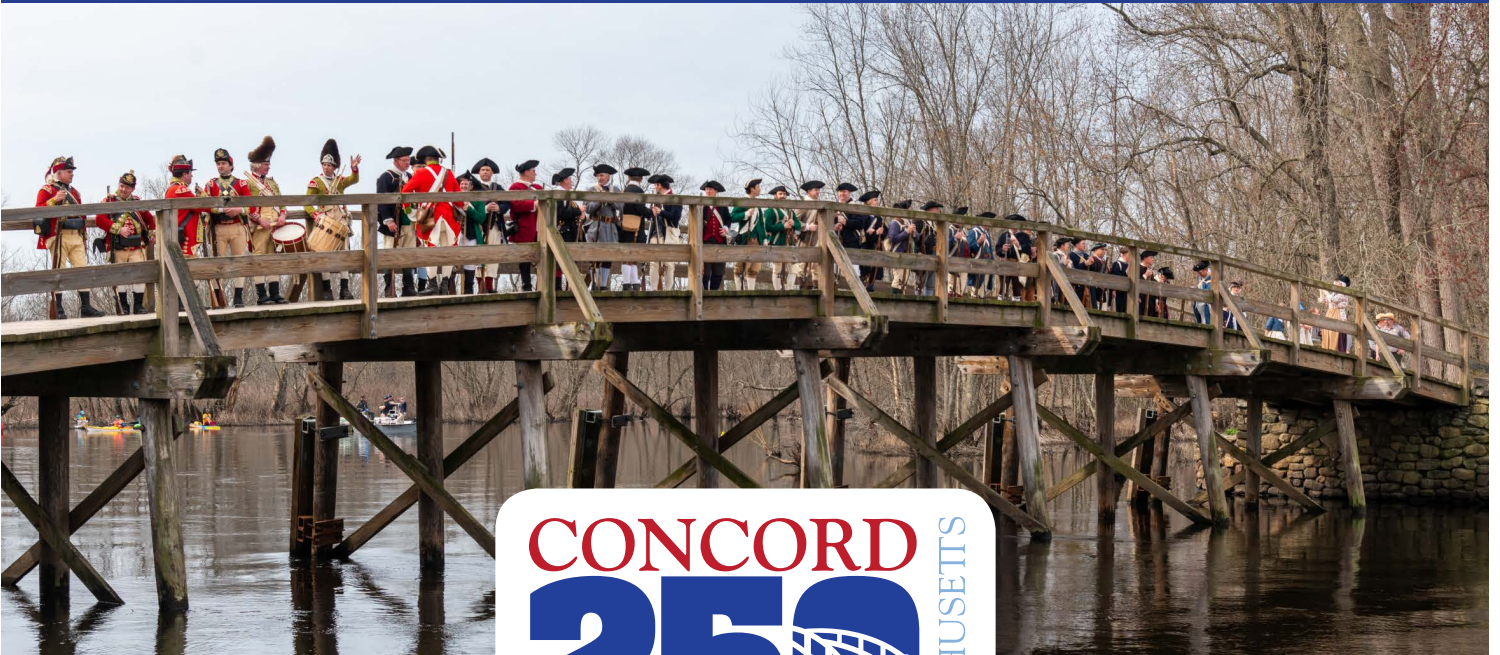


Concord 250th Celebration



FINAL REPORT OF THE CONCORD 250TH EXECUTIVE COMMITTEE



1775-2025

COVER PHOTO CREDITS: MAIA KENNEDY PHOTOGRAPHY, HENRY MORGAN AND PRISCILLA WHITE STURGES.

COVER DESIGN CREDITS: PRISCILLA WHITE STURGES, WATERMAN DESIGN—
WWW.PWATERMANDESIGN.COM

THIS REPORT COMPILED AND EDITED BY MR. GARY CLAYTON AND DR. ROBERT MUNRO, CO-CHAIRS, CONCORD250 EXECUTIVE COMMITTEE. OCTOBER, 2025

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Concord250 Executive Committee Final Report (2022-2025)

Executive Summary

The commemoration of the 250th anniversary of the Battles of Lexington and Concord, culminating on April 19, 2025, represented a truly monumental and multifaceted undertaking for the Town of Concord and its extensive network of partners. This comprehensive after-action report provides an in-depth overview of the diverse events, analyzes key outcomes, and for the period January, 2022 through June, 2025, offers a detailed examination of the lessons learned throughout the planning and execution phases. It concludes with strategic, actionable recommendations designed to inform and enhance future large-scale civic celebrations. The unparalleled collaborative efforts of hundreds of dedicated volunteers, diligent town staff, and numerous specialized subcommittees were unequivocally paramount to the overall success of the commemoration, drawing an estimated 75,000 to 100,000 attendees to Concord alone. This significant influx of visitors underscored both the immense public interest and the logistical complexities inherent in such a grand event. This included a hard closure of vehicle traffic in Concord Center beginning Friday evening until early Sunday morning. **From a public safety standpoint, the event was a resounding success, with no major incidents reported, and attendees consistently reported feeling safe.** While the celebration was largely successful in profoundly honoring a pivotal moment in American history, fostering deep community engagement, and providing a memorable experience for many, post-event feedback from various stakeholders, particularly local businesses, highlighted critical areas for improvement. These areas primarily concern the efficacy of inter-town communication, the precision of logistical planning, and the need for more equitable and inclusive business engagement strategies. This document is meticulously designed to serve as an invaluable and publicly accessible resource for current town staff, residents, and future committees tasked with organizing similar significant public events, ensuring that the successes are replicated and challenges are proactively addressed.

Introduction and Context

The Concord250 Committee was formally established in 2022 by the Select Board, embarking on the ambitious charge of orchestrating a fitting and impactful Concord commemoration for the 250th anniversary of the Battles of Lexington and Concord. These foundational events of the American Revolution, occurring on April 19, 1775, represent a critical turning point in the nation's history. The committee's overarching mission was to honor this profound historical significance by not only engaging the local community but also by educating a broader audience of visitors, thereby fostering a deep and resonant sense of shared heritage and national pride. Achieving this ambitious goal necessitated extensive and intricate planning, meticulous coordination, and robust collaboration across various town departments, a

multitude of volunteer groups, local businesses, Concord faith communities, and neighboring communities that also played a role in the historical events. The celebration was deliberately designed to be publicly accessible, inclusive in its programming, and impactful in its delivery, striving to authentically reflect the spirit and enduring legacy of the pivotal events it commemorated. The insights, analyses, and recommendations presented within this report are drawn from a comprehensive review of detailed documentation provided by the various subcommittees and town staff.

Overview of Events and Activities

The Concord250 commemoration encompassed a remarkably diverse array of events and initiatives, strategically spanning several months leading up to and culminating in the historically significant Patriot's Day weekend of April 18-20, 2025. These activities were thoughtfully designed to engage a broad and varied audience, ranging from local residents and students to national and international visitors, ensuring that the 250th anniversary resonated with diverse groups.

Communication and Publicity

The Communications and Publicity Subcommittee was tasked with a foundational challenge: defining a cohesive identity for the entire Concord250 effort. To achieve this, they worked to create a unified logo and tagline that would provide coherence to the entire enterprise. The chosen tagline, "**Still Heard Round the World**," served as a powerful connection between the battle at the North Bridge, Emerson's "Concord Hymn," and the succession of eminent minds that have given Concord its reputation as a cultural and intellectual hub. The committee commissioned a local graphic artist, Priscilla Sturges, who created a distinctive and exceptionally fine logo that was reviewed and accepted by the Executive Committee.

To disseminate information and engage the public, the subcommittee developed a comprehensive strategy that included a dedicated website, social media presence, and traditional media outreach. They created messaging that focused on key themes, ensuring that the communications were consistent, compelling, and accessible. The team successfully produced several key communication materials, including:

- **A promotional video** that showcased the mission of the Concord250 committee.
- **A "Save the Date" brochure** and event flyer that were widely distributed.
- **Themed messaging** for each event that was promoted across multiple channels.

The subcommittee's work also extended to public relations and media engagement. They prepared press kits, conducted interviews, and managed media inquiries. They also prepared a robust list of key facts and talking points to ensure consistent messaging. Key facts that were highlighted included the 1875 centennial and 1975 bicentennial celebrations, which were attended

by President Grant and President Ford, respectively. The committee also created a list of key figures to contact for interviews and public appearances, including the Executive Committee Chairs, subcommittee chairs, and prominent residents.

The success of the communications effort was evident in the widespread public awareness and the high attendance figures for the various events. The committee's ability to create a consistent brand, and disseminate information through a variety of channels was paramount to the overall success of the commemoration. Please see appendix for further information.

Art, Literature & Music

The **Art, Literature & Music Subcommittee** played a crucial role in curating creative and engaging programs that enriched the celebration. Their mission was to "promote diverse, stimulating and entertaining programs, events and original pieces to commemorate the 250th anniversary... reaching out to as many people as possible to stir interest, suggestions and attendance." The subcommittee's members, primarily representing Concord's cultural organizations, met monthly to share ideas and collaborate on projects, with their efforts spanning from 2024 and continuing through 2026. A hallmark of their work was the ability to adapt and pivot quickly, most notably when a planned music festival for the afternoon of April 19th could not be executed. Recognizing the need to fill the void of entertainment between the traditional morning parade and the evening drone show, they successfully coordinated a **Block Party** in just three months. This event fully captured the community spirit of the 250th. (please see appendix)

Beyond the Block Party, the subcommittee spearheaded several notable initiatives and projects, including:

- **The Concord250 Lantern:** This large-scale, portable Wayfinding Sign was created to be moved from location to location to highlight the venues for each 250th event. Funded by Newbury Court, Concord Lamp and Shade, and others, the lantern was first lit at the Concord Museum. The lighting ceremony was a creative event in itself, with bike riders carrying a LED torch from Boston along the route of Paul Revere's Ride to light the large lantern at the Concord Museum as attendees cheered.
- **3-D Printed Minute Man Statue:** The Concord Free Public Library hosted a special project in its Workshop space to recreate Daniel Chester French's iconic 1875 Minute Man statue using its 3-D printer. The project engaged families, who made small, personalized blocks to become part of the 5-foot statue. This was an especially popular and interactive way to connect the community with a tangible piece of history.
- **Community Support Projects:** The subcommittee was also responsible for projects that supported the overall celebration, including the creation of a Wayfinding Sign at the Visitor Center and a "250th" sign placed in front of the library. These efforts helped create a cohesive and festive atmosphere throughout the town. Please see appendix for further information.

Events

The **Concord250 Events Committee**, operating under the charge of the Select Board, has led Concord's community-wide effort to commemorate the 250th anniversary of the town's historic role in the founding of the United States. From 2023 through 2025, the committee has developed and executed a comprehensive series of programs and events reflecting the full complexity of Concord's past and its continuing legacy. In accordance with the Select Board's charge, the committee focused all of its work around the following guiding criteria:

- **To develop a comprehensive plan of events** for celebrating and promoting the 250th anniversary and related historical milestones, including new historical research and a commitment to recognizing the contributions of **Indigenous and Black Concordians**, as well as those whose voices have

historically been unheard or marginalized.

- **To create events that acknowledge the progress made—and the work still to be done—** in preserving, protecting, and expanding the foundational principles of **self-determination, equality, and liberty for all people.**
- **To identify and encourage opportunities** for individuals and organizations to actively participate in celebration planning and execution.
- **To ensure that all activities reflect a strong commitment to diversity and inclusiveness,** and that they offer meaningful opportunities for citizen engagement at all levels.

All Concord250 events were designed to support one or more of these focus areas. Below is a summary of selected initiatives that exemplify the committee's efforts.

Selected Events and Programs

Ellen Garrison Day (April 14, 2023, and annually)

In a historic first, Concord officially honored **Ellen Garrison**, a local-born civil rights activist and granddaughter of Patriot of Color Caesar Robbins. Held on April 14, 2023, the inaugural celebration recognized her enduring legacy alongside Frederick Douglass's 1841 visit to Concord. This powerful day of reflection and learning has since become an **annual tradition**, bringing greater awareness to the African American narrative within Concord's history. Within two years of the event The Ellen Garrison Building was dedicated for middle school students, marking the first building named after a person of color in the nearly 400 years of Concord history.

Concord and the Vietnam War (November 5, 2023)

Veterans who once protested the Vietnam War at the Old North Bridge returned to reflect on their civil disobedience and its historical context. The event, moderated by author and historian **Elise Lemire**, provided deep insight into the intersections of war, memory, and moral injury.

"Enemies to Their Country?" – Town Meeting Reenactment (January 10, 2024)

Commemorating the pivotal 1774 Concord town meeting rejecting the Tea Act, this collaborative program engaged participants in a reenactment and dialogue about political courage, resistance, and the roots of American protest traditions.

The Life of Benjamin Ralph Kimlau (May 16, 2024)

This program spotlighted the legacy of **Benjamin Ralph Kimlau**, a Chinese American WWII bomber pilot born in Concord. The event, co-sponsored with the Massachusetts National Guard and the Concord Free Public Library, explored Asian American contributions to military service, local history and our 250 year journey to expand freedom and equality.

Louisa May Alcott and the Journey to Universal Enfranchisement (March 29, 2025)

On the 145th anniversary of Louisa May Alcott casting her vote in a Concord town election, community members gathered to celebrate women's suffrage and reflect on democratic inclusion. The event featured living history performances and an interactive voting reenactment in the historic Town House. This event was organized by The Orchard House in collaboration with Concord250 Events.

Patriots Light Drone Show (April 19, 2025)

As the grand finale to Patriots' Day festivities, a 20-minute choreographed **drone light show** featured more than 300 drones portraying scenes from Concord's revolutionary history. The event drew widespread community attendance and offered an innovative, visually impactful tribute to Concord250's day of celebration.

Massachusetts 250 Grant: *A Fight for Freedom – Honoring Patriots of Color*

In 2024, the Town of Concord and the Concord250 Events Committee were honored to be selected as recipients of a **\$25,000 grant** from the **Massachusetts 250 Commission**, one of just 37 projects funded from over 180 statewide applications. The grant supported the launch and expansion of *A Fight for Freedom: Honoring Patriots of Color*, a multifaceted initiative designed to surface and share the overlooked stories of African American and Indigenous individuals who fought during the Revolutionary War.

This initiative was directly aligned with both the **Healey-Driscoll Administration's goals** to elevate historically underrepresented narratives in Massachusetts' semiquincentennial commemorations, and with the **Concord Select Board's charge** to integrate new research and the stories of Indigenous and Black Concordians into Concord250 programming.

Key highlights of the *Fight for Freedom* initiative included:

- **Theatrical Performance and Kickoff Event:** A powerful opening presentation, including the play *The Visit*, featured acclaimed speaker **Marvin Alonso Greer** and local artists.
- **Live Performances:** Held at The Umbrella Arts Center with original performances by **Victoria Lee**, **Shy'kira Allen**, and others, supported by professional sound, lighting, and accompaniment.
- **Walking Tours:** Weekly public tours through historic Concord highlighted the stories of Patriots of Color.
- **Printed and Digital Materials:** Booklets, scripts, and a professionally produced virtual tour film (by Luminous) extended access to wider audiences.
- **Media Recognition:** The initiative was featured in **local and national press**, including a segment on **WBZ Boston** and **CBS Sunday Morning**, further amplifying its impact.
- **Permanent Installations:** In partnership with The Robbins House and Minuteman National Historical Park, **three new interpretive wayside exhibits** were installed near the North Bridge. For the first time, these installations explicitly recognize the contributions of African and Indigenous soldiers on April 19, 1775.

The *Fight for Freedom* initiative offered a more complete and inclusive account of the American Revolution and Concord's role within it. It has helped cement the stories of these Patriots of Color in the public narrative, ensuring future generations encounter a richer and more truthful historical landscape.

Conclusion

From scholarly programs and living history events to artistic tributes and permanent public installations, the work of the **Concord250 Events Committee** has reflected a commitment to historical integrity,

inclusiveness, and civic engagement. Through this body of work, the Committee has not only honored the past but also helped create space for a fuller, more accurate telling of the American story—one that resonates with all members of the Concord community.

The Committee extends its sincere thanks to the many individuals, organizations, and community partners who supported this work. Together, we have created events that acknowledge the progress made—and the work still to be done— in preserving, protecting, and expanding the foundational principles of self-determination, equality, and liberty for all people.

History and Education

In 2025, the 250th anniversary of the historic battles of Concord and Lexington, which marked

the beginning of the Revolutionary War, was celebrated. The **History & Education Subcommittee** was tasked with the proper documentation of the brave individuals who fought for Concord in the War of Independence. While past research has made substantial strides in identifying those who fought on April 19th from Concord, they expanded that inquiry to ask, seemingly for the first time:

- Who fought from Concord during the entire eight years of the war?
- Who from Concord died in service during the Revolutionary War?
- Where are they buried?

The Concord250 Executive Committee asked the History & Education Subcommittee to identify those who died during the eight years of the Revolutionary War for a potential memorial. The criteria for inclusion became those with a birthplace, home, or grave in Concord, as per Administrative Policy & Procedure #26, Names on War Memorials. However, research showed others had service credited to the Town of Concord, engaged for the Town of Concord, and/or were part of a Concord militia or minuteman company. The research and data gathered by the Subcommittee will be used to update existing records, including the bronze plaque at the Concord Monument, and create a searchable database and potential online exhibit for the Concord Museum and the Concord Free Public Library. This work is a testament to the fact that history is an ongoing exploration and that our understanding of the past continues to evolve as new questions are asked and new records are uncovered.

Permanent Memorial

The Concord250 Permanent Memorial Subcommittee spent many months reflecting on the ideals that motivated those who fought for freedom on April 19th, 1775, and how these values can best be expressed in projects that mark the 250th anniversary of this event. In doing so, it focused on potential initiatives that accomplish a multifaceted goal: honoring the past, elevating the critical concerns of the present, and looking ahead, with hope and conviction, to the future.

After a careful process of listening, historical research and deliberation that has included feedback at various public gatherings, as specified in the charge of the Concord Select Board, the subcommittee proposed three initiatives

- **Honoring those that served our country in the armed forces:** This effort was addressed by the History and Education subcommittee's documentation that more fully and accurately identified those who fought and died from Concord during the eight years of the Revolutionary War. Please see a further description of these accounts in the appendix.
- **Evaluating and Proposing a Memorial Park near Monument Square:** The subcommittee identified Parcel 1, a small town-owned parcel across the street from Monument Square. This site had been acquired in 1900 by the Town to celebrate the 125th anniversary of the Battle of Concord. A lengthy public review and assessment of the feasibility of this small site was conducted to consider a conceptual plan developed by the subcommittee and its consultant. At this time a general consensus has emerged from a rigorous public debate regarding the need and scope for landscape

improvements in this area. The discussions regarding the scope and design of a fixed memorial on this site continues.

- The **250 Commemorative Trees** project was designed to be a living, lasting tribute to the 250th anniversary, contributing to Concord's natural beauty and long-term sustainability. The planting for the 250 memorial trees began in late 2024, with eleven sizable oaks and maples planted by Concord Public Works along ORNAC and at Harvey Wheeler. Public Works contracted with Wagon Wheel Nurseries in late 2024 to begin planting the remainder of the 250 trees in the spring of 2025. As of August 2025, 182 trees had been planted around town, including many at the Concord Carlisle High School and Alcott School, the Ripley School, at Nine Acre Corner, and around Emerson Field. Two trees were planted at Mandrioli Park in West Concord, an area in great need of shade. Wagon Wheel is to begin planting again as weather permits in the fall of 2025 and will complete the plantings by the close of 2025. The trees are recognizable by the Concord250 stickers attached to their watering bags, which will be in place for the first two years post planting. Following that, trees will be identified by hanging tree tags that identify the species by common and botanical names. Two ground-mounted plaques will commemorate the project; one at the Main Library, and one in Mandrioli Park. The tree planting project is supported by Community Preservation funds, American Rescue Plan Act funds, and private donations, including a very generous gift from the Middlesex School. The Fenn School and Nashoba Brooks also contributed to the project.

Community Participation and Engagement

The **Community Participation Subcommittee** fostered widespread involvement and civic pride, diligently meeting monthly for an impressive 33 months to coordinate a multitude of initiatives. Their sustained efforts were instrumental in creating a pervasive sense of anticipation and shared ownership for the anniversary. Key highlights of their impactful endeavors included:

- **Historic House Flags:** A visually striking and deeply symbolic element of the commemoration was the widespread display of "1775 House and Witness House flags." These flags served as a powerful visual reminder of Concord's historical significance. Following an initial demonstration on 10 homes in April 2024 to gauge interest and logistics, an impressive total of 74 flags were subsequently ordered and prominently displayed across Concord in 2025, visible to residents and visitors alike from April 12-26, 2025. This initiative not only beautified the town but also fostered a collective sense of pride and historical connection among homeowners and the wider community.
- **Student Essay Contest:** To actively engage and educate younger generations about their local history, a **High School Student Essay Contest**, for Concord-based students, was meticulously organized, running from January to December 2024. The contest successfully received 39 thoughtful submissions from students across three high schools, demonstrating a commendable level of interest and historical inquiry. Subcommittee members carefully selected the top 10 essays, which were then reviewed by external judges who narrowed the selection down to the top 5. This initiative not only promoted historical literacy but also encouraged critical thinking and creative expression among students.
- **Newbury Court Presentations:** The subcommittee demonstrated a commendable commitment to inclusivity by actively engaging the senior community. They organized impactful presentations at Newbury Court, providing detailed information about the 250th Celebration (on July 24, 2023, attracting 50 attendees) and subsequent planning updates (on May 13, 2024, with 18 attendees). Furthermore, a Zoom presentation was held on May 21, 2024, specifically addressing participation opportunities in Concord250 events, which drew 24 attendees. These outreach efforts ensured that a vital segment of the community felt informed, included, and enthusiastic about the upcoming celebrations.
- **"Bridging Cultures: Celebrating Concord's Rich Heritage":** A truly vibrant and culturally significant highlight of the April 19th festivities was this multicultural show, hosted at 51 Walden. Co-sponsored with the Concord Diversity, Equity and Inclusion Commission, the event was a testament to Concord's diverse community and its evolving narrative. It featured a rich tapestry of performances, including the powerful ShinDaiko Ensemble, the engaging Shivani Dave MC Comedian, the dynamic C4 (Concord Chinese Club), and an expressive Indian theater group and dancer. The show attracted a sizable audience of 290 attendees and involved approximately 40 participants, underscoring the committee's commitment to inclusive celebration and the recognition that American history is a mosaic of many cultures.
- **Additional Flag Displays:** To further amplify the festive and patriotic atmosphere

throughout the town, four additional US flags were strategically hung on Lexington Road and Sudbury Road light poles on April 15, 2025. These supplementary displays contributed to the overall celebratory ambiance, ensuring that the spirit of the commemoration was widely visible.

- **Quilt Display:** An extraordinary collection of quilts produced by craftspeople throughout New England was displayed at Concord Academy. This event proved to be among the most popular of the Concord250 activities.

The Ambassador Program

A critical and highly successful component in ensuring a positive visitor experience and maintaining public safety was the **Concord250 Ambassador Program**. This initiative was rapidly developed over the winter months of 2024-2025, demonstrating remarkable agility and foresight. The program successfully deployed an impressive contingent of 204 community Ambassadors on the peak day of April 19, 2025. These dedicated volunteers operated in small, coordinated teams across 23 strategically designated locations throughout the town and within the parade route, working in demanding 4-hour shifts from dawn until 10 PM. Their multifaceted and proactive role was essential for the smooth flow of events and the well-being of attendees. Key responsibilities included:

- Meeting and greeting visitors
- Providing information about events and services
- Monitoring visitor activity to support safety objectives
- Rendering immediate care as necessary
- Communicating with public safety as needed
- Supporting emergency shelter operations if required
- Providing transport within the town center perimeter
- Promoting a sense of community

The recruitment strategy for Ambassadors initially prioritized existing Concord250 Subcommittee volunteers, leveraging their prior commitment and knowledge, and then strategically expanded to the broader community. Comprehensive orientation and training were paramount, including a MEMA-sponsored session in January focusing on emergency readiness and urgent care. Extensive communications were disseminated to individual volunteers, clearly outlining responsibilities and providing information to ensure accurate expectations. An informative orientation video, produced with the assistance of Minute Man Media, was made available to all volunteers. Furthermore, a hands-on session was held on April 13, offering practical review of first aid and life support skills and providing a forum for discussing event-day plans, ensuring volunteers felt prepared and confident in their roles.

Parade

The **Parade Subcommittee** carefully planned and executed the Patriot's Day parade, a key highlight of the commemoration. The application process for parade participants opened in mid-September, with the application form developed and hosted by the Town of Concord's Municipal Archivist, Nate Smith. A separate Google form was used by the committee to review and track applications, which were accepted on a rolling basis. An email was sent to previous participants to invite them to apply, and the application link was promoted on the Concord250 website and social media channels.

The parade featured a diverse range of participants:

- **Military and Public Service:** This section included the Massachusetts National Guard, the Massachusetts Army National Guard, and the Concord Fire and Police Departments.
- **Music and Entertainment:** The parade showcased several musical groups, including the UMass Amherst Minuteman Marching Band, the Colonial Pipers Fife and Drum Corps, and the Lexington Minute Men Company Fife & Drum Corps.
- **Historical and Civic Groups:** Various historical and civic organizations participated, such as the Governor's Council on the 250th Anniversary, the Descendants of the Concord Minute Men, the Concord Historical Commission, the Concord 250th Anniversary Committee, and the Concord Agricultural Committee.
- **Community Groups and Businesses:** The parade also included local businesses and community organizations like Concord's Farmers, the Concord Free Public Library, and the Concord Independent Battery.
- **Elected Officials:** The parade featured several elected officials, including, State Representatives Simon Cataldo and Carmine Gentile, State Senator Mike Barrett, and Concord elected officials.

A key element of the parade was the presence of **Parade Marshals** and **Honorary Grand Marshal**. The Parade Marshal was Navy Captain Thomas Kelley (ret.), a Congressional Medal of Honor awardee. The committee successfully managed to attract a total of 56 applicants for the parade, with 45 accepted, two on a waitlist, and nine declined. The success of the parade was attributed to the meticulous planning, effective use of digital tools, and the dedication of the committee members. (please see appendix)

Key Events on Patriot's Day Weekend (April 18-20, 2025)

The core of the commemoration unfolded over the Patriot's Day weekend, featuring a series of high-profile and deeply symbolic events that drew immense public attention:

- **Friday, April 18, 2025:** The weekend commenced with the opening of the **Wright Tavern Beer Garden** in Concord. This venue provided a relaxed and convivial social gathering point, allowing early arrivals and local residents to begin the celebrations in a festive atmosphere.
- **Saturday, April 19, 2025:** This day marked the historical anniversary itself and was the main focus of celebration in Concord, packed with significant events:
 - **Dawn Salute Ceremony:** Held at the Minute Man National Historical Park, this solemn and evocative ceremony began precisely at 6 AM with the tolling of the First Parish bells throughout the town, setting a reverent tone. This was immediately followed by a powerful salute from the Concord Independent Battery and the Massachusetts Army National Guard 101st Artillery Regiment. This early morning event, steeped in tradition, served as a powerful opening to the day's commemorations, connecting attendees directly to the historical moment.
 - **Concord Parade:** A major public spectacle, the Concord Parade was a vibrant display of civic pride, historical reenactment groups, and community organizations. It drew significant crowds along its route, creating a lively and engaging atmosphere for families and visitors.
 - **Old North Bridge Ceremony:** As part of the parade, a solemn and deeply commemorative event, the ceremony at the historic Old North Bridge served as the focal point for reflection on the "shot heard 'round the world." It brought together dignitaries and citizens to honor the courage and sacrifice of the early patriots. This included remarks by US Congresswoman Trahan and a keynote address by Massachusetts Governor Healey. This was the first time in 250 years that the Governor of the Commonwealth provided the keynote address. Also, participating in this event was the British Consul General to New England.

- **Military Jet Flyover:** A breathtaking and memorable highlight occurred at approximately 10:15 AM, coinciding with the conclusion of the North Bridge Ceremony. This impressive display featured two F-15c fighter jets from Barnes AFB, MA, and a KC-46 Aerial Refueler, from Pease AFB, NH, executing a precise flyover. The aircraft passed dramatically over the North Bridge from the northwest, continuing their flight path over Concord Center, Battle Road, and Lexington, in a powerful tribute to the 250th Anniversary of the Battle of North Bridge. This meticulously planned aerial salute was orchestrated by Executive Committee members with crucial support from Concord resident Bob Hallinan and Littleton resident Rich Hubbard. A point of local pride was the participation of Major Alex Ostrom, a Concord-Carlisle High School graduate, who piloted one of the F-15c aircraft, adding a personal connection to the impressive display.
- **Wright Tavern Beer Garden:** The beer garden continued its operations on Saturday, providing a popular gathering spot for attendees throughout the day.
- **Patriots Light: Concord 250 Drone Show:** As evening fell, a modern and visually stunning nighttime event captivated audiences. This first ever Drone Show in Concord offered a unique blend of technology and artistry, depicting historical narratives and patriotic imagery with illuminated drones, providing a memorable conclusion to the day's festivities.

Attendance Figures

The overall attendance figures for the Patriot's Day weekend were substantial, indicating widespread interest and participation in the 250th anniversary commemorations across the involved towns:

- **Concord:** The Town of Concord experienced the largest influx of visitors, with attendance estimated between **75,000 and 100,000 attendees**. This high turnout underscores the significant public interest in Concord's historical role and the success of the organized events in attracting large crowds. While a testament to the event's popularity, such numbers also posed considerable logistical challenges related to crowd management, public safety, and resource allocation.
- **Lincoln:** The Battle Road Tactical Demo in Lincoln attracted an estimated 1,200

attendees. This event provided a more focused historical experience for those interested in the tactical aspects of the battles.

- **Arlington:** The Battle of Menotomy Reenactment in Arlington saw an estimated 2,000 to 3,000 attendees. The Anthem Group, responsible for some attendance monitoring, noted the inherent difficulty in precisely gauging attendance in Arlington due to the dispersed nature of attendees along Mass Ave, making accurate crowd estimates challenging.
- **Lexington:** It is important to note that The Anthem Group was not requested to be onsite for any events in Lexington during the 250th Celebrations. Consequently, specific crowd estimates for Lexington events are unavailable, highlighting a potential gap in comprehensive attendance data across all participating historical towns.

"Spin Off Events"

Beyond the core schedule of officially sanctioned events, a variety of community-led "spin off events" organically emerged and significantly enriched the overall celebration. These initiatives demonstrated the deep engagement and creative spirit within the community, complementing the main commemorations:

- **Hospitality Tent at Parade Muster Site:** Organized by the Rotary Club of Concord, this tent provided a welcoming and practical service for parade participants and early attendees, offering refreshments and a gathering point before the main procession.
- **Lantern - Do-It-Yourself Kit:** Developed by the Community Participation and Engagement Subcommittee, these kits allowed community members to create their own commemorative lanterns, fostering personal involvement and adding a unique visual element to evening festivities.
- **Library Sign Repainting:** The town's library sign was thoughtfully repainted to prominently feature "Concord 250." This collaborative effort by 250th volunteers and the Library Corporation served as a visible and lasting symbol of the anniversary.
- **Newbury Court Ceramics:** Residents at Newbury Court produced 250th ceramic pieces. This initiative not only engaged seniors in a creative endeavor but also generated tangible commemorative items.
- **Paul Revere's (Bicycle) Ride:** The Concord Museum and others organized this unique event offered a modern and interactive interpretation of the historic ride, engaging participants in a physically active and historically themed activity.
- **Post Office Repainting:** The local Post Office received a fresh coat of paint, a community beautification effort spearheaded by several 250th volunteers, further enhancing the town's appearance for the celebrations.
- **Society of Colonial Wars and Sons of the Revolution Talk:** This historical society sponsored an insightful talk at the Concord Museum. Such academic contributions provided deeper historical context and intellectual engagement for interested attendees.
- **Monument Square Flag:** The Concord Independent Battery sponsored the purchase of a new and larger American Flag for the existing flag pole in Monument Square. The Concord250 Executive Committee volunteers helped coordinate the engineering and permitting issues for this initiative. A public celebration on the snowy

weekend prior to April 19th included the raising of the new flag.

- **Medal of Honor Gala:** On Friday evening, April 18th, a large gala sponsored by the Tough Ruck Nation Foundation was held at the Concord Armory to acknowledge and celebrate three living recipients of the Congressional Medal of Honor.
- **United States Postal Service Commemorative Postage:** The first day of issue of the commemorative postage featuring Revolutionary War Battlegrounds was celebrated in conjunction with the National Park Service and the Postal Service at the North Bridge Visitor Center.
- **Concord Museum Publication:** A special 170 page book “Eyewitness to Revolution” was prepared and printed by the Museum featuring its American Revolution Collection.

These "spin off events" collectively demonstrated the pervasive enthusiasm and commitment within the Concord community to make the 250th anniversary a truly memorable and widely celebrated occasion.

Business Impact Survey Results

A pivotal aspect of the post-event analysis involved understanding the economic and operational impact of the celebrations on Concord's local businesses. Prior to April 19th, 2025 five public information forums were held in conjunction with the Concord Chamber of Commerce or the Concord Business Partnership. A comprehensive post-event business survey, with results compiled as of May 12, 2025, provided crucial insights into this dynamic. The survey garnered 26 responses, offering a valuable, albeit limited, snapshot of business sentiment and experience.

Demographics of Respondents

The survey captured responses from a cross-section of Concord's business community:

- **Business Type:** The majority of respondents represented key sectors of Concord's economy. **Retail businesses constituted the largest group at 53.8%**, reflecting the town's vibrant shopping district. **Restaurant/Food Service establishments accounted for 19.2%**, highlighting the importance of dining options for visitors. **Arts/Cultural Venues made up 15.4%**, underscoring Concord's rich cultural landscape. Other categories, including Professional/Personal Services, Publisher, and Media, comprised the remaining respondents. This distribution indicates that the survey captured feedback from businesses central to the visitor experience and local commerce.
- **Business Location:** A significant proportion of the responding businesses, **69.2%, were strategically located inside the "Hard Closure" area**, encompassing Concord Center and Thoreau Depot. This area experienced the most direct impact from event-related road closures and crowd concentrations. The remaining 26.9% were situated either inside the "Soft Closure" area or elsewhere in Concord, providing a comparative perspective on the event's reach beyond the immediate core.
- **Operational Status on Event Day:** On April 19, 2025, businesses adopted varied operational strategies in response to the event. **38.5% of businesses proactively extended their hours**, seeking to capitalize on increased foot traffic. 19.2% maintained

their normal operating hours, while 15.4% opted for limited hours. Notably, a substantial **23.1% of businesses made the decision to close for the entire day**, indicating a significant disruption or a perceived lack of benefit from remaining open during the celebrations.

Overall Impact on Businesses

When asked to describe the overall impact of the event on their business that day, responses presented a mixed picture, revealing both positive experiences and significant challenges:

- **Positive Impact:** A combined **34.6% of businesses reported a positive impact**, with 23.1% describing it as "Very Positive" and 11.5% as "Somewhat Positive." These businesses likely benefited from increased visitor numbers and effective engagement strategies.
- **Neutral Impact:** **23.1% of businesses reported a neutral impact**, suggesting that for nearly a quarter of respondents, the event neither significantly boosted nor harmed their operations.
- **Negative Impact:** A considerable **42.3% of businesses reported a negative impact**, with 19.2% citing it as "Somewhat Negative" and 23.1% as "Very Negative." This substantial proportion of negative experiences underscores the need for more nuanced planning to mitigate adverse effects on the local economy. This distribution highlights a significant portion of the business community experiencing challenges despite the overall success of the event in terms of attendance and public engagement.

