Actual appointments from the pool of applicants shall be made by the Appointing Authority on the basis of:

1. The level of applicant's interest in serving and interest in the work of the Committee;
2. The need for diversity on the Committee, taking into account the educational and professional background of the applicant, as well as the need for diversity among all committee members in terms of neighborhood representation, gender, age, and other demographic characteristics.
3. Special skills needed by a particular Committee. Each Committee's charge should identify relevant member skills, background and/or experience required to support their work.

(g) Residency

In most instances, Committee members should be residents of the Town of Concord. There may be occasional exceptions when an individual's unique skill or experience supports the appointment of a non-resident and would be beneficial to the Committee's work. Non-residents shall not be eligible for appointment to any Committee responsible for exercising statutory or regulatory authority.

In the event a Committee member becomes a resident of another community, the member or the Committee chair shall promptly notify the Appointing Authority. The Appointing Authority may, upon the request of the Committee chair, permit the non-resident member to continue to serve until the subsequent May 31, except in the case of statutory and regulatory Committees.

(h) Role of Committee in Appointments

Each Committee is expected to:

1. Encourage individuals to complete volunteer cards
2. State the qualifications they are looking for in appointments

3. Through the Committee Chair, make suggestions to the Appointing Authority on potential members

Committees may invite prospective members to attend meetings to familiarize themselves with the work of the Committee. Committees shall not make any representation to candidates concerning the likelihood of appointment, nor take any vote with respect to candidates.

(i) Selection Procedures

1. The Committee Chair and/or Clerk shall notify the Appointing Authority in writing as soon as a vacancy occurs, or if they are aware that there will be an upcoming vacancy in the next three months.
2. A notice will be prepared for public posting pursuant to the 1996 Town Meeting vote under Article #12.
3. No action will be taken on a vacancy for at least two weeks after the announcement of the vacancy.
4. For Select Board appointments, nominations shall be made at one Board meeting, and formal action will not be taken until a subsequent Board meeting.
5. For Town Manager appointments that are approved by the Select Board, the request for appointment shall be made at one Board meeting, and action on the request shall be taken not later than the next Board meeting.
6. Except in unusual circumstances, the Appointing Authority shall endeavor to make appointments within two months of the announcement of a vacancy.

(j) Orientation Procedure

Upon appointment, all Committee members shall present themselves at the Town Clerk's office in order to take the oath of office. The Town will provide the new Committee member with an informational packet referred to as the "Committee Handbook" which shall include: a copy of the Committee charge or relevant administrative code, and copies of the Open Meeting, Public Records, and Conflict of Interest laws.

It shall be the responsibility of the Committee chair to provide for the orientation of new members to familiarize them with the work of the Committee, current projects, and Town government operations in general as they may impact the Committee's work.

(k) Removal from Committees

As provided in the Town Charter, the Select Board may remove, after such hearing as the Select Board deem advisable, any Committee members appointed by the Board. Further, the Town Manager may remove any Committee member appointed by the Town Manager for cause, with or without a hearing. "Cause" shall include, for example, the repeated failure to attend Committee meetings, the commission of an ethical violation (as found by the State Ethics Commission) or a violation of the Open Meeting Law, as found by the Office of the Attorney General, if the Town Manager believes such action to be necessary to preserve public confidence in Town government.

IX. Conflicts with Law

In case of a conflict between any provision of this Appointment Policy and the laws of The Commonwealth of Massachusetts or the Town Charter, Massachusetts law or the Town Charter, as the case may be, shall take precedence.

TOWN OF CONCORD
MODERATOR'S POLICIES
FOR APPOINTMENT OF THE FINANCE COMMITTEE

November 30, 2025

Concord is required by State Law, Town Charter, and Town Bylaw to have a Finance Committee to advise Town Meeting on articles that come before it. Mass. Gen. Laws c. 39, §16; Concord Town Charter § 2C; Finance Committee Bylaw, §§ 1 and 3. Pursuant to § 2C of the Town Charter, the Moderator is solely responsible for appointment of the members of the Finance Committee. The Finance Committee Bylaw provides that Concord's Finance Committee shall consist of fifteen members appointed by the Moderator in staggered groups of five, each member serving a term of three years expiring at the final adjournment of the Annual Town Meeting in the third year of the term. Successive Concord Moderators over many years have made appointments to the Finance Committee in accordance with consistently observed policies. This document sets forth those policies as of 2025. Finance Committee appointment policies may from time to time be changed by the Town's elected Moderator.

