Town Of Concord

2017 Annual Report

CONCORD AT A GLANCE

Settled:	Incorporated 1635
Population:	Town Census as of January 2017 – 16,481
Miles of Road:	107
Area:	26 square miles
Elevation:	130 feet
Residential Tax Rate:	$14.07 per $1,000 of valuation
Form of Government:	Open Town Meeting / Select Board / Town Manager
Religious Institutions:	Catholic, Christian Science, United Church of Christ (2), Episcopal, Unitarian Universalist, Presbyterian, Society of Friends, Synagogue, Baha'i, Swedenborg, Non-denominational (3)
Hospital:	Emerson Hospital
Transportation:	MBTA Commuter Rail to Boston and Fitchburg; Commuter Bus to Boston; Council on Aging Van - weekday door-to-door transportation for seniors
Utilities:	Concord Municipal Light Plant; Concord Public Works provides water to most of the Town and a portion of the Town has sewer; National Grid supplies natural gas to the Town
Schools:	Preschools/Nursery Schools - several Public - 3 elementary; 2 middle; 1 regional high school, 1 regional career & technical high school Private - 2 elementary/middle; 2 high schools
Public Safety:	Full time Police and Fire Departments; Emergency service ambulance provided by Concord Fire Department
Recreation:	Municipal tennis courts, urethane track, fitness course and athletic fields; conservation land and trails for recreational use; municipal recreation center with year-round programs and outdoor teaching pool; municipal swim and fitness center, State swimming and picnicking facilities at Walden Pond; private health clubs, tennis, swimming and skating facilities.

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

ANNUAL REPORT OF THE TOWN OF CONCORD, MASSACHUSETTS

FOR THE YEAR ENDING DECEMBER 2017

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TOWN OFFICERS

ELECTED OFFICIALS

BOARD OF SELECTMEN
(Elected for three years)
Jane Hotchkiss (2018)
Steven Ng (2018)
Alice Kaufman (2019)
Thomas McKean (2019)
Michael Lawson (2020)

MODERATOR
(Elected for one year)
Carmin Reiss (2018)

SCHOOL COMMITTEE
(Elected for three years)
Heather Bout (2018)
Daniel Conti (2018)
Johanna Boynton (2019)
Robert Grom (2019)
Wally Johnston (2020)

HOUSING AUTHORITY
(Elected for five years)
Todd L. Benjamin (2018)
Richard W. Eifler-State Appointee (2019)
Edward Tar Larner (2019)
Hester Hill Schnipper (2021)
Linda L. Escobedo (2022)

BOARDS AND COMMITTEES

BOARDS ESTABLISHED BY STATE STATUTE

RETIREMENT BOARD
(Elected/Appointed for three years)
Peter J. Fulton (10/31/16-10/30/19)
Elected by Plan Members
Arnold Roth (1/1/13-12/31/18)
Appointed by Retirement Board
Brian Whitney (5/30/14-5/29/17)
Elected by Plan Members
Kerry Lafleur (5/31/18)
Appointed by Board of Selectmen
Mary Barrett – Indefinite
Ex-Officio Member

APPOINTED BY THE MODERATOR

FINANCE COMMITTEE
(Appointed for three years)
Richard Jamison (2018)
Linda Miller (2018)
C. Thomas Swaim (2018)
Philip C. Swain, Jr. (2018)
Triveni Upadhyay (2018)
Mary Hartman (2019)
John Hickling (2019)
Scott Randall (2019)
June Rzepczynski (2019)
Dean Banfield (2019)
Karle S. Packard (2020)
Thomas A. Tarpley (2020)
Brian Taylor (2020)
Peter Fischelis (2020)
Andrea Zall (2020)

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT
(Appointed for three years)
Carolyn H. Flood (2019)

APPOINTED BY THE SELECTMEN

AGRICULTURAL COMMITTEE
Dudley Goar (2018)
Lise Holdorf (2018)
Susan Macone (2018)
Brian Cramer (2020)
Stephen Verrill (2020)
Emily Wheeler (2020)
Associate Members
Carolyn Goethert (2018)
Jo-Ann Lovejoy (2018)

2229 MAIN STREET ADVISORY COMMITTEE
Paul Boehm (2018)
Leonard V. Rappoli (2018)
Pamela Rockwell (2018)
Frederick D. Seward (2018)
Ray Bruttomesso (2020)
Steven Ng -- Select Board Appointee
Deborah Farnsworth – BOH Appointee
Judith Zaunbrecher – NRC Appointee

BOARD OF APPEALS
(Appointed for three years)
John Brady (2019)
Stuart Freeland (2018)
Jim Smith (2020)
Associate Members:
Elizabeth Akhurst-Moore (2018)

AFFORDABLE HOUSING FUNDING COMMITTEE
Todd Benjamin (2018)
Sue Myers (2018)
Holly Darzen (2018)
Ruth Bennett (2018)
Elisabeth Elden (2019)
Ray Andrews (2019)

BRUCE FREEMAN RAIL TRAIL COMMITTEE
Kent Carlson (2018)
Gretchen Roorbach (2018)
James Lyon (2020)
John Soden (2020)
Suzanne Knight (2020)

COMMUNITY PRESERVATION COMMITTEE
(BOS Appointees – Appointed for 4 years)
Barbara Pike (2018) BOS Appointee
Dorothy Ortner (2019) BOS Appointee
Terri Ackerman (2020) BOS Appointee
John Cratsley (2021) BOS Appointee
(Standing Committee Appointees)
Greg Higgins (2019) NRC
Geoffrey Taylor (2017) Historical Comm
Diann Strausberg (2019) Historical Comm
Peter Ward (2019) Recreation Comm.
Linda L. Escobedo (2022) Housing Authority
Burton Flint (2022) Planning Board

COMPREHENSIVE LONG RANGE PLAN COMMITTTEE
(Terms Expire January 2018)
John Boynton, IV
Margaret Briggs
James Bryant
Peter Hunter
Wallace Johnston
Gary Kleiman
Barron (Tory) Lambert
Barbara Morse
Sharyn Lenhart
Nick Pappas
Wade Rubenstein
Elise Woodward
Judith Zaunbrecher

CONCORD CULTURAL COUNCIL
(Appointed for three years)
Alicia Hesse-Cleary (2018)
Thomas Martin (2018)
Janet Silver (2018)
Tracy Winn (2019)
Theresa Yanulavich (2020)

CONCORD HOUSING DEVELOPMENT CORP.
(Appointed for three years)
Jerry Evans (2018)
Philip Posner (2018)
Amir Viskin (2018)
Lee Smith (2019)
Barbara Morse (2019)
James Burns (2020)

CONSERVATION RESTRICTION STEWARDSHIP COMMITTEE
Kathy Angell (2018)
David Bell (2018)
Joan Wesolowski (2018)
John Ferguson (2019)
Neil Ryder (2019)
Maryann Lipper (2020)

DOG PARK FEASIBILITY COMMITTEE
Anne Umphrey (2018)
Deborah Richardson 2018)
Donald Shobrys (2018)
Susanne Jarnryd (2018)
Jeff Young (2018)
Kate Stout (2018)
Robert Schulman (2018)

FINANCIAL AUDIT ADVISORY COMMITTEE
Wally Johnston (2018) School Rep.
Michael Lawson (2018) SB Rep.
Thomas Piper (2018)
Carol F. Wilson (2019)
Arthur Fulman (2020)
Wendy Rovelli (2018) CMLP Rep.

HANSCOM FIELD ADVISORY REP.
(Appointed for one year)
Steven Ng (2018)
Alternate

HATS REPRESENTATIVES
Steven Ng
Robert Easton
Dorothy Ortner

HISTORIC DISTRICTS COMMISSION
(Appointed for five years term expires 1/1)
Dennis Fiori (2018) Library Corp
William Gregory (2019) Planning Board
Mark Giddings (2020) NRC
Justin King (2021) Selectmen
Nea Glenn (2022) Museum
Associate Members:
Luis Berrizbeitia (2019) Planning Board
Satish Dhingra (2020) NRC
Melinda Shumway (2021) Selectmen
Kathleen Chartener (2022) Concord Museum
Peter Nobile (2023) Library Corporation

HUGH CARGILL TRUST COMMITTEE
(Appointed for three years)
Paul LoVecchio (2018)
Susan Eckel (2019)
Judith A. Terry (2019)
Sally Clutter (2020)
Richard Gauthier (2020)

LIBRARY COMMITTEE
(Appointed for three years)
Matthew Boger (2018)
Sandy Shen (2018)
Tara Edelman (2019)
Beverly Gauthier (2019)
Carl Vause (2019)
Lindsay Howard (2019)
Mav Pardee (2020)

MAGIC/MAPC REPRESENTATIVE
Jane Hotchkiss (2018)

MASSPORT COMMUNITY ADVISORY COMMITTEE
Pamela Hill (2020)

MBTA REPRESENTATIVE
Wayne Miller (2018)

PERSONNEL BOARD
(Appointed for three years)
Claude Cicchetti (2018)
Susan Bates (2019)
Nancy Crowley (2019)
Ellen Quackenbush (2020)

PLANNING BOARD
(Appointed for five years))
Brook Whiting Cash (2018)
Robert Easton (2019)
Gary Kleiman (2019)
Matthew Johnson (2020)
Allen Sayegh (2021)
Burton Flint (2022)
Kristen Ferguson (2022)

PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE
(Appointed for five years)
Edward Murray (2019)
Robert Norton (2019)
John Arena (2020)
Thomas Valle (2021)
Trish Ng (2021)
Erin Logan (2021)
Julissica Rona (2022)

PUBLIC PRIVATE PARTNERSHIPP STUDY COMMITTEE
(Terms expired May 31, 2017)
Carol Aronson
Ingrid Detweiler
Miguel Echavarri
Abraham Fisher
Phil Gibson
Jean Goldsberry
Robert Grom
Dorrie Kehoe
Peter Mahler

RECORDS & ARCHIVES COMMITTEE
(Appointed for three years then indefinite appointment)
Ronald P. Bernard
Donald Blackmer
Sara W. Wilbur

REGISTRARS, BOARD OF
(Appointed for three years)
Kaari Tari
Patricia E. Gerty (2018)
Joanne Mente (2019)
Helen Brady (2020)

SuAsCo RIVER STEWARDSHIP COUNCIL
Elissa J. Brown (2018)

TAX FAIRNESS COMMITTEE
David Karr (2020)
ReinierBeeuwkes (2020)
John Mannheim (2020)
Walter Birge (2020)
Nancy Cronin (2020)
Jonathan Keyes (2020)
James Phelps (2020)

TAX RELIEF COMMITTEE
(Appointed for three years)
Helena Long (2018)
Stanly Black (2019)
Terry Rothermel (2020)

TRUSTEES OF TOWN DONATIONS
(Appointed for three years)
Thomas Doe (2018)
James Dohoney (2018)
Robert Donelan (2019)
Christine Ayotte-Brennan (2019)
Janet Friedman (2020)

WHITE POND ADVISORY COMMITTEE
(Appointed for three years)
Carmen Jaquier (2018)
Joan Kennedy (2019)
Cheryl Baggen (2019)
Evan Ricker (2020)

YOUTH COORDINATOR ADVISORY BOARD
Jeffrey Campbell (2019)
Laurel Gerdine (2020)
Tracey Marano (2020)
Lora Venesy (2020)

APPOINTED BY TOWN MANAGER WITH APPROVAL OF BOARD OF SELECTMEN

ASSESSORS, BOARD OF
(Appointed for three years)
Jim Sommer (2018)
Cynthia Rainey (2018)
Thomas Matthews (2019)
Andrea Okie (2019)
Christian Fisher (2020)
Associate Member
(Appointed for one year)

COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE
(Appointed for three years)
(TM Appointee – with BOS Approval)
Gilda Gussin (2018)
Bradley Hubbard-Nelson (2018)
Anne Moore (2018)
Bruce Blumberg (2019)
Alan Whitney (2019)
Janet Miller (2019)
Julie Kleyn (2020)
Sam Lines (2020)
Douglas Sharpe (2020)

COMMISSION ON DISABILITY
(Appointed for three years)
Thomas McKean (2018)
Linda Corbett (2018)
Marybeth Baker (2019)
Meryl Schwartz (2019)
Nora McShane (2019)
Lloyd Price (2020)
Jean Goldsberry (2020)
Jennifer Brooke (2020)

HISTORICAL COMMISSION
(Appointed for three years)
Electa Tritsch (2018)
Andrew Koh (2019)
Claire Gauthier (2019)
Nancy Nelson (2020)
Diann Ralph-Strausberg (2020)
Associate Member
(Appointed for one year)
Robert Gross
Melissa Saalfield

NATURAL RESOURCES COMMISSION
(Appointed for three years)
Jeffrey Adams (2018)
Judith Zaunbrecher (2018)
Gregory Higgins (2019)
Lynne Huggins (2020)
Charles Poutasse (2017)
Associate Members:
(Appointed for one year)

APPOINTED BY TOWN MANAGER

CEMETERY COMMITTEE
(Appointed for three years)
Paul Cooke (2018)
Carol Harney (2019)
Whitney Kocher (2019)
Gina Nasson (2020)
Andrea Solomon (2020)

CONCORD MUNICIPAL LIGHT BOARD
(Appointed for three years)
Dan Gainsboro (2019)
Gordon Brockway (2019)
Margaret B. Briggs (2020)
Lynn Salinger (2020)
Wendy Rovelli (2020)

COUNCIL ON AGING BOARD
(Appointed for three years)
Ann Schummers (2018)
Patty Keane (2019)
Michael Rudd (2019)
Carole Cushing (2019)
Sharyn Lenhart (2019)
Pam Hanson (2020)
Arthur Alcarez (2020)
Carol Ann Hannan (2020)
Milton Cohen (2020)

HEALTH, BOARD OF
Mark Haddad (2018)
Deborah Greene, MD (2019)
Ray Considine (2019)
Jill Block (2020)
Alma Healey (2020)

PUBLIC WORKS COMMISSION
(Appointed for three years)
Andrew Boardman (2018)
K.C. Winslow (2019)
Arthur S. Fulman (2020)
Toby Kramer (2020)
Peter Wallis (2020)

RECREATION COMMISSION
(Appointed for three years)
Paul Grasso (2018)
Peter Ward (2019)
John Carlton, (2019)
Casey Atkins (2019)
Peter Hunter (2020)

APPOINTED INDIVIDUALS

GENERAL GOVERNMENT	
Town Manager	Christopher Whelan
Assistant Town Manager	Kate Hodges
Inspector of Animals	Gabrielle P. White
Building Commissioner	Laurie Livoli
Inspector of Wires	Robert Prescott
Plumbing & Gas Inspector	Jim O'Reilly
Public Health Director	Susan Rask
Town Counsel	William L. Lahey
Workers' Compensation Agent	Amy Foley
PUBLIC SAFETY	
Civil Defense Director	Thomas Judge
Chief of Police/Constable	Joseph O'Connor
Constable	Joseph Topol
	Robert P. DiRenzo, Jr.
Dog Officer	Jennifer Condon
Assistant Dog Officer	Donna DeWallace
Fire Chief/Fire Warden	Thomas Judge
Municipal Right to Know Coordinator	Thomas Judge
PUBLIC WORKS & LIGHT PLANT	
Public Works Director	Richard Reine
Superintendent of Light Plant	David G. Wood
Town Engineer	William Renault
Water & Sewer Superintendent	Alan Cathcart
Highway & Grounds Superintendent	Daniel Rowley
Environmental Services Program Administrator	Rod Robison
COMMUNITY DEVELOPMENT	
Hanscom Field Advisory Committee Rep.	Carmin Reiss
MAPC Representative	Jane Hotchkiss
MBTA Advisory Board	Wayne Miller
Tree Warden	Richard Reine
SCHOOLS	
Superintendent of Schools	Laurie Hunter
HUMAN SERVICES	
Senior Services Director	Virginia Quarles
Library Director	Kerry Cronin
Recreation Director	Ryan Kane
Registrar of Veterans' Graves	Harold Nichols
Veterans' Agent/Director of Veterans' Services	Richard F. Krug
Burial Agents	Charles W. Dee & Richard F. Krug
ADA Coordinator	Kate Hodges
Community Services Coordinator	Bonnie Wilbur
FINANCE	
Town Appraiser	R. Lane Partridge
Town Accountant	Mary Barrett
Town Clerk	Kaari Mai Tari
Assistant Town Clerk	Patricia Clifford
Treasurer/Tax Collector/Finance Director	Kerry Lafleur
Deputy Treasurer/Collector	Patricia A. Robertson

SELECT BOARD

General Business
The Select Board is the elected representative of Concord citizens. It is responsible for overseeing the development and implementation of Town policy for all town matters other than the management of the school for which the elected School Committee has the responsibility and those issues mandated by State laws for various Commissions. The Select Board working closely with the Town Manager sets annual goals and objectives. It implements the decision of Town Meeting and sponsors Town Meeting Warrant articles and makes recommendations on Town Meeting Warrants. The Select Board makes appointments to the Town boards, committees and task forces; acts as the authority for granting of numerous licenses, and oversees the development of the operating and capital budgets. It also represents the Town in a variety of roles with Federal, State, regional and other local government agencies, as well as being the official point of acknowledgment for the many gifts, grants, and recognitions Concord gratefully receives. The Town Manager reports to the Board.

Select Board Agenda and Goals
It has been the practice of the Board to establish short and long-term goals and objectives to guide its deliberations and actions. These principles are:

Governance: Effective, Responsive, and Transparent with the goal of achieving citizen input at critical stages;
Financial Stability: Fiscal Responsibility and Financial Stability/Sustainability necessary to maintain its AAA bond rating;
Infrastructure: Sufficient, Well-maintained and Reliable Infrastructure;
Natural Resources: Protection and Enhancement of Natural Resources while allowing for maximum reasonable access;
Sustainability: Sustainable Management of Energy and Resources;
Quality of Life: Maintain and Expand a high level of Town service to its citizens;
Historical and Cultural Heritage: Preservation and Promotion of Historic and Cultural Heritage;
Diversity: Promote Economic and Social Diversity;
Balance and Equality: Balance and Equality among divergent individual, neighborhood and Town-wide interests; and
Regional and State Interests: Advancement of Concord's Interests in the Region and the Commonwealth.

The Board's goals and guiding principles help it maintain continuous and consistent progress while being mindful of the tax burden and expectations for Town services. Each member of the board takes this commitment to the Town to heart.

Communications
The Board continued its practice of meeting every other week, generally at 7:00 p.m. on Monday evening, with additional meetings as required. The Board held public hearings to gather citizen input into parking issues, a joint meeting with the Finance Committee and the School Board and a presentation by the Board of Assessors regarding the allocation of the FY18 tax levy among the four classes of real property and of personal property. To allow greater time for consideration of more substantive matters, the Board employs a consent calendar for routine and non-controversial matters such as gift acceptances and special licenses. The Board strives for greater transparency on all matters of Town Policy. Notices of Board meetings are posted with agenda items listed. Meetings are open to all interested Concord citizens and time is allotted for public comments. Copies of supporting materials for meetings of the Board are posted on the Town website. CCTV records the Board meetings and broadcasts live on Concord's local access cable channel (www.concordtv.org). The Concord Journal (www.concord.wickedlocal.com) and Concord Patch (www.concord.patch.com) both regularly report on the meetings of the Board. In addition, the Town Public Information Officer Erin Stevens oversees regular postings on social media and the Town's websites.

Members of the Board also meet with neighboring officials and the Town's representatives of the Massachusetts House of Representatives, Cory Atkins and State Senator Mike Barrett, as well as representatives of the MBTA as necessary.

When necessary, the Board meets in Executive Session for the purposes of discussing issues such as Litigation, Land Acquisition, and Labor Negotiations.

Boards and Committees
A hallmark of Concord since its founding has been citizen participation. The Town has three elected boards: the Select Board, the School Committee and the Housing Authority. Citizens also annually elect the Town Moderator. The Town's elected officials as well as citizen members of 65 other boards, committees, and commissions are all volunteers and demonstrate the extraordinary engagement town residents have with the democratic process of the Town. Volunteers are required to fill out a Green Card – (which can be done either in person at the Town House or on the Town's website at http://concordma.gov/greencard). Over 250 citizens serve and annually donate hundreds of hours of service.

The Board hosts a monthly Chair Breakfast, which provides an overview of recent or planned activities from each of the Town boards, committees or commissions in an informal information-sharing format. To further engage the citizens and to help ensure transparency, boards, committees, and commissions hold public hearings and forums throughout the year on a variety of matters. In addition, the Town hosts a number of public events each year such as CSEC's planned Cooler Concord Fair, the annual Agricultural Day, and welcoming Concord's Japanese sister city Nanae's visiting delegation. This year, a number of town officials were hosted by Nanae.

Left to right: Tom McKean, Mike Lawson, Jane Hotchkiss, Alice Kaufman, Steve Ng and Delia Kaye, NRC Director as they complete the Town of Concord's yearly perambulation.

Significant Milestones
The members of the Select Board remained the same, with Mike Lawson being elected to serve a second three-year term. Jane Hotchkiss succeeded him as Chair and Tom McKean became Clerk. Past Chairs who are now serving their second three-year terms also include Alice Kaufman and Steven Ng. Carmin Reiss was reelected Town Moderator. Kerry Lafleur entered her first full year as Finance Director for the Town. Long time Town Clerk, Anita Tekle, retired and was replaced by Kaari Mai Tari. Executive Assistant to the Town Manager Laurel Landry, retired in August after over thirty years of service to the Town.

Notable Issues

Long Range Planning Committee
The Committee met regularly and solicited input from town boards, committees, and commissions as well as the citizenry at large and will be presenting its report in 2018.

Affordable Housing
a) Affordable Housing Funding Committee: Pursuant to the amended Article 49 at the 2017 Town of Concord Annual Meeting, the Select Board appointed a committee to study the affordable housing goals of the Town and recommend appropriate measures to fund those goals. The Town currently has a Housing Production Plan which is submitted to the Select Board for approval and certification every 5 years which sets goals and recommends initiatives on how to achieve them.
b) The Concord Housing Development Corporation (CHDC) is a non-profit housing corporation established by special legislation in 2009 ("Act Establishing the Concord Housing Development Corporation") to be governed by a Board of Directors appointed by the Select Board. The Board discussed and amended the charge of the Corporation.

Public-Private Partnership Committee
The Public Private Partnership Committee reported to the Select Board its recommendations how the Town should review both new and existing public private partnerships. The Select Board adopted the recommendation that a public meeting would be held for any new Public Private Partnership over $150,000 to help ensure the public is aware of the proposed partnership and that on an annual basis the Town Manager would

review all existing partnerships at a public meeting.

Public Access to Open Space
Article 28 of the Annual Meeting was voluntarily withdrawn with the understanding that the general principles embodies in the Article would be addressed by the Board as a proposed Town Administrative Policy and included in the Concord Long Range Planning process.

Senior Tax Exemption: The General Court of the Commonwealth, Chapter 169 Acts of 2012 Chapter 10 of the Acts of 2016 passed Town Meeting and its implementation being developed by the Concord Board of Assessors.

Estabrook Woods Access Study Committee: After much review and citizen input, the Committee submitted its recommendations to the Select Board.

Bruce Freeman Rail Trail: The Bruce Freeman Rail Trial Committee continued to monitor the progress of the construction of the Trail and advise the public and receive input regarding the project. Members of the Committee served as liaison to the Trails Committee, West Concord Advisory Committee, White Pond Advisory Committee, Historical Commission, and the Concord Housing Development Corporation.

Nagog Pond: Although Concord began a permitting process for a new and required water treatment facility early in 2016 for Nagog Pond which the Town has owned since the late 1800's, the Town of Acton where the pond is located set unacceptable conditions on their permit. Efforts to negotiate removal of these conditions were unsuccessful and Concord has filed suit in Land Court.

The Affordable Housing Funding Committee, the Pollinator Health Advisory Committee and the Dog Park Feasibility Study Committee began holding their regular meetings by the conclusion of 2017.

At the Special Town Meeting held on April 25, 2017, the Town voted (unanimously) under Article 3 to accept the provisions of Massachusetts General Laws Chapter 40, section 8J to create a Commission on Disability which replaces Concord's Committee on Disability.

The Concord Select Board during a public hearing on parking at the Punkatasset Consevation area.

The Select Board organized a Workshop of Effective Governance for Concord's Committee and Board Volunteers which was held on September 23, 2017. Session 1 involved a discussion of the Open Meeting Law and the Public Records Laws by Town Clerk Kaari Mai Tari and a discussion of Ethics and Conflict of Interest Law by Town Moderator, Carmin Reiss. Session 2 focused on Effective Meeting Management by Select Board member Steven Ng. Session 3 had Lynn Huggins present "What you should know to run an effective public hearing" and Mike Lawson "How to Deal with Difficult Issues".

Gifts and acknowledgments
Concord citizens, visitors, and organizations continued their history of remarkable generosity to the Town. Concord was very fortunately to receive numerous gifts and the Select Board formally acknowledged all gifts in excess of $500.

- Alcott School Parent Teacher Group $1,000 to the Recreation Summer Programs Scholarship Fund
- Concord Parents League $1,000 to the Concord Recreation Summer Camp Scholarship Fund
- Picnic in the Park, Inc. $1000 to the Emerson Field Landscaping Improvements Gift Account
- Rebecca Sheen $1,000 to the Emerson Field Flagpole Gift Account
- Concord-Carlisle Community Chest $10,000 for Crisis Intervention Training for Concord Police Officers
- Cecilia Lemos $1,000 to the Carousel Preschool Gift Account
- Concord Free Public Library $1,000 to the Concord Free Public Library Gift Account
- The Boston Foundation $2,500 to the Thomas G. Curtin – Bobby Kargula Nanae Gift Account
- CIPS Parent Group $99,500 to the Playground at Ripley Gift Account
- Friends of Concord Carlisle Fields $50,000 to the Park and Tree Gift Account
- Picnic In The Park Inc. $1,500 to the Recreation Gift Account
- Raymond C. Holland $1,000 to the Beede Center Gift Account
- Concord Carlisle Youth Baseball Softball $7,700 to the Concord Public Works Gift Account
- Alpine Property Management Corp. $2,280 in the form of tree removal and pruning on Town land adjacent to Milldam Square Condominium.
- Jared Keyes $500 to the Beede Center Donations Gift Account
- Michael R. Lanagan $618 to the Concord Public Works Tree Gift Account
- Sudbury Valley Trustees $541.75 to Concord Public Works for the cost of materials to install additional National Wild & Scenic River signs on the Assabet and Concord Rivers
- Middlesex School $50,000 to the Police Communication Equipment Gift Account
- Belinda Smith $500 to the Beede Center Donations Gift Account
- Frederick & Elizabeth Lovejoy $500 to the Beede Center Donations Gift Account
- Charles & Gloria Clough $500 to the Beede Center Donations Gift Account
- CIPS Parent Group $2,800 to the Playground at Ripley Gift Account
- Bullock-Lawton, Inc. $2,000 to the Council on Aging Gift Account
- Concord-Carlisle Community Chest $11,123 to the Youth Coordinator Gift Account
- Concord-Carlisle Community Chest $24,335.50 to the Community Services Coordinator Gift Account
- Concord-Carlisle Community Chest $34,049 to the Council on Aging Gift Accounts

The Select Board wishes to thank Town Manager Chris Whelan, Assistant Town Manager Kate Hodges, Senior Administrative Assistant Andrew W. Mara, Finance Director Kerry Lafleur, and Administrative Manager Heather Brissette and all of the employees of the Town of Concord for their professionalism and dedication in serving the resident of Concord. We also wish to acknowledge and thank the hundreds of citizen volunteers willing to devote their time and skill to Town affairs and without whom the Town could not function.

TOWN MANAGER

Christopher Whelan, Town Manager

2017 started off on January 4 with a fire in the West Concord Fire Station that caused more than $2.5 million in damage to the structure and several vehicles. Fortunately, no one was injured in the fire and the town's insurance carrier fully coverage all losses. The station was re-opened in June with a new sprinkler system and other improvements.

Work was completed on several other construction projects during the year, including the completion of the new School Transportation Facility on Knox Trail which opened in August. In the fall, significant improvements were made at Rideout field to provide safer parking, a perimeter walking trail, and attractive landscaping. The purchase of the building at 55 Church Street allowed the consolidation of most of the town's Human Services operations onto the Harvey Wheeler Center campus. The structure included an unfinished third floor that is now hosting a Recreation Department presence in West Concord. And a groundbreaking ceremony for the long-anticipated Bruce Freeman Rail Trail was held in June, with completion of the trail expected in late 2018.

Town Clerk Anita Tekle retired in February with the community's well-wishes, and a very capable replacement, Kaari Tari, was appointed in May. Long-serving Fire Chief Mark Cotreau retired in August. His integrity and compassion will be missed. In December, thirty-year CFD staff member Tom Judge was promoted to replace him.

Town Meeting met in the high school gymnasium for the first time and took several noteworthy actions, including adopting a Tree Preservation Bylaw; adopting Energy Goals consistent with the Paris Climate Agreement of 2015 and providing funding for a Green House Gas emission study and hiring a Sustainability Director; and the adoption of a means-tested property tax exemption for Concord's seniors.

The broadband internet service offered by the Light Plant reached the level of 1,000 customers by year end. Customers have reported great satisfaction with the service.

Two significant legal matters arose this year. The Town's application to upgrade our water treatment facility at Nagog Pond was approved in April by the Acton Board of Selectmen with onerous and unduly expensive conditions. So it was necessary to appeal the conditions imposed on the special permit needed to expand the facility. And relative to the unpaved portion of Estabrook Road, a trail long used by the public for hiking and skiing, signs were installed indicating that the road is "private property". In October, a complaint was filed in the Land Court requesting that the defendants be barred from taking any action to prevent the public from using the road for pedestrian access and trail purposes. The decision to litigate in these two cases was difficult and challenging. But the goals in each case is to preserve the public's historic rights.

Several initiatives were proposed this year which were not well-received by residents, and the Select Board and Town Manager were asked to reconsider several decisions. Among these were implementation of the Parking Management Plan, which included pay-by-phone only meters on portions of Main Street; the proposed leasing of the cupola in the Emerson Umbrella building for a cellular telephone antenna which was opposed by neighbors. And CCTV's contract to provide public access television services was not renewed in favor of having town staff provide those services for better accountability and responsiveness. In each case, those initiatives will be given reconsideration in the coming year based on citizen feedback.

Town residents remained very active in town affairs with committees such as the Comprehensive Long Range Planning Committee and West Concord Advisory Committee delving deeply into issues of concern to the community. Concord continues to benefit from the community spirit and enthusiasm of residents who volunteer to work on town projects together with a very professional staff committed to Concord's continuing success as an excellent place to live, work and play.

INFORMATION TECHNOLOGY

Mark Howell, Chief Information Officer
Leslie Koplow, Information Technology Services Manager
Russ Gaulin, GIS and Application Integration Program Manager
Jill Moonheron, GIS Analyst
Open, Information Systems Technician

The Information Technology department is managed by the Chief Information Officer (CIO), Mark Howell, who reports to the Town Manager. The department's mission is to provide information systems and technology to support all Town Departments and Enterprises. In 2017, the IT department organization was modified to better accomplish this mission. A full-time position of IT Technical Services Manager was created to supervise the IS Technician, oversee end-user computing support and provide coordination of the Helpdesk and IT Service delivery. By adding a person to the full time staff, IT will be better able to keep up with the ongoing support requirements of the various departments.

In addition to approving the regular budget for the IT department, in 2017, Article 3 of the April Special Town Meeting authorized $1.5 million to be expended on technology improvement programs. Working with the Town Manager and other department heads, the CIO has identified the first project to be delivered under this program to be providing Online Licensing and Permitting for Concord citizens. Planning for this program began in 2017 with a review of needs, priorities and available products. Implementation of the project will begin in 2018. The funding will be used to acquire hardware and software, and to pay for professional services and project management to complete this and other designated projects over the next few years.

Key IT department accomplishments in 2017 included a major upgrade of the Town's e-mail system, which included updated SPAM filtering, URL protection and archiving. In addition, the Town's Internet Firewall was replaced and the Internet connection improved. Major application upgrades included: the NetDesigner fiber management software, the DSX building access control system, and the Futura electric Outage Management System (OMS). The telephone system was expanded to the new Knox Trail and Church Street buildings and a virtual Fax Server was added to help save paper and eliminate analog phone lines. The Geographic Information System (GIS) team deployed a new ArcGIS Server. As always, these projects required investments and improvements in servers, data storage, and workstation hardware. For example, the virtual server system software, VMware, which is the underlying platform for most of the Town's servers, was upgraded in October 2017.

IT provided support for a number of facilities-oriented efforts in 2017. IT infrastructure was installed for two new office buildings which opened at 37 Knox Trail and 55 Church Street and was removed from 105 Everett St. which closed. Regional Housing Services Office employees were relocated from 141 Keyes Rd to 37 Knox Trail and Concord Retirement System and Community Services employees were moved to 55 Church Street. The West Concord Fire station IT infrastructure was completely replaced as part of the reconstruction of the building after a fire. This involved fitting up a temporary fire station in West Concord while the repairs took place, and replacing much of the computer equipment that had been destroyed in the fire. Site security improvements across the town included adding video security cameras at the Nagog Pond Ozone treatment facility for the Water Department and adding key electric department substations to the DSX electronic building access system. The IT department also planned and coordinated technology for the April 2017 Town Meeting which was held in the Concord-Carlisle Regional High School Gymnasium for the first time.

Below is an outline of the responsibilities of the IT staff with more details of some of the 2017 accomplishments.

The CIO manages the IT department, consults with the Town's Senior Managers, and directs all major IT initiatives. The CIO is responsible for making capital investments in information technology such as servers, workstations, telephone systems, data networks, and information storage. The CIO also guides all major application system investments made by departments. This strategic focus emphasizes collaboration and coordination to address common needs in applications systems and business processes across departments. The IT Services Manager manages all aspects of end-user computing for Town employees. She supervises the Information Systems (IS) Technician. Her responsibilities include management of the IT help desk (staffed by a vendor); planning, purchasing and

overseeing replacement of all workstations, laptops, printers and other peripheral end user equipment by the IS Technician; writing and maintaining help desk procedures; coordinating support to individuals and departments; planning and managing internal IT projects, and helping departments with IT expenditures.

The IS Technician installs job-specific hardware, software, and applications and provides first-level technical support for the Town's phone system. The Town now owns and uses 385 workstations and laptops, representing a 4% increase over the number of systems in use last year. In 2017, the IS Technician planned and oversaw the replacement of 40 workstations and laptops which were approaching obsolescence, required an upgrade, or failed, and deployed approximately 16 new laptops for new initiatives. Of the 70-plus printers that were in use, 12 failing or obsolete printers were replaced (including 4 large multifunction copier/printers in key locations). Of the 6 plotters in use throughout the town, 2 plotters were decommissioned, and one new plotter deployed in its stead.

The IT department supports a variety of GIS systems used by employees and citizens. The GIS staff includes the GIS & Application Integration Program Manager, who focuses on the GIS server implementation and sharing data between multiple systems; and the GIS Analyst who maintains the data and publishes many of the maps available on the Town's web site. The team has been working to upgrade the GIS data repository to utilize a specialized GIS server. Over time the server will enable consistent data to be made available across applications, on the web and to mobile applications. During 2017, the GIS team conducted end-user GIS training for Town staff and published a quarterly newsletter which helps to keep everyone up-to-date on this important information asset.

We continued replacing physical servers with virtual servers and upgrading application servers to more current operating systems. Capacity was added to the servers by connecting an additional host to each of the CMLP and Public Safety Building server clusters. Running with three hosts per cluster permits better load balancing and resilience in the event of a hardware issue. Both of Concord's server sites are always processing work and each site provides backup for the other.

Data and voice communications are critical to municipal operations, and network requirements continue to grow rapidly. In order to address these needs and stay aligned with IT strategic direction, the Light department's telecommunications staff is also managed by the CIO. In 2017, the team upgraded the entire Internet Service core network, replacing the routers and switches with new, larger devices. The throughput of this network was increased 150% and the design capacity was increased by a factor of ten. This major upgrade is expected to enable the Broadband service to continue to grow for another four years. The telecommunications staff also supported the Town's operations by installing fiber-optic based connections to the new Town properties at 37 Knox Trail and Church St., and coordinating the telephone upgrade project at 141 Keyes Rd. This same staff continued to deploy internet service to residents and businesses as described in the CMLP Telecommunication Operations section of this Annual Report.

The need to provide network services continues to expand. In 2017, the CIO negotiated an agreement with the Town of Bedford to hire and share a Network Engineer. This employee will be employed by CMLP and will be part of the Telecommunication Division. They will also provide support to the Town of Bedford and to Concord's IT department. By sharing this resource, all three teams benefit from having access to a highly skilled network resource while offsetting expense. Effective Information Technology depends on a mix of hardware and software, personnel and business applications. Performing ongoing maintenance is critical to stability, security and functionality of the applications used by employees. So is planning for future needs. In 2017, multiple servers were upgraded to the latest operating systems. A utility billing system upgrade was completed even as we plan for a major system replacement by early 2019 for the Light Plant and Water & Sewer departments. IT also invested in a system to tighten up data management and improve access control, auditability of security privileges and protect data from loss.

In summary, the rate of technology change and the need for information continues to increase. Keeping our information secure and our systems available requires effort by IT, well-trained employees, and constant maintenance. Fortunately the Town has also been able to increase the resources expended on Information Technology over the past few years. Recent investments have resulted in more stable, secure, and functional platforms for Town operations. The new resources available from the technology improvement fund will enable IT to work with staff to bring more functionality to citizens through the Town's web site and mobile devices.

PUBLIC INFORMATION OFFICER

Erin Stevens

The role of Public Information Officer (PIO) was vacant from March 2017 to September 2017 as the Town searched for someone to fill the role left by former PIO Sean Dugan. In September, Erin Stevens, joined the Town of Concord as its new PIO. To ensure a community oriented aspect to the position, the new PIO began by spending time in the community getting to know Town employees, Business Owners, and community members.

Social Media
To shed light on the good that happens here in Concord, Feel Good Fridays was started on the Town's social media. This campaign highlights the positive aspects of the Concord community and is a positive engagement tool. An Instagram page was also started for the Town as yet another way to interact online with community members. The PIO continues to use social media as a tool to engage in two-way communication with the Concord community. The website continues to be updated and improved with feedback we receive from our citizenry.

Citizen Engagement
The Town began a relationship with Involved, a mobile app and website which allows citizens to answers questions directly from their elected officials with the push of a button. This mobile app will be further implemented throughout 2018.

Outreach
A Welcome Packet was created for new residents and the Visitor Center webpage was updated with the latest tour information, photos, and historical points of interest in anticipation of a robust tourism season at the Visitor's Center. Spring 2018 will see the Visitor Center's newly redesigned pocket maps.

Communication
The Public Information Officer continues to look for new ways to reach the Concord community in order to keep our residents well informed. This includes working with local community members on the Event Juggler community calendar and meeting with different interested community groups to improve two-way communication throughout the Town.

The Public Information Officer has also been working with the Town Clerk's Office, Recreation, and Health Department, among other Town Departments for coordination of public events such as the Road to Town Meeting series, hearings, and events such as the Annual Holiday Tree Lighting and Parade. The PIO also provides support to many different committees to ensure a positive experience during hearings, workshops, and events. The PIO serves as the Town's webmaster and provides photography for Town events.

Chief O'Connor provides a press update after a breaking and entering situation in Concord led to a police pursuit; PIO Erin Stevens assisted with media relations during and after the press conference.

The Town of Concord's Annual Holiday Tree Lighting and Parade

2017 ANNUAL TOWN MEETING

April 24, 25, 26, and 27

The Annual Town Meeting of 2017 was held in the Concord Carlisle High School gymnasium from April 24-27, 2017 pursuant to a Warrant signed by the Select Board on March 14, 2017 with the signed return of service on March 16, 2017 as inspected by the Town Moderator.

There were approximately 423 voters in attendance at the first session on Monday, April 24th; 921 at the second session on Tuesday, April 25th; 374 at the third session on Wednesday, April 26th; and 241 at the fourth session on Thursday, April 27th. The Town Meeting warrant was posted at the required locations at least seven days before the meeting and each session began not earlier than 7:00pm as required by Town bylaws.

Town Moderator Carmin Reiss called the meeting to order at 7:00 pm, having determined that a sufficient number of voters were present.

Ms. Reiss thanked Principal Mastrullo, School Committees, faculty, staff and students of the CCHS for accommodating the meeting. She also thanked Town staff from the Public Works Department, the Police Department, Finance Department, Town Clerk's Office, and Town Manager's Office for their varied roles in the successful administration of Town Meeting. Ms. Laurel Landry in the Town Manager's Office was especially thanked for her role as Town Meeting Coordinator for more than 20 years. All sessions were held in the gymnasium.

Upon a motion made by Mr. Lawson and duly seconded, Ms. Briggs was elected as Deputy Moderator who will carry out the duties of the Moderator if she is unable to serve.

Ms. Glazer was thanked for being the Town Meeting procedure resource person, available to assist any voter with process questions for the meeting, including drafting and presenting motions and amendments.

Ms. Reiss appointed Mr. Fisher as Head Teller who indicated that the Tellers were prepared. Mr. Carr was appointed as Head Ballot Supervisor, and Mr. Horwitz was appointed as Assistant Ballot Supervisor. Tellers and Ballot Counters were sworn in by the Moderator.

The flags of the United States and the Commonwealth of Massachusetts were brought forward by members of the Girl Scouts and Boy Scouts and were placed on the stages. All present were invited to stand and observe a moment of silence in preparation of the meeting.

Upon a motion made by Mr. Lawson and duly seconded, it was voted to omit the reading of the Warrant and return of service.

Upon a motion made by Mr. Lawson and duly seconded, it was voted unanimously to take up no new business after 10:00pm and to reconvene at 7:00pm on April 25 in the same location.

The minutes below document the warrant language and the votes (in separate boxes) that were passed by Town Meeting.

APRIL 24, 2017

WARRANT ARTICLE 1. CHOOSE TOWN OFFICERS

To choose all necessary Town Officers and Committees.

Article 1 VOTE
Upon a motion made by Mr. Lawson and duly seconded, it was voted unanimously that Article 1 remain open for such action thereunder as may be necessary and that the meeting take up Article 2.

WARRANT ARTICLE 2. HEAR REPORTS & CONSENT CALENDAR

CONSENT CALENDAR

Article 2 VOTE
Upon a motion made by Mr. Lawson and duly seconded, it was voted unanimously that the 2017 Annual Town Meeting advance for consideration Articles 3, 4, 5, 6, 8, 9, 10, 11, 22, 27, 31, 32, 33, 35, 37, 38, 44, 45, 53, 54, 55, and 56 and take action on such articles without debate on any of such Articles, provided, that upon the request of five voters at this Meeting, made before the vote is taken on this motion, an Article shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

WARRANT ARTICLE 3. MEETING PROCEDURE

Article 3 VOTE
It was voted unanimously under the Consent Calendar that the Town will adopt a rule of the meeting governing requirements on Motions and amendments to Motions made at this meeting under Articles concerned with expenditures, in order to assure compliance with the requirements of Chapter 59, Section 21C of the Massachusetts General Laws (generally referred to as "Proposition 2½"), or take any other action relative thereto.