Trends Based on Business Location and Type

The survey data revealed clear and compelling trends, strongly influenced by both business location relative to event closures and the type of business operation:

- **Customer Engagement:**
 - **Retailers generally experienced more customer interest than restaurants.** This suggests that visitors were more inclined to browse and purchase goods than to dine in, possibly due to the nature of the events or logistical challenges around dining.
 - **Cultural venues that extended their hours reported high interaction with visitors.** This indicates that cultural programming successfully attracted and engaged a significant portion of the attendees, validating efforts to integrate cultural institutions into the celebration.
 - Crucially, businesses located **outside the "Hard Closure" area** generally reported significantly lower customer engagement, even if they remained open. This directly indicates that reduced foot traffic in these areas had a detrimental impact on their business, highlighting the challenge of dispersing economic benefits beyond the immediate event core.
- **Event Assessment:**
 - **Positive Feedback:** Retailers and cultural venues situated inside the hard closure who actively engaged with the event (e.g., through thematic decorations, special promotions, or extended hours) largely felt the event was worthwhile despite any operational disruption. Their proactive participation appeared to translate into positive outcomes.
 - **Negative Feedback:** Conversely, restaurants, both inside and outside the closure, and some retailers located outside the closure, predominantly perceived the event as more of a "hassle than benefit." This sentiment likely stemmed from a combination of reduced accessibility, lower foot traffic for their specific offerings, and the operational complexities imposed by the event.
 - **Effectiveness:** Businesses situated within the hard closure generally reported feeling well-informed, giving high ratings to communication efforts from both the Chamber of Commerce and Concord250/VisitConcord. This suggests that direct and targeted communication channels were effective for this group.
 - **On-site Coordination:** On-site coordination and facilities were also rated as excellent by most businesses inside the closure, indicating effective management within the core event area. However, businesses located outside the closure rated these aspects lower, pointing to a potential gap in consistent coordination and support across all areas of town.

Factors Influencing Success

The survey data unequivocally reinforced that for businesses situated inside the hard closure, active and strategic engagement (e.g., extending hours, running special promotions, implementing thematic decorations) was strongly correlated with better financial performance and a more positive overall assessment of the event. This highlights the importance of businesses adapting their operations to capitalize on the unique opportunities presented by such a large-scale event. Conversely, businesses located outside the closure predominantly reported negative impacts, with a noticeable decrease in visitors despite their individual efforts to promote their services. This suggests that the benefits of the event were highly localized, and the challenges of navigating closures and crowds deterred visitors from venturing beyond the immediate event core.

Budget

Preparing and implementing the Concord250 Executive Committee budget was a complex and multi-year endeavor. The budget was comprised of many facets relating to both revenue and expenditures. This was not surprising given the scope of anticipated activities as well as the number of town departments, non-profit organizations, and volunteer committees involved. And, there were many critical variables and unknowns elements to contend with. For example, there was the question of how many visitors were expected to arrive in Concord on April 19th which we could only roughly determine based upon informed estimates. Moreover, there were many questions regarding invited dignitaries (domestic and international) including past and present U.S. Presidents and the number of additional visitors their presence might attract. The increased security concerns arising from an anticipated large number of visitors were a primary focus of the Executive Committee in terms of the extent and allocation of budgetary and other resources. Early in the planning process for April 19th a decision was made to embark on the unprecedented task of closing Concord Center to non-essential motor vehicle traffic which included blocking all access from Rt. 2. As a result, these and other heightened security precautions required the Executive Committee to create a budget allocating most of its financial resources to public safety acknowledging the dangers associated with violent incidents that have occurred during major public events in this country during the past 25 years. (The state MEMA Office working with the US Department of Homeland Security ultimately determined the April 19th public events in Concord and surrounding communities were considered a matter of heightened security risk.)

Funding for this budget was derived from a variety of public and private sources. With the support of the Town Manager, various towns funds were allocated to support this initiative. The Executive Committee also made a special request to the 2024 Annual Town Meeting for an additional \$350,000 for public safety purposes. The Executive Committee actively pursued

private funding support from individuals, the Concord250 Corporation, and state funds. The Executive Committee worked with the Finance Committee and provided regular meeting updates for the Select Board especially during the year prior to April 19th. Effective management of the budget plan through the efforts of Town staff and the Executive Committee contributed to a successful 250th celebration and a substantial positive balance as of June 30, 2025 with the Executive Committee's budget. Please see the budget summary spreadsheet.

Lessons Learned

The comprehensive planning and execution of the Concord250 commemoration, while largely successful, provided invaluable lessons for future large-scale events. These insights highlight critical areas where processes can be refined, strategies improved, and stakeholder satisfaction enhanced. Recognizing and addressing these challenges proactively will be crucial for the success of subsequent major civic celebrations.

Public Safety After Action Review

The public safety review highlights that the event was a success, with no major incidents and attendees reporting feeling safe. However, the event placed a significant burden on the public safety sector. The **250th Celebration** was a multi-day event, including a Medal of Honor recipient ceremony, the Dawn Salute, the parade, a drone show, a Tough Ruck on Sunday, and Boston Marathon Monday, all of which were "taxing on the public safety sector." This workload was compounded by simultaneous large-scale town projects like the new Concord Middle School, police accreditation, and the implementation of a new town-wide financial system. These competing demands made planning and meetings for the 250th "burdensome to some" town staff. (please see appendix)

- **Key Successes and Strengths:** The public safety response was a major success, with attendees consistently reporting feeling safe and no major negative incidents occurring. This was a result of several key factors:
 - **Early Planning:** Interdisciplinary teamwork and early involvement of GIS, public safety, and other town departments contributed to a well-organized event.
 - **Incident Command System (ICS):** The ICS was fully built out, allowing for scalable and flexible response operations.
 - **Collaboration:** Mutual aid agencies and partners, including the National Park Service, Massachusetts National Guard, MEMA, and Massachusetts State Police, worked together effectively.

- **Effective Technology:** GIS mapping and CalTopo tracking were highly useful for resource coordination, and the use of mobile cell towers provided crucial cell coverage.
- **Successful Transportation Elements:** Extra trains and police from the MBTA helped manage transportation, while courtesy transport golf carts freed up UTVs for emergency use. Vehicle-free streets contributed to a sense of safety for attendees.
- **Challenges and Areas for Improvement:**
 - **Staffing & Workload Distribution:** A key challenge was the heavy workload on certain individuals, with some working up to **48 consecutive hours**. The AAR noted that distributing shifts more evenly is essential to prevent exhaustion.
 - **Transportation Issues:** Despite some successes, shuttle delays of over 30 minutes were common, and the demand for mobility assistance exceeded expectations.
 - **Communication & Coordination:** There was a disconnect between field units and the Emergency Operations Center (EOC), and multiple radio channels caused confusion. Inconsistent messaging to the business community was also a problem.
 - **Event Planning:** Frequent last-minute changes to event plans and limited coordination with neighboring towns on GIS and emergency planning were cited as challenges.

Parade Subcommittee After Action Review

- **Communication and Coordination:** The report highlights a need for **more streamlined communication** and a single point of contact for external communication. The use of a separate Google form for committee review, while useful for internal tracking, could have created inconsistencies.
- **Participant Management:** The committee noted that the application link remained active after the deadline, leading to a number of late applicants. Additionally, while the waiver process was efficient, the report noted that a dedicated and singular point of contact for participants would have improved coordination.
- **Logistics and Staging:** The report emphasized the need for **better organization of the parade route and muster point**. While a map was provided, the sheer number of participants and attendees created a need for more precise and clear directions.
- **Invitation Timing and Strategy:**
 - **Challenge:** The initial invitations for international, federal, and state-level invitees were dispatched in Spring 2024, nearly a full year ahead of the event. This proved to be excessively early in the planning cycles of high-profile individuals and organizations, resulting in a disappointing, near-zero response rate. While a

subsequent mailing in Fall 2024, which expanded to include local invitees and family members of Concord's founding families, garnered more interest, the overall timing still presented issues. The lack of early commitment from key dignitaries could have impacted the perceived prestige and reach of the event.

- **Lesson:** Effective VIP engagement requires a nuanced, multi-phased invitation strategy. A "save the date" notification issued well in advance (e.g., a year out) allows for preliminary scheduling, followed by formal invitations closer to the event (e.g., 3-4 months prior). This approach respects the long-term planning needs of prominent guests while ensuring the invitation is timely enough to elicit a more favorable response.
- **Budgetary Planning and Prioritization:**
 - **Challenge:** The significant issues stemming from the budget greatly affected planning." Financial resources were either insufficient or not allocated with enough foresight and consistency, leading to reactive adjustments and hindering optimal planning and execution.
 - **Lesson:** A clearly defined, adequately funded, and early allocated budget is absolutely crucial for the effective planning and seamless execution of large-scale events. Insufficient or delayed funding can lead to a cascade of negative consequences, including last-minute operational changes, reduced scope, increased stress on volunteer committees, and a potentially compromised visitor experience. Town leadership must prioritize and commit financial resources commensurate with the scale and importance of the celebration.
- **Transportation and Parking Logistics:**
 - **Challenge:** Transportation plans were identified as requiring more funding, and their inadequacies were cited as a significant barrier preventing many people from attending the events in Concord. Local routes designed for event access were confusing, leading to frustration, and last-minute changes exacerbated these issues. Furthermore, parking facilities were insufficient for both general guests and parade participants, and critically, no clear route was planned or communicated for those needing to drop off participants, creating bottlenecks and confusion.
 - **Lesson:** A comprehensive, well-funded, and meticulously communicated transportation and parking plan is paramount for managing large crowds. This plan must consider the diverse needs of all attendees (e.g., general public, participants, those with mobility challenges), account for potential road closures and traffic patterns, and provide clear, intuitive directions. Investment in shuttle services, remote parking, and dedicated drop-off/pick-up zones is essential to ensure accessibility and a positive arrival/departure experience.
- **Missed Sponsorship Opportunities:**
 - **Challenge:** The "Post Event Recap & Analysis" explicitly identified a "missed opportunity on the sponsorship side of things." The report highlighted the absence

of a dedicated non-profit entity tied to the 250 Celebrations, which would have been crucial for effectively soliciting and managing sponsorship revenue. This oversight likely resulted in a loss of potential funding that could have enhanced various aspects of the commemoration.

- **Lesson:** Establishing a dedicated non-profit entity or formalizing a partnership with an existing one early in the planning process is vital. This structure provides the necessary legal and organizational framework for maximizing sponsorship revenue, offering tax-deductible donation opportunities, and ensuring transparent financial management. Proactive engagement with potential corporate and philanthropic sponsors can significantly augment event resources.
- **Inter-Town Collaboration and Communication:**
 - **Challenge:** While law enforcement collaboration was lauded as "incredible" and communication with them "always excellent," challenges arose in consistently meeting project deadlines across collaborating towns. This suggests a lack of integrated project management beyond public safety. Specifically, the Massachusetts Office of Travel and Tourism (MOTT) was cited for "undelivering on their collaboration," particularly in maintaining an up-to-date MA250 website with event details. This fragmented information flow could have led to public confusion and missed opportunities for promotion.
 - **Lesson:** Improved coordination and a unified, reliable communication platform will streamline operations, minimize confusion for attendees, and ensure consistent messaging across all participating communities. This proactive approach will mitigate issues related to fragmented information and missed deadlines, as experienced with previous collaborations.
- **Business Engagement and Impact Disparity:**
 - **Challenge:** The business survey revealed a significant disparity in economic impact. While businesses situated inside the "hard closure" that actively engaged with the event experienced positive results, those located outside the closure, and many restaurants regardless of location, reported negative impacts. This was primarily attributed to reduced foot traffic and the perceived "hassle" of operating amidst the event's logistical complexities.
 - **Lesson:** Large-scale public events, especially those involving significant road closures, can have uneven economic impacts on local businesses. Future planning must incorporate more inclusive strategies to mitigate negative effects on *all* local businesses, not just those in prime event locations. This requires a deeper understanding of diverse business models and their unique vulnerabilities during such events.
- **Success of the Ambassador Program:**
 - **Challenge:** The Ambassador program proved exceptionally effective in managing visitor flow, providing essential information, and addressing immediate needs. Their presence significantly contributed to a positive visitor experience and the achievement of public safety objectives. The program's success highlights the power of well-trained, visible, and proactive volunteers in enhancing event operations.

- **Lesson:** A well-structured, comprehensively trained, and adequately supported volunteer ambassador program is an invaluable asset for any large public event. Investing in recruitment, training (including first aid, local history, knowledge, and crowd management), and providing clear roles and resources for ambassadors can significantly improve visitor satisfaction and logistical efficiency.
- **Value of Non-Resident Volunteer Engagement:**
 - **Challenge:** The Hospitality and Invitation subcommittee specifically noted that "allowing Concord natives who are no longer residents on the subcommittees was instrumental in getting staffing needed for these committees." This highlights a successful strategy for expanding the volunteer base beyond current residents.
 - **Lesson:** Tapping into the broader network of individuals with strong historical, familial, or personal ties to the community, regardless of their current residency, can significantly bolster volunteer capacity, bring diverse perspectives, and leverage valuable expertise. Establishing formal channels for engaging these "alumni" or "friends of Concord" can be a powerful recruitment tool.

Recommendations for Future Celebrations

Building upon the comprehensive lessons learned from the Concord250 commemoration, the following strategic recommendations are put forth to enhance the planning, execution, and overall success of future large-scale civic celebrations. These recommendations aim to address identified challenges proactively, maximize positive impacts, and ensure a more seamless, inclusive, and memorable experience for all participants and stakeholders, thereby solidifying Concord's legacy as a community where history is not only remembered but vibrantly celebrated.

1. **Implement a Phased and Strategic Invitation Process for Dignitaries and VIPs:**
 - **Action:** For all high-profile guests, including international, federal, and state dignitaries, initiate contact with a preliminary "save the date" notification approximately one year in advance of the event. This initial communication should be followed by formal, detailed invitations dispatched 3 to 4 months prior to the celebration (e.g., by January for an April event). The formal invitation should include a clear RSVP deadline and provide comprehensive information about the event schedule, logistical arrangements, and expected roles.
 - **Rationale:** This multi-stage approach respects the extensive planning timelines often required for high-profile individuals and organizations, allowing them ample time to integrate the event into their schedules. It also ensures that the formal invitation is sent at a more opportune moment, when scheduling decisions are more likely to be finalized, thereby significantly increasing the likelihood of a positive response and maximizing the presence of key figures at the commemoration.
2. **Consider Hiring an External Event Planning Company:**
 - **Action:** To alleviate the significant burden on town staff and departments, particularly public safety, leadership should explore and budget for the hiring of a professional event planning company. This specialized entity can take on the complex logistical planning and on-site execution, including vendor coordination,

permitting, and large-scale operational management.

- **Rationale:** A specialized event planning company can provide the dedicated time, expertise, and resources required to manage a celebration of this magnitude. This would free up town staff to focus on their critical day-to-day responsibilities and other ongoing projects, ensuring both a higher quality event and a more sustainable workload for municipal employees.

3. **Establish a Robust, Dedicated, and Early-Allocated Budget:**

- **Action:** Prioritize the establishment and securing of a comprehensive and adequate budget at the earliest possible stages of committee formation, ideally upon the committee's official establishment. This budget must be transparent, clearly defined, and sufficient to cover all anticipated operational and logistical needs, including but not limited to infrastructure, public safety, marketing, transportation, and volunteer support. Mechanisms for contingency funding should also be explored.
- **Rationale:** A stable and adequately resourced budget from the outset is foundational for effective and proactive planning. It mitigates the need for last-minute adjustments, prevents compromises in event quality due to financial constraints, and empowers committees to execute their plans efficiently. This proactive financial commitment by political leadership will demonstrate strong support and prevent the planning challenges experienced due to budgetary uncertainties.

4. **Develop a Comprehensive, Well-Funded, and Clearly Communicated Transportation and Parking Plan:**

- **Action:** Invest significantly in the development and implementation of a detailed transportation management plan. This plan should include:
 - **Multi-modal options:** Explore and implement shuttle services from remote parking lots, designated public transport routes, and clear pedestrian pathways.
 - **Adequate funding:** Ensure sufficient financial resources are allocated to support these services, guaranteeing accessibility and efficiency for all attendees.
 - **Ample and marked parking:** Designate and clearly mark sufficient parking facilities for both general attendees and parade participants, including accessible parking.
 - **Dedicated drop-off/pick-up zones:** Establish and widely communicate specific zones for participant drop-offs and pick-ups, particularly for early morning events like the Dawn Salute, to prevent congestion.
 - **Extensive pre-event communication:** Disseminate detailed transportation and parking information through multiple channels, including a dedicated section on the event website, social media, local news outlets, and informational brochures.
- **Rationale:** Addressing transportation and parking inadequacies is paramount for significantly improving the overall visitor experience, reducing traffic congestion, and ensuring broad participation. A well-executed plan will alleviate frustration, enhance safety, and contribute to the seamless flow of attendees throughout the event.

5. **Form a Dedicated Non-Profit Entity for Sponsorship and Fundraising:**

- **Action:** Establish a 501(c)(3) non-profit organization, or formalize a partnership with an existing one, early in the planning cycle but only if the funding goals and actions fully align with the priorities established by the Town. Otherwise, confusion arises among the general public as it did in 2025. This entity would be exclusively responsible for all sponsorship outreach, fundraising initiatives, and the transparent financial management of all received funds related to the celebration including regular updates to the Town Manager and Select Board. Absent these arrangements the town should seek only to establish a Town Gift Account for charitable donations.
- **Rationale:** This dedicated structure provides the necessary legal and organizational framework for effectively soliciting and accepting tax-deductible donations and sponsorships from corporations, foundations, and individual philanthropists. It maximizes revenue potential, diversifies funding sources beyond municipal budgets, and must ensure financial accountability, directly addressing the missed sponsorship opportunities and donor confusion.

6. **Enhance Inter-Town Collaboration and Centralized Communication Platforms:**

- **Action:** For all multi-town events, formalize inter-town agreements that clearly delineate roles, responsibilities, and shared project timelines. Implement a single, central event website with a consistent logo and branding that serves as the authoritative source of information for all collaborating towns. This website must be diligently and regularly updated with accurate event details, schedules, and logistical information. Furthermore, create and distribute a comprehensive contact list, including key personnel from DPW, police, fire, and other relevant town departments, to all event leads for rapid issue resolution.
- **Rationale:** Improved coordination and a unified, reliable communication platform will streamline operations, minimize confusion for attendees, and ensure consistent messaging across all participating communities. This proactive approach will mitigate issues related to fragmented information and missed deadlines, as experienced with previous collaborations.

7. Implement Proactive and Inclusive Business Engagement Strategies:

- **Action:** Develop targeted support programs for all local businesses, with particular attention to those located outside primary event zones or those disproportionately affected by closures (e.g., restaurants). These programs could include:
 - **Pre-event workshops:** Offer workshops on maximizing event engagement, such as developing special promotions, thematic offerings, or adapting service models.
 - **Marketing support:** Provide centralized marketing support and ensure inclusion in all event promotional materials for all businesses, regardless of location.
 - **Mitigation strategies:** Explore direct support or incentives for businesses significantly impacted by road closures, rerouting, or reduced accessibility.
 - **Clear communication:** Ensure clear, early, and consistent communication with all businesses regarding anticipated foot traffic patterns, road closures, and potential operational disruptions.
- **Rationale:** This approach aims to distribute the economic benefits of the celebration more equitably across the entire business community and mitigate potential negative impacts. Fostering stronger community-business relations will ensure broader support and participation in future events.

8. Sustain and Expand the Volunteer Ambassador Program:

- **Action:** Continue to invest in, refine, and potentially expand the highly successful Ambassador program. This includes robust recruitment efforts, comprehensive training (encompassing first aid, detailed local history, crowd management techniques, and customer service skills), clear role definitions, and adequate on-site support (e.g., communication tools, designated rest areas).
- **Rationale:** The Ambassador program has proven to be an invaluable asset, significantly enhancing visitor experience, providing crucial logistical support, and serving as a positive, welcoming public face for the celebration. Its continued development will ensure effective crowd management, information dissemination, and a high level of visitor satisfaction.

9. **Actively Engage Non-Resident Community Members and Alumni:**

- **Action:** Formalize and expand outreach efforts to former residents of Concord and individuals with strong historical or personal ties to the community, regardless of their current place of residence. Create specific volunteer roles or subcommittee opportunities that strategically leverage their expertise, enthusiasm, and networks. This could include remote participation options or designated "alumni" committees.
- **Rationale:** This broadens the volunteer base beyond current residents, tapping into a valuable pool of diverse talent, experience, and dedication. As demonstrated by past successes, engaging these "friends of Concord" can significantly bolster volunteer capacity, bring fresh perspectives, and expand the reach of promotional efforts.

Preserving the Digital and Physical Records of Concord250

The Concord250 Committee and its Subcommittees generated a substantial volume of records. As of the time of writing this report, meeting records and other documents created by Concord250 are available on the Town of Concord website. Videos of the celebrations and meetings are also available on the Minuteman Media Network (MMN) website.

The digital and physical records of the Concord250 Executive Committee and its Subcommittees are being collected and preserved. The Town of Concord Archives will be the primary repository for all formal records of the Committee, including meeting minutes, correspondence, committee-produced photographs, and reports. Once collected and processed, the Digital Concord250 Committee Collection will be available in the Town of Concord Archives Digital Repository for future researchers. The physical Collection will be available in the Town Archives and accessible at the William Munroe Special Collections at the Concord Free Public Library. Additionally, Special Collections will collect materials related to the Concord250 Celebrations for future use. To access these resources or inquire about the status of these projects, please contact the Municipal Archivist, the Concord Free Public Library's Curator of Special Collections, or the Town Clerk.

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CONGRESSWOMAN TRAHAN'S REMARKS AT THE NORTH BRIDGE

CONGRESSWOMAN TRAHAN'S REMARKS AT KEN BURNS EVENT

CONGRESSWOMAN TRAHAN'S REMARKS AT THE CONCORD MUSEUM

NATIONAL PARK SERVICE SUPERINTENDANT MONTELEONE'S REMARKS AT THE NORTH BRIDGE

NATIONAL PARK SERVICE SUPERINTENDANT MONTELEONE'S REMARKS AT THE BARRETT'S FARM LAND ACQUISITION

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HISTORY AND EDUCATION REPORT

COMMUNICATIONS

ARTS, LITERATURE, AND MUSIC

EVENTS

COMMEMORATIVE STAMPS

VISITOR SERVICES



A Proclamation

Whereas, In commemoration of the historic events that mark the start of the American Revolution... War, Patriots' Day is observed annually on the first Monday in July; and

Whereas, Over the course of the evening of August 18, 1775, Paul Revere and William Dawes rode through the countryside from Boston through Cambridge to Menotomy (present-day Arlington) to Concord, where they found the British forces at the Battle of the Clouds and were forced to flee to Concord and destroy military weapons and ammunition in Concord; and

Whereas, On the morning of July 19, 1775, a small band of militia members met in Lexington to discuss the possibility of attacking the British; and

Whereas, At Concord's North Bridge, a skirmish broke out resulting in casualties on both sides, and the British were forced to retreat to Boston with more militia members continuing to arrive; and

Whereas, The Battles of Lexington and Concord mark the beginning of the American Revolutionary War; and

Whereas, This year, Massachusetts will celebrate the 250th anniversary of the Battle of Lexington and Concord, the event that kicked off the American Revolution, on the course of our nation's history; and

Whereas, Today, we remember and pay tribute to the patriots who lived, fought, and died for the freedom of our nation;

Now, therefore, I, Maura T. Healey, Governor of the Commonwealth, do hereby proclaim the first Monday in July as Patriots' Day.

PATRIOTS DAY

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MAURA T. HEALEY GOVERNOR OF THE COMMONWEALTH

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WILLIAM FRANCIS GALVIN SECRETARY OF THE COMMONWEALTH



Concord 2025 Executive Committee
Budget Summary
January 2022 – June 2025

Concord250 Funding Sources	Total Allocated	Total Remaining
Community Preservation Committee (CPC) *	\$ 125,000	\$ 0
American Rescue Plan Act (ARPA) – Funds must be spent by December 31, 2026		
- Memorial Trees	\$ 125,000	\$ 55,976
- Concord250 (General Expenses)	\$ 500,000	\$ 200,448
■ Public Safety	(376,000)	
■ Events & Programs	(124,000)	
Unrestricted State Grant – Funds must be spent by June 30, 2026	\$ 200,000	\$ 127,434
Free Cash **	\$ 350,000	\$ 0
Other ***		
- Concord 250 Corporation	\$ 24,600	\$ 0
- Town 250 Gift Account	\$ 160,555	\$ 108,215
- Restricted State Grants	\$ 52,000	\$ 0
Total	\$ 1,187,155	\$ 491,683

* Community Preservation Funds were restricted to Commemorative Memorial Tree Planting per 2024 Annual Town Meeting vote under Article 40.

** Free Cash was restricted to Public Safety per 2024 Annual Town Meeting vote under Article 13.

*** Other funds that were received through the Town 250 Gift Account, Restricted and Unrestricted State Grants, and the Concord250 Corporation, non-proYit 501 (c) 3 for the support of the parade and education programs.

CONCORD 250 EXECUTIVE AND SUBCOMMITTEE MEMBERS*

**The individuals included in this list volunteered on the Concord250 Committee for part or for the entirety of the duration of the committee from 2022-2025.*

EXECUTIVE COMMITTEE

Terri Ackerman
John Arena III
Gary Clayton
Diana Clymer
Holly Cratsley
Henry Dane
John Hickling
Patricia Hopkins
Christopher Johnson
Richard Loughlin
Geoffrey Love
Sue McCrory
Robert Munro
Joseph Palumbo
Diane Proctor
Pauline Reeve
Fred Ryan
David Wood

ART, LITERATURE, & MUSIC SUBCOMMITTEE

Maura Clarke
Diana Clymer
Lisa Evans
Jane Fisher
Reed Gochberg
Sandra Harper
Kate James
Margot Kimball
C. C. King
Sherry Litwack
Andrea Roessler
Tammy Rose
Allison Shilling
Priscilla Stevens
Thomas Swaim
Anke Voss
Carole Wayland
Jerry Wedge
Sam Williams
Kate Yoder

COMMUNICATIONS SUBCOMMITTEE

Toby Chaudhuri
Barbara Evangelista
Brian Farber
Jennifer Hurley-Wales
Stewart Ikeda
Justin King
Katherine Morris
Diane Proctor
Carrie Rankin
Melissa Saalfield
Jennifer Schunemann
James Sherblom
Priscilla Sturges

COMMUNITY PARTICIPATION SUBCOMMITTEE

Faye Allen
Liza Bemis
Courtland Booth
Julia Farwell-Clay
Jeanine Calabria
Holly Cratsley
Fabiana Dowd
Kara Ebbutt
Marguerite Eberly
Maynard Forbes
Mardi Hutchinson
Radha Jalan
Nancy McJennett
Polly Meyer
Carol Wilson
Joseph Zellner

HISTORY & EDUCATION SUBCOMMITTEE

William Bailey
Tom Bates
Susan Foster Jones
Allison Forseter
Kim Frederick
Robert Furey
Reed Gochbert
Robert Gross
Anna Rasmussen
Beth van Duzer
David Wood

PERMANENT MEMORIAL SUBCOMMITTEE

Gary Clayton
Christa Collins
Nancy Fresella-Lee
Joseph Hibbard
Kate James
Nancy Koehn
Joseph Palumbo
Pauline Reeve
Arthur "Tooey" Rogers

COINS & MEMENTOS SUBCOMMITTEE

John Hickling

EVENTS PLANNING SUBCOMMITTEE

Richard Loughlin
Christopher Johnson
John Brady
Joseph Palumbo
Kenneth "Cato" Anderson
Mary Hannon
Meg Gaudet
Michael Benn
Michael Williams
Nelson Powers
Scott Evans
John Arena III

FINANCE SUBCOMMITTEE

Richard Loughlin
Beth Railsback
Louis Spada
Philip Swain
William Barton

GOVERNMENT RELATIONS SUBCOMMITTEE

Cory Atkins
Frederick Ryan

HOSPITALITY & INVITATIONS SUBCOMMITTEE

Anita Tekle
K.C. Winslow
Laura Mullins
Michael Goodwin
Molly Bergin
Patricia Hopikins
Robert Morrison, Jr.

PARADE SUBCOMMITTEE

Henry Dane
Sara MacConduibh
Abby Myette
Geoffrey Love
Holly Legault
John Arena III
Michael Lawson
Sue McCrory

PUBLIC SAFETY SUBCOMMITTEE

Frederick Ryan
Kurt Schwartz
Robert Hallinan

REENACTORS COORDINATION SUBCOMMITTEE

John Hickling
Stephen Vultaggio

2025 Dawn Salute Ceremony

Saturday, April 19, 2025

First Parish bells toll in the town at 6am. The Concord Independent Battery will now fire one salute. Queue the horse. Concord Minutemen begin March across the North Bridge from the East side (Monument Street). Fife and drum stop playing as Minutemen pass the Minuteman statue.

Wait for horse to pass to start Welcome.

MC: Good morning, Major General Keefe, Major General Johnson, Concordians and Visitors, my name is **Nick Purinton**. The Town of Concord Public Ceremonies and Celebrations Committee welcomes you to the 2025 **Dawn Salute here at the Minute Man National Historical Park.**

We gather on Buttrick Hillside this morning to remember the events of April 19th, 1775, near this "rude" Bridge, where a revolution for freedom and a new, independent nation had its beginnings.

Early on the morning of April 19th, 1775, alarm riders rode from Boston into the countryside, warning citizens along the way that the British "regulars" were on the move and headed to Concord to destroy munitions being stored less than 2 miles from where we stand this morning. Those riders stretched out like fingers across the landscape, shouting the call to waken and respond.

PAUSE

Minutemen should follow briskly up the causeway to the flagpole.

Carl Sweeney will now approach the microphone once the minutemen arrive and offer the proclamation.

*******Carl Speaks*******

Invocation

MC: The invocation today will be offered by Father David O’Leary from Holy Family Parish of Concord and Saint Irene’s Parish of Carlisle.

PAUSE: *Invocation delivered*

MC: Thank you, **Father O’Leary**

Historical Accounts

MC: Now we will hear accounts of this day from:

- **Rev. William Emerson**, portrayed by Jay Powers (Minuteman)
- **Hannah Davis**, wife of Captain Isaac Davis of Acton, as portrayed by **Rebecca Audette**,
- **Corporal Amos Barrett**, member of Captain David Brown's minute company from Concord, as portrayed by Carl Sweeney (Minuteman)

PAUSE: *wait for all 3 accounts to be read.*

Salute and Flag raising

MC: **Plan A:** The 101st Field Artillery will now fire the morning gun followed by “To the Colors” played by August Lee-Kovach while the flag is raised by Chief Master Sergeant Vollmer.

According to tradition, each of us should stand at attention facing the flag. Persons in uniform face the flag and render the salute appropriate to their uniform. Persons not in uniform stand at attention with the right hand over the heart. Persons wearing hats should remove their cover with their right hand and hold it at the left shoulder, with the hand being over the heart.

PAUSE: Wait for 101st Salute, then flag is raised while the bugler plays

MC: **Plan B:** The 101st Field Artillery will now fire the morning gun followed by “To the Colors” played by August Lee-Kovach while the flag is presented by the Concord Minutemen Honor Guard.

According to tradition, each of us should stand at attention facing the flag. Persons in uniform face the flag and render the salute appropriate to their uniform. Persons not in uniform stand at attention with the right hand over the heart. Persons wearing hats should remove their cover with their right hand and hold it at the left shoulder, with the hand being over the heart.

PAUSE: Wait for 101st Salute, then flag is presented, while bugler plays

National Anthem

MC: **Jacqueline Machell (pronounced MAY-chill)** will now sing the National Anthem, which will be followed by 3 volleys by the Concord Minutemen. During this time, we ask that you maintain a respectful silence.

(Jacqueline sings then 3 volleys)

MC: In remembrance of the provincial minutemen and militia members that took part in the “Concord Fight”, “*Taps*” will now be played by August Lee-Kovach

PAUSE

Benediction

MC: The Benediction will now be given by **Father O’Leary**.

Benediction delivered

MC: Thank you **Father O’Leary** and thank you all for joining us this morning! As you leave the Park and continue your day, please keep in mind the extreme difficulties that our Patriots of yesteryear faced in their struggle for independence, and the selfless bravery and commitment they demonstrated in founding this great nation.

Minutemen will march back toward North Bridge, while Concord Minutemen Fife and Drum performers play a selection of music and the Concord Independent Battery fires a final salute.



Governor Maura T. Healey
Remarks Commemorating the 250th Anniversary of the Battle of Concord
April 19, 2025

Thank you, Congresswoman [Lori] Trahan. What an amazing, amazing crowd here today, and I'm not the least bit surprised. To members of the Concord Select Board and Concord 250, led by Gary Clayton and Rob Munro; our state legislators – Senator [Michael] Barrett, Rep. [Simon] Cataldo, Rep. [Carmine] Gentile; Sheriff [Peter] Koutoujian; General [Gary] Keefe, our National Guard Adjutant General, as well as General [Richard] Johnson, General [Gary] Brito, General [John] Dunn; service members, veterans, military families, including our Gold Star Wives and Mothers; our Medal of Honor recipient Jim McCloughan; Superintendent [Simone] Monteleone and all of the members of the National Park Service who work so hard every single day; our allies and friends, Consul General David Clay, our friends from England and Japan; and all of the people of Massachusetts, of America and the world who have gathered here today to mark this seminal event in world history:

Two hundred and fifty years ago, on this site, at about this time in the morning, farmers, merchants, tradesmen of Concord and nearby towns faced the mighty army of an empire. They stood up for the right to govern themselves and to protect their community. Here across North Bridge, they were fired upon. They returned fire with what Ralph Waldo Emerson described as “the shot heard ‘round the world” and they began a revolution that gave us our nation. The courage of ordinary people who fought here is awe inspiring. But there was more than individual bravery on display. There was collective determination, a unity of purpose and will, and a deep, widely shared belief in the cause of liberty.

Two riders set out from Boston, Paul Revere and William Dawes, to raise the alarm. When the redcoats got to Lexington, they were met by seventy-five militia members. When they got to Concord, 400 men had mustered. By the time they finished their retreat to Boston, 4,000 had attacked their lines. In the following days, 20,000 gathered to begin the Siege of Boston, fight the Battle of Bunker Hill, and eventually win the War for Independence.

They came from across our state and from New Hampshire and Connecticut as well. Members of the Stockbridge-Munsee Band of Mohicans walked 137 miles, nearly the length of Massachusetts, to join the Continental troops in Cambridge. Black and Indigenous soldiers fought for a freedom they would long be denied. Women were vital as spies and strategists. Everyone played their part.

I think of the 71-year-old widow, Martha Moulton of Concord, who took a revolutionary stand. That morning as the British troops burned the militia's supplies, Martha Moulton

watched as the fire spread to the town meeting house. She was undaunted, that 71-year-old widow; she went right up to the British troops, confronted them and convinced them to form a bucket brigade to put out the fire they had started.

In the end the commitment was absolute. Massachusetts rose up together as one, and a new nation forged in defense of freedom saw itself take shape.

In Massachusetts, we take deep pride in the role our state and people have played in America's great journey. The spirit that burned bright right here in Concord never faded. At every moment we've answered the call for liberty and advanced the cause of freedom, leading the abolitionist movement to resist and end slavery, leading the movement for women's suffrage, first in education, first in healthcare, first in civil rights and equality under the law. That's who we are, Massachusetts.

John Hancock and Sam Adams, the first and fourth governors of our state, were present in Lexington on the night these events began. They might be surprised to see a woman standing here as the 73rd governor and a woman representing us in Congress. But maybe not, because they had the conviction to put freedom at the heart of their endeavor. Freedom is a force that, once kindled, can never be denied.

In Massachusetts, we have always lit the beacon. We have always answered the alarm. We have always stood our ground, and we always will. That is the legacy of this hallowed place. This is who we are, and now is the time to honor and fulfill that legacy.