Residency and Age. Registered Concord voters over 18 years of age are eligible to serve on the Finance Committee, except as otherwise provided by state law or the Town Charter.

Volunteer Forms. All appointees to the Finance Committee must have a completed volunteer form on file with the Town Clerk's Office prior to appointment.

Term of Appointment. Appointments for a full three-year term become effective on the day following final adjournment of Annual Town Meeting in the year of appointment and expire on the day following final adjournment of Annual Town Meeting in the third year of the term. Finance Committee Bylaw, § 1.

Number of Terms. Appointees to the Finance Committee are eligible to serve two terms. Partial terms served are not included in the calculation of the number of terms for which an appointee is eligible.

Ineligibility for Appointment to Other Boards and Committees. Pursuant to the Town Charter, § 4, Finance Committee members may not serve as a member of any additional Town board or committee or in any elected Town office.

Vacancies. If a vacancy is created on the Finance Committee through the inability of a member to complete their term, the Moderator will appoint a new member as soon as practicable.

Criteria for Appointment. In appointing the fifteen members of the Finance Committee, the Moderator's goal is to create an advisory body that:

- is diversely representative of the Town in gender, age, neighborhood, voting precinct, educational and professional background, and life circumstances;
- possesses collectively the skills, experience, and knowledge of the Town necessary to perform the Committee's responsibilities;

- is willing and able to dedicate the time and energy necessary to fulfill the Committee’s responsibilities; and
- consists of members able to function effectively together as a Committee.

Identification of Candidates for Appointment. The Moderator seeks candidates for appointment to the Finance Committee through a variety of avenues, including:

- review of volunteer cards submitted indicating service on the Finance Committee as a preference;
- solicitation of recommendations from current and former Finance Committee members, current and former elected Town officials, Town organizations, Town staff, and Town residents;
- research of public records and past service on other Town committees; and
- invitations to volunteer for the Finance Committee at public meetings and events, through electronic and print publications, and through personal interactions.

Appointment process. The Moderator chooses potential candidates for appointment in the context of the composition and skill needs of the Finance Committee as it is then constituted. The Moderator meets personally with all candidates considered for appointment to the Finance Committee for the purpose of assessing the candidate’s:

- relevant education and experience;
- knowledge of the Town;
- understanding of the demands of Finance Committee service;
- capacity and commitment to diligently perform Finance Committee duties;
- open-minded orientation; and
- ability to function in a committee structure.

The Moderator may also coordinate a meeting between the potential candidate and the Chair of the Finance Committee to ensure that the candidate is fully informed about service on the Committee, and to invite the Chair’s feedback on whether the candidate is a good fit for the Committee in light of its current composition and needs.

To formalize an appointment, the Moderator requests the Town Clerk’s Office to record the appointment, notify the appointee, and arrange for the appointee to be sworn in, receive the Committee Handbook, and be informed of Open Meeting Law and Conflict of Interest Law training obligations.



Carmin C. Reiss

Moderator

Update: Antisemitism and Bias Initiatives

Approved: August 16, 2021

Amended: September 7, 2021

Revised: December 2025 with community feedback.

Diversity, Equity, and Inclusion Commission Charge

A. Purpose

The purpose of the Diversity, Equity, and Inclusion Commission (DEI) is to increase cooperation, understanding, and dialogue among residents of diverse cultural, religious, socio-economic, racial, and ethnic backgrounds, **as well as diverse sexual orientations and gender identities**, and to promote inclusion throughout the town. The Commission shall also critically consider intersections among these groups to facilitate learning, understanding, and unity. The goal is for everyone who lives in Concord, works in Concord, attends school in Concord, participates in a Concord faith community, or visits Concord for whatever reason to be welcomed, valued, respected, and heard.

Diversity refers to population groups that have been historically underrepresented in socially, politically, or economically powerful institutions and organizations **or have historically been subject to discrimination, bias and prejudice**. These groups include, but are not restricted to, populations of color such as African Americans and **Black people**, Latinx, Hispanics, Native Americans and Alaska Natives, Asian Americans, and Pacific Islanders; **religious groups who have faced systemic discrimination, marginalization, and persecution including Jewish community members; lesbian, gay, bisexual, and transgender populations; people with disabilities**; and individuals and groups distinguished by their ethnicity, native or indigenous origin, culture, religion, belief system, **immigration status**, marital status, **sexual orientation and gender identity**, parental status, socioeconomic status, **age, sex**, appearance, language, accent, education, or nationality.