WARRANT ARTICLE 4. RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS

To determine whether the Town will vote to ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows, or take any other action relative thereto:

1. Add the title "Beede General Manager" to Grade MP-4 effective May 17, 2016.

2. Add the title "Assistant Highway & Grounds Superintendent" to Grade MP-4 effective August 30, 2016.

3. Delete the title "Budget & Purchasing Administrator" from Grade MP-4 and replace it by adding "Budget & Purchasing Director" to Grade MP-5 effective August 30, 2016.

4. Add the title "Assistant Assessor" to Grade MP-3 effective August 30, 2016.

5. Add the title "Energy Specialist" to Grade MP-2 effective August 30, 2016.

6. Add the title "Customer Services Representative" to Grade AC-3 effective August 30, 2016.

Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between January 3, 2017 and April 24, 2017.

Article 4 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 4 as printed in the Warrant, including under clause 7, the change to the Classification and Compensation Plan voted by the Personnel Board and effective on February 22, 2017 to add the title "Facilities Maintainer" to Grade TCL-3.

WARRANT ARTICLE 5. CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS

To determine whether the Town will vote to amend the Classification and Compensation Plan for regular-status Town positions by adopting the following schedules to become effective July 1, 2017, or take any other action relative thereto:

CLASSIFICATION AND COMPENSATION PLAN
Effective July 1, 2017

ADMINISTRATIVE-CLERICAL

Grade Number & Class Title		Minimum	Mid-Point	Maximum
AC-1 Receptionist/Clerk Recreation Clerk	Hourly	16.55	19.90	23.25

		Minimum	Mid-Point	Maximum
AC-2 Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk	Hourly	18.48	22.22	25.96
AC-3 Customer Services Representative Senior Account Clerk Senior Department Clerk	Hourly	20.96	25.20	29.44
AC-4 Administrative Assistant Collections Assistant Retirement Assistant Treasury Assistant	Hourly	22.64	27.22	31.80
AC-5 Assistant Town Clerk Human Resources Assistant Senior Administrative Assistant	Hourly	24.20	29.09	33.98

Grade Number & Class Title		Minimum	Mid-Point	Maximum
AC-6 Finance Assistant	Hourly	25.03	30.10	35.17
AC-7 Executive Assistant to the Town Manager	Hourly	27.66	33.26	38.86

TRADES-CRAFTS-LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TCL-1 Building Custodian	Hourly	16.33	19.74	23.15
TCL-2 Building Maintenance Custodian	Hourly	18.45	22.30	26.15
TCL-3 Facilities Maintainer Water/Sewer System Maintainer	Hourly	20.30	24.54	28.78
TCL-4 Equipment/Line Operator	Hourly	22.71	27.48	32.24
TCL-5 Assistant Public Works Supervisor Crew Leader Senior Master Mechanic Treatment Systems Operator	Hourly	25.15	30.41	35.67
TCL-6 Senior Treatment Systems Operator	Hourly	28.25	34.17	40.08
TCL-7 Public Works Supervisor	Hourly	31.34	37.91	44.47

MANAGERIAL-PROFESSIONAL

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

Grade Number & Class Title		Minimum	Mid-Point	Maximum
MP-1 Associate Engineer Engineering Technician Public Information Officer Recreation Supervisor	Annual	44,962	56,393	67,823

Grade Number & Class Title		Minimum	Mid-Point	Maximum
MP-2 Administrative & Special Projects Coordinator Assistant Local Inspector Assistant Natural Resources Director Budget Analyst Energy Specialist Environmental Health Inspector Environmental & Regulatory Coordinator Field Lister GIS Technician/Analyst Information Systems Technician Office Accountant Public Health Inspector Senior Engineering Technician Senior Services Programs Supervisor Telecommunications Network Technician Utility Software Coordinator Water Conservation Coordinator	Annual	50,740	63,638	76,536
MP-3 Assistant Assessor Assistant Human Resources Director	Annual	59,870	75,092	90,313

		Minimum	Mid-Point	Maximum
Assistant Public Health Director				
Assistant Public Works Engineer				
Assistant to the Water/Sewer Superintendent				
Assistant Town Accountant				
Assistant Treasurer				
Childcare Services Manager				
Civil Engineer				
Customer Service Administrator				
Energy Conservation Coordinator				
Facilities Maintenance Supervisor				
Local Inspector				
Management Analyst				
Recreation Programs & Events Manager				
Retirement System Administrator				
Senior Budget & Operations Analyst				
Senior Environmental & Regulatory Coordinator				
Senior Information Systems Technician				
Senior Planner				
MP-4	Annual	64,007	80,280	96,552
Assistant Highway & Ground Superintendent				
Assistant Recreation Director				
Environmental Services Program Administrator				
Financial Administrator				
GIS & Application Integration Program Manager				
Operations Engineer				
Public Works Engineer				
Senior Services Director				
Telecommunications Coordinator				

Grade Number & Class Title		Minimum	Mid-Point	Maximum
MP-5	Annual	68,849	86,351	103,853
Assistant Library Director				
Assistant Town Engineer				
Budget & Purchasing Director				
Deputy Treasurer/Collector				
Facilities Manager				
Highway & Grounds Superintendent				
Natural Resources Director				
Police Lieutenant				
Public Health Director				
Town Clerk				
Town Planner				
MP-6	Annual	75,873	95,161	114,448
Assistant Fire Chief				
Building Commissioner				
Police Captain				
Recreation Director				
Town Accountant				
Town Assessor				

		Minimum	Mid-Point	Maximum
Town Engineer				
Water/Sewer Superintendent				
MP-7	Annual	86,879	108,965	131,051
Assistant Town Manager				
Director of Planning & Land Management				
Human Resources Director				
Library Director				
MP-8	Annual	96,792	121,399	146,005
Chief Information Officer				
Fire Chief				
Police Chief				
Public Works Director				
MP-9	Annual	106,079	133,049	160,018
Finance Director				

ELECTRICAL LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EL-1	Hourly	18.00	21.77	25.54
EL-2	Hourly	22.85	27.63	32.41
Lineworker, Grade 3				
Meter Technician				
EL-3	Hourly	28.99	32.77	36.55
Lineworker, Grade 2				
Utility Electrician				
EL-4	Hourly	35.99	40.70	45.40
Lineworker, Grade 1				
EL-5	Hourly	37.69	42.61	47.53
Lead Lineworker				

		Minimum	Mid-Point	Maximum
EL-6 Line Supervisor	Hourly	40.59	45.89	51.19

ELECTRICAL MANAGEMENT

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

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EM-1 Meter Supervisor	Annual	61,287	73,681	86,074
EM-2 Electrical Engineer	Annual	77,728	93,444	109,160
EM-3 Assistant CMLP Director Power Supply & Rates Administrator	Annual	92,458	111,153	129,847
EM-4 CMLP Director	Annual	113,103	135,971	158,839

SWIM & FITNESS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
SF-1 Swim/Fitness Specialist	Hourly	11.00	35.50	60.00

HUMAN SERVICES

Grade Number & Class Title		Minimum	Mid-Point	Maximum
HS-A Human Services Assistant	Hourly	11.00	18.00	25.00
HS-1 Human Services Specialist	Hourly	15.25	25.13	35.00
HS-2 Child Care/Education Specialist	Hourly	15.25	28.63	42.00

Article 5 VOTE
It was voted unanimously under the consent calendar that the Town take affirmative action on Article 5 as printed in the Warrant.

WARRANT ARTICLE 6. PERSONNEL BYLAW AMENDMENT

To determine whether the Town will vote to amend Section 15 of the Personnel Bylaw as follows,

Delete all text and replace with the following:

"Each regular employee may be granted up to three (3) days of paid personal leave during each fiscal year; personal leave for regular part-time employees shall be pro-rated. Personal leave may be used by the employee for any personal reason; however, the scheduling of such leave must be approved by the appropriate department head. Any unused personal leave shall be forfeited upon separation of employment. Town Personnel Policies and Procedures may provide further definition of the accrual and use of personal leave."

or take any other action relative thereto.

Article 6 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 6 as printed in the Warrant.

WARRANT ARTICLE 8. MUNICIPAL BUILDING RENOVATIONS

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of $350,000, or any other sum, for remodeling, reconstructing or making extraordinary repairs to municipal buildings, said funds to be expended under the direction of the Town Manager, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 8 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 8 as printed in the Warrant, in the amount of $350,000 from borrowing under the provisions of Chapter 44, §7(1) of the Massachusetts General Laws or any other enabling authority.

WARRANT ARTICLE 9. PUBLIC SAFETY COMMUNICATIONS EQUIPMENT

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of $225,000, or any other sum, for the purchase of public safety communications equipment, said funds to be expended under the direction of the Town Manager, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 9 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 9 as printed in the Warrant, in the amount of $225,000 from borrowing under the provisions of Chapter 44, §7(1) of the Massachusetts General Laws or any other enabling authority.

WARRANT ARTICLE 10. FIRE ENGINE #8 REPLACEMENT

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter

44 of the Massachusetts General Laws, the sum of $575,000, or any other sum, for the purchase of a new Fire Pumper Truck and any necessary related equipment, said funds to be expended under the direction of the Town Manager, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 10 VOTE
It was voted unanimously under the consent calendar that the Town take affirmative action on Article 10 as printed in the Warrant in the sum of $575,000 from borrowing, under the provisions of Chapter 44 §7(1) of the Massachusetts General Laws.

WARRANT ARTICLE 11. AMBULANCE #1 REPLACEMENT

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of $260,000, or any other sum, for the purchase of a new ambulance for the Fire Department, and any necessary related equipment, said funds to be expended under the direction of the Town Manager, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 11 VOTE
It was voted unanimously that the Town take affirmative action on Article 11 as printed in the Warrant in the sum of $260,000 from borrowing, under the provisions of Chapter 44 §7(1) of the Massachusetts General Laws or any other enabling authority.

WARRANT ARTICLE 22. PEG ACCESS AND CABLE-RELATED FUND

To determine whether the Town will vote to appropriate from the PEG Access and Cable-Related Fund the sum of $560,000, or any other sum, said funds to be expended during the fiscal year commencing July 1, 2017 under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the license agreement, of which the sum of $360,000 is the estimated license revenue to be received during FY2018 in accordance with the license agreement and the sum of $200,000 shall be allocated from the available fund balance, or take any other action relative thereto.

Article 22 VOTE
It was voted unanimously under the consent calendar that That the Town take affirmative action on Article 22 as printed in the Warrant, in the amount of $560,000.

WARRANT ARTICLE 27. COMPREHENSIVE MUNICIPAL FACILITY NEEDS STUDY

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of $250,000, or any other sum, to be expended under the direction of the Town Manager for the purposes of financing the cost of a comprehensive analysis of municipal facility and space needs, including public safety, public works, planning, human services and general government space needs, and including related consulting services such as engineering, surveying, geotechnical, and architectural services, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 27 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 27 as printed in the Warrant, in the amount of $250,000, from borrowing under the provisions of Chapter 44, §7(7) of the Massachusetts General Laws or any other enabling authority.

WARRANT ARTICLE 31. BRUCE FREEMAN RAIL TRAIL – GRANT OF EASEMENT TO MBTA (cc)

To determine whether the Town will vote to authorize the Select Board to grant or deed easements over a parcel of land owned by the Town as follows: Parcel 2196-2, 6B Commonwealth Ave. (Deed Book 11800, Page 501), as shown on GIS maps dated January 3, 2017 and on file with the Town Clerk, for the purpose of exclusive use of six parking spaces by the MBTA in exchange for an easement granted by the MBTA to the Town to allow the improved multi-use rail trail for non-motorized transportation, open space, and recreation purposes and for all other purposes for which rail trails are now or hereafter may be used in the Commonwealth, or take any other action relative thereto.

Article 31 VOTE
It was voted unanimously under the consent calendar that the Town take affirmative action on Article 31 as printed in the Warrant.

WARRANT ARTICLE 32. ACCEPT EASEMENTS – BROOKSIDE SQUARE DEVELOPMENT

To determine whether the Town will vote to authorize the Select Board to accept easements associated with the Brookside Square development on Beharrell Street in West Concord as shown on the following easement plans prepared by Control Point Associates, Inc.: 1) Beharrell Street Extension Right of Way Easement dated through June 8, 2016 for the perpetual public access over the Beharrell Street Extension Right of Way Easement by foot, bicycle or motorized vehicle, including the ongoing maintenance and repair of the paved roadway and pedestrian routes; 2) Public Access and Recreation Easement dated through May 11, 2016 for the purpose of providing a recreational walking path constructed to connect to the Bruce Freeman Rail Trail and other public paths as they now exist or may exist in the future, for the benefit of the public; and, 3) Post Office Easement dated March 30, 2016 for perpetual public access by foot, bicycle or motorized vehicle over land associated with the West Concord Post Office, all as on file with the Town Clerk, or take any other action relative thereto.

Article 32 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 32 as printed in the Warrant.

WARRANT ARTICLE 33. GRANT OF EASEMENT TO W.R. GRACE

To determine whether the Town will vote to authorize the Select Board to grant or deed easements, on terms and conditions acceptable to the Select Board, over a parcel of land owned by the Town at 37 Knox Trail, Acton, MA and 214Y Main Street, Concord, MA, for the purpose of providing access to W.R. Grace & Co—Conn. and its subsidiaries, affiliates, consultants, contractors, or agents (collectively "Grace") to said parcel for Grace to access, construct, maintain, repair, inspect, and sample groundwater monitoring and extraction wells and associated lines, piping, connections, equipment, and appurtenances on said parcels to the extent and in the manner required by the United States Environmental Protection Agency or the Massachusetts Department of Environmental Protection, or take any other action relative thereto.

Article 33 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 33 as printed in the Warrant.

WARRANT ARTICLE 35. ZONING BYLAW AMENDMENT - SITE PLAN REVIEW FOR RELIGIOUS USES, EDUCATIONAL USES AND CHILD CARE FACILITIES

To determine whether the Town will vote to amend the

Zoning Bylaw Section 11.8.7.1 Site Plan Review for religious uses, educational uses and child care facilities to delete the words ",sound and sight buffers, and preservation of light and air" from subsection (e) so that the Section reads as follows:
11.8.7.1 In reviewing the site plan submittal for religious uses, educational uses and child care facilities, the following issues shall be considered:
(a) Relationship of the bulk and height of structures and adequacy of open spaces to the natural landscape, existing buildings and other community assets in the area and compliance with other requirements of this Bylaw, which includes, but is not limited to, building coverage requirements, yard sizes, lot areas and setbacks.
(b) Physical layout of the plan as it relates to convenience and safety of vehicular and pedestrian movement within the site, the location of driveway openings in relation to traffic or to adjacent streets and, when necessary, compliance with other regulations for the handicapped, minors and the elderly.
(c) Adequacy of the arrangement of parking and loading spaces in relation to the proposed uses of the premises.
(d) Physical lighting of the site, especially the adequacy of the method of exterior lighting for convenience, safety and security within the site and for protection of neighboring properties, roadways and the night sky.
(e) Protection of adjoining premises against seriously detrimental uses by provision for surface water drainage.
(f) Adequacy of the methods of disposal of refuse and other wastes resulting from the uses permitted on the site.
(g) Adequacy of fire protection measures.

or take any other action relative thereto.

Article 35 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 35 as printed in the Warrant.

WARRANT ARTICLE 37. ZONING BYLAW AMENDMENT NONCONFORMING SINGLE AND TWO FAMILY RESIDENTIAL STRUCTURES

To determine whether the Town will vote to amend Zoning Bylaw Section 7.1.5 Nonconforming Single and Two Family Residential Structures to insert in the second sentence after the words gross floor area the phrase "excluding basements, open or screened porches, and decks," and to insert a new subsection "(d) extension of a structure by more than fifty percent (50%) is based on the aggregate of all expansions undertaken within a consecutive five year (5) period." so that Section 7.1.5 reads as follows:
Section 7.1.5 Nonconforming single and two family residential structures. Nonconforming single and two family residential structures may be reconstructed, extended, altered, or structurally changed upon a determination by the Building Inspector that such proposed reconstruction, extension, alteration, or structural change does not increase the nonconforming nature of said structure. Where the proposed extension does not increase the gross floor area, excluding basements, open or screened porches, and decks, contained within the existing structure by more than fifty percent (50%), the following circumstances shall not be deemed to increase the nonconforming nature of said structure:
(a) alteration to structure located on a lot with insufficient area which alteration complies with all current setback, yard, building coverage, maximum floor area ratio, and building height requirements.
(b) alteration to a structure located on a lot with insufficient frontage which alteration complies with all current setback, yard, building coverage, maximum floor area ratio and building height requirements.
(c) alteration to a structure which encroaches upon one or more required yard or setback areas, where the alteration will comply with all current setback, yard, building coverage, maximum floor area ratio and building height requirements.
(d) extension of a structure by more than fifty percent (50%) is based on the aggregate of all expansions undertaken within a consecutive five year (5) period.
In all other cases, the Board may, by special permit, allow such reconstruction, extension, alteration, or change where it determines that the proposed modification will not be substantially more detrimental than the existing nonconforming structure to the neighborhood.

or take any other action relative thereto.

Article 37 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 37 as printed in the Warrant.

WARRANT ARTICLE 38. ZONING BYLAW AMENDMENT – RESIDENTIAL USES

To determine whether the Town will vote to amend the Zoning Bylaw Section 4.2.2.1: Two-family or additional dwelling unit to:
delete the word "volume" in two locations and insert the phrase "gross floor area, excluding basements, open or screened porches, and decks," and;
delete the word in the second sentence "structurally" and insert the words "integral to and" and insert the words "without use of a tunnel or pergola" so that the paragraph reads as follows:
4.2.2 Two-family or additional dwelling unit:
4.2.2.1 The Board may grant a special permit for the alteration and use of a building existing at the time its lot is placed in a single residence district for not more than two (2) dwelling units, provided the gross floor area, excluding basements, open or screened porches, and decks, of any additions shall not exceed in all one-fifth of the gross floor area, excluding basements, open or screened porches, and decks, of the existing building. Any additions to create an additional dwelling unit pursuant to this section shall be integral to and part of the existing building, without use of a tunnel or pergola, and share a common wall or floor with the existing building.

or take any other action relative thereto.

Article 38 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 38 as printed in the Warrant.

WARRANT ARTICLE 44. REGIONAL HOUSING SERVICES REVOLVING FUND EXPENDITURES

To determine whether the Town will vote that the fees paid by member towns into the Regional Housing Services Revolving Fund, in an amount not to exceed $200,000, or any other sum, be expended for the fiscal year ending June 30, 2018 without further appropriation, under the direction of the Town Manager, for the purposes of continuing the operation of a multi-town consortium set up to assist member communities in managing affordable housing resources, in accordance with Chapter 44, Section 53E½ of the Massachusetts General Laws, or take any other action relative thereto.

Article 44 VOTE
It was voted unanimously under the Consent Calendar that fees paid by member towns into the Regional Housing Services Revolving Fund in an amount not to exceed $235,000 be expended without further appropriation for the fiscal year ending June 30, 2018 under the direction of the Town Manager, for the purpose of continuing the operation of a multi-town consortium managing affordable housing resources, in accordance with Chapter 44, Section 53E ½ of the Massachusetts General Laws.

WARRANT ARTICLE 45. ROAD REPAIR REVOLVING FUND EXPENDITURES

To determine whether the Town will vote that the income from fees paid by applicants to the Town for permits to dig up, alter, or disturb a public way in accordance with the Motion passed under Article 47 of the 1992 Annual Town Meeting, in an amount not to exceed the sum of $120,000, or any other sum, be expended without further appropriation for the purpose of repairing, restoring, maintaining and inspecting public ways, to be managed and expended by the Town Manager in accordance with Chapter 44, Section 53E½ of the Massachusetts General Laws, or take any other action relative thereto.

Article 45 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 45 as printed in the Warrant, in an amount not to exceed $120,000.

WARRANT ARTICLE 53. LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES (cc)

To determine whether the Town will vote that the income from sales of electricity and from servicing and jobbing during the ensuing fiscal year, together with the balance of operating cash in the Light Plant Fund, be expended without further appropriation under the direction and control of the Town Manager for the expenses of the Light Plant for said fiscal year, as defined in Section 57 of Chapter 164 of the Massachu-

setts General Laws; and/or for other plant extensions, enlargements, additions, renewals and reconstruction; and further, to authorize a transfer of $474,000, or any other sum, from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2018; or take any other action relative thereto.

Article 53 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 53 as printed in the Warrant, with authorization of a transfer in the sum of $474,000 to reduce the tax levy.

WARRANT ARTICLE 54. SOLID WASTE DISPOSAL FUND EXPENDITURES

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

Article 54 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 54 as printed in the warrant.

WARRANT ARTICLE 55. SEWER SYSTEM EXPENDITURES

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

Article 55 VOTE
It was voted unanimously under the Consent Calendar that the Town Take Affirmative Action on Article 55 as printed in the Warrant.

WARRANT ARTICLE 56. SEWER IMPROVEMENT FUND EXPENDITURES

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

Article 56 VOTE
It was voted unanimously under the Consent Calendar that the Town take affirmative action on Article 56 as printed in the Warrant.

WARRANT ARTICLE 7. TOWN BUDGET

To determine whether the Town will vote to raise and appropriate the sum of $40,943,520, or any other sum, for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2018:

GENERAL FUND OPERATING BUDGET

Item No.	Department	Fiscal 2016 Expenses	Fiscal 2017 Appropriation	Fiscal 2018 Proposal
	General Government: $2,885,019 is 7.0% of Total			
1	Town Manager's Office			
	A. Town Manager	$ 376,107	$ 385,112	$ 384,873
	B. Human Resources	226,464	236,342	250,054
	C. Facilities Management	224,962	238,348	290,000
	D. Resource Sustainability Fund	75,000	118,433	126,000
	E. Visitor's Center and Restroom	26,974	32,635	44,028
	F. 37 Knox Trail	-	8,334	17,762
	Subtotal	**929,507**	**1,019,204**	**1,112,717**
2	Legal Services	178,151	225,000	225,000
3	Elections and Registrars			
	A. Elections	52,164	34,815	13,627
	B. Registrars	8,103	7,967	8,476
	Subtotal	**60,267**	**42,782**	**22,103**
4	Town Meeting and Reports	64,266	44,900	44,900
5	Planning			
	A. Planning Administration	444,821	478,856	386,153
	B. Natural Resources	209,978	235,177	221,810
	C. Inspections	465,384	472,221	486,187
	D. Health	293,820	306,900	315,122
	Subtotal	**1,414,003**	**1,493,154**	**1,409,272**
6	141 Keyes Road	70,470	70,654	71,027
	Total General Government	**$ 2,716,664**	**$ 2,895,694**	**$ 2,885,019**
	Finance and Administration $2,453,175 is 6.0% of Total			
7	Finance Committee	2,151	3,410	3,410
8	Finance			
	A. Finance Administration	296,630	304,171	291,073
	B. Treasurer-Collector	279,429	291,656	294,275
	C. Town Accountant	154,562	164,927	163,319
	D. Assessors	408,237	423,561	422,176
	E. Town Clerk	238,590	246,744	247,958
	Subtotal	**1,377,449**	**1,431,059**	**1,418,801**
9	Information Systems	681,610	790,818	921,919
10	Town House	104,232	108,512	109,045
	Total Finance and Administration	**$ 2,165,441**	**$ 2,333,799**	**$ 2,453,175**

Item No.	Department	Fiscal 2016 Expenses	Fiscal 2017 Appropriation	Fiscal 2018 Proposal
	Public Safety $9,307,692 is 22.7% of Total			
11	Police Department	4,356,428	4,453,109	4,468,879
12	Fire Department	4,237,885	4,443,659	4,471,397
13	West Concord Fire Station	57,630	40,289	39,664
14	Police-Fire Station	234,792	275,011	284,816

15	Emergency Management	22,647	15,077	16,937
16	Animal Control Officer	23,464	26,000	26,000
	Total Public Safety	**$ 8,932,846**	**$ 9,253,145**	**$ 9,307,692**
	Public Works and Facilities			
	$4,265,349 is 10.4% of Total			
17	Public Works			
	A. CPW Administration	179,683	195,289	195,728
	B. Engineering	384,645	395,323	393,000
	C. Highway Maintenance	1,284,438	1,406,326	1,404,032
	D. Parks and Trees	639,130	668,270	698,573
	E. Cemetery	57,269	69,916	66,679
	Subtotal	**2,545,165**	**2,735,125**	**2,758,011**
18	Snow and Ice Removal	473,604	597,500	610,000
19	Street Lighting	65,249	73,463	73,463
20	CPW Equipment	250,000	300,000	325,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	100,000	100,000	110,000
23	Road Improvements	90,000	90,000	100,000
24	133/135 Keyes Road	101,134	102,263	83,875
Total Public Works and Facilities		**$ 3,830,152**	**$ 4,203,351**	**$ 4,265,349**
	Human Services			
	$3,018,855 is 7.4% of Total			
25	Library	1,953,234	2,136,945	2,142,218
26	A. Human Services	6,845	27,394	38,353
	B. Senior Services	334,848	351,197	383,149

Item No.	Department	Fiscal 2016 Expenses	Fiscal 2017 Appropriation	Fiscal 2018 Proposal
	C. Recreation Services	**49,391**	**74,032**	**75,245**
27	Harvey Wheeler Community Ctr.	115,300	120,452	125,521
28	Hunt Recreation Ctr.	96,644	105,574	109,831
29	Veterans	86,763	69,990	125,310
30	Ceremonies and Celebrations	20,391	24,376	19,228
Total Human Services		**$ 2,663,415**	**$ 2,909,960**	**$ 3,018,855**
	Unclassified			
	$1,133,923 is 2.8% of Total			
31	Town Employee Benefits			
	A. Unused Sick Leave	90,000	90,000	90,000
	B. Public Safety Disability	157	2,500	2,500
	C. Employee Assistance Program	7,177	7,500	7,500
	Subtotal	**97,334**	**100,000**	**100,000**
32	Reserve Fund*	-	225,000	225,000
*Transfers totaling $36,500 were made to other accounts in Fiscal Year 2016.				
33	Salary Reserve**	28,065	793,923	
**Transfers totaling $553,957 in Fiscal Year 2016 and $536,594 (to date) in Fiscal Year 2017 were made to other accounts.				
34	Land Fund	10,000	15,000	15,000
	Total Unclassified	$ 107,334	$ 368,065	$ 1,133,923
	TOWN GOVERNMENT SUBTOTAL (1 – 34)	$ 20,415,852	$ 21,964,013	$ 23,064,013

	Joint (Town - CPS)			
	$17,879,507 is 43.7% of Total			
35	Insurance			
	A. Group Insurance	4,650,000	4,650,000	4,800,000
	B. OPEB	1,150,000	1,400,000	1,470,000
	C. Property/Liability	225,000	250,000	250,000
	Subtotal	**6,025,000**	**6,300,000**	**6,520,000**
36	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	131,536	100,000	100,000
	B. Workers' Comp.	53,495	100,000	100,000
	Subtotal	**185,031**	**200,000**	**200,000**
37	Retirement	3,220,000	3,317,000	3,667,000
38	Social Security and Medicare	708,552	765,000	810,000
39	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	2,551,988	2,751,725	3,015,800
	CPS Principal and Interest	940,113	883,375	700,350
	Subtotal	3,492,100	3,635,100	3,716,150
	Interest on Notes	-	54,900	135,000
	Other Debt Expense	2,917	40,000	8,850
	Subtotal Within Levy Limit	3,495,017	3,730,000	3,860,000
	B. Excluded Debt			
	Town Principal and Interest	203,488	101,089	99,794
	CPS Principal and Interest	2,501,376	3,906,739	3,507,713
	Less: Use of Stabilization Funds	(1,500,000)	(1,000,000)	(785,000)
	Subtotal Excluded Debt	1,204,865	3,007,828	2,822,507
	Total Debt Service	4,699,882	6,737,828	6,682,507
	Total Joint (Town - CPS)	$ 14,838,465	$ 17,319,828	$ 17,879,507
TOTAL APPROPRIATION (1 – 39)		**$ 35,254,317**	**$ 39,283,841**	**$ 40,943,520**

And further, that the Town Manager is authorized to turn in or sell at public auction any surplus equipment, with the amount allowed or received therefore to be applied against the purchase of new equipment; and

That the sum of $11,000, State Aid to Libraries, be transferred to the use of the Library Committee for the purchase of books, periodicals, and subscriptions; and

That the Town appropriate and transfer the sum of $750 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's rabies clinic; and

That the appropriation for Salary Reserve under Line Item 33 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established at July 1, 2017 and thereafter pursuant to the salary schedules adopted under Article 5, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfer shall be reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year; and

That the Town authorize the following sums to be expended from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2018:

Amount	Loan Number	Original Loan	Date of Issue	Final Maturity	Town Authorization
$ 10,828.73	T5-97-1070	$ 200,000	12/22/99	FY21	Art. 46 (1997)
$ 70,317.00	T5-05-1243	$ 703,170	03/18/09	FY19	Art. 50 (2004)
$ 29,660.00	T5-05-1243-A	$ 296,830	06/13/12	FY23	Art. 50 (2004)
$ 32,472.00	T5-05-1243-B	$ 324,715	05/22/13	FY23	Art. 42 (2009)
$ 19,745.70	T5-05-1243-C	$ 197,457	01/07/15	FY25	Art. 42 (2009)

And, that the Town appropriate the sum of $785,000 from the High School Debt Stabilization Fund, to be expended under the direction of the Town Manager, to pay a portion of Concord's share of debt service excluded from the property tax levy limit due and payable during fiscal year 2018, and that said appropriation shall be in addition to the sum contained in Line Item 39 herein, or take any other action relative thereto.

Article 7 VOTE
Upon a motion made by Mr. Whelan and seconded, it was voted that the Town raise and appropriate amounts of money for each item number as shown in the column headed "Fiscal 2018 Proposal", totaling $40,943,520, and authorize the actions in the text following Item No. 39, as shown in Article 7 as printed in the Warrant, for the necessary and expedient purposes of the Town for the fiscal year ending June 30, 2018, and that the same be expended only for such purposes under the direction of the Town Manager.

WARRANT ARTICLE 12. BYLAW REGARDING LEASING OF TOWN LAND BY SELECT BOARD AND TOWN MANAGER

To determine whether the Town will vote to amend the Town Bylaws by adding a Bylaw authorizing the Town Manager, subject to the approval of the Select Board, to enter into lease or license agreements for the use of Town-owned land for a term of up to ten years, as follows, or take any other action relative thereto.

General Bylaw: Leasing of Land by Select Board and Town Manager

A. The Town Manager is authorized to solicit, award and enter into lease or license agreements for the use of land owned by the Town for a period of up to ten (10) years, inclusive of any renewal, extension or option provision, subject to approval by the Select Board, but without the necessity for further authorization by Town Meeting.

Nothing herein shall be construed to limit the Town's, the Town Manager's, or the Select Board's authority to solicit, award and enter into such a lease or license agreement for a longer term pursuant to any applicable law, including, without limitation: (1) G.L. c. 40, § 3, authorizing the Select Board authority to enter into leases for the use of municipal buildings for a period of up to thirty (30) years; (2) Chapter 331 of the Acts of 1981 permitting Town Meeting to authorize leases of public buildings and lands for a period of up to forty (40) years; and (3) any action by Town Meeting authorizing the Town Manager or the Select Board to enter into a specific lease or license, or category of leases or licenses.

Article 12 VOTE
Upon a motion made by Mr. Lawson and duly seconded, it was voted by a declared overwhelming majority that the Town take affirmative action on Article 12 as printed in the Warrant, except to strike the word "authority" from Subsection (B)(1).

WARRANT ARTICLE 13. CONCORD PUBLIC SCHOOLS BUDGET

To determine whether the Town will vote to raise and appropriate the sum of $37,046,694,or any other sum, for the following necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2018, or take any other action relative thereto:

Article 13 VOTE
Upon a motion made by Ms. Bout and duly seconded, it was voted by a declared near unanimous vote that the Town raise and appropriate $36,810,111 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2018,

SCHEDULE A - PUBLIC SCHOOL BUDGET			
Department	Fiscal 2016 Adopted	Fiscal 2017 Adopted	Fiscal 2018 School Committee Vote of Dec. 20, 2016
1 Concord Public Schools Budget/Appropriation	$34,542,735	$35,660,111	$37,046,694

and that the same be expended only for such purposes and under the direction of the Concord School Committee.

WARRANT ARTICLE 14. FY2017 CONCORD PUBLIC SCHOOLS SUPPLEMENTAL APPROPRIATION

To determine whether the Town will vote to transfer from available funds in the treasury, or transfer from the current year appropriations, the sum of $400,000, or any other sum, to be added to the appropriation voted under Item No. 32 Reserve Fund of Article 7 of the Warrant of the 2016 Annual Town Meeting, for the purposes of meeting extraordinary and unforeseen expenditures in the Concord Public Schools Budget, or take any other action relative thereto.

There was no Motion for this Article 14.

WARRANT ARTICLE 15. CONCORD PUBLIC SCHOOLS RENOVATIONS

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws the sum of $850,000, or any other sum, to be expended under the direction of the School Committee for remodeling, reconstructing or making extraordinary repairs, including original equipment and related work, at various Concord Public School facilities, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 15 VOTE
Upon a motion made by Mr. Grom and duly seconded, the following was voted by a declared two-thirds majority that the Town appropriate the sum of $850,000 to be expended under the direction of the School Committee for remodeling, reconstructing or making extraordinary repairs, including original equipment and related work, at various Concord Public School facilities; and to meet this appropriation the Town Treasurer with the approval of the Select Board be authorized to borrow $850,000 under the provisions of Chapter 44, Section 7(1) of the Massachusetts General Laws, or any other enabling authority; and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount

WARRANT ARTICLE 16. CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

To determine whether the Town will vote to raise and appropriate the sum of $21,856,357, or any other sum, for the following necessary and expedient purposes of the Concord-Carlisle Regional School District for the fiscal year ending June 30, 2018, or take any other action relative thereto.

CONCORD-CARLISLE REGIONAL HIGH SCHOOL
Article 16 VOTE
Upon a motion made by Mr. Conti and duly seconded, it was voted by a declared near unanimous vote that the Town raise and appropriate the sum of $21,599,072 as the Town's apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year

BUDGET			
Department/Description	Fiscal 2016 Adopted	Fiscal 2017 Adopted	Fiscal 2018 School Committee Vote of Dec. 21, 2016
1 Concord-Carlisle Regional High School			
Total Budget	$30,643,037	$31,741,774	$33,301,609
Concord assessment	$20,070,650	$20,783,976	$21,856,357*
*(includes $18,192,290 assessment for operating budget and $3,664,067 assessment for debt)			

ending June 30, 2018, and that the same be expended only for such purposes and under the direction of the Concord- Carlisle Regional School Committee.

WARRANT ARTICLE 17. CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT – LANDFILL FLEXIBLE CAP REMEDIATION

To determine whether the Town will vote to approve $1,200,000, or any other sum, of debt authorized by the Concord-Carlisle Regional School Committee for landfill remediation at 500 Walden Street; provided, however, that this approval shall be contingent upon passage of a Proposition 2½ debt exclusion referendum under General Laws Chapter 59, §21C(k) to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing; or take any other action relative thereto.

Article 17 VOTE
Upon a motion made by Ms. Boynton and duly seconded, it was voted by a declared majority that the Town approve $1,200,000 of debt authorized by the Concord-Carlisle Regional School Committee for landfill remediation; provided, however, that this approval shall be contingent upon passage of a Proposition 2 ½, debt exclusion referendum under General Laws Chapter 59, §21(C) k to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing.

The following motion was made and seconded but failed for lack of majority:

Mr. Rarich moved to amend the motion under Article 17 to add the words "to provide parking of the buses and cars." following "landfill remediation". The motion failed for lack of majority.

WARRANT ARTICLE 18. MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET

To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, the sum of $599,313, or any other sum, for the following necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2018, or take any other action relative thereto.

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET			
Department/Description	Fiscal 2016 Adopted	Fiscal 2017 Adopted	Superintendent's Proposed Budget & Fiscal 2018 Assessment
1 Minuteman Regional High School			
Budget	$19,831,003	$19,728,097	$19,449,466
Assessment	$407,040	$423,444	$599,313 (est. @ 1/17/2017)

Article 18 VOTE
Upon a motion made by Ms. Flood and duly seconded, it was voted by a declared near unanimous vote that the Town raise and appropriate Concord's apportioned share of $599,179 for the Minuteman Career and Technical School District assessment for the fiscal year ending June 30, 2018.

APRIL 25, 2017

Ms. Revelly and Ms. Ackerman were thanked for their service on the Finance Committee and the energy, commitment and good sense they provided in understanding the financial issues facing the Town.

Tellers and Ballot Counters were sworn in.

Upon a motion made by Mr. Lawson and seconded it was voted that the meeting adjourn at 7:30 to take up Special Town Meeting and for the meeting to resume when Special Town Meeting is adjourned. And further to take up no new business after 10:00pm and to adjourn to 7:00pm on April 26th in the same location.

School Committee member Ms. Boynton read a long list of accomplishments as she thanked School Superintendent Diana Rigby for her nine years of dedicated service.

Town Manager Chris Whelan thanked Anita Tekle for her 28 years of exceptional service to the Town and 42 years of public service. Mr. Whelan's tribute included her educational background and many accomplishments including her tenure as Assistant Town Manager and Town Clerk for Concord.

Town Meeting then adjourned to take up the business of the Special Town Meeting.

Special Town Meeting was then adjourned and the Annual Town Meeting continued.

WARRANT ARTICLE 51. CONCORD'S ENERGY GOALS

To determine whether the Town, informed by the Paris Climate Agreement of 2015, will vote to align the energy goals of the Town of Concord with:

(a) the Massachusetts Global Warming Solutions Act of 2008 to achieve a minimum 25% town-wide reduction in Green House Gas (GHG) emissions by 2020 and an 80% reduction by 2050 from the baseline established in 2008; and

(b) By 2030, as an intermediate goal, direct CMLP to reduce the GHG emissions of its power supply portfolio and to offset any residual GHG emissions of its electricity supply through the purchase of RECs or other offsets;

and further,

to determine whether the Town will vote to raise and appropriate or transfer from funds available in the Treasury, the sum of $100,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of engaging one or more consultants for the purpose of developing and making publicly available an operational plan to achieve said goals; and further, to see if the Town will vote to raise and appropriate or transfer from available funds in the Treasury, the sum of $100,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of hiring a Director of Energy, on an on-going basis, to be accountable to the Town Manager for recommending policy and measuring progress toward meeting these goals and implementing the operational plan, as well as tracking and assessing new energy technologies and funding opportunities, or take any other action relative thereto.

Article 51 VOTE
Upon a motion made by Mr. Lawson and duly seconded, the Town, informed by the Paris Climate Agreement of 2015 voted by a declared near unanimous vote:

(a) To align the energy goals of the Town of Concord with the Massachusetts Global Warming Solutions Act of 2008 to achieve a minimum 25% town-wide reduction in Green House Gas (GHG) emissions by 2020 and an 80% reduction by 2050 from the baseline established in 2008; and

(b) By 2030, as an intermediate goal, to urge CMLP to reduce GHG emissions of its power supply portfolio and to offset any residual GHG emissions of its electricity supply through the purchase of RECs or other offsets, with the understanding that this may increase the cost of energy purchased by CMLP and may re-

quire increases in electric rates;

And further, to raise and appropriate or transfer from funds available in the Treasury, the sum of $100,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of engaging one or more consultants for the purpose of developing and making publicly available an operational plan to achieve said goals;

And further, to raise and appropriate or transfer from available funds in the Treasury, the sum of $100,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of hiring a Director of Energy (or other title), on an on-going basis, to be accountable to the Town Manager for recommending policy and measuring progress toward meeting these goals and implementing the operational plan, as well as tracking and assessing new energy technologies and funding opportunities, or take any other action relative thereto.

WARRANT ARTICLE 19. FREE CASH USE

To determine whether the Town will vote to transfer from Free Cash, the sum of $1,000,000, or any other sum, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2018, or take any other action relative thereto.

Article 19 VOTE
Upon a MOTION made by Ms. Miller and duly seconded, it was voted by a declared near unanimous vote that the Town transfer from Free Cash, the sum of $1,000,000, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2018.

WARRANT ARTICLE 20. RESOLUTION - REDUCING THE INFLUENCE OF MONEY IN POLITICS (by petition)

To determine whether the Town will vote to adopt the following resolution

WHEREAS, the current and increasing role of money in politics threatens the democratic ideals upon which our republic was founded: and

WHEREAS, the Town of Concord holds an important position in the historical development of this republic; and

WHEREAS, it is incumbent upon the heirs of this history to speak out when the republic is threatened by the accelerated advance of oligarchy – in place of government of the people, by the people and for the people;

NOW THEREFORE, BE IT RESOLVED, it is the position of the Town of Concord, Massachusetts, that, in order to ensure that elected officials represent us all, tough, new, anti-corruption laws must be passed by Congress and the Massachusetts General Court, such as: legislation prohibiting politicians from taking campaign money from industries they regulate; regulating SuperPACs and other groups; increasing transparency of campaign funding; preventing elected representatives and some senior staff from negotiating jobs while in office and barring them from all lobbying activity for five years after they leave office; empowering all voters through a publicly funded election system; and strengthening enforcement by government agencies and ethics committees of the rules against politicians and special interests that break campaign finance laws.

BE IT FURTHER RESOLVED that the legal voters of the Town of Concord implore our elected representatives in Boston, State Senator Michael Barrett and Rep. Cory Atkins; and in Washington, Sen. Edward Markey and Sen. Elizabeth Warren and Rep. Niki Tsongas (or their successors) to lead this effort to enact these initiatives in Massachusetts and in Congress.

or take any other action relative thereto.

Article 20 VOTE
Upon a motion made by Ray Andrews and duly seconded, it was voted unanimously that the Town take affirmative action on Article 20 as printed in the Warrant.

APRIL 26, 2017

WARRANT ARTICLE 21. ESTABLISH REVOLVING FUND – RENTAL INCOME FROM MARSHALL & BARRETT'S MILL FARMS

To determine whether the Town will vote to accept M.G.L. Chapter 40, Section 3 Second Paragraph, as inserted by Chapter 218 of the Acts of 2016, which would allow the Treasurer to set aside any monies received from the rental or lease of the Barrett Farm at 449 Barrett's Mill Road and the Marshall Farm at 169 Harrington Avenue, in a separate account in the Town Treasury to be expended by the Town Manager without further appropriation for upkeep and maintenance of the properties, and further, that any unexpended balance remaining at the end of the fiscal year be retained in said account for future upkeep and maintenance of these same facilities so rented or leased, or take any other action relative thereto.