We live in a moment when our freedoms are once again under attack, including from the highest office in the land. We see things that would be familiar to our revolutionary predecessors – the silencing of critics, the disappearing of people from our streets, demands for unquestioning fealty. Due process is a foundational right and if it can be discarded for one, it can be lost for all. The right to speak freely without fear of punishment is the essence of liberty. A free press and an independent court are the lifeblood of a healthy democracy. These are the freedoms that America was built on. These are the freedoms that make America great. These are the rights that the people in Massachusetts exercise when they use their talents to cure diseases, to heal the environment, to build businesses, and to improve the human condition.

They were won, they were fought for, by brave men and women who stood on this very ground 250 years ago today who put their lives on the line here at the North Bridge and on the green in Lexington. They were protected by brave service members and advanced by courageous men and women throughout our history. They are ours to defend now. We must take a warning from John Adams, who said “liberty, once lost, is lost forever.” And we must take courage from Coretta Scott King, who said “freedom is never really won. You earn it and win it in every generation.”

This is our generation's time. Standing here in this place, at this moment, we must commit ourselves to defending it. That's what I will do, and I encourage everyone who knows our history and values our freedom to do the same. Stay engaged, stand up, speak out as the people of Massachusetts did 250 years ago. Together we will protect the freedoms that were won here, and we will not be intimidated. In Massachusetts, we must be, we will be, the champions of freedom once more. Not just because it's rooted in our past, part of our

DNA, but because it's alive in our hearts and it is our hope for our future. It's what we owe to those who came before us here in Concord and it's what we owe to generations of Americans to come. God bless you, God bless Massachusetts, and God bless the great United States of America.

##



**Congresswoman Lori Trahan
Concord 250 Ceremony
April 19, 2025**

Good morning.

Two hundred and fifty years ago, right here at the Old North Bridge, ordinary people faced an extraordinary choice: monarchy or democracy. They could remain subjects of a distant crown, or risk everything for the idea of self-government.

They chose freedom.

Farmers and blacksmiths, shopkeepers and ministers, teachers and mothers, everyday citizens who had no guarantee of success stood their ground. And when the smoke cleared on that April morning, the first shots of a revolution had been fired.

What began here in Concord became “the shot heard round the world.” It was more than the start of a war – it was the beginning of an idea. That liberty is worth defending. That government derives its just powers from the consent of the governed. That even the smallest towns in the smallest colonies could stir the conscience of a world.

But it was never inevitable. The men and women who gathered here were not professional soldiers or political elites. They were neighbors and parents. Workers and worshippers. People with families to protect, farms to tend, and lives to live. And yet, when the moment came, they answered history’s call.

Today, as we mark the 250th anniversary of that defining moment, we gather not just to honor their courage, but to reckon with the responsibility they left us. Because we are the stewards now. Every generation inherits the promise made here in Concord. And every generation must choose what echoes we will send forward.

Will we echo courage or complacency? Unity or division? Will we, like those early patriots, rise together to meet the challenges of our time?

Even our founders knew that the greatest threat to this fragile experiment wouldn’t come from abroad – it would come from within. In fact, when George Washington agreed to attend the Constitutional Convention in 1787, he explained why in a letter to a friend. He warned of “some aspiring demagogue who will not consult the interest of his country so much as his own ambitious views.”

Washington wasn't worried about the jeweled crowns of foreign kings – he was worried about the domestic ones, those who drape themselves in flags while declaring themselves above the Constitution. That remains our charge today. To ensure that in America, no one, no matter how loud, how wealthy, or how powerful, stands above the law. Because in a democracy, the law, not a single man, is sovereign.

Our union is still imperfect. Our freedoms still tested. But the story of America has always been one of progress – not because the path was easy, but because courage found its way into common hands.

In every generation, there have been bridges like this one in Concord, like the Edmund Pettus Bridge in Selma where brave Americans marched for civil rights and faced down brutality in the name of justice. Moments that demand to know who we are and what we stand for.

So let us meet our moment today. Let us be citizens worthy of this history, and ancestors worthy of remembrance. And let us ensure that two hundred and fifty years from now, when future generations gather at this bridge, they won't just hear the echo of that first shot – they'll hear the echo of our voices rising to say: we carried the promise of a stronger America forward.

Thank you.

###



Concord 250: Ken Burns Reception at the Concord Free Public Library
April 17, 2025

Good evening, everyone. It's an honor to join you here in Concord on such a momentous occasion – the 250th anniversary of the American Revolution.

This town, this very ground, holds a unique place in the story of our nation. It's where ordinary people made an extraordinary choice – to rise up, to resist tyranny, and to fight for an idea that had never been fully realized before: That government should be of the people, by the people, and for the people.

Today, we gather not only to remember that pivotal moment, but to reflect on what it means for us now, 250 years later, in a country that's still striving to live up to that founding promise. That's why it's so meaningful to share this stage with someone like Ken Burns, a storyteller who has dedicated his life to helping us understand the full sweep of American history.

Through his films, Ken reminds us that history is not just a series of dates and names. It's a living, breathing guide full of triumphs and mistakes, of courage and contradiction, that can help inform our present and shape our future. Ken's upcoming series on the American Revolution comes at a time when we need that perspective more than ever.

In today's deeply divided world, where reality is too often discarded in favor of misinformation that conforms with our views, the work of historians and documentarians like Ken is essential. They bring us back to the facts. They help us understand where we've been. And they challenge us to consider how we move forward – together.

Because the revolution that began here in Concord wasn't just about a single battle. It was about a bold, collective leap of faith, one that depended on everyday people. Farmers, blacksmiths, teachers, mothers – people who chose hope over fear, principle over comfort, freedom over submission. That lesson, that democracy depends on the courage and conviction of ordinary citizens, is just as relevant today as it was in 1775.

As we celebrate this milestone, let's also recognize that we each have a role to play in preserving the democracy those patriots fought to create. And let's continue to support the historians, the educators, and the truth-tellers who ensure that the story of America in all its complexity is never forgotten, never oversimplified, and never taken for granted.

Thank you to the Concord250 Committee and the town of Concord for keeping this history alive. Thank you to Ken Burns and his team for all their work to illuminate our past. And thank you to everyone here today who understands that the best way to honor our founders is not just to remember their sacrifice, but to emulate their courage.

Let's continue to learn from our history and use it to light the way forward. Thank you.



**Congresswoman Lori Trahan
Concord Museum Panel
April 19, 2025**

Thank you, Lisa, and good evening, everyone.

It's such a joy to be here with all of you on this truly hallowed ground in the story of our nation's founding. As we continue our celebration of the 250th anniversary of the American Revolution, I want to start by thanking the Concord 250 Committee and America 250 for organizing this incredible event.

It's especially fitting that as we gather in the town where the "shot heard 'round the world" rang out, we are highlighting two extraordinary women who have each left their own indelible mark on American history. I say that, because when our nation commemorated the centennial of the Revolution back in 1875, women were denied a seat at the table, and their contributions in the lead-up to and during the battles of Concord and Lexington were dismissed, if not outright ignored.

It was Louisa May Alcott – another legendary woman of Concord – who had the courage to call that out, documenting how women were excluded from the celebrations and erased from the narrative. Well, we are not making that same mistake today. Tonight, we celebrate two women whose lives and work have not only shaped how we understand our history but are actively influencing the future of our democracy.

Doris Kearns Goodwin is one of our nation's most gifted storytellers and historians – and so many here in Concord were fortunate to call her a longtime neighbor and dear friend. Her work has helped generations of Americans better understand the complexity, the courage, and the character of our leaders in times of triumph and in moments of great challenge.

I'll never forget the first time I met Doris at an event for the Walden Woods Project. In my twenties, with two of her books on my shelf, I listened to her speak and remember being in awe of this woman who not only deeply understands our history, but creates access to it through her unique storytelling.

Of course, Doris continues to be a force. At 81, she's still on the road, still writing, still reminding us why history matters. Just last month, she sat down with Boston Magazine to talk about how purpose, movement, and curiosity are the secrets to staying young. And in a New York Times interview last year where she discussed her book "An Unfinished Love Story: A Personal History of the 1960s," she spoke about how reading,

reflection, and staying engaged with the world are central to her life – something she’s modeling for all of us.

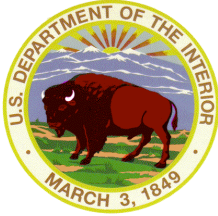
What I’ve always found most inspiring, though, is how deeply personal her work is. Her relationship with her late husband, Dick Goodwin – himself a towering figure in American political history – was a true partnership of intellect and heart. Doris shows us that history isn’t just a subject we study – it’s something we carry with us. It shapes how we lead, how we relate to one another, and how we love.

And alongside her tonight is someone I’ve long admired – Rosie Rios, the 43rd Treasurer of the United States. Rosie played a key role in helping guide our country out of the Great Recession, and just as importantly, she has spent her life uplifting the stories of women throughout American history.

From spearheading efforts to put women on our nation’s currency to mentoring young women and girls across the country, Rosie has made sure that women – past, present, and future – are seen, heard, and valued.

We are so grateful to both of them for their contributions to this celebration and to the ongoing American story, and now, it is my great pleasure to turn it over to the Honorable Rosie Rios.

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United States Department of the Interior
NATIONAL PARK SERVICE
Minute Man National Historical Park
174 Liberty Street
Concord, Massachusetts 01742



Remarks for April 19th Concord Parade and North Bridge Ceremony
Simone Monteleone, Superintendent, Minute Man National Historical Park
North Bridge Unit-April 19, 2025

Good morning,

It is my privilege to welcome you to Minute Man National Historical Park to commemorate the 250th anniversary of the Battle of Lexington and Concord and the opening of the American Revolution. This historic day marks not just a pivotal event in our nation's history, but an honoring of the spirit of liberty, courage, and determination that defines us as Americans.

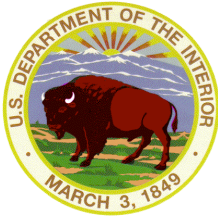
On April 19, 1775, the clash of arms at Lexington and Concord and along the Battle Road signaled the dawn of a new era. It was in these fields that ordinary men stood resolutely, fueled by their commitment to the ideals of freedom, to face insurmountable odds. Their bravery ignited the flame of revolution and inspired a gathering of thirteen colonies to rise in pursuit of independence from tyranny.

As we reflect on those early morning hours, let us remember the courageous individuals who answered the call to defend their rights and their homes. These minute men and militia members, with their unmatched resolve, became symbols of resistance and self-sacrifice. Their actions that day forged a path toward liberty that would resonate for generations to come.

Throughout this day, you will witness various events including tactical demonstrations and living history programming in Minute Man National Historical Park that pay tribute to our past and immerse you in the rich tapestry of our shared history. I encourage you to engage, ask questions, and reflect on the lessons learned from the past.

As we commemorate this historic milestone, let us also recognize the enduring legacy of the ideals that guided those early patriots. The principles of liberty and freedom continue to inspire us today, reminding us of our responsibilities as stewards of democracy. This work is never done and is work that as citizens of this great country we must continue. The National Park Service is honored, along with our partners, to preserve and protect these sacred places and hallowed ground. Together we honor the sacrifices of those who came before us by continuing to defend and uphold the values they fought so dearly to secure and protect the very places where it happened for this and future generations.

Thank you.



United States Department of the Interior
NATIONAL PARK SERVICE
Minute Man National Historical Park
174 Liberty Street
Concord, Massachusetts 01742



Remarks for Barret Farm Land Acquisition Announcement
Simone Monteleone, Superintendent, Minute Man National Historical Park
Barrett Farm Unit-April 14, 2025

Good morning Ladies and gentlemen, and fellow advocates of preservation,

Today, we stand united in reverence and gratitude as we celebrate a significant milestone by Minute Man National Historical Park in the preservation of our nation's history—the second acquisition by the National Park Service for acreage historically at the core of Colonel Barrett's Farm. This land is not just soil and grass; it is a living testament to the bravery and sacrifices made during the first battle of the American Revolution.

Colonel Barrett's Farm holds a special place in the narrative of our country's fight for freedom. As Paul shared, the search of the Farm was the primary mission goal for the British forces, and as they marched out from Boston little did they know that their clash with the Minute men and colonial militias at the North Bridge and along Battle Road would ignite a revolution.

As we commemorate the 250th Anniversary of the American Revolution and the Battle of Lexington and Concord, we recognize the significance of this site as a symbol of the resistance against oppression and tyranny. The importance of Barrett's Farm to the April 19th story cannot be ignored and represented the determination of ordinary individuals to stand up against the might of an established empire—a spirit that eventually gave rise to our nation's independence.

The preservation of spaces like Colonel Barrett's Farm is integral to keeping these stories alive. In 2009, Congress recognized the national importance of the Barrett Farm story with the expansion of Minute Man NHP's boundaries to establish this unit. The Town of Concord has been a strong partner as the primary owner of the property within this unit and through their conservation programs keep a significant portion in agricultural use. This continuation of farming activity contributes to the feeling and association of this National Register of Historic Places listed Historic District. I also want to recognize the extraordinary work of Save Our Heritage and their restoration efforts on the Barrett Farmhouse. In 2012, the NPS acquired the house and lot from Save Our Heritage to further the efforts of land preservation and protection. The American Battlefield Trust was a strong supporter of this acquisition effort. Finally, I would also like to thank the Giddings family who have been stewards of this recently acquired property for many years.

The acquisition of this property and its folding into the National Park Service managed historic landscape will enhance our ability to provide a deeper understanding of the events that transpired here. It further opens the door for visitors to connect with our shared heritage, celebrating the collective courage that defined the early fight for American liberty. Land acquisitions are not the

only way that the National Park Service can bring these important stories to visitors. Minute Man NHP continues to broaden the scholarship related to the events of April 19th through other activities such as our archeological investigations at the Elm Brook Hill area of the battlefield along Battle Road and the discovery of the ‘shots heard round the world’ in the North Bridge area that we shared with the public last year. This work, which we do in partnership with many including those partners with us today, is crucial in highlighting that these lands serve as outdoor classrooms, teaching us about our shared history.

Let us also acknowledge the broader collaborative efforts that have made this and other land preservation achievements possible—the tireless work of preservationists, historians, local communities, our Congressional leaders, and government officials who understand the value of our historical landscapes. Their dedication is a reminder that when we come together with a common purpose, we can achieve remarkable things.

For this acquisition and for Barrett Farm, the efforts of the National Park Service, and work by partners like the American Battlefield Trust, Save Our Heritage, the Town of Concord, and the Friends of Minute Man National Park, ensure that the tales of those who bravely stood for freedom are not forgotten.

As we look to the future, let us commit ourselves to continue the work of preservation. May we foster a sense of stewardship that honors the sacrifices of those brave souls from April 19, 1775. Together, we will ensure that Colonel Barrett's Farm remains a cherished part of our national narrative, inspiring all who visit to appreciate the courage that birthed this great nation.

Thank you all for being here today to honor this moment in our history. Let us move forward with renewed purpose, ensuring that our past informs our future.

**Remarks – Lieutenant Colonel Geoffrey E. Love
Director, Historical Services, Massachusetts National Guard**

USPS Stamp Unveiling, *Battlefields of the American Revolution*
Wednesday, 16 April 2025, 11:00 A.M., North Bridge Visitor Ctr.

Ladies and gentlemen, honored guests, and fellow citizens,

It is a privilege to speak today at this unveiling of stamps commemorating the battlefields where our nation was born – born not just in defiance and fire, but in resolve, in duty, and in sacrifice. Today, we honor Lexington and Concord, Bunker Hill, Trenton, Saratoga, and Yorktown. Each of these hallowed places marks a moment when ordinary people did extraordinary things. But this morning, I'll share some thoughts on Lexington and Concord – the place where American liberty found its first defenders in arms.

At dawn on April 19th, 1775, in this quiet countryside of Middlesex County, Massachusetts, farmers and tradesmen left their homes not for conquest, but for community. These were men of the Massachusetts militia – citizen-soldiers – who gathered on Punkatasset Hill and this Muster Field in response to a warning: British Regulars were marching to seize their stores of arms and powder. But the militia came not simply to defend gunpowder, nor even a town – they came to defend the idea of self-governance, of rights that no king could revoke.

When those red-coated Regulars reached the North Bridge in Concord, they found more than resistance. They found resolve. As Captain Isaac Davis of Acton declared to Concord's Major John Buttrick, just before the fateful advance towards the bridge: "I haven't a man who is afraid to go." Minutes later, those same men fired what Emerson would call the "shot heard round the world."

This was no mythic moment – it was real, raw, and American. The fight at Concord marked the first time colonial militiamen were ordered to fire on British troops. Unlike the confrontation earlier that morning on Lexington Green, where British confusion led to a tragic volley, the men at Concord stood their ground, received fire, and returned it with deadly effect.

This moment – this stand – transformed a colonial protest into an armed revolution. April 19th would see the men of Lexington rally and join Concord and 25 other Massachusetts towns – over 4,000 minute and militia men – as they drove the Redcoats back to Boston.

But let us remember, those who stood here at Concord and all those who fought that April day were not soldiers in the modern sense. They were bakers and blacksmiths, deacons and farmers. Yet they had trained. They had drilled. And when the time came, they fought – not just for Massachusetts, but for all of us. They set the example of what the citizen-soldier means to this country.

Today, that legacy lives on – not in dusty pages, but in living lineage.

Four units in the Massachusetts Army National Guard trace their direct heritage to those very militiamen who turned out on April 19th, 1775. These are:

- The 101st Engineer Battalion of Methuen
- The 1st Battalion of the 181st Infantry and the 125th Quartermaster Company of Worcester
- And the 1st Battalion, 182nd Infantry Regiment in Melrose

In the U.S. military, only these four organizations are authorized to display the Lexington battle streamer – which represents all the fighting of April 19th – as a symbol of the blood and bravery shared between past and present. These are not just honors attached to flags – they are living threads in a fabric of service that stretches unbroken for 250 years and well beyond.

Let us also remember that the spirit of April 19th is not simply military. It is civic. The same men who fought here returned home to build towns, raise families, and form a republic. That is the true power of the citizen-soldier – not only to fight for liberty, but to live it, shape it, and defend it across generations.

As we unveil these stamps today, we are not merely celebrating ink and paper. We are affirming that the sacrifices made at Lexington, Concord, Battle Road, and all the battlefields commemorated here, still shape the country we inhabit. We are saying to the world: *This is where liberty was born, and these are the people who stood for it first.*

So let us honor them not just in ceremonies, but in how we live – by staying informed, staying engaged, and standing ready to protect the freedoms they first defended.

On behalf of the Massachusetts National Guard – whose roots run deep in the soil of Lexington and in Concord – I thank you.

**Old North Bridge Ceremony
250th Anniversary of the Battle of Concord
Saturday, 19 April 2025
9:30AM - 10:15AM**

NARRATIVE

GARY: Good morning; may I have your attention, please. The ceremony will begin momentarily. Please take this opportunity to silence all mobile devices and it is respectfully requested that everyone please remain silent throughout the ceremony. It is our desire to maintain an atmosphere of dignity and respect during this morning's ceremony and your cooperation is greatly appreciated.

[Wait for Distinguished Visitors to arrive and take their seats.]

GARY: Good morning, Ladies and Gentlemen. On behalf of the Citizens of Concord and the Concord250 Executive Committee, welcome to the Old North Bridge Ceremony commemorating the 250th anniversary of the Battle of Concord and thank you for joining us as we solemnly honor the memory of our forebearers who bravely stood their ground at this hallowed site and fired what Ralph Waldo Emerson so eloquently phrased as the shot heard 'round the world. I am Gary Clayton, co-chair of the Concord250 Executive Committee, and I am joined today by my fellow co-chair, Dr. Robert Munro.

ROB: Thank you, Gary. Our presence here and the purpose of this ceremony is to recognize and pay tribute to the dedication and sacrifice of all those who fought for independence on April 19, 1775; the establishment of a new nation and the values and aspirations embedded in our Constitution to preserve, protect and expand the principles of self-governance, equality and liberty for all people. At this time, I ask that you please rise for the invocation offered by W. Grant Pierce, a member of the Baha’I Local Spiritual Assembly and remain standing for the playing of our National Anthem by the Middlesex County Volunteers. Ladies and Gentlemen, the colors are presented this morning by

the 54th Massachusetts Volunteer Infantry Regiment Select Honor Guard. According to our traditions, we respectfully request that those not in uniform please remove any hats and place your right hand over your hearts during the National Anthem as the music is played.

[Wait for everyone to stand while clergy approach the podium.]

[Invocation.]

[Military colors officer-in-charge orders “present, arms” while clergy returns to assigned seating.]

[National Anthem performed by Middlesex County Volunteers.]

[Military colors officer-in-charge orders “order, arms”.]

GARY: Thank you, Grant and the Middlesex County Volunteers. Also joining as a co-host of this morning’s ceremony and representing the National Park Service is Superintendent Simone Monteleone of the Minute Man National Historical Park.

[Remarks by Superintendent.]

GARY: Thank you, Superintendent Monteleone.

We are honored to be joined this morning by several distinguished visitors:

- US Navy Captain Thomas Kelley, the 2025 Parade Marshal for this Patriots Day Parade in Concord. Captain Kelley is a recipient of the Medal of Honor.
- Her Excellency Maura Healey, Governor of the Commonwealth of Massachusetts
- The Honorable Lori Trahan, Member of the U.S. House of Representatives
- The Honorable Kim Driscoll, Lieutenant Governor of the Commonwealth of Massachusetts
- The Honorable Mary Hartman, Chair of the Concord Select Board

- General Gary M. Brito, Commanding General,
U.S. Army Training and Doctrine Command
- Major General Gary W. Keefe, The Adjutant
General of the Commonwealth of
Massachusetts
- Major General Richard F. Johnson, Deputy
Commanding General, U.S. Army Forces
Command
- Brigadier General Diane Dunn, The Adjutant
General of the State of Maine
- Specialist James McCloughlan, recipient of the
Medal of Honor
- Mr. David Clay, British Consul General to New
England

- Mr. Seiichiro Takahashi, Consul General of Japan in Boston
- Ms. Robin Abbott, President, American Gold Star Mothers of Massachusetts and Rhode Island
- Ms. Peggy Griffin, Chair, National Board of Directors, Gold Star Wives of America.
- State Senator Michael Barrett, State Representative Carmine Gentile and State Representative Simon Cataldo
- Local elected officials of Concord and nearby communities
- We welcome all active duty members of the United States armed services and veterans who

are present today. We wish to especially acknowledge the US Army that maintains just over thirty units throughout the country with Revolutionary War lineage and honors. Among those, Massachusetts has the most of any state, including the only four units to display the Lexington Campaign Streamer for direct participation in the Battles of Lexington and Concord on April 19th, 1775. Those four units are represented here today by their commanding officers and colors. In addition, there are four other US Army units here today that together represent all original

Massachusetts militia organizations still serving today with Revolutionary War campaign credit.

ROB: It is my honor to invite to the podium for her remarks the first of our two speakers, Representative Lori Trahan, who represents the Commonwealth's 3rd Congressional District in the U.S. House of Representatives.

[Rep. Trahan's remarks. She will invite Governor Healey to the podium for her remarks]

[Gov. Healey's remarks.]

ROB: Thank you Governor Healey.

[Pause for the Governor to return to her seat.]

[Governor Healey, Maj. Gen. Keefe, and Mr. Clay move to the wreath laying locations at the conclusion of the Governor's remarks; **ROB** begins wreath laying introduction after they depart the seating area.]

ROB: The wreath laying ceremony is a formal remembrance to honor the sacrifices of those who unselfishly offered the last full measure of devotion in the service of our country. This morning we gather to remember those Minutemen who answered the Commonwealth's call to arms at this very location 250 years ago today. We also acknowledge the United Kingdom as one of our closest allies in the modern era and pay tribute to

the dedicated service of those British Soldiers who fell in action and are interred here.

Two wreaths will be placed this morning. The first by Governor Healey and Major General Keefe at the base of the Minute Man Statue.

The second wreath will be placed at the Grave of the British Soldiers by Mr. David Clay, British Consul General to New England. He will be accompanied by Major Douglas Edwards and Peter Richardson of the British Officers Club of New England.

Immediately following this wreath laying ceremony the Concord and Acton Minutemen will fire a two-musket volley salute from the North Bridge.

[Pause as Governor Healey, Major General Keefe and British Consul General David Clay place wreaths]

[A musket salute fired by the Concord and Acton Minutemen]

[Governor, Adjutant General and British Consul General return to their seats]

The Concord Independent Battery and the US Army 101st Field Artillery Regiment will now fire a 21-gun National Salute to the United States of America.

This will be immediately followed in sequence by the 54th Massachusetts playing Taps, a moment of silence, and an F-15 and KC-46 flyover performed by the Massachusetts National Guard's 104th Fighter Wing accompanied by the New Hampshire National Guard's 157th Air Refueling Wing

[Military colors officer-in-charge orders "present, arms".]

[21-gun National Salute fired by the Concord Independent Battery and the 101st Field Artillery

Regiment. The first and final ceremonial rounds are fired by the Concord Independent Battery]

[Playing of Taps by the 54th Massachusetts

Volunteer Infantry Regiment (Select Honor Guard).]

[Military colors officer-in-charge orders “order, arms”.]

[Moment of silence.]

[F-15 and KC-46 flyover by the 104th Fighter Wing and 157th Air Refueling Wing.]

ROB: Ladies and Gentlemen, please stand for the benediction by W. Grant Pierce.

[Benediction]

GARY: This concludes the Old North Bridge Ceremony. On behalf of the Citizens of Concord and the Concord250 Executive Committee, Rob and I thank you very much for attending in person or virtually.

The Parade will now resume under the direction of the Parade Marshal and the Concord250 Executive Committee. We ask all spectators to please allow the Parade to pass without obstruction up the path to Monument Street as it returns to Concord Center and past the Reviewing Stand in Monument Square.

Please enjoy our full day of planned festivities in remembrances of the 250th anniversary of this historic Battle of Concord. Thank you!

Attachments Included: Parade Muster Map, Line of March, Colors, Ceremony Order and Parade Route.

The parade application was hosted by the Town of Concord. I worked with Nate Smith, Municipal Archivist/Records Manager (nsmith@concordma.gov) who built the form based on my requests and ensured it was up and running. He granted me access to the form that collected the results of the application. I maintained a separate Google form that the Parade Committee used to review applicants and track decisions. Nate also built out the Waiver form using the town's digital signature program. I was set up on copy for receipt of all submissions via email. I maintained a folder of all completed waivers on a Google Drive. PDFs of the final versions were shared back with the town for archiving.

The application went live in mid-September. We intended to collect applications through the end of the calendar year. The link was posted on Concord250 sites and social media. An email was also sent to previous participants inviting them to apply for 2025.

Applications were reviewed by the committee on a rolling basis. Decisions were documented in the shared Google Drive file.

In the future, a few recommendations to further enhance the process. Confirm the application link is removed and applications are closed at the end of the calendar year. We received a number of applicants after our deadline due to the link still being accessible. The appropriate Parade Committee members should be provided with a **printed** contact list of all parade unit commanders the day of the parade, WIFI access can be spotty and unreliable.

The Parade Committee required enhanced communication capabilities for the 250th commemorative parade on account of the larger number of participating units and ensuing larger number of volunteers needed to manage the parade.

While initial inquiries into two-way communication devices were initially made by the Committee, and soon thereafter directly in conjunction with Capt. Brian Goldman of the Concord Police Department (CPD), the ultimate procurement of devices used on Parade Day fell to Court Booth, as did training. In his role as Concord250 Volunteer Coordinator, Court ably took over correspondence and coordination with CPD such that, in the several days prior to April 19, 2025, all Parade Committee members, PCCC member volunteers, Parade Division Commanders, and their assistants each had in hand a multi-channel, two-way radio on loan from CPD. The total numbered around a dozen radios for this subset of volunteers affiliated with the parade, excluding Concord250 Ambassadors whom Court managed directly.

For the amplified 250th celebration, the Parade Committee voted in favor of having Division Assistants also carry two-way radios unlike previous years in order to 1) facilitate smooth management of the parade from muster through dispersal and 2) to facilitate communication in

the event of a public safety event and/or medical emergency. Channel 1 was designated for general use during the Parade and Bridge Ceremony for all to hear updates about parade progression, the timing of arrival at the Bridge, and pacing of the resumption of the parade. All volunteers were encouraged to keep their comments brief and limited so as not to block that channel. The remaining channels (2-5) were reserved for one-on-one conversations and updates required in the moment.

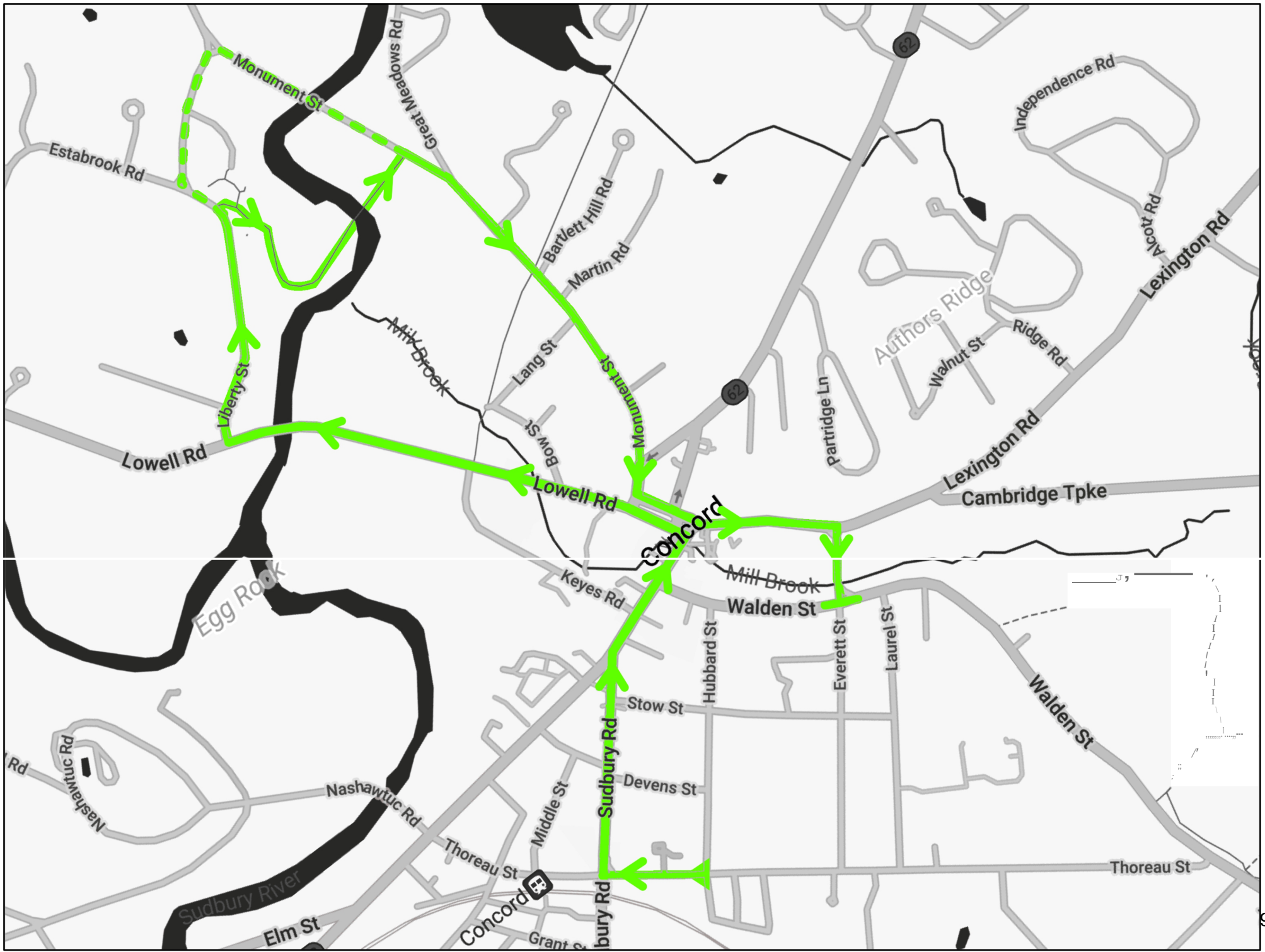
The Parade Committee endorses this same decision in the future: all Parade volunteers and their assistants should have two-way radios at their disposal for high-profile Patriots Day Parades wherein the number of marching units expected to participate is higher than normal, as is the number of members of the public expected to attend.

Volunteer recruitment for the Concord 250th Patriots Day Parade was a resounding success, thanks to early planning, consistent communication, and strong community enthusiasm. The leadership and dedication of the 250th Ambassadors program—led by Court Booth and Ray Andrews—were instrumental in mobilizing volunteers and ensuring robust participation. Their guidance fostered clarity, energy, and a shared sense of purpose, all of which contributed to the smooth and effective execution of the event.

The day itself was extraordinary. Thousands gathered to watch or take part in the parade and a full slate of engaging events. Attendees were safe—and they felt safe. They were warmly welcomed, kept well-informed, and continually supported by the calm, visible presence of 204 outstanding Ambassadors in their signature orange vests.

Parade Ambassadors led with spirit and confidence, rising to every occasion with professionalism and poise. They were unparalleled in their ability to pivot in response to anything asked of them—quickly, capably, and without hesitation. Their presence provided comfort, structure, and a spirit of hospitality that defined the day.

What we can never truly measure are the potential problems that never materialized—thanks to their countless, often unseen interventions.



Patriot's Day Parade – April 19, 2025

<p>CONTACTS : Concord250 Parade Committee</p>	<p>250celebration@concordma.gov (Central E-Mail) John Arena III: 978-821-2296 Susan McCrory: 508-561-4119</p>
<p>PARKING</p>	<p>Concord-Carlisle High School – 500 Walden Street No parking or drop-offs will be permitted in the parade assembly area or within the parade route. All vehicles must access the CCHS parking location by turning onto Walden Street at the Rte. 2 Intersection. This will be the ONLY option as hard road closures will be in effect. If you are traveling east bound on Rte. 2, please note you will be required to turn around at Exit 125 and enter Walden Street via the west bound lanes with a right-hand turn. All left turning lanes on Route Two will be closed.</p>
<p>ROAD CLOSING:</p>	<p>Thoreau, Everett and Stow Streets will be closed to all traffic -- including participant drop-offs. Streets comprising the Parade Route will be closed to vehicular traffic. Hard Road Closures will remain in place until after the conclusion of the Parade.</p>
<p>FORMATION:</p>	<p>Unit Commanders are asked to check in at the Emerson Field welcome table, located near the Concord Armory (91 Everett Street) between 7:00 - 7:45 am and then proceed to their parade position. The Committee is solely responsible for the Order. Division Commanders and Ambassadors cannot authorize changes. Step-off is at 8:30 am SHARP! Units are expected to be in formation at their line up location at 8:00 am. Units with approved Vehicles must have the vehicle in its line up location by 7:30 am at the latest. A map showing check-in and muster locations is included.</p>
<p>TRAIL MARCHES:</p>	<p>Units joining at Minute Man National Park will be responsible for obtaining their own parade permits from the Concord Police Department and/or the National Park. Trail marching units not joining in the assembly area are asked to notify the Committee of their unit's insertion point at the North Bridge Area. Units may not join the parade at other points except by advance Committee approval.</p>
<p>PARADE ROUTE:</p>	<p>The parade route is approximately 3.5 miles. See detailed information on attached Map.</p>

REVIEWING AREA:	The Reviewing Area is located in front of Town Hall in Monument Square, and the parade will pass directly in front of the reviewing stand on the return trip through Town. Units are expected to render a salute on the return segment. Some members of the First Division will be invited to sit on the reviewing stand.
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LUNCH:	Unit members and invited guests who completed the Lunch Form will receive a prepared complimentary “grab and go” lunch at the conclusion of the parade. Families of participants are not eligible for Lunch
FIRST AID:	Ask your Division Commander or a Parade Ambassador for any First Aid needs. Concord Emergency Management will have teams available to assist in an emergency. The Parade Committee is in radio contact with Public Safety.
FIRING:	NO UNAUTHORIZED FIRING !!! NO EXCEPTIONS. There shall be no discharging of weapons at any time during Concord's Patriot's Day activities except by designated units at designated times.
CEREMONIES / MANEUVERS:	No unauthorized ceremonies or maneuvers will be permitted at any time during Concord's Patriot's Day activities.
VEHICLES:	Motorized Vehicles are permitted in the parade, but only with proper documentation and advance approval from the Parade Committee.
WATER STATION:	The committee is finalizing plans for a water station available for parade participants at the corner of Lowell Road and Liberty Street, which is approximately the half-way point for marchers.