Equity is an approach based in fairness **that aims to give** everyone equal opportunity; this means that resources may be divided and shared unequally to make sure that each person has a fair chance to succeed. Equity **considers** that people have different access to resources because of a system of oppression and privilege. Equity seeks to balance that disparity and **prioritizes efforts toward building a society** in which the most underserved and marginalized among us has as much of an opportunity to succeed as the most well-served and advantaged. By taking the various advantages and disadvantages that people face into account, **we work to build a community** in which every person has an equal opportunity to succeed **and make a meaningful impact**.

Inclusion is the dynamic state of operating in which diversity is leveraged to create a healthy, high-performing organization and community. Inclusion refers to the degree to which diverse individuals can participate fully in the decision-making processes within **the Town and community**. An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward **community** and societal goals.

The Commission works to create and maintain a welcoming community free from bias, prejudice, and hate. The Commission addresses bias-motivated conduct and hate incidents, harmful actions or expressions directed at individuals or groups based on their sex, race, color, gender identity, religion, national origin, age, ancestry, sexual orientation, disability, **immigration status** or health-related condition. **This includes, but is not limited to, preventing and responding to racism, classism, ableism, antisemitism, Islamophobia and other forms of religious bigotry**, homophobia, xenophobia, **anti-Asian hate, anti-Arab hate, ageism**, transphobia, sexism, and all other forms of oppression; as well as addressing hate incidents such as vandalism of religious and cultural institutions (such as churches, synagogues, mosques, and temples), display of hate symbols (such as swastikas, burning crosses, or nooses), threatening of physical violence based on one's identity, and other bias-motivated behaviors that harm and create a hostile environment for community members to live and work.

B. Membership

The DEI Commission shall be comprised of nine (9) voting members appointed by the Select Board for three-year, staggered terms (with terms of one-third of the members expiring each year). Members will be Concord residents who demonstrate the qualifications necessary to fulfill the Commission's mission and duties as outlined in this charge and who reflect the diversity of the community. **An active outreach and recruitment program shall be conducted to ensure that all residents are aware of appointment opportunities**, with the goal that the majority of members shall be from historically underrepresented groups (as defined in the Purpose). The Select Board shall consider each applicant based on their individual qualifications to serve on the Commission.

C. Duties and Responsibilities

The Diversity, Equity and Inclusion Commission shall:

- Gather first-hand experiences in Concord from historically disenfranchised and underrepresented populations (including racial, ethnic, religious, gender, etc.).
- Address bias, hate and discrimination incidents affecting the community and provide support to affected individuals and communities.
- Provide training for committee members to self-examine and recognize their own experience with historically disenfranchised populations and unconscious bias.

- Facilitate discussions and education forums for Concord residents and employers about issues of diversity, equity, and inclusion.
- Provide observations and identify areas of systemic racism and discrimination in Concord.
- Develop recommendations of steps to be taken as individuals, organizations, and as a community to combat all forms of bias and embrace greater diversity, equity, and inclusion in Concord.
- Develop strategies and tools to assess the current climate in Concord regarding race, religion, gender, and other protected characteristics (through surveys or other fact-gathering means) and to measure progress.
- Identify ways to promote awareness, engagement, and community building around diverse experiences and to create a more inclusive, welcoming community where everyone feels safe and valued.
- Work in conjunction and in cooperation with Town **and School Leadership**, other community, cultural and faith groups, **and human rights entities in other municipalities that are addressing DEI issues**, to optimize the availability and use of resources and share best practices.
- **Establish subcommittees or working groups as needed to carry out the Commission's work, and appoint liaisons to facilitate coordination with key stakeholders and relevant groups.**
- Suggest town-wide events or activities that foster cultural awareness and increase participation of underrepresented populations on government boards and committees.
- **Develop and maintain an annual strategic plan with specific goals, measurable outcomes, and timelines to guide the Commission's work and track progress toward achieving diversity, equity, and inclusion in Concord.**
- **Recommend trauma-informed mental health support services and culturally competent counseling for individuals and communities impacted by bias, hate, and discrimination incidents.**
- **Recommend staffing and financial resources needed to support the Commission's administrative and programmatic activities.**
- **Assist the Select Board in recruiting diverse applicants for membership on all other appointed town boards and committees, and support Town departments in diversifying their workforces.**
- Report to the Select Board periodically, and no less frequently than once every 6 months, on progress made in identifying obstacles toward achieving DEI in Concord. **Prepare and submit an annual written report on the Commission's activities, progress, and recommendations, and hold a public forum to review and discuss the report with the community.** Make recommendations to the Select Board to address problems that have been found and assist with implementation of recommendations, as appropriate.
- In conjunction with the Select Board, periodically review and update the Commission's charge, to assure that its ongoing work is meaningful, targeted, effective, and appropriate.