Article 21 VOTE
Upon a motion made by Mr. Whelan and duly seconded, it was voted unanimously that the Town take affirmative action on Article 21 as printed in the Warrant.

WARRANT ARTICLE 23. AUTHORIZE ACQUISITION OF 55 CHURCH STREET PROPERTY

To determine whether the Town will vote to authorize the Select Board to acquire, by purchase, gift, eminent domain or otherwise, fee, easement and/or other property interests in, on, over, across, under and along all or any portion of the property at 55 Church Street, including the buildings and appurtenances thereon, shown on the assessors maps as parcel #2411-1, containing 0.41 acres more or less, for municipal purposes, under such terms and conditions as the Select Board may determine, and further, that to meet such appropriation the Town will vote to raise and appropriate, transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of $1,200,000, or any other sum, for the purpose of acquiring said property, including any necessary improvements to the property and incidental related expenses, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 23 VOTE
Upon a motion made by Mr. Whelan and duly seconded, it was voted by a declared two-thirds majority that the Town authorize the Select Board to acquire, by purchase, gift, eminent domain or otherwise, fee, easement and/or other property interests in, on, over, across, under and along all or any portion of the property at 55 Church Street, shown on the assessors maps as parcel #2411-1, containing 0.41 acres more or less, including the buildings and appurtenances thereon, for municipal purposes, under such terms and conditions as the Select Board may determine, and further, that to meet such appropriation, the Town will transfer from Free Cash, the sum of $1,200,000, for the purpose of acquiring said property, including any necessary improvements and incidental related expenses.

WARRANT ARTICLE 24. FUNDING FOR TELECOMMUNICATIONS SERVICE

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the Treasury or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of $1,000,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of providing telecommunication services to Concord residents and businesses, including broadband internet services and telephone, said funds to be used for equipment, contract services and other functions necessary to offer telecommunications services for a fee, the cost of such services to be paid for by the users of such services, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, provided further that while any bonds or notes issued pursuant to this vote will be general obligations of the Town, and it is the Town's intent that debt service is to be paid from revenues of the Telecommunications Fund established by vote under Article 48 of the 2013 Annual Town Meeting, or take any other action relative thereto.

Article 24 VOTE
Upon a motion made by Mr. Whelan and duly seconded, it was voted unanimously that the Town take affirmative action on Article 24 as printed in the Warrant in the sum of $1,000,000 from borrowing under the provisions of Chapter 44, §8(8) and/or §8(8a) of the Massachusetts General Laws or any other enabling authority.

WARRANT ARTICLE 25. FUNDING FOR TECHNOLOGY IMPROVEMENTS

To determine whether the Town will vote to transfer from free cash transfer the sum of $1,500,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of modernizing the town's computer services including software, hardware, training and related services for program enhancements in financial services, billing, general ledger, license and permit tracking, email, document management and other computerized municipal services, or take any other action relative thereto.

There was no motion under Article 25.

WARRANT ARTICLE 26. SMART-GRID IMPROVEMENTS.

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of $3,000,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of purchasing and deploying smart-meters and smart-grid technology, including advanced communications networks, information and data management systems, distribution automation (DA) technologies, advanced metering infrastructure (AMI), system analytic capability, and distributed generation (DG) acquisition, said expenses to be paid by the ratepayers of the Concord Municipal Light Plant, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 26 VOTE
Upon a motion made by Mr. Whelan and duly seconded, it was voted by a declared two-thirds majority that the Town take affirmative action on Article 26 as printed in the Warrant in the sum of $3,000,000 from borrowing under the provisions of Chapter 44, Section 20 of the Massachusetts General Laws or any other enabling authority.

WARRANT ARTICLE 28. GUIDELINE FOR PRESERVATION OF PUBLIC ACCESS TO OPEN SPACE (by petition)

WHEREAS the Town desires, consistent with the preservation and protection of natural resources and the environment and the legitimate interests of private property owners and the Town, that reasonable public access to Concord's trails, forests, fields, rivers, and other open spaces should be preserved and, where possible, expanded or created;

THEREFORE the Town urges the Select Board and Town Manager to adopt policies to require Town Officials, Committees, and Departments to use this principle as guidance and consider it a priority in their actions and deliberations, including any policies, decisions, negotiations, recommendations, and regulations that would or could affect public access to Concord's open spaces, or take any other action relative thereto.

There was no Motion under Article 28.

WARRANT ARTICLE 29. COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS

To determine whether the Town will vote to appropriate the sum of $1,326,340, or any other sum, from the Concord Community Preservation Fund, of which $143,071 shall be appropriated from the undesignated fund balance as of June 30, 2016 and $1,183,269 shall be appropriated from projected Fiscal Year 2018 Fund Revenues, in accordance with Chapter 44B of the Massachusetts General Laws, to be expended under the direction of the Town Manager as follows:

Article 29 VOTE
Upon a motion made by Ms. Ortner and duly seconded, it was voted unanimously that the Town appropriate the sum of $1,326,340 from the Concord Community Preservation Fund, of which $143,071 shall be appropriated from the undesignated fund balance as of June 30, 2016 and $1,183,269 shall be appropriated from projected Fiscal Year 2018

Item	Project/Description	Category	Sources		Total Amount Recommended
			Prior Year Fund Balance	FY18 CPA Fund Revenues	
A	Town of Concord – Regional Housing Services Program	Community Housing		18,000	18,000
B	Emerson Umbrella – Window Restoration Phase II	Historic Preservation		101,000	101,000
C	Concord Public Works - Sleepy Hollow Cemetery Roadway and Stone Wall Improvements	Historic Preservation	143,071	156,929	300,000
D	Concord Museum – Systems Replacement Project	Historic Preservation		170,000	170,000
E	Louisa May Alcott's Orchard House – Climate Control Project	Historic Preservation		100,000	100,000
F	Concord Home for the Aged - Timothy Wheeler House Historic Structure Report	Historic Preservation		15,000	15,000
G	Concord Children's Center – Replacing Trees in the Natural Playscape at Ripley	Open Space		6,000	6,000
H	Open Space Reserve Fund	Open Space		120,000	120,000
I	Town of Concord Natural Resources Division – Chamberlin Park Bridge Replacement	Open Space Recreation		9,670 9,670	19,340
J	Concord Integrated Pre School Steering Committee – CIPS Playground Initiative	Recreation		105,000	105,000
K	Town of Concord Recreation Department – Rideout Improvement Project	Recreation		46,000	46,000
L	Land Acquisition Reserve Fund	TBD		180,000	180,000
M	Town of Concord – Staff and Technical Support	Administrative		30,000	30,000
N	Community Housing Reserve Fund	Community Housing		116,000	116,000
TOTAL			143,071	1,183,269	$1,326,340

or take any other action relative thereto.

Fund Revenues, in accordance with Chapter 44B of the Massachusetts General Laws, to be expended under the direction of the Town Manager as shown on pages 24 and 25 of the Warrant for Town Meeting.

WARRANT ARTICLE 30. APPROPRIATION RECOMMENDATION FOR JUNCTION VILLAGE AFFORDABLE ASSISTED LIVING DEVELOPMENT

To determine whether the Town will vote to appropriate the sum of $350,000, or any other sum, from the Concord Community Preservation Fund and to appropriate the sum of $1,000,000 from Free Cash, the combined total appropriation of $1,350,000 to be expended under the direction of the Town Manager for the purpose of constructing affordable housing units in the Junction Village Affordable Assisted Living Development; provided further than the sum appropriated from the Community Preservation Fund shall be designated as follows: $271,757 from the Community Housing Reserve Fund and $78,243 from projected Fiscal Year 2018 Fund Revenues of the Community Preservation Fund, in accordance with Chapter 44B of the Massachusetts General Laws; and provided further to authorize the Town to acquire/grant an affordable housing restriction in accordance with Chapter 184, of the Massachusetts General Laws; or take any other action relative thereto.

Article 30 VOTE
Upon a motion made by Mr. Lawson and duly seconded, it was voted by a counted majority (175 in favor / 127 opposed) that the Town appropriate the sum of $350,000 from the Concord Community Preservation Fund and appropriate the sum of $1,000,000 from Free Cash, the combined total appropriation of $1,350,000 to be expended under the direction of the Town Manager for the purpose of constructing affordable housing units in the Junction Village Affordable Assisted Living Development; providing that the sum appropriated from the Community Preservation Fund shall be designated as follows: $271,757 from the Community Housing Reserve Fund and $78,243 from projected Fiscal Year 2018 Fund Revenues of the Community Preservation Fund, in accordance with Chapter 44B of the Massachusetts General Laws; and provided further to authorize the Town to acquire an affordable housing restriction or restrictions in accordance with Chapter 184 of the Massachusetts General Laws.

WARRANT ARTICLE 34. GRANT OF EASEMENT OVER 26A BALLS HILL ROAD

To determine whether the Town will authorize the grant by the Select Board to the Concord Land Conservation Trust ("CLCT"), on such terms and conditions as the Select Board may determine, an easement for passive recreation over existing trails and cart paths on and across the land identified on Town of Concord's Assessor's Map 4J as Block 1374, commonly known as 26A Balls Hill Road, to adjacent conservation land owned by CLCT or to take any other action relative thereto.

There was no motion under Article 34.

WARRANT ARTICLE 36. ZONING BYLAW AMENDMENT – PROFESSIONAL OFFICE

To determine whether the Town will vote to amend the Zoning Bylaw Section 4.5.11 Professional office to add the words "real estate broker" following the word "engineer" so that the Section reads as follows:
4.5.11 Professional office: Office of a doctor, lawyer, accountant, architect, engineer, real estate broker, or similar professionals.

or take any other action relative thereto.

Article 36 VOTE
Upon a motion made by Mr. Kleiman and duly seconded, it was voted by a two-thirds declared majority that the Town take affirmative action on Article 36 as printed in the Warrant.

WARRANT ARTICLE 39. ZONING BYLAW AMENDMENT – MARIJUANA ESTABLISHMENT TEMPORARY MORATORIUM

To determine whether the Town will vote to amend the Zoning Bylaw by adding a new Section 4.8 Marijuana Establishment Temporary Moratorium, as follows:

4.8 Marijuana Establishment Temporary Moratorium

4.8.1 Definition
"Marijuana establishment" shall have the meaning in General Law 94G, Section 1.

4.8.2 Purpose
By vote at the State election on November 8, 2016, the voters of the Commonwealth approved a law entitled the Regulation and Taxation of Marijuana Act (the "Act"), regulating the control and production and distribution of marijuana under a system of licenses and regulations. Currently under the Zoning Bylaw, a Marijuana Retailer or Establishment is not a permitted use in the Town and any regulations promulgated by the Cannabis Control Commission are expected to provide guidance to the Town in regulating marijuana sales and distribution. The regulation of marijuana raises novel and complex legal, planning, and public safety issues and the Town needs time to study and consider the regulation of Marijuana Retail or Distribution centers and address such novel and complex issues, as well as to address the potential impact of the State regulations on local zoning and to undertake a planning process to consider amending the Zoning Bylaw regarding regulation of Marijuana Retail sales and distribution and other uses related to the regulation of marijuana. The Town intends to adopt a temporary moratorium on the use of land and structures in the Town for Marijuana Retail and Distribution so as to allow the Town sufficient time to engage in a planning process to address the effects of such structures and uses in the Town and to enact bylaws in a manner consistent with sound land use planning goals and objectives.

4.8.3 Temporary Moratorium
For the reasons set forth above and notwithstanding any other provision of the Zoning Bylaw to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures for "Marijuana Establishments". The moratorium shall be in effect through July1, 2018. During the moratorium period, the Town shall undertake a planning process to address the potential impacts of marijuana in the Town, consider the Cannabis Control Commission regulations regarding "Marijuana Establishments" and related uses, and shall consider adopting new Zoning Bylaws to address the impact and operation of Marijuana Establishments and related uses.

or take any other action relative thereto.

Article 39 VOTE
Upon a motion made by Mr. Easton and duly seconded, it was voted by a two-thirds declared majority that the Town take affirmative action on Article 39 as printed in the Warrant.

WARRANT ARTICLE 40. GENERAL BYLAW - TREE PRESERVATION BYLAW

To determine whether the Town will vote to amend the Town Bylaws by adding a Bylaw for Tree Preservation, as follows:

1. PURPOSE
The intent of the Tree Preservation Bylaw (Tree Bylaw) is to encourage the preservation and protection of trees on residential lots during significant demolition and/or construction activity by (a) designating areas of a lot where trees must be protected, and (b) requiring mitigation for trees removed via replanting or collection of fees to support the Town's tree planting and maintenance efforts.

2. DEFINITION
For the purposes of this Tree Bylaw, the following definitions shall apply:

2.1 Caliper: Diameter of a tree trunk (in inches). For trees up to and including four (4) inches in diameter, the caliper is measured six (6) inches above the existing grade at the base of the tree. For trees larger than four (4) inches in diameter, the caliper is measured twelve (12) inches above the existing grade at the base of the tree.

2.2 Certified Arborist: A professional arborist possessing current certification issued by the International Society of Arboriculture (I.S.A.) and/or the Massachusetts Arborist Association (M.A.A.).

2.3 Diameter at Breast Height (DBH): The diameter of a tree trunk four and one-half (4.5) feet above the existing grade at the base of the tree. If a tree splits into multiple trunks below four and one-half (4.5) feet above the existing grade, the DBH shall be considered to be the measurement taken at the narrowest point beneath the split.

2.4 Invasive Species: Any plant listed on the most recent version of the Massachusetts Prohibited Plant List as published by the Massachusetts Department of Agriculture.

2.5 Protected Tree: Any existing tree with a DBH of six (6) inches or greater that has any portion of its trunk within a Tree Yard at grade level. Invasive Species (as defined herein) shall not be considered Protected Trees.

2.6 Reviewing Agent: Any agent delegated in writing by the Town Manager to administer and implement the Tree Bylaw.

2.7 Tree Preservation Fund: An account established pursuant to (M.G.L. 44 § 53E½) for the deposit

of contributions in lieu of tree replanting as required by this Tree Bylaw.

2.8 Tree Protection & Mitigation Plan: A plan submitted to the Reviewing Agent for approval prior to the commencement of demolition and/or construction on a property on which a Protected Tree is located.

2.9 Tree Removal: Mechanical demolition of a living tree, or any act (a) that has caused a tree to die within the previous 12 months or (b) is likely to cause significant decline or death as determined by the Reviewing Agent.

2.10 Tree Save Area: The area surrounding all Protected Trees, sufficiently large to ensure the health of the Protected Tree(s), including their trunks, crowns, and root systems.

2.11 Tree Yard: The minimum front, side and rear yard setback area of a parcel in a residential zoning district as specified in Zoning Bylaw Table III.

3. TOWN OF CONCORD TREE FUND

There is hereby established a Town of Concord Tree Preservation Fund ("Tree Fund") pursuant to M.G.L. 44 § 53E½. Any contributions collected per Section 5.2(b) of this Tree Bylaw shall be deposited in the Tree Fund, and shall be used solely for the purpose of buying, planting and maintaining trees within residential neighborhoods in the Town.

4. SCOPE AND APPLICABILITY

4.1 Within the residential districts, it is prohibited to remove a protected tree during construction or within 12 months prior to application for a demolition or building permit for:

(a) Demolition of an existing structure of 250 gross square feet or greater;

(b) Construction of any building or structure on a vacant lot; or

(c) Construction of one or more structures or additions to structures on a lot that increases the Gross Floor Area by 50% or greater, as defined by the Town of Concord Zoning Bylaw Section 7.1.5.

4.2 The requirements of this Tree Bylaw shall not apply to:

(a) The subdivision of land under Town of Concord Subdivision Rules and Regulations;

(b) Those areas of property under the jurisdiction of the Wetlands Protection Act (Chapter 131 and 310 CMR);

(c) Public Shade Trees pursuant to M.G.L. Chapter 87;

(d) Emergency projects necessary for public safety, health and welfare, as determined by the Reviewing Agent or the Town Tree Warden;

(e) Trees severely damaged as the direct result of a natural disaster;

(f) Trees that are hazardous as determined and confirmed in writing by a Certified Arborist, and;

(g) Trees currently infected by a disease or insect infestation of a permanent nature, as determined and confirmed in writing by a Certified Arborist.

5. TREE PROTECTION & MITIGATION

5.1 Protection: Each Protected Tree to be retained on property planned for demolition and/or construction activity shall be protected by the establishment of a fenced-off Tree Save Area. The Tree Save Area shall be delineated within the submitted Tree Protection & Mitigation Plan, shall be installed prior to any demolition or site work, and shall remain in place until work is completed on the property, excluding final landscaping. The applicant shall submit written documentation, prepared, dated and signed by a Certified Arborist, to the Reviewing Agent confirming that the required Tree Save Area has been installed as identified in the Tree Protection & Mitigation Plan before work on the property commences.

5.2 Mitigation: The removal of a Protected Tree(s) from a property in connection with one or more of the circumstances set forth in Section 4.1 shall require mitigation based upon aggregate DBH of Protected Tree(s) removed. Mitigation shall be achieved by satisfying one or a combination of the following provisions:

(a) Replanting of Trees: For each inch of DBH of the Protected Tree(s) removed, no less than one-half inch of caliper of new tree(s) shall be replanted in accordance with the following:

(1) Each new tree must have a minimum caliper of two (2) inches;

(2) Such replanting, either on the applicant's land or on land abutting the applicant's land with the express written approval of the owner of such aing land, shall occur prior to the issuance of a Final Certificate of Occupancy, or be otherwise assured at such time to the satisfaction of the Reviewing Agent in a manner consistent with the Rules and Regulations;

(b) Contribution to the Town of Concord Tree Preservation Fund: The Planning Board shall establish a Tree Fund contribution schedule with approval by the Select Board assigning a value per inch of DBH of Protected Tree(s) to be removed and not otherwise mitigated. Tree Fund contributions shall be received by the Town prior to the issuance of all applicable permits. Mitigation measures shall be identified in the submitted Tree Protection and Mitigation Plan. The removal or proposed removal of a Protected Tree(s) that has been mitigated for, in conjunction with a previous applicable permit, shall not require additional mitigation under subsequent permits, unless such mitigation has not been completed or otherwise assured.

5.3 Unauthorized Removals: The removal of any Protected Tree not identified on the Tree Protection & Mitigation Plan shall require mitigation at the rate specified in Section 5.2. In addition, any person removing any Protected Tree not identified on the Tree Protection & Mitigation Plan in violation of this bylaw shall be subject to a non-criminal disposition fine as specified in Appendix A of the Regulations for Enforcement of Town Bylaws under M.G.L. Chapter 40, §21D and the Bylaw for Non-Criminal Disposition of Violations adopted under Article 47 of the 1984 Town Meeting, as amended. Any such fines shall be paid to the Town of Concord.

5.4 Plan Review and Permit Issuance:

(a) Tree Protection & Mitigation Plan Submittal: Prior to the issuance of a permit in connection with one or more of the circumstances set forth in Section 4.1 on property on which a Protected Tree is located or was located within twelve (12) months prior to application, the owner of the property shall submit a Tree Protection & Mitigation Plan to the Reviewing Agent along with the applicable application and fee.

(b) Tree Protection & Mitigation Plan Requirements: The submitted Tree Protection & Mitigation Plan shall be a to-scale survey or site plan that indicates the applicable Tree Yard, existing improvements, proposed construction, Protected Trees, Tree Save Area and preservation and maintenance procedures in accordance with the Rules and Regulations in effect at the time. It must also specify any tree removals and proposed mitigation measures per Section 5.2.

(c) Re-Submittal: If demolition or construction has not commenced within twelve (12) months of the date that a Tree Protection & Mitigation Plan was submitted for a property, or if removal of a previously unidentified Protected Tree is necessary during the course of construction, an amended Tree Protection & Mitigation Plan shall be submitted identifying any changes from the previous plan and associated mitigation measures.

(d) Reviewing Agent Action: If the Tree Protection & Mitigation Plan is consistent with the protection and mitigation requirements contained herein and any established Rules and Regulations, and applicable Tree Fund contributions have been submitted, the Reviewing Agent may issue any applicable permit or notify the appropriate Town Department. If the proposal does not meet or satisfy these requirements, the Reviewing Agent shall notify the applicant and the appropriate Town Department that all applicable permits shall not be issued until the requirements are met. If the Reviewing Agent fails to act on an application within thirty (30) days after the application has been made, it shall be deemed to be approved.

5.5 Maintenance of Protected and Replanted Trees:

(a) Protected Trees: Each Protected Tree retained shall be maintained in good health for a period of no less than twenty-four (24) months from the date of Final Inspection, or issuance of a Certificate of Occupancy if applicable. Should such tree die or significantly decline in the opinion of the Reviewing Agent within this twenty-four (24) month period, the owner of the property shall be required to provide mitigation consistent with the requirements for the removal of a Protected Tree as contained herein within nine (9) months from said determination.

(b) Replanted Trees: All new trees planted to mitigate the removal of Protected Tree(s) shall be maintained in good health for a period of no less than twenty-four (24) months from the date of planting. Should such tree die within this twenty-four (24) month period, the owner of the property shall be responsible for replacing the tree with a tree equal to or greater than the size of the original Replanted Tree at installation; such replacement tree shall be planted within nine (9) months of the death or serious decline of the original Replanted Tree.

6. ADMINISTRATION

6.1 Enforcement: The Building Commissioner is hereby authorized to enforce all of the provisions of the Tree Bylaw.

6.2 Appeals: Any person who has been aggrieved by refusal, order, or decision of the Reviewing Agent or Building Commissioner, may appeal to the Zoning Board of Appeals within 20 days from the date of such refusal, order, or decision.

7. RULES AND REGULATIONS

The Planning Board may promulgate or amend Rules and Regulations which pertain to the administration of this Tree Bylaw, and shall file a copy of said rules in the office of the Town Clerk. Such rules may prescribe the size, form, contents, style, and number of copies of plans and specifications, the procedure for the submis-

sion and approval of such plans, and the procedure for determining final compliance with these regulations. The adoption or amendment of Rules and Regulations shall be after a public hearing to receive comments on the proposed or amended Rules and Regulations. The public hearing shall be advertised once in a newspaper of general local circulation, at least 14 days prior to the date of the public hearing.

And to amend Appendix A of the Non-Criminal Disposition Bylaw by adding the following:
or take any other action relative thereto.

Article 40 VOTE
Upon a motion made by Ms. Whiting-Cash and duly seconded, it was voted that the Town take affirmative action on Article #40 as printed in the Warrant, except to strike the phrase in Section 4.1(c) "as defined by the Town of Concord Zoning Bylaw Section 7.1.5" and insert the phrase "excluding basements, open or screened porches and decks."

Bylaw	Fine Schedule	Fine Allowed	Enforcement Agency
Tree Preservation Bylaw	1st Offense	$100	Building Commissioner
	2nd offense	$200	
	3rd & each subsequent offense	$300	

WARRANT ARTICLE 41. TREE PRESERVATION REVOLVING FUND

To determine whether the Town will vote to establish under Massachusetts General Laws Chapter 44, Section 53E½, a Tree Preservation Revolving Fund, for the purposes of buying, planting and maintaining trees within residential neighborhoods in the Town, and that fees, charges and money received under the Tree Preservation Bylaw are to be deposited into this Revolving Fund and expended under the direction of the Town Manager without further appropriation; said revolving account expenditures shall not exceed $100,000 for the year ending June 30, 2018, or take any other action relative thereto.

Article 41 VOTE
Upon a motion made by Ms. Whiting-Cash and duly seconded, it was voted by a declared large majority that the Town take affirmative action on Article 41 as printed in the Warrant.

WARRANT ARTICLE 42. ALTERNATIVE PRD PRELIMINARY SITE DEVELOPMENT AND USE PROPOSAL FOR LOT 4A AND PARCEL A FOREST RIDGE ROAD (by petition)

To determine whether the Town will vote pursuant to Section 10.3.4 of the Zoning Bylaw to approve the Phase II Black Birch Alternative PRD Preliminary Site Development and use Proposal for Lot 4A and Parcel A Forest Ridge Road dated September 12, 2016 revised December 20, 2016 as filed with the Town Clerk and Planning Board, or take any other action relative thereto.

Article 42 VOTE
Upon a motion made by Mr. McBride and duly seconded, the following was voted by two-thirds declared majority: Pursuant to Section 10.3.4 of the Zoning Bylaw to approve the Phase II Black Birch Alternative PRD Preliminary Site Development and Use Proposal for Lot 4A and Parcel A Forest Ridge Road dated September 12, 2016 revised December 20, 2016 as filed with the Town Clerk and Planning Board and as amended as set forth in an amendment dated March 14, 2017 and entitled "Provision of Additional Common Open Space and Amendment of Related Provisions" which amendment was approved by the Planning Board on April 11, 2017 and subsequently filed with the Town Clerk and Planning Board on April 21, 2017.

WARRANT ARTICLE 43. RELEASE OF RESIDENTIAL RESTRICTION APPLICABLE TO LOT 4A AND PARCEL A FOREST RIDGE ROAD (by petition)

To determine whether the Town will vote to authorize the Select Board to enter into an agreement to release Lot 4A Forest Ridge Road containing 5.79+ acres and Parcel A Forest Ridge Road containing 3.32+ acres, both as shown on a plan entitled "Plan of Land in Concord, Massachusetts, Owned by: Todd A. Pulis, Trustee of Thoreau Realty Trust" dated August 25, 2016 to be recorded with the Middlesex South Registry of Deeds, from a certain Easement and Restrictive Covenant Agreement dated September 19, 1990 and recorded with said Deeds in Book 20781, Page 75 and to agree that said Lot 4A and Parcel A may be used for residential purposes as a primary use, or take any other action relative thereto.

Article 43 VOTE
Upon a motion made by Mr. McBride and duly seconded, it was voted by a two-thirds declared majority that the Town authorize the Select Board to enter into an agreement to release Lot 4A Forest Ridge Road containing 5.79± acres as shown on a plan entitled "Plan of Land in Concord, Massachusetts, owned by: Todd A. Pulis, Trustee of Thoreau Realty Trust" dated March 8, 2017 to be recorded with the Middlesex South District Registry of Deeds, from a certain Easement and Restrictive Covenant Agreement dated September 19, 1990 and recorded with said Deeds in Book 20781, Page 75 and to agree that said Lot 4A may be used for residential purposes as a primary use.

WARRANT ARTICLE 46. CEMETERY ROADS AND INFRASTRUCTURE IMPROVEMENTS

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of $150,000, or any other sum, for the repair, construction, reconstruction, or renovation of roadways within the Sleepy Hollow Cemetery including drainage, curbing, retaining walls and related roadway infrastructure, said funds to be expended under the direction of the Town Manager; and further that the Town Manager be authorized to accept and expend state and/or county grants as may be available for the same purpose, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 46 VOTE
Upon a motion made by Mr. Cooke and duly seconded, it was voted by a two-thirds declared majority that the Town appropriate the sum of $150,000 for the repair, reconstruction, and renovation of roadways within the Sleepy Hollow Cemetery including drainage, curbing, retaining walls and related roadway infrastructure, said funds to be expended under the direction of the Town Manager, and further, to meet this appropriation that the Town Treasurer be authorized, with the approval of the Select Board, to borrow the sum of $150,000 by the issuance of bonds or notes under the provisions of Chapter 44, § 7(1) of the Massachusetts General Laws or any other enabling authority, and further, that the Town Manager be authorized to accept and expend state and/or county grants as may be available for the same purpose; and that the Select Board and Town Manager are authorized to take any actions necessary or convenient to carry out this vote.

WARRANT ARTICLE 47. 2017 ROADS AND PARKING LOTS PROGRAM

To determine whether the Town will vote to raise and appropriate, transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of $1,415,000, or any other sum, for the repair, reconstruction, renovation or design of roads, streets and parking lots within the town including drainage, curbing and sidewalk improvements, said funds to be expended under the direction of the Town Manager; and further that the Town Manager be authorized to accept and expend state grants as may be available for the same purpose, and that the Treasurer, with the

approval of the Select Board, be authorized to borrow up to the amount stipulated in such grant or grants under the provisions of Chapter 44 of the Massachusetts General Laws, in anticipation of reimbursement of this amount, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 47 VOTE
Upon a motion made by Mr. Wallis and duly seconded, the following was voted unanimously that the Town take affirmative action on Article 47 as printed in the Warrant, in the amount of $1,415,000 from borrowing under the provisions of Chapter 44, §7(1) of the Massachusetts General Laws or any other enabling authority.

WARRANT ARTICLE 48. SENIOR MEANS-TESTED PROPERTY TAX EXEMPTION

To determine whether the Town Meeting will vote to accept the Special Act passed by the Great and General Court entitled An Act Establishing a Senior Means-Tested Property Tax Exemption in the Town of Concord, Chapter 374 of the Acts of 2016, as shown below, or take any other action relative thereto:

Chapter 374 of the Acts of 2016
An Act Establishing a Senior Means-Tested Property Tax Exemption in the Town of Concord
Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. With respect to each qualifying parcel of real property classified as Class 1, residential, in the town of Concord, there shall be an exemption from the property tax equal to the total amount of tax that would otherwise be assessed without this exemption less the sum of: (i) 10 per cent of the total annual qualifying income for purposes of the state circuit breaker income tax credit; and (ii) the amount of the state circuit breaker credit the applicant was eligible to receive in the year before the application being filed. The percentage of total annual qualifying income may be raised by section 3. Property taxes shall not be reduced by more than 50 per cent by this exemption. The exemption shall be applied to the domicile of the taxpayer only. For the purposes of this act, a "parcel" shall be a unit of real property as defined by the board of assessors under the deed for the property and shall include a condominium unit.

SECTION 2. The board of assessors may deny an application for the exemption in section 1 if the board finds that the applicant has excessive assets that place the applicant outside of the intended recipients of the senior exemption created by this act. Real property shall qualify for the exemption under section 1 if the following criteria are met:

(i) the qualifying real property is owned and occupied by a person whose prior year's income would make the person eligible for the circuit breaker income tax credit under subsection (k) of section 6 of chapter 62 of the General Laws;
(ii) the qualifying real property is owned by a single applicant who is 65 years of age or older at the close of the previous year or jointly if 1 of the joint applicants is 65 years of age or older at the close of the previous year and the other joint applicant is 60 years of age or older;
(iii) the qualifying real property is owned and occupied by the applicant or joint applicants as their domicile;
(iv) the applicant or not less than 1 of the joint applicants has been domiciled in the town of Concord for not less than 10 consecutive years before filing an application for the exemption;
(v) the maximum assessed value of the domicile is not more than the town's median single-family residential assessed value of the prior fiscal year; and
(vi) the board of assessors has approved the application for the exemption.

SECTION 3. The exemption under section 1 shall be in addition to any other exemption allowable under the General Laws, except that there shall be a dollar cap on the total exemptions granted pursuant to this act equal to 0.5 per cent of the fiscal year's total residential property tax levy for the town of Concord, including the levy for the regional high school if not included in the town's tax levy at some subsequent date with the total exemption amount granted pursuant to this act allocated proportionally within the tax levy on all residential taxpayers. After the first year of the exemption, the total cap on the exemptions granted pursuant to this act shall be set annually by the select board within a range of 0.5 percent to 1.0 per cent of the residential property tax levy for the town. If benefits to the applicants may be limited because the percentage established annually by the select board would otherwise be exceeded, the benefits shall be allocated by raising the total annual qualifying income percentage as required in section 1 as necessary to not exceed the cap. If the cap exceeds the need for the exemption, the total cap on the exemptions granted pursuant to this act shall be reduced to meet the need.

SECTION 4. A person who seeks to qualify for the exemption under section 1 shall, before the deadline established by the board of assessors, file an application, on a form to be adopted by the board of assessors, with the supporting documentation of the applicant's income and assets as described in the application. The application shall be filed each year for which the applicant seeks the exemption.

SECTION 5. Acceptance of this act by the town of Concord shall be first by vote of approval at an annual town meeting, to be followed by an affirmative vote of a majority of the voters at any regular or special election at which the question of acceptance is placed on the ballot. Sections 1 to 4, inclusive, and sections 7 and 8 shall take effect 30 days after an affirmative vote by the town.

SECTION 6. This act may be revoked by an affirmative vote of a majority of the voters at any regular or special town election at which the question of revocation is placed on the ballot. Revocation of sections 1 to 4, inclusive, and sections 7 and 8 shall take effect 30 days after an affirmative vote of the town to revoke those sections.

SECTION 7. An exemption shall not be granted under this act until the department of revenue certifies a residential tax rate for the applicable tax year where the total exemption amount is raised by a burden shift within the residential tax levy.

SECTION 8. This act shall expire after 3 years of implementation of the exemption.

Article 48 VOTE
Upon a motion made by Mr. Beeuwkes and duly seconded, it was voted by a wide majority that the Town Meeting accept the Special Act passed by the Great and General Court entitled "An Act Establishing a Senior Means-Tested Property Tax Exemption in the Town of Concord, Chapter 374 of the Acts of 2016" as printed in the warrant.

WARRANT ARTICLE 49. REQUEST FOR HOME RULE LEGISLATION ALLOWING CONCORD TO ADOPT FEES TO FINANCE AFFORDABLE HOUSING (by petition)

To determine whether the Town will vote to request the Select Board to ask our legislative representatives to file and seek passage of legislation authorizing the Town of Concord to adopt a fee structure substantially in the form shown below, for the purpose of financing a Town fund to support affordable housing.

1. Concord shall initiate a one-time fee to be assessed on certain new and newly expanded single-family houses.

2. The fee shall be assessed on new single-family houses built to exceed 3000 square feet in living area, at a rate of $35 per square foot of the excess over 3000.

3. The fee shall be assessed on newly expanded single-family houses when the resulting house exceeds 3000 square feet in living area. If the house prior to expansion was below 3000 square feet, the fee will apply in the same manner as in item 2 above. If the house prior to expansion was over 3000 square feet, the fee will be $35 per square foot applied to the living area after expansion minus the living area before expansion.

4. The living area of a house shall be measured in accordance with the method established by the Assessing Department of the Town of Concord.

5. The construction of single-family houses in Planned Residential Developments (PRDs) for which affordable housing is required will be exempt from this legislation.
6. The fee shall be paid by the owner of the prop-

erty lot who initiates the plan for a new or expanded house on that lot at the time of issuance of the building permit.
7. The Town fund that results from the fees shall be held by the Town Treasurer in an account to be used at the direction of the Select Board for affordable housing purposes.

or take any other action relative thereto.

Article 49 VOTE
Upon a motion duly made by Mr. Phillips, seconded, and amended, the following was voted:

That the Select Board shall appoint a committee to study the affordable housing goals of the Town and recommend appropriate measures to fund those goals. The committee shall, generally, be charged with the responsibility of studying and determining cost-effective means by which the Town may fund the continuing expansion of its inventory of affordable housing. The Select Board shall determine the number and qualifications of the study committee, its precise charge, and specify a date on which it shall render a report of its findings.

WARRANT ARTICLE 50. REQUEST TO FUND LIMITED TESTING OF HONEY BEE HIVES FOR NEONICOTINOID LEVELS (By Petition)

To determine whether the Town will vote to appropriate the sum of $4,000, or any other sum, to be expended by the Select Board's Pollinator Health Advisory Committee under the direction of the Select Board to compare the level of neonicotinoids in ten or fewer honey bee colonies up to five of which have collapsed and five which have survived, or take any other action relative thereto.

There was no motion under Article 50

WARRANT ARTICLE 52. UNPAID BILLS

To determine whether the Town will vote to raise and appropriate or transfer from available funds in the Treasury, monies to pay the unpaid bills of prior fiscal years, or take any other action relative thereto.

There was no motion under Article 52.

WARRANT ARTICLE 57. WATER SYSTEM EXPENDITURES

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

Article 57 VOTE
Upon a motion made by Ms. Kramer and duly seconded, it was voted unanimously that the Town take Affirmative Action on Article 57 as Printed in the Warrant.

WARRANT ARTICLE 58. BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES

To determine whether the Town will vote to appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year beginning July 1, 2017 (FY2018) for the operation of the Community Pool, in accordance with Chapter 44, section 53F½ of the Massachusetts General Laws, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

Article 58 VOTE
Upon a motion made by Mr. Whelan and duly seconded, it was voted unanimously that the Town appropriate from the Community Pool Enterprise Revenues, the sum of $2,392,542 and appropriate from the Undesignated Fund balance the sum of $640,058, for a total appropriation of $3,032,600, the amount required for the total operating and capital expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2018, in accordance with Chapter 44, section 53 F1/2 of the Massachusetts General Laws, said fund to be expended under the direction of the Town Manager.

Having no further business to conduct the Annual Town Meeting of 2017 concluded at 11:04 pm.

2017 SPECIAL TOWN MEETING

April 25th, 2017

Pursuant to a Warrant signed by the Select Board on March 27, 2017 and posted on April 10, 2017, Town Moderator Carmin Reiss called the Special Town Meeting to order at 7:30 pm on Tuesday, April 25, 2017 at the Concord-Carlisle High School Gymnasium.

Ms. Reiss declared that she had inspected the Return of Service of the Warrant, finding it to be in order, and that a sufficient number of voters were present to permit the meeting to be opened. There were 921 registered voters in attendance.

At 7:30 pm the meeting took up the first order of business.

WARRANT ARTICLE 1. CONCORD A WELCOMING COMMUNITY (by petition)

To determine whether the Town will vote to urge the Select Board to adopt the following formal policies and procedures relative to immigrants who work or live in Concord as well as those who come here to visit, or take any other action relative thereto. These policies are generally consistent with those adopted by the Concord Police Department.

Proposed Policies

1. No employee of Concord shall inquire about the immigration status of an individual, including a crime victim, a witness, or a person who calls or approaches the police, or any other member of the public with whom the employee has contact, unless necessary to investigate criminal activity by that individual.

2. No police officer of Concord shall arrest, detain, or continue to detain a person based solely on the belief that the person is not present legally in the United States or that the person has committed a civil immigration violation.
3. No police officer of Concord shall arrest, detain, or continue to detain a person based on an immigration detainer, federal administrative warrant, or any other such order or request in any form whatsoever, unless such detainer or warrant is accompanied by a judicial warrant, and where: a) there is probable cause to believe that the individual has illegally re-entered the country after a previous removal; and b) the individual has been convicted at any time of a violent felony, terrorism-related offense, trafficking in individuals or drugs, or participation in a criminal organization using violence.

4. No police officer or employee of Concord shall respond to any ICE notification request by providing any federal agent or agency information about an individual's incarceration status, hearing information, length of detention, home address, or personal information, but may provide information regarding citizenship or immigration status.

5. No police officer or employee of Concord shall perform the functions of an immigration officer, nor shall any department of the Town of Concord use Town funds, resources, facilities, property, equipment or personnel to assist in the enforcement of federal civil immigration laws. Nothing in this section shall prevent an officer, employee or department from lawfully discharging duties in compliance with and in response to a lawfully issued judicial warrant, judicial subpoena, or judicial detainer.

Article 1 VOTE
Upon a motion made by Ms. Bennett and duly seconded, it was voted by a declared substantial majority that the Town take affirmative action under Article 1 to urge the Select Board to adopt formal policies and procedures relative to immigrants who work or live in Concord, as well as those who come here to visit, consistent with the following:
Proposed Policies

1. No employee of Concord shall inquire about the immigration status of an individual, including a crime victim, a witness, or a person who calls or approaches the police, or any other member of the public with whom the employee has contact, unless necessary to investigate criminal activity by that individual.

2. No police officer of Concord shall arrest, detain, or continue to detain a person based solely on the belief

that the person is not present legally in the United States or that the person has committed a civil immigration violation.

3. No police officer of Concord shall arrest, detain, or continue to detain a person based on an immigration detainer, federal administrative warrant, or any other such order or request in any form whatsoever, unless: 1) such detainer or warrant is accompanied by a judicial warrant; or 2) where: a) there is probable cause to believe that the individual has illegally re-entered the country after a previous removal; and b) the individual has been convicted at any time of a violent felony, terrorism-related offense, trafficking in individuals or drugs, or participation in a criminal organization using violence .

4. No police officer or employee of Concord shall respond to any ICE notification request by providing any federal agent or agency information about an individual's incarceration status, hearing information, length of detention, home address, or personal information, but may provide information regarding citizenship or immigration status.

5. No police officer or employee of Concord shall perform the functions of an immi-gration officer, nor shall any department of the Town of Concord use Town funds, resources, facilities, property, equipment or personnel to assist in the enforcement of federal civil immi-gration laws. Nothing in this section shall prevent an officer, employee or department from lawfully discharging duties in compliance with and in response to a lawfully issued judicial war-rant, judicial subpoena, or judicial detainer.

WARRANT ARTICLE 2. COMMISSION ON DISABILITY
To determine whether the Town will vote to accept the provisions of Massachusetts General Law chapter 40, section 8J creating a Commission on Disability, or take any other action relative thereto.

Article 2 VOTE
Upon a motion duly made by Ms. Goldsberry and seconded, it was voted unanimously to adopt the provisions of Massachusetts General Laws chapter 40, section 8J to create a Disability Commission.

WARRANT ARTICLE 3. FUNDING FOR TECHNOLOGY IMPROVEMENTS
To determine whether the Town will vote to transfer from funds available in the treasury the sum of $1,500,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of modernizing the town's computer services including software, hardware, training and related services for program enhancements in financial services, billing, general ledger, license and permit tracking, email, document management and other computerized municipal services, or take any other action relative thereto.

Article 3 VOTE
Upon a motion made by Mr. Howell and duly seconded, it was voted by a declared near unanimous vote that the Town transfer from Overlay Surplus the sum of $1,500,000 to be expended under the direction of the Town Manager for the purpose of modernizing the town's computer services including software, hardware, training and related services for program enhancements in financial services, billing, general ledger, license and permit tracking, email, document management and other computerized municipal services.

At 8:47 pm, upon a motion duly made and seconded, the Special Town Meeting was adjourned and dissolved in order to reconvene the Annual Town Meeting.

General Government

TOWN CLERK

Kaari Mai Tari, Town Clerk

Staff
During 2017, the Town Clerk's Office saw a lot of transition in staffing. Following 19 years of dedicated service to the office of Town Clerk, Anita Tekle retired. In the time between her retirement and the appointment of Kaari Mai Tari as her replacement, Patricia Clifford, Assistant Town Clerk, took charge of office as Acting Town Clerk. She oversaw all office functions, while also ensuring the proper administration of the Town Election, recording Annual and Special Town Meeting actions and preparing for the Special Election in June. This successful continuity of service at the counter, over the phone, and at the polls is a testament to the quality of teamwork that Anita fostered throughout her tenure as Town Clerk. The professionalism, skill and determination of the staff members greatly eased the transition for the newly appointed Clerk for which she is grateful.

The energetic team in the Town Clerk's Office consists of Assistant Town Clerk Patricia Clifford; Senior Department Clerk Arlene Fitzpatrick; and Office Assistant Kristine Sacco. Additional database assistance from Joanna DaSilva allows us to more efficiently manage office operations and produce statistics. Information about the elections and town meeting functions of the Town Clerk are reported elsewhere in this Town Report, under the Board of Registrars.