PARADE ROUTE AND PROCEDURES

PARADE ROUTE~ The parade route is approximately 3.5 miles. From the assembly area at **Thoreau Street, Emerson Field and Everett Street**, the parade will proceed down Thoreau street. Units will turn right on to Sudbury Road then bear right onto Main Street. At the Flag Pole at the top of Concord Center, turn left onto Monument Square and proceed onto Lowell Road and a right turn on Liberty Street, entering the Buttrick Hillside of the National Park through the designated area. **All music shall stop once on Liberty Street.**

Music may resume once the Bridge Ceremony is completed, as units march through the National Park and across the North Bridge.

Members of the Concord Independent Battery and the Honored Citizen Carriage will turn right at the Colonial Inn and proceed up Monument Street for the Ceremony. All other units and divisions continue down Lowell Rd to Liberty St. Special consideration may be made for the entire First Division to turn right at the Colonial Inn if weather is inclement.

The parade will halt on the Buttrick Mansion side of the Minuteman Statue. When the first division is in place, the North Bridge Ceremony will commence.

At the conclusion of the Bridge Ceremony, the parade will resume and turn right onto Monument Street and thence to Monument Square, left through Monument Square (proceeding directly in front of the Town House & Reviewing Stand), straight onto Lexington Road, and right onto Heywood Meadow, at which time Units may enter into Parade Rest. Committee members and Division Commanders will guide units to the area where lunch is served in front of the Concord Armory.

Musical Units are encouraged to play while crossing the North Bridge and throughout the return march to Concord Center. Some musical units will pause at the Reviewing Stand to play a selection.

ALTERNATIVE ROUTE~ In the event of serious flooding near the North Bridge, the parade will proceed down Liberty Street to Monument Street, and then on to the passageway leading to the North Bridge. In this circumstance, the parade will not cross the Bridge.

At the path entrance to the North Bridge, the parade will halt and a designated party of individuals and units will be dispatched to the North Bridge for a brief ceremony. Immediately after the ceremony, the designated party will return to its place in the line of march, and the parade will continue down Monument Street to Monument Square past the reviewing area, and thence to Lexington Road and proceed to the dispersal area.

REVIEWING AREA~ The Reviewing Area will be on parade left on Monument Square, in front of the Concord Town House. The Parade will halt briefly to allow the Honored Citizen(s), Marshal, Local/State/Federal Officials & Dignitaries to take their places on the reviewing stand. At the assembly area, Honored guests and dignitaries will be offered an opportunity to sit on the reviewing stand.

DISTANCE BETWEEN UNITS~ Units should maintain a distance of 30 - 50 feet and divisions a distance of NOT MORE THAN 70 feet. We ask for your cooperation so as to not fragment the parade. Unit Commanders not abiding by this request will be reminded by Division Commanders and may not be invited to return in subsequent years.

PLAYING OF MUSIC~ In order to facilitate communication of Parade Officials, we request units to refrain from playing music during the parade formation. Any necessary tuning of instruments is allowed. Musical units are encouraged to play throughout the parade, with the exception of Liberty Street and during the North Bridge Ceremony.

PASSING IN REVIEW~ All military units should pass the reviewing stand rendering proper salute in accordance with their units respective Drill and Ceremonies procedures. Leaders of other non-musical groups should command "Eyes Left" when they reach a point of six paces from the reviewing stand. The single file closest to the reviewing stand should continue to face ahead, but all other files and elements should turn their faces to the reviewing stand. The leaders of the unit and any appropriate subordinates may choose to render some form of salute (hat removed and held across chest, etc.)

FLAGS~ If the unit carries the National colors, then all other banners, flags, and guidons should be lowered when passing "in review". If the National colors are not carried, then a salute can be accomplished with the unit guidon or banner being raised high from the carrying position and then lowering until the staff is parallel to the ground. When the leader has passed six paces beyond the reviewing stand, they end their salute, face the front, give the command, "Ready, FRONT" and continue the march.

SPECIAL MANEUVERS~ Marching Units MAY NOT perform any maneuvers which will cause the parade to cease movement at the reviewing stand unless prior notification is given and APPROVAL is secured by the Concord250 Parade Committee.

NORTH BRIDGE CEREMONY

PARTICIPANTS~ Emcees, Parade Marshal, Trumpeter, Clergy, Dignitaries & Officials, Concord Independent Battery, Concord & Acton Minute Men and the Middlesex County Volunteers.

Please be mindful the length of the ceremony is estimated at 45 minutes, at which time all units in Divisions Two, Three, Four, Five and Six are at Parade Rest.

2025 Patriot's Day Parade - Line of March

First Division

NOTE: Members **only** of the Concord Independent Battery and Honored Citizen Carriage turn right at Colonial Inn and proceed up Monument Street to Old Manse. The rest of the parade down Lowell Street and enters the National Park on Liberty St

1	Concord Independent Battery	C: Phil Kenney & Peter Myette
2	Bedford Cornet	
	<i>Banner - Parade Marshal</i>	<i>2 Ambassadors carrying</i>
3	Parade Marshal & Staff - in convertible	Captain Thomas G. Kelley
4	Middlesex County Volunteers	C: John Nichols
5	<i>Banner- Local Officials</i> Elected Officials/Clergy/ Dignitaries/Military Officials	<i>2 Ambassadors carrying</i>
	<i>Banner - Honored Citizen</i>	<i>2 Ambassadors carrying</i>
6	Town of Concord Honored Citizen in Horse Drawn Carriage	Lowell "Sandy" Smith joined by his wife, Sally Sanford Remembrance Hill Carriages (John Frost)
7	Concord Minutemen	C: Carl Sweeney

2025 Patriot's Day Parade - Line of March

Second Division

8	Mass Society Sons of the American Revolution	C: Christopher Tourtellot
9	Connecticut Line – Society of SAR	C: David Perkins
10	Daughters of the American Revolution	C: Janine Penfield
11	Children of the American Revolution	
12	Military Family Support Group – possible Jeep with Concord's Honored Veterans	C: Kathleen Zagata
13	Newbury Court (with Trolley)	C: Amy Capofreddi
14	Lincoln Minutemen	C: Frances Wentworth
15	Bedford Minutemen	C: Roy Kring
-	Acton Minutemen	Homerun C: Mike Audette
-	Boxborough Minutemen	Homerun C: Chad Childers
-	Carlisle Minutemen	Homerun c: Scott Evans
-	Stow Minutemen	Homerun C: Bob Stokes
-	Westford Colonial Minutemen	Homerun C: Dan Lacroix
16	Sudbury Companies of Militia & Minute	C: John Neuhauser

C= Commander

2025 Patriot's Day Parade - Line of March

Third Division

17	Assabet Village Minutemen	C: Robert Bottino
18	Glover's Marblehead Regiment	C: Seamus Daly
19	Middlesex County 4H Fife & Drum Corps	C: Sean Mahoney
20	182 nd Infantry	
21	Louisa May Alcott's Orchard House	C: Jan Turnquist
22	Hanscom Air Force Base	C: Jessica Casserly
23	Fenn School Marching Band	C: Virginia Morales
24	Concord Scout House	C: David Owen
25	Fife & Drums of Colonial Williamsburg	C: Brodie Adams
26	Concord Museum	C: Susan Foster Jones
27	Colonial Stilt Walkers (Extraordinary Arts)	C: Sheri O'Brian
28	Colonial Bagpipers	C: Donna Lucas
29	U.S Army Corps of Engineers	C: Matthew Coleman
30	Corinthian Lodge	C: Thomas Creed
31	Concord Lions Club	C: Heidi Webster
	54 th Mass. Volunteer Infantry Regiment	C: David Hencke

C= Commander

2025 Patriot's Day Parade - Line of March

Fourth Division

	US Naval Academy Drum & Bugle Corps	C: Robert Stojakovich
32	The Milldames (with Vehicle)	C: Carol Harney
33	Sudbury Ancient Fyfe & Drum Company	C: Debra Donovan
34	New England Brigade	C: Greg Flanigan
35	Concords Across America	C: Rob Morrison
36	CCHS Cheerleaders	C: Lucy O'Connor
37	CCHS Pep Band	C: Chris Noce
38	Minuteman Arc (with 2 decorated Vans)	C: Barbara White
39	League of Women Voters	C: Diane Proctor
40	Great American Marching Band	C: Andrew Verrocchi
41	Concord Rotary (with Float)	C: Jeanne Armocida
42	Rainbow Girls	C: Amy Rogers
43	Welcoming Community	C: Rose Cratsley Court Booth

C= Commander

2025 Patriot's Day Parade - Line of March

Fifth Division

45	West Point Hell Cats	C: SSG Preston Gilbert
46	Concord250 Lantern	C: Rich Fahlander
47	Women Veterans of Massachusetts (w/ Trolley)	C: Christine Tron
48	Mass. Veterans of Foreign Wars (w/ Vehicle)	C: Jody Freitas
49	Roma Band	C: Melissa Laurencio
50	West Concord Green Thumbs	C: Carlene Hempel
51	Concord Agricultural Committee (with Float)	C: Steve Verrill

Sixth Division

52	UMass Minuteman Marching Band	C: Timothy Anderson
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2025 Parade Color for Reviewing Stand

First Division	
Concord Independent Battery	Led by Capt. Peter Myette. The Concord Independent Battery began by the vote of Town Meeting in 1804. Today it is celebrating its 221st anniversary. Much of the Battery is about the cannon, about tradition, and about patriotism. The Battery is entrusted by the Town of Concord with custody of the Town's two historic six-pound brass cannons.
Bedford Cornet	This flag is the oldest existing flag in the United States, and the second oldest in the western hemisphere. Concord gratefully grants the privilege of leading the Patriots' Day parade to the Bedford Cornet.
Parade Marshal	Our Parade Marshal for 2025 is United States Navy Captain Thomas G. Kelley, who is the recipient of the Congressional Medal of Honor for his courageous actions during the Vietnam War. He formerly served as Secretary of the Massachusetts Department of Veterans Services and past President of the Medal of Honor Society. Thank you Captain Kelley for your service to our nation, and for your role in this historic celebration!
Middlesex County Volunteers Fife and Drum Corps	Established in 1982, MCV has evolved into a repertory ensemble performing martial, dance, and folk music drawn from 17th to early 19th century. Ultimately, MCV is about history and music, education and entertainment.
Dignitaries	Please welcome the 2025 Dignitaries! Local, state and military officials, and honored guests, many of whom will now take their places on our Reviewing Stand.
Honored Citizen – Lowell 'Sandy' Smith	A fourth generation Concordian, Sandy has been a role model of service to the Town and local organizations for decades. Following in his ancestor's footsteps in giving back to the town, Sandy's depth of community service and worthy character traits have earned him the recognition of Concord's 2025 Honored Citizen.

2025 Parade Color for Reviewing Stand

Concord Minutemen	It was January 12, 1775 when the original Concord Minute Men signed the muster rolls, thus organizing one of the most famous militia units in American history. They led the march to Concord's North Bridge on April 19, 1775, and today, are still a proud and active part of the Concord community.
Massachusetts Society of Sons of the American Revolution	Sons of the American Revolution are patriotic persons who are descended from patriots who fought in the American Revolution. The mission of the SAR is to promote patriotism, preserve American history, and educate future generations about the founding principles of the United States.
The Connecticut Line	The Connecticut Line is a living history of the Connecticut Society of the Sons of the American Revolution and its mission is to honor our patriot ancestors, promote patriotism and educate and inspire future generations by representing those militia soldiers who served on April 19, 1775.
Old Concord Chapter - Daughters of the American Revolution	Direct descendants of the Patriots of the American Revolution. Some of their ancestors participated in the events of April 19, 1775.
Children of the American Revolution	Founded in 1895, they are the oldest patriotic youth organization in our country.
Military Family Support Group	The group offers support and education for families and friends new to the military experience and during all phases of deployment. We also provide networking to ease the transition from soldier to veteran and community outreach to enhance understanding of the military family experience. Marching with the group are local Concord veterans who served in the defense of our nation. Thank you to our veterans!
Newbury Court	Newbury Court/New England Deaconess is a 135 year old non-profit and has been in Concord at its current location for 110 years. Newbury Court is a Continuing Care Retirement Community.
Lincoln Minutemen	Under the leadership of Capt. Frances Wentworth
Bedford Minutemen	

2025 Parade Color for Reviewing Stand

Acton Minutemen	
Boxborough Minutemen	
Carlisle Minutemen	Under the leadership of Captain Scott Evans
Stow Minutemen	
Westford Colonial Minutemen	
Sudbury Companies of Militia & Minute	
Assabet Village Minutemen	
Glover's Marblehead Regiment	
Middlesex County 4H Fife and Drum Corps	A youth corps that plays the music of the 18th century Revolutionary period. Their motto is "Remembering our history, and playing it loud!"
182 nd Infantry	A regiment of the U.S. Army, forming part of the Massachusetts National Guard and recognized as the oldest regiment in the Army, tracing back more than 230 years.
Louisa May Alcott's Orchard House	Many visitors to and residents of Concord only recognize Orchard House as "The Home of Little Women" -- but it is so much more. Their presence in this year's parade stands for the importance of such celebrations of freedom and justice, honor courageous, trailblazing Concordians of the past, and inspire those of the present and in future to continue working for the greater good of society.
Hanscom Air Force Base	Hanscom Air Force Base is the only active duty Air Force base in all of New England and New York.

2025 Parade Color for Reviewing Stand

Fenn School Marching Band	The Fenn school marching band has been participating in the parade since 1969. Possible maneuver
Concord Scout House	Please give a warm welcome to our Scouts! The mission of the Concord Scout House has expanded over the years, fostering and assisting the Scout movement. We have over 100 Girl Scouts and Boy Scouts marching in this year's celebration.
Colonial Williamsburg Fife & Drums	The Colonial Williamsburg Fifes & Drums were established in 1958 as a part of the Colonial Williamsburg Foundation to educate the public about 18th century military music during the American Revolution. They teach their youth performers about history, musicianship, compassion, and leadership, so they may effectively preserve the story of those who helped build our nation.
Concord Museum	The Concord Museum connects people to Concord's multi-faceted history and its continuing influence on American cultural, political, environmental, and literary life
Colonial Stilt Walkers	
Colonial Pipers Bagpipe Band	A youth centered bagpipe band that was formed in 1972 to provide members with the opportunity to learn Celtic bagpiping and drumming.

2025 Parade Color for Reviewing Stand

U.S. Army Corps of Engineers	<p>Marching proudly today is the U.S. Army Corps of Engineers, New England District. Leading the formation is Colonel Justin R. Pabis, accompanied by Lieutenant Colonel David N. Macphail. The Color Guard is under the direction of Park Ranger Matt Coleman.</p> <p>Headquartered in Concord, the New England District manages civil works, flood risk management and military programs across a 66,000-square-mile region.</p>
Corinthian Lodge	Corinthian Masonic Lodge has been in Concord since it was chartered by Paul Revere in 1797. Today they are also joined by the Grand Lodge of Masons in Massachusetts.

Concord Lions Club	With their motto of "We Serve", the Concord Lions were chartered in 1941 as a member of Lions Club International, the world's largest service organization.
54 th Mass. Volunteer Infantry Regiment	Formed in 1863 the Regiment served in the American Civil War and was a major force in the pioneering of African American civil war regiments. Their bravery inspired hundreds of thousands at the time.

2025 Parade Color for Reviewing Stand

<p>United States Naval Academy Drum and Bugle Corps</p>	<p>Flashing swords, brass buttons and drum rolls of a spring parade are just some of the many traditions that have marked 180 years at the United States Naval Academy in Annapolis. We are honored for their return visit to participate in our Parade. Expect maneuver</p>
<p>The Milldames</p>	<p>The purpose of this local club is to work with various organizations in Concord and Carlisle that participate in community service and to offer social activities for members. The club was founded in 1967.</p>
<p>Sudbury Ancient Fyfe & Drum Company</p>	<p>Founded in 1964, the company plays music from the colonial period through contemporary compositions in traditional style.</p>
<p>New England Brigade</p>	<p>Recognized as the premier Civil War reenacting organization in New England. Currently totaling over 400 reenactors and historians representing the soldiers, sailors, and civilians of the Civil War era. They are dedicated to bringing the American Civil War to life so the generations to come will know, remember and respect those before us.</p>
<p>Concord's Across America</p>	<p>Organized and led by Rob Morrison, please welcome a cross-section of people from cities, towns, villages, and counties across the United States that share the name "Concord." We are so pleased to have you all with us in our Concord on this historic day!</p>

2025 Parade Color for Reviewing Stand

<p>Concord-Carlisle High School Cheerleaders</p>	<p>Representing years of supporting high school athletics and community involvement.</p>
<p>Concord-Carlisle High School 250th Parade Ensemble</p>	<p>Concord-Carlisle High School is a cornerstone of this town, and our performing arts programs are among the top in the nation.</p>
<p>Minute Man Arc for Human Services</p>	<p>Supports more than 1,400 children and adults with disabilities in Concord. Founded in 1958 by parents of special needs children, Minute Man Arc has always worked to make sure every member of our community is included, visible, and independent -- a truly American mission.</p>
<p>League of Women Voters of Concord and Carlisle</p>	<p>A nonpartisan organization that encourages all people to vote and participate in government, both locally and nationally.</p>
<p>Great American Marching Band</p>	<p>A military veteran organization consisting of professional musicians who served or still serve in a musical capacity. Performing throughout New England they have entertained crowds with patriotic music at numerous events and ceremonies.</p>
<p>Concord Rotary Club</p>	<p>Having served the community for decades, this vibrant group of people actively seek to better the world through humanitarian service. They are local business owners and civic minded citizens who work together to support our community and people in need around the world.</p>
<p>Concord Assembly # 53, International Order of the Rainbow for Girls</p>	<p>The group has met in Concord for 80 years. Membership age ranges in the ages of 10 to 21. They teach leadership skills, arrange fun activities, and promote community service.</p>

2025 Parade Color for Reviewing Stand

Welcoming Community	Dedicated to building a community where every resident, visitor, and worker—regardless of race, ethnicity, gender identity, ability, religion, or socioeconomic status—feels welcomed, valued, and heard.
West Point Hellcats	The West Point Band's field music group, The Hellcats, is comprised of bugles, piccolos, and drums, and serves as a showpiece for the United States Army and the United States Military Academy.
Concord250 Lantern	<p>In recognition of the 250th anniversary of the American Revolution on April 19th, Art for All presents this commemorative lantern. The eight-foot tall lantern symbolically honors the lanterns hung in the steeple of Boston’s North Church on April 19, 1775 that signaled to Paul Revere the route of the British troops to Concord.</p> <p>Just as the historic lantern lit the way toward independence in 1775, the Concord 250 Lantern Illuminates our nation’s continuing quest for liberty and justice for all.</p>
Women Veterans of Massachusetts	The group represents women who have served our nation. Deborah Sampson is a famous woman who disguised herself as a man so she could fight in the American Revolution, and quite possibly in the area of Concord. She is an inspiration to the women of the Massachusetts Veterans of Foreign Wars, whose membership requires the member to be a combat veteran - someone who has seen and been in combat, just like their local heroine Deborah Sampson. Thank you for your service to our country.

2025 Parade Color for Reviewing Stand

Massachusetts Veterans of Foreign Wars	Made up of thousands of combat Veterans of all branches of the US military. Many of those thousands served as National Guard members or Reservists, the exact embodiment of a citizen soldier and the roots of the events of April 1775 in Concord. We extend our gratitude for their service.
Roma Band Musicians	The Roma Band Musicians continue a long-standing tradition of providing crowd-pleasing Italian, patriotic, popular and sacred melodies since the band's inception in 1919 in the North End of Boston.
West Concord Green Thumbs	A fundamental part of West Concord Village and the beautification efforts that have transformed this area for more than 10 years. There are 75 members who, week after week, toil across multiple garden plots to make our Village idyllic, lively and dynamic.
Concord Agricultural Committee	"Farming since 1775" Concord farmers were ready to join the militia with a "minutes notice", which is depicted by the Minuteman standing with his plow. The committee was formed to advise the Town on the best practices in support of our local farms.
University of Massachusetts Minute Man Marching Band	Making their first appearance in Concord's Patriot's Day Parade, please give a warm welcome to the largest collegiate
<p>This concludes the official Concord250 Parade. Thank you to everyone who participated. We now begin the transition to the Concord250 Block Party. First, we welcome State Representative and Concord native Simon Cataldo to offer a few words. Following that, Army Veteran Alan Swartz will perform the National Anthem. Finally, former Selectboard member and retired Town Crier Steven Ng will deliver the proclamation to officially open the Block Party. Thank you, and please welcome Representative Simon Cataldo.</p>	

ACTION	LEAD PERSON(S)	ALLOCATED TIME
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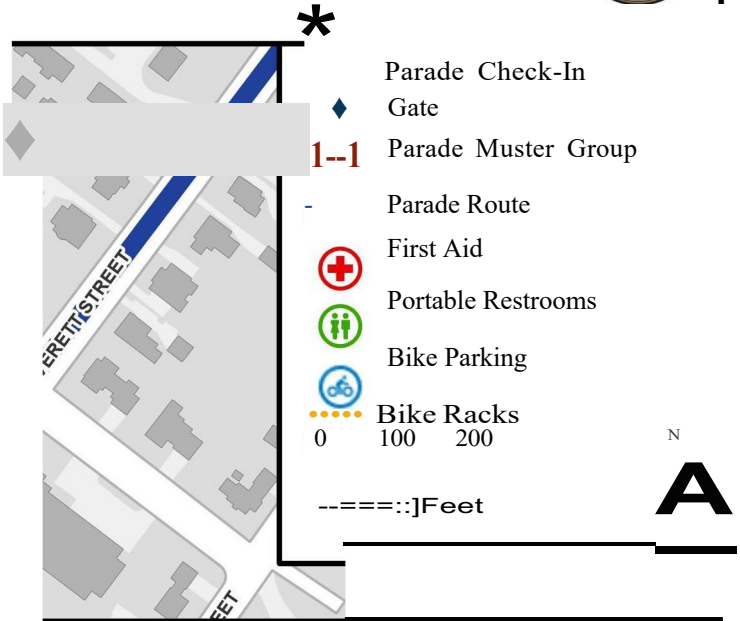
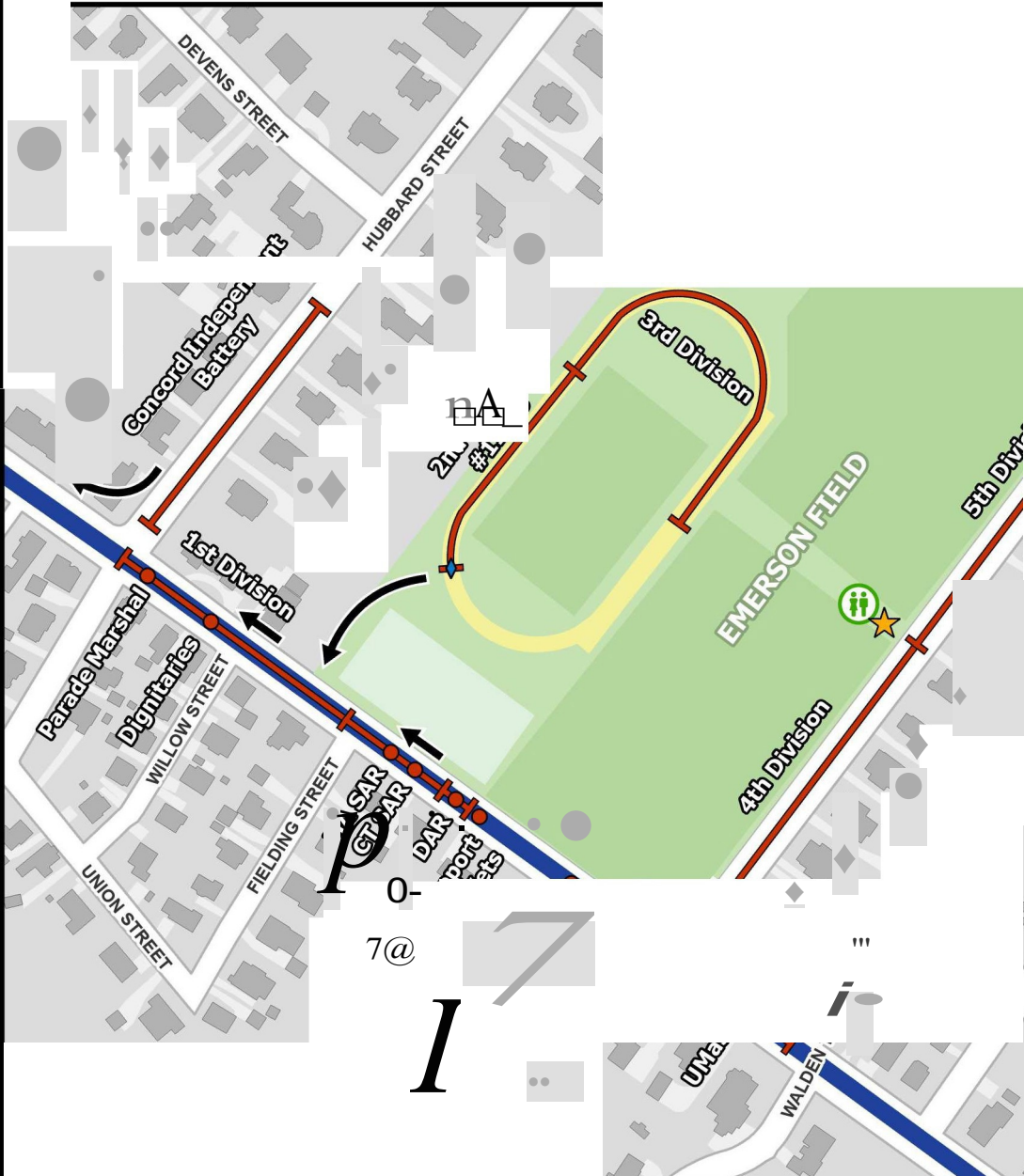
1. **Welcome** | Gary Clayton, Rob Munro | 2 minutes
2. **Invocation** | Concord Clergy Member | 2 minutes
3. **Greetings/ NPS** | NPS Superintendent | 2 minutes
4. **National Anthem** | Middlesex County Vols. | 3 minutes
5. **Cannon Salute (1)** | Concord Independent Battery | 1 minute
6. **Acknowledge Dignitaries** | Gary, Rob | 3 minutes
7. **Keynote Speakers** | US Congresswoman Trahan | 3 minutes
| Governor Maura Healey | 9 minutes
8. **Wreath Laying at Minuteman Statue** | General Steven Nordhaus | 4 minutes
9. **Wreath Laying at British Soldiers Memorial** | David Clay | 3 minutes
10. **Taps Are Sounded** | Trumpeter | 1 minute
11. **Musket Volley** | Concord & Acton Minute Men | 2 minutes
12. **Cannon Salute (2)** | Concord Independent Battery | 1 minute
13. **Benediction** | Concord Clergy Member | 2 minutes
14. **Military Jet Flyover** | Major General Gary Keefe | 2 minutes

Total Time: 40-45 minutes

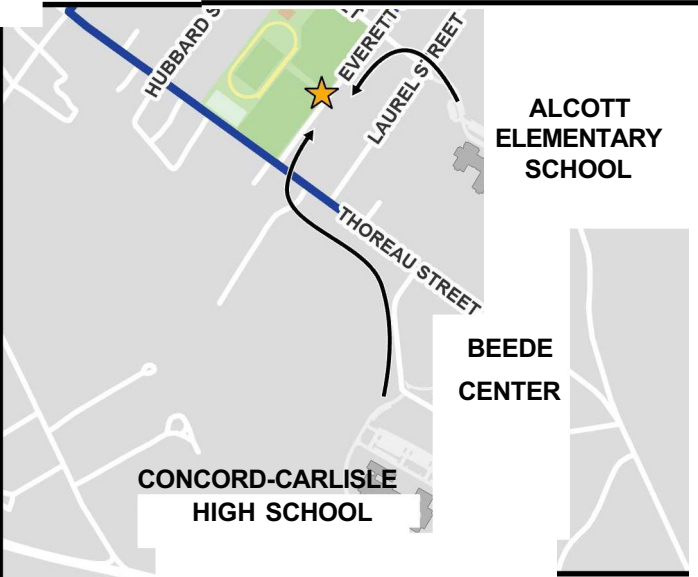
250th Patriots' Day Anniversary

Concord Parade Muster

Check-In@Emerson Field entrance along Everett St



Parade Participant Parking



After Action Review: Concord 250th Celebration

Introduction

The Concord 250th Celebration was a large-scale, multi-agency event that required extensive planning, coordination, and execution. The overall goal was to make this a safe and secure event for all parade participants, guests, and dignitaries, we achieved that. This After-Action Review (AAR) summarizes key successes, challenges, and areas for improvement based on feedback from various departments and stakeholders. The goal is to document lessons learned and provide recommendations for future large-scale events, including the town's 400th or the 275th Patriot's Day celebration.

Key Successes

Safety & Security

- **Perceived Safety:** Attendees consistently reported feeling safe throughout the event, which was a major success.
- **Incident-Free Event:** No major negative incidents occurred, and public safety teams were well-prepared to respond to emergencies.
- **Security Presence:** Adequate security was provided around the perimeter, contributing to a well-managed crowd environment.

Planning & Coordination

- **Early Planning:** The interdisciplinary teamwork and early involvement of GIS, public safety, and town departments contributed to a well-organized event.
- **Incident Command System (ICS):** ICS was fully built out before the event, allowing for scalable and flexible response operations.
- **Collaboration:** Mutual aid companies and agencies worked well together, and the EMS working group effectively coordinated resources.

Operations & Logistics

- **EOC Layout & Functionality:** The Emergency Operations Center (EOC) was well-structured, with clear assignments and effective use of overhead screens.
- **Food & Amenities:** Red Cross, Main St. Café, and the local provided food, and restroom facilities were available throughout the event.
- **Technology & GIS Support:** GIS mapping and CalTopo tracking were highly useful for resource coordination.

Transportation & Mobility

- **MBTA Partnership:** Extra trains, transit police, and wrapped train cars helped manage transportation needs.
- **Courtesy Transport Golf Carts:** These were a great resource, allowing RTVs to remain in service for emergencies.
- **Bike & Pedestrian Movement:** Vehicle-free streets contributed to a strong sense of space, safety, and comfort for attendees.

Public Engagement & Accessibility

- **Live Stream Format:** Minuteman Media Services provided a successful live stream, enhancing accessibility for attendees.
- **Community Collaboration:** The Fenn School staff were excellent partners, and Emerson Hospital staff at the medical tent added value.
- **Positive Attitudes:** All involved members understood the importance of their roles and maintained a positive attitude throughout the event.

Challenges & Areas for Improvement

Communication & Coordination

- **Field Unit & EOC Disconnect:** Dispatchers were physically separated from the EOC, leading to workflow inefficiencies.
- **Radio Overload & Channel Confusion:** Multiple radio channels caused confusion, and UTAC 41 did not reach the Unified Command Center (UCC).
- **Lack of Clear Role Assignments:** Some personnel were unsure of their responsibilities, leading to inefficiencies.
- **Business Community Messaging:** Local businesses received inconsistent information about parking and road closures.

Transportation Issues

- **Shuttle Delays:** Many attendees waited 30+ minutes for shuttle buses, indicating a need for better transportation planning.
- **Limited Mobility Accommodations:** Demand for mobility assistance exceeded expectations, and golf carts were flagged down for transport needs.
- **Traffic Congestion:** Shuttle delays occurred due to congestion at the rotary, impacting event flow.

***This was an elaborate and large task to handle for any organization, transportation is always a difficult task for any community and staff because of the demands.**

Staffing & Workload Distribution

- **Overburdened Personnel:** Certain individuals, such as ambassadors and Boad of Heath, were overly taxed due to long shifts and limited support.
- **Uneven Workload Distribution:** Some members worked up to 48 consecutive hours, while others had partial shifts.
- **Limited Public Safety Presence in Command Post:** Occasional delays occurred due to span of control were being exceeded.

Incident Management & Dispatching

- **Medical Dispatch Process:** Dispatching incidents was sometimes ineffective, with units being sent to areas where UTVs could have responded more efficiently.
- **Confusion in Incident Naming:** Multiple incidents occurred at similar locations, causing tracking difficulties.
- **Ballistics Gear Distribution:** Gear was removed from ambulances and distributed across districts without informing personnel.

Event Planning & Execution

- **Last-Minute Changes:** Frequent late-stage changes to event plans led to confusion and inefficiencies.
- **Limited Coordination with Neighboring Towns:** GIS collaboration with Lincoln, Lexington, and Arlington could have been improved.
- **Underutilized First Aid Stations:** The Hunt Gym first aid station saw little activity and could have been better placed.

Recommendations for Future Events

Communication & Coordination

- Conduct an **internal EOC briefing** before the event kickoff to introduce personnel and set expectations (Rules of Engagement)
- Assign a **dedicated dispatcher** with CAD and radio communication abilities to the EOC.
- Require **ICS-100 and ICS-200 training** for all local officials planning to be in the EOC, in addition have key staff members take discipline specific training i.e. Logistics Section Chief, Planning Section Chief, and Operations Section Chief..
- Establish a **centralized event communications structure** (e.g., email list, decision log, FAQ).

Transportation & Mobility

- Contract a **transportation planning firm** to oversee shuttle logistics.
- Improve **signage and queue management** at shuttle pickup locations.
- Expand **mobility accommodations**, including additional golf carts and designated shuttle routes for disabled attendees.

- Ensure **better coordination between COA vans and town-provided shuttles** to avoid access issues.

Staffing & Workload Management

- Distribute shifts more evenly to prevent exhaustion among key personnel.
- Assign **assistants or scribes** to roles with heavy communication demands.
- Ensure mutual aid units are **pre-entered into IMC** for easier dispatching.

Incident Management & Dispatching

- Establish **unique call signs** for each incident to improve tracking and communication.
- Improve **EMS dispatch coordination** by integrating CalTopo mapping with response plans.
- Ensure **ballistics gear is properly reassigned** to ambulances before deployment.
- Securing the **water way** around the bridge and ceremony area, clarification of rules of engagement on the water ways. With multi agencies, the need to establish AHJ.

Event Planning & Execution

- Set a **firm "no new changes" deadline** at least four weeks before the event.
- Conduct **tabletop exercises** for MCI management and emergency response.
- Improve **collaboration with neighboring towns and agencies** for GIS and emergency planning.
- Relocate **underutilized first aid stations** to more strategic locations.

Public Engagement & Accessibility

- Hire a **dedicated communications director or PIO** early in the planning process, in addition tasking that person with making the proper credentials for residents, businesses and staff.
- Improve **business outreach** to ensure consistent messaging about event impacts.
- Provide **better signage for medical tents and bike racks** to improve accessibility.
- Conduct **earlier engagement with cultural and institutional partners** to enhance programming.

Finance & Budgeting

- Secure the **proper funding** for a large multi-day event. and identify or create the proper line items and coding in order to draw funds to secure equipment and material in the early stages.
- Using mutual aid like NEMLAC, state agencies helped reduce the overall **personnel cost**, however some mutual aid assets like private ambulance strike teams, out of town employees created an overtime expense.
- Acquiring all mutual aid partners W9 months in advance for a timely **reimbursement process**, in addition assign a staff member to collect all those forms and input that data.

Conclusion

The Concord 250th Celebration was a well-organized and safe event, thanks to the dedication of town staff, volunteers, and mutual aid partners. While many aspects of the event were successful, there are clear opportunities for improvement in communication, transportation, staffing, and incident management. By implementing the recommendations outlined in this AAR, future events—such as the 400th celebration of the town—can build on these lessons to ensure even greater success.