D. Other Considerations

Members shall choose a Chair and Clerk. All meetings shall comply with the provisions of the Open Meeting Law, the Public Records Law, the Conflict-of-Interest Law, and all other applicable laws and regulations of the Commonwealth and the Town of Concord.

DRAFT

Select Board Liaison Reports

Paul Boehm – Liaison Reports (12/8/25)

Bias and Hate Incident Reporting Group

- Finalized Work Plan involving research and existing systems, methods of reporting, and the nature and content of incident
- Scheduled briefings and forums prior to recommending specifying elements of Concord's system
- Scheduled briefings from Town Counsel and Concord Police Department on Dec 15
- In touch with District Attorney Ryan's office to schedule a briefing in early January
- Plan for a Public Forum for early January

Public Works Commission

- Important updates on the upcoming meeting on Dec 11
 - CPC conditionally approved the application for the CCHS Amenities Building. The Dec 11 meeting will consider the Regional High School's Amenities Building appeal to connect the new facility to the sewer system
 - Also the Stormwater Utility Program – Abatement Process will be discussed

Natural Resources Commission

- Conducted a hearing this afternoon (12/8) on the Request for Determination of Applicability, Hannon, 1175 Elm Street. The Applicant was seeking confirmation that portions of the property are jurisdictional under the Wetlands Protection Act and Concord Wetlands Bylaw, and that stockpiling activities are jurisdictional under the Wetlands Protection Act and Concord Wetlands Bylaw.

Transportation Advisory Committee

- At the November 18th meeting
 - Heard an update from Alyssa Sandoval on the Town of Acton's initiative for providing a fixed-route public transit service linking Acton, Maynard, and Concord. Alyssa is considering pursuing collaboration and coordination opportunities to expand the route into Concord Center
 - Briefing from Ron Holsinger, Community Safety Officer of CPD discussed the State and local regulations for users of pedal bicycles and for users of e-bikes (electric bicycles). There is growing concern about the use of e-bikes at high speeds on the BFRT and the TAC will be discussing further and advising the SB and recommended actions, if any.
- On Nov 19, with Community Development Department and its consultant Stantec, participated in a facilitated drop-in public workshop on *Concord Comprehensive Transportation Strategy* to further gather public input on strategies and priorities to be include in Stantec's upcoming report next spring.
 - The Virtual Workshop is online [Comprehensive Transportation Strategy | Concord, MA](#)

- Committee is finalizing work on revising their committee charge

Public Ceremonies and Celebration Committee

- Met on 12/4 to discuss upcoming events in the spring
 - Review Honored Citizen event checklist and request form
 - Finalize Tree Lighting Request from Rec Dept
 - Confirm timelines for Patriot's Day participant submissions
- Looking for new members

PEG Access Committee

- Congratulations to the Minuteman Media Crew for their highly professional real time coverage of the **CCHS Thanksgiving Day Football at Fenway Park - November 26, 2025**

Liaison Report for Wendy Rovelli (12/8/25)

Council on Aging (11/18)

- Priority issues for the COA are Transportation, Housing and increasing participation by seniors.
- In October 50 members had transportation needs that could not be met by existing staff. There were 16 members for the 1st few weeks of November. Ten volunteers drivers are asked to help when possible. The board advocated for increasing van driver staffing hours.