Vitals
The presence of Emerson Hospital in the community results in a high number of birth recordings in Concord. The number of births, deaths and marriages remained fairly constant compared to past years as illustrated in the table below. In addition, the staff processed 79 Affidavits & Corrections of Vital Records, and issued 311 burial permits. Our online offering for the purchasing of birth, death and marriage certificates continues to be very popular with customers, with 50% of our transactions being requested and completed online. This online offering allows us to provide expedited service for vital records (at an additional charge) and reduces the number of walk-in customers, allowing us to better manage the Division's workload.

Recorded Vital Statistics for Concord 2007-2017
(Numbers include babies born to Concord parents at other Massachusetts hospitals)
(# of Concord residents is in parenthesis)

Year	Births	Deaths	Marriages
2017	1,301 (109)	351 (172)	62 (29)
2016	1,329 (113)	347 (164)	70 (30)
2015	1,215 (104)	356 (163)	83 (40)
2014	1,229 (100)	349 (160)	77 (32)
2013	1,194 (126)	397 (174)	81 (35)
2012	1,175 (103)	371 (169)	67 (32)
2011	1,213 (98)	360 (156)	80 (33)
2010	1,191 (107)	386 (159)	84 (32)
2009	1,204 (126)	375 (139)	76 (25)
2008	1,200 (102)	402 (149)	58 (22)
2007	1,181 (90)	353 (137)	87 (21)

Licenses
We had another good year for dog licenses, with 1,894 licenses issued during the year. Staff participated in the Rabies Vaccination Clinic sponsored by the Board of Health in March.

Town Meeting
The Town Clerk and staff attended and recorded the proceedings of the Annual Town Meeting and two Special Town Meetings during the year. For all Town Meeting events, we offered a daily update of the previous evening's session on the Town's web site, which

Vital Statistics

Births Registered in Concord	1,301 (109 to Concord residents)
Deaths Registered in Concord	351 (172 Concord residents)
Marriages Registered in Concord	62 (59 Concord residents)

proved very popular with residents. Town Meeting minutes are included elsewhere in this Report.

Recordings
The Department issued 162 Business Certificates, recorded 92 Historic Districts Commission decisions, and recorded 23 Zoning Board of Appeals decisions during the year.

Public Records Law Changes
Public Records Law changes went into effect on January 1, 2017. Serving as one of the Town's Records Access Officers, the Town Clerk registered or coordinated the town's response for 47 requests for access to public records. This does not include public records requests that Town Departments respond to individually. Public records access guidelines were prepared in 2017 to assist requestors in making informed requests. The guidelines are available on the Town's website.

Records Management
Several volumes of Town Meeting minutes and Cemetery Deeds were transferred to the municipal records section of the Special Collections vault for preservation purposes. Finance Department staff participated in records management activities to prepare for shredding and assess storage needs for records requiring longer retention and permanent records.

Miscellaneous
During the year, the staff swore in new committee and board appointees and posted 929 public meetings and agendas. Meeting postings are available on the bulletin board in the Town House lobby and for view on the Town's website at www.concordma.gov. During the course of the year, the Office provided information to staff, boards and committees, and citizens on the issues of the Open Meeting, Public Records, Conflict of Interest, and Campaign & Political Finance Laws, and maintained records of completion of the mandatory state ethics training by employees and board members.

The Town Clerk participated in the Effective Governance workshop along with members of the Select Board, Planning Board, and Moderator. The Town Clerk also joined the Select Board and League of Women Voters in presenting a three part workshop called Mapping the Road to Town Meeting.

Department staff prepared and recorded 41 new cemetery deeds and continued to maintain the cemetery deed, burial permit, and lot records. 17 raffle permits were issued to community non-profit organizations. The Town Clerk's Office offers Notary Public services for customers with proper identification. A nominal fee is charged, and appointments are recommended for complex documents. In addition, several staff members have been appointed by the Governor's Office to serve as "Commissioners to Qualify," which authorizes us to administer the Oath of Office to individuals appointed as a Notary Public or Justice of the Peace in Massachusetts. We continued to receive and process routine genealogical requests, referring the more complex ones to the Municipal Archivist. During 2017, the Town Clerk's Office accepted and recorded fees totaling $109,642, about 60% of which were for vital records (births, deaths, marriages).

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

BOARD OF REGISTRARS

Patricia E. Gerty , Chair (R)
Helen N.H. Brady (R)
E. Joanne Mente (D)
Kaari Mai Tari (U), Town Clerk

The four-member Board of Registrars consists of not more than two members from each of the major political parties--three members appointed by the Board of Selectmen, plus the Town Clerk. By virtue of the position, the Town Clerk is a participating and voting member of the Board of Registrars. Following seven years of dedicated service as a Registrar, Patricia E. Gerty stepped aside leaving a vacancy to be filled by a member from either party. This is by virtue of the fact that the current Town Clerk is not enrolled in a party.

Note: Detailed voter registration, election results, and town meeting minutes are reported else-where in this Report.

Voter Registration
The Town Clerk's Office continued to utilize the state's Voter Registration Information System for voter registration. This system connects Concord with Town Clerk's offices across the state to avoid duplication of voter registrations, and allows residents to register to vote or change their address or party affiliation at the Registry of Motor Vehicles. The system supports online voter registration and pre-registration of 16 and 17 year olds.

The Office registered 651 new voters during the year, ending the year with a total of 13,068 voters. In addition, 862 voters were deleted (following four years of inactivity and no-tification of removal), 216 voters switched parties, and 644 were placed on Inactive Voter status due to either not returning a census form, or information that we received that they no longer live in Concord. Inactive voters who still reside in Concord will need to return the annual census form or complete an affirmation of continuous residence form at the polls and show ID in order to be able to participate in an election. We continue to reach out to newly eligible voters to encourage voter registration.

Census
The Annual Town Census is conducted exclusively by mail. Census forms were distributed to residents in late December. The 2017 population per the town census was 16,481. Note that the town census does not include the prison population, while the federal decennial census counts the prisoners (approximately 1,500 additional residents).

Town Caucus—January 30, 2017
Turnout for the Town Caucus was low, with 40 in attendance. Candidates were nominated for the offices of Town Moderator, Select Board, School Committee and Housing Authority without contest for any seat. All participants in the Caucus and especially the candidates are to be commended for their commitment to public service and the election process in Concord.

Annual Town Election—March 28, 2017
There were no contested seats on the 2017 Annual Town Election ballot leading to a reduction in polling hours (12:00 pm – 8:00 pm). A total of 475 voters turned out to vote (3.64% of the total registered voters in Concord). Absentee ballots were distributed to 11 voters.

Annual Town Meeting—April 24, 25 and 26, and 27 2017
The Annual Town Meeting featured 58 Warrant Articles (including six submitted by petition) and was attended by 423 registered voters on the first session, 921 on the second session, 374 on the third session, and 241 on the fourth and final session. During the course of the three sessions, 1,110 individual voters were in attendance (8.4% of the registered voters in Concord).

Special Town Meeting – April 25, 2017
A one-session Special Town Meeting was called as the result of a petition to urge the Select Board to adopt formal policies making Concord a "Welcoming Community." The timing of the petition allowed the calling of the Special Town Meeting to coincide with the Annual Town Meeting avoiding the cost of setup for a separate town meeting. The meeting was held on Wednesday, April 25. The Select Board called the meeting to address the petition article and two additional issues – to adopt MGL Ch. 40, Section 8J, creating a Commission on Disability and to transfer $1,500,000 from Available Funds to fund technology improvements. All three articles passed and the meeting concluded. Annual Town Meeting continued. There were 923 voters in attendance.

Special Town Election – June 8, 2017
A Special Town Election was held on June 8th to address one debt exclusion ballot question for Landfill Site Remediation at Concord-Carlisle High School and one question to accept the provisions of Massachusetts General Laws Chapter 374 of the Acts of 2016, "An Act Establishing a Senior Means-Tested Property Tax Exemption in the Town of Concord." Turnout was low with only 706 voters casting their votes (5.41% of registered voters); both questions passed. Thirty-three absentee ballots were distributed for this election.

Nomination Papers/Initiative Petitions
During the year the Clerk's Office staff accepted and certified 829 signatures as follows: 71 for state ballot questions (initiative petitions); 111 for Annual Town Meeting petition articles; and 647 for special town meeting petition articles. Voters are reminded to sign petitions legibly, with a name and address consistent with voter registration.

TOWN OF CONCORD
SPECIAL TOWN ELECTION--JUNE 8, 2017
OFFICIAL TALLY
PRECINCTS

	1	2	3	4	5	TOTAL	% Margin
REGISTERED VOTERS	2,500	3,097	2,748	2,840	1,862	13,047	
TOTAL VOTES CAST	135	192	133	189	57	706	
% of Registered Voters	5.40%	6.20%	4.84%	6.65%	3.06%	5.41%	
QUESTION 1 -- Landfille Site Remediation							
BLANKS	4	2	2	4	0	12	
YES	103	149	99	137	47	535	77%
NO	28	41	32	48	10	159	23%
TOTALS	135	192	133	189	57	706	
QUESTION 2 -- Senior Means-tested Property Tax Exemption							
BLANKS	0	0	0	2	0	2	
YES	113	172	109	166	50	610	87%
NO	22	20	24	21	7	94	13%
TOTALS	135	192	133	189	57	706	

Town of Concord
Annual Town Election - March 28, 2017
Official Results All Ballots Counted

PRECINTS	**1**	**2**	**3**	**4**	**5**	**TOTAL**
VOTERS PARTICIPATING	94	133	78	108	62	475
REGISTERED VOTERS	2,503	3,088	2,763	2,843	1,855	13,052
% of Registered Voters Participating	**3.75%**	**4.31%**	**2.82%**	**3.80%**	**3.34%**	**3.64%**
MODERATOR for 1 Year -- Vote for Not More Than One						
Blanks	9	13	5	16	7	50
Carmin C. Reiss	85	117	70	91	55	418
Write-Ins	0	3	3	1	0	7
TOTALS	**94**	**133**	**78**	**108**	**62**	**475**
BOARD OF SELECTMEN FOR 3 Yrs -- Vote for Not More Than One						
Blanks	7	13	7	20	6	53
Michael E. Lawson	87	119	71	88	56	421
Write-Ins	0	1	0	0	0	1
TOTALS	**94**	**133**	**78**	**108**	**62**	**475**
SCHOOL COMMITTEE for 3 Year -- Vote for Not more Than One						
Blanks	0	3	2	6	5	16
Wallace Wally Johnston	79	114	64	72	47	376
Write-Ins	0	0	0	0	0	0
Nancy C. Barrett	14	14	12	28	10	78
Others/Scattered	1	2	0	2	0	5
TOTAL	94	133	78	108	62	475
CONCORD HOUSING AUTH for 5 Yrs -- Vote for Not more Than One						
Blanks	12	14	6	15	6	53
Linda L. Escobedo	82	117	72	89	56	416
Write-Ins	0	2	0	4	0	6
TOTALS	94	133	78	108	62	475

TOWN MEETING VOTER PARTICIPATION 1997-2017

YEAR	# Nights	Highest One Night Attendance	Total Attendance all nights	Total Individual Voters%	Registered Voters in Attendance
1997 ATM	4	933	2,060	1,120	11.5%
1997 STM (Oct)	2	1,242	1,541	1,265	13.0%
1998 ATM	4	355	1,391	628	6.2%
1999 ATM	4	960	2,375	1,299	11.6%
2000 ATM	4	925	2,613	1,290	11.0%
2000 STM (May)	1	923	923	923	7.9%
2001 STM (Jan)	1	448	448	448	3.9%
2001 ATM	5	1,277	3,416	1,727	15.0%
2002 ATM	4	930	2,321	1,215	10.5%
2003 ATM	6	912	3,109	1,368	12.2%
2003 STM (Aug)	1	883	883	883	7.9%
2004 STM (Mar)	1	405	405	405	3.5%
2004 ATM	4	1,330	3,524	1,977	17.2%
2005 ATM	3	816	1,616	1,032	9.0%
2006 ATM	5	888	2,537	1,297	11.0%
2007 ATM	3	1,390	2,402	1,568	13.6%
2007 STM (Apr)	1	565	565	565	4.9%
2007 STM (June)	1	1,819	1,819	1,819	15.8%
2007 STM (Nov)	1	1,283	1,283	1,283	11%
2008 ATM	3	816	1,509	925	7.7%
2009 ATM	3	539	1,382	802	6.7%
2010 ATM	4	528	1,926	946	7.9%
2011 ATM	3	843	1,904	1,147	9.5%
2011 STM (Apr)	1	514	514	514	4.3%
2011 STM (Nov)	1	1,664	1,664	1,664	13.6%
2012 ATM	4	831	2,311	1,183	9.7%
2012 STM (Apr)	1	651	651	651	5.4%
2013 ATM	3	1,352	2,878	1,795	14.2%
2013 STM (Dec)	1	1,043	1,043	1,043	8.2%
2014 ATM	3	684	1,589	894	7.0%
2014 STM (May)	1	684	684	684	5.4%
2015 ATM	4	840	2,001	1,171	9.4%
2015 STM (Apr)	1	842	842	842	6.7%
2016 STM (Feb)	1	168	168	168	1.5%
2016 ATM	3	416	1,093	595	4.9%
2016 STM (Dec)	1	220	220	220	1.6%
2017 ATM	4	921	1,959	1,110	8.4%

ATM = Annual Town Meeting; STM = Special Town Meeting

TOWN OF CONCORD VOTER REGISTRATION HISTORY -- 1960 TO 2018 (as of January 1)

YEAR	Democrats	%	Republicans	%	Unenrolled/ Independents	%	Other	%	Total
2018	4,567	35.04%	1,537	11.79%	6,853	52.58%	77	0.59%	13,034
2017	4,586	34.90%	1,623	12.35%	6,858	52.19%	74	0.56%	13,141
2016	4,359	34.49%	1,672	13.23%	6,518	51.58%	88	0.70%	12,637
2015	4,331	34.42%	1,693	13.46%	6,506	51.71%	51	0.41%	12,581
2010	4,311	35.64%	1,774	14.66%	5,970	49.35%	42	0.35%	12,097
2005	3,988	34.47%	2,067	17.87%	5,425	46.89%	90	0.78%	11,570
2000	3,393	29.65%	2,110	18.44%	5,907	51.62%	34	0.30%	11,444
1995	3,268	31.61%	2,088	20.20%	4,975	48.12%	7	0.07%	10,338
1990	3,320	32.74%	2,335	23.03%	4,486	44.24%	0	0.00%	10,141
1985	3,446	32.67%	2,478	23.49%	4,624	43.84%	0	0.00%	10,548
1980	3,088	32.62%	2,393	25.28%	3,986	42.10%	0	0.00%	9,467
1975	2,863	31.58%	2,576	28.41%	3,628	40.01%	0	0.00%	9,067
1970	1,941	26.94%	2,724	37.81%	2,540	35.25%	0	0.00%	7,205
1965	1,391	20.01%	2,825	40.65%	2,734	41.85%	0	0.00%	6,950
1960	805	12.32%	2,574	39.40%	3,154	48.28%	0	0.00%	6,533

TOWN PROFILE

POPULATION
as of January 1, 2017 census

Adults (age 17 or over)	13,004
POPULATION BY AGE GROUP	
Under 20 years	4,272
20-29 years	1,441
30-39 years	1,121
40-49 years	2,161
50-59 years	2,831
60-69 years	2,310
70 years and over	2,345
TOTAL	**16,481**

POLITICAL PARTY AFFILIATION
as of December 31, 2017

Recognized Parties in MA:	
Democrat	4,566
Republican	1,536
Libertarian	26
Unenrolled	6,850
Political Designations:	
United Independent	28
Other	23
TOTAL	**13,029**

PERSONNEL BOARD

Ellen Quackenbush, Chair
Nancy Crowley
Susan Bates
Claude Cicchetti

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

Classification and Compensation
The Town maintains a formal Classification and Compensation Plan that provides a uniform system for grouping regular non-union positions based on job requirements and establishes salary ranges based on market conditions. The Personnel Board is responsible for recommending Plan amendments to Town Meeting. Structural adjustments and salary increases are intended to uphold Concord's tradition of maintaining total compensation rates (i.e., pay plus benefits) that are above average, but not top, among comparable municipal employers in order to keep the Town competitive in attracting and retaining competent employees.

FY18 Plan Structure Adjustments
The 2017 Town Meeting approved the following changes effective July 1, 2017 (FY18) to pay ranges listed in the Classification and Compensation Plan:

- a 2.5% increase in the minimums and maximums of all AC, TCL, MP, EM and EL ranges;
- an increase in the minimum of the SF-1 and HS-A ranges to $11.00 (consistent with the Massachusetts minimum wage); and
- increases in the HS-1 and HS-2 minimums and maximums to accommodate grant-funded positions and adjust for grade variations.

FY18 Salary Increase Policies
Funding for all salary increases is contained in the "Salary Reserve" line item of the Town Manager's annual budget. This line funds structural and performance-based increases for non-union employees, and negotiated increases under collective bargaining contracts. Each fiscal year, the Town Manager and Personnel Board determine the actual salary increases to be received by non-union employees based upon the amount of money appropriated to the Salary Reserve.

Employees in the Trades-Crafts-Labor, Electrical Labor, Administrative-Clerical, and Swim & Fitness categories were eligible for two salary increases during the fiscal year. Each of these employees who achieved satisfactory performance received a 2.5% structural increase plus a 2.5% performance increase, up to the maximum of their assigned salary range. Employees in the Managerial-Professional and Electrical Management categories were eligible for one increase during the fiscal year. Each of these employees received a performance-based increase of 0% to 6.5%, up to the maximum of their assigned salary range. Wage increases for employees in the Human Services categories are influenced by limited external funding sources such as grant, gift, general and revolving funds and increases for managerial-professional Swim & Fitness employees are influenced by the financial status of the enterprise. Accordingly, separate systems for individually considering salary increases for these employees are maintained; where funds were available, these individuals were eligible to receive an increase of up to 5.0%.

Personnel Bylaw Amendment
The Personnel Board recommended, and the 2017 Town Meeting voted, to amend Section 15 of the Personnel Bylaw regarding personal leave. The approved amendment eliminated some language to provide the Town Manager and Personnel Board with increased flexibility related to setting policies for the accrual and use of personal leave, while maintaining the accrual limit to three days per fiscal year. The new language allows the Town to move toward an accrual system where employees earn leave throughout each year and, therefore, no deductions from final paychecks are needed in order to collect leave that a departing employee has used but not earned. This change is expected to make it easier to implement leave management software and provide for more efficient and effective administration of non-union personnel matters.

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

We would like to make special mention of the following employees, all of whom had served the Town for 20 or more years in a regular-status position as of December 2017:

HUMAN RESOURCES DEPARTMENT

Amy Foley, Human Resources Director

The Human Resources (HR) Department provided services to approximately 650 regular, limited, and temporary employees on issues relating to: administering the Personnel Bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers' compensation case management and administrative services; and designing and administering employee benefits programs. HR advised the Personnel Board and Town Manager on related issues; advised managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

Employees with 20 or more Years of Service
Names noted with * are employees who retired in 2017

Finance
Linda Davis
Carolyn Dee
Patricia Robertson
Anita Tekle*

Fire
John Bendel,
Mark Cotreau*
David Curran
Paul Domenichella
Bradford Ferrie
Anthony Geanisis*
John Gower
Marcus Jackson
Thomas Judge
Brian Lefebvre
Eric Nelson
William Noke
James Redmond
Arthur St. John
Brian Whitney

Human Resources
Amy Foley

Human Services /Recreation
Anita Stevanazzi-Hill
Jonathan Straggas

Library
Karen Ahearn
Fayth Chamberland
Robin Demas
Cynthia DiRenzo
Patricia Pluskal
Valerie Gay Weiss
LeslieWilson

Light Plant
Martin Boermeester
Ann Breitenwischer
Philip Connell
Beverly DuFresne
Peter Hughes
John McGarry
David Ransom*
John Simeone
David Wood

Planning & Land Mgmt
Karen Byrne
Tracy LaPierre
Marcia Rasmussen
Stanley Sosnicki

Police
Robert Capone
Scott Camilleri
Joseph Connell
Paul Flynn
James Forten
Brian Goldman
Gerard Mearn
Joseph Morahan
Paul Morrison
Roy Mulcahy
Jeffrey Shelley
Sylvia Toumayan
Christopher Troiano

Public Works
Alan Cathcart
Paul Cote
Scott Cullinane
Peter Flynn*
Thomas Ford
Andrew Giles
Peter Hardy
Stephen Harrington
Richard Hathaway
Michael Haynes
John Hesdorff
Adrian Hone
Patricia Hopkins
Jeffrey Koranda
Todd Manchuso
Paul Reinhardt
Robert Trainor

Town Manager's Office
Laurel Landry*
Robert Landry
Christopher Whelan

In 2017, HR staff processed 1,830 applications for employment; managed 76 recruitments and new appointments; managed 57 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 45 work-related injury cases; responded to multiple unemployment claims; verified and processed more than 917 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 5 contracts; made arrangements for an ice cream truck visit enjoyed by approximately 350 employees; coordinated 53 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 19 positions; and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

As part of its benefits administration activities, HR staff developed and distributed communications to employees throughout the year, including notices regarding Affordable Care Act provisions, HIPAA requirements, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan. 8 coverage changes were processed during open enrollment and 197 individual long-term disability rate adjustments were determined and communicated to each subscriber. 29 GEM (Go the Extra Mile) Certificates and 9 gift-certificate awards were processed in recognition of employee actions that were noted and appreciated by others. HR staff coordinated with the Finance Director to learn about and provide the Town's Insurance Advisory Committee with information regarding new, cost-saving plan design changes and high-deductible health plan options that will be offered in 2018.
An employee benefits and wellness fair was coordinated and attended by approximately 150 employees in March. In addition to arranging representation from 12 benefit providers, HR staff engaged representatives of the Police, Fire, Health, and Recreation departments to provide attendees with personal wellness and safety information. Staff also supported the Minuteman Nashoba Health Group wellness coordinator's efforts in offering wellness programs for the Town's employees and their family members.

As part of management's efforts to increase communications and provide employees with necessary training, the HR Director assisted the Town Manager and Senior Management Team in planning the sixth annual forum for employees that took place in March; these meetings provide an opportunity to share information regarding goals, initiatives and programs and to address employee questions. Policy orientations were provided to 29 new employees to acquaint them with expectations of the Town. All of the Town's supervisors were required to attend a full day training session in June and half day session in the Fall to provide them with important information regarding employment laws they are required to be familiar and comply with. Provisions were made for 17 new employees to attend harassment prevention training in December. HR staff also ensured that all employees were reminded of their biennial obligation to complete training on the Massachusetts conflict of interest law.

Workforce Analysis by Gender

Year	Male	Female
2017	61.30%	38.70%
2016	62.80%	37.20%
2015	64.60%	35.40%
2014	61.50%	38.50%
2013	62.40%	37.60%
2012	62.50%	37.50%
2011	62.30%	37.70%
2010	62.10%	37.90%
2009	62.90%	37.10%
2008	63.60%	36.40%

Workforce Analysis by Ethnicity

	White		Black		Hispanic		Asian		Native American		
Year	#	%	#	%	#	%	#	%	#	%	Total
2017	259	94.5%	3	1.1%	3	1.1%	6	2.2%	3	1.1%	274
2016	263	94.9%	2	0.7%	4	1.4%	5	1.8%	3	1.1%	277
2015	258	95.2%	2	0.7%	3	1.1%	5	1.8%	3	1.1%	271
2014	263	95.6%	2	0.7%	3	1.2%	5	1.8%	2	0.7%	275
2013	247	95.7%	2	0.8%	3	1.2%	4	1.6%	2	0.8%	258
2012	250	95.8%	3	1.1%	2	0.8%	4	1.5%	2	0.8%	261
2011	244	94.9%	4	1.6%	2	0.8%	5	2.0%	2	0.8%	257
2010	247	96.5%	3	1.2%	0	0.0%	4	1.7%	2	0.8%	256
2009	251	96.9%	2	0.8%	0	0.0%	4	1.5%	2	0.8%	259
2008	255	96.6%	3	1.1%	0	0.0%	4	1.5%	2	0.8%	264

TOWN COUNSEL

William L. Lahey and Mina S. Makarious
Anderson & Kreiger LLP

The following is a description of the lawsuits by or against the Town filed or pending during 2017 handled by Town Counsel:

Fitch, et al. v. Zoning Board of Appeals of Town of Concord

Appeal from denial of zoning enforcement filed in 2016. No damages claims were brought against the Town. Trial was held in October 2017. Defendants' Consolidated Post Trial Brief and Additional Findings were filed on December 5, 2017, and closing arguments were held on December 18. The case is currently under advisement.

Michele I. Mandrioli; Claudette Cavelier; Peter J. Mandrioli, Jr.; and Paul J. Mandrioli v. Whitney S. Hamnet, II; Fern Folz; Gregory and Sharlene Dorothy; David P. Smyth and Anne C. Piessens; Town of Concord; Heirs of Edward W. Sheehan and Kathryn A. Sheehan, et al.
Action to remove a cloud on the title of property. Plaintiff's Complaint was filed on December 7, 2017, and a Case Management Conference was held on January 10, 2018. The Town has determined that it does not have an interest in the property, and the Town's future involvement in this case will be minimal.

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

The Town is seeking a declaration and judgment for the right of public access to Estabrook Road, as well as an injunction against the Defendants for interfering with the public's right to access the road. Discovery in the case is pending.

PUBLIC SAFETY

FIRE DEPARTMENT

Fire Chief Thomas Judge

It was an unusual way to start the New Year; shortly before 1:00 a.m. on January 4th, firefighters at Station 2 were forced out of the station by a fire in the building. The fire which appears to have started in one of the trucks quickly filled the first floor with thick black smoke and a tremendous amount of heat. That smoke and heat prevented the on-duty crew from being able to get to their gear or the trucks. We were very fortunate that our firefighters were able to escape the building without injury. The fire destroyed Engine 4, and smoke and heat damaged resulted in all of the vehicles in the building being totaled; those vehicles were Engine 8, Engine 6, and Ambulance 3. The first floor suffered severe smoke and heat damage, and the second floor had heavy smoke damage throughout.

Following the fire, the West Concord crews relocated to the Concord Municipal Light Plant (CMLP) headquarters on Elm Street. Our friends at CMLP were able to host us for about five weeks while a site for a temporary fire station was identified. With the assistance of the Department of Planning and Land Management Director, Concord Fire Department (CFD) was able to secure space at the end of the West Concord commuter lot as the site for a temporary station to be built. An incredible amount of effort by other town departments went into getting us back in service at the temporary location, and we are forever appreciative of what they did to assist us. In addition to our fellow town departments, we also had a tremendous amount of support from the community and our neighbors in West Concord for which we are also very thankful.

Working closely with our insurance company, Station 2 was rebuilt over the next six months with a complete overhaul of the first floor, and much of the second floor. The building which was originally built in the 1930's, when sprinklers were not required, did not have a sprinkler system on the night of the fire. As part of the rebuilding, a sprinkler system was installed, making the building much safer for the occupants.

At this time, all but one of the vehicles listed as totaled has been replaced by the insurance company. Engine 6, a small brush fire truck will be replaced soon completing the insurance claim.

This fire indeed shows that a fire can occur anywhere at any time. Early detection enabled the on-duty firefighters to escape the building which proved to us that one of our slogans couldn't be more accurate: *Smoke Detectors Save Lives!*

Emergency Responses 2017

NFIRS CATEGORY	NUMBER
Fires/Explosions*	59
Overpressure/Ruptures	2
Emergency Medical/Rescue**	1,895
Hazardous Conditions***	201
Service Calls	324
Good Intent Call/Public Service	196
Fire and CO Alarms/Other Alarms	904
Weather Related	0
Special/Miscellaneous	8
TOTAL EMERGENCY RESPONSES	3,589

*-Fires occured within the following sub-categories:
- Structure fires: 25
- Vehicle fires: 4
- Brush fires: 17
- Other fires: 13
- There were no explosions
- Estimated dollar loss from all fires: $2,391,959

**- Of the EMS responses, 1585 resulted in patient transport to a hospital at the following level of care:
- BLS transports: 802
- ALS transports: 783

Included are 152 Motor Vehicle Accidents
Concord received a mutual aid ambulance 87 times
Concord provided a mutual aid ambulance 105 times

***-Hazardous Conditions included the following responses:
- Gas/LPG leaks: 58
- Gasoline/Oil spills: 8
- Chemical Hazard & Spills: 7
- Electrical Problems: 63
- Power Lines Down: 27
- Carbon Monoxide Incidents: 20

Fire Prevention
As a result of the study that CFD conducted in the previous year, a new position was added to the department. The position will focus on fire prevention matters throughout town and will include inspections, plans review, code enforcement, and public education to name a few of the responsibilities. The fire prevention study is available on the Fire Department website; it is a good look into what Fire Prevention does; the position will be implemented later in fiscal year 2018. This year was busy for fire prevention, there has been a great deal of ongoing construction throughout town. The fire department has been busy visiting construction sites, performing inspections, and assuring construction site safety regulations are followed.

CFD participates in a program sponsored by the Massachusetts Department of Fire Services called S.A.F.E. (Student Awareness of Fire Education), Lieutenant Sean Murphy manages this program and its companion program Senior SAFE which provides fire prevention services to the senior community. Throughout the year Lt. Murphy visits the schools in Concord and presents programs to students on fire safety. The Senior SAFE program gives us an opportunity to provide fire safety education as well as install smoke and carbon monoxide detectors for seniors that need assistance.

Fire Prevention

CATEGORY	NUMBER
Public Records Requests	24
Fire Drill	24
School Inspections	9
Nursing Home Inspections	12
Hospital Inspections	4
S.A.F.E. Activity	12
Code enforcement	23
Inspections	105
Permits issued	408
Plans reviewed	84
Residential Smoke Alarm Inspection	264
Open Burning Permits Issued	377
Open Burning Permit Activations	799

Equipment & Apparatus
As stated earlier, we lost a significant portion of our fleet in the station 2 fire. Engine 4 and Ambulance 3 were replaced very quickly by the insurance company with brand new vehicles. Also, the department took delivery of a scheduled replacement for Ambulance 2 (A2). A2 is stationed at Headquarters on Walden Street. This year was very much dedicated to getting our apparatus back in order, and to that end, our members that are responsible for procurement of equipment did an outstanding job of accounting for everything that was lost, damaged, or destroyed and getting it replaced in a timely fashion.

Community
Members of the fire department were honored to be able to participate in the services following the passing of Concord resident and Congressional Medal of Honor recipient Captain Thomas Hudner, USN (Ret).
The Concord Firefighters Relief Association once again ran a very successful toy drive during the holiday season. They were able to provide support to Concord Carlisle Youth Services along with several inner-city charities that CFRA has a long-standing relationship with. All of these groups have the ability to directly assist families that need assistance.

Concord and Bedford Firefighters honoring Capt. Thomas Hudner during his memorial parade.

Other events that Concord Firefighters were able to participate in this past year include picnic in the park, Veterans Day flag retirement, preparing lunch at the Council on Aging, Concord Community Network fire truck wash, and our Public Safety Open House which was a joint venture with the Police Department.

Training
In addition to daily training that takes place on Emergency Medical and Firefighting skills, Concord Firefighters participated in a number of training exercises

this past year. Department members who are members of our regional technical rescue team and communication team (Lt. Billy Nelson, FF's Rolfe and Ostroskey); along with then Assistant Chief Judge participated on Cape Cod at Operation SCORE. This exercise was 96 hours long and simulated a building collapse; the exercise was designed to test the interoperability of Massachusetts Fire Departments and other agencies, such as the National Guard.

Captain Brian Whitney, Shift Commander, Group 4, and our department's training officer completed the Massachusetts Fire Academy Chief Fire Officer Program. This selective program is fourteen weeks long and is presented by the fire academy staff in collaboration with guest subject matter experts, and staff from the University of Massachusetts Edward J. Collins Jr. Center for Public Management. The course is designed to provide a variety of leadership and management skills essential in municipal management.

Some CFD members attended a variety of programs at the Massachusetts Firefighting Academy (MFA) this past year. We are fortunate to have a tremendous resource like the academy in the state and even more fortunate that it is nearby in Stow. Concord Firefighters routinely take advantage of the opportunities available for continuing education at the MFA.

The department conducted water-rescue training at Walden Pond led by Lt. Billy Nelson who serves on our regional technical rescue team.

All department members participated in a driver training program this year hosted by the same company who provides our apparatus. The focus of this training was a refresher on the basics of driving a truck.

Over the past several years CFD has been the fortunate recipient of homes scheduled for demolition. Our department uses these houses to practice firefighting skills that are destructive. This valuable training cannot be duplicated, and we greatly appreciate the generous donation by the owners to allow us to use the property before it is torn down. Training like this does not include any live fires but will enable us to simulate many scenarios, including working in smoke-filled environments with the aid of a theatrical smoke machine.

Firefighters practice fire safety at a donated structure.

Personnel

After a 34 year career with the Concord Fire Department, Chief Mark Cotreau retired in August. Chief Cotreau started as a Concord Firefighter in 1983 and rose through the ranks to become Chief in 2009. During his tenure, the department added personnel, implemented some updated practices, added the second ambulance to West Concord, and began more training initiatives. We wish Chief Cotreau and his wife Priscilla the best in retirement!

Firefighter Anthony (Tony) Geanisis retired in 2017. Tony was our long-time EMS coordinator; Tony did an outstanding job of advancing our EMS system. We wish Tony and his wife Margaret much happiness in retirement!

After a very competitive and rigorous process, Michael Tedesco was hired as a Concord Firefighter. Mike attended the Massachusetts Firefighting Academy Recruit Program this fall and recently graduated and been assigned to a shift, Groups 1&2, A3, Station 2. Congratulations and welcome Firefighter Tedesco!

This year also saw the departure of Heather Vaughn. Heather was our fire prevention clerk for a short time and did a tremendous job with a new fire prevention system helping to get systems in place that will benefit CFD for years to come. We're sorry to see her go, but we wish her the best with her new opportunities!

Following a very competitive hiring process, Thomas Judge was promoted from Assistant Fire Chief to Fire Chief on December 11, 2017. The town is very fortunate to have Tom Judge as Fire Chief and we look forward to his continued leadership with the Concord Fire Department.

Fire Chief Tom Judge being sworn in by Town Clerk Kaari Tari in a January ceremony.

LOCAL EMERGENCY PLANNING COMMITTEE

Fire Chief Thomas Judge, Chair
Donald Kingman, Co-Chair

Our Local Emergency Planning Committee, following Federal law definition, creates response plans for hazardous materials spills within the Town of Concord. The Committee also accepts Tier II reports from sites that store hazardous substances.

Concord LEPC is an enthusiastic committee of dedicated individuals from various backgrounds who share a vision of what citizen volunteers can do and who invest many volunteer hours to make Concord a safer community.

The various town departments are active participants in all planning activities and exercises.

To learn more about the LEPC and its role in keeping Concord safe, please contact the Fire Chief at 978-318-3450.

CONCORD EMERGENCY MANAGEMENT AGENCY (CEMA)

Thomas Judge, Emergency Management Director
Martin J. Powers, Director
Don Kingman, Deputy Director

CEMA maintains the Town's State-mandated Comprehensive Emergency Preparedness Plan (CEMP), a document that outlines the roles and responsibilities of different agencies during a significant emergency and provides a resource guide. These could be emergencies involving a broad spectrum of All-Hazard topics such as incidents caused by weather (floods, ice storms, etc.), public health crises, hazardous materials spills and other human-created events. Working in conjunction with Public Health Director, Susan Rask, the Medical Reserve Corps integrates readily into our Town assets, ready to support the Town during times of crisis. An example of this is emergency shelter operations, pandemic clinics, etc.

The staffed EOC is the town's conduit to Massachusetts Emergency Management Agency (MEMA) and the resources available at the State Government level. The EOC is also where the various Concord agencies such as Concord Public Works (CPW), Concord Police Department (CPD), Concord Municipal Light Plant (CMLP), Concord Fire Department (CFD), Public Health, etc. coordinate the town's response to different emergency incidents impacting the town.

This year we completed our required town hazard mitigation plan which is required by FEMA. This plan must be reviewed and updated every five years. Our updated plan was submitted to and approved by FEMA this fall.

CEMA relies on citizen volunteers to help it achieve its mission and exemplifies the Concord spirit of standing ready to help others. Looking to the future, we will work to improve these programs by providing on-going training, realistic exercises, and opportunities to utilize their skills.

CONCORD POLICE DEPARTMENT

Police Chief Joseph F. O'Connor

The Concord Police Department is committed to ensuring the confidence of the public by providing "Exceptional Service. All of the Time." The Concord Police Department delivers a wide range of public safety services to the community with an authorized staff of 35 sworn officers, 8 Public Safety Dispatchers, 6 School Crossing Guards, 1 Senior Administrative Assistant, and 1 Senior Department Clerk. The Department continues to be active in community problem solving, criminal investigations, traffic control and enforcement, parking control and enforcement, school crossing safety, elder services, and emergency response and management. Several community programs come through the department, such as: crime prevention, youth services, Drug Abuse Resistance Education (D.A.R.E.), Rape Aggression Defense (R.A.D.) instruction, a School Resource Officer, child passenger safety seat installations, as well as processing a variety of permits, licenses and applications. This year the Department continued the Craigslist Safe Exchange Program, which allows members of the community to come to the Police station lobby or parking lot to complete on-line purchases and sales. Police are encouraging citizens to utilize the police station, which is equipped with surveillance cameras and staffed 24 hours a day, 7 days a week, as a safe and secure meeting place. Additionally, the Department has implemented a "First Responder Student Information" sheet to assist officers who might respond/encounter certain students who might require special assistance. This is in addition to an existing service, "Concord Resident Emergency Services," a form which increases awareness of elderly residents in Town, who officers might be called on to assist. The Department continued its Citizen's Police Academy in which 10 students enrolled and graduated this year, overseen by the Community Safety Inspector. The academy was instructed by several department officers, and was well received by the participants. A third academy is tentatively scheduled for spring/summer of 2018.

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

Chief Joesph O'Connor congratulates Detective Kallie Joppenal the first woman assigned as a Detective in Concord.

The Concord Police Department continues to be an active member of the Central Middlesex Assessment for Safety Team (CMAST). The program was developed through the collaboration of stakeholders who recognized the need for a community approach to better protect and serve victims of domestic violence. CMAST is now one of 7 Domestic Violence High Risk Teams within Middlesex County, and has been met with overwhelming success.

Partnerships with federal, state and local agencies are important parts of the Department's strategy to ensure the safety of the community through resource sharing and mutual aid. The Concord Police Department continues to be an active member of the North Eastern Massachusetts Law Enforcement Council (NEMLEC). NEMLEC is a regional consortium comprised of 59 Police Departments and the Sheriff's Departments of Middlesex and Essex Counties. Concord Police Officers are assigned to various functions in NEMLEC, including SWAT, Regional Response Team, and the STARS Team (School Threat Assessment and Response System). The Department has strengthened their partnership with the State Police and will continue to conduct joint "Sobriety Check Points" during the year. The Department collaborated with 8 Middlesex County Police Departments and the Concord District Court, and continues work with a "Jail Diversion" Grant to address mental health issues. The Massachusetts Executive Office of Health and Human Services' Department of Mental Health awarded the coalition the grant. As part of the coalition's innovative model, officers work with a Clinical Coordinator, who manages the Jail Diversion Program. The role of the Clinical Coordinator continues to be to train Officers in mental health, first aid, and to serve on the Crisis Intervention Team (CIT). The Coordinator also works with the Department Officers to create a diversion strategy that is appropriate for any individual who comes in contact with police.

From left to right SGT Brian Goldman, Capt. Tom Mulcahy, and Chief Joseph O'Connor at the Memorial Parade for Capt. Thomas Hudner.

The Department continues working toward becoming a fully accredited agency with the Massachusetts Police Accreditation Commission, Inc. The statewide standards for accreditation impact officer and public safety, address high liability/risk management issues, and promote operational efficiency throughout the agency. The Department continues to enhance its sustainable energy practices with the continued use of hybrid cars, and continues replacing some of its fleet with more fuel efficient vehicles. Additionally, the Department is continuing its anti-idling initiatives, including the "Park and Walk" Program, with Officers walking or riding bicycles in districts and recreational areas. These practices aid considerably in achieving the goals of reducing fuel consumption.

Our Public Safety Dispatchers answer emergency and non-emergency calls, dispatch public safety personnel, and monitor computer equipment. Concord Public Safety Dispatchers maintain certifications as emergency telecommunicators and law enforcement data professionals, trained to the standards of the Massachusetts State 911 Department, Massachusetts Criminal History Systems Board, National Academy of Emergency Medical Dispatch, and the Association of Public Safety Communications Professionals International. Several Dispatchers also have additional training as Tactical Communications Specialists.

Officer Kallie Koppenal was appointed to the position of Detective in January of 2017. The Department welcomed aboard new Officer Kevin Gena. Dispatcher Timothy McGonagle was also hired as an officer, and will begin his recruit training in January of 2018. Officers Sean Roberts, Mark Hatfield, Christopher Gulino and Robert Dolins resigned from the Department in 2017. Several department members received a lifesav-

2017 Incidents Report

Arrests (various)	127
Summons	208
Assaults	55
Suspicious Activity	1,034
Motor vehicle Crashes	605
Motor Vehicle Stops	4,590
Motor Vehicle v. Deer	35
Operating Under the Influence	49
Protective Custody	7
Traffic Citations	4,793
Criminal Traffic Summons	163
Larceny Investigations	177
Domestic Violence Investigations	60
Narcotics, Drugs Investigations	16
Medical Assists	1,003
Animal Control	225
Vandalism Complaints	25
Alarms – Commercial/Residential	901
Breaking and Entering Investigations	26
Total Log Items	33,361

ing award from the Commonwealth in June at Bentley University.

Officers Mailloux and Rennie were recently appointed to NEMLEC as regional response officers (RRT). Officer Holsinger was also appointed to the NEMLEC motorcycle unit. Sergeant Troiano, Inspector Shelley, and Officer Toumayan responded as part of NEMLEC to assist with the 2017 Presidential Inauguration in Washington, DC. In June, Inspector Jeffrey Shelley resigned from NEMLEC SWAT after twenty years of service. The Department instituted an anonymous 24 hour tip line in January of 2017. In addition, the Department continued to hold classes on Rape Aggression Defense (RAD) training for women throughout 2017.

State and federal grant funding continue to provide the department with opportunities to purchase new equipment and technology, and fund existing programs. The Department was awarded and administered grants for pedestrian and bicycle safety, car seat equipment, and traffic enforcement initiatives, which were funded by the Massachusetts Executive Office of Public Safety and Security's Highway Division. The department was also awarded and administered grant funding through the Massachusetts State 911 Department for dispatcher training and personnel support services.