For any additional questions or concerns, please feel free to reach out.

Added Notes:

The 250th was a multi-day event that started on Friday night with the Medal of Honor recipient ceremony, followed by the dawn salute and parade on Saturday morning, the drone show on Saturday night, the Tough Ruck on Sunday morning and Marathon Monday* (mutual aid partners and district assets had to partake in that event as well). These events were taxing on the public safety sector. In addition to our day-to-day jobs, we had to plan for these events over a two-year period.

During the lead up to the 250th the town staff and departments had to be involved in several ongoing projects, i.e. Concord Middle School, police accreditation, a new town wide financial system. These projects along with the planning and meetings for the 250th became burdensome to some. A suggestion would be to hire a company that specializes in event planning to alleviate some of the burden and shift the workload.

Capital projects will always continue in town government but understanding that large scale events like the 250th and future events to come, require a significant amount of time, dedication, and logistics. The intent of this is to share with future leadership that town projects and large-scale events will require a significant amount of internal and external resources.

CONCORD

250



MASSACHUSETTS

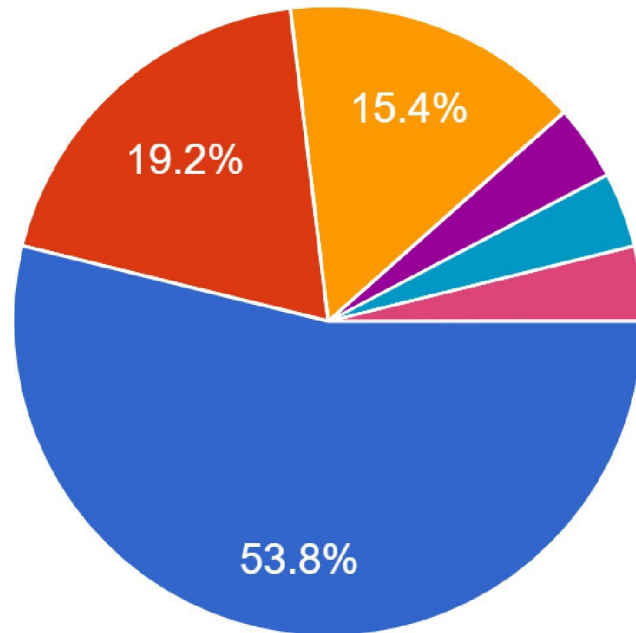
Still heard round the world

Post-Event Business Survey

Results as of 5/12/25

2. Business Type

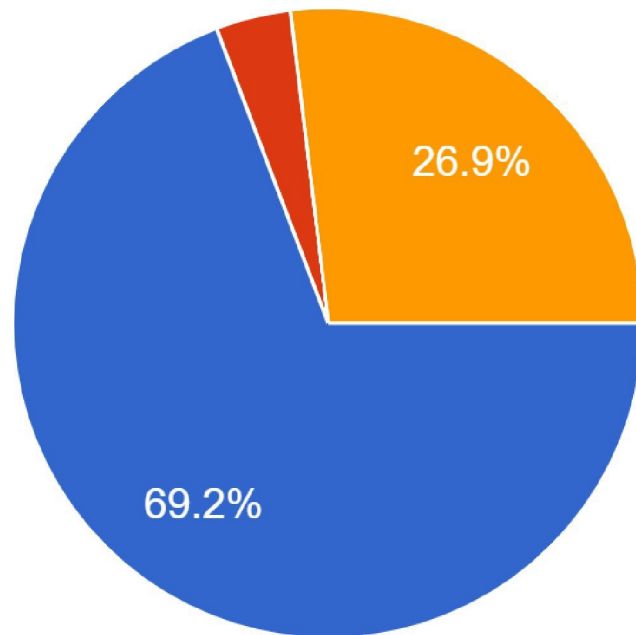
26 responses



- 9 Retail
- 9 Restaurant/Food Service
- 9 Arts/Cultural Venue
- 9 Professional/Personal Services
- 9 Publisher
- 9 Media

3. Business Location

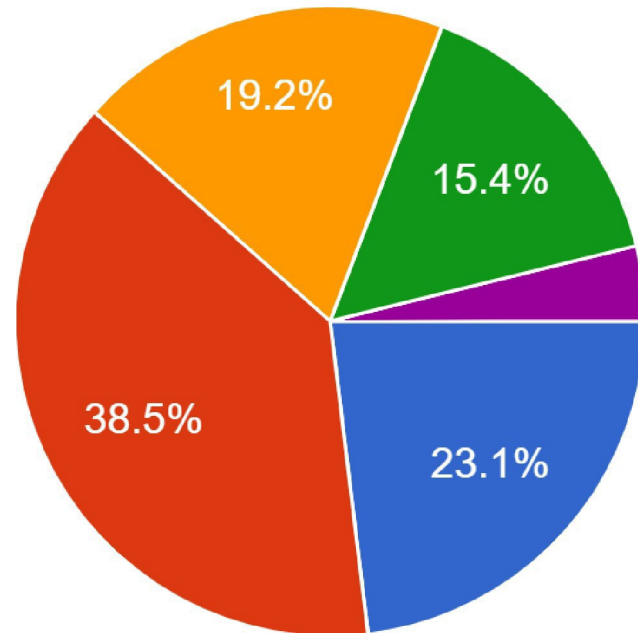
26 responses



- 9 Inside the "Hard Closure" area - Concord Center and Thoreau Depot
- 9 Inside the "Soft Closure" area
- 9 Elsewhere in Concord
- 9 No Walk-in Location

4. Was your business open and/or active during the event?

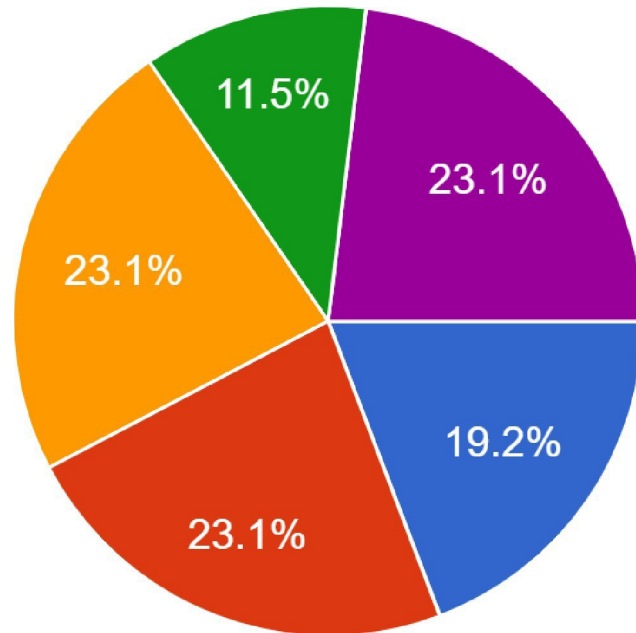
26 responses



- 9 Yes - extended hours
- 9 Yes - normal hours
- 9 Yes - limited hours
- 9 No - we closed for the day
- 9 Not Applicable

5. Overall, how would you describe the impact of the event on your business that day?

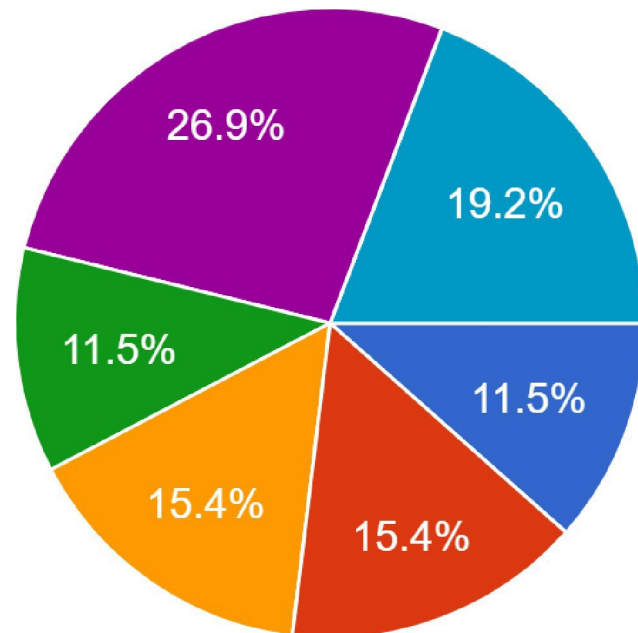
26 responses



- 9 Very Positive
- 9 Somewhat Positive
- 9 Neutral
- 9 Somewhat Negative
- 9 Very Negative
- 9 Not Applicable

6. How did your business revenue that day compare to a typical Saturday?

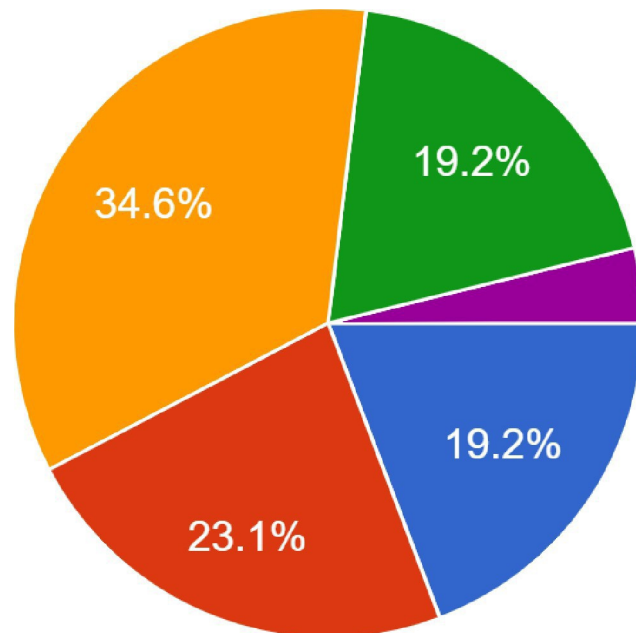
26 responses



- 9 Significantly higher
- 9 Slightly higher
- 9 About the same
- 9 Slightly lower
- 9 Significantly lower
- 9 N/A or not open that day

7. How would you describe visitor/customer engagement with your business during the event?

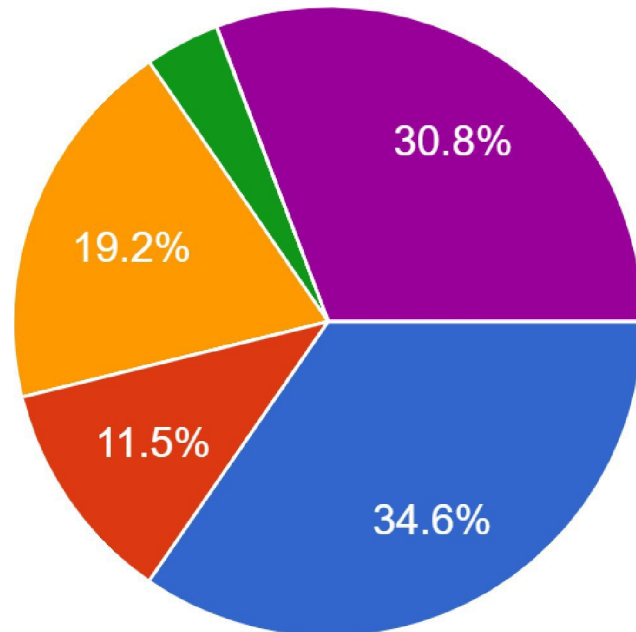
26 responses



- 9 Very high - lots of interaction and interest
- 9 Moderate - steady engagement
- 9 Low - fewer visitors than expected
- 9 Not applicable
- 9 Very high - lotas of interaction and interest

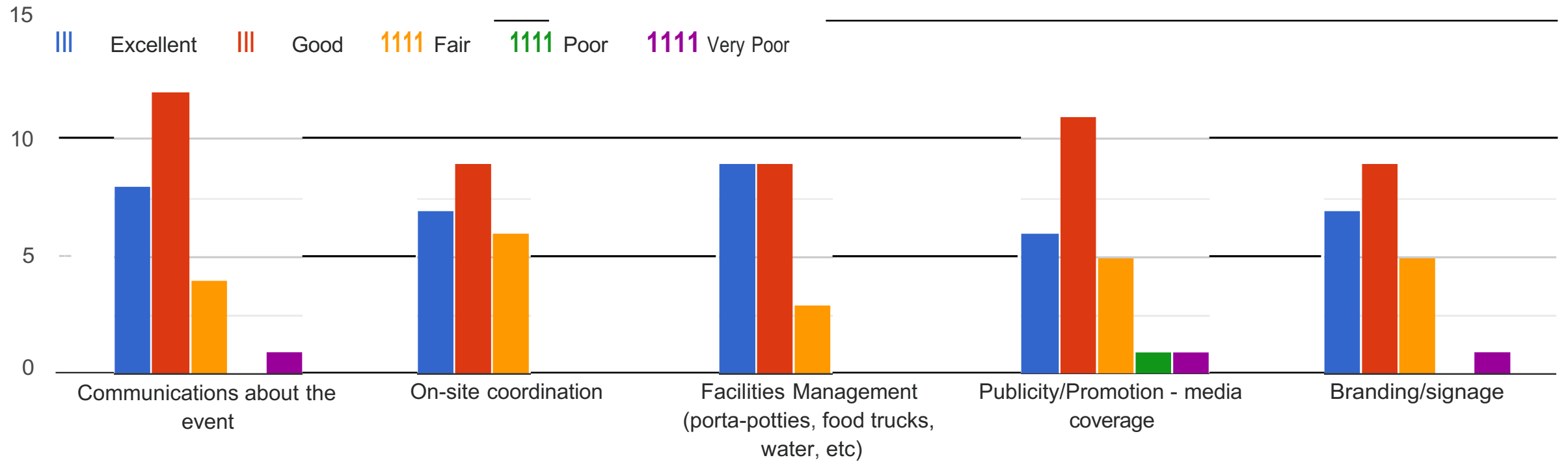
8. Thinking about both the disruptions (like road closures or schedule changes) and the benefits (like customer traffic, promotion of Concord as a destination, civic pride), how would you assess the event?

26 responses



- Mostly positive - worth the disruption
- Slightly positive
- Mixed - some good and some bad
- Slightly negative
- Mostly negative - more hassle than benefit

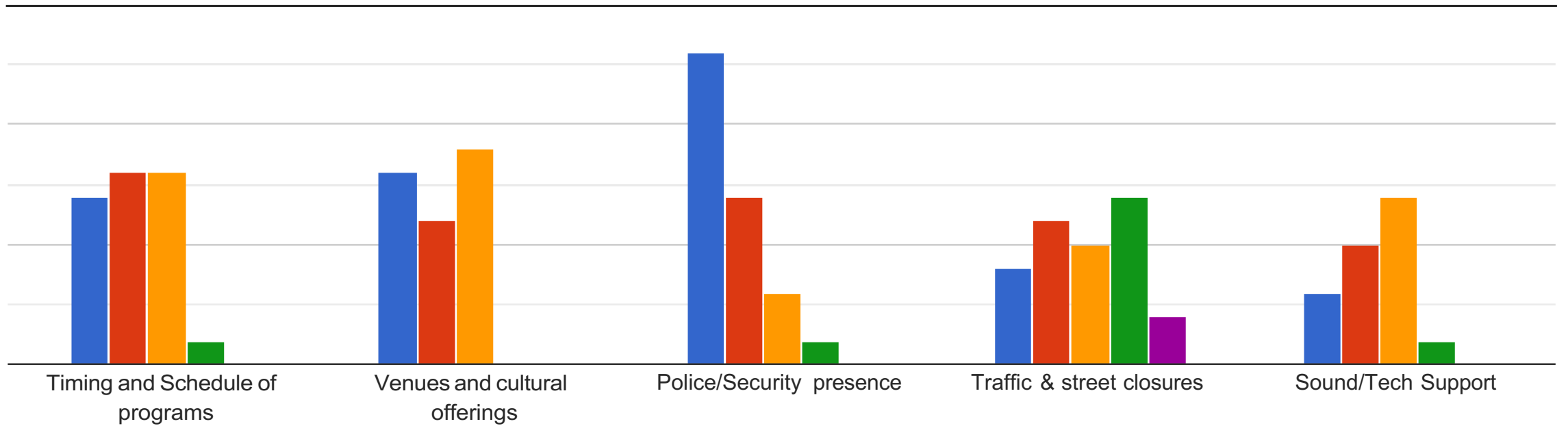
9. How would you rate these elements of the event?



9. How would you rate these elements of the event?

15

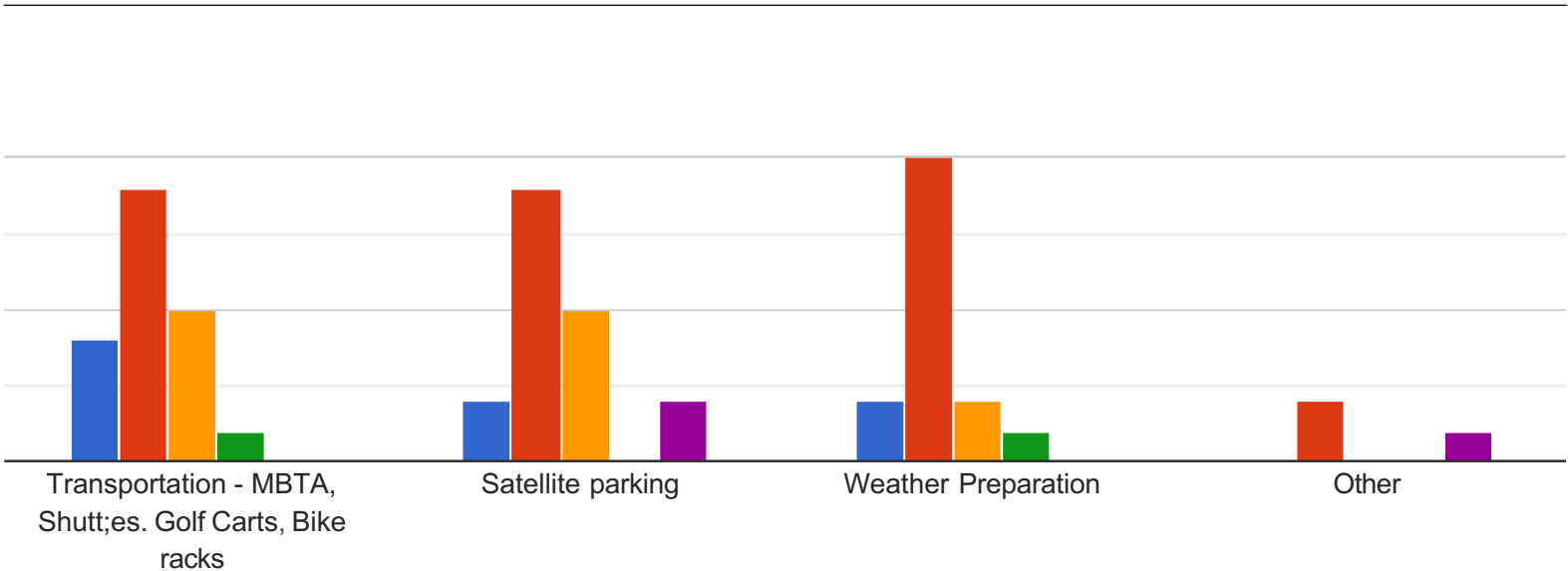
||| Excellent 1111 Good 1111 Fair 1111 Poor 1111 Very Poor



9. How would you rate these elements of the event?

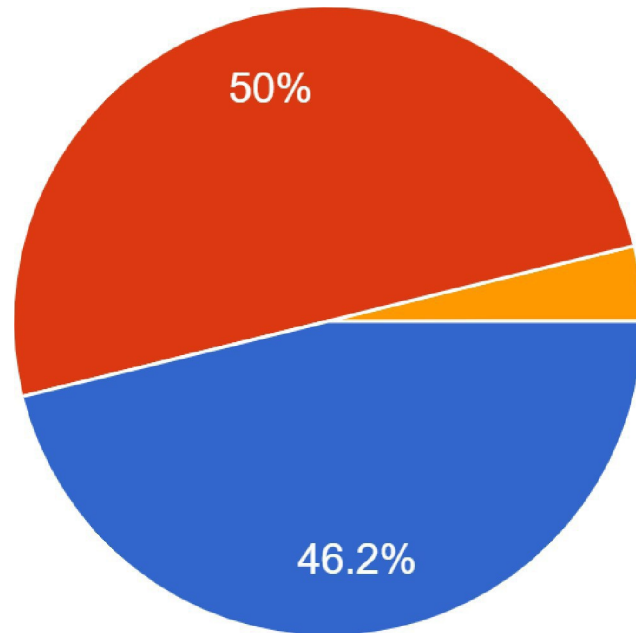
15

||| Excellent
 1111 Good
 1111 Fair
 1111 Poor
 1111 Very Poor



10. How informed did you feel about the event schedule and logistics beforehand?

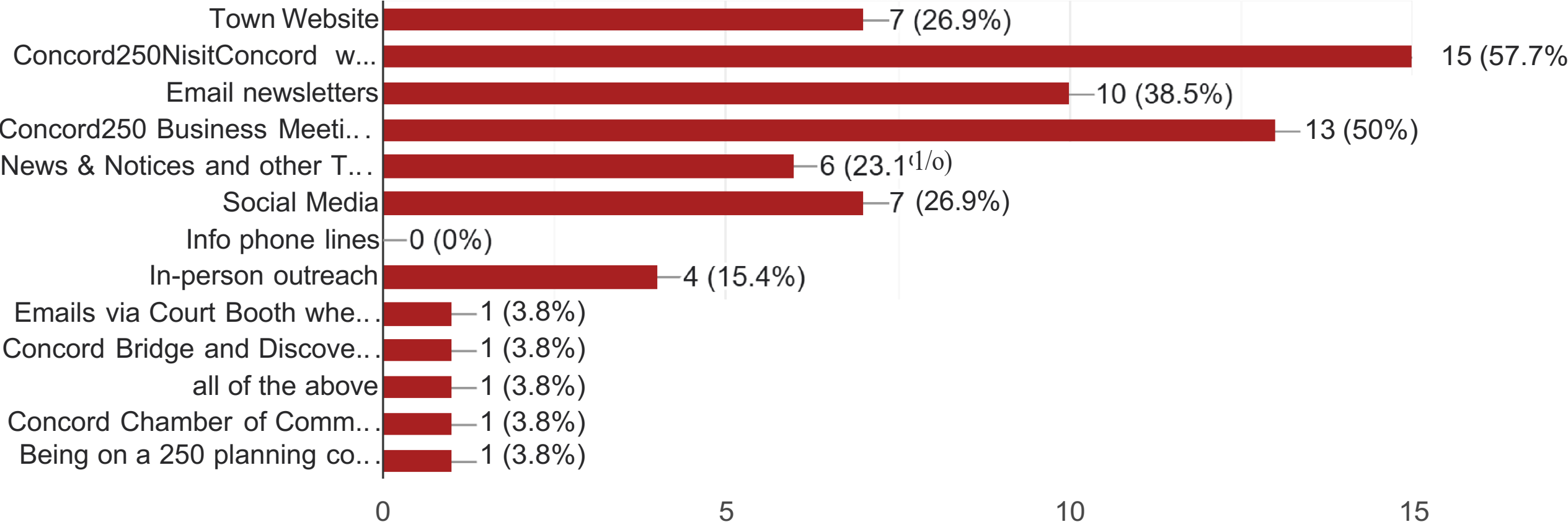
26 responses



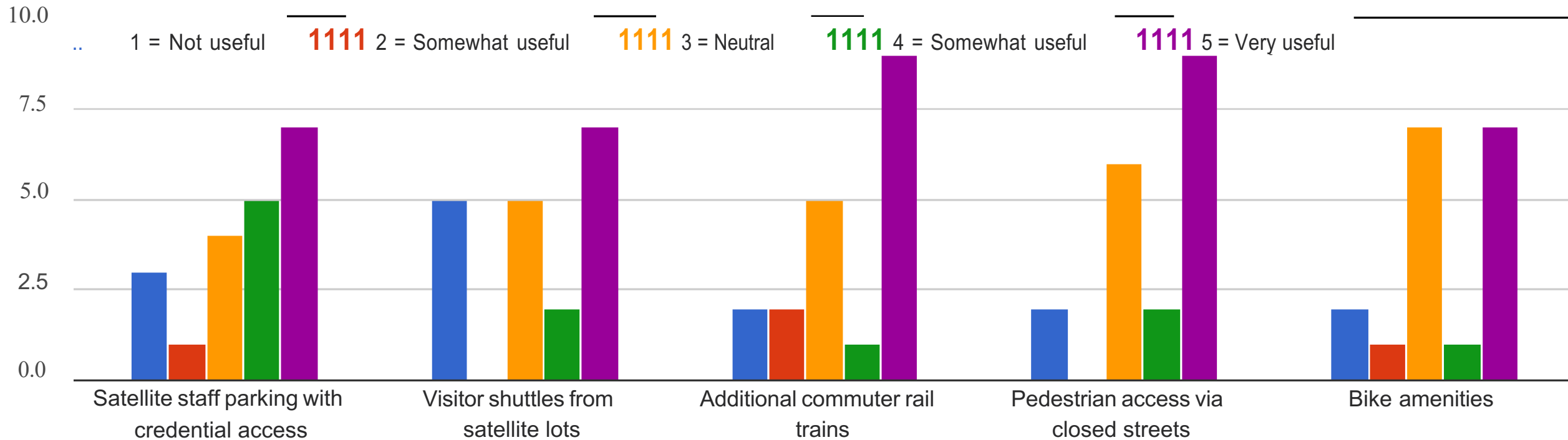
- 9 Very well informed
- 9 Somewhat informed
- 9 Not very informed
- 9 Not informed at all

11. Which means of communication were most helpful to you?

26 responses

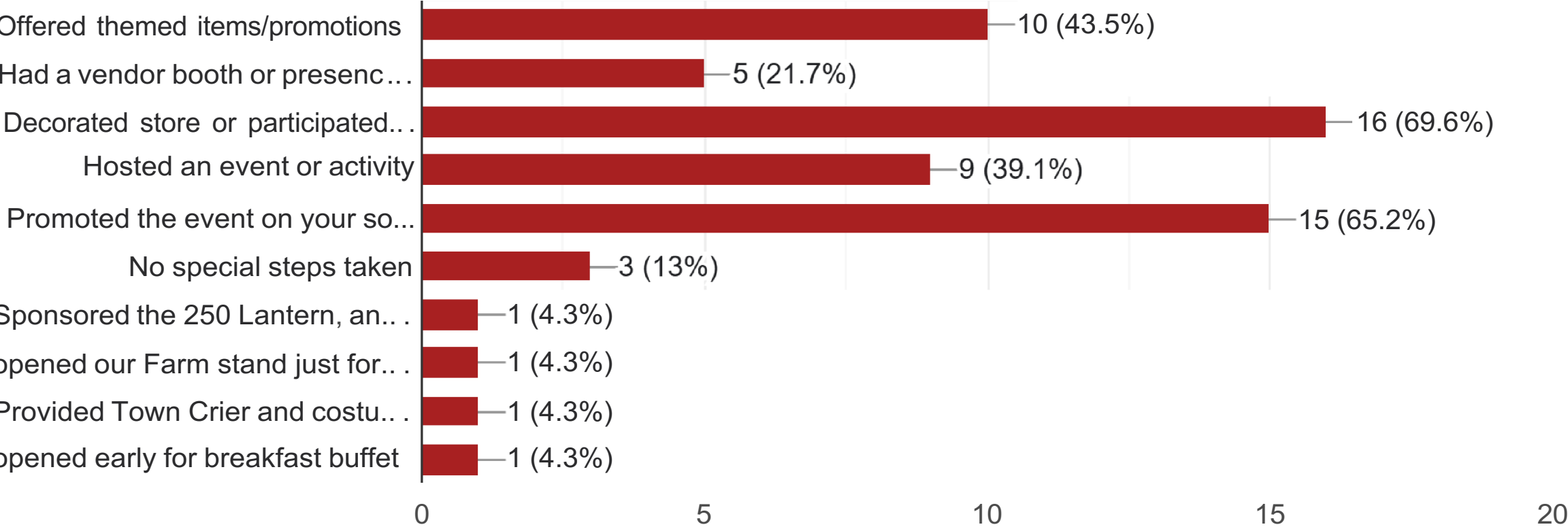


12. Several transportation alternatives were provided to support access during the event. Please rate the usefulness of each to your business and customers.



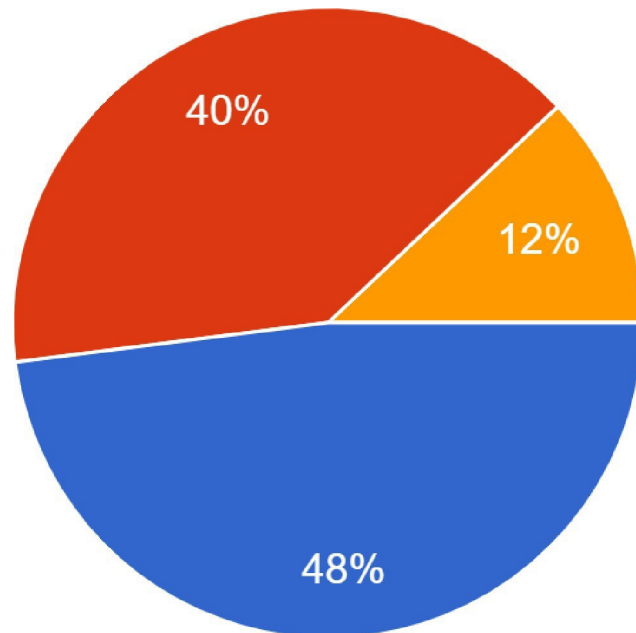
13. Did your business take any special steps to participate in the event? (Check all that apply.)

23 responses



14. Would you be interested in participating again next year if similar elements (Block Party, Food Trucks, Beer Garden, etc) are repeated?

25 responses



yes

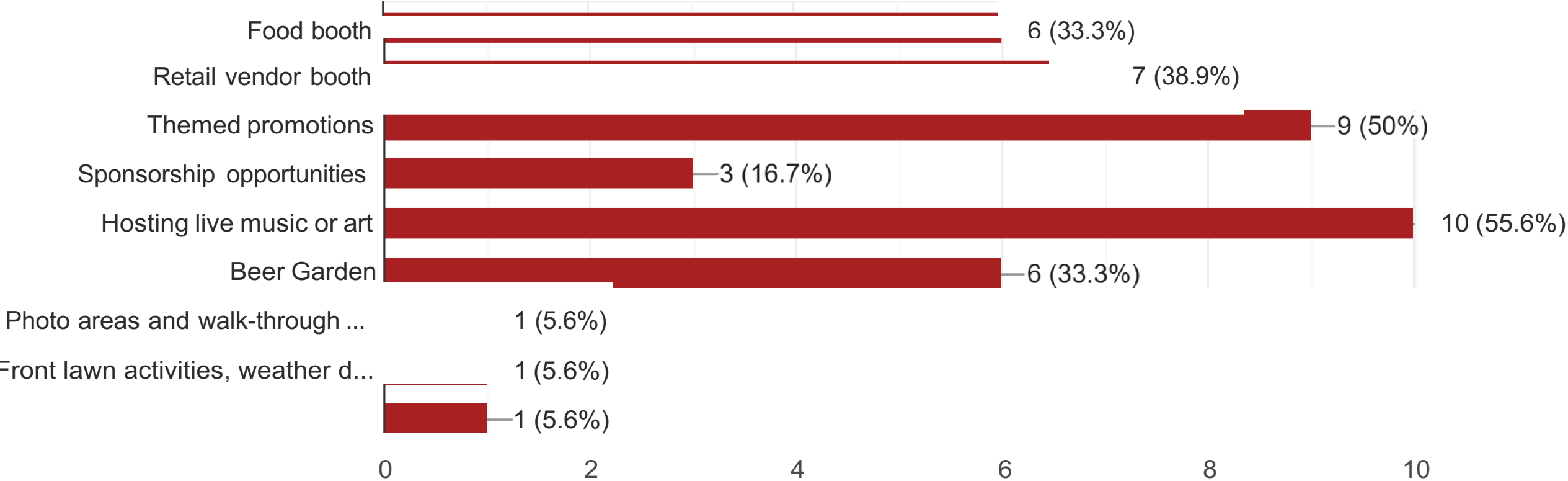
e Maybe - depending on details

e No

15. If you answered yes or maybe, what kinds of activities would interest you the most?

(Check all that apply.)

18 responses



WHAT WORKED BEST:

- **Transportation:** Mixed feedback on trains, shuttle buses, and police presence.
- **Road Closures:** Ensured safety but hurt some businesses (\$8,000 loss reported).
- **Public Safety:** Strong presence appreciated; ambassadors were welcoming.
- **Event Organization:** Well-coordinated; good communication via emails, Facebook, and meetings.
- **Business Impact:** Mixed—West Concord excluded, some saw losses, others good traffic.
- **Community Atmosphere:** Positive camaraderie, excitement, strong collaboration.
- **Event Success:** Smooth execution, manageable crowd, food trucks, and beer garden popular.

- **Weather:** Helped turnout.

HOW TO MAKE IT BETTER:

- **Involve West Concord:** Add events/activities in West Concord; avoid unnecessary road closures there.
- **Traffic & Parking:** Reduce road closures; maintain clear access points; improve parking guidance.
- **Business Impact:** Balance food trucks with local restaurant interests; minimize disruptions to retailers.
- **Transportation:** Improve shuttle and train options; ensure clear visitor info on schedules and parking.
- **Sustainability:** Avoid single-use plastic water bottles at food trucks.
- **Communication:** Centralize event info online; provide timely, accurate updates to businesses.
- **Visitor Experience:** Increase live music, arts, and festival atmosphere.

- **Safety & Security:** Maintain strong safety presence without feeling excessive.

Trends Based on Business Location and Type

1. Revenue Impact:

• Inside Hard Closure:

- Mixed results: Some businesses, particularly **retail** and **cultural venues**, reported **positive revenue impacts**, while **restaurants/food services** experienced **significant declines**.
- **Retailers** with extended hours or active engagement (promotions, themed items) generally saw **positive outcomes**.
- **Restaurants** reported **negative impacts** most frequently, citing low customer turnout despite the event.

• Outside Hard Closure:

- More businesses reported **negative impacts**, particularly in **restaurants**.
- Several experienced **significantly lower revenue**, with fewer visitors reported.

Key Factors Influencing Business Success

- Inside Hard Closure: Active engagement (extended hours, promotions, decorations) correlated with better outcomes.
- Outside Hard Closure: Fewer visitors and less engagement led to predominantly negative outcomes.

Trends Based on Business Location and Type

2. Customer Engagement:

- **Inside Hard Closure:**

- Generally **high engagement** for those who actively participated (decorations, promotions, or extended hours).
- **Retailers** experienced more customer interest than restaurants.
- **Cultural venues** with extended hours reported high interaction.

- **Outside Hard Closure:**

- Customer engagement was generally **lower**, even for those who stayed open.
- Less foot traffic seems to have directly impacted engagement.

Trends Based on Business Location and Type

3. Event Assessment:

- **Positive Feedback:** Retailers and cultural venues inside the closure who actively engaged felt the event was **worth the disruption**.
- **Negative Feedback:** Restaurants both inside and outside the closure, and some retailers outside the closure, found it **more hassle than benefit**.

Trends Based on Business Location and Type

4. Communications and Coordination:

- **Communication Effectiveness:** Businesses inside the closure generally felt **well-informed**, with high ratings for communication from the **Chamber of Commerce** and **Concord250/VisitConcord**.
- **On-site Coordination and Facilities:** Rated as **excellent** by most businesses inside the closure, while outside businesses rated it lower.