Planning Board (11/18)

- Board voted to add Concord Greene to the MBTA Zoning district to address compliance issue. Meeting to discuss with Concord Greene is planned.
- Town counsel reviewed the Town's current wireless bylaw, other Town policies and compliance with Federal Law. The current bylaw was developed at a time when there was great proliferation of wireless infrastructure and there were concerns about the effect on the natural built environment – as such the bylaw was designed to limit the facilities in town. Some of the requirements may be unenforceable in some circumstances and preempted by federal law which allows wireless carriers to override local zoning to close coverage gaps. Recommendations to address compliance and promote additional coverage were identified. Drafting a warrant article for Town Meeting was discussed
- Board discussed Combined Business/Residence (Mixed-use) Zoning Amendment related to open space requirements inclusive of deck space, development standards for Affordable housing, and adding specificity to special permit waiver provision.

Climate Action Committee (11/19)

- Weston & Sampson awarded the contract for the update to the Climate Action Plan. Contracting will proceed with Procurement team. The RFP as a condensed timeline of 9 months for completion.
- A kickoff in March is planned for the SuAsCo \$450K MVP grant
- An earlier effort was made with a third party to outline a roadmap for achieving our 2050 GHG reduction targets – results are expected in 4-6 weeks.
- Members discussed a draft Resolution to be forward to CMLP and the Select Board regarding actions to support transition off methane to clean electrical or geothermal technologies. Megan recommended inviting a representative from National Grid to better understand their transition strategies.

Finance Committee (11/20)

- Minuteman presented preliminary FY27 budget. Concord assessment based on dept requests: \$1,334,991 Operating (\$34,228/student), total assessment \$1,906,329 (including debt) 8.8% increase based on 38.5 students(4yr rolling avg). Final budget to be shared in January. FY26: 38 students, \$31,726/student; Capital Budget includes \$950K contribution to stabilization fund (Goal is to build up funds over 20 years to negate larger capital requests to the Town.)
- Town Budget presented to Committee (same as earlier Select Board presentation).
- Committee reviewed draft Reserve Policy, small revisions to be incorporated
- Town Moderator Carmin will be coming to Select Board to discuss APP10 - Finance Committee should not be included

Financial Policy Work Group (12/3)

- Final revisions to Reserve Policy discussed. Goal will be to have final review with Finance Committee on 12/11, with follow-up at Select Board meeting on 12/22.
- Started process of reviewing current capital and debt policies.

Tax Relief Evaluation TF (12/4)

- 800 surveys received YTD, a lower proportion of respondents under 40 (in comparison to Town demographics), very low renter participation.
- Outreach to apartment complexes anticipated since verification that survey participation is not deemed solicitation. Will outreach to Business Roundtable leadership as well.
- Members discussed report organization, planning and analytic needs.

Hanscon Area Town Selectman

- Received notification that Runway Ventures team is not planning to present the Supplemental Draft Environmental Impact Report (SDEIR) for the North Airfield Project until at least March of 2026

Mary Hartman Liaison Report for December 8, 2025, Select Board meeting

11/19 Economic Vitality

Continue to discuss ideas for Roundtable.

LUWG Municipal Consolidation subcommittee (11/26 & 12/3)

Finalized options to consider for the target site. Options include:

- a status quo (no consolidation),
- consolidate to renovated Peabody,
- consolidate to a new building at Peabody,
- consolidate to a new building at Ripley, and
- buy new building.

Group discussed pros and cons of each option. The financial analysis of each option is on hold awaiting required data. Report back from the subcommittee to the full committee is scheduled for late Jan. Group began discussing the format of our report.

.LUWC Committee (12/5)

Reviewed outstanding data requirements. Discussed a template for the Jan reports from the 3 subcommittees. Discussed a workplan going forward. It quickly became apparent that a revision of the charge is needed.

CPC (11/25 & 12/2)

The CPC has a windfall of over \$4 million to allocate this year. They voted to recommend several projects. The Amenities Bldg. application was approved conditional on approval by the PWC. There are several outstanding issues related to the DNR request for \$500k for a Conservation Fund.

CMAHT (11/20)

Prep for the Dec 15 Roundtable with particular emphasis on the parcel at 91B Main St. This parcel is offered to the town from MADOT for \$600 and can support 9 bedrooms of housing. \$500K has been appropriated from ARPA and the CMAHT could fund the rest and the cost of building assuming the cost/unit is acceptable.

Bicycle Safety (11/20)

Excellent presentation hosted by Mothers Out Front on simple measures municipalities can take to make roads more cycle friendly.