ANIMAL CONTROL

Jennifer A. Condon, Animal Control Officer
The Town contracts with a private vendor to provide dog and animal control services. The contract is awarded on the basis of a competitive bidding process and is administered by Chief Joseph F. O'Connor.
The Animal Control Officer responds to all animal complaints (domestic or wild), which includes the humane removal of all animals. The Animal Control Officer is required to provide a vehicle for the transporting of dogs, as well as a licensed kennel for the temporary housing of any dogs taken into custody. The Animal Control Officer and assistant(s) are on call 24 hours a day and are contacted by pager through the Public Safety Communications Center.

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

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

2017 Animal Activity by Month

	TOTAL CALLS	COMPLAINT CALLS	LOST DOG	LOST CAT	OTHER CAT RELATED	WILDLIFE	MISC CALLS	PICKUPS	HUMAN / ANIMAL BITE	QUARANTINE	CITATIONS ISSUED
JANUARY	50	7	4	0	1	5	25	1	H-1 / A-0	8	0
FEBRUARY	54	3	2	1	1	2	32	2	H-3 / A-0	5	0
MARCH	60	4	3	0	1	8	32	3	H-0 / A-1	8	0
APRIL	100	4	6	0	3	14	55	5	H-2 / A-1	10	0
MAY	109	12	7	1	1	14	58	5	H-0 / A-2	9	0
JUNE	136	8	10	1	3	27	74	3	H-1 / A-0	9	0
JULY	85	8	3	4	0	20	43	2	H-0 / A-1	4	0
AUGUST	64	3	1	1	0	16	32	3	H-2 / A-1	5	0
SEPTEMBER	74	5	7	0	2	7	44	3	H-0 / A-1	5	0
OCTOBER	95	15	2	3	1	9	53	3	H-2 / A-0	7	0
NOVEMBER	64	7	3	3	2	2	37	1	H-0 / A-1	8	0
DECEMBER	56	4	4	0	1	7	27	1	H-2 / A-2	8	0
TOTAL 2017	947	80	52	14	16	131	512	32	H-13 / A-10 =23	86	0

MUNICIPAL LIGHT PLANT

CONCORD MUNICIPAL LIGHT PLANT

David G. Wood, Director

Concord Light is a community-owned electric utility, created for and by the citizens of Concord in 1898. The goal then, as now, was to provide reliable and reasonably priced service in a responsive and thoughtful manner. 2017 has been a worthy addition to Concord Light's history.

The Town Manager appoints a five member, volunteer advisory Light Board comprised of local residents. Current Light Board members include (left to right) Peggy Briggs (Chair), Dan Gainsboro, Lynn Salinger, Gordon Brockway and Wendy Rovelli.

The Board meets monthly to discuss topics such as rates, power supply and renewable energy options; they encourage customers to attend.

The Concord Municipal Light Plant (CMLP) operates as a completely self-sustaining, non-profit, Enterprise Fund within the Town government. No property tax money is required or used to operate the Light Plant. All operating expenses including electricity purchases, capital investments, and debt service are paid by the Light Plant customers. In addition, the Light Plant contributes to the Town's operating budget via a Payment-in-Lieu-of Taxes (PILOT). For 2017, this formula based payment was $474,000.

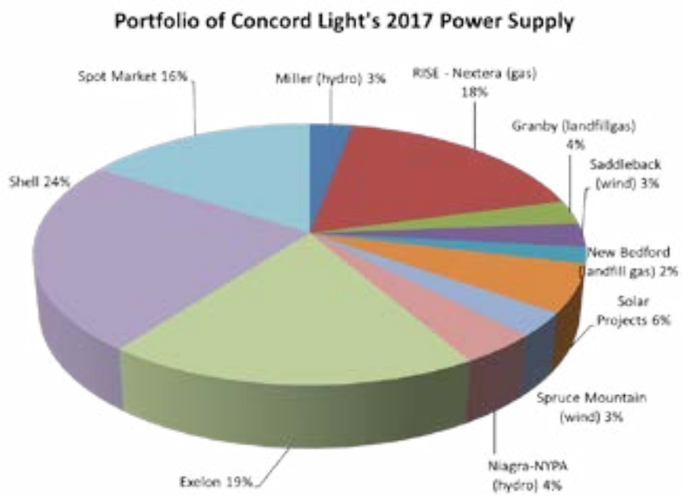
Power Supply
After the creation of Concord Light in 1898, the Town's electricity was provided by a coal fired plant located at Keyes Road. By the late 1920's, the Town had outgrown the capacity of the plant and decided to retire the plant and purchase all of its electricity from the Boston Edison Company (now NSTAR). In the spring of 2002, NSTAR sold all of their generating facilities as part of the federal utility deregulation initiative. As a result, Concord Light entered into a seven and a half year contract with Constellation Power Source (parent of Baltimore Gas & Electric).

At the conclusion of the Constellation contract in the fall of 2009, no energy suppliers were offering contracts at reasonable prices due to the growing risk arising from the wide fluctuations in the cost of natural gas. For Concord, the alternative was the development of a power supply portfolio from multiple sources under a power supply strategy that best suited our community's needs. The power supply selection strategy included the following tenets:

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

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

It should be noted that energy from Miller (hydro), Granby



(landfill gas), Saddleback (wind), New Bedford (landfill gas),the Solar Projects, Spruce Mountain (wind), and NYPA (hydro) are all renewable sources that have delivered 25% of all wholesale energy purchased in 2017. Concord Light will continue to seek out renewable energy opportunities along with other economic and reliable supplies of wholesale energy in an effort to provide the most beneficial energy mix for its customers.

Power Supply includes the cost of Capacity and Transmission – two market services provided by the regional Independent System Operator at Federal Energy Regulatory Commission regulated rates. All power supply costs, generation, capacity and transmission, are passed to CMLP's customer-owners at cost.

Electric Rates
Electric rates are based upon the estimated cost for generation, capacity, transmission and overhead and the cost to serve each rate class. Any difference between estimated and actual costs are paid to/paid back by the customers through a mechanism called the Power Cost Adjustment. In 2016 CMLP prepared a detailed budget of expected costs and relied upon the Cost of Service Study conducted in 2015 to determine the appropriate apportionment of overall costs.

Energy Management
Concord Light continues to provide a variety of energy management services to its customers, including rebates and energy audits for residential and commercial customers.

Residential Energy Efficiency Rebates
CMLP provided residential customers with over $42,000 in rebates for purchasing and installing over 900 LED lights as well as 34 central AC systems and 16 electric heat pumps.

At the end of 2017, CMLP discontinued rebates for air-conditioning-only systems and launched a new air-source heat pump rebate program that offers higher rebates than in the past for all residential air-source heat pump adopters, but particularly for low and median income households. Since the additional cost of a heat pump over a cooling-only system is modest, CMLP encourages its customers to purchase versatile heat pumps rather than cooling-only systems. In addition to increased comfort (and cost savings for some customers), the use of heat pumps to heat as well as cool will reduce greenhouse gas emissions, helping Concord meet its goal of 25% fewer emissions by 2020 and 80% fewer emissions by 2050.

HeatSmart Mass
In 2017, the Town's Comprehensive Sustainable Energy Committee (CSEC) and CMLP were selected by the Massachusetts Clean Energy Center (MassCEC) to participate in HeatSmart Mass, a pilot program to promote the adoption of air-source and ground-source heat pumps. Beginning in March 2018, Concord residents will be able to get a free assessment to determine whether heat pumps are a good fit for their heating and cooling needs. The assessment — and installation, if desired — will be done by an installer selected by MassCEC, CSEC and CMLP staff for their high quality work and competitive pricing.

Commercial Energy Efficiency Rebates
In 2017, thirteen business customers installed or upgraded to more efficient lighting, and received a total of $95,000 in rebates through CMLP's High Efficiency Lighting Program. The thirteen commercial lighting projects are projected to reduce electricity consumption by almost 500,000 kWh per year.

Solar Photovoltaic (PV) Rebates
Thirty-five PV systems with an overall capacity of 390 kW DC (Direct Current) were installed by CMLP's residential and commercial customers in 2017. CMLP contributed $109,000 in rebates towards the installation of these systems. There are now a total of three hundred and ten PV systems between the residential and commercial customers in Concord with a combined output of 3.1 MW DC.

Community Service

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

Hugh Cargill Trust
In 2017, Concord Light contributed $14,000 to the Hugh Cargill Trust which helps eligible Town residents with emergency assistance to pay their electric bills.
Residential Rate Assistance
Concord Light began our Residential Rate Assistance program in 2006 to help Concord residents in financial need. Eligible customers are able to lower their bills by as much as 50%. As of December 2017, there were 179 Concord households enrolled in this program.

Operations

LED Streetlights
CMLP was awarded a grant from the Massachusetts Department of Energy Resources as part of the LED Streetlight Accelerator Program. Using the nearly $80,000 in funding, CMLP began replacing 600 overhead metal halide lights with LED equivalents which consume about 50% less electricity. This project will be completed in May of 2018.

LED Office Lights
In addition to street lighting, CMLP also replaced 122 fluorescent lights with LED flat panel lights at its Elm Street headquarters. These lights are 50% more efficient than the original fixtures and allow full control over operation and dimming schedules.
Substation Security Upgrades
In 2017 CMLP also completed security access upgrades to each substation. This new system will track all access activity and alert dispatch if unauthorized access is attempted. To supplement this system, we are on track to have video surveillance in place by March of 2018.

LED office lights at CMLP offices

New EV Charging Station
Concord Light has completed installation of a new electric vehicle charging station on Main Street along the parking spaces in front of 122 Main Street and across from the library. In addition, the older unit in the West Concord MBTA parking lot was also upgraded to the same model.

New EV charing station on Main Street

Underground Conversion Projects
Concord Light completed the Emerson Field underground conversion project. The Emerson Field Project area includes sections of Thoreau St, Sudbury Rd, Hubbard St, and subsequent side streets. Starting in 2018 we will turn our attention to the Belknap/Elsinore neighborhood.

Telecommunications
2017 was the third full year of operation for the CMLP's Broadband service. Operating as "Concord Light Broadband" the demand for the service has remained

steady and community support and feedback has been excellent. CMLP launched the Broadband service in March 2014 after the 2013 Annual Town Meeting had passed Article 48 which authorized borrowing to fund startup expenses. The 2017 Annual Town Meeting renewed support for the service by passing Article 24 which authorized CMLP to borrow an additional $1 million to fund additional expansion of telecommunications service offerings. The principal and interest expense from this borrowing will be repaid exclusively from future telecommunication revenue.

Demand for the service has been strong. Subscriptions grew 40% to over 989 residential and business accounts between January and December 2017, a net increase of over 383 subscribers for the year. Revenues in 2017 exceeded $750,000, a 35% increase over 2016, as well. Operating costs are in line with expectations. Since the end of 2016, Concord Light Broadband has been generating sufficient operating income to cover the expected operating expenses. Within the next year or so, we expect to be able to fund growth out of current revenue as well. During 2017 we invested in expanding the capacity and reliability of the Internet service. We upgraded all the central office switching and routing equipment to increase the overall capacity of the service. A third internet bandwidth supplier was also added to improve capacity and provide additional redundancy for reliability.

Concord Light Broadband has continued to offer straight-forward pricing without teaser or introductory rates or hidden increases down the road. Prices for the services remained study in 2017. Residential service starts at $49.95 per month for 25 Mbps. Standard offerings provide speeds up to 200 Mbps, higher speeds are available as a custom bid. These plans offer fully symmetrical bandwidth (matching upload and download speed). The fiber-to-the-home installation includes the industry's best 802.11ac Wi-Fi router for those customers that wish to upgrade their wireless service. Information about the offerings is on the Town's web site at www.concordma.gov/broadband. Concord Light Broadband has a staffed help desk that answers calls for assistance 24 hours a day, seven days a week.

The ability to cost effectively deploy advanced secure telecommunications to municipal facilities is a benefit of having in-house telecommunications operations. In 2017, the telecommunication staff, working with Town IT staff, participated in projects support the Town's data network. These included, reconstruction or the West Concord Fire station after it was damaged by a fire, and opening the 37 Knox Trail and 55 Church St. buildings for use by Town departments. The Telecommunication team working with the CMLP line crews also repaired significant damage to a major fiber cable on Main St which impact both Town and School operations without outside assistance. The repair included improving the resilience of the fiber ring supporting Broadband traffic.

In 2017, CMLP continued to provide additional leases for "dark fiber". The lease agreements provide access to CMLP fiber telecommunication providers or businesses who wish to gain access to premises in Concord. CMLP earns revenue from the fiber leases and customers benefit from faster, less-expensive installations and access to advanced telecommunication services. One new dark fiber lease order was received and fulfilled in 2017.

COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE (CSEC)

Bradley Hubbard-Nelson, Chair
William Lehr, Clerk
Douglas Sharpe
Julie Kleyn
Gilda Gussin
Annie Moore
Janet Miller
Alan Whitney
Sam Lines
Pamela Cady, Concord Energy Specialist
Alice Kaufman, Select Board Liaison

The past year has been eventful, starting with the roll-out of a new campaign, Cooler Concord, which has the task to promote and facilitate conservation, the continuation of the Green Communities Program, and the receipt of a HeatSmart grant from the Massachusetts Clean Energy Center (MassCEC) to help fund the adoption or air-source and ground-source heat pumps.

Cooler Concord

The Cooler Concord program was launched on February 4th with a fair held at Concord Carlisle High School (CCHS), which filled the entire cafeteria as well as the hallway space at the upper entrance level. It was a big undertaking that involved 180 volunteers including 20 organizers, and was funded by $25,000 from the Town Resource Sustainability Fund. There were 10 exhibits at the fair, each providing information about several energy saving actions, covering Weatherization, Home Heating and Cooling, Hot Water, Solar, LED Lighting, Sustainable Landscaping, Reduce/Reuse, Eat More Veggies, Transportation, and Home Appliances. Vendors brought demo models, including electric and hybrid vehicles, bicycles (including electric bikes), and heat pump water heaters.

The fair was a resounding success, with an attendance of about 1,000 (430 families). Each family group was given a "Carbon Points Estimator" in which participants were asked to commit to various energy-saving actions, which were uploaded and analyzed in Google Docs spreadsheets. The potential savings from the points submitted represented potential savings of 350 tons of CO2 and almost $48,000 annually if participants followed through on their commitments. Attendance was encouraged by promising that schools whose parents participated would get financial rewards if their participation rate met certain goals. Alcott, Thoreau, and Willard met or were close to the 20% participation goal and each of the schools received an award of $1,000 with 50% of that to be directed toward sustainability projects, which was made possible by contributions from vendors and local businesses totaling $5,000.

The Cooler Concord program offers rebates for a number of home improvements, some of which are funded by the CMLP and some by the Town's Resource Sustainability Funds. These are:

- Weatherization (up to $1,000)
- EnergyStar refrigerators ($200) and washing machines ($400)
- Heat-pump water heaters (up to $750)
- Programmable thermostats (up to $150)
- Clotheslines / drying racks (up to $100)
- LED light bulbs ($3/bulb)
- Electric lawnmowers ($100)

As a follow-up to the fair, CSEC developed a website www.coolerconcord.org, with help from Bartlett Interactive, with information on energy saving measures designed to motivate citizens to reduce their greenhouse gas emissions as well as to provide forms for requesting rebates. The website also offers the opportunity to subscribe to Cooler Concord newsletters, which are distributed by email via Mail Chimp. Currently, there are 651 subscribers. Other efforts to increase awareness have been made, including a guest commentary in the Concord Journal and information posts in school newsletters and for the Council On Aging.

Brian Foulds presenting information on electric vehicles to participants at the Cooler Concord Fair on February 4.

Over the summer CSEC engaged two interns from the MassCEC internship program, who worked full time to assist with contacting people who were interested in heating and hot water assessments and performing other tasks to promote the goals of Cooler Concord.

The Lawnmower "Swap Plus" Event

The second major Cooler Concord event was a Lawn Mower Swap held on September 23rd sponsored by CSEC and Quiet Communities, where people exchanged their gas-powered mowers for a top rated EGO 21-inch electric lawnmower and received a $100 rebate from the Town of Concord. Home Depot supplied the hand-pushed and self-propelled mowers, which they sold at an additional discount of approximately 30%. There were also demonstrations of a full suite of Ryobi and EGO electric lawn care equipment, including a Ryobi Electric Riding Mower. There were 101 participants in this event.

Rebate Program Summary

Pamela Cady, Energy Specialist for Concord and CMLP, administers the Cooler Concord rebate program. These rebates are funded through FY18, ending June 30th, in part by the Town Resource Sustainability Fund ($32,500 budgeted) and the CMLP CARES Fund ($28,750 budgeted). Between July and December, 157 rebates had been processed, for a total of $30,041. the combined Greenhouse Gas reduction projected from rebates given is of order 60 Tons CO2 per year.

Green Communities
The State has designated Concord as a Green Community, which makes the Town eligible to apply for State energy efficiency grants. These funds have been used to pay for several major projects over the past years. In 2016, Concord received another Green Communities grant of $250,000, which, together with the remaining Sawyer Trust Fund money of $82,605 has been used in 2017 to fund six LED lighting retrofit projects at CMLP offices, the Waste-Water Treatment Plant, the three elementary schools, and the Main and Fowler Library buildings. These lighting projects are expected to reduce the electricity use in those buildings by 11-13%.

Community Impact
This year CSEC's work towards GHG emissions reduction focused primarily on helping residents to save energy though a variety of actions. Projected savings in terms of cost and GHG rely on follow-through of residents, and actual savings are hard to quantify. Previous energy efficiency projects funded by the Sawyer Trust Fund, the over $800,000 from state grants awarded to Concord through CSEC-initiated proposals to support Green Your Heat and Green Communities programs, and contributions to the Concord Solar Challenge that installed 1.3MW of solar-generation capability on Concord homes, can be summarized as follows:

- $2,550,000 in one-time revenue to Concord
- ~$410,000 annual savings to the Town
- ~$630,000 annual savings to Concord residents
- ~3,500,000 lbs of CO2 emissions avoided annually (equivalent to CO2 absorption capacity of ~17,500 mature trees)

Article 51
CSEC strongly supported the passage of Article 51, developed by the Energy Futures Task Force, which was passed at the 2017 Annual Town Meeting by a wide margin. CSEC views Article 51, and its goal of 80% Greenhouse Gas emissions reduction by 2050, as an important step to formalize the Town's commitment to do its part and the resources needed to make practical progress toward Concord's sustainability goals. CSEC stands ready to help initiate and implement programs to contribute through our efforts to educate consumers, our representation of sustainability concerns to relevant Town committees we liaise with, and through rebate and similar programs that promote investment in clean and sustainable energy projects. We look forward to working closely with the Town's new Sustainability Director, Kate Hanley.

Looking to the Future
HeatSmart program with MassCEC
This coming year a focus of CSEC will be on residential heat pump adoption. In November, Concord was selected together with Carlisle and Lincoln to participate in a pilot program by the Massachusetts Clean Energy Center (MassCEC) and Department of Energy Resources (DOER) promoting low-carbon heating and cooling technologies, specifically super-efficient air-source heat pumps (ASHPs) and ground-source heat pumps, GSHPs, also referred to as "geo-thermal". These technologies are an important step to lower GHG emissions in the town, by transitioning homes from other fuels, especially fuel oil, to electricity as the electric supply becomes increasingly carbon-free. Installers will be selected based on experience and discount levels, which along with an improved CMLP rebate should make the systems affordable for more homeowners. In the 5-month program from March to July, Concord has a target of converting at least 50 homes and small business to ASHPs, which will be the start of an extended process towards meeting Article 51 goals on GHG emissions. The local HeatSmart team consists of several CSEC volunteers including Brad Hubbard-Nelson who is Concord's HeatSmart Coach,, and Jan Aceti as municipal representative from CMLP. For more information, find "HeatSmart Concord" under the town website.

ENERGY FUTURE TASK FORCE

Task Force members:
Pam Hill, Chair
Brian Foulds, Vice Chair
Elise Woodward, Clerk
John Dalton
Dan Gainsboro
Wallace Johnston

Liaisons:
Michael Lawson, Select Board
Alice Kaufman, Select Board
Laura Scott, CMLP
Brad Hubbard-Nelson, CSEC

The Select Board established the Energy Future Task Force (Task Force) in February 2016 and charged it broadly with creating a framework for the design and implementation of a town-wide energy plan that will minimize Concord's carbon footprint. The framework includes short and long-term energy and sustainability goals.

The Final Report of the Energy Future Task Force was presented to the Select Board in March 2017. http://concordma.gov/DocumentCenter/Home/View/8474

The report is the product of the Task Force's fact-gathering, public outreach, and deliberations and is comprised of goals and recommendations, with supporting information. The Task Force, met regularly from April 2016 to March 2017 to fulfill the Select Board's charge. Many residents attended the Task Force meetings and public forums. The Task Force received over 100 probing and useful written comments. The commitment these citizens have shown to our community and to the larger global community has been remarkable and inspiring.

The work of the Task Force was guided by the following:

· International commitments for greenhouse gas reduction expressed in the 2015 Paris Agreement on climate change and Massachusetts' goals for greenhouse gas reduction expressed in the 2008 Massachusetts Global Warming Solutions Act.
· A commitment to bold approaches and actions to achieve greenhouse gas reduction consistent with the urgency of the current global anthropogenic climate crisis, and with Concord's long history of leadership and of stewardship of our natural world.
· A recognition that Concord is part of, and should actively contribute to, the global, national, state, and municipal transformation from an economy powered by fossil fuels to an economy powered by clean energy.
· A commitment to Concord's sustainability principles.

A key rationale for the Task Force's recommendations is a clean energy strategy including the following ideas:

· Through education and raising public awareness, the Town is in a position to advocate for and incentivize citizens to shift away from fossil fuel use in heating systems and transportation to electricity.
· By investing in renewable and other non-emitting generation in the New England region and in Concord through photovoltaic installations and purchase of renewable and other non-emitting power sources, the Concord Municipal Light Plant (CMLP) may reduce greenhouse gas emissions from its electricity thereby decreasing the community's emissions.
· By increasing energy efficiency and reducing energy use throughout the community, Concord will reduce emissions for all energy that is conserved.

Goals
The Task Force's recommendations align Concord's Energy Future with the goals of the MA Global Warming Solutions Act of 2008 (GWSA) and are informed by the Paris Climate Agreement of 2015. The Task Force recommends the following goals:
25% reduction in greenhouse gases by 2020
80% reduction in greenhouse gases by 2050.
These are town-wide goals applicable to all sectors using a baseline of 2008.

Recommendations
Immediately (Spring 2017)

The Task Force recommends that we acknowledge the true cost of our energy decisions and adjust our behaviors accordingly. Specifically, we recommend that the following immediate steps be taken:

· Make the recommended greenhouse gas reduction goals available at the 2017 Annual Town Meeting; and start educating our citizens about the goals so that they may take individual actions to help Concord achieve them;

· Issue a policy statement from the Select Board and Town Manager that firmly establishes these goals as responsibilities of the Town Manager and states that decreasing emissions shall be considered and advanced in all deliberations and decisions of all Town departments and committees;
· Expeditiously hire a Director of Energy [or other title] (Director) and a consultant to assist him/her to guide the Town in designing and implementing a sustainable energy future consistent with the recommendations in this Report. See Appendix for Position Description.
· Appoint a new advisory group to assist the Town Manager, the Director, and the consultant in interpreting the Task Force Report and recommendations and in helping to acclimate the Director on how best to work within the Town of Concord. With respect to the Concord schools, The Task Force recommends that this future advisory group have at least one school representative to be appointed by the School Committees.
· Integrate the goals and recommendations of the Task Force Report into CMLP's current strategic planning effort, allowing for an open and transparent citizen engagement process.
· Integrate the goals and recommendations of the Task Force report into the Comprehensive Long Range Plan effort also underway.

Longer term

· Education: Make the goals available and provide annual updates on the Town's progress in meeting them at all future Town Meetings; and continue to educate our citizens about the goals so that they may take individual actions to help Concord achieve them;
· Measurement: Confirm that the 2008 town wide database for tracking Concord's carbon footprint is complete with a recognized methodology to be updated annually, and maintain this as the baseline for measuring progress toward the GWSA goal of an 80% reduction in GHG by 2050.
· Best practices: Ask the Director to develop integrated implementation strategies with systems thinking across all departments and to use improvements in low carbon electricity to make rapid progress towards meeting the goals.
· Communication: Maintain communication among the Director, Town Manager, Select Board, CMLP, Light Board, school committees, and other town boards and committees, to advance the goals and implementation strategies for achieving a low carbon-future in Concord.
· CMLP: Because Concord has control of the power purchase portfolio at CMLP (that is, the aggregate amount of all energy purchased from various sources to meet the demands of the CMLP grid), it is in a strong position to advance the reduction of greenhouse gas emissions from the electricity it sells to its customers. It is this rationale that forms the basis of many of the Task Force recommendations and focuses this report on the energy sector.

Moreover, CMLP is a valuable asset for the Town. CMLP's participation will be essential to achieving the goals stated in this Report. Appropriately, the Charge to the Task Force focuses on the CMLP. Consistent with this, the Task Force recommends that CMLP:

· Consider alternatives to reduce barriers to the adoption of energy efficiency measures including eliminating the practice of having separate energy audits from Massachusetts investor-owned utilities.
· Work to offer a comprehensive set of cost-effective energy efficiency incentives and measures that meet or exceed those offered by Massachusetts investor-owned utilities.
· As an interim goal, retire Class I Renewable Energy Certificates (RECs) from renewable energy purchases or purchase Class I RECs to allow CMLP to achieve the Massachusetts Renewable Energy Portfolio Standards (RPS) goals that apply to suppliers of the customers of Massachusetts investor-owned utilities.
· Shift CMLP's electricity supply to non-emitting resources with RECs or certificates for associated environmental attributes retired with a target of achieving 100% from non-emitting resources by 2030 with measurable phased interim benchmarks to track progress.
· Employ smart meters town wide.
· Shift to a revenue decoupled approach to rate-setting.
· Encourage CMLP to empower its customers to make informed choices by adopting enhanced Time of Use rates.
· Consider Distributed Energy Resources and battery storage to assist the Town in achieving its GHG emissions reduction goals.
· Develop incentives to encourage users to exchange fossil fuels for electricity powered by renewables and other non-emitting power sources in their homes and vehicles.
· Other sectors: The Task Force's recommendation for an integrated systems approach to reducing greenhouse gas emissions will require a strategy for change within sectors beyond the energy sector. During the next year, the Task Force recommends that attention be given to developing integrated strategies for reducing greenhouse gas emissions from these other sectors, such as water and waste water management, transportation, agriculture, commercial, and open space, and to engaging the public in determining opportunities for individual action. In addition, the Task Force recommends that the Comprehensive Long Range Planning Committee include engaging the public for individual action consistent with the Town-wide survey questions concerning for energy efficiency and sustainability. See Appendix for survey analysis.
· Other sectors: The Task Force recommends that the Planning Board consider if, within the Special Permit application, it may be possible to encourage energy efficiency and to include energy criteria in the permitting process. In addition, the Task Force recommends that Concord through its Planning Board and other town officials consider promoting zoning legislation to reduce the overall footprints of residential buildings.
· Personal responsibility: The Task Force recommends that the Town Manager charge the Director and consultant to develop a methodology for community education and engagement to help citizens achieve reductions in their carbon footprint.
· Conservation tools: The Task Force recommends that Concord educate and empower citizens to embrace a rate system that rewards energy conservation efforts and provides CMLP's customers with the tools to make informed decisions.

The key recommendations of the Task Force are reflected in Article 51 of the 2017 Town Meeting warrant. This Article was passed by a large margin at that Town Meeting.

The Task Force concluded its work in the spring of 2017.

PUBLIC WORKS

PUBLIC WORKS COMMISSION

Andrew Boardman, Chair
K.C. Winslow, Vice Chair
Arthur Fulman
Toby Kramer
Peter W. Wallis

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

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

The ongoing activities of the Commission can be found throughout the year on the web at www.concordma.gov

Highlights of the Commission's activities for 2017 included (in chronological order):

- Voted to approve a request to install private water utility for agricultural irrigation in a public way (Liberty Street).
- Voted to approve an increase in Title 5 wastewater flow of 1,260 gallons per day to accommodate 36 additional seats at the Karma Restaurant located at 105 Thoreau Street.
- Conducted a public hearing and approved revised curbside collection and disposal rates.
- Voted to approve the grant of a sewer easement and a drainage easement by Brookside Square at 50 Behar-

rell Street to the Town of Concord.
- Conducted executive sessions to discuss litigation strategy relative to the Nagog Pond Water Treatment Facility Upgrade.
- Conducted a public meeting to discuss parking lot design/reconstruction of the Church Street Lot in West Concord, the Walden/Hubbard Lot and the Keyes Road Parking Lot.
- Conducted a public meeting to discuss the Public Shade Tree Inventory and Management Program. Conducted a Public Shade Tree Inventory Project Presentation and voted to accept the findings completed by Davey Resource Group and support the Public Works Director/Town Tree Warden in CPW's efforts to implement the recommendations contained in the Management Plan as budgets and resources allow.
- Conducted a Roads Program Briefing followed by a formal public hearing discussing the 2017/2018 Roads Program.
- Discussed various Town Articles to be presented at the Annual Town Meeting.
- Voted to reduce the "Outdoor Water Use Emergency" to a "Seasonal Water Conservation Advisory".
- Voted to approve the Pilot Lead Water Service Line Outreach and Replacement Program.
- Conducted the Water and Sewer Rate public hearing and approved the 2017 rate schedule.
- Voted to approve the confirmatory deed and accept the approximate 11 acre gift of land relative to the Brewster Well Site.
- Voted to approve a waiver of the Sewer Regulations Article III Section 2 in order to approve a separate sewer connection for both structures at 17 Laws Brook Road.
- Participated in discussion of the Comprehensive Long Range Plan.
- Participated in a winter maintenance presentation which included a report from Hometown Forecast Services relative to the upcoming winter season.
- Voted to approve a letter from the Public Works Commission providing comments to the Zoning Board of Appeals relative to 462 Thoreau Street - Groundwater Conservancy District.
- Voted the PWC's intention to layout the way (Monsen Road) and refer the petition to the Planning Board to report a recommendation.
- Participated in budget review meetings.

- Voted to indicate support for the proposed Emerson Field Improvement Plan and urged the Community Preservation Committee to provide the Concord Public Works funding request in the amount of $600,000 in their recommendation at the 2018 Annual Town Meeting. The PWC also approved a letter of support to be submitted to the Community Preservation Committee.
- Reviewed the design of the Cambridge Turnpike Improvement Project which included reconstruction of the roadway from Lexington Road to Route 2.
- Reviewed the infrastructure improvement project for Sleepy Hollow Phase 1 and Phase 2 and voted their support on the Phase 2 CPA grant application.

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

CONCORD CEMETERY COMMITTEE

Paul Cooke, Chair
Gina Nasson, Vice-Chair
Carol Harney
Whitney Kocher
Andrea Solomon

2017 was a busy, productive year for the Concord Cemeteries! The Committee was pleased that so much was accomplished in the burying grounds entrusted to the Committee's care—these 55 acres constituting one of Concord's great treasures. Much credit for this fruitfulness goes to its diligent and careful supervisor, Highway and Grounds Superintendent, Mr. Dan Rowley, and to the equally hardworking Cemetery Supervisor, Ms. Tish Hopkins. Below are highlights of 2017.

Road, Stone Wall and Drainage System Improvement Project, Phase One, Completed

Phase One, funded in 2016 with $225,000 in Community Preservation Act funds, a debt authorization of $157,000 voted for unanimously at Town Meeting, and with monies from the Concord Cemetery Fund, was completed in the fall of 2017. Now, in the "amphitheater" below Authors' Ridge, cemetery roadways have all been rebuilt and thoroughly restored, drainage completely updated, selected stone walls fully renewed and granite posts carefully repositioned. Mr. Rowley and Ms. Hopkins oversaw the placement of a sign acknowledging the very generous financial support for this project given by Concord's Community Preservation Act Committee. The sign is just inside the Prichard Gate. The CPA Committee has overseen the award of $525,000 for this project in the past two years, an award without which it could not have been done.

Road, Stone Wall and Drainage System Improvement Project, Phase Two
Mr. Rowley presented Article 46, a $150,000 debt authorization request at the Concord Finance Committee's Public Hearing on February 27, 2017. In April, the Cemetery Committee Chair successfully presented the request for this debt authorization to the Town Meeting, along with a request for $300,000 of Community Preservation Act funding. The engineering survey for Phase Two of the Improvement Project and the project's design phase were completed this year. Bids will be solicited for the project early in 2018 and it is hoped the work will be completed by the end of summer 2018.

Tree Inventory and Management Plan Project
A plan to conduct the tree inventory was presented at the Public Works Commission meeting on March 8, 2017; field work for the tree inventory was completed in August. The project created an electronic inventory that assessed the species and condition of public shade trees in Concord, including in the three Concord public cemeteries. The inventory is accessible through TreeKeeper, the tree inventory management program software used for the project. With this program the cemetery administration can view the condition of every tree in the cemeteries, including its location on a map and a photograph of each tree. This provides information that will guide the cemetery concerning which species to plant in fulfilling an original aim of cemetery planners: that every native tree in Massachusetts should be represented in Sleepy Hollow. The software will help guide all future tree plantings in the

town's cemeteries, indicating which species populations are in short supply and where resources to support the health of the cemetery tree population should be most helpfully directed.

Surveyors Historical Society
In honor of Henry David Thoreau's career as a surveyor between 1846 and 1860, the Surveyors Historical Society applied for and received permission from the Committee to place a small GPS disk behind the Thoreau family headstone in Sleepy Hollow Cemetery. The ceremony to place the marker, held on September 14, 2017, was attended by over a hundred people and reported in the Concord Journal. Ms. Gina Nasson, Vice Chair of the Cemetery Committee, offered public words of welcome to the gathered Society, along with Highway and Grounds Superintendent Dan Rowley. The Society's chairman, Mr. Richard Leu, in his remarks said the Society wished to celebrate Thoreau with a "Final Point" marker, which is a small medallion with the precise geodetic coordinates of the grave inscribed on it—Latitude 42:27:2.945, Longitude 71:20:32:691. Ms. Lorna Hainesworth of Randallstown, MD, was the sponsor of the ceremony, providing the funds to pay for the marker.

Cemetery Rates
A public rate hearing was held this year after the

Thoreau "Final Point" marker provided by the Surveyors Historical Society

Committee reviewed a rate chart assembled by Cemetery Supervisor Tish Hopkins that showed our rates in comparison to rates in surrounding towns. The last time our rates were raised was six years ago. At the hearing the Committee agreed to raise the rate gradually over two years. In 2017 the full interment fee was raised $100 to $900 for weekday burials and to $1,300 for weekend and holiday burials. These additional funds will be placed in the Cemetery Fund to help finance cemetery maintenance.

Master Plan Update Project
The Committee examined the most recent edition of the Cemetery Master Plan, which dates from 2001, along with its 2004 update. After reviewing and discussing the supply of burying sites, cemetery operations, infrastructure, monument restoration, the Melvin Memorial restoration, and the status of The Knoll—the newest part of Sleepy Hollow Cemetery on Bedford Street east of the main section—we agreed an update was needed. To accomplish this a subcommittee was formed constituted by Committee members Whitney Kocher and Andrea Solomon. Subsequently in spring, 2017, Andrea Solomon and Tish Hopkins visited two other cemeteries to learn more about mausoleums, cemetery improvement and beautification possibilities. They observed in their visits that there was a wide spread of affordability choices for burial ranging from columbaria to mausoleums. Ms. Kocher and Ms. Solomon have edited the old master plan and now are to lead the Committee in discussing instituting some of these new options in 2018. The Committee was reminded that the interest expressed by one citizen in 2016 regarding purchase of a plot and building a mausoleum on it in the old part of Sleepy Hollow near the present Pope tomb was the original impetus to revisit the now twelve-year old Master Plan. The Committee expects to complete the update early in 2018 and put it on its website. We hope to come to an agreement regarding such possible new features as mausoleums and columbaria through this process.

Trail Survey Behind Sleepy Hollow Cemetery
The full Cemetery Committee along with Highway and Grounds Superintendent Dan Rowley and Cemetery Supervisor Tish Hopkins met at 5 pm on Wednesday, October 4, 2017, with Mr. Bob White, Chair of the Trails Committee, with Trails Committee member Mr. Jonathan Keyes and with Ms. Lori Capone of Concord's Natural Resources Department for a joint walk along a trail that traverses woods and swampy areas connecting the older part of Sleepy Hollow and the new area known as The Knoll. We discussed the possibility of improving the path and possibly even installing an American Disabilities Act-compliant boardwalk over the swampy section of the trail. Ms. Capone agreed to determine costs associated with installing such a boardwalk.

Cemetery Mowing and Spring and Fall cleanups
The contract with Einstein's Landscaping to maintain Sleepy Hollow Cemetery, Concord's only active cemetery, expired at the end of July. At present, the contract is valued at approximately $89,000 a year. Bids for a new one-year contract—with the option of extending annually twice for a total of three years—were solicited and a new contract was awarded over the summer to Einstein's, who have done a good job over the past three years. Meanwhile, Cemetery Supervisor Hopkins assisted by Concord Public Works staff and crew from MCI Concord have continued to provide mowing and spring and fall cleanups at Concord's two older cemeteries, Old Hill Burying Ground, established in 1635, and the South Burying Ground, inaugurated in 1697. This year the Committee decided to initiate an email notification network through which interested citizens who sign up for it can receive early notification of dates for Sleepy Hollow's fall clean-up so that if they wish to, they can do additional preparations of the gravesites of loved ones before this last clean-up of the year. The Cemetery Committee and administration will publicize this service so that concerned members of the public can sign up.

On the trail in October behind Sleepy Hollow Cemetery. Pictured L to R, front, are Jonathan Keyes (Trails Committee), Lori Capone (Concord Natural Resources Dept.) and Bob White (Chair, Trails Committee). L to R, standing, are Paul Cooke (Chair, Cemetery Committee), Andrea Solomon (Cemetery Committee), Carol Harney (Cemetery Committee), Dan Rowley (Highway and Grounds Superintendent), Gina Nasson (Vice-Chair, Cemetery Committee), Whitney Kocher (Cemetery Committee), and Tish Hopkins (Cemetery Supervisor).

Concord Cemeteries in the News
Three notable articles featuring Sleepy Hollow Cemetery appeared in the Concord Journal in 2017. On September 21 "Thoreau, the surveyor, is honored" by Henry Schwan appeared with four large color photos and 20 column-inches of reportage. On October 19, "`The Melvin' is getting a makeover" by Henry Schwan appeared on the front page of the Concord Journal with a handsome color picture of the site. The 23 column-inch story continued on the front page of Section D featuring a color photo of Dan Rowley, Highway and Grounds Superintendent, and Tish Hopkins, Cemetery Supervisor, standing in front of the memorial. The story appeared with an accompanying video which was posted on the Concord Journal's website. A third article, "Finding a forgotten Alcott photo" by Jim Callahan, appeared on December 28 on page B3. Filling almost an entire page with 24 column-inches of reporting and seven black and white photos, the story focuses on the discovery of Mr. Ray Angelo, a researcher into the life of one of Henry Thoreau's friends, Minot Pratt. Angelo found that Pratt was buried in Sleepy Hollow but that there was no marker at all for him there. With permission from the Pratt family he purchased a new marker for the site and had it installed in the cemetery—a photo of which is part of the article.

The Friends of Sleepy Hollow
In April of 2016 a new project in the ongoing cooperation between the Cemetery Committee and the private, non-profit organization, The Friends of Sleepy Hollow, began when a delegation from the Friends, including Ms. Susan Dee, Ms. Barbara Ewen and Ms. Pricilla Sturges, working with Committee Vice-Chair Gina Nasson, chose the planting of some 60 trees and shrubs in Sleepy Hollow to the east of Prichard Gate. Advised by Ms. Martha Lyon, a landscape architect, along with Concord's Tree Warden, Peter Flynn, the project, delayed by the 2016 summer drought, was completed in September, 2017 at a cost of approximately $5,400. This was funded entirely by the generosity of the Friends (www.friendsofsleepyhollow.org). Highway and Grounds Superintendent Rowley and Cemetery Supervisor Hopkins ensured that the plantings would be watered. Also during the year the Cemetery Committee, responding to concerns of Friends President Kevin Plodzik and the Board of Directors of the Friends about the adhesion of one of the rifles decorating the Melvin Memorial, worked with Highway and Grounds

Superintendent Rowley and Cemetery Supervisor Hopkins to ensure a temporary repair. This was all that was deemed necessary because of the greater preservation effort for the entire Melvin Memorial planned for 2018. Committee member Carol Harney, serving as the Cemetery Committee's unofficial liaison with the Friends, continued in that important work, attending the monthly meetings of the Friends' Board of Directors in 2017 and keeping both groups informed about each other's efforts.

In the fall with some of the new plantings in the cemetery along Bedford Road provided by The Friends of Sleepy Hollow. Pictured, L to R, are Tish Hopkins (Cemetery Supervisor), Dan Rowley (Highway and Grounds Superintendent), and Mallory Price (Administrative Assistant for the Cemetery Committee and Highway and Grounds).

Melvin Memorial Preservation Project
Dedicated on June 16, 1909, the Melvin Memorial in Sleepy Hollow Cemetery, designed and created by Daniel Chester French—who also created the great sculpture of Abraham Lincoln in the memorial on the National Mall in Washington, D.C.—has for some time been showing cracks and other wear due to exposure to the elements. One of Concord's great treasures, the statue known as "Mourning Victory" that is the central feature of the memorial, stands over slate plaques celebrating the sacrifices of three brothers who fell in the Civil War. The memorial was commissioned by their surviving brother. Knowing the statue and its setting would need preservation work, a special Melvin Memorial Restoration Committee spent roughly twenty years raising funds for the project. Bids for the work were received at the end of this year and a contract will be awarded early in 2018. The preservation work is to be completed during the coming year.

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

Statistics
In 2017 there were 90 interments at Sleepy Hollow Cemetery; of these, 46 were Concord residents at the time of their deaths. Of the interments 26 were full burials and 64 were cremations. Lot sales for the year totaled 63, with 9 of these being sold to eligible former residents.

ADMINISTRATION

Richard K. Reine, M.S.C.E., PWLF
Director and Tree Warden

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

Protecting the Town's Infrastructure/Providing Essential Services
Concord Public Works (CPW) is comprised of four Divisions. These include two staff divisions: Administration (including Recycling and Solid Waste Management) and Engineering. CPW also has two line Divisions: Highway & Grounds (which includes Cemetery Operations) and the Water & Sewer Division. The Department is responsible for planning and managing a large segment of the Town's infrastructure. These assets include Concord's roads and roadsides; curbs and sidewalks; catch basins, storm drains, culverts and outfalls; traffic islands; guardrails; street signs and traffic signals; public shade trees and park trees; Town parks, common areas, playgrounds, ball fields, and recreation equipment; Town cemeteries; the Town's compost site and closed landfill, including the earth products and snow storage facility; the public water supply including its storage, pumping, and distribution systems; the Town's sewer collection, pumping, and treatment systems; and CPW buildings and equipment.