Trends Based on Business Location and Type

5. Factors Influencing Success:

- Inside the closure, **businesses that actively engaged** (extended hours, promotions, thematic decorations) tended to perform better.
- Outside the closure, businesses generally reported **negative impacts**, with fewer visitors despite efforts to promote.



Concord 250th Block Party SWOT Report April 19, 2025 1-7 pm

Di Clymer Chair of the Arts 250th Committee contracted for a Block Party
Coordinator: Zannah Noe.
Assistant Coordinator: Renee Covalucci

TOWN CRIERS

Announced on the hour all events that were happening at that time
Steven Ng - Performed at the Bandstand to kick off the Block Party.
Toby Chaudhuri - roaming
Josh Telepman – roaming

Colonial figure cutouts for Photo opportunities were popular and located around town at the Library, Wright Tavern, Visitor Center, and TriCon church

VENUES + PERFORMERS

1. BANDSTAND: Monument Square Address: Monument Square, Concord, MA

- 12:00–1:00 PM after parade:
 - Speech by State Rep. Simon Cataldo
 - National Anthem by Vet Alan Swartz
 - Official Block Party kickoff by Town Crier Steven Ng

2. MASONIC LODGE (Community Sing) Address: 58 Monument Square, Concord, MA Contact: Nancy Johnson | nejohnson@proton.me | 508-579-9097 | Notes: \$5/\$10 suggested donation; tickets at www.wrighttavern.org/sing

- 2:00–4:00 PM — One-Day Choir with Kenter Davies

3. CONCORD SCOUT HOUSE Address: 74 Walden Street, Concord, MA Contact: Kate McEneaney | katem@concordscouthouse.org | David.Owen@concordscouthouse.org | Notes: donation: \$10 adults / \$5 youth/seniors

- 1:00 PM — Doors Open
- 1:30–2:00 PM — Wayside Steppers



- 2:00–2:45 PM — Indigenous Drumming (Dr. Claudia Fox Tree)
- 2:45–3:00 PM — Wayside Steppers
- 3:00–3:30 PM — Children’s Book Reading
- 3:30–4:00 PM — DAR Liberty Flag Contest Launch
- 4:00–5:00 PM — Broadside Ballads & Sea Shanties
- 6:00–7:45 PM — Colonial Dancing

4. BARROW BOOKSTORE (Outdoor Activities) Address: 79 Main Street, Concord, MA Contact: Jaimee Leigh | barrowbookstore@gmail.com

- 11:00 AM – 7:45 PM — Throne Chair Photo Op
- 11:00 AM – 7:45 PM — Outdoor Display: Concord Authors’ Revolutionary War Ancestors

5. LOUISA MAY ALCOTT’S ORCHARD HOUSE Address: 399 Lexington Road, Concord, MA Contact: Maria Powers | admin@louisamayalcott.org Notes: Free, Family-friendly

- 1:00–5:00 PM — Lawn Party with costumed interpreters, games, music, and cultural demos

6. LANDVEST PHOTO BOOTH Address: 24 Main Street, Concord, MA Contact: Sarah Kinsman | skinsman@landvest.com Notes: Free,

- 10:00 AM – 6:00 PM — Historic Backdrop Photo Booth with cookies and souvenirs

7. COLDWELL BANKER (Live Music) Address: 11 Main Street, Concord, MA Contact: Michael Tunnicliffe | michael.tunnicliffe@cbrealty.com | Notes: Free

- 2:00–4:00 PM — Live Music by NEMRF performers

8. CONCORD MUSEUM Address: 53 Cambridge Turnpike, Concord, MA Contact: Katy Morris | kmorris@concordmuseum.org | 978-369-9763 x229. Notes: Free, Supported by Highland Street Foundation

- 9:00 AM – 6:00 PM — Exhibits, crafts, living history encampment
- 6:30–7:30 PM — Forum with Doris Kearns Goodwin
- 7:30–8:30 PM — Outdoor concert



9. WRIGHT TAVERN Address: 2 Lexington Road, Concord, MA Contact: Tom Wilson | tom@wrighttavern.org | Notes: \$10 adults, free for children under 10

- 11:00 AM – 7:00 PM — Open house, printmaking, beer garden

10. 51 WALDEN (PART 1: SCENES FROM THE REVOLUTION) Address: 51 Walden Street, Concord, MA Contact: Carole Wayland | director@51walden.org | 978-369-7911 Jenny Hersch | herschbiz@aol.com | Contact: Holly B. Cratsley | holly.cratsley@gmail.com |. Notes: Free, Family-friendly

- 2:00 PM — First show
- 4:00 PM — Second show

Notes: 50-minute musical performances; Free

11. 51 WALDEN (PART 2: BRIDGING CULTURES) Address: 51 Walden Street, Concord, Ma

- 6:00–7:30 PM — Bridge Cultures performance multicultural showcase: drumming, dancing, emceed by Shivani Davé

Events outside the Block Party

1. MINUTEMAN NATIONAL PARK: Day long activities
2. Drone Show at CCHS

Unique cultural events: 18, Total performances: 21, Flash Mobs: 2

Venues with continuous events: 4



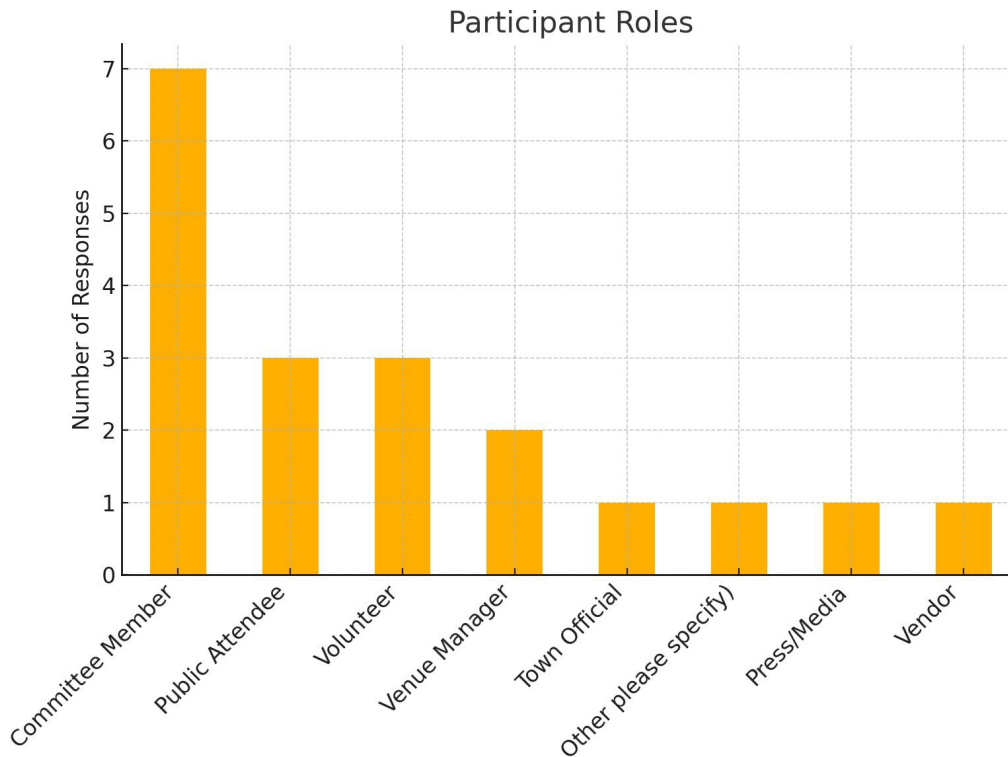
Participant Feedback Report June 2025

43 surveys sent out, 13 replied

Survey Question:

About You (Check all that apply)

13 Participants in the Survey

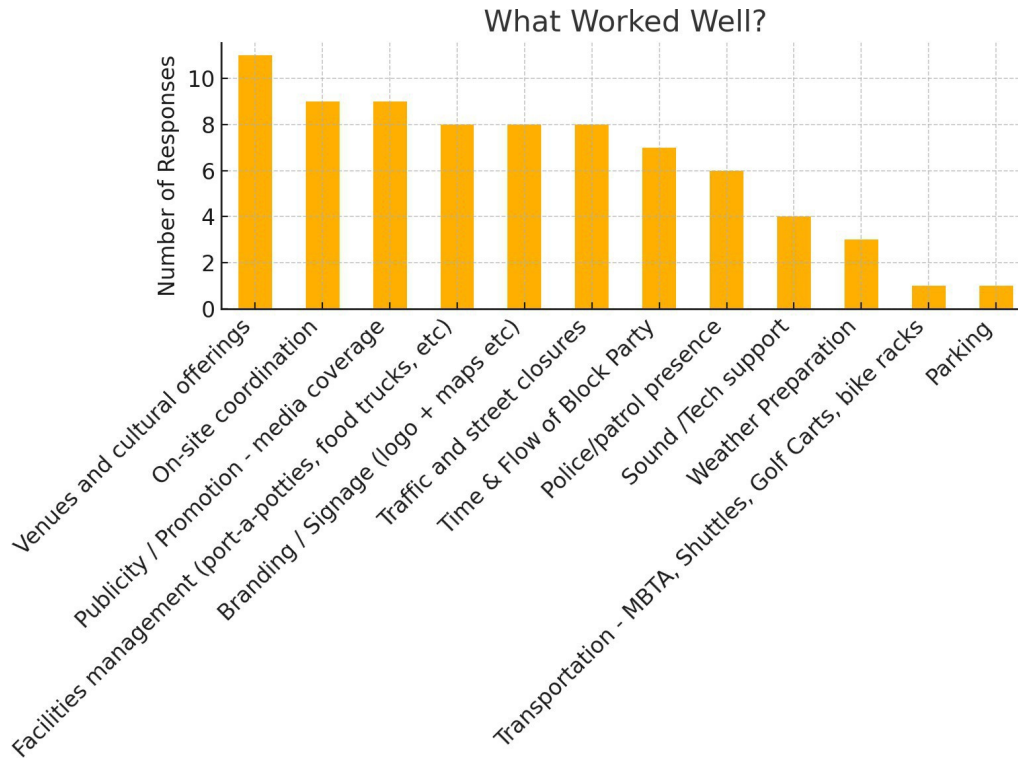


Narrative Summary:

Survey respondents included a diverse range of roles from the community, including Committee Members, Venue Managers, and Town Officials. This diversity of perspectives enriches the feedback and demonstrates broad engagement.

Survey Question:

Strengths of the Event (What worked well?)



Narrative Summary:

Participants praised the event's on-site coordination, publicity, and the diversity of programming. This indicates effective planning and successful execution in engaging the community.

Public Comments on Strengths:

1. “While the logistics seemed daunting beforehand, they actually worked well and all of our performers, - almost 40 - and their families arrived on time. It helped that we scheduled for 6pm so the traffic and parking had probably eased by then. We had lots of foot traffic that we could pull in as people were walking towards CCHS. We ended up with a full house.”



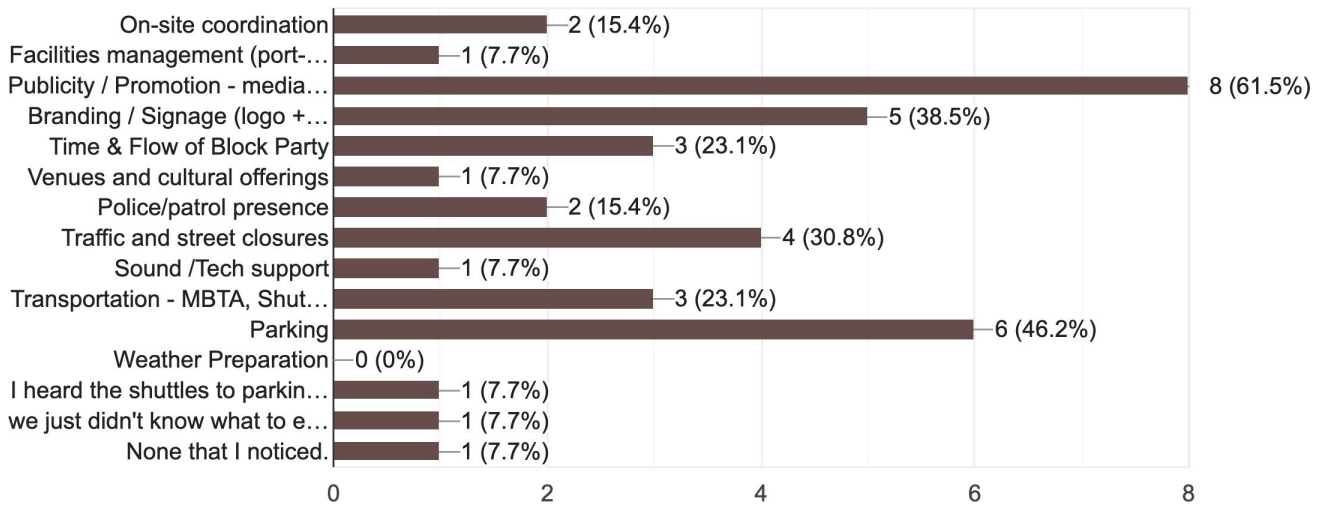
2. “The town crier was a nice feature; I am unclear if the food trucks were part of the block party? I thought that was part of the core events”
3. “Concord Scout House was honored to be included and appreciated the promotion of being associated with the event.”
4. “A lot of wonderful effort was put into making sure the block party was a success. There was definitely a feeling of community and excitement and the extensive police presence meant that people felt safe given the many rumors about possible protests and excessive crowds.”
5. “incredible offering from so many groups, Zannah did great job pulling together a wonderful afternoon line up. Many people said this was the best part of the day.
6. Fantastic addition to the day! Gave people something to do in the afternoon that was FREE, family friendly and kept them in Concord Center”
7. “The publicity and branding was especially helpful, as was the coordination of food trucks and portapotties. These would have been very hard to do individually.
8. Block party map and promotion of the schedule”
9. “I think the flow of everything worked well. Though there were a lot of people in attendance it didn't feel overwhelming. The social campaigns worked well with keeping people updated, and the street closures made sense.”
10. “great diversity of programing, Town Criers and brand identity”



Survey Question:

3. Challenges or Weaknesses (What could be improved?)

13 responses



Narrative Summary:

Respondents identified communication, signage, publicity and parking as key areas for improvement. Addressing these concerns could enhance clarity and experience in future events.

Public Comments on Challenges or Weaknesses

1. “We heard reports about the difficulties of catching buses home. The rain at 8pm also hit just as our entertainers were all heading home or to CCHS for the drone show.”
2. “Earlier planning would have helped a lot as I was coordinating with 5 different groups. More regional publicity would have been great.”
3. “It did not feel like a block party. With most events inside the Scout House (remote location, no signage, hard to find) and with Scout House charging a fee to enter the building, there was very low attendance. I was up at Monument Square (at the beer garden) and there were NO SIGNS to tell anyone there were other events happening.



Further, moving the drone show to the high school completely killed foot traffic in the center of town. That change was not clearly communicated - and there was no easy way for people to get from town center over to the high school.”

4. “This is a GREAT idea for the future - but it needs to be less restrictive (I completely understand why things were so barricaded off this year, but it made it hard for people to participate), the activities need to be highly visible and right in town (think live music on a stage, vendors on monument green, more of a central location) and there needs to be much stronger marketing.”
5. “Unlike Wright Tavern and First Parish Church, Concord Scout House wasn’t identified by name on the map itself.”
6. “It felt as though the police / security presence was excessive which was a little off-putting and detracted from the celebratory vibe. However I understand that much larger crowds were expected than we actually had. Also, i fear the street closures and lack of parking deterred people, particularly families, from attending which probably led to the lower attendance numbers. As a vendor in multiple locations, we were obviously impacted by the lack of people. I wasn’t able to participate in the earlier phases of the block party post parade, nor hear the town crier. After our final event at the Scout House, much of the crowd had dispersed, with the exception of the Wright Tavern Beer Gardens which were a real highlight.”
7. “it was such a long day and long time between parade and drone show, people got tired ... but that was unique to this year. Much earlier planning. Work with residents, town staff on permits and details ahead of time. Collaborative marketing so it does not look like an add-on. More partnerships”
8. “No weaknesses that I could see. Possibilities to consider: blocking off traffic in main part of town again.”
9. “Wishing the Block Party signage included what was on offer at our venue”
10. “There were a lot of great pieces of information on the site, but the site itself was hard to navigate to find what I was looking for. When I did find it I downloaded it and had maps and shuttle information printed out and added things to my office windows to make it easy for people to find what they needed. I tried to anticipate all the questions people would ask.”
11. “I had no idea where the food trucks were, I couldn’t find them.”
12. “Parking - it was great to have a parking pass because as a business I wanted to be open to meet and great and take part in the block party. There wasn’t anyone checking parking passes at the courthouse so I am glad I got there early because a lot of spaces were taken by people just attending the events.”



13. “Closed the town to hard, folks didn't come because of it. Too big of a police presence, too many emergency vehicles, zooming down the street”

Public Comments on Opportunities for Next Time

1. “We definitely want to do this again. Our only costs were for publicity , site posters for our specific event, and an honorarium (donated) for our MC.”
2. “Live music on a stage in the center of town; sidewalk activities (face painting, kids' crafts), integrate with the beer garden, maybe have the food trucks on the street next year (in and around monument street), I imagine the shops will also be open next year”
3. “More vendors and/or performers on Walden St. extending down to the CSH. A longer, more structured social media campaign promoting the individual venues.
4. People liked the car free zone for walking, biking and activities. We should do it more often”
5. “More arts and cultural attractions, live music, food and beer trucks in more locations rather than just the beer garden and Museum. More marketing about the events so people knew what to expect where.”
6. “Block parties in the future - a winter market, an Oktoberfest, a June Celebration, September, August”
7. “Not sure but it should definitely happen again as a regional event.”
8. “QR code on the map could link to a SHORT video (e.g., from the Town Crier) about what was on offer at the location. This could have supported promotion and interaction at each venue.”
9. “Would love to share the way I printed out certain things for the next big event if that would be helpful to all.”
10. “performances, art and craft sales on the street”

Public Comment on Threats or Concerns

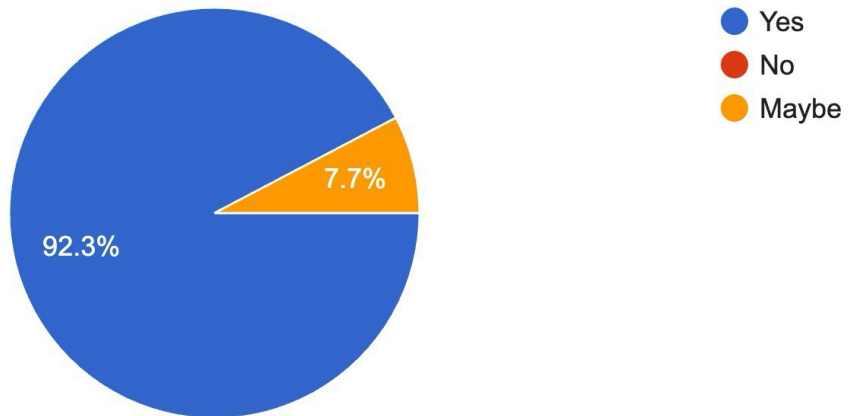
1. “Security is too visible and fosters fear; too much was said about it in the press, and the day of had too much visible presence.”
2. “The town was over prepared, and that was a good thing. For this year. For the future, I think we can lighten up quite a bit to encourage more participation”
3. “money and support from town”



Survey Question:

Would you participate in another Block Party?

13 responses



Narrative Summary:

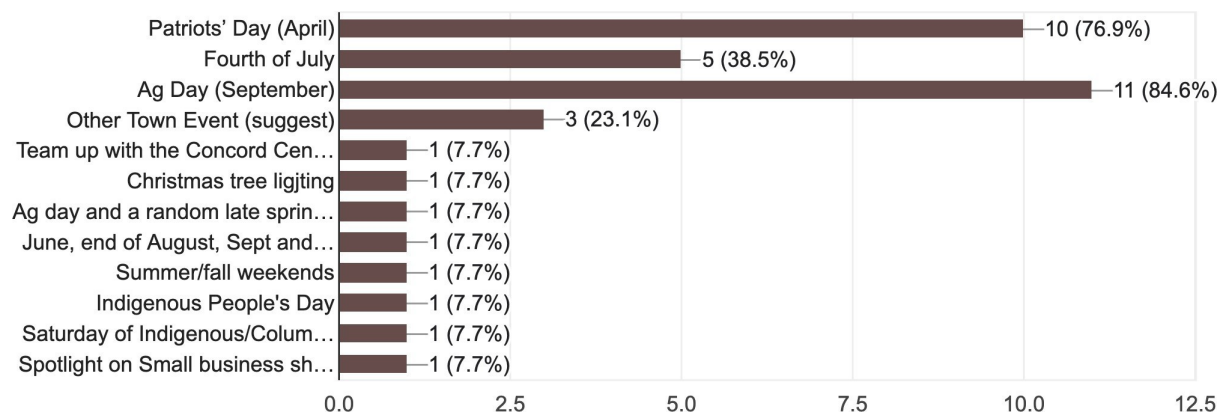
All respondents indicated a willingness to participate in another Block Party. This suggests strong satisfaction and enthusiasm, reflecting well on the event's impact.



Survey question

Ideal Timing for a Future Block Party

13 responses



Narrative Summary:

Participants showed varied preferences for event timing. Patriots' Day and Ag Day were the most favored options, indicating alignment with major town celebrations. Fourth of July and other suggestions also featured, showing interest in "stacking" events for more impact.

Conclusion

The Concord250 Block Party resonated with the local community and was praised for its ability to bring together a broad spectrum of performances and cultural expressions, tying them together with a cohesive brand identity. The event struck a meaningful chord with many, who noted the small-town feel of the event, the clarity of its visual graphics, and the palpable sense of civic pride that carried throughout the day. The Block Party exceeded its purpose as an essential bridge between the parade and the evening's drone show. It brought a tight-knit community out into the streets and welcomed visitors to linger and connect.



That said, several attendees shared constructive feedback. The police presence was noted as too apparent, and at times, the event was hindered by the restrictions due to safety concerns. Wayfinding remained a challenge; signage and directional cues fell short. Communication about major shifts, like the drone show's relocation, lacked penetration to the public, and transportation was lacking in logistics and communications, which at times left the public confused. More coordination, signage, and real-time updates might have softened the confusion and dispersal.

Still, the day was widely seen as a success. The event offered more than a schedule of performances; it offered an emergent sense of tradition. Many left hoping that this gathering wasn't just a one-off, but the beginning of a new civic festival, one that roots Concord250 history in the lived, shared experiences of its residents.



30 April 2025

Mr. Gary Clayton
31 Black Birch Lane
Concord, Massachusetts 01742

Dear Mr. Clayton,

On behalf of the Soldiers and Airmen of the Massachusetts National Guard, please accept my heartfelt congratulations for a superbly conducted commemoration marking the 250th anniversary of the Battle of Concord.

You should be deservedly proud of this superior accomplishment as Co-Chair of Concord250 and thank you for unhesitatingly embracing the National Guard as a key component of your town-wide events. I am personally very grateful for your commitment to our Commonwealth's storied military history.

With best wishes for an enjoyable spring season now upon us, I am,

Sincerely,

A large, stylized handwritten signature in blue ink, appearing to read 'Gary W. Keefe', positioned below the word 'Sincerely,'.

Gary W. Keefe
Major General, MA ANG
The Adjutant General

HISTORY AND EDUCATION

This report summarizes the activities and accomplishments of the Concord250 History and Education Subcommittee over the past three years. The Subcommittee has diligently worked towards fulfilling its charge to facilitate community collaborations and partnerships in order to disseminate the latest research and knowledge about the American Revolution to K-12 teachers, students, and public audiences.

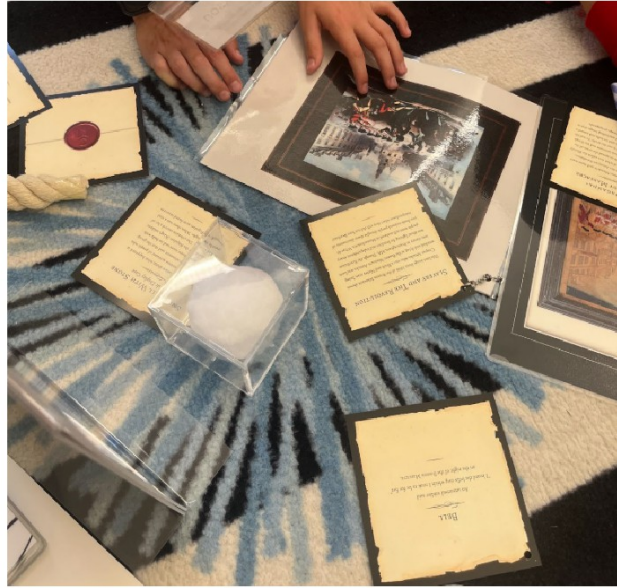
HISTORY TRUNKS INITIATIVE

To share a comprehensive and inclusive history of the American Revolution with K-12 teachers and students, Kim Frederick, Susan Foster Jones, Allison Forseter, and Beth van Duzer, members of the Concord250 History & Education Subcommittee, and Topi Dasgupta, Concord Academy History Teacher, hosted a Summer Teacher Professional Workshop over two years.

In Summer 2023, the workshop, generously funded by the Class of 1968 from Concord Academy, made significant progress in identifying what would make a meaningful experiential learning experience. The initial cohort of teachers representing various towns and cities in Massachusetts, including Boston, Concord, Lawrence, Lexington, Lincoln, Lowell, and Westford, became a Resource Team. Their collaborative efforts, which included visiting institutions, exploring primary source documents, and compiling a menu of resources were instrumental in shaping the Summer 2024 professional development workshop. Their efforts highlighted the disparity in public education across Massachusetts, presenting an additional challenge in how to support all teachers with the tools they aimed to create.

The Summer 2024 group of teachers, with the support of generous grants secured by the Concord Museum and the Concord Education Fund, focused on creating experiential pedagogy activities designed for 3rd, 5th, and 8th graders. The substantial grant from the Concord250 Corporation was instrumental in funding the creation of trunks for the Concord Elementary Schools.

In 2025, two pilot trunks were created and field tested at the Thoreau and Willard Elementary Schools in Concord and in elementary classrooms in Lawrence. The feedback from the students and teachers indicates that they enjoyed the variety of activities, the content, and the hands-on nature of the kits; however, the reading level was too high. Over the summer of 2025 the team will refine the activities based on teacher feedback, marking a significant step towards a more engaging and comprehensive American History education. More kits will be created this summer and fall for distribution in 2026. Kim Frederick, Topi Dasgupta, and Susan Foster Jones are hopeful that a summer workshop can be created to continue sharing the trunks and teaching teachers from across the Commonwealth how to use them in their classrooms.



Courtesy Image credit: The Concord Museum

PROVINCIAL CONGRESS

On September 19, 2023, the Concord250 History & Education Subcommittee unanimously voted to pursue a reenactment of the Massachusetts Provincial Congress, which opened in Concord on October 11, 1775, and took charge of resistance to the arbitrary regime imposed by the Massachusetts Government Act of 1774. The principal business before the delegates was to raise men and material to oppose the King's troops, should Britain opt for military measures to crush the colonial "rebellion." Without this careful advance planning, including the enlistment of minute companies in many towns and the establishment of a system to alarm the countryside whenever the Redcoats went on the march, the outcome of the fighting at the North Bridge and along the bloody Battle Road would probably have been a victory for the royal government. In short, no Provincial Congress, no Concord Fight. Our town was at the head of the political and military struggle for liberty.



Courtesy Image credit: Meghan Gelardi Holmes, Colonial Society of Massachusetts

This ambitious project, aimed at sharing a significant historical moment in history with K-12 teachers, students, and the public, was made possible through the collaborative efforts of many people. In 2024, Robert A Gross, James L. and Shirley A. Draper Professor of Early American History Emeritus at the University of Connecticut, in partnership with The Colonial Society of Massachusetts, orchestrated a summer teacher institute focusing on the Provincial Congress. He also collaborated with the Wright Tavern Legacy Trust to host a ceremonial event in Concord, Massachusetts, exactly 250 years to the day when the Provincial Congress originally met here in the First Parish Meetinghouse.

The day was a meaningful and informative experience for nearly 150 adults and students in attendance. The political crisis in the Bay Colony was brought to life by reenactor Paul O'Shaughnessy, who portrayed General Thomas Gage, and read with gusto a proclamation ordering the assembly to disperse on pain of arrest for treason. Other highlights included the reading of a resolution from the Massachusetts House of Representatives officially marking the day, and a reading of the 1774 letter from the Provincial Congress to General Gage by the nearly 10% of the current Massachusetts House of Representatives who were present. Woody Holton of the University of South Carolina, Manisha Sinha of the University of Connecticut, Lawrence Lessig of Harvard Law School, and Concord's own Robert Gross – presented historical perspectives on the Massachusetts crisis of 1774-75 and on civic life in the United States today.

This event, funded by grants from the Concord250 Corporation and the Wright Tavern Legacy Trust, underscored the enduring significance of the first full session of the Provincial Congress, a part of our history that connects us all. The Concord250 History & Education Subcommittee hopes that the Public Ceremonies & Celebrations Committee will adopt this event and include it on their annual calendar, ensuring it is remembered each year in the Town of Concord. It did, after all, set the stage for April 19.

SOLDIER DATABASE DEVELOPMENT

On April 19, 2025, the 250th anniversary of the historic battles of Concord and Lexington, which marked the beginning of the Revolutionary War, were celebrated. This significant milestone, marked by the establishment of the [Concord250 Executive Committee](#) and several Subcommittees by the Town of Concord Select Board, holds immense importance in our local history. Among the key objectives of the Concord250 History & Education Subcommittee has been proper documentation of the brave individuals who fought for Concord in the War of Independence. While past research has made substantial strides in identifying those who fought on April 19th from Concord, the Subcommittee has now expanded that inquiry to ask, seemingly for the first time:

Who fought from Concord during the entire eight years of the war?

Who from Concord died in service during the Revolutionary War?
Where are they buried?

Gary Clayton, Chair of the Monument Subcommittee in July 2022, asked the History & Education Subcommittee, "What Concordians served in the Revolutionary War? Is there a complete list?" In 2022, no list was known to exist. Henry Dane, the first Chair of the [Concord250 Executive Committee](#), asked the History & Education Subcommittee to identify those who died during the eight years of the Revolutionary War for a potential memorial. The criteria for inclusion became those with a birthplace, home, or grave in Concord, as per [Administrative Policy & Procedure #26](#), Names on War Memorials. However, research showed others had service credited to the Town of Concord, engaged for the Town, or were paid for an atypical service such as carting provisions or saving the Town from burning. The Subcommittee chose also to include these individuals, ensuring a comprehensive and inclusive representation of Concord's involvement in the Revolutionary War.

Based on the recommendation of James L. and Shirley A. Draper Professor of Early American History Emeritus at the University of Connecticut, and Subcommittee member Robert A. Gross, the Subcommittee decided not to exclude individuals who had only one item of documentation that they had enrolled in a Company of Minute Men but no documentation of their fighting on April 19, 1775. Men who fought on April 19, 1775, were not immediately paid for their service. The Town compensated some in 1775, others not until 1776 or 1777. Notably, some Minute Men died in service, and no record of their compensation exists in the [Town Record Books](#). Once the Subcommittee set the parameters for inclusion, the research began.

The initial phase of this extensive research was led by historian and Subcommittee Clerk Beth van Duzer. Her primary source was the 17-volume series *Massachusetts Soldiers and Sailors of the Revolutionary War*, which yielded an initial list of almost 500 names. To further validate and expand this list, van Duzer visited the [Massachusetts Archives](#) in Dorchester, MA. She engaged with the staff to explore the resources available online and to ensure she could capture clear images of original documents, particularly when online files were unreadable. The staff was accommodating, with assurance that access to the original documents or photography for clarity would not be an issue.

The next step was to search for Index Cards for each identified individual online from the [Massachusetts Archives](#), available for free on [FamilySearch.org](#). This online search led to discovering individuals who were not on the initial list but also found some

individuals on the list were from somewhere other than Concord. For some, the Index Card listed Concord because a receipt had been “signed in Concord,” or the individual had “marched from Concord.”

van Duzer also used other subscription databases, including [American Ancestors](#), [Ancestry](#), and [Fold3](#), to uncover information. She primarily accessed newspapers via American Ancestors and [Newspapers.com](#). She found military information, including pensions, via both Ancestry and Fold3. The [Concord Free Public Library](#) has free access to American Ancestors and Ancestry on computers in the library. It is important to note that pension records are also accessible for free via the [National Archives](#).

Other significant primary sources referenced were Town Receipts and Town Record Books found in the [Town of Concord Archives](#). Receipts provided information unavailable elsewhere. The preservation and accessibility of Town Records helped the Subcommittee identify for the first time a number of Concordians previously unknown to have participated in the Revolutionary War.

After vetting the initial group, van Duzer consulted Professor Gross’s social history of Concord, *The Minutemen and Their World*, originally published in 1976 and revised and expanded in 2022; Lemuel Shattuck’s *History of Concord*, published in 1835; and other secondary sources in search of information not in *Soldiers & Sailors*. Crosschecking names found in secondary sources with the [Massachusetts Archives](#) primary source records confirmed their enlistment for Concord during the war.

The exhaustive research has yielded gratifying results. First, the Subcommittee has identified the names of **518** individuals with a birthplace, home or grave in Concord, and **53** persons who were not inhabitants but whose Revolutionary War service was credited to the Town. The total is **571** individuals who served for the Town of Concord during the eight years of the Revolutionary War. The list includes the names of free and enslaved black men, one soldier who fought for both the King’s Army and in the American service, and one woman who proved to be a heroine.

Additionally, the research alerted the Subcommittee that the graves of 23 Revolutionary War veterans in New England had never been marked with flags. Eighteen of the graves are in [Concord](#); thirteen are in Sleepy Hollow Cemetery, three are in Old Hill Burying Ground, and two are in Main Street Burying Ground. One grave identified in Old Hill Burying Ground was by Ray Angelo, a non-subcommittee member who was researching people associated with Henry David Thoreau. His keen eye alerted him to

the burial place of Deacon John White. The Subcommittee is grateful to Ray Angelo for sharing his findings with us.

The combined research of citizens and the Subcommittee allowed Tish Hopkins, Town of Concord Cemetery Supervisor, to contact other communities regarding flag decorations next to gravestones. Hopkins requested that the cemeteries place a flag by the gravestones of these forgotten Revolutionary War veterans. All communities that take part in decorating veterans' graves have gladly done so.

The History & Education Subcommittee research has also identified three soldiers captured by the British forces, three reported missing, 25 Patriots of Color, and one Badge of Merit recipient. Finally, as of February 2, 2025, 21 individuals who died or were killed during the eight years of the Revolutionary War have been identified.

While the information uncovered by the History & Education Subcommittee is indeed fascinating, it is incomplete. Undoubtedly, more individuals who, either through their birthplace, home, or grave in Concord, or their service for Concord, have a rightful place on this list. More research is needed. Therefore, the History & Education Subcommittee and the Concord250 Executive Committee extend an open invitation to the public. As you peruse the list, we invite you to become a part of history. If you notice an error or omission, we encourage you to send in your suggestions along with primary source evidence. This imperfect historical record can be made more complete by the Concord community.

Please send any questions or comments to: bethvanduzer@gmail.com

COMMUNITY ENGAGEMENT & PUBLIC TALKS

Subcommittee members David F. Wood, Curator of the Concord Museum; Robert A Gross, James L. and Shirley A. Draper Professor of Early American History Emeritus at the University of Connecticut and author of *The Minutemen and Their World*, Joel Bohy, an independent historian; and Beth van Duzer, a research assistant at the Concord Museum, also acting as an independent historian, have made their work on the American Revolution accessible to all. Through talks, podcasts, news features, and published articles and books, they have shared the story of the American Revolution with a vast audience, making it engaging and easy to understand. A complete list can be found in the Appendix.