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

Keys to Organizational Excellence
CPW's strategy for success in meeting its goals relies on the principles of ingenuity, fact based problem solving, accountability, safety and environmental stewardship, context sensitivity, respect and integrity, diversity, customer satisfaction, empowerment, communication and continuous improvement. These key principles along with the experience and dedication of the CPW team leads to organizational excellence.

CPW Team, Programs & Organization
Concord Public Works is made up of 55 dedicated individuals with a wealth of experience. It is a team that is passionate about Concord, which takes great pride in their work, and fully understands their stewardship responsibilities.

The Four CPW divisions manage eight programs — Administration, Engineering, Highway, Grounds (Parks and Trees), Cemetery, Recycling and Waste Management, Water, and Sewer. Two of the programs, Water and Sewer are totally supported by user fees. Two other programs, Recycling and Waste Management and Cemetery are primarily funded from fees.

Infrastructure Improvements and Initiatives
The Divisional Reports that follow summarize a series of initiatives and accomplishments in 2017. Notable accomplishments include:

- The continued targeted roadway and sidewalk maintenance and management program resulted in the internal design and scheduled construction of approximately 3.19 miles of roadway and .24 miles of sidewalk improvements. This work also included the improvement of 34 curb ramps.
- Multiple improvements to the Town's drainage system were constructed. This included the installation of 28 drainage structures and 1,800 feet of drain pipe on ORNAC (from Main Street to Rte. 2), Sudbury Road (from Fitchburg Turnpike to the Town Line), Monument Street and Assabet Avenue.
- Significant improvements were also made to the Town's culvert network. The Lowell Road Culvert Replacement Project included the replacement of an undersized stone culvert with a new 8'x2' concrete box culvert and also included improvements to the stormwater collection system with the replacement of 2,200 feet of drain pipe and installation of 21 drainage structures.
- EPA/NPDES MS4 Permit –The Permit Year 14 annual reporting to the Environmental Protection Agency was completed.
- Park and Tree Staff under the direction of the Tree Warden planted over 14 public shade and park trees as well as street/scape trees. 147 potentially hazardous trees were removed.
- Expert maintenance continued by CPW Highway and Grounds Division staff of almost 50 acres of athletic fields for use by baseball, softball, soccer, lacrosse and other programs.
- The winter of 2016-17 included 53 inches of snow with a total of 42 responses for winter maintenance.
- DropOff SwapOff events held in May and October which also included unwanted medication and Sharps collection were well attended.
- Continuation of the water conservation rebate program for high efficiency clothes washers and toilets occurred.
- The unanticipated and contentious permitting process for the Nagog Pond Filtration Plant had adversely impacted Concord's design and construction schedule.
- Numerous water main extension and replacement projects were undertaken including the Bruce Freeman Rail Trail, Whit's End Road and Sweet Birch.
- Completion of the School Bus Transportation and Maintenance Center located at 214Y Main Street which provides a permanent solution for the storage and maintenance of Concord's school bus fleet.

CPW Leadership and Innovation

The Centers for Disease Control and Prevention and the American Dental Association presented Concord Public Works with its Water Fluoridation Quality Award. This was in recognition of maintaining effective dosing and documentation of ongoing drinking water fluoridation efforts.

Learning and Growth
With the ever increasing complexity of public works operations, the need for professional development of CPW employees continues to play an important role in the organization. Concord Public Works is committed to providing its employees with opportunities to increase skills while endeavoring to make certain our team is comprised of motivated, informed and inspired team members who can utilize this knowledge for the benefit of Concord.

Safety
CPW's Safety Committee continued its meetings and received input from the CPW Team. All employees continue to utilize the Pure Safety online training system customized for specific public works job risks to accomplish their monthly training goals. The following additional training was presented for CPW Employees: A simulator based emergency driver training class was conducted by MIIA. A Tick Awareness program was conducted in conjunction with the Board of Health. A Lock-Out, Tag-Out training program was conducted by MIIA. Adult CPR and AED along with Standard First Aid training was conducted for all interested employees.

Public Works Week – Middle School Event
Concord Public Works celebrated National Public Works Week on May 24 with the 8th grade class from Concord's Middle School for the eleventh consecutive year; the theme was "Public Works Connects Us". The entire public works team worked with CPW's Administrative and Special Projects Coordinator, Anna Trout and Applied Technology Teacher, Doug Shattuck to showcase the importance of public works. Events included stormwater system maintenance, stormwater and water quality, recycling/reuse opportunities, a tour of the Wastewater Treatment Plant, best management practice for turf grass and presentations of stormwater pollution prevention videos created by the students.

Personnel
Concord Public Works appreciates the contributions made by the following employees who moved on from their positions within the department. These include Peter Flynn (Public Works Supervisor) and John Wilson (Public Works Supervisor).We were happy to welcome Keith Baldinger (Assistant Highway & Grounds Superintendent), Robert Hill (Management Analyst – Water/Sewer), Benjamin Pileeki (Water/Sewer System Maintainer) and Timothy Wilson (Associate Engineer-Engineering).

ENGINEERING DIVISION

William, J. Renault, P.E. – Town Engineer

The Concord Public Works (CPW) Engineering Division is responsible for the planning, design, engineering and construction of the Town road, sidewalk, bridge, and stormwater/drainage infrastructure assets. CPW's Engineering Division provides a wide range of professional engineering and construction management services for Concord Public Works (Administration, Water, Sewer and Highway/Grounds/Cemetery) and other Town departments and boards.

Roads Program

There are approximately one hundred and seven miles of public roads, classified as arterial roads, collector roads and local streets. Arterial roads provide movement between collector roads, other arterial roads and major highways and make-up approximately 34% of Concord's public roads. Collector roads, used primarily to connect local streets to other collector and arterial roads, make-up approximately 7% of Concord's public roads, and the remaining 59% of public roads consist of local streets.

CPW's Engineering Division at Junction Park for Public Works Week Event

Concord's pavement management strategy and 20-year Roads Program emphasize adequate capital investment in the roadway network combined with preventive and routine maintenance activities to prolong the pavement life cycle. Capital roadway improvements typically include the reclamation, mill and overlay and overlay pavement treatments. The reclamation treatment pulverizes the roadway's pavement, re-grades the new subgrade material and installs two new layers of hot mix asphalt pavement. A mill and overlay treatment cold planes off the top wearing course of pavement and a new pavement layer is installed over the grooved pavement. An overlay treatment is a thin asphalt layer installed over an existing roadway.

A condition survey of the Town's roadway network is performed every four years and inputted into the Town's roads program software. This survey was most recently completed within the 2014 calendar year. The software utilizes the pavement condition data, estimated traffic volumes and treatment cost to recommend pavement improvement projects. CPW's Engineering Division then utilizes this software output, engineering judgment and planned utility improvements to finalize the year's roads program.

Maintenance activities are also used to preserve the integrity of the existing road structures while reducing the need for the more costly rehabilitation treatments. Crack sealing is utilized as the primary preventative maintenance activity, while full depth patching and infrared spot repair are used as the primary routine maintenance activities by CPW.
3.19 Miles of Roads Improved

CPW's Engineering Division completed the internal design and bidding for the FY18 Roads Program in 2017. In total the project bid included 3.19 miles of Concord's roadways including the reclaim of Whit's End Road as well as mill and overlay of ORNAC (from Main Street to Rte. 2), Lowell Road from (Barrett's Mill Road to Westford Road), Sudbury Road (from Fitchburg Turnpike to the Town Line), Laurel Street (from Thoreau Street to Stow Street) and a portion of Assabet Avenue. Pavement reclaim of Whit's End Road along with associated drainage work highlighted below was completed prior to the close of the 2017 construction season. Remaining pavement improvements will be completed in spring 2018.

6.80 Miles of Roads Maintained
CPW continued with a significant roadway maintenance program within calendar year 2017, maintaining a total of 6.80 miles of Concord's roadways. A total of 1.7 miles of roadway patching were bid within the 2017 patching contract. The contract included portions of Walden Street, Pine Street, Barrett's Mill Road and Kenny Dunn Square. CPW also completed its annual crack sealing bid in 2017, selecting 5.1 miles of roadway to be treated with a hot-poured asphalt fiber compound, specifically designed to improve the strength and performance of asphalt pavements and extend the life expectancy of the road. The roads selected for crack seal treatment included: Sudbury Road, Old Bedford Road, Old Marlboro Road, Westford Road and Harrington Ave.

Cambridge Turnpike Improvement Project
The Cambridge Turnpike Improvement Project (CTIP) proposes to construct roadway improvements to address a major flooding issue which causes frequent closure of the roadway in heavier rain events. The Town also views this as an important opportunity to design and construct improvements to the roadway and other public infrastructure to enhance the experience of the people who use the area. To the extent that is feasible, a project objective will be to integrate several modes of transportation in an aesthetically pleasing manner that complements the community's character and is sensitive to the nearby environmental and historical resources that Concord residents value and enjoy. CPW initiated a significant public outreach program for the project to provide residents with multiple input opportunities as the project's design is advanced.

In 2017 CPW's Engineering Division continued consultant management and technical engineering guidance through the permitting phase of the project development. An Environmental Notification Form (ENF) was filed with the Massachusetts Environmental Policy Act office (MEPA) in August. The project team received the MEPA certificate in October. Additionally, the Notice of Intent was filed in December and presented at the Concord Natural Resources Commission and is expected to be approved in January 2018. The

project is scheduled to be bid in two phases in the 2018 calendar year.

Monsen Road
CPW's Engineering Division initiated the acceptance process for a 500' extension of Monsen Road as part of the 2013 Monsen Farm Definitive Subdivision. The Public Works Commission voted their intention to layout the way at their November meeting. The PWC will layout the way at their January 2018 meeting and the road will be moved for acceptance by the Town at the 2018 Annual Town Meeting.

Sidewalk/ADA Compliance Program
Concord's sidewalk management strategy emphasizes adequate capital investment to the existing sidewalk network to maintain and/or improve the pedestrian experience for all sidewalk users. The sidewalk budget also funds ADA compliance maintenance activities and upgrades to the sidewalk network including pedestrian access routes and curb ramps. The sidewalk network contains approximately 58 miles of public sidewalks and approximately 809 curb ramps. A condition survey of the sidewalks is performed every four years in conjunction with the roadway condition survey. A Townwide curb ramp inventory and condition assessment was initially completed in 2011. Also an assessment of physical mobility barriers along pedestrian access routes (sidewalks and curb ramps) was completed as part of an update to the Town's ADA Right of Way Transition Plan in 2016.

Sidewalks and curb ramp projects are prioritized for repair based on their proximity to high pedestrian generators, overall condition and compliance with current ADA accessibility standards. Sidewalk and curb ramp reconstructions are bid as standalone projects, included within the roads program bid or completed as internal projects by CPW's Highway Division.
0.24 Miles of Sidewalk and 34 Curb Ramps Improved
CPW's Engineering Division incorporated 34 new curb ramps in bids for the 2017/18 Road Program, West Concord Streetscape Improvement Project, Cambridge Turnpike Improvement Project and Parking Lot Rehabilitation bids. Additionally 0.24 miles of sidewalk were replaced within the West Concord Streetscape Improvement Project and Rideout Park Rehabilitation project.

ADA Public Right of Way Transition Plan
CPW's Engineering Division completed the installation of 16 new on-street handicapped parking spaces with associated signage and pavement markings within the three center areas: Downtown Concord, Thoreau Depot and West Concord Center.

Roads and Sidewalks in Sound Condition
The accompanying tables show the condition of Town roads and sidewalks. The road and sidewalk PCI (Pavement Condition Index) ratings are slightly outside of the target 80-85 PCI and 80-85 SCI (Sidewalk Condition Index), respectively, based on the pavement management deterioration curve and algorithms. Following the 2018 Town-wide roadway condition survey we anticipate the PCI rating to increase to within the target index. The Town's overall investment in its road and sidewalk assets have resulted in cost effectively protecting and improving Concord's public way infrastructure for pedestrians and drivers while avoiding a multi-million dollar backlog to be paid by future residents of Concord.

ROAD CONDITION SUMMARY

	2009	2010	2011	2012	2013	2014	2015	2016	2017
Pavement Condition Index (PCI) Network Average	81	82	80	80	81	82	82	80	78
(PCI) Arterial/Collector Average	88	86	84	82	87	85	84	82	82
(PCI) Local Road Average	75	75	79	78	77	77	79	78	77
Recommended Repairs									
Rehabilitation	9%	8%	8%	10%	6%	7%	6%	12%	12%
Maintenance	51%	48%	52%	51%	40%	29%	36%	38%	53%
No Maintenance Required	40%	44%	40%	39%	54%	64%	58%	50%	35%

Note: The above referenced table is based on an infinite budget.
o Using the FY2018 budget, the actual performed repairs breakdown was:
(Rehabilitation 1%, Maintenance 16%, No Work Performed 83%)

SIDEWALK CONDITION SUMMARY

Sidewalk Condition Index (SCI)	SCI Range	Miles*	Percent
Replace	0-50	0.8	1%
Localized Repair	51-70	15	26%
Shows Wear	71-90	32	55%
No Distresses	91-100	10.2	18%
Total Miles		58	100%

*Approximate Miles

Network Average	Year	SCI
	2009	76
	2010	75
	2011	81
	2012	81
	2013	78
	2014	82
	2015	81
	2016	79
	2017	**77**

Stormwater/Drainage Program
Concord's stormwater infrastructure consists of approximately 216 culverts, 431 outfalls, 1,208 drainage manholes, 2,771 catch basins, 157 leaching structures, 61.1 miles of drain lines, 15 detention basins, 2 infiltration basins, 5 bioretention areas, 8 treatment chambers and 3 dams. Concord Public Works plans, designs, coordinates and performs construction of drainage improvements in conjunction with the Roads and Sidewalks Programs to minimize disruptions and to eliminate expensive emergency repairs. Drainage maintenance activities are also coordinated with the Division of Natural Resources and are typically performed under a general maintenance permit previously issued by the Natural Resources Commission and last renewed in 2017.
In 2002 and 2003 the Town performed a closed drainage system inventory and in 2011 completed a culvert inventory. Within these inventory projects, condition assessments and rating systems were developed and integrated into the Town's geographical information system (GIS) to provide the basis for the development of the Town's 20-year Stormwater/Drainage Management Plan. This plan is intended to provide a cost-effective framework for the upgrade and repair of the Town's stormwater/drainage system and to prevent expensive emergency repairs from occurring in the future through a planned and scheduled maintenance and replacement program.

Staff continues to update the location and condition data of Concord's Stormwater/Drainage infrastructure

within the GIS system. CPW's Highway Division staff verifies and supplements GIS drainage data during annual catch basin system cleaning operations. CPW's Engineering Division provides updated drainage data obtained through ground survey for various capital improvement projects. All updated inventory data is used to prioritize drainage rehabilitation/replacement projects and to meet Federal NPDES MS4 permit requirements.

The National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit issued by the EPA is also a major component of the Town's Drainage Program. The permit, issued in August 2003, requires towns to meet multiple objectives or "minimum control measures" to improve water quality within the Commonwealth including: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction-site stormwater runoff control, post-construction stormwater management in new development and redevelopment, pollution prevention and good housekeeping in municipal operations. An updated permit was finalized by the EPA in 2016 with increased requirements for the six minimum control measures.

Stormwater/Drainage Projects
CPW's Engineering Division incorporated significant improvements to the Town's drainage collection system within 2017. CPW's Engineering Division completed the bidding, construction oversight and contract administration for the 2017/18 Roads Program bid which included the installation of 28 drainage structures and 1,800 feet of drain pipe on ORNAC (from Main Street to Rte. 2), Sudbury Road (from Fitchburg Turnpike to the Town Line), Monument Street and Assabet Avenue.

CPW's Engineering Division also completed improvements to the Towns culvert network in 2017 with the completion of design, permitting and bidding of the Lowell Road Culvert Replacement Project. The project replaced an undersized stone culvert with a new 8'x2' concrete box culvert and also included improvements to the stormwater collection system with the replacement of 2,200 feet of drain pipe and installation of 21 drainage structures. The Town obtained over $500,000 in Federal FEMA Hazard Mitigation Grant Program funds to supplement Town capital drainage funding.

Lastly, CPW's Engineering Division completed in-house bidding, construction inspection and contract administration for the West Concord streetscape enhancement project. The project incorporated sustainable stormwater infrastructure retrofits into the design with the installation of new porous pavers in Mandrioli Park and Tea Cakes public plaza and also included the installation of a new bioretention area within Church Street.

EPA - NPDES MS4 Permit
CPW's Engineering Division completed the National Pollutant Discharge Elimination System (NPDES) MS4 Permit Year 14 annual reporting to the Environmental Protection Agency. Major permit accomplishments within Year 14 included environmental monitoring review and administration for 11 projects meeting NPDES permit thresholds. Additionally, CPW Engineering and GIS staff continued efforts to update the accuracy of the Townwide drainage system layer within the GIS to meet current and upcoming NPDES MS4 permit requirements.

The Massachusetts Coalition for Water Resources Stewardship (MCWRS), of which Concord is a member, as well as other entities filed a petition for review of the final Massachusetts MS4 permit with First Circuit of the United States Court of Appeals. The expectation is that the Court's interpretation of the municipal stormwater provisions of the Federal Clean Water Act will be consistent with that of Massachusetts municipalities. In June 2017 the EPA granted municipalities a stay of the 2016 permit while the Court hears the appeal.
Bridges

CPW's Engineering Division is responsible for the management and monitoring of the (5) Town owned bridges: Heath's Bridge (Sudbury Road), Pine Street Bridge (Pine Street), Flint's Bridge (Monument Street), Hurd's/Nashawtuc Bridge (Nashawtuc Road) and Pail Factory Bridge (Commonwealth Avenue). Bridge inspections are completed every two years by MassDOT bridge staff and forwarded to CPW's Engineering Division office for inclusion within Town records and to prioritize any needed repairs. Inspections are completed to evaluate the structural condition of bridge components as well as underwater stability/erosion issues to meet National Bridge Inspection Standards. When required bridge rehabilitation project scopes are developed and managed by CPW's Engineering Division. Bridge repair funding comes from a variety of sources including: Chapter 90 state aid, local funding, state accelerated bridge program, etc.

Cemetery Infrastructure
CPW's Engineering Division finalized construction inspection and contract administration for the first phase of the infrastructure rehabilitation of historic Sleepy Hollow Cemetery. In total the project included the rehabilitation of 3,700 linear feet of roadways, installation of 30 new drainage structures, 1,350 feet of new drainage pipe, 400 feet of new stone waterways and 200 of retaining wall improvements in the cemetery. Additionally the Division began design for the second phase of improvements in the cemetery. Phase II is expected to rehabilitate 5,400 linear feet of cemetery roadway, install 17 drainage structures, install 900 feet of new drain pipe and 470 feet of drainage swales.

Parking Lots
CPW's Engineering Division completed in-house design and permitting for the rehabilitation of the Keyes Road, Walden Street and Church Street parking lots. The design incorporated several stormwater collection system improvements, including replacement of 360 feet of drainage pipe, and installation of 18 new drainage structures. Additionally the stormwater design incorporated sustainable stormwater infrastructure retrofits through the installation of 2 new tree box filters and 3 bioretention areas. The project will be bid and constructed in 2018.

School Bus Transportation and Maintenance Facility Project Management
CPW continued project management of the building construction project which began in fall of 2016. Work through the winter included site grading, utility installation as well as mechanical systems installation. The non-potable water system install, interior finishes installation and balancing of the building's mechanical systems continued into the summer and the building work reached substantial completion by July 2017. CPW's Engineering Division provided construction administration and oversight for the parking lot construction through the Roads Program contract in July 2017. The parking lot construction was initially included as an additive alternative with the building construction bid, but CPW negotiated a change order with the Roads Program contractor to save over $100,000 in project cost. Similarly, CPW provided construction management for a separate contract for the installation of the fuel island to provide savings of another $75,000 to the project. The fuel island installation was also completed in July 2017.

The project received its certificate of occupancy from the Concord Building Department in early August and the School Department moved into the building in Mid-August. CPW continued the management of the project post-occupancy with the coordination of the design for the new electric bus charging system, keying of the building and coordination of staff training for the building's mechanical equipment.

Technical Support

Parking Management Plan
CPW's Engineering Division continued to provide technical support to the Department of Planning and Land Management in their implementation of the Townwide Parking Management Plan. The Division coordinated the layout/locations for new pay by phone signage and regulatory parking signs based on the plan recommendations. Sign installation was completed by late August.

Punkatasset Parking
CPW's Engineering Division continued to provide technical support to the Select Board in the analysis of parking alternatives for the Estabrook and Punkatasset Woods Conservation Areas in 2017. Building on a previous conceptual parking review of the conservation area's four access points Estabrook Road, Lowell Road (trailhead to Chamberlain Woods), Monument Street (trailhead to Punkatasset Woods) and Monument Farm (private way abutted to public conservation lands), CPW's Engineering Division prepared an analysis of the shoulder parking on Monument Street. The analysis explored the area's stopping sight distance, vehicular speed data, tree and stone wall impacts, and cost/benefit analysis.

HIGHWAY, GROUNDS & CEMETERY DIVISION 2017

Daniel Rowley, Highway & Grounds Superintendent
and Assistant Tree Warden

The Concord Public Works, Highway and Grounds Division maintains approximately 107 miles of public streets along with the associated drainage systems consisting of approximately 61.1 miles of drain lines, 2,771 catch basins, 216 culverts, 1,208 drainage manholes, 431 outfalls, 157 leaching structures, 15 detention basins, 5 bioretention areas, and 3 dams. In addition, CPW's Highway and Grounds Division maintains 59 miles of sidewalks, 2,793 signs, over 90 pieces of CPW vehicles and equipment, and manages the compost facility. It is responsible for 82 acres of public parks and grounds including 50 acres of active recreation areas which includes ten (10) athletic fields. CPW's Grounds Division maintains all public shade and park trees, under the direction of the Town's Tree Warden.

Snow Removal Program
While the total snow accumulation of 53.25 inches for the 2016 - 2017 winter season is considered close to average, it still required significant effort by CPW's Snow Fighting Team. In the end there were a total of 42 responses for winter maintenance which included applying salt brine before forecasted storms, deicing roads, plowing, and snow removal. The start of the season was on December 5, 2016, with a 1 inch snowstorm, and the end was on April 1, 2017, with a 2 inch snowstorm. The most significant storm of the season was on March 14, 2017, when 9.5 inches of snow fell. The snow during this storm had high moisture content so it was very heavy and wet which caused a few downed trees and multiple branches to fall.

Roads and Sidewalk Maintenance
CPW's Highway Division completed ongoing maintenance and improvement to Concord's roads and sidewalks throughout the year. One program that continued to be a priority was replacing street signs. Significant effort was invested in replacing regulatory, advisory, and street name signs throughout Town. A total of 276 signs were replaced this year; 177 of which were street name signs and the other 99 were regulatory and advisory. Town-wide street sweeping and sweeping of the designated sidewalk route was completed by the end of May with weekly sweeping of the downtown areas completed throughout the season. Other roadway improvements included 635 square yards of infrared repairs completed by a contractor. These repairs were completed at various locations on Elm Street, Harrington Avenue, Main Street, Monument Street, Lexington Road, Nimrod Drive, Old Marlboro Road, Old Pickard Road, and Old Road to Nine Acre Corner. Over 715 feet of weathering steel guardrail was removed and replaced by a contractor on Sudbury Road and repairs were completed on 75 feet of damaged guardrail on College Road.

Road work being completed by CPW

Compost Site Management
The Compost Site and Walden Street landfill continues to be a critical asset to CPW's operation and a valuable resource for the community. CPW's Highway Division provided weekly hours from April to December for residents to visit the site and dispose of brush, leaves, grass clippings, invasive species, and paint. Crews process the leaves and grass clippings collected throughout the year and transform this yard waste into valuable compost which is available to residents. The Compost Site also provides storage for CPW equipment as well as a staging area for wood chips and logs that are a result of CPW's Grounds Division tree maintenance efforts. It is also critical to CPW's winter maintenance operations by providing significant storage for snow. Snow removed in the downtown area is hauled to this location. Again this year, a contractor disposed of the wood chips and processed the brush and logs and disposed of them at no cost to the Town.

Drainage
Drainage system maintenance and improvement efforts continued to be another priority of CPW's Highway Division. This year, 648 catch basins were cleaned by CPW Highway Division crews utilizing Town-owned equipment. The elimination of sand from regular roadway deicing efforts, which began in the winter of 2013-2014, has greatly reduced the amount of debris collected during the catch basin cleaning process. This also reduces the amount of debris which must be disposed of in accordance with DEP standards and also aids in keeping waterways clean. Catch basin repairs and manhole cover adjustments required ongoing attention from CPW Highway Division crews. Many of these needed repairs were identified as part of the inspection that was completed during the catch basin cleaning process.

Ongoing monitoring and maintenance of other drainage structures such as bioretention areas, detention areas, drain swales, and culvert headwalls and outfalls continued to be a priority this year. The drain swale on Annursnac Hill Road received ongoing cleaning and maintenance to ensure its proper function. Bioretention areas were weeded, mowed, and new mulch installed to maintain their functionality and aesthetic properties. Detention areas were mowed and cleaned during the season.

Fleet Maintenance
Proper fleet maintenance is essential for CPW's operations. One fleet maintenance supervisor and one mechanic oversee the maintenance and repair of over 90 pieces of equipment. This was an exciting year for equipment procurement which is necessary to keep our fleet up to date and to minimize repairs. The Town made significant investments in replacement equipment this year which included: two heavy duty six-wheel dump trucks, a Prinoth sidewalk machine, two mobile message boards, and a Toro infield grooming machine. These trucks and equipment were purchased to replace similar units that had reached the end of their useful life. The mechanic's area in the 133 Keyes Road garage had the outdated stationary truck lift replaced with a set of state-of-the-art Stertil-Koni mobile column truck lifts. In addition, the two remaining salt spreading trucks in the fleet were retrofitted with closed loop computerized spreader control units. Now the entire salt spreading fleet has the capability of being as efficient as possible which reduces salt usage. Other ongoing efforts included updating several existing plows and other associated winter maintenance equipment to further improve the efficiency of CPW's winter operations.

Parks and Playgrounds
CPW's Grounds Division continued to provide exceptional care to the Town's grounds and trees throughout the year. Fortunately, the drought we faced in 2016 did not persist in 2017. This was very helpful in aiding in the beautification and maintenance of Concord's grounds. Efforts this year included spring and fall cleanups, regular mowing of all turf areas, grooming infields, fertilizing and liming based on the results of soil testing, and supporting Concord's many youth sports programs. CPW's Grounds Division also continued to support several other programs including the hanging basket program in West Concord and the community gardens.

CPW's Grounds Division celebrated the retirement of Peter Flynn, Grounds Division Supervisor and Town Tree Warden in January 2017, with a special ceremony. Peter is commended for over 35 years of dedicated service to the Town of Concord. Peter was an excellent leader and very knowledgeable about plant and tree care. In 2007, Peter was honored by the Massachusetts Tree Wardens and Foresters Association as their Tree Warden of the Year. This prestigious award is a testament to Peter's knowledge which recognizes him as a leader in his field. CPW wishes Peter a happy and healthy retirement.

The work completed by CPW's Grounds Division is done in an environmentally sensitive and sustainable manner to care for almost 50 acres of athletic fields, playgrounds, traffic islands, and other Town owned properties. Improving upon the efficiency of operations, reducing environmental impact, and sustainability remained a priority for CPW's Grounds Division in 2017. One area that particular attention was given is the irrigation systems that provide water to Town athletic fields. Recognizing that irrigation is important to properly maintaining turf surfaces, CPW continues to focus efforts on monitoring the use of and improving the efficiency of all irrigation systems. Irrigation controller upgrades were completed at Ripley Field, Emerson Field, Upper Sanborn Field, and Cushing Field. The replacement controllers installed at each location have the same water saving features as the irrigation

controller that was installed at Rideout Field in 2016. These controllers can be monitored and adjusted from any web-based device which allows for changes to be made to zone run times based on the weather. This is particularly helpful if significant rain is forecasted. The irrigation systems will typically be shut off a day or more in advance of the rain to conserve water and the energy needed to power the well pumps. Flow meters will be installed in the future to better understand the amount of water used and to identify leaks.

Maintenance of the Doug White Fields remained a priority of CPW's Grounds Division. The use of a snow pusher allowed the fields to be opened for use on March 25, 2017, but a two inch snow storm on April 1, 2017 required the fields to be closed for a few days. Once the snow melted, the fields were opened for the season on April 3, 2017. The Doug White Fields are utilized extensively by the community and CPW's Grounds Division provides daily maintenance so they remain in optimal playing condition. The annual G-max testing was completed in September to ensure players' safety. Again this year, a contractor was utilized for deep cleaning and de-compaction work for both fields. The fields were closed for the season in late November.

An application for Community Preservation Act Funding was submitted in September for improvements at Emerson Field. The aging infrastructure at this location is in need of renovation or replacement. The proposed improvements include irrigation system upgrades, on-site water supply well redevelopment or replacement, infield and outfield renovations for the two baseball fields and one softball field, sustainability and operational improvements to the spray fountain. CPW is hopeful to obtain funding over the next few years to implement these upgrades.

Trees

For the first time in Concord's history, a town-wide public shade tree assessment and inventory was completed. CPW contracted with Davey Resource Group, A Division of The Davey Tree Expert Company of Kent, Ohio to complete the project which also included a comprehensive management plan to allow the Town to utilize the collected data. The project was a significant investment for the Town, which was partially offset by a $30,000 challenge grant from the Massachusetts Department of Conservation and Recreation. The project included the inventory and assessment all trees within the Town's 107 miles of public street right-of-way (ROW), the three cemeteries, and selected public parks and facilities. Field work for the project began in late May 2017 and concluded at the end of August. During the data collection process, a team of five or six certified arborists from Davey Resource Group visually inspected each tree and recorded information such as size, species, location, condition, and took a photo of each tree. In the end, 23,871 trees were inventoried, 846 stumps located, and 2,135 planting locations identified. All of the collected data was entered into a web-based management program which allows the data to be easily accessed and updated. A draft of the management plan was finished in October and was presented at the regularly scheduled Public Works Commission meeting in October.

Managing the tree inventory and management plan project required significant time and resources from CPW's Highway and Grounds Division managers which limited the public shade tree planting program. Public Works planted a total of 14 public shade and park trees. These trees were planted throughout the year on Town property and through the Public Shade Tree Planting Program. Each tree was carefully selected after reviewing the planting location to ensure it is planted within the established policy of planting "the right tree in the right place". Watering and monitoring of the newly planted trees was ongoing throughout the year to ensure they were well established and thrived.

Arbor Day was once again celebrated with the planting of a tree and a commemorative ceremony. Continuing a long standing tradition, the Garden Club of Concord once again gifted a tree to be planted in celebration of Arbor Day. A 'Wild Fire' black tupelo tree was planted near the tennis courts at Rideout Field in a location where several hazardous black locust trees were removed. A nice celebration was held the morning of Arbor Day, April 28, 2017, at that location with members of CPW and the Garden Club of Concord present.

Under the direction of the Town Tree Warden, CPW's Grounds Division removed 147 trees that were determined to be in declining health and potentially hazardous. Significant effort was invested in pruning trees on Laws Brook Road and Old Pickard Road during the summer. Support for tree maintenance needs at Sleepy Hollow Cemetery was also provided, which included tree pruning to address limited access to graves and the removal of hazardous trees. Assistance was also provided to CMLP for tree issues that could potentially impact their infrastructure.

Recognizing the potential for irreversible damage that can be caused during the construction process, Concord Public Works continued to actively promote the "public shade tree protection policy" as much as possible through interactions with the public, contractors, and Town Departments.

Cemetery

CPW's Cemetery Operating Unit provided burials year round and properly maintained the Town's three cemeteries. A great deal of pride is taken in the professional and compassionate service that is provided to residents. This year 90 interments were completed; of which 26 were full burials and 64 were cremation burials. The use of contracted landscaping services continued for the mowing and spring/fall cleanup needs of Sleepy Hollow Cemetery. CPW's Cemetery Operating Unit crews provided mowing and spring/fall cleanups for the Old Hill Burying Ground and South Burying Place. All other maintenance for the cemeteries was completed by Concord Public Works crews including pothole patching, tree and stump removal, and ongoing turf improvements.

Improving the condition of the infrastructure of Sleepy Hollow Cemetery remains a priority for CPW. Phase one of infrastructure improvements was completed this year which included selected roadways, stone walls, and the drainage system. The Authors' Ridge area of Sleepy Hollow Cemetery was targeted for the first phase of improvements. The construction improvements included removing all asphalt in the roads, installing drainage upgrades, removing and rebuilding the stone wall on Upland Avenue and repaving with base course and top course bituminous asphalt. This project was funded by Community Preservation Act funds, a debt authorization, and funds from the Cemetery Fund. Recognizing the need for additional improvements, $450,000 in funding was secured at the Annual Town Meeting in April 2017, for a second phase of improvements. The Community Preservation Act provided $300,000 of this funding and $150,000 was committed from a debt authorization. Engineering survey was completed during the summer and design work started at the beginning of winter. The project is expected to be bid during the winter with construction taking place in the late spring and summer of 2018.

Providing ongoing monitoring and care for the Melvin Memorial continued throughout the year. Daedalus, Inc. was contracted during the summer to complete repairs to the three bronze rifles on the Memorial. These repairs were necessary to secure the rifles to the slate tablets so they will not be damaged during the winter or stolen. Using technical specifications developed in 2015, bids were solicited in the fall for restoration and preservation services for the memorial. The restoration and preservation efforts detailed in the specifications include cleaning the memorial, repointing, repairing cracks and spalls, and resetting or replacing the slate panels on the memorial. The project is expected to be completed in 2018.

During their 21st annual "Rendezvous" event, the Surveyors Historical Society included a visit to Sleepy Hollow Cemetery to honor Henry David Thoreau and to recognize his surveying work. On the afternoon of September 14, 2017, a group of approximately 100 people attending the three day "Rendezvous" event gathered in the Authors' Ridge area of Sleepy Hollow Cemetery to honor Thoreau and to dedicate a "final point" marker that was installed near his grave. The 4" round bronze marker includes the latitude and longitude of Thoreau's grave. The design and installation of this marker was approved by the Cemetery Committee.

A significant planting project was completed this year between the third and fourth gate in Sleepy Hollow Cemetery. Approximately 100 plants were installed by CPW crews with help from a MCI crew in just under two days. The plants and design for the project were a gift from The Friends of Sleepy Hollow Cemetery. The design was completed by landscape architect, Martha Lyon, and the plants came from Sylvan Nursery, Inc., in Westport, MA. The plants include lowbush blueberry, drooping leucothoe, mountain andromeda, northern bayberry, serviceberry and dogwood trees. The Cemetery Supervisor is going to provide ongoing watering and care.

RECYCLING AND WASTE MANAGEMENT PROGRAM

Rod Robison
Environmental Services Program Administrator

Curbside Collection, Disposal, and Processing
The municipal curbside collection program provided trash and recycling services to 3,639 house-holds. Subscribers to the municipal curbside collection program set out 1,111 tons of mixed paper, 605 tons of commingled containers, and 2,548 tons of trash for collection. The average subscriber on the Town's curbside program recycled .47 tons of materials and disposed of .70 tons of trash.

Curbside Recycling Rate
Residents using Concord's municipal curbside collection program recycled 40% of the materials they set at the curb. This figure does not include yard waste, which residents manage at home or drop off at the Composting Site on Saturdays, April through mid-December. It also does not include the tons of materials collected for recycling at the semi-annual DropOff-SwapOff days, nor does it include information on the more than 1,000 households that contract with private haulers for the collection of their trash and recyclable materials.

Recycling Savings Exceed $2.3M
The curbside program received revenue of $19,524 for paper and avoided $87,785 in disposal costs by not disposing of paper as trash. Since July 1998, when the Town began receiving revenue for recycled paper, recycled paper revenue has totaled $515,583 and avoided disposal costs have totaled $1,842,913 for an overall savings of $2,358,496.

Curbside Collection Subscribers (as of June 30)

Year	Number of Subscribers	Recyclables collected(tons)	Trash collected (tons)	Recycling Rate
FY98	2,518	1,264	2,351	35%
FY08	3,305	2,025	2,467	45%
FY09	3,323	1,864	2,387	44%
FY10	3,407	1,810	2,426	43%
FY11	3,468	1,780	2,483	42%
FY12	3,488	1,794	2,484	42%
FY13	3,514	1,734	2,513	41%
FY14	3,517	1,760	2,544	40%
FY15	3,539	1,767	2,574	40%
FY16	3,608	1,761	2,581	40%
FY17	3,639	1,716	2,548	40%

(FY = July 1 through June 30)

Curbside Recycling

Year	Disposal Cost	Paper Revenue	Avoided Disposal Cost
FY98	$110,564	($8,061)	$38,798
FY08	$194,254	$58,188	$116,818
FY09	$194,254	$25,833	$93,282
FY10	$186,786	$20,220	$93,247
FY11	$191,191	$30,325	$91,915
FY12	$191,815	$32,200	$92,352
FY13	$196,067	$4,981	$86,868
FY14	$193,318	$5,904	$89,756
FY15	$199,925	$1,567	$90,946
FY16	$204,424	$480	$88,723
FY17	$201,261	$19,524	$87,785

(FY = July 1 through June 30)

DropOff SwapOff Participants

Year	May	October
1999	521	430
2009	889	981
2010	931	989
2011	979	891
2012	890	852
2013	893	851
2014	931	893
2015	929	928
2016	918	749
2017	894	947

Reuse and Recycling DropOff & SwapOff Events
The Spring DropOff & SwapOff event on May 6th attracted 894 households. The Fall DropOff & SwapOff event on October 14th was also a great success with 947 households participating. Both events ran smoothly, thanks to the volunteers who make these events possible.

Unwanted Medication & Sharps Collection
Unwanted medication & sharps were collected at the May 6th and October 14th DropOff events. Seven boxes of unwanted medication and seven boxes of sharps were collected between the two events.

Hazardous Products Collection
Subscribers to the curbside collection program receive one free pass per year to the Minuteman Hazardous Products Regional Facility in Lexington (for up to 25 lbs. or 25 gallons of hazardous waste). The facility is open one weekend day a month from April – November. Ninety-five curbside subscribers visited the site in 2017, along with ten non-curbside subscribers who paid the vendor directly.

Concord Public Works will be hosting a hazardous waste collection for residents and businesses in September 2018. Curbside program subscribers will be able to obtain a free pass for this event; businesses and non-curbside subscribers pay the vendor directly.

Composting Site Turns Yard Waste into Garden Gold
From April through mid-December 2017, residents made more than 8,000 visits to the 755 Walden Street Compost Site, dropping off leaves, grass clippings and brush, while 437 residents dropped off paint at the paint shed and 178 residents picked up paint for reuse. At the Compost Site, 1,225 Christmas trees and 175 bags of Styrofoam™ were collected for recycling from the 2017 holiday season.

Visits to the Composting Site

Year	Leaves & grass	Brush	Paint Drop-off	Paint Pickup
2004	5,963	329	204	148
2005	6,078	418	230	118
2006	6,651	615	298	158
2007	7,880	697	296	171
2008	8,093	508	222	138
2009	6,723	667	210	145
2010	6,470	587	252	156
2011	5,106	650	279	156
2012	5,376	667	200	190
2013	6,547	675	341	183
2014	6,484	371	351	182
2015	7,556	489	432	196
2016	6,558	590	267	183
2017	9,968	684	437	178

Landfill Inspection & Reporting
MassDEP requires an annual landfill inspection by a third-party MassDEP-approved inspector for closed landfills in the Commonwealth. Concord Public Works coordinated the annual landfill inspection with Weston & Sampson. The inspection was conducted on November 8, 2017. The annual landfill inspection report included a summary of the 2017 monitoring results at the landfill.

The Town's closed landfill post closure monitoring and maintenance requirements in accordance with 310 CMR 19.132, mandate groundwater and landfill gas monitoring. There are nine groundwater wells and twenty-three soil gas probes associated with the 755 Walden Street closed landfill. The former landfill, which has now been put back into productive beneficial reuse with the construction of a utility scale solar facility, received formal closure certification from MassDEP on 10/16/13.

Keeping Mercury Out Of the Environment
Concord Public Works collected 8,394 linear feet of fluorescent light bulbs and 246 lbs. of nickel cadmium, lithium, and lead acid batteries from residents and municipal facilities for recycling. This is in addition to 13.38 tons of computers, TV's, and other electronics that were collected for recycling at the two DropOff events. Another 10,368 linear feet of fluorescent bulbs and 2.35 tons of computers and electronics were collected from businesses at the April and September business recycling events.

Annual Right-To-Know, Hazardous Waste Management, & SPCC Training
Annual Right-To-Know (RTK), Hazardous Waste Management, and SPCC (Spill Control & Countermeasure) training was conducted for Concord Public Works employees on June 29th and July 12th. RTK training is required by the Mass. Division of Occupational Safety (DOS), while Hazardous Waste Management and SPCC training are mandated by the EPA and MassDEP.

Grants
Concord Public Works obtained a Recycling Dividends Program (RDP) grant from MassDEP in the amount of $6,000. This is a points-based grant. The Town earned ten points for its recycling programs. The grant can be utilized to purchase recycling-related equipment including but not limited to curbside recycling bins, compost bins, public space recycling bins, etc.
Polystyrene Bylaw
Residents voted to enact a Polystyrene Bylaw (Article 45) at the 2016 Town Meeting. The Town Manager designated CPW to coordinate outreach and enforce the bylaw. The bylaw went into effect January 1, 2017 and became enforceable on July 1, 2017.

A part time outreach and enforcement officer reached out to all businesses, schools, institutions, and organizations affected by the bylaw, prior to July 1, 2017. Enforcement site visits commenced in July and concluded in September. Fourteen businesses received a one-year waiver.

Bike Giveaway
Concord Public Works hosted a bike giveaway on June 21, 2017. The bike giveaway included bikes collected at the DropOff portion of the October 15, 2016 and May 6, 2017 DropOff-SwapOff events. The bike giveaway was very popular with residents. Leftover bikes were donated to Emerson Umbrella (non-working bikes for art projects), the Boys and Girls Club of Worcester, and Worcester Earn-a-Bike, a nonprofit organization. The next Concord Bike Giveaway will be held in June 2018.

Concord Electric Lawnmower Swap
Concord Public Works partnered with CESC (Concord Comprehensive Sustainable Energy Committee) and Quiet Communities at the September 23, 2017 Concord Electric Lawnmower Swap event. This was the first lawnmower exchange event in New England. The event was held at Concord Public Works. Ninety-one residents traded in old gasoline-powered lawnmowers and received a $100 rebate on a new EGO electric lawnmower.

WATER AND SEWER DIVISION

Alan H. Cathcart, Superintendent

In 1974 and 1976, Annual Town Meeting established separate Water and Sewer Enterprise Funds, to ensure that the operation, maintenance and capital improvement of Concord's water and sewer systems would be financially viable. Expenses incurred for each system are covered by revenues generated by each respective enterprise. The Water and Sewer Division of Concord Public Works (CPW) is responsible for managing the day-to-day operations of drinking water and sewer infrastructure. As of 2017, the total assets for each system are 21.9 million and 17.8 million dollars, respectively.

Water System

Concord was provided with legislative authority to establish a public water system in 1872. In 1874, water from Sandy Pond, Lincoln, began flowing through the original network of water mains to Concord Center. Today, the water system has evolved to include six groundwater wells and one surface water source, seven water pumping stations, two water treatment facilities, and a high-pressure water main network consisting of over 134 miles of pipe. Two covered storage reservoirs, one located on Annursnac Hill and the other located on Pine Hill in Lincoln provide total reserve capacity of 7.5 million gallons. There are presently 5,605 accounts receiving potable water service and fire protection from this supply. This represents approximately 95% of Concord residents and businesses, together with a small number of Acton properties along Route 2A.

Regulatory/Policy Updates
Concord's 20 Year Water Management Act (WMA) Permit Renewal Update: The Massachusetts Department of Environmental Protection (MassDEP) affirmed that Concord's permit and registration right, originally scheduled to be renewed prior to June 30, 2017, has been administratively deferred until December 31, 2021, in accordance with the State imposed Permit Extension Act. In a related matter, MassDEP also re-affirmed the position that they would not impose water conservation and use restriction "conditions" on registered systems, in response to a petition which was received from the Massachusetts Rivers Alliance.

On May 1st, Concord's Seasonal Water Demand Management Plan went into effect. At no time during the peak summer demand period did operational or environmental triggers require the Public Works Commission to elevate the seasonal "advisory" to an enforceable outdoor water use restriction. CPW's Water Division continued to provide targeted outreach to customers interested in installing in-ground irrigation systems, particularly with respect to registration, design, and connection fee requirements as specified in the Town Bylaws.

Water Use and Demand Management
Concord's WMA registration and permit presently provides a cap on "authorized" water withdrawals of up to 2.51 million gallons per day (MGD) on average or 916 million gallons per year to meet all residential, commercial, institutional and municipal needs. Conservation limits included in this permit are an allowance of 65 gallons per day per capita (RGPDC) for residences and a 10% allowance for system losses (primarily attributed to leaks). In 2017, the total water production required to meet our system demands was 1.80 million gallons per day or 673 million gallons per year. A peak day demand of 3.04 million gallons was recorded on July 21, 2017. The RGPDC and total system losses (or "unaccounted" for water use) was calculated to be 65 gal/day and 9%, respectively.

Water Conservation Program Highlights
CPW's Water Division continues to maintain its commitment to its comprehensive water conservation program that encourages efficient water use via seasonal increasing block rates. The provision of complimentary residential water saving devices including, showerheads, aerators, garden nozzles, rain gages, and toilet fill cycle diverters as well as customized outreach and assistance to customers who are interested in learning more about indoor and outdoor water savings opportunities was also continued. As funds allowed, CPW's Water Division also continued to offer rebates on water saving toilets and high-efficiency clothes washing machines.

New England Water Distribution Services LLC performed a water main leak detection survey on approximately 50% of the water distribution system beginning the second week of November. The acoustic survey targeted water mains, hydrants, select gate valves, and select service lines located in the northern half of

the system. In areas where non-metal mains existed, NEWDS traced the main using acoustic monitoring every 10 feet using a ground microphone. Five hydrant leaks were identified (no main or service leaks) with an estimated value of lost water at 14.5 gallons per minute (or 20,880 gallons per day). All identified leaks were repaired.

Water Quality and Drinking Water Compliance
Routine and non-routine water quality testing activities continue to demonstrate that Concord's drinking water satisfied all applicable State and Federal requirements. A summary of water quality test results is available on the Town website and the Annual Water Quality Report – updated each spring (www.concordma.gov/wqreport). Customers who prefer to receive a hard copy of this information can contact CPW's Water/Sewer Division office directly to make such a request.

In accordance with the Federal Lead and Copper Rule (commonly referred to as the LCR), Concord performed lead and copper testing at 30 designated sample sites located throughout the water distribution system. Two schools were also included in this sampling effort. Findings confirmed that source water quality treatment efforts continue to reduce risks of lead and copper leaching from private service lines and plumbing fixtures. The actual compliance limit based upon the 90th percentile value (concentration) for lead and copper were calculated as 0.0033 ppm and 0.278 ppm – well below the action levels of 0.015 ppm and 1.3 ppm, respectively, established by EPA.

CPW's Water Division once again received an annual Water Fluoridation Quality Award from the Centers for Disease Control and Prevention (CDC) and the American Dental Association (ASTDD) in recognition that CPW's Water Division has maintained effective dosing and documentation of ongoing drinking water fluoridation efforts.

A cross connection is any physical connection which is created between a drinking water supply line and a piece of equipment or piping containing water that does not meet drinking water quality standards or contains other substances that could make the water unsafe to drink. For example, cross connections may exist between pipes containing drinking water and boilers, lawn irrigation systems, solar heating systems, photography equipment or fire protection systems. Water Safety Services (Woburn, MA) continued to perform inspections of new commercial operations to ensure appropriate protection controls are in place as well as testing of existing devices that are located within commercial properties throughout town.

Water Supply Protection
In 1991, a Nagog Pond Watershed Resource Protection Plan (WRPP) was developed as a companion document to a drinking water filtration waiver issued by the EPA. The plan identified all existing land-uses within the watershed with associated contamination threats that could impact the quality of this unfiltered water supply. As a condition of this long-standing waiver, and to ensure land-use changes within the watershed are both characterized and mitigated effectively, the plan is required to be updated every three years. In accordance with this obligation, CPW's Water Division submitted an update to this plan that was developed in accordance with MassDEP's guidance.

In early summer, operations personnel responded to several attempted security breaches in the vicinity of the Nagog Pond dam and gatehouse. While Nagog Pond was not in operation, MassDEP drinking water program was notified, and a battery of water quality tests were conducted to ensure the public water supply had not been compromised. Immediately following these activities, new security systems where employed at this remote site, including enhanced surveillance.

Nagog Pond Filtration Plant Update
In early 2017, the Acton Board of Selectmen issued Concord a Special Use Permit and Site Plan Special Permit for a proposed drinking water filtration facility to be constructed at Nagog Pond. The final permit included conditions that were determined to be detrimental to Concord's short and long-term interests. Concord appealed this decision to the Commonwealth of Massachusetts Land Court. Despite having been placed on a "fast" track review schedule and despite engaging in exhaustive negotiations and settlements with Acton, Concord's concerns and interests remain unresolved. This unanticipated and contentious permitting process has significantly and adversely impacted Concord's design and construction schedule.

Water Pumping Station Rehabilitation and Upgrades
CPW Water Division crews continued to perform routine operation and maintenance of the seven water production facilities and related treatment systems which make up our total water supply. In addition to these routine inspection and service activities, capital upgrades are also planned and performed on the millions of dollars of assets including associated mechanical, electrical, plumbing and instrumentation and control systems housed within these facilities. Notable improvements performed within the past year include: the rehabilitation of a groundwater well (03G) located at the Deaconess well site, the installation of a modified "temporary" ozone generation system at the existing ozone facility at Nagog Pond; the re-alignment of the high lift booster pump located inside Rt 2A pumpstation; and external building improvements performed at the Hugh Cargill pumping station including painting/replacement of deteriorating trim, cupola and doors.

A request for qualifications was issued for professional engineering services to evaluate existing conditions of the Annursnac Hill and Pine Hill Water Storage Tanks. The design firm will provide 100% design for each project identified, and perform construction administrative services for same. In addition to this work, the design firm will also be asked to design a small chemical storage addition to the Second Division well; and perform misc. engineering support services. Weston & Sampson submitted the most favorable proposal and is in the process of finalizing the scope of work and contract.

Special Water Service Programs
CPW's Water Division staff collaborated with Concord on Tap to increase the availability of public drinking water fountains throughout Town. Once volunteers from Concord on Tap were able to successfully obtain funding for these new fountains via the Town's Community Preservation Act program, units were procured and installed by CPW's Water Division operations staff. The new fountains can be found at the following recreation areas: the Ripley School, Thoreau School, Sanborn School, Alcott School, Peabody School, and South Meadow Field

Staff began implementation of a Public Works Commission approved lead service line awareness and pilot replacement program. This program was designed to educate and provide targeted support services to customers with known or suspected lead water service lines. Based on the potential number of services impacted and the quality and availability of service records maintained within CPW's Water Division, the program will take several years to fully implement. To date, approximately 80 customers have received a direct mailing informing them that Town service records would indicate their private water service may be at least partially made of lead. In addition to this notification, they have been eligible to receive water quality confirmation testing services, received guidance materials detailing potential health risks and service management recommendations, and have been informed that they may qualify for a very unique lead service line replacement assistance program. The service line replacement program has been specially tailored to include the offering of CPW Water Division personnel to replace these service lines at a very competitive rate (well below market rate) with the added benefit of a payment plan that allows payments to be apportioned over a one year period. As the replacement program is new and could potentially impose on broader public interests, it has been offered as a pilot initiative.

Water Main Rehabilitation and Extension Activities
The water distribution system consists of approximately 134 miles of water main ranging in size from 6-inch to 16-inch. A replacement/rehabilitation program has been developed to maintain and improve upon system service reliability. New projects are prioritized based on age, condition, and material of pipe. Plans are further refined with consideration to other public works initiatives such as drainage improvements, annual Roads Program or CMLP underground initiatives. Each year, new mains may also be added to the system to allow for service to new or existing properties where frontage to the municipal water distribution system had not otherwise existed.

Notable water main replacement or extension project activities performed within the past year include:

- Bruce Freeman Rail Trail - D.W. White (Acushnet, MA), serving as a subcontractor to MA DOT performed the relay of approximately 180 LF of 12-inch cement-lined ductile iron (CLDI) main along Powder Mill Road in conjunction with overpass/tunnel work associated with the new Bruce Freeman Rail Trail project.
- Whit's End Road - Fenton and Son (Acton MA), sub-contractor to Lazaro Paving Corp (responsible for 2018 Roads Program), performed water main replacement activities along Whit's End. Their scope of work

Annual Water Report Summary Table

Water Statistics	2017	2016	2015	2014	2013
Miles of Main	133.5	133.3	132.8	132.5	131.6
Hydrants	1,328	1,327	1,321	1,318	1,306
Main Pipe - New (linear feet)	1,073	2,510	1,660	2,557	3,476
Main Pipe - Replaced or Rehabilitated (lf)	626	1,568	4,800	7,328	98
Number of Service Accounts	5,605	5,601	5,554	5,518	5,497
Total Water Demand (million gal.)	673	728	767	722	755
Daily Average Demand (million gal.)	1.80	1.99	2.10	1.98	2.05
Peak Day Demand (million gal.)	3.04	4.15	3.79	3.82	3.91
Unaccounted for Water (percent)	8.7	11	73	65	68
Residential per Capital per day (gal.)	65	70	73	65	68
Annual Precipitation (inches)	45.49	35.59	35.51	48.29	41.73
Mean Annual Precipitation (inches)	41.98	41.95	41.92	41.97	42
Residential Rate per Unit (unit = 7.48 gal.)					
Base Rate- Step 1	$.0516	$.0496	$ .0477	$.0459	$.0441
Conservation Rate – Step 2 (May 1 – Oct. 31)	$.1084	$.0992	$ .0954	$.0918	$.0882
Conservation Rate – Step 3 (May 1 – Oct. 31)	$.1367	$.1240	$ .1193	$.1148	$.1103
General Service Rate per Unit of 7.48 gallons					
Step 1 - (<50 Units)	$.0516	$.0496	$ .0477	$.0459	$.0441
Step 2 - (>50 Units)	$.1367	$.0630	$ .0606	$.0583	$.0561

included the replacement of approximately 800 LF of 8-inch transite main with new 8-inch CLDI water main, the replacement of 7 active service connections (within the right-of-way up to the private property line) and the replacement of 2 hydrants.

- Sweet Birch (PRD) – Water Main Extension: Patriot Excavating (Acton, MA) installed a new 8-inch CLDI water main approximately 1,073 feet into a new a 12-lot residential development. Their plan of work involved the installation of new water service laterals, one new hydrant, and two in-line gate valves to connect to an existing 12-inch water main located in Forest Ridge Road.

Based on the age and condition of water main located throughout the water distribution system, it is not uncommon for sections to fail. When they do, they can cause sudden pressure drops or water discoloration that can affect a few customers or larger neighborhoods. Depending on the nature and location of each break, individual water service interruptions can also occur and last from several hours to over 8 hours. This past year, CPW's Water Division performed emergency repairs at the following locations: Bedford Street (February 21, 2017) and Arrow Head Road (February 24, 2017).

Sewer System

Concord was provided with legislative authority to create a municipal sewer system in 1894. By early 1900 a small centralized collection system was designed and constructed, carrying wastewater from Concord center via a network of gravity mains to a collection chamber located at 141 Keyes Road where it was then pumped to a cluster of filter beds located approximately one mile away on fields located adjacent to Great Meadows. Over the years, the service area has expanded, and treatment systems improved resulting in a system that consists of over 34 miles of collector mains (gravity and low pressure), two pumping stations, six neighborhood lift stations and a 1.2 MGD treatment plant. The present sewer system serves over 1,869 customers or 35% of the community.

Regulatory/Policy Updates

National Pollutant Discharge Elimination System (NPDES) – State Primacy: Governor Baker re-filed legislation that would delegate authority of the National Pollutant Discharge Elimination System (NPDES) to the Massachusetts Department of Environmental Protection (MassDEP). The legislation sets aside $4.7 million annually to help fund the program, in addition to the $1.4 million in the FY2018 annual budget proposal for initial staffing. Many water and wastewater organizations have long advocated for this transition from EPA with the belief that MassDEP has a deeper and more balanced understanding of local needs and interest and will be more reasonable in its permitting program.

Sewer Pumping Stations

Sewer pumping stations collect wastewater from a local network of pipes and then pump this wastewater to a central wastewater treatment facility located off of Bedford Road. The size and complexity of each pumping station depend upon local land elevations, topography, and the actual volume of wastewater handled. The Lowell Road and Assabet Sewer Stations are the two largest facilities in Concord, designed to handle flows from the most densely populated and commercialized neighborhoods of West Concord and Concord Center. There are six smaller neighborhood lift stations that serve less populated areas of Town with much more modest physical footprints.

The Lowell Road and Assabet Sewer pumping stations were last upgraded in the mid 1980's. As most of the mechanical, electrical, plumbing and instrumentation and control systems associated with these two facilities have served well beyond there useful life, planning efforts were initiated towards the replacement or reconditioning of these facilities. Kleinfelder, a qualified water and wastewater engineering firm, was retained to perform an evaluation of the existing conditions of each facility. This assessment will lead to the development of a 25% (preliminary) design for each respective facility. CPW's Water/Sewer Division will review the 25% design along with the quality of service rendered before authorizing final design, bidding and construction phases. In addition to these design efforts, Kleinfelder will also develop specifications for the replacement of an intermediate pump located at the Wastewater Treatment Facility.

Collection System

The sewer collection system is composed of over 34 miles of gravity and low-pressure collection main (ranging in size 2-inch to 27-inch diameter) with manholes. While there has been no recent public effort made to expand the sewer service area, smaller private extensions are reviewed and approved so long as they serve areas consistent with the Town's Comprehensive Wastewater Master Plan (CWMP).

Approximately 50% (15.4 miles) of Concord's sewer collection system is made up of clay pipes – much of it dating back to the original sewer system installed over 100 years ago. Concord continues to investigate the condition of this infrastructure and repair or replace it as needed to reduce preventable inflow and infiltration (I/I). Inflow and infiltration refers to stormwater and groundwater that flows into the sanitary wastewater collection system through illicit connections or leaking pipes. Unlike many cities and towns across the country, Concord is fortunate that the stormwater and sanitary wastewater drainage systems were originally designed and constructed as completely separate systems. As such, Concord is spared the costly burden of managing combined sewer overflows (CSO's) that is more common when stormwater is directed to the sanitary sewer system. While routine collection system inspections and maintenance efforts continued throughout the year, no major capital improvement projects or system expansion initiatives were realized.

Infiltration and Inflow Program

A successful I/I program is developed to reduce risks and frequency of sanitary sewer overflows, reduces the operating cost required to treat what is essentially clean water, and increases the likelihood of maintaining water quality standards that are included in a strictly enforced discharge permit. This past year, there were no reportable sanitary sewer overflows identified within Concord's system. Furthermore, the 12-month (rolling average) of wastewater flow processed through Concord's wastewater treatment plant was 1.0 MGD, below the 1.2 MGD permitted capacity assigned to this facility. The infiltration rate (of groundwater) into the collection system was calculated at 38.82% and the inflow rate (stormwater) was estimated at approximately 0.3%. Both rates fall within acceptable industry limits and well below "excessive" rates as defined by the MassDEP.

In accordance with 314 CMR 12.04(2) (c) 1 as detailed in the Operation, Maintenance and Pretreatment

Standards for Wastewater Treatment Works and Indirect Dischargers Regulations, Concord is required to submit a formal Infiltration/Inflow (III) Control Plan to MassDEP's Division of Water Pollution Control. While Concord has a plan dating back to 2006 and performs many of the work outlined within such a plan, the plan had not been updated to comport with MassDEP's new format. As this plan is being reviewed and revised as part of broader and more comprehensive NPDES renewal process, Concord requested an extension for this administrative procedure.

Wastewater Treatment Plant Operations
Woodard & Curran, Inc. (Portland, ME) continues to operate the Concord Wastewater Treatment Plant (WWTP), located off of Bedford Street. They are in the 4th year of a 10-year service contract. CPW's Water and Sewer Division continues to work closely with Woodard & Curran to ensure day to day operations and maintenance is performed in a quality manner. Within the past year, the facilities and associated equipment ran reliably with and in accordance with state and federally issued permits.

Nanae, Japan
Alan Cathcart, Water/Sewer Superintendent, was honored to serve in a Concord delegation that traveled to Nanae, Japan, to celebrate the 20th anniversary of the Concord/Nanae Network (CNN). Over the past twenty years, this special sister city program has helped foster meaningful connections between hundreds of individuals from both communities - in a way that has been both professionally and personally enriching. Following this very special celebration, the delegation traveled to Sapporo, Japan, following in the footsteps of a fellow Concordian, one William Wheeler. Shortly after establishing Concord's first public water system (in 1874), William Wheeler ventured to the sparsely populated Japanese island of Hokkaido, at the request of the new Meiji Government, to help train the Japanese in industrialized agricultural principles that he had learned while attending the Massachusetts Agricultural College (what is now UMASS Amherst).

Annual Sewer Report Summary

Sewer Statistics	2017	2016	2015	2014	2013
Assabet Pumping Station					
Total Pumped (million gallons)	88.09	74.47	73.85	78.67	78.31
Monthly Average (million gallons)	7.34	6.21	6.15	6.55	6.53
Daily Average (million gallons)	0.24	0.20	0.20	0.22	0.21
Lowell Road Pumping Station					
Total Pumped (million gallons)	312.64	258.44	272.02	341.13	322.92
Monthly Average (million gallons)	26.05	21.54	22.67	28.43	26.91
Daily Average (million gallons)	0.86	0.71	0.75	0.93	0.88
Bedford Street					
Total Pumped (million gallons)	6.18	5.80	5.48	5.23	
Monthly Average (million gallons)	0.51	0.48	0.46	0.44	
Daily Average (million gallons)	0.02	0.02	0.02	0.01	
Collection System					
Number of Service Accounts	1,869	1,866	1,851	1,834	1,832
Miles of Sewer Main	34.03	34.03	34.03	34.03	34.00
Main Pipe Inspected (lf.)	11,350	1,500	3,500	3,700	2,062
Main Pipe Replaced/Rehabilitated (lf.)	0	0	0	705	0
Rate per Unit (unit = 7.48 gallons)	$ .1141	$ .1119	$ .1086	$.1055	$.1014

Community Development

DEPARTMENT OF PLANNING AND LAND MANAGEMENT

Marcia Rasmussen, Director of Planning and Land Management

Mission
To guide the development and use of private and public lands within the Town of Concord in a manner that preserves and celebrates the unique character that is Concord.

Organization and Staffing
The Department is comprised of sixteen full-time and 8-10 part-time individuals within four distinct Divisions – Building Inspections, Health, Natural Resources and Planning. The range and extent of authority exercised by these Divisions is found in State Law and in the Town's bylaws.

The four Planning & Land Management Divisions provide staff support to the Town's regulatory boards and committees that address land use and development activities in the Town: the Board of Appeals, Board of Health, Natural Resources Commission, Planning Board and Historic Districts Commission. DPLM staff also provides support to the Comprehensive Long Range Plan Committee, Community Preservation Committee and Historical Commission, in addition to many other sub-committees and task forces that may be appointed to address specific issues from time to time, such as the Conservation Restriction Stewardship Committee, Bruce Freeman Rail Trail Advisory Committee and West Concord Advisory Committee. Staff also participates in regional groups such as the 13 communities that make up the MAPC-Minuteman Area Group on Inter-local Coordination (MAGIC), the Battle Road Scenic Byway Committee, the seven towns that participate in the Regional Housing Services Office and participation in the CHNA15 Partnership.

Building Inspector Laurie Livoli was promoted to Building Commissioner in January 2017. This past year, we also welcomed Senior Planner Heather Lamplough to the Planning Division and Assistant Local Inspector Ed Mullen as well as the return of Brian Smith (as back-up Electrical Inspector) to the Building Inspections Division. Two part-time summer conservation crew members, Joseph Guerin and Justin Livoli, were hired in the Natural Resources Division to work on trails maintenance, signage improvements, and invasive species control of Town open space and conservation lands, and, with funding through the Town Manager's budget, Rangers Adam D'Agostino and Mark McCullough were hired for a third year to advise visitors and residents about restricted swimming in White Pond and undertake measures to address erosion at the Pond, in addition to monitoring land usage by dogs and other trail users at several conservation properties. The Planning Division hired Planning Intern Alec Wade in late spring, to assist with events for the Envision Concord: Bridge to 2030 planning effort and implementation of the parking management program. We also worked with Community Services staff to hire summer intern, Erica Chin whose position was funded through Massport's Community Summer Jobs Program.

This year marks the fourth year with Concord as the lead community in administering the Regional Housing Services Office (RHSO). RHSO offices relocated from 141 Keyes Road to 37 Knox Trail in the fall. The RHSO is staffed by four people: Elizabeth Rust is Program Manager, Dan Gaulin is Senior Housing Specialist, and Lara Plaskon and Elizabeth Valente are the two part-time Housing Specialists. The Regional Housing Services Office supports affordable housing activity (such as rental housing monitoring, assisting in re-sales, project development, WestMetro HOME activities, etc.) in seven communities including: Acton, Bedford, Burlington, Concord, Lexington, Sudbury and Weston.

Detailed reports on the regulatory activities of the various boards staffed by DPLM and additional information specific to the four Divisions are included elsewhere in this Annual Report.

BUILDING INSPECTIONS DIVISION

Laurie Livoli, Building Commissioner/Zoning Enforcement Officer
Ray Matte, Local Building Inspector
Ed Mullen, Local Building Inspector
Pat Sands, Assistant Local Building Inspector
Tracy LaPierre, Administrative Assistant
Bob Prescott, Electrical/Wiring Inspector
James O'Reilly, Plumbing/Gas Inspector

The Building Inspections Division staff is comprised of four full-time and three part-time positions. Each staff person is strongly committed to pursuing consistent enforcement of the Zoning and Sign Bylaws, as well as the State Building code, which includes, but is not limited to handicap accessibility, structural integrity, fire safety, energy codes and many other regulations relative to public safety. The Inspections staff provides technical assistance to property owners, builders/developers, real estate professionals, Town boards and committees, as well as other Town departments. In addition to issuing building permits and conducting required onsite inspections, the Building Inspections staff spends an increasing amount of time reviewing subdivision proposals, special permits, site plans, variance requests, making zoning determinations and addressing zoning complaints. Staff also provides review and comment to the Select Board for annual license renewals, which include licensing for alcohol and beverage facilities and livery licenses.

The Division issued 850 building permits in 2017, which is a 6.4 % decrease from the number of building permits issued last year. However, the overall construction value increased in 2017 to $ 96.7 million (compared to $84.7 million in 2016). This is an increase in the value of construction by 14.16%. Of this total, $41,625,000 was for residential construction with $55,075,000 in commercial work.

The value of "new residential dwelling units" built in Concord went from $24.6 million last year to $24.07 million in 2017. This new residential construction value represents forty-three new detached single-family homes. Of these forty-three new homes, twenty-eight or 53.5% were the result of "tear downs" (an act of demolishing a building, usually to build a new one on the same site)

In 2017, the issuance of Mechanical permits decreased by 13.1%, while the number of Electrical Permits increased by 15.1% and Plumbing/Gas permits increased by 18%. Overall, the total number of permits issued by the Building Inspections Division in 2017 was 2,928 (a 1.63% increase overall). The Division collected $1,224,460 total in permit fees in 2017 versus $927,555 collected in 2016. This is a 32% increase over last year

# Permits Issued	2010	2011	2012	2013	2014	2015	2016	2017
New single family homes	41	30	29	55	38	51	43	39
Multi-family attached units	21	0	0	0	75	6	6	4
Additions/Alterations	644	686	631	770	759	866	760	719
Commercials	90	90	73	100	114	115	100	88
Total Building Permits:	**796**	**806**	**733**	**925**	**873**	**1038**	**909**	**850**
Electrical	642	745	730	933	907	751	865	996
Mechanical	-	26	70	91	119	122	108	93
Plumbing	424	470	487	480	546	478	542	534
Gas	320	340	382	416	443	391	428	433
Signs	30	41	35	54	68	62	29	32
Total all Permits:	2212	2428	2437	2899	2956	2824	2881	2928
Construction Value (Millions)	90.0	44.0	68.8	142.6	80.4	80.7	84.7	96.7
Permit Fee Revenue ($)	**955,212**	**554,211**	**809,045**	**783,883**	**1,015,370**	**991,099**	**927,555**	**1,224,460**

Noteworthy projects completed and under construction this year include the following: Phase I of Black Birch Development was completed in the fall of 2017. This project consisted of 25 units and is a mixture of duplex and single family homes. Middlesex School is renovating the theater and constructing a new three-story visual arts addition. The Fenn School is constructing a new dining facility. The Concord Museum is constructing a new two-story building and renovating the interiors. A new building at the Mill Tarry complex will be the home of a new food market.

ZONING BOARD OF APPEALS

James Smith, Chair
John Brady, Member
Stuart Freeland, Member
Elizabeth Akehurst-Moore, Associate Member

The Zoning Board of Appeals is authorized by Massachusetts General Laws Chapter 40A and is responsible for conducting public hearings and meetings for Special Permits and Variances as required pursuant to the Zoning Bylaw of the Town.

Having completed his term in May, Robert Sepucha left the Board in October. James Smith was appointed as a full member and elected as Chairman. The Board is currently in need of two additional associate members.

The Board conducted thirteen (13) public hearings and fourteen (14) public meetings in 2017, during which it considered thirty-seven (37) applications. Two (2) applications were withdrawn without prejudice at the request of the applicants. Thirty (30) Special Permits were granted. One (1) Variance was granted. One (1) amendment to a previously approved Special Permit was granted. Three (3) applications are pending. One (1) Special Permit application has been appealed. (Some of these applications included multiple activities; therefore, the activity totals below may exceed the number of applications.)

Zoning Board of Appeals Application Activities – 2017

Extend Zoning District Line	1
Additional Dwelling Unit	1
Educational Uses	1
Philanthropic Uses	2
Special Home Occupation	3
Fairs Bazaars, Antique Shows, Suppers, and Dances	3
Relief from Maximum Height Requirements	2
Relief from Maximum Floor Area Ratio	3
Dedication of Land	2
Change, Alteration or Extension of a Non-Conforming Use and/ or Structure	23
Increase Gross Floor Area by more than 50%	10
Work within the Flood Plain Conservancy District	2
Earth Removal	1
Work within the Groundwater Conservancy District	1
Relief from Parking Requirements	2
Personal Wireless Communications Facility	1
Planned Residential Development	2
Special Permit	36
Variance	1
Site Plan Approval (Associated with a Special Permit)	5

BOARD OF HEALTH

Ray Considine, Chair
JoAnn DiNardo, RN (term expired in May 2017)
Mark Haddad Esq.
Alma Healey, RN (joined Board of Health in September 2017)
Deborah Greene, MD

The Board of Health is responsible for the overall stewardship of the public health of Concord. It promotes, enacts, and enforces health rules and regulations in accordance with local bylaws and state law. There are five members of the Board, appointed for three-year terms by the Town Manager. In May, JoAnne DiNardo's six year term on the Board expired and she was replaced by new member Alma Healey, RN.

Regulations

As the public health regulatory entity for the Town, the Board continues to endorse measures that work to ensure the health and safety of Concord residents.

Substance use prevention was a main focus of the Board of Health in 2017. The Board is concerned with the rising problem of opioid abuse in Massachusetts. In conjunction with Health Division staff, the Board co-sponsored three public events on opioid awareness in 2017. Passage

of the November 2016 state election ballot referendum, Regulation and Taxation of Marijuana, has raised concerns over the coming legal sale of marijuana for recreational use. After much consideration, the Board voted to recommend to the Select Board that an article be placed on the 2018 Annual Town Meeting warrant and as a ballot question for a proposed bylaw to prohibit non-medical marijuana establishments in Concord.

As in previous years, the Board of Health continued to pursue efforts to curb youth access to tobacco and nicotine delivery products such as e-cigarettes. Flavored tobacco and nicotine delivery products, including fruit-flavored e-cigarettes ("vaping" devices) and small cigars, are increasingly marketed to youth. E-cigarettes have become very popular with young people and their use has grown dramatically in the last five years. Today, more high school students use e-cigarettes than regular cigarettes. These products have as much potential to cause addiction to nicotine as conventional tobacco products, and their long-term health effects are poorly understood. Concord Board of Health regulations adopted in 2014 prohibit the sale of tobacco products and nicotine delivery products (vaping devices and e-liquids) to persons under age 21. The sale of flavored tobacco and nicotine products are also prohibited. In 2017, the Board conducted a youth compliance check, in which persons under age 21 visit retail businesses and attempt to purchase tobacco or nicotine delivery products. During this check, none of the 14 licensed vendors sold tobacco products to the youth purchaser. These types of compliance checks are essential for ensuring compliance with the regulation to help reduce youth access to tobacco.

At 2016 Annual Town Meeting, voters enacted a Bylaw Prohibiting Polystyrene in Food Service Ware. The bylaw, which applies to all licensed food service establishments in Concord, prohibits the use of food service articles made of polystyrene and became effective January 1, 2017. The bylaw includes a provision for granting of a waiver in cases of undue hardship and the Town Manager designated the Board of Health as the town entity responsible for granting of the waivers. The Board held hearings at which it granted waivers to twelve (12) food establishments to allow continued use of specific food service articles made of polystyrene,

Mosquito Control
The East Middlesex Mosquito Control Project (EMMCP) conducts a program in Concord consisting of mosquito surveillance, larval mosquito control, ditch maintenance and public education.
Abnormally low rainfall totals during the 2015-2017, especially during the extreme drought in 2016, resulted in lower than average mammalian biting mosquito populations. The Massachusetts Dept. of Public Health determined that there was a low eastern equine encephalitis (EEE) risk in Concord during the 2017 season. In August, the risk for West Nile virus (WNV) was raised from low to moderate after a positive mosquito pool was found. There were 2 residents in Middlesex County who contracted WNV in 2017.

The adult mosquito surveillance program monitored mosquitoes from 12 Concord trap collections during the season. Culex mosquitoes from 9 trap collections were sent to the State Public Health Laboratory. One tested positive for WNV.

Bacillus sphaericus, Bacillus thuringiensis var. israelensis and methoprene were applied to 2,700 catchbasins to control Culex mosquito larvae, which are considered the primary vector of WNV. Applications of Bacillus thuringiensis var. israelensis were made to control larvae in two acres of wetland areas.

Our ditch maintenance program helps improve ditch drainage by removing sand and sediment that builds up over time. Doing this improves water flow and therefore eliminates mosquito breeding areas. By Ursula Drive, 61 feet of ditch was maintained using an excavator and 180 feet of ditch was cleaned using hand tools.

The Project's public education program is designed to develop awareness within the public and the private sectors as to their roles in mosquito control. The Project serves as a resource to residents, municipal officials and the local media on mosquitoes and mosquito borne diseases. A web page located at https://sudbury.ma.us/emmcp/ provides residents with information on mosquitoes, control programs and related topics.

HEALTH DIVISION

Susan Rask, MS, RS, Public Health Director
Stanley Sosnicki, CEHT, Assistant Public Health Director
Gabrielle White, Public Health Inspector
Karen Byrne, Administrative Assistant

The Health Division enforces State statutes and regulations relative to the protection of public health, the control of disease, the promotion of sanitary living conditions, and the protection of the environment from damage and pollution. Environmental and sanitary codes enforced by the Health Division include: onsite wastewater (septic) systems, food establishments, swimming pools, bathing beaches, recreational camps, indoor ice skating rinks, housing, and lead paint. Administrative staff is responsible for assisting with annual flu clinics, the rabies control program, administration of the Septic Betterment Loan Program, and the issuance of approximately 815 annual licenses/permits.

Regional Public Health Services
The Concord Health Division has provided inspectional services to the Town of Lincoln under a regional contract since 1996. Over the past several years, the program has evolved from providing limited inspectional services to the administration of public health programs within the Town of Lincoln. The Assistant Public Health Director and Administrative Assistant are the primary contacts for providing services in Lincoln. In 2017, this program generated nearly $35,000 in additional revenue for the Town of Concord (approximately 550 hours of public health and inspectional/administrative staff support). Staff witnessed test holes on 20 sites, issued 29 septic permits, 16 food service permits, 31 catering permits, 11 well permits, 4 recreational camps, reviewed 16 building projects, 70 septic inspections and conducted 37 food service inspections.

Awareness and prevention of tick-borne illnesses continues to be a priority. Lyme disease is among the most commonly reported communicable diseases in Concord, and two other tick-borne diseases, anaplasmosis (HGA) and babesiosis, are emerging concerns. In 2017, the Health Division continued to work cooperatively with the surrounding towns of Acton, Bedford, Carlisle, Lincoln, Sudbury, Wayland, Westford and Weston in the Middlesex Tick Task Force to deliver educational programs on tick borne illnesses.

Public Health Initiatives--Substance Use Prevention
2017 brought increasing public health concern around the use of opioids, the impending legalization of marijuana, and recent increases in teen use of e-cigarettes (vaping). Substance use prevention became the major focus of the Health Division and Board of Health in 2017. Toward this end, the Health Division coordinated a number of community outreach and public education events in 2017:

- Risks and Impacts of the Opioid Crisis: A Presentation for Concord Seniors, presented by District Attorney Marian T. Ryan; who discussed a county-wide initiative to educate senior citizens on how to properly manage their prescription medications, keep medication safe from theft, properly dispose of unused or expired medication, and identify signs of drug addiction in loved ones.
- How to Administer Narcan--Community Training presented by Carly Levy, MPH, CPH, Director, Master of Public Health Program, MCPHS University.
- Opiates, Vaping, Addiction and Our Kids: A Primer for Parents. Presented by Jon Cohan, CADC. who spoke on how addiction works in the adolescent brain (including addiction to e-cigarettes) and the risks addiction poses; how parents can talk to their children about drugs; warning signs; and how to get help. This program was coordinated by the Center for Parents and Teachers, a key Healthy Concord partner, who has co-sponsored a number of community public health education programs.
- Creation of a brochure titled What is Vaping?, information for parents about increasing teen use of vaping devices. The brochure was distributed to parents through the Concord Public Schools, the Concord-Carlisle Youth Services Coordinator, the Center for Parents and Teachers and a local pediatric medical practice.

Health Director Susan Rask, in conjunction with Concord-Carlisle Youth Services Coordinator Jennifer Clarke, undertook a Community Substance Use Assessment project. The assessment will research available public health and public safety data on substance use of all types in Concord and Carlisle. Data relating to use of opioids and misuse of prescription medications in all ages, and youth use of marijuana and alcohol is being gathered. Both quantitative and qualitative data will be collected. The data will be synthesized to create a clear picture of the extent and nature of substance use in Concord and to develop a narrative that can be used to engage with stakeholders and the public in moving forward with substance use prevention efforts. This project was made possible through grant funding from MDPH Community Health Network Area15 (CHNA15).

Emergency Preparedness
In 2017, the Health Division continued to work with the Concord Emergency Management Agency (CEMA), the Concord Council on Aging, Massachusetts Department of Public Health Region 4A, and Emerson Hospital to

enhance community emergency preparedness. Concord hosted a Region 4A Medical Reserve Corps training, How to Administer Narcan, at which eight new Medical Reserve Corps volunteers were recruited.

Concord maintains a plan, in compliance with MDPH requirements, for dispensing of medication (vaccines or pharmaceuticals) in an emergency. Concord's primary Emergency Dispensing Site (EDS) is the Concord-Carlisle Regional High School. The EDS plan was updated in 2016 for use of the new CCHS building.

Permits & Licenses
The Health Division issued the following licenses in 2017 and collected $ $150,977.87 in permit fees: 216 Food Service/Retail Food (including farm stands, school cafeterias (private & public), food banks, churches, caterer operations, residential retail kitchens, mobile food trucks, bed & breakfast establishments); 14 Tobacco Sales; 129 Permits to Keep Farm Animals; 4 Bathing Beaches; 28 Swimming Pools; 58 Hazardous Material Storage/Usage; 2 Motels; 17 Recreational Camp Sites; 22 Day Camp Programs; 1 Tanning Facilities; 53 Registered Title 5 Inspectors, 53 Disposal Works Installers; 24 Septic Haulers; 15 Rubbish Haulers; 1 Body Art Establishment; 4 Body Art Technicians; 4 Funeral Directors; 2 Funeral Homes; 104 On-Site Sewage Disposal Permits; 223 Building Permit Reviews; 7 Beaver Permits and 21 Well Permits

Public Health Nursing/Communicable Disease Control
Under a contract with the Health Division, Emerson Hospital Home Care provides nursing services for coordination and staffing of the annual influenza vaccination clinics, telephone and home visits to patients, and investigation of reported cases of communicable diseases. The cases of communicable diseases are reported to the Health Division for inclusion in statistical reports prepared by the Massachusetts Department of Public Health for epidemiological purposes. This confidential information is maintained by the public health nurses and Administrative Assistant and routed to MDPH for appropriate follow-up action through the MAVEN (Massachusetts Virtual Epidemiologic Network).

Public health nursing services were expanded to 12 hours per week in 2017. Urvi Agarwalla, RN began employment in May 2017 as the public health nurse and geriatric nurse at the Council on Aging. Public health nursing efforts in 2017 were focused on public health emergency preparedness, prevention of communicable disease, and substance use prevention and education.

Influenza Vaccine Distribution & Clinics
The Health Division sponsored its annual seasonal influenza clinic for Concord Seniors at the Harvey Wheeler Center on October 20, 2016. Emerson Hospital Home Care nurses administered vaccine to 131 participants. Vaccine continues to be readily available from primary care physicians and local pharmacies throughout the year, therefore, cities and towns have seen attendance to these public clinics decrease; but, senior flu clinics allow public health departments to continue to serve the most at-risk population who may not be able to take advantage of those other venues.

The Town of Concord, through its Health Division, also sponsored a Seasonal Influenza Clinic for Town Employees on October 5, 2016. Emerson Hospital Home Care administered 81 doses of vaccine to Town Employees during this clinic.

Sanitary Housing Inspections
The Assistant Public Health Director is responsible for conducting inspections for compliance with the State Sanitary Code, 105 CMR 410.000, Minimum Standards of Fitness for Human Habitation. Health Division staff conducted 8 housing inspections and spent a significant amount of time working with tenants and property owners to resolve several complex housing situations.
Wastewater Permitting Program
Onsite Sewage Disposal/Building Reviews for Title 5 & Town Sewer

The Assistant Public Health Director oversees the onsite wastewater management (septic system) program in the Health Division. In 2017, the Division issued 104 permits for construction and/or alteration of septic systems, reviewed 223 building permit applications for regulatory compliance, and witnessed percolation tests and soil evaluations for 98 properties. The Assistant Public Health Director conducted approximately 326 onsite inspections for compliance with Title 5.
Septic System Betterment Loan Program
The Community Septic System Betterment Loan Program is administered by the Health Division Administrative Assistant.

In 2009, Concord Town Meeting approved a loan/debt

Communicable Disease

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Amebiasis	0	0	2	0	0	0	0	0	0	0	0
Babesiosis	0	1	1	3	0	0	0	2	7	0	2
Calcivirus/Norovirus	0	0	0	0	0	0	0	0	0	1	0
Campylobacter	4	3	4	6	6	5	8	7	10	6	5
Cryptococcus	0	1	2	0	0	0	0	0	0	0	0
Cryptosporidia	0	0	0	0	2	1	0	0	0	1	2
Dengue	-	-	-	1	0	0	0	-	0	0	0
E. Coli	0	0	0	0	0	0	-	0	0	0	0
Ehrlichiosis	0	0	3	0	0	1	0	0	0	0	0
Encephalitis	0	0	0	0	0	0	0	0	0	0	0
Enterovirus	0	0	1	0	0	0	0	0	0	0	0
Giardia	1	4	3	2	4	2	0	2	2	6	0
Haemophilus influenzae	0	0	0	0	0	0	0	0	0	1	1
Hepatitis A	0	0	0	0	0	0	0	0	0	0	0
Hepatitis B	3	0	1	1	0	0	0	0	0	0	0
Hepatitis C* **	6	19	68	23	5	2	10	33	20	6	8
H1N1 Influenza	0	0	2	0	0	0	0	0	0	0	0
HGA	0	0	5	8	1	1	0	2	5	4	7
Legionnaire's Disease	0	0	1	0	1	1	0	0	1	1	0
Lyme Disease	29	84	48	46	11	7	11	17	9	58 ***	0
Measles	0	0	0	0	0	0	0	0	0	0	0
Meningitis	2	0	0	0	0	0	0	0	0	0	0
Pertussis	3	0	0	0	1	2	0	0	1	0	2
Rocky Mtn Spotted Fever	0	1	0	0	0	0	0	0	0	0	0
Salmonella	3	5	4	4	3	2	12	2	5	7	5
Shiga Toxin producing organism	0	0	0	0	0	0	0	0	0	0	1
Shigella	1	3	1	2	0	0	0	0	0	1	0
Streptococcal Pneumonia	2	2	2	1	1	0	1	1	1	0	0
Type B Streptococcus	0	0	0	0	0	0	0	2	1	1	2
Tuberculosis	1	1	2	0	0	0	0	0	0	0	0
Varicella (Chicken Pox)	5	1	0	0	0	0	0	0	0	0	0
West Nile Virus	0	0	0	0	0	0	0	0	0	0	1
Yersiniosis	0	1	0	0	1	0	0	0	0	0	0
Vibrio										1	0
Zika										1	0
Non-specified influenza										7	9

*All cases previous to 2011 included MCI Concord; MDPH now records those totals separately
** Results for 2016 include 1 town resident and 5 MCI prisoners
*** All 58 2016 cases were suspected cases with none confirmed or probable

authorization for $2,000,000 borrowing authorized to be carried out by the Massachusetts Water Pollution Abatement Trust (MWPAT) for the purpose of continuing to fund the Septic Betterment Loan Program. Concord property owners can borrow up to $30,000 at two percent (2%) interest, to be paid back as a betterment-lien over 10 years. In 2017, $300,000 was committed to residents to offset costs for onsite sewage disposal expenses through the loan program. To date a total over a million dollars has been expended from the 2nd loan.