WALDEN WOODS PROJECT EVENT WITH RETIRED SUPREME COURT JUSTICE STEPHEN BREYER & HISTORIAN DOUGLAS BRINKLEY

On Friday, May 30th, an enthusiastic crowd of 500 people gathered at the headquarters of The Walden Woods Project near Walden Pond to hear historian and CNN

commentator Douglas Brinkley engage in conversation with retired United States Supreme Court Justice Stephen Breyer. The event was offered free of charge to area residents by The Walden Woods Project, and co-sponsored by Concord250 and its History and Education Subcommittee, in celebration of the 250th anniversary of the American Revolution.

Brinkley directed questions to Breyer that evoked responses on a wide range of topics from the Justice's early life in San Francisco to his serving on the nation's highest court for nearly 28 years -- where he valued and shared, what he described as, a consistent culture of personal "respect" and "commitment to professionalism" with each of his colleagues.

When Breyer was asked about the judicial process for interpreting the words of the U.S. Constitution and its amendments, he explained: "We read the words, we follow the words to look for the purpose, and we look at the history." Before formulating an opinion, he would ask himself and his fellow justices: "What will be the consequence of our decision? Will it be consistent with our values of democracy, liberty, equality, and rule of law? – Will it help people live together peacefully and productively?" Breyer then mentioned that his recent book, *Reading the Constitution: Why I Chose Pragmatism, Not Textualism* (2024), describes his preferred application of "purpose-oriented" deliberations when interpreting the Constitution and statutes with the goal of "maintaining a workable and enduring democracy."

"Are you optimistic about the future?" Brinkley asked the Justice. Enjoying a nod of confirmation from MA Senator Mike Barrett and Representative Simon Cataldo, seated in the audience, Breyer smiled and emphasized the importance of engaging youth in civic involvement. He shared stories of his success at diverting the attention of young student groups from "looking out the window" by inciting lively 'legal' debate and reminding them: "You are citizens of your community; participate! Read history so you know where you are in time and place!" Pulling from his jacket a small pocket copy of the Constitution, he held it up saying he tells young people: "This document is not mine anymore, it's yours. You are the ones who are going to have to figure this one out." The Justice then added, he is "optimistic that they will."

As far as advice and well wishes for recent college graduates, Breyer offered, "I hope you find someone to love, I hope you find a job that you like, and I hope you participate in public life. Work with others you might disagree with; find ways you can work together." He added, "People have different virtues, different things to give, if we convince them to give it, it's good for the country."

Concluding the evening, Brinkley queried Justice Breyer: "Now it's the 250th, and I don't want you to have to play judge, but what about the Concord vs. Lexington "first shot" debate? Breyer answered: "Choose the power of the poet! 'Here once the embattled farmers stood and fired the shot heard round the world.' Just go to the Bridge; as long

as that is carved into those pillars, no one is going to think it's Lexington - outside of Lexington!" The Concord-centric crowd responded with laughter, approval, and applause as the evening ended with a standing ovation for Brinkley and for the distinguished retired U.S. Supreme Court Justice.

Concord250 Co-chair Gary Clayton, in attendance, remarked: "What an honor it was to co-sponsor such an inspiring 250th Anniversary event." "Arts for All", a Concord nonprofit group, generously loaned the iconic "Concord250 lantern" to be on hand to light the cloudy evening.

Guests were also treated to the first public viewing of the Introduction to a new documentary, currently in production, entitled *Henry David Thoreau*. The 3-hour film, executive produced by Ken Burns and Walden Woods Project founder Don Henley, is slated to air on PBS in the spring of 2026. It chronicles the life and legacy of Henry David Thoreau through the narration of George Clooney and the voices of Meryl Streep (Margaret Fuller, et. al.), Jeff Goldblum (Thoreau) and Ted Danson (Emerson). *Henry David Thoreau* is produced by Ewers Brothers Productions. Christopher Loren Ewers was on hand to present the introduction to the film

For those who were unable to attend the event, the discussion between Douglas Brinkley and Justice Breyer is available to view on The Walden Woods Project's website at walden.org.

NEXT STEPS

After the Subcommittee is disbanded some of the initiatives will continue. The outreach of the History Trunks, which will be managed by the Concord Museum. The Museum and Concord Academy will collaborate with additional elementary schools to ensure broader access to this educational resource.

The soldier database will be finalized by reviewing and validating all entries, ensuring it is comprehensive and accurate before its official submission to the Town of Concord Archives.

We will continue to gather feedback from attendees the Subcommittees talks. On Sunday, November 10, 2024, Beth van Duzer gave a talk about soldiers at the Concord Free Public Library. Several individuals descended from soldiers mentioned in her presentation have reached out for more information about their relatives. One descendant was unaware that her ancestor, Wareham Wheeler, was a minute man and served on April 19, 1775. She was thrilled to find out this new to her piece of history about her family.

CONCLUSION

In conclusion, the Concord250 History & Education Subcommittee has made remarkable strides in enhancing the understanding and appreciation of the American

Revolution among K-12 educators, students, and the general public over the past three years. Through initiatives such as the History Trunks Program and the reenactment of the Provincial Congress, the Subcommittee has not only provided valuable educational resources but also fostered community engagement and collaboration. The ongoing development of a comprehensive Soldier Database further underscores the commitment to honoring and documenting the contributions of Concord's historical figures. As the 250th anniversary of the Revolutionary War slowly fades away, these efforts will continue to illuminate the rich history of Concord, ensuring that the stories of those who shaped our nation are preserved and shared with future generations. The dedication to inclusivity and experiential learning will help bridge educational disparities, ultimately enriching the collective memory of the American Revolution for all.

APPENDIX: VETERANS FLAGS ADDED IN 2023 & 2024

VETERANS FLAGS ADDED IN 2023 & 2024

Concord

Reuben Ball	Sleepy Hollow, New Hill
Thaddeus Blood	Sleepy Hollow, New Hill
Willard Blood	Sleepy Hollow, New Hill (2024)
Ephraim Brown	Sleepy Hollow, New Hill
Benjamin Clark	Sleepy Hollow, New Hill (2024)
Emerson Cogswell	Old Hill Burying Ground (2024)
Joseph Darby	Sleepy Hollow, New Hill (2024)
Ephraim Farrar	Sleepy Hollow, New Hill
Ebenezer Hardy	Sleepy Hollow, New Hill (2024)
Benjamin Hosmer	Sleepy Hollow, Authors Ridge
Elnathan Jones	Main Street Burying Ground (2024)
Peter Jones	Sleepy Hollow, New Hill (2024)
Jonas Lee	Main Street Burying Ground (2024)
Samuel Melvin	Sleepy Hollow, New Hill
William Mercer	Sleepy Hollow, New Hill
Ezekiel Miles	Sleepy Hollow, New Hill (2024)
Deacon John White	Old Hill Burying Ground (2024) <small>Ray Angelo Research</small>
Ephraim Wood, Jr.	Old Hill Burying Ground (2024)

Acton, MA

Charles Handley	Woodlawn Cemetery, Middlesex County
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Barre, MA

Ephraim Brooks	Buckminster Cemetery, Worcester County
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Framingham, MA

Timothy Marriam	Church St, Middlesex County
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email sent, awaiting a reply as to when flag is placed

Tyngsboro, MA

Charles Flint	Flint Cemetery, Middlesex County
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Swanton, VT

Purchis Brown	Woods Hill Cemetery, Franklin County
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Swanton, VT does not place flags on graves. Brown was **not** listed as a veteran in their town records. The Town Administrator, who also happens to be on the cemetery committee, updated the town records to add Brown as a veteran of the Revolutionary War.

APPENDIX: PATRIOTS OF COLOR

1. Charlstown
2. Charles Adams
3. Boston Ball
4. Philip Barrett
5. Francis Benson
6. Pomp Blackman (Later in life uses the name Pompey Freeman)
7. Prince Blood
8. Samuel Blood
9. Philip Boston
10. Pomp Cady
11. Charlestown Edes
12. Pomp Edes
13. Case or Casee Feen or Feene or Finne
14. Brister Freeman or Bristol Cuming
15. James Freeman or Barrett
16. Titus Heywood
17. Richard Hobby
18. Caesar or Cezar Kettell or Kettle or Kittle
19. Cato Lee
20. Caesar Minot
21. Pomp Phillis
22. Caesar or Ceaser Quaco or Quoka or Qnoka
23. Caesar Robbins
24. Casey Whitney
25. Samson or Sampson Yarney or Yanner or Yarner

APPENDIX: PATRIOT WOMAN

Martha Moulton

APPENDIX: KILLED OR DIED DURING THE REVOLUTIONARY WAR 1775–1783

NAME	RESIDENCE	DATE OF DEATH
Richard Anthony	Concord	April 18, 1778 at Valley Forge
Benjamin Ball	Concord	September 30, 1775
Simeon Burridge	Concord	March 7, 1778
William Burridge	Concord	Jan 12 1778 or estimated April 8, 1779
William Buttrick	Concord	On or Before September 30, 1775
John Corneall	Concord	October 1777, Killed in Action
Barnabas Davis	Concord	August 1775
Rev. William Emerson	Concord	October 20, 1776
Thomas Fay	Concord	March 3, 1778
Amos Goodale	Concord	No date listed
Danforth Heywood	Concord	August or September 1775
Titus Heywood	Concord	November 5, 1777 at a hospital in Albany, NY
Tilly Holden	Concord	On or before August 15, 1777 He was 18 when he died.
Reuben Parks	Concord	Reported Died by December 1, 1778
Dr. Samuel Prescott	Concord	Died in Halifax Prison between 1776 and 1777
Solomon Rice	Concord	Died before Feb 26, 1777, on the way to or at Ticonderoga.
Ebenezer Smith	Concord	On or before Feb. 16, 1777, on the way to or at Ticonderoga.
William Wheeler	Concord	April 14, 1778
William Wilson	Concord	Feb 26 or 18, 1778
Samuel Wyman	Concord	May 17, 1782
Sampson Yearney	Medford	March 7, 1779

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Concord250 Communications and Publicity

Our first challenge was to define the mission of the Concord250 effort. To that end, we worked to create a LOGO and tagline that would reflect and provide coherence to the enterprise.

Jim Sherblom suggested the tagline: “Still Heard Round the World,” which served as a connection between the battle at the North Bridge, Emerson’s “Concord Hymn” (1) and the succession of eminent minds that have given Concord its reputation as a cultural and intellectual hub. Various subcommittees discussed the tagline, which was accepted by the Executive Committee.

Melissa Saalfield recommended that our committee ask Priscilla Sturges, a distinguished graphic artist and owner of Waterman Design, to create our LOGO. Priscilla (a longtime resident of Concord) agreed, and she worked diligently with a small committee (Henry Dane, Polly Reeve, Diana Clymer and Stewart

Ikeda) to create our exceptionally fine LOGO. The winning design was accepted by the Executive Committee. (3)

This committee's work continued to define the merchandizing use of both the LOGO and the tagline. To that end public sessions were held to discern how best to share these with the broader community. (2)

We then turned our eyes toward the communication and publication of Concord250's work. It became clear that we had two specific audiences: the world outside of Concord and the town of Concord itself.

Carrie Rankin, Jennifer Shunemann, and Beth Williams each counseled the committee to hire a professional marketing firm to promote the external presentation of the April 19th, 2026; they also noted that the costs could be substantial. To that end, working with limited resources, it was decided to reach out to the three other Battle Road towns—Lexington, Arlington, & Lincoln (each had received \$100,000 in state monies)—to pool our resources and hire a firm that could promote our collective efforts. The committee created an elaborate model—after myriad meetings, edits, and discussion—to guide in the selection of a marketing operation.

A MOU (Memorandum of Understanding) was drawn up by Concord Town officials, asking each town to commit \$45,000 to a combined marketing effort. It is important to note that Beth Williams, Concord's Tourism Director, had already begun extensive outreach to regional, state, and New England publicity units, and Jen Schunemann, with her *Discover Concord* magazine, was also in *medias res* on documenting Concord and the neighboring town's historical engagement in the Revolution.

Once the MOU was signed, Beth Williams and Rob Munro set about to coordinate the towns' communication efforts by interviewing and then hiring *Anthem Marketing Group*.

The local committee then turned our focus to local promotion and communication. After interviewing three possible firms to work with us on social media and broad outreach, a clear favorite emerged: Polly Meyer, of *Living Concord*, and her partner in marketing, Laurie Stefanov. Never was a wiser choice made. For \$49,900, what gradually emerged was extensive and demanding coordination with the existing Town's website and tourism website, print outreach in *The Bridge*, and on Instagram, Facebook, and *Living Concord*. Their work went well beyond the initially imagined effort, as Polly and Laurie became central to every endeavor of the Communication and Publicity Subcommittee. Their collective imagination, energy, and good will far surpassed their role as "hired" participants as they quickly morphed into extraordinary volunteers (4/5).

With the websites and social media in daily action, a small team (Polly, Laurie, and Diane) attended many Town events to promote Concord250—July 4th Picnic in the Park, Ag Day, and Business Day—to distribute information, designed by Priscilla, about the coming events. [See appendix 3 which enumerates Priscilla's extensive design work.]

We—a small team of Polly, Laurie, Priscilla, Brian, and Diane, plus Allison Schilling and Katy Morris—organized a "250 Days until the 250th" event on August 11th, 2024 at The Concord Museum. A paper design, created by Holly Cratsley, of a version of the iconic Paul Revere Lantern, was made broadly available throughout camps, library programs, and Art For All (Margot

Kimball), which were colored, pasted together, and lighted with light sticks for a parade at dusk to Monument Square—led by the Concord Fife and Drum Company. With branded beach balls (a huge success), corn hole, militia in full regalia, speakers, food & wine trucks, and music, the gathering drew many Concordians.

Working collaboratively with *The Bridge*, articles appeared and eventually, as our limited financial resources became apparent, it was decided to run three prominent ads in the newspaper to urge donations to the Concord250 efforts. Coldwell Banker Realty, Anne Hayden, and Charles and Julie Davidson each donated over \$1000 to help underwrite the ads. Priscilla, Polly, Laurie, Brian Farber (who emerged as our media expert), and Diane Proctor created large ads for *The Bridge*, replicated as post cards, to hang in business windows throughout the town, and posters for sandwich boards. This effort both raised money and promoted the array of upcoming events.

Along the way, our committee promoted the other Concord250 committee events that ran throughout the fall of 2024 through the spring of 2025. We supported, in tandem with the town's Economic Vitality office and the Town Police/Fire Department, many public meetings for the businesses in Concord. We also organized two events at the CFPL [Concord Free Public Library] to explain and promote the upcoming events, which were filmed and made broadly available by our partnership with Minuteman Media Network. The key, as the winter ebbed into spring, was **collaboration** with the many moving parts of the larger committee structures and coordination with Concord's thoroughly engaged town staff, in particular: Donna McIntosh, Brian Goldman,

Anthony Ansaldi, and Shannon McAndrew, whose collective work and expertise proved invaluable.

As importantly, our work with Minuteman Media network (Julie Manoogian and Matt Beren), the High School Radio channel guru Ned Roos, and the Concord Free Public Library (Emily Smith and Anke Voss) became increasingly central as we moved into April 2026. Podcasts started to flow—created and facilitated by Polly and Laurie—to promote Concord250 activities in town. MMN and the Radio Station planned video coverage of the parade that would be broadcast on local TV as well as projected on a Jumbotron in the Umbrella parking lot.

As well, Ken Burns and his team were welcomed to an elaborate reception in the Goodwin Forum of the Library, where Gary Clayton, Rob Munro, Senator Mike Barrett, Diane Proctor, and Ken Burns spoke and the latter received an original watercolor painting of the Minuteman at the North Bridge, donated by local artist Sylvie Sawyer. The work of Emily Smith, Anke Voss was of particular distinction in making this a success. Ken Burns then met with six high school seniors, for 30 minutes, to discuss his thoughts about documentary work [the latter was filmed by MMN and remains available for public viewing]. The Burns team [including PBS & GBH] then headed to the High School Theater for a stunning discussion and preview of Burns' upcoming documentary: *The American Revolution: An Intimate History* that will be released in November of 2026.

A coordination of all the varied media outside of Concord (and internal)—particularly television and radio—became increasingly important. Led by Brian Farber, in collaboration with Peter Brown (of Communications, Inc.), several gatherings were held in the

Town House and on-site areas for April 19th to explain credentialing of media and collaboration with our town media plans and capabilities. A special nest was created (thanks to John Arena) for all media and served as the media center for the parade. This extensive work, by Brian, was of central importance to the effective promotion of our work. (6)

A professional photographer—Maia Kennedy—was hired to record Ken Burns visit and the varied events throughout the parade. Her photographs are also publicly available and will be featured in the Communications Committee's gift to the Town of a visual montage of Concord250—which includes video clippings of the parade and speeches put together by the artists at MMN.

Our committee once again marched in the parade, carrying the Concrd250 banner.

Of course, all of this represents and understates the hours and months of hard work—meeting in Diane's living room, designing creative ways to support the Concord250 work, raising funds, promulgating events—all carried on with the liveliest of humor and the finest fellowship.

(1) Concord Hymn

BY [RALPH WALDO EMERSON](#)

Sung at the Completion of the Battle Monument, July 4, 1837

By the rude bridge that arched the flood,
Their flag to April's breeze unfurled,
Here once the embattled farmers stood
And fired the shot heard round the world.

The foe long since in silence slept;
Alike the conqueror silent sleeps;
And Time the ruined bridge has swept
Down the dark stream which seaward creeps.

On this green bank, by this soft stream,
We set today a votive stone;
That memory may their deed redeem,
When, like our sires, our sons are gone.

Spirit, that made those heroes dare
To die, and leave their children free,
Bid Time and Nature gently spare
The shaft we raise to them and thee.

(2)

Memo

To: Diane Proctor, Chair, Concord250 Communications and
Publicity Committee

Fr: Melissa Saalfield, chair – logo design subcommittee and
merchandising

subcommittee of the Communications and Publicity Committee





May 17, 2025

I. Creating the Concord250 logo

In the Fall of 2022, during a meeting of the Concord250 Communications and Publicity Committee (Com/Pub) discussion centered on the need for a logo design to brand the Concord250 celebration. A small sub-committee chaired by Melissa Saalfield, was charged with developing logo concepts for the Concord250 celebration. Other members: Henry Dane, Polly Reeve, Diana Clymer and Stewart Ikeda. Part of the discussion also considered possible designers. Priscilla Sturges, well known for her excellent graphic design skills, was immediately suggested. Priscilla, a native born Concordian, agreed to design the logo and various applications pro bono as her contribution to the celebration.

The committee also understood the need to brand the entire enterprise with an appropriate phrase or tagline that characterized the overarching goal of Concord250. Committee member, Jim Sherblom, suggested the phrase – Still heard round the world. After discussion the committee voted to adopt this as the Concord250 tagline noting the

following reasons:

-  It suggests the town is still a leader
-  It represents an ongoing “revolutionary “spirit in town
-  It is a memorable line that grabs attention
-  It is strong

- 🎬 It distinguishes Concord from other communities
- 🎬 It connects the outside world to our vision for Concord and what it represents, our beliefs and values
- 🎬 It represents progressivism
- 🎬 It references a favorite son, Ralph Waldo Emerson

Building on these concepts and the tagline itself, the logo subcommittee suggested the Concord250 logo must visually draw on the history of Concord and reflect its role in the revolution of thought, action, and human rights represented by the creation of the United States. Designer Priscilla Sturges asked that the subcommittee provide her with a written description of its vision for the design. The following was sent to her:

May 17, 2025

Guided by the understanding that “history has its eyes on us” (quotation from Amanda Gorman’s writings) – the goals of the Concord250 logo and accompanying tagline, “Still heard round the world” are:

To connect our community and visitors

- 🎬 To the most factual and comprehensive history of Concord;
- 🎬 To the political, literary and environmental advocacy and engagement that

Concord has led and continues to lead;

- 🎬 And to Concord’s ongoing efforts to promote freedom of speech and inclusivity, Priscilla conducted extensive research into Concord’s Special Collections which holds ephemera, documents,

etc. from past celebrations of the town. She also reviewed designs from other communities participating in the 250 th observation. She explained a successful design must be bold, effectively replicable in black and white as well as color; be flexible, unique and accommodate sub-branding.

The logo subcommittee met on several occasions beginning in November, 2022 through early January 2023 with a goal of presenting the logo design to the Concord250

Executive Committee in February 2023. During those weeks, the subcommittee presented its findings to the Concord250 Com/Pub Committee which voted to adopt the logo we have used ever since.

Priscilla created alternative designs that included the names of the various committees created as part of the Concord250 planning process – Arts, Literature & Music; Communications; & Publicity; Event Planning; Finance; History & Education; Hospitality & Invitations; Community Participation; Permanent Memorial; and Public Safety.

Throughout the remainder of the Concord250 planning, Priscilla applied the logo design to cards, mailers, posters, advertisements, etc.

II. Applying the Concord250 logo – Merchandising and the Business

Community

Understanding that the sale of Concord250 branded products could provide a revenue source for local businesses as well as

free advertising for the celebration, the Com/Pub Committee created another subcommittee to explore merchandise options, a budget and business rollout. Melissa Saalfield was appointed chair. The subcommittee also included Priscilla Sturges, logo/graphic designer; Beth Williams, Concord Tourism manager; and Marie Foley, local business owner and Chair of the Concord Chamber of Commerce.

May 17, 2025

The subcommittee met over the months of August 2023 to January 2024. They discussed all aspects of merchandise development, ordering, sales, storage, price, and selection. Initially, the committee considered producing and marketing items itself but quickly determined there were far too many obstacles. Instead, they identified items that would likely be popular with tourists: t-shirts/fleece jackets/vests, mugs, hats, shot glasses, ornaments and magnets. Priscilla created mockups of each with the logo embedded. The Committee researched local suppliers in the hope that businesses in the area would procure these items from local vendors. Priscilla also created a branding kit to include PMS colors, logo options, etc.

On January 31, 2024, the Committee hosted a Business Kickoff at the Town House. The program was taped for future viewing by Minute Man Media. All area businesses were invited to attend. The agenda included an update on Concord250 events and planning to date. Priscilla presented a style guide and offered to assist any business (for a fee) in developing products by adapting the Concord250 logo to their particular line of merchandise. After this gathering, businesses gradually began to adopt the logo. Priscilla

also assisted in creating a mug for Verrill Farm and designed the logos for special wines sold through West Concord Liquors (Joe Saia) that bore the Concord250 logo (a Chardonnay and a Cabernet Sauvignon from a Washington State vineyard.)

The logo became delightfully ubiquitous and it was successfully adopted by businesses, the town government, area nonprofits and partners.

3.

Concord250 BRANDING...Priscilla Sturges

January-February 2023

Concord250 MISCELLANEOUS PRINTED MATERIAL

September 2023-24 - Concord250 letterhead and #10 Envelopes (revised 4 times)

August 2024 – Official Town Invitation & Envelope

September 2024 – AG Day / Daughters of Liberty Handout (done for Holly Cratsley)

November 2024-April 2025 – 5.5” x 8.5” Schedule of Events and Parade Route (revised 7 times)

December 2024 – Essay Contest Program Book (done for Joe Zelner)

January 2025 – Witness House Reception Invitation & Donor Card (Faye Allen & Holly Cratsley)

March 2025 – 3” sticker with QR code

March 2025 – Table Tent Cards

March 2025 - April 19th 4-page Information Brochure (50K)

April 2025 – 2nd Parade Map & Schedule

Concord250 MISCELLANEOUS ELECTRONIC MATERIAL

March 2024 – Concord250 Website Header

June 2024 – Concord250 “Countdown” with lantern logo

August 2024 – Temporary Music Festival logo
March 2025 – Invitation to Ken Burns Reception (electronic)

Concord250 MERCHANDISING

September 2023 – Merchandising Presentation
September 2023 – Merchandise Applications (15 products)
April 2024 – Merchandising Kit for Retailers/businesses

CONCORD250 WINE BOTTLE LABELS (Joe Saia)

April 2024 – Cabernet Sauvignon and Chardonnay labels

Concord250 ADVERTISING:

July 2024 – August 11th Event Concord Bridge Ad (full page)
September 2024 – Concord Bridge Ad / The Celebrations
Continue (various events)
October 2024 – Ad for Quilt Show in Concord Museum Holiday
Tour program book
October 2024 – Concord Bridge Ad / Uncle Sam (full page)
October – Discover Concord Ad / Rosie (7.5” x 10”)
November 2024 – Concord Bridge Ad / Rosie (full page)
January 2025 - 3 different sized ads for Concord250 for Concord
Players Playbills

Concord250 AUGUST 11 EVENT:

July 2024 –
24’ x 3’ banner (not fabricated)
24” x 36” sandwich board
28” x 44” sandwich board
8.5” x 11” poster / flyer
4.25”x 5.5” handouts
Beach ball with logo
Concord Bridge Ad (full page)

Concord250 FUNDRAISING CAMPAIGN

October 2024 – Concord Bridge Ad / Uncle Sam (full page)

October – Discover Concord Ad / Rosie (7.5” x 10”)
October 2024 – 8.5” x 11” Posters – 3 design versions
October 2024 – 24” x 36” Sandwich boards – 3 design versions
October 2024 – Social Media Graphics – 3 design versions
October 2024 – 4.25” x 5.5” Handouts – 3 design versions
November 2024 – Concord Bridge Ad / Rosie (full page)
November 2024 – 3 bookmarks

Concord250 SIGNAGE

March 2025 – Pedestrian Signage (120 signs) (Mimi Graney)
April 2025 – 72” x 24” Concord250 Planning Committee Parade Banner
April 2025 – 18” x 24” Credentialed Media signs
April 2025 – 18” x 24” Shuttle Here signs
April 2025 – 24” x 36” “Parking Lot Closed” sandwich board
April 2025 – 8.5” x 11” Podium Sign (done for Faye Allen/Holly Cratsley)
April 2025 – 18” x 24” Photostation Acknowledgment Sign

Concord250 QUILT SHOW (Holly Crastley)

October 2024 – Postcard #1
November 2024 – 11” x 17” Poster #1
February 2025 – Postcard #2 / 4 versions
February 2025 – 8.5”x 11” flyer
March 2025 – 24” x 36” (2) directional sandwichboards
March 2025 – 24” x 36” sandwichboard

CONCORD250 CORPORATION (Rick Laughlin)

Fundraising material

January 2024 – Donor Card (revised 4x)
January 2024 – Fundraising letterhead
January 2024 – Fundraising Acknowledgment letter
March 2024 – Middlesex Bank / Check Blowup

Concord250 Coin

March 2024 – 8.5 x 11 flyer with Middlesex logo

March 2024 – 8.5 x 11 flyer with Revolutionary Concord

March 2024 – 11 x 17 poster

March 2024 – 11 x 17 poster with Middlesex logo

March 2024 – 18 x 24 poster with Middlesex logo

March 2024 – 24 x 36 sandwich board

March 2024 – 24 x 36 sandwich board with Middlesex logo

May 2024 – 8.5 x 11 flyer

CAMPAIGNS NOT EXECUTED:

June 2024 – Parking Meter Takeover (not implemented)

Meter Cover design

Presentation packet

January 2025 – Comella's Pizza Box Campaign (was not produced)

16" x 16" pizza box (10 design options)

4.

Polly and Laurie's Contributions to the Concord250 Marketing and Communications Team

As active members of the Concord250 Marketing and Communications Group, Polly and Laurie played key roles in crafting and disseminating clear, consistent messaging about all things related to Concord250. Their efforts extended across the town, ensuring widespread awareness and engagement.

They developed a comprehensive **Concord250 Marketing Plan** (attached), which outlined messaging strategy, direction,

goals, alignment with broader objectives, resource allocation, and target audiences.

Polly and Laurie met regularly with the Town Communication Director, the Visitor Center Director, and local businesses through the Tourism Huddle. They also collaborated closely with other Concord250 groups to share timely information—particularly around events and April 19th logistics. They became the central source of accurate information for Concord250 committees, community organizations, town media partners, and residents.

Their communications efforts were multi-faceted, including both written materials and presentations at public meetings. They reached all sectors of the Concord community: schools, faith institutions, town departments, residents, business owners, and adult education groups. (See attached materials.)

They also launched and managed a dynamic and organically grown **Concord250 social media presence** on Facebook and Instagram, each with over 1,000 original posts, significantly enhancing public engagement.

Additionally, they created and produced the **Concord250 Podcast**, featuring interviews with a dozen members of the Concord250 community to provide deeper insights and storytelling.

They contributed significantly to the planning and communication of the **April 19th transportation plan**, coordinating information for both local and regional audiences. (See attached plan.)

Beyond communications, Polly and Laurie also contributed to fundraising initiatives and event planning—most notably managing the "250 Days to the 250th" kickoff event and the **Ken Burns Reception**, both key milestones in the Concord250 celebration.

MESSAGING STRATEGY

Channels Utilized:

- Public Meetings & Forums
- Town Events
- Concord250 Website
- Social Media (Instagram, Facebook)
- Email Newsletters
- Signage (Event, Shuttle, Fundraising)
- Podcasts
- LivingConcord Resource

TOWN FORUMS & COMMUNITY MEETINGS

Representation & Participation:

Attended and presented at a wide range of forums and meetings, including:

- Town Forums
- Business Community Meetings
- Council on Aging (COA)
- League of Women Voters (LWV) Forum
- CCHS Student Activity Fair
- Lantern Making Workshops
- Concord Gets Ready Workshops
- Monthly Tourism Huddles
- Concord250 Arts Meetings
- Concord250 Community Participation Meetings
- MBTA Meetings

Support Provided:

- Developed event handouts and slides
- Coordinated Minute Man Media Network (MMN) coverage
- Promoted through all messaging channels

WEBSITE MANAGEMENT

Concord250 Website:

- Designed and managed the Concord250 page
- Partnered with web developer for revisions and updates
- Maintained the event calendar, ensuring all Concord250 events were listed
- Performed daily updates to spotlight priority news and upcoming events
- Captured and curated photo/video content
- Collaborated with community partners to gather additional multimedia
- Created blog posts (e.g., Concord Stories) to promote events and celebrate local history

SOCIAL MEDIA ENGAGEMENT

Platforms:

- Facebook & Instagram
- Over 1,000 posts created and published (Winter 2024–Present)
- Organic growth:
 - Instagram: 2,538 followers
 - Facebook: 2,100 followers
-

Content & Community Engagement:

- Promoted:
 - Concord250 Events & Announcements
 - Parade Participation
 - Essay & Quilt Submissions
 - Volunteer Recruitment (Ambassadors)
 - Event Logistics & Resources

- Maintained active engagement:
 - Responded to hundreds of community comments and messages
 - Partnered with MA250, America250, and local 250 partners to amplify messaging

Additional

Used LivingConcord platform to amplify messaging through LivingConcord social media, website, calendar and weekly newsletter

5.

HOW DO I GET TO CONCORD CENTER FOR THE APRIL 19TH EVENTS?

Take the MBTA Commuter Rail. See the MBTA schedule for the 250th <https://www.mbta.com/guides/seasonal-guides/250th-celebrations-guide>

Take an Uber or Lyft to a dropoff at Baker Avenue, Middlesex Green Business Park on Virginia Road or Spaulding Management LLC on Virginia Road parking lots and then take a shuttle from there.

SATELLITE PARKING LOCATIONS INTENDED FOR VISITORS PLANNING TO DRIVE TO CONCORD
 Be aware that these satellite parking lots may fill up early. Plan accordingly.

SATELLITE PARKING LOCATIONS	BUS ROUTE	TIMES SATURDAY	DROP OFF LOCATION
MCI Concord Parking Lot Commonwealth Avenue	MCI	6 AM - 9 PM	Concord Museum

300 Baker Avenue Ext.	Baker	6 AM - 9 PM	Concord Museum
Middlesex Green Business Park at 490 Virginia Road	Virginia	6 AM - 9 PM	Concord Museum
Spaulding Mgmt. LLC at 561 Virginia Road	Virginia	6 AM - 9 PM	Concord Museum
Middlesex School Service Entrance	Middlesex	6 AM - 9 PM*	Liberty Street @ MMNP Visitors Center (Time restricted)
WEATHER DEPENDENT			
Verrill Wheeler Road	Verrill	TBD	Concord Museum

LINCOLN PICK UP LOCATION	BUS ROUTE	TIME	DROP OFF LOCATION
Lincoln School Ballfield Road - with one stop at Walden Pond	Lincoln	6 AM - 9 PM	Concord Museum

CONCORD - LEXINGTON PICK UP LOCATION	BUS ROUTE	TIMES SATURDAY	DROP OFF LOCATION
Concord Museum	Concord-Lexington	6 AM - 7 PM	Hartwell Tavern, MMNP Visitors Center (2A) and Lexington at Park Drive



**RESIDENTS SHUTTLE LOCATIONS
INTENDED FOR RESIDENTS PLANNING TO ATTEND THE APRIL
19TH EVENTS IN CONCORD CENTER**

Plan to walk or be dropped off at these locations as these pickup areas have little to no parking.

RESIDENT PICK UP LOCATIONS	BUS ROUTE	TIMES SATURDAY	DROP OFF LOCATION
Edmonds Road	Edmonds	6 AM - 9 PM	Concord Museum
Old Bedford @ Heritage Club	Heritage	6 AM - 9 PM	Concord Museum
341 Virginia Road @ Thoreau Farm	Thoreau Farm	6 AM - 9 PM	Concord Museum
Barrett's Mill Road @ Strawberry Hill Road	Barrett's Mill	6 AM - 9 PM*	Liberty Street @ MMNP Visitors Center (Time restricted)
College Road @ Strawberry Hill Road	College	6 AM - 9 PM*	Liberty Street @ MMNP Visitors Center (Time restricted)
Thoreau Hills Brook Trail to Edgewood Road	Thoreau Hills	6 AM - 9 PM	Concord Museum
Rideout Field - Conant Street to Lawsbrook Rd	Rideout	6 AM - 9 PM	Concord Museum
Church Street / Harvey Wheeler Center	Wheeler	6 AM - 9 PM	Concord Museum
Concord Greene	Greene	6 AM - 9 PM	Concord Museum
Ellen Garrison Building at CMS	CMS	6 AM - 9 PM	Concord Museum

Willard School	Willard	6 AM - 9 PM	Concord Museum
Sudbury Road @ Oxbow Road	Oxbow	6 AM - 9 PM	Concord Museum

*Bus Service will drop off at Liberty and Lowell when the parade is actively marching on Liberty. Full service to resume after the parade passes Liberty Street.

6. Concord250 Media Relations Strategy and Execution: Summary of Impact and Lessons Learned

In February 2025, Brian Farber, who had been a volunteer with the Concord250 Communications and Publicity Committee since March 2024, volunteered and was formally tasked to develop and lead the town’s lead-up and day-of communications strategy, logistics, and regional and national media relations outreach.

Brian developed a comprehensive media strategy and enlisted the support of Peter Brown, another longtime communications professional with extensive experience in large-scale events, to help execute the logistics. Together, they organized and hosted seven in-person media sessions/tours with assignment editors, reporters, video journalists, and producers.

These briefings covered everything from site access and parade positioning to live shot logistics and pool camera arrangements. Farber developed and executed a credentialing process, planned parking logistics near North Bridge and in town, negotiated logistics with the National Park Service, Town of Concord, The Old Manse, Town of Concord Public Safety, and many others. Brian also established a media lounge in downtown Concord—graciously hosted by John Arena III of Dee Funeral Home—to give journalists a comfortable and safe space to file stories and stay close to the action.

Brian also ensured special media received everything they needed, including a syndicated radio show from Virginia, military public affairs, artists and photographers, foreign press, and special production crews developing films for Netflix and other global outlets.