Assistant Karen Byrne works very closely with local engineers, septic installers and other Town Departments to actively promote this program and will continue to do so in 2018. The Town is very fortunate to be able to offer this type of financial assistance to its residents to alleviate some of the unexpected financial burdens or stressors that may come with dealing with a failed onsite sewage system.

Food Protection Program
The Public Health Inspector conducts risk based inspections of all Food Service Establishments. Food Establishments range from complex meal service in full service restaurants, hospital and school kitchens to convenience store packaged food sales.
In 2017, Concord said a fond farewell to La Provence but welcomed Karma, an Asian-fusion restaurant in its place. Bondir Concord also closed and was replaced by Fiorella's. Michael's, Vincenzo's, Country Kitchen and Walden Rehabilitation were also closed in 2017. Several new food service establishments are under review and expected to open in 2018.

Food Inspections & Temporary Food Events
Temporary Food Event applications are reviewed by staff to identify and address any potential food safety risk factors that could impact the public health. During 2017, 56 Temporary Food Events/Catered Events were permitted, including Patriots Day Festivities, Chamber of Commerce Spring/Fall Festival, the Memorial Day and Fourth of July Parades, and the Fall Agricultural Fair.

Recreational Camp Program
The Public Health Inspector reviewed 20 programs which meet the definition of "recreational camp" and which served 4365 campers in Concord. Programs were reviewed for compliance with the regulatory requirements of 105 CMR 430.000: Minimum Standards For Recreational Camps For Children: background checks on staff, health records, trained personnel, medical protocol, and safety checks on all facilities with high risk activities such as ropes courses are reviewed and inspected. There are 15 sites which either host their own camp programs and/or serve as a rental location to "out of town" programs. In recent years, the Health Division has encountered a growing number of summer youth programs that are exempt from licensure because they operate for less than five days in a two-week period and therefore do not meet the regulatory definition of a recreational camp. These programs are not inspected or licensed by the Health Division and do not necessarily meet the regulatory requirements of a recreational camp. Residents who have a question regarding whether a summer youth program is licensed and inspected may call the Health Division for this information.

2017 Food Service/Retail Permits

39 Retail Food Permits
53 Food Service Operations
10 Farm Stands
9 Public School Cafeterias
7 Religious Organizations
1 Food Bank
1 Sporting Event Food Service
3 Mobile Food Trucks
12 Caterers Base of Operations
1 Food Processors
7 Frozen Ice Cream/Desserts
14 Delicatessens in Retail Establishments
6 Nursing Homes/Assisted Living
1 Hospital/In-patient Kitchen
4 Private School Cafeterias
2 Community Assistance Food Groups
1 Home for Aged Community
5 Seasonal Operations
2 Bed & Breakfast Establishments
1 Daycare with Food Service
4 Rental Hall Kitchens
3 Residential Retail Kitchens
11 Milk/Cream Permits

Bathing Beach Program
The Health Division continued its contract with G&L Laboratories to provide services for collection and analysis of bathing beach water samples. A new semi-public beach, the Dover St. Beach Association, was licensed, and tested weekly using a composite sample with the White Pond Associates beach. The other two semi-public beaches, Silver Hill Association and Annursnac Hill Association, were also sampled weekly during the 2017 season. Samples are taken weekly, from Memorial Day through Labor Day, for compliance with 105 CMR 445.00, Minimum Standards for Bathing Beaches. Forty eight (48) water samples were collected from the 4 beaches over a 16 week time period. There were no beach closures during the 2016 season due to bacterial levels exceeding acceptable limits for bathing beach waters.

There was a single closure of Whites Pond for a visible blue-green algae bloom observed prior to the July 4th weekend. While there were small algae blooms present throughout the summer, no other closures were mandated.

Swimming Pools
There are 14 sites in Concord which hold recreational pool permits, the newest pool being located at the Marriot Residence Inn which opened in 2017. There are currently 4 general purpose pools, 14 lap pools, 6 children's pools, 3 special purpose pools and 1 diving well. The Public Health Inspector conducts water tests at each pool as well as monitors safety equipment and trained personal for each site.

Animal Permits
The Public Health Inspector serves as the Town's Animal Inspector. Recent years have demonstrated a growing trend for keeping of backyard animals. The number of permits for keeping of animals has more than doubled in the past five years: 129 permits were issued in 2017, compared to 48 in 2009. The Public Health Inspector conducted annual site visits at 132 permitted properties to inspect for sanitary conditions, health of animals and prevention of odors and pests from proper manure storage/removal.

Rabies Control Program
During 2017 there were 8 domestic animals (dogs & cats) quarantined by either the Concord Health Division or Animal Control Officers (Boardman Animal Control Services) due to contact with potentially rabid animals. Nine (9) domestic animals were quarantined and followed by Dog Officer because of animal bites to humans. Rabies tests were conducted on three (3) potentially rabid animals (2 bats and 1 cat). None of the animals tested positive for the rabies virus.

At the Health Division's Annual Rabies Clinic in March 2017, Concord Animal Hospital veterinarians administered the rabies vaccine to 19 dogs and 8 cats.

2009-2017 Animal Census Information

	2009	2010	2011	2012	2013	2014	2015	2016	2017
Chickens	716	1056	1368	3211	3418	2903	973	538	973
Horses	166	164	163	182	171	119	146	154	163
Cattle	217	243	178	255	220	180	199	186	226
Rabbits	70	78	112	200	0	100	8	10	0
Goats	17	10	13	21	21	7	11	12	41
Geese/Ducks	23	29	38	37	46	35	52	20	44
Guinea Hens	14	9	8	7	7	12	5	5	3
Quail	-	-	-	-	-	30	40	62	50
Sheep	10	15	1	4	14	12	4	22	31
Beehives	4	4	-	-	-	-	-	-	-
Llamas	0	0	-	-	-	-	-	-	-
Donkeys	2	2	3	2	6	5	5	0	9
Turkey	5	7	8	57	57	2	0	0	0
Pigs	12	10	2	15	0	0	0	0	0
TOTAL	1,256	1627	1894	3991	3960	3405	1443	1009	1540

EMERSON HOSPITAL HOME CARE SERVICES

Judith Labossiere, MBA, BSN, RN, ACHCE
Executive Director, Emerson Hospital Home Care

Emerson Hospital Home Care is a Medicare/Medicaid Certified, Joint Commission accredited, provider of home health services in Concord, as well as 29 surrounding cities and towns. The mission is to deliver high quality, safe, and cost effective services to our patients. These services include skilled nursing, physical, occupational, and speech therapy, home health aide services, and medical social work, totaling 34,761 visits during FY2017.

Home Care provides services in any place that a patient calls home. We accept referrals for services from a diverse referral population including; hospitals, skilled nursing facilities, assisted living facilities, physician offices, and referrals from patients with a physician's order for care. Members of the community can contact our office directly for skilled services for themselves or family members.

Emerson Hospital Home Care provides community health, education, and communicable disease follow up in accordance with our Board of Health contracts. Our contract with the Town of Concord also allows Home Care to make home visits to qualifying individuals who have no source of payment to cover our services. This remains an important aspect of our work with the Board of Health. Home Care also coordinates closely with Concord Council on Aging to promote health and wellness to seniors through lectures and other programs. The influenza vaccination program serves both residents and employees of the Town of Concord. Please see the attached spreadsheet for data from flu clinics and communicable disease follow up. Emerson Hospital Home Care has just started a Private Duty component (Emerson at Home). Emerson at Home provides a variety of services that are available through private pay options. These services are available when a person no longer meets the requirements for care through their skilled insured services. More information is available by calling 978-287-8300.
As a partner in the provision of care, Emerson Hospital Home Care plays an integral role in the organizations focus on enhancing the care of the growing elderly population in the communities we serve. Participating as one of the pilot states in the Centers for Medicare and Medicaid services Value Based Purchasing Pilot, our continuous focus on quality outcomes is integrated into all aspects of our care. This includes a focus on care driven outcomes as well as patient satisfaction. At all levels of care we are committed to working together with the community partners to achieve a high level of patient satisfaction.

Emerson Hospital Home Care looks forward to a continued partnership with the Board of Health and other community organizations as we continue our commitment to care for the residents of Concord.

WEIGHTS AND MEASURES INSPECTIONS

The function of the Weights and Measures official is to safeguard the public in matters involving the commercial determination of "quantity" and ensure that whenever merchandise or service is bought or sold, that honest weights and honest measures are delivered, and that fraud, carelessness or misrepresentation of such transactions are eliminated. The accuracy of all weighing and measuring devices used for sale to the public are inspected, sealed or condemned as required. Inspections are conducted at all gasoline and diesel dispensing devices (pumps), home heating (fuel oil) delivery trucks, scales used at supermarkets, delis, meat/seafood markets, retail checkout counters, farm stands, pharmacies, and any other facility using a weighing or measuring device for sale of product. Bar Code pricing devices (scanners) are also inspected for accuracy and proper operation. State law requires that scanners be inspected once every two years for businesses with three or more electronic checkout systems. Scanners were inspected in 2016 and all were in compliance. On alternating years, scanners are verified if the Health Department is contacted via a complaint and/or a new device is installed.

The Town of Concord contracts with the Massachusetts Division of Standards (DOS) through the Concord Health Department. The Health Department Administrative Assistant and DOS Inspectors work closely together to coordinate and ensure that any complaint received by a consumer is addressed in a timely manner as well as ensuring that proper invoicing and payments are received by the Town. In 2017, inspections were performed at 51 establishments throughout Concord: 143 gasoline meters; 90 weighing scales, and 19 fuel delivery trucks. The Health Department invoiced $6,970.00 in Weights & Measures fees in 2017.

NATURAL RESOURCES COMMISSION

Judith R. Zaunbrecher, Chair
Jeffrey W. Adams
Gregory E. Higgins
Lynn G. Huggins
Charles D. Poutasse

Board Members Judy Zaunbrecher, Lynn Huggins, Chip Poutasse, Greg Higgins, Jeff Adams

The Natural Resources Commission (NRC) and staff are responsible for the overall stewardship of the natural resources of the Town, and the establishment of Town environmental policy in conjunction with the Select Board and Town Meeting. The NRC administers the state Wetlands Protection Act (MGL Chapter 131, Section 40), the Rivers Protection Act (MGL Chapter 258 of the Acts of 1996) and accompanying regulations (310 CMR 10.00), and the Concord Wetlands Bylaw and Regulations. The NRC also plays an important role in open space planning pursuant to its authority under the Conservation Commission Act (MGL Chapter 40 Section 8c).

Wetlands Protection Act:
The majority of Commission and staff time is dedicated to administering and enforcing state and local wetland regulations. The NRC held 22 meetings to review permit applications, which included 41 Notices of Intent, six Abbreviated Notices of Resource Area Delineations, and 19 Requests for Determinations of Applicability, for a total of 66 new applications. The NRC closed out many completed projects, issuing 30 Certificates of Compliance and one Partial Certificate of Compliance. Division staff reviewed 23 Administrative Approvals for very minor projects including limited tree and invasive species removal. There were two appeals in 2017: an ANRAD at 790 Barretts Mill Road to confirm wetland resource area boundaries and a proposed cell tower at Middlesex School. The wetland delineation at 790 Barretts Mill was resolved. The Department of Environmental Protection (DEP) issued a Superseding Order of Conditions upholding the NRC's decision approving the cell tower; this decision was further appealed to the DEP's Office of Appeals and Dispute Resolution and an adjudicatory hearing will be held in early 2018.

Projects of interest reviewed by the NRC this year include the reconstruction of Cambridge Turnpike, a proposed subdivision on Keuka Road, and a number of ANRADs for future developments including 1075 Lowell Road, 1440/1450 Main Street, 430 Old Bedford Road, and 1861 Sudbury Road.

Dogs on Conservation Land:
Due to increased dog activity on conservation lands, and conflicts between dogs, wildlife, and other trails users, the NRC held a public hearing and nine public meetings to consider leash restrictions on some conservation lands. After extensive study, discussion, and public feedback, the Commission voted to require leashing at Punkatasset Conservation Land. Seasonal leash restrictions at agricultural fields on conservation lands were also discussed, in addition to continuing the seasonal leash restriction at Mattison Field to protect nesting bobolink and the leash restriction at White Pond Reservation. The NRC also adopted new rules for dogs on conservation land. A brochure and other educational materials will be developed in 2018.

Conservation Restrictions:
The Natural Resources Commission accepted two new Conservation Restriction's (CRs) covering approximately 53 acres: a 46.68-acre CR at 28X Ball's Hill Road associated with the October Farm Riverfront acquisition that occurred in 2016; and a 6.31-acre CR associated with the Black Birch development on Forest Ridge Road. Both CRs provide for public access and other significant public benefits.

NATURAL RESOURCES DIVISION

Delia R. J. Kaye, Natural Resources Director
Lori A. Capone, Natural Resources Assistant Director
Karen T. Bockoven, Administrative Assistant

Natural Resources Management
In addition to providing technical and administrative support to the Natural Resources Commission, Division staff are responsible for the stewardship of approximately 1,400 acres of Town conservation land (including White Pond Reservation), maintaining over 26 miles of trails, and mowing 84 acres to maintain trails and open meadows. Natural resources management also includes staff support to three NRC active subcommittees, as well as coordinating with other local and regional stewardship initiatives.

Community Preservation Act
After bids came in higher than initially estimated, additional funds were sought to implement a substantial slope restoration project at White Pond. If funded, this project will commence in the summer of 2018. Permits for this work were obtained this year.

Old Calf Pasture
Division staff oversaw the eighth year of invasive species control at Old Calf Pasture, in part with funding received through Community Preservation Act funds awarded in 2013 and 2016. New areas of invasive glossy buckthorn were treated by the New England Wildflower Society, expanding the areas of improved habitat for native flora and fauna, including the rare Britton's violet. A violet count in 2017 indicates that the rare violet population, one of the largest in the state, is flourishing.

Rangers
Adam D'Agostino and Mark McCullough served as Rangers this summer to patrol White Pond, and educate the public on erosion control and swimming restrictions. This year's Ranger responsibilities were expanded to also include observations on land usage by dogs and other trail users at several conservation properties. Small, distinct algae blooms were observed at White Pond this summer but they did not develop into the significant blooms seen in 2015. Rangers worked with other Division staff to reinforce temporary slope restoration measures implemented at White Pond in 2015, and removed invasives from the White Pond Reservation.

Conservation Crew
Joseph Guerin and Justin Livoli joined the Division this summer to perform trail maintenance, remove invasive vegetation, and conduct general maintenance on conservation lands throughout Town. The Crew continued the hand pulling efforts to remove the invasive aquatic water chestnut from Macone Pond, Warner's Pond, and Hutchins Pond, and continued the cooperative effort with US Fish and Wildlife Service, the Conservation Land Conservation Trust, and the Town of Lincoln to remove water chestnut from Fairhaven Bay and the Sudbury River. For the sixth consecutive summer, the aquatic weed harvester was not needed on the Sudbury River and Fairhaven Bay, a testament to the vigilant efforts of previous mechanical harvesting efforts between 2001 and 2011 and continued hand pulling efforts. The crew also replaced, repaired, and/or repainted conservation land signs and kiosks, and maintained and constructed new boardwalks along seasonal trails. With the assistance of Jim Macone, the crew constructed and installed a new kiosk at the Lowell Road boat launch.

Cooperative Invasive Species Management Area
Division staff continued working with other towns, organizations, and individuals in the Sudbury, Assabet, and Concord Rivers (SuAsCo) watershed to develop strategic regional plans for invasive species management in the watershed, and to promote collaborative approaches to achieve these priorities. This year Concord partnered with the Organization of the Assabet, Concord, and Sudbury Rivers, land trusts, and other municipalities to implement a five year regional Water Chestnut Management Plan.

Conservation Restriction Stewardship Committee
The CRSC continued to assist the Division of Natural Resources with its land management responsibilities of the 80 plus parcels with Conservation Restrictions that have been granted to the Town by monitoring their care and condition. Committee members performed monitoring visits on 28 parcels, reviewed three new CRs (October Farm Riverfront, Black Birch, McGrath Farm), and updated or wrote five new Baseline Documentation Reports. Current members are Kathryn Angell, David Bell (Chair), John Ferguson, Mary Ann Lippert, Catherine Perry, and Neil Ryder.

Heywood Meadow Stewardship Committee
The Heywood Meadow Stewardship Committee continues in its mission to preserve and protect Heywood Meadow. This year, five goats were brought to the meadow for three weeks in an effort to control woody invasive species along the woodline, a marginally effective effort but very popular with the public. More conventional removal of invasives along the fringe of the woods continues with good success. A large tulip tree, generously donated by the Der family, was planted by Hartney Greymont on Arbor Day, who also donated time to tree pruning as part of their Arbor Day gift to the Town. The Conantum Garden Club and David and Susan Clark donated three new bluebird boxes, installed by David Clark, to encourage nesting bluebirds. Finally, wildflower seeds were broadcast on the west Meadow to increase bloom. The network of Meadow paths receives frequent use. Members are Lola Chaisson, Mary Clarke, Susan Clark (Co-Chair), Joanne Gibson (Co-Chair), Nicole Kelly, Stan Lucks, Murray Nicolson (Clerk), Bev Miller, and Sandy Smith.

Trails Committee
Significant trail development was completed in two new conservation areas. A quarter mile of new trails offers peaceful views of wetlands along the northern boundary of October Farm Riverfront. The new Baptist Brook property south of Annursnac conservation land features surprisingly rugged views above a hemlock ravine overlooking Baptist Brook that can also be experienced from trails along the water's edge. In the Annursnac section, new trails through the previously inaccessible western portion allow a loop walk that includes two brook crossings and a walk along the side of Annursnac Hill. The Town is grateful for the gracious agreement of a land owner in providing a trail easement through private property, linking the Baptist Brook and Annursnac properties, a combined area of 143 acres with 1¼ miles of new trails through varied terrain and natural habitat. Trail guides were prepared for the new properties.

Trail upgrades and maintenance are always ongoing. At the Old Rifle Range, a 38-foot section of deteriorated retaining wall was replaced along the eroded main trail, with further rehabilitation planned. With Japanese knotweed nearly eradicated at the West Concord Park trailhead heat-tolerant plantings were placed around the kiosk to enhance the beauty of the entrance at Conant Street, with many more plantings planned for 2018.

Being vigilant of trail needs and correcting obstructions to assure walkers' access is a never ending task handled by stewards and Committee members. To recognize their effort, a Steward Appreciation social event was hosted by Committee member Carlene Hempel. Committee members include Spencer Borden, David Clark, Carlene Hempel, Jonathan Keyes, Ken Miller, Peter Siebert, and Bob White (Chair).

Conservation Land Use Permits
A total of 23 permits were issued to various groups using Town conservation land for wetlands training, drag hunting, and for a Canoe for Clean Water event. Permits were also issued to the Musketaquid Arts and Environment Program for the Art Ramble, temporary art installations at Hapgood Wright Town Forest from several artists that were on display again this summer.

Farming and Community Gardens

Agricultural Farming Agreements
The Division continues to work with local farmers to retain land in agriculture, overseeing 15 agreements over 200 acres of actively farmed land.

Marshall Farm
In addition to the successful operation of Marshall Farms, operations were expanded this year to include a portion of the Rogers land which yielded much more than expected (pumpkins, watermelon and over 500 bunches of sunflowers). On the main farm property, three older greenhouses were retired (some were 40 years old) and new, more efficient greenhouses are being erected.

McGrath Farmstead
Barrett's Mill Farm completed their fourth growing season at the McGrath Farmstead and their second season farming the parcel at 41A Barretts Mill Road. The farm received organic certification in 2017 for all crops grown on the main farmstead. Crops grown at the 41A parcel will be eligible for organic certification in 2019. During this season, crops were grown on 11.5 acres, with 3 acres left fallow in cover crop. Of the 11.5 acres in fruit, vegetable, and flower production, about 1.25 acres were in perennial crops (asparagus, blueberries, gooseberries and rhubarb, as well as some perennials for attracting pollinators).

Produce was sold to the general public through the

farm store, which is open five days a week during the growing season, as well as to 243 Community Supported Agriculture (CSA) and Barrett's Bucks (farm store credit) members. The Pick-your-own Flower CSA served 26 members and the Late Fall CSA was expanded from 3 weeks to 4 and grew from 29 members to 51 members. Barrett's Mill Farm's commitment to increasing access to fresh produce continued with weekly vegetable donations to Open Table and the Boston Area Gleaners. In addition, Barrett's Mill Farm donated a CSA membership to Minute Man Arc and offered discounted CSA memberships to 7 households receiving SNAP benefits. The farm also participated in several community activities, including the Ag Day Farmers' Market, hosting a spring Open House, a "Touch a Tractor" event with the Concord Family Network, and a farm tour as part of the annual Food, Farm and Garden Fair.

The major capital investment for the 2017 season was installing a 500 foot deep bedrock irrigation well, funded from jointly by the Town and a grant awarded to Barretts Mill Farm from the Massachusetts Department of Agricultural Resources.

Thoreau Birthplace

Gaining Ground, a non-profit farm that grows food for hunger relief with the help of volunteers of all ages and abilities, farms the land at the Thoreau Birthplace and adjacent Massport land. This season the farm donated 33% more produce than ever before, totaling over 80,000 pounds of organic produce to thirteen food pantries, meal programs, and direct donation markets in Lowell, Boston, and surrounding Metro West communities. The increase in production is attributed to a successful transition to no-till farming practices, which focus on soil fertility and biology, as well as the construction of a second hoop house that gives an earlier start in the spring and later distributions into the fall. Staff worked alongside 2,500 volunteers throughout the season, with volunteers involved in all aspects of farm operation. Gaining Ground continues be part of the New England tradition of sugaring, and in February and March, the snowy winter made for a short but productive season. The farm put up 200 buckets in Concord and finished 35 gallons of syrup.

Gaining Ground Community Garden at the Thoreau Birth House

Community Gardens

The long standing tradition of the organic community gardens continues to thrive under the helpful guidance of volunteer coordinators Terry Marzucco, Rebecca Sheehan Purcell, and Michelle Wiggins at the Hugh Cargill Community Garden, Dale Clutter, Trish Ng, and India Rose at the East Quarter Farm Community Garden, and Brenna Roth Lindsay at Cousins Community Garden. Carol Aronson, Mark Del Guidice, Mary Hartman, and Joe Sleczek provided guidance for the new Rogers Community Garden. Coordinators assign garden plots, coordinate annual meetings and cleanups, and offer guidance to gardeners to produce beautiful and bountiful harvests.

The East Quarter Farm (EQF) growing season was very productive and after last year's drought it was a relief to have a good water supply throughout the summer. Many vegetables grew abundantly including tomatoes, squash, kale, cabbage, eggplant, carrots, beans, and onions and the mild fall weather allowed an extended harvest of herbs, flowers and vegetables. The communal berry bushes did very well this year and were especially delicious. Overall it was a very fulfilling year and the EQF gardeners received many health benefits including organic food, exercise, and a peaceful refuge from the stresses of daily life.

The Hugh Cargill Community Garden (HCCG) land has been farmed since its donation to the Town by Hugh Cargill in 1793. Originally used to benefit the nearby poor farm, it has evolved to serve all interested residents. This year, the garden had a great mix of novice gardeners planting their first seeds, experienced gardeners who have been with HCCG for more than 35 years, and everything in between. For the first time in recent memory, a half dozen plots were unclaimed; these were cover cropped to build up soil health and fertility for future use. A good balance of sun and rain this year resulted in lush gardens. Photographers, university students, artists, and chefs regularly visit the garden and join fellow gardeners in finding inspiration in the garden's tranquility.

In its second year of operation, Rogers Garden continued to add new gardeners to its roster. The 2017 season had 25 individuals and/or families enjoy the plentiful sun and serenity that Rogers offers near the shores of the Assabet River in West Concord. Efforts to enhance the soil with organic matter and rock removal continued, resulting in many plots with bumper crops of flowers, potatoes, squash, tomatoes, peppers, and eggplants.

Environmental and Educational Activities

The Division continues to sponsor the longstanding tradition of early morning Conservation Coffees on the first Tuesday morning of most months at 7:30 a.m. These lively and stimulating gatherings of citizens, conservation organization representatives, and federal, state, and local officials provide an interesting and effective forum to exchange information, ideas, and concerns about conservation and the environment.

The Division continues to host an annual spring migratory bird walk, led by Peter Alden. This popular walk, generally held on the second Saturday in May, brings together local birders to welcome the return of many colorful migrants back for the season or on their way to more northern breeding grounds, as well as observe resident birds in a variety of habitats.

The NRC continues to support Dr. Bryan Windmiller's research and headstarting efforts on the Blanding's turtle, a threatened species with a population at Great Meadows which he has studied in depth since 2003.

PLANNING BOARD

Robert Easton, Chair
Matt Johnson, Vice Chair
Kristen Ferguson, Clerk
Burton Flint
Gary Kleiman
Allen Sayegh
Brooke Whiting Cash

Marcia Rasmussen, Director
Elizabeth Hughes, Town Planner
Nancy Hausherr, Administrative Assistant

The Planning Board's authority is contained in MGL Ch. 41 "Improved Methods of Municipal Planning" and MGL Ch. 40A "The Zoning Act". The Board is responsible for making rules and regulations relating to subdivision control, initiating Zoning Bylaws, holding public hearings on all Zoning Bylaws submitted to the Select Board, evaluating various developments through Site Plan Review, revising and updating the Comprehensive Long Range Plan, and from time to time making studies of the resources and needs of the Town. Additional responsibilities are found in the Town Bylaws and the Town Charter.

The Board met twenty-one times in 2017. In addition to their regular meetings, four public hearings were held. One public hearing was for Zoning Bylaw amendments to be considered by Annual Town Meeting. One was a joint public hearing with the Zoning Board of Appeals for a Definitive Subdivision Plan and Special Permit Planned Residential Development application filed by Keuka Road LLC. One public hearing was to consider the draft rules and regulations for the recently enacted Tree Preservation Bylaw. After an initial public hearing session in November, this public hearing was continued to January, 2018. One public hearing was for an amendment to the conditions of a 1990 Definitive Subdivision Plan "Forest Ridge" and a 1999 Definitive Subdivision Plan for 35 Forest Ridge Road.

Members, John Canally and John Cratsley ended their terms and the Board welcomed new members Burton Flint and Kristen Ferguson.

Residential development

Fourteen "Approval Not Required" (ANR) plans were

submitted to the Board for endorsement. Seven of these plans approved changes of lot lines that did not create additional lots. Three endorsed plans created four additional lots. Four plans, submitted in December, will be reviewed in January, 2018.

In February, the Board granted approval with certain waivers and conditions, of a four-lot Preliminary Subdivision Plan for 12.48 acres off Keuka Road.
In April, an eleven-unit Definitive Subdivision Plan/ Planned Residential Development was filed by Keuka Road LLC and later, in October, was withdrawn by the Applicant without prejudice.

In June, the Board made a positive recommendation to the Zoning Board of Appeals for a 16-unit age restricted Alternative Planned Residential Development, Black Birch Phase II at 275 Forest Ridge Road.

In November, a four-lot Definitive Subdivision Plan for parcels on Keuka Road was filed by Keuka Road LLC. A public hearing is scheduled for January 23, 2018.

Commercial, institutional and other development
Seven Site Plan/Special Permit applications received affirmative recommendations to the Zoning Board of Appeals in 2017:

- Fenn School, 498 Monument Street
- The Umbrella Community Arts Center, 40 Stow Street
- 63 Virginia Road, work in the Flood Plain Conservancy District
- 17 Laws Brook Road
- 462 Thoreau Street, work in the Groundwater Conservancy District
- 47 Warner Street, work in the Flood Plain Conservancy District
- 35 Forest Ridge Road & 2250 Main Street, Minute Man ARC

Two Site Plan/Special Permit applications are still under review by the Board for a recommendation to the Zoning Board of Appeals. These are the applications for Caffe Nero Americas at 55-57 Main Street and 317 Garfield Road, where the Applicant seeks to divide land into two or more building lots so that one or more building lot(s) contains reduced frontage, lot width, lot area and/ or side and rear setback for the purpose of preserving an existing historically significant structures or dwellings.

In May, an amendment to Site Plan Approval granted in 11/9/99 was approved for the Thoreau Club/ Camp Thoreau parking lot at 275 Forest Ridge Road.

In June, Site Plan Approval with conditions was granted to Concord Academy for a proposed renovation and addition to the Bradford House dormitory on campus.

Zoning amendments and Town Meeting actions
For the 2017 Annual Town Meeting, the Planning Board sponsored five Zoning Bylaw amendment warrant articles, one General Bylaw, and recommended affirmative action on two citizen petition Zoning Bylaw articles, all of which passed. These were:

- An article to amend Site Plan Review for Religious Uses, Educational Uses, and Child Care Facilities to correct a discrepancy in an amendment to this Section of the Zoning Bylaw, approved by Article 37 at the 2016 Annual Town Meeting, between the opening paragraph and the actual wording of the Bylaw under subsection (e).
- An article to amend Professional Office to add "real estate broker" to the definition of persons having a professional office, thereby prohibiting a real estate office from locating on the first floor of buildings in the West Concord Village District only.
- An article to amend Nonconforming Single and Two-Family Residential Structures to make the method of measuring the gross floor area of a residence under Section 7.1.5 consistent with Section 6.2.13, maximum floor area ratio, and insert a new subsection (d) "extension of a structure by more than 50% is based on the aggregate of all expansions undertaken within a consecutive 5 year period".
- An article to amend Residential Uses to correct a discrepancy in an amendment to this Section of the Zoning Bylaw, approved by Article 35 at the 2016 Annual Town Meeting, between the opening paragraph of the article and the actual wording of the sentence added at the end of the paragraph; and change the measurement in Section 4.2.2.1 from "volume" to "gross floor area" for consistency with other sections of the Zoning Bylaw.
- An article, Marijuana Establishment Temporary Moratorium, to institute a moratorium until July 1, 2018 on marijuana establishments (allowed by enactment of a 2016 state law) in order to give the Town sufficient time to engage in the planning process and enact bylaws in a manner consistent with sound land use planning goals and objectives.
- An article, Tree Preservation Bylaw, to amend the Town's General Bylaws to require residential property owners to protect trees within a defined setback area of a lot during significant demolition and/or construction activity and, if trees are removed from the setback area, require property owners to either plant replacement trees or pay fees to a Town Tree Fund for planting elsewhere in Town.
- A citizen petition article Alternative Planned Residential Development Preliminary Site Development and Use Proposal to determine whether the Town would vote pursuant to Section 10.3.4 of the Zoning Bylaw to approve Phase II Black Birch Alternative Planned Residential Development Site Development and Use Proposal for Lot 4A and Parcel A Forest Ridge Road (Parcel 2970-1-5) dated 9/12/16, revised 12/20/16, as filed with the Town Clerk and Planning Board for a 16-unit over age 55 residential development.
- A citizen petition article Release of Residential Restriction Applicable to Lot 4A and Parcel A Forest Ridge Road to determine whether the Town would vote to authorize the Select Board to enter into an agreement to release Lot 4A and Parcel A Forest Ridge Road from a certain Easement and Restrictive Covenant Agreement dated September 19, 1990 and agree that said Lot 4A and Parcel A may be used for residential purposes as a primary use.

Other Actions
Reviews of draft language for potential Zoning Bylaw amendments were held at several of the Board's meetings in anticipation of submitting potentially ten Zoning Bylaw amendment warrant articles for the 2018 Annual Town Meeting.

In addition the Board:
- Developed goals and objectives for 2017 – 2018
- Devoted time at several meetings to discuss the important work and objectives of the Comprehensive Long Range Plan Committee and the ongoing development the Town's Comprehensive Long Range Plan Update including providing feedback for the Committee's consideration
- Granted the release of the a 2002 Performance Guarantee for Blue Heron Way
- Held a discussion to give guidance to Select Board prior to their adoption of a Tree Bylaw Fee Structure relating to the enacted Tree Preservation Bylaw
- Held a public hearing on the Draft Tree Preservation Bylaw Rules and Regulations for adoption (ongoing)
- Wrote a letter in support of the Town's Efficiency and Regionalization Grant
- Appointed members to the West Concord Advisory Committee, a subcommittee of the Planning Board and attended the WCAC Annual Open House in May
- Discussed, but took no position on Article 49, submitted by citizen petitioner, Charles Phillips, for Annual Town Meeting
- Recommended to the Select Board a Community Preservation Committee Planning Board appointee
- Reviewed 2017 Community Preservation Act Applications for recommendations to the Community Preservation Committee.
- Made a recommendation to the Select Board regarding a Notice of Intent under M.G.L. Ch. 61A Section 14 to sell and convert use at 1767 Lowell Road
- Selected the Town Planner as the Planning Board's representative to the Minuteman Advisory Group on Interlocal Coordination (MAGIC)
- Endorsed some lot releases, accepted a Restrictive Covenant, and a Performance Guarantee for the Monsen Farm Subdivision
- Reported to the Public Works Commission in favor of the petition for the acceptance of Monsen Road Extension as a public way
- Approved a Form H, for the proposed new street name, Jeff Adams Way, for the private entrance drive on the campus of the Fenn School
- Discussed the detention basin for the Black Horse Place development
- Discussed the Recreational Marijuana Law, including a temporary moratorium extension and potential marijuana establishment articles related to Zoning Bylaw Section 4.8.3
- Authorized the use of an outside consultant pursuant to M.G.L. Ch. 44, Section 53G regarding the review of stormwater design submitted for Keuka Road Definitive Subdivision Plan
- Elected officers

The Board appoints members to the West Concord Advisory Committee and nominates members for the Community Preservation Committee and Historic Districts Commission. Members of the Planning Board serve on the following regional committees: MAGIC (Minuteman Advisory Group on Interlocal Coordination) and HATS (Hanscom Area TownS) and participate on other Town Committees by providing

liaisons to the Comprehensive Sustainable Energy Committee, West Concord Advisory Committee, Community Preservation Committee, and Comprehensive Long Range Plan Committee.

Tree Preservation Subcommittee
The Tree Preservation Subcommittee which was formed in 2016 submitted a Final Report and Recommendation to the Planning Board. The Planning Board after consideration of the Report and its recommendations moved forward with the submittal of a general bylaw warrant article, Tree Preservation Bylaw, which passed at the 2017 Annual Town Meeting. In May, after Town Meeting, the Board expressed appreciation to the members of the Subcommittee for their work and efforts and, per the charge, dissolved the subcommittee.

West Concord Advisory Committee (WCAC)
The West Concord Advisory Committee (WCAC), a subcommittee of the Planning Board with seven regular and two associate members, serves as a resource for the Planning Board by providing input to developers and property owners as well as the Board when plans and concepts are proposed for development, renovation, circulation, etc. in West Concord. Village business owners and also residents in and around the West Concord Village use the WCAC as a sounding board for ideas to communicate to Town administration as well as to pose questions they have. All members of the WCAC also have liaison responsibilities with other Town boards and committees and report back about issues related to the Village and its surrounding neighborhoods.

The WCAC worked on several initiatives in 2017. Those included:

- Review of the proposed Junction Village affordable housing development. Our January meeting included a detailed presentation on the proposal including extensive public input. The committee submitted specific comments to the Planning Board. Committee members worked closely with Concord Housing Development Corporation and town staff to plan and seek funding for improvements on the publicly accessible open space associated with the development.
- Support for completion of a new outdoor seating area at the corner of Church Street and Commonwealth Avenue. Committee members worked with town staff to engage two local artists to complete a mural on the Twin Seafood building and plan a grand opening event. The committee continues to work with town staff and business owners to plan for acquisition of outdoor furniture.
- Reviewed Town Meeting warrant articles and expressed support for CPC funds for improvements at Rideout Park, a zoning bylaw amendment addressing the definition of professional offices, and the new tree bylaw.
- Reviewed and commented on a proposed redevelopment at 17 Laws Brook Road. Committee members agreed that the proposal would improve the lot while retaining a variety of housing styles and sizes in the village.
- Discussed ways to increase connections to the Assabet River. Members pursued the concept of walking trails along the river, canoe and kayak launches, and a RiverFest event to celebrate the importance of the Assabet River and Nashoba Brook to the history and culture of the village.
- Hosted a spring Open House inviting the community to participate in a Q&A with town staff representing Planning, Public Works, and Recreation Departments. The open house was attended by approximately 80 members of the public.
- Reviewed and commented on plans for renovation of Rideout Park. The committee worked closely with representatives of Concord-Carlisle Youth Baseball and the Recreation Department to finalize the layout of fencing.
- Supported open space protection in West Concord. Committee members worked with town staff to pursue protection of a critical parcel on Warner's Pond. Committee members helped to arrange and host site visits for town staff and board members and discussed appropriate potential uses for the site. A request for funding was approved by the Community Preservation Committee.
- The committee reviewed and provided comments on the Concord Long Range Plan and members participated in several public discussions of the plan.
- Discussed potential routes to link the Bruce Freeman Rail Trail with the Assabet River Rail Trail in South Action and the Reformatory Branch Trail in Concord center.
- Continued outreach through a Facebook page and a Twitter account to encourage participation and information exchange.

The WCAC finished the year with plans to work on a number of projects in 2018, including organizing a focus on arts in West Concord, developing a standard palette for street furniture in the village, building connections to waterways in the village, and partnering with the Recreation Department to host summer evening musical events in the Harvey Wheeler Community Center parking lot.

PLANNING DIVISION

Marcia Rasmussen, Director of Planning & Land Management
Elizabeth Hughes, Town Planner
Heather Lamplough, Senior Planner
Nancy Hausherr, Administrative Assistant
Heather Carey, Administrative Assistant

The Planning Division continues to provide professional and administrative staff support to multiple standing boards and committees including: the Zoning Board of Appeals, Planning Board, Historic Districts Commission, Historical Commission and Community Preservation Committee. Planning Division staff coordinated the town staff review of all development proposals that were submitted for regulatory approval to the aforesaid boards and committees. Planning Division staff also assisted the Community Preservation Committee with its plan updates, application process and funding distribution. This year the Division continued to provide staff support to the Comprehensive Long Range Plan Committee, the Bruce Freeman Rail Trail Advisory Committee and the West Concord Advisory Committee, a subcommittee of the Planning Board. Planning staff participated in the Battle Road Scenic Byway Task Force, the HOME Consortium and Regional Housing Services Office. The Division's agenda includes initiatives in the area of open space protection, affordable housing production, traffic and transportation planning, economic development guidance, historic resources protection, public facilities planning, development regulation creation and sustainable practices.

Town Planner Elizabeth Hughes provided professional support to the Planning Board and the Board of Appeals. In addition to shepherding the plan review process for all development proposals submitted to the Planning Board and Board of Appeals. Elizabeth worked with the Planning Board on the presentation of Zoning Bylaw amendments and a new Tree Preservation Bylaw at the 2017 Annual Town Meeting (all of which passed), the development of nine warrant articles for the 2018 Annual Town meeting and the drafting of the new Tree Preservation Bylaw Rules & Regulations.

Administrative Assistants Nancy Hausherr and Heather Carey continued to provide exceptional support to the numerous residents and applicants dealing with a range of questions and issues, as well as, all of the boards, committees and Division staff.

Senior Planner Lara Kritzer ended service with the Town in March after 9 ½ years and in July, the Planning Division welcomed Heather Lamplough as the new Senior Planner. Heather provides professional support to the Historic Districts Commission (HDC), Community Preservation Committee (CPC) and Historical Commission. Heather has provided valuable support to the Historical Commission on the review of 9 applications under the new Demolition Review Bylaw; accepting and reviewing CPA funding applications to the Community Preservation Committee, and; preparation of a warrant article for the Historic Districts Commission for the extension of the Hubbardville District.

Director Marcia Rasmussen continued to provide project oversight of the Bruce Freeman Rail Trail Phase 2C project, which was finally under construction in 2017; working with Town Counsel and the State to acquire State land adjacent to the Trail for the construction of a small parking lot, and; coordinating with State agencies and design consultant Greenman-Pedersen, Inc. on the design/construction plans for Phase 2B (the bridge over Route 2) that will be advertised for construction in the fall of 2019. Marcia continued coordinating implementation of the 2013 Parking Management Plan, working with town staff from Finance, Police, IT and Public Works.

Marcia and Elizabeth continue to provide support to the Comprehensive Long Range Plan Committee as they move forward with the update to the Town's Long Range Plan – Envision Concord; Bridge to 2030.

The Planning Division was supported by two interns in 2017. Alec Wade provided support to the Director

on the implementation of the Parking Management Plan and assisted with the public outreach and kick-off event for the Comprehensive Long Range Plan. Erica Chin, an intern funded through the Massport Summer Jobs Program, created the Historical Points of Interest Tour Guide, a self-guided walking map of fifteen of the most famous places in and around Concord Center.

COMMUNITY PRESERVATION COMMITTEE

Dee Ortner, Chair (Select Board Appointee)
Terri Ackerman, Vice Chair (Select Board Appointee)
Barbara Pike, Secretary (Select Board Appointee)
Gregory Higgins, Treasurer (Natural Resources Commission Appointee)
John Cratsley (Select Board Appointee)
Linda Escobedo (Concord Housing Authority Appointee)
Burton Flint (Planning Board Commission Appointee)
Peter Ward (Recreation Commission Appointee)
Diann Strausberg (Historical Commission Appointee)

The Community Preservation Committee had a busy year in 2017 with an increasingly competitive application process and major changes in the CPA program at the State level. At Concord's 2017 Annual Town Meeting, the Community Preservation Committee (CPC) recommended that $1,560,340 in CPA funds be appropriated for projects involving community housing, historic preservation, open space, and recreation. These funding recommendations were later approved without alteration by the 2017 Annual Town Meeting as noted below:

Community Housing Projects:
- Town of Concord - $18,000 for the Town's participation in the Regional Housing Services