The results spoke for themselves. Despite lacking a paid public relations agency of record—something many peer communities and local organizations had—Concord earned significant local, regional, and national press coverage through its collective spirit of volunteerism. Brian proactively pitched stories to regional and national media, and we were able to feature our Concord250 leadership, residents, and our community

in more than 45 pieces of identified earned coverage before and as a result of the event, and a still-yet-to-come series on Netflix and potentially PBS:

- **CBS Sunday Morning with Mo Rocca** – National feature on Concord’s Revolutionary legacy
- **CBS Evening News** – Advanced coverage of the anniversary
- **Associated Press (AP)** – Widely syndicated feature stories and video content across dozens of outlets
- **USA Today** – National feature on “the other ConCORDs,” exploring Concord resident Rob Morrison’s journey across America to visit all other towns named Concord—and speaking to other Concordians about their interest in visiting Concord, MA.
- **WBUR / NPR** – Audio and digital series amplifying Concord’s voice through “the other ConCORDs,” exploring Concord resident Rob Morrison’s journey across America to visit all other towns named Concord.
- **The Boston Globe** – In-depth reporting on Patriots of Color and inclusive storytelling
- **The Boston Herald** – Coverage of both historical and contemporary civic elements of the celebration
- **WCVB TV** – Featuring Joe Palumbo and a visit to “The Robbins House” to discuss Patriots of Color and the legacy they left
- **WHDH TV** – The Davis-Willard family reunion, 'Concord Royalty'
- [See identified coverage here.](#)

More than **140 members of the press were credentialed**, including Netflix/Luminant, the Associated Press, foreign correspondents (France and Ireland), and regional outlets. Brian became the go-to resource for all media-related inquiries, with the great support of the Town of Concord PIO, Donna McIntosh.

As the event loomed, Brian frequently stepped in to resolve and ensure alignment regarding technology and power issues among event A/V vendors, parade organizers in charge of A/V tech, and media crews.

Brian drafted multiple press releases, logistics presentations, and briefing documents for the media and internal stakeholders, respectively, and suggested efficiency improvements.

Here are a few examples of the type of products and templates future planners may consider:

- [Announcement of fundraising initiative](#), November 2024.
- [Intake](#) for Concord250 event/marketing support (not executed)
- [Logistics update for media](#), March 2025
- [Briefing document for CBS Sunday Morning](#)
- [Briefing document for Gary Clayton](#), NY Post

Brian brought creative ideas to resolve other challenges. He originated the concept for the “250 Days to the 250th” countdown event, [pitched the WWII recruitment](#) and war bond poster-style fundraising campaign (securing first sponsorship from [The Tom and Joanne Team | Gibson Sotheby's](#)), and proposed the formation of a nonprofit fundraising arm—ultimately helping it through final setup with Anthony Ansaldi, the Town CFO.

Taken together, these contributions helped position Concord250 not just as a local celebration, but as a moment of national reflection—one rooted in history, inclusive of all Americans, and undeniably relevant to the present.



****FOR IMMEDIATE RELEASE****

Contact: Brian Farber

Email: brian@monumentsquare.llc

Phone: 917-568-5066

Concord250 Launches Fundraising Campaign to Rally Town for 250th Anniversary Celebration

Patriotic-Inspired Ads Evoke Spirit of Unity as Concord Prepares for Historic Event

CONCORD, MA – November 1, 2024 – As Concord advances towards the 250th anniversary of the start of the American Revolution, the Town of Concord today launched a bold public fundraising campaign to support logistics, marketing, and celebratory activities. The official [Town 250 Gift Fund](#) supplements limited existing local and state funding.

The fundraising campaign draws inspiration from iconic World War I and World War II U.S. propaganda posters, including Uncle Sam’s “I Want You,” Rosie the Riveter’s “We Can Do It!” and a classic Navy and Coast Guard recruitment poster, “Gee, I wish I...” The goal is to evoke a sense of local pride, patriotism, and unity, urging Concord’s residents and businesses to come together in support of the celebration.

“To every citizen, every business, and every organization of Concord, as well as all citizens across the country who wish to pay homage to the revolutionary role Concord played in the creation of our nation, we ask you to join us by contributing what you can, every dollar counts,” said Diane Proctor, a member of the Concord250 Executive Committee and Chair of the Communications and Publicity Subcommittee.

The campaign includes a full-page advertisement in [The Concord Bridge](#), sponsored by Concord based real estate agency, [The Tom and Joanne Team](#) at Gibson | Sotheby’s International Realty, followed by subsequent advertisements in [The Concord Bridge](#) and the holiday edition of [Discover Concord Magazine](#). The print campaign will be boosted by an aggressive social media effort. Many Concord retail stores will display posters in their windows to further promote visibility.

An estimated 150,000 to 200,000 visitors are expected to attend the April 2025 events. Concord’s gift fund will help ensure the town is prepared and has the flexibility to host a celebration befitting its historic significance.

Contributions will also help Concord join the year-long [America250](#) effort through July 4, 2026, the 250th anniversary of the signing of the Declaration of Independence.

“Almost every day our committee hears from people planning to travel great distances to be with us in Concord for the 250th celebration, so we need everyone’s help to roll out the red carpet for our guests, and it doesn’t come cheap,” said Gary Clayton, Co-Chair of the Concord250 Executive Committee. “We want people to feel a connection to our history and each other as we prepare to welcome the world to Concord.”

For more information about Concord’s Town 250 Gift Fund or to donate, visit concord250.org. # # #

Prepared by: Brian Farber

Targeting the weekend of March 14, this proposed approach honors Concord’s rich revolutionary heritage but also spotlights the unique contributions of People of Color. The plan leverages historic sites, primary documents, and engaging reenactments to create a compelling retelling of Concord’s past.

People of Color Heritage Walk & Talk

- Guided walking tour spotlighting the overlooked stories of People of Color during the revolutionary era, including Beth’s suggested approach at North Bridge.
- Frame the tour as both a community celebration and an educational journey into the patriotism, sacrifice, and unique contributions of diverse Concord residents.

Deep Dive into the Archives

- Offer a curated visit to the town library and archives that emphasizes original materials from the late 1700s.

- Focus on “wow factor” elements such as first-hand diaries, enlistment records, and early printed materials—documents that capture the emotional and ideological climate before and after the revolution.
- Include special attention to archival materials related to People of Color in the revolutionary narrative, drawing connections between their lived experiences and the broader fight for freedom.

Living History: Minutemen Reenactment

- Reenactment featuring minutemen in full gear to bring the revolutionary spirit to life.
- Consider incorporating elements that nod to lesser-known facets—such as reenactments reflecting the roles of women or diverse patriots—to deepen the historical retelling.
- Set the scene at a historically significant location (for instance, near the site of the first provincial Congress—Wright Tavern—or in a traditional Concord setting) to create a vivid, immersive experience.

Integrated Media Engagement

- Utilize the weekend to capture content for the CBS Sunday Morning segment with Mo Rocca, framing Concord’s revolutionary story with a fresh, “Concord” angle.
- Facilitate interviews with key voices like Beth Van Duzer, local archivists (e.g., Nate Smith or Anke from the library archives), and figures from the Robins House—all of whom can offer first-person insights into Concord’s diverse historical narrative.
- Blend behind-the-scenes coverage with on-the-ground storytelling, ensuring that both the archival treasures and the reenactment’s energy are highlighted for a national audience.

Briefing Document:

Briefing Document: Concord250 Interview with Eric Spitznagel (NY Post)

Date: March 19, 2025

Interviewee: Gary Clayton, Co-Chair, Concord250 Executive Committee

Topic: The Concord250 Celebration – April 19, 2025

Contact: Brian Farber, 917-568-5066, brian@monumentsquare.llc

Previous Articles: [Eric Spitznagel](#)

Key Messaging

A Historic Milestone

- April 19, 2025, marks the 250th anniversary of the Battles of Lexington and Concord, the start of the American Revolution.
- This event honors the courage and commitment of those who fought for the principles of liberty, self-governance, and democracy.
- The anniversary serves as a national moment of reflection and unity, celebrating both our shared history and the ongoing evolution of the American democratic experiment.

Planning and Preparation

- Planning for Concord250 has been underway for several years, involving local, state, and national partnerships.
- Planning is not a response to the President's Task Force 250 Executive Order.
- Extensive coordination has taken place with historical organizations, local government, and community groups to ensure a meaningful, inclusive, and educational commemoration.

Impact of Federal Funding Cuts

- While federal funding cuts have posed challenges for many, the event is largely town and state funded, which reduces our exposure.
- While we would always welcome more financial support, we are proceeding successfully due to strong community support and a sense of volunteerism, private sponsorships, and state and local contributions.

Addressing Division & Fostering Unity

- This celebration is an invitation to the nation to come together and remember what unites us as Americans.

- The American Revolution was about fighting for shared ideals, and we must continue striving toward those principles today.
- We are a young nation, still in evolution from the revolution—still growing, still learning, and still working toward a more perfect union.
- For all who attend, this is a moment to step beyond individual corners, meet in the middle, and reflect on what we hope for our children and the future of our democracy.

Potentially Sensitive Topics & Response Strategy

Political Divisions & Protests

- Redirection to unity: “This event isn’t about politics—it’s about remembering what brought us together at the North Bridge in Concord and what still binds us today. Our goal is to honor the past while looking toward a shared future.”

President’s Invitation & Town Sentiment

- Neutral, welcoming stance: “The invitation is extended to all. This is a commemoration for every American, regardless of political affiliation. The story of 1775 belongs to all of us.”

Security & Potential Demonstrations

- Focus on community spirit: “We expect a peaceful and respectful commemoration that reflects Concord’s longstanding tradition of civic engagement and historical appreciation.”

Closing Key Message

As we commemorate the 250th anniversary of the American Revolution, we remind ourselves that our democracy, like our nation, is still growing. Concord250 is not just about history—it’s about our future. We welcome all those who call the United States home, to join us in celebrating our shared journey.

Key Facts by the Numbers:

- 1875 centennial and 1975 bicentennial, President Grant and President Ford attended, respectively.
- 100K – 160K estimate of visitors to Concord in 1975 depending on source (latter is NY Times estimate from 1975).
- 18,491: Concord population based on 2020 Census (for comparison).
- 1,800 parade participants.
- 55 parade “units”.
- 3.5-mile parade, longer than the annual Patriots Day parade to accommodate a larger number of spectators.

Event Schedule (Highlights)

- **6:00 am:** [Dawn Salute](#)
- **6:00 am – 8:30 am:** [Parade Staging](#)
- **8:30 am:** [Parade Step Off](#)
- **9:30 am:** [North Bridge Ceremony](#)
- **Midday:** Parade concludes back in Concord Center
- **2:30 pm – 7:30 pm:** Concord Block Party: Various Activities and Performances in/around Monument Square
- **7:30-8:45 pm:** Concord250 “Patriots Light” Drone Show [Monument Square; drones begin at approx. 8:15 pm]

###

Art, Literature & Music

As the minutes of our 250th Art, Literature & Music Subcommittee have recorded, our members have been busy and enthusiastic about our mission :

“To promote diverse, stimulating and entertaining programs, events and original pieces to commemorate the 250th anniversary of the 1775 battle in Concord and the beginning of the American Revolution, reaching out to as many people as possible to stir interest, suggestions and attendance.”

Since our first meeting on July 20, 2022, our members, primarily representing the cultural organizations and groups in Concord, have met monthly with lapses for a summer break. The members have formed a comfortable bond, sharing information, supporting each other’s ideas and collaborating to enhance the projects. While our primary focus was preparing for April 19th 2025, the drum roll of events began in 2024 and will continue through 2026. We appreciated ideas and support from the Chairs of the 250th Community Participation and Communications Subcommittees and others, as well as from Town Staff. It was a collaborative effort to get many things done.

The list below of programs to date indicates the breadth and depth of activities. However, several are not listed because they didn’t get publicity as “events”. They were projects to support the events and celebration generally. These include the creation of the Wayfinding Sign at the Visitor Center, a 250th sign in front of the library, the large Concord250Lantern and the April 19th afternoon Block Party and the ongoing library 250th project called Monumental Re(Make).

The Wayfinding Sign came to be after an earlier attempt was made to redo the mural at the Concord Depot. Beth Williams at the Visitor Center welcomed the idea to have a large map of the Concord Center sites indicating the distances to walk to them. Margot Kimball of Art for All recommended the artist Steve Bermundo to do the art work. Crosby Design made the structure and installed it after approval was gained from the Historic Districts Commission and the Select Board. Mimi Graney

facilitated this project and provided the funds through a grant.

A second sign was later designed and installed on the wall of the Concord Provisions store across from the Concord Depot to help visitors navigate their way around. That helped add information for travelers. Converting the prominent sign on the library lawn from a temporary library anniversary sign to a 250th sign also was a bonus to add more 250th “bling”.

The large Concord250 Lantern took many months to bring to fruition. Excitement was garnered through the making of small paper lanterns that Holly Cratsley helped to promote. Art For All held four workshops to provide supplies and instructions. With the creative and energetic support of Richard Fahlander we gained more clarity for the concept of a 10 ft Lantern on a 2 ft podium with wheels attached to be able to roll it from location to location as needed to highlight the venues for each 250th event. Billy Crosby again built the structure with an ingenious candle “flame” that appeared to be lit even during the day. Funding was finally secured from local businesses (Newbury Court as Lead Sponsor and Concord Lamp and Shade, Barrow Bookstore, Revolutionary Concord, Wright Tavern, Southbridge Boathouse) and individuals to have the lantern make its first appearance at a lighting ceremony at the Concord Museum. To mimic the historic battle road ride, bike riders took a LED torch from Boston along the route of Paul Revere’s Ride to light the large Lantern as attendees cheered.

When the Music Festival for the afternoon of April 19th couldn’t be executed, we were concerned about the void of entertainment between the traditional morning parade and the planned evening Drone Show. We discussed possible activities and were fortunate to have Zannah Noe join us in putting our ideas together to coordinate a Block Party. This was done in only three months. The exciting offerings during this Block Party fully captured the community spirit of the 250th. (see Block Party’s separate report)

The Concord Free Public Library hosted a special 250th project in their Workshop space to recreate Daniel Chester French’s iconic Minute Man statue using its 3-D printer. This was especially popular with families who made small personalized blocks to become part of the 5 ft statue.

The first events on our list were done by the Concord Museum. Staff member, Allison Shilling was the representative from the Museum on our committee and a great liaison to the History and Education Subcommittee. On May 21, 2024 Historian Matthew F. Delmont spoke about his new book: [The Heroic Story of African Americans Fighting WW11 at Home and Abroad](#). June 18, 2024 the museum featured Firefly Theatre Workshop reimagining Margaret Fuller and Ralph Waldo Emerson's friendship set in today's world. Through the summer of 2024 the museum's exhibit entitled "What Makes History?" showed how the things we keep matter for the stories we tell.

September 8, 2024 Charles Ives' "Concord Sonata" was performed by Canadian pianist Louise Bessette at 51 Walden.

October 2, 2024 the Concord Museum opened "Making the Presidency: John Adams and the Precedents that Forged the Republic."

October 6, 2024, Concord Prison Outreach held a Naming Dedication at the Concord Reformatory Cemetery.

December 14, 2024 the Concord Chorus presented a Concord250th concert titled "Lift Up the Light" at the Middlesex School Chapel.

January 16, 2025 Awhil Amar spoke on The US Constitution at the Concord Museum with the subject : "The Words that Made Us: America's Constitutional Conversation, 1760-1840".

February 7, 2025 the Concord Conservatory of Music held a concert: "Music & Rebels" that included a commissioned piece for the 250th.

February 28- March 23, 2025 The Umbrella Arts premiered "Where We Belong" in their Black Box Theater. The one woman show by Monhegan theater-maker Madeline Sayet explored timely questions about geographic borders and cultural legacies.

March 4, 2025 CCHS and Lexington High School bands presented a 250th concert: "Sound Revolutions" with a commissioned piece.

March 15, 2025 Concord Free Public Library captivated an audience in its Rotunda when Pete Sykes presented a harpsichord recital themed for the 250th.

March 23, 2025 the Concord Women's Chorus showcased member Diane Taraz who sang, told stories and played instruments from the Colonial period that revealed the life of those times.

March 23, 2025 Concord250 Lantern Lighting Ceremony took place early evening on the lawn of the Concord Museum. After several days at the Museum that Lantern would start its journey around the town to attract attention for another 250th event. Richard Fahlander had a team of volunteers for this detail.

March 28, 2025 was the opening of the first of three exhibitions: "Whose Revolution" at the Concord Museum.

March 29-30, 2025 the Concord Orchestra presented "American Heritage" with Richard Sebring from the Boston Symphony and a commissioned work by Jeff Beal for the 250th.

April 10 through the Fall of 2025 The Umbrella's exhibition took place at the Brister Hill Loop a section in the Walden Woods where Brister Freeman, an enslaved man lived after winning his freedom by serving in the Revolutionary War.

April 3, 2025 Concord Art opened their 250th exhibition titled : "Liberation Textiles: Our Social Fabric".

April 5 -June 30, 2025 the Monroe Gallery in the CFPL displayed selections from the William Monroe Special Collections and Town Archives of art, photographs, broadsides, Town records and ephemera from past celebrations of the 1775 anniversary.

April 5, 2025 Professor Michael Halltem gave a talk: "Concord and the Memory of the American Revolution" at 2pm.

April 5, 2025 at 7:30 pm Stephen Dury presented a solo piano concert with works of Bach, Beethoven and the “Concord Sonata” in the CFPL.

April 9,2025 Concord Art held a 250th event : Storytelling Night with the theme of Freedom

April 10-11, 2025 Concord Museum gave a program : “1775 Conference, A Society on the Brink of War and Revolution” in conjunction with the David Center for the American Revolution at the American Philosophical Society and the Mass Historical Society.

April 11, 2025 The Concord Band Spring Pops commemorated the Concord 250 with “North Bridge Portrait” by Stephen Bulla

April 14-June 14, 2025 the Umbrella Center for the Arts hosted an ambitious outdoor and indoor public and gallery art exhibition: “Weaving An Address”.

April 17, 2025 Filmmaker Ken Burns shared an early look at his new documentary “The American Revolution” at CCHS with a reception in the Goodwin Forum at CFPL beforehand

May 3, 2025 the Concord Women’s Chorus 250th concert :” Still Heard Round the World: a celebration of music written by and for women” was given at Trinity Church

May 10, 2025 the Concord Chorus’s Spring concert themed to the 250th took place at St Camillus Parish in Arlington, the former Menotomy on the 1775 battle road.

May 16, 2025 Concord citizen Tanya Barteveyan delighted the audience at TriCon Church with her piano recital: “Freedom, Courage, Love.”

June 2-6, 2025 Concord Art held a plein air painting event with artists painting local historical scenes.

June 20-22, 2025 The Concord Players presented “Songs for a New World” as a Concord250th event.

COMMUNITY ENGAGEMENT & PUBLIC TALKS

BOOKS

Bohy, Joel, Douglas Scott. *Bullet Strikes from the First Day of the American Revolution*, Andrew Mowbray Incorporated – Publishers, Woonsocket, Rhode Island.

Wood, David F. *Eyewitness to Revolution: The American Revolution Collection at the Concord Museum* Philadelphia, University of Pennsylvania Press, 2025.

van Duzer, Beth. “Restoring Their Legacy: Rediscovering Concord’s Fallen from the Revolutionary War” *Discover the Battle Road: A Commemorative Book*, 2025. pp 159 – 161.

PODCASTS

Bohy, Joel. *Bullet Strikes, Powder Horns & Archaeology Along Battle Road*, Revolution 250 Podcast with Professor Robert J. Allison, <https://www.buzzsprout.com/1336051/12346241>, February 28, 2023.

Bohy, Joel. *CSI Concord: New Research Into ‘The Shot Heard ‘Round the World’, No Lowballers* podcast, February 6, 2025,

van Duzer, Beth. “Concord People & Stories of the American Revolution” *Revolution 250 Podcast*. March 4, 2025.

<https://www.buzzsprout.com/1336051/episodes/16732365>

Wood, David F. “Far Post Podcast Presented by MA250: History Unites the Revs and the American Revolution” *The Far Post Podcast*, March 18, 2025.

<https://www.revolutionsoccer.net/news/far-post-podcast-presented-by-ma250-episode-1-march-18-2025>

Gross, Robert A. “Loyalty and Patriotism in the American Revolution with Robert A. Gross” *Revolution 250 Podcast*. March 25, 2025.

<https://revolution250.buzzsprout.com/1336051/episodes/16857431-loyalty-and-patriotism-in-the-american-revolution-with-robert-a-gross>

Bohy, Joel. *April Morning* movie review on the *Fighting on Film* podcast, April 17, 2025, <https://fightingonfilm.com/#LatestEp>

Bohy, Joel. *Exploring the Guns of Lexington and Concord: 250 Years of Insights from Historian Joel Bohy*, No Lowballers podcast, April 17, 2025,

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Bohy, Joel. *Bullet Riddled Artifacts: Objects of Memory from The First Day of the American Revolution*. Sharon Historical Society, June 8, 2023, Sharon, Massachusetts.

Bohy, Joel. *Guns, Ball, and Ball Strikes from the First Day of the American Revolution*. Arsenal of History symposium, August 23-26, 2023, Springfield Armory National Historic Site, Springfield, Massachusetts.

Gross, Robert A. *The Minutemen and Their World, an Evening with Robert Gross*, Westford250, January 29, 2024.

Bohy, Joel. *Dreadful Were the Vestiges of War: Bullet Strikes from the First Day of the American Revolution*, Lexington Veterans Association, April 8, 2024, Cary Library, Lexington, Massachusetts.

van Duzer, Beth. “More History of Concord” Concord Retirees After the Millenium Meeting, May 15, 2024.

van Duzer, Beth. “Concord250 Making a Difference” Concord250 Volunteer Meeting at the Concord Armory. May 19, 2024.

Bohy, Joel. *Arms, Ammunition, and Archaeology: A Scientific Look at April 19, 1775*, Minute Man National Historical Park, July 13, 2024, Battle Road Visitor Center, Lincoln, Massachusetts.

Bohy, Joel. *Elm Brook Hill Material Culture: What Might We Expect to Find?* AMDA class, Concord Armory, August 9-11, 2024, Concord, Massachusetts.

Gross, Robert A. *Acton and Concord’s Roads to Revolution* with Robert Gross, Acton250, October 23, 2024.

van Duzer, Beth. “Crowdsourcing the American Revolution” Concord Free Public Library, November 16, 2024.

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Gross, Robert A. 2024 Annual Meeting: The History of *The Minutemen and Their World*, Carlisle Historical Society, December 5, 2024.

<https://youtu.be/IJ2MVQrNzhg?si=1ozsdNqJ-TUeeYNY>

Bohy, Joel. “*tis impossible men can March or Fight without them:*” *Hingham’s Revolutionary Canteens*, Revisiting the American Revolution, Hingham Historical Society Lecture Series, January 26, 2025, Hingham, Massachusetts.

Bohy, Joel. *Bullet Strikes from the First Day of the American Revolution*, Acton 250th Lecture Series, January 29, 2025, Acton Town Hall, Acton, Massachusetts.

Bohy, Joel. *Behind-the-scenes look at military items from our collection*, Lexington History Museums, February 7, 2025, Lexington, Massachusetts.

van Duzer, Beth. “Telling a Better Story – Expand What You Know About Concord’s History” Concord Free Public Library, March 1, 2025.

<https://youtu.be/lk-AXQtOkbs?si=UH3WO4oT5Xj9d28x>

van Duzer, Beth. “Rediscovering Our Revolutionary War Veterans” Annual Friends of Sleepy Hollow Breakfast Talk. March 15, 2025.

Gross, Robert A. The Minutemen and their Wold – A Conversation, The Milldames of Concord Speaker Event, March 26, 2025.

Gross, Robert A. and Beth van Duzer. “Enslaved in the Cradle of Liberty” Concord Free Public Library. March 29, 2025.

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<https://www.youtube.com/watch?v=GSYqUPnozuE>

Bohy, Joel. *Arms, Ammunition, and Archaeology: Using New Methodologies to Study April 19, 1775*, Pursuit of History the Outbreak of War, April 4, 2025, Concord, Massachusetts.

Bohy, Joel. *Col. Barrett & Capt. Heywood: Supply Masters at Concord*, Minute Man National Historical Park 250th Lecture Series, April 13, 2025, Minute Man Visitor Center, Lincoln, Massachusetts.

Bohy, Joel. *Arms, Ammunition, Archaeology, and Bullet Strikes from the First Day of the American Revolution*, Stephen Ambrose Tours, April 15, 2025, Lexington Historical Museums.

Bohy, Joel. *April 19, 1775, Through Three Objects in the Lexington History Museums Collections*, April 17, 2025, Lexington History Museums.

van Duzer, Beth. "Volunteer Service on April 19th" Concord Middle School Day of Service Speaker. May 16, 2025.



*Exploring Democracy -
Past, Present and Future:
MA Provincial Congress Commemoration
Friday October 11, 2024
9:30 am - 4:30 pm*

First Parish in Concord and Wright Tavern

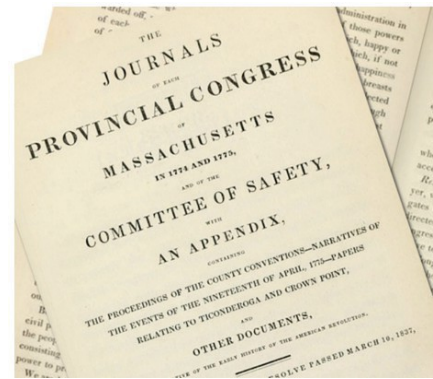
As you participate in this Provincial Congress, you will explore, learn and engage in discussions on rights and democracy.

Featuring speakers:

- Robert A Gross
- Woody Holton
- Manisha Sinha
- Lawrence Lessig.

This commemorative event is being sponsored by Concord 250, The Colonial Society of Massachusetts, REV250, and the Wright Tavern Legacy Trust.

Reception to follow at the Wright Tavern.



**Catered boxed lunch
available for purchase*

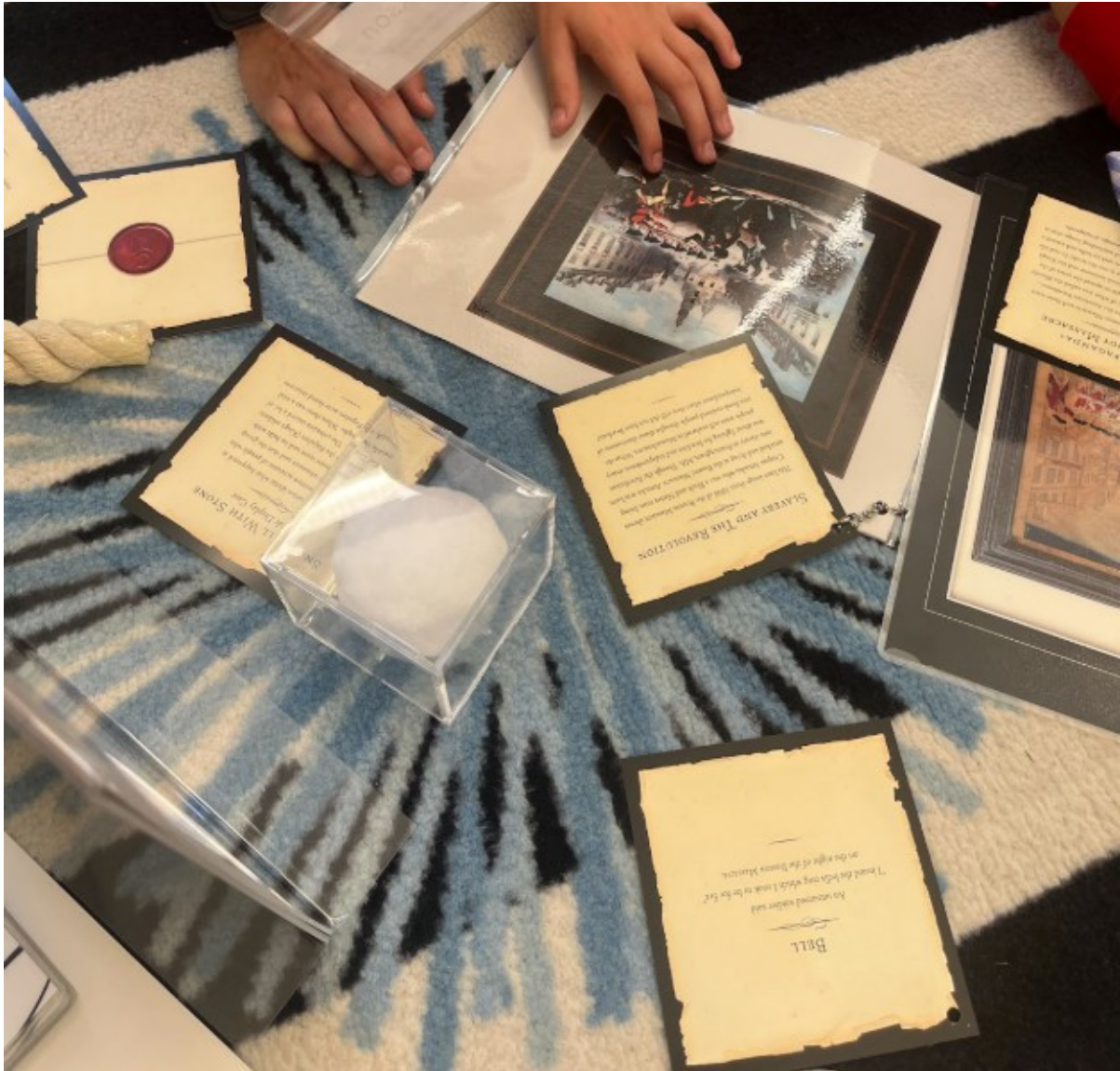




Courtesy Image credit: The Concord Museum



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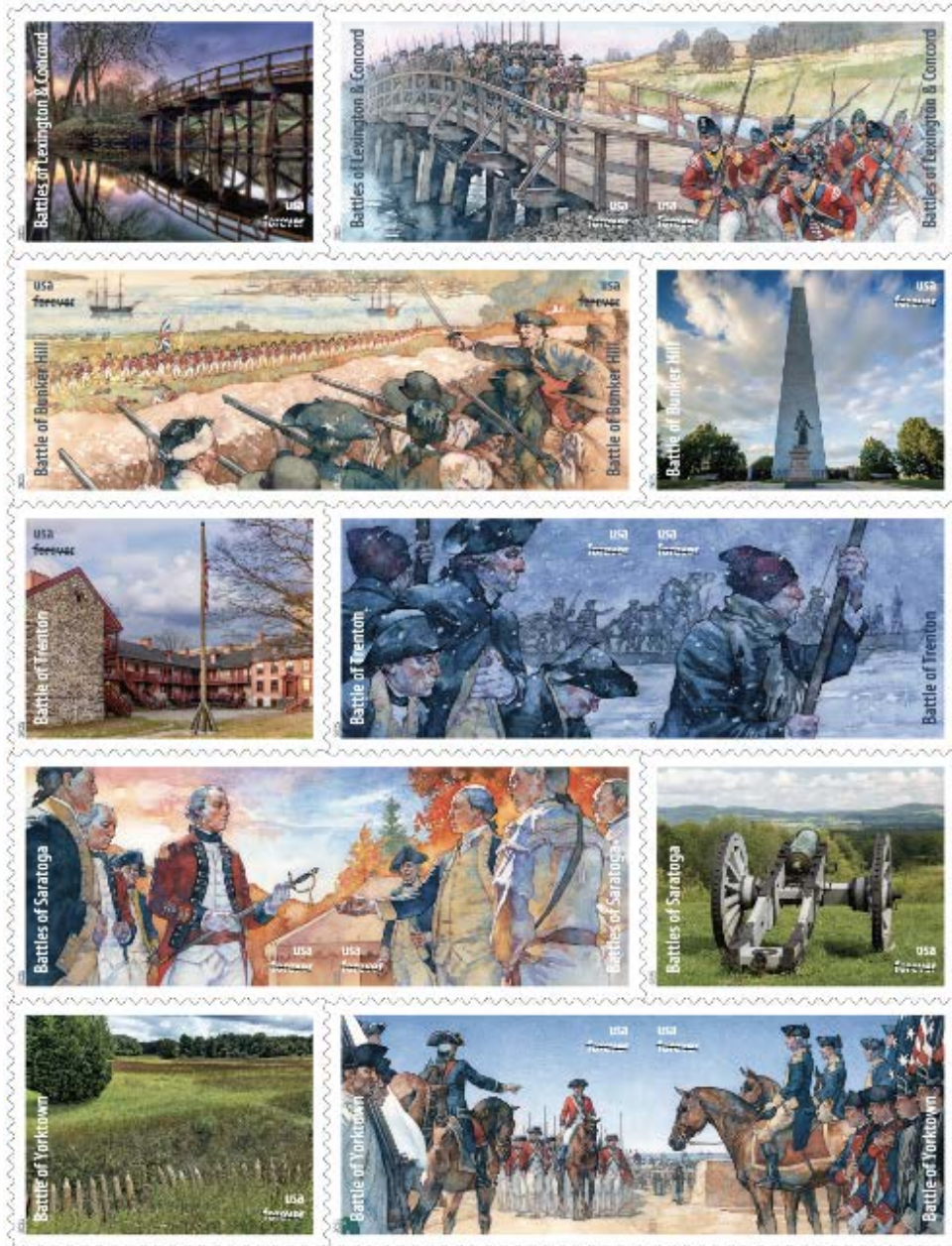


Courtesy Image credit: The Concord Museum



Courtesy Image credit: The Concord Museum

Battlefields of the American Revolution commemorative stamp



VISITOR SERVICES

Pedestrian Navigation Signage - 120 directional signs were placed throughout Concord to assist pedestrians seeking out key sites such as North Bridge, Wright Tavern, Orchard House and Walden Pond and the transit locations such as the Thoreau Depot MBTA and shuttle bus stops on Liberty Street. Estimated walk times on each encouraged event attendees to make their way to the attractions nearby and, for those sites unexpectedly far away, to be better informed before setting forth. The individual corrugated signs were placed and then removed by volunteers in the days just before and after the event.

Food Safety Program - Concord's Economic Vitality and Health Divisions worked together to offer food safety program to support small business participation and expand the capacity of community groups taking part in the 250th commemorations. The initiative included free training and a certification exam open to staff at all food businesses and to community organizations that regularly served food to the public such as churches, social clubs and function rooms. Approximately eighty individuals attended the four day-long sessions held at the Goodwin Forum at the Concord Free Public Library and obtained their ServSafe Food Protection Manager Certification. In addition, equipment grants were awarded to a total of sixteen businesses, with allocations of \$3,000 to farm stands and \$1,500 to other food establishments for mobile food operations. These funds were used to purchase commercial grade freezers and refrigerators, mobile hot and cold food-holding equipment, portable handwashing stations and more.

250th Benches - \$27,000 from the Mass Office of Travel and Tourism Destination Capital Grant and matching funds from ARPA Arts and Culture grant supported the installation of a set of 15 solid teak "Age Friendly" benches to facilitate pedestrian activity connecting Concord Center, North Bridge and the Thoreau Depot MBTA Commuter Rail, a stretch of 1.5 miles.

Wayfinding Signs - with the 250th Art, Literature and Music Subcommittee and the local artist Steve Bermundo, created two illustrated wayfinding map highlighting individual sites and walk times from the two points where the signs were installed. One at the Visitors Center at 58 Main Street and the other on the side of Concord Provisions at 73 Thoreau St opposite the MBTA Commuter Rail Station, assist visitors at these two key points. Funding was provided by the ARPA Arts and Culture grant.

Freedom's Silhouette - "Freedom's Silhouette" is a temporary art installation by Liz Helfer that honors the enduring fight for freedom, drawing inspiration from the 250th anniversary of the American Revolution and the lives of 19th-century Concord residents Henry David Thoreau and Ellen Garrison. The installation features two 6-foot-long benches with acrylic silhouettes of Thoreau and Garrison. The transparent acrylic allows viewers to see their own reflection alongside these historical figures, fostering a deep connection to Concord's heritage and broader themes of justice and freedom. The artwork was supported by the New England Foundation for the Arts (NEFA), the Metropolitan Area Planning Council (MAPC), and the Massachusetts Cultural Council. The site for installation in Monument Square along with companion events supported as part of the Concord Center Cultural District programming, served to highlight the area proposed for the permanent 250th memorial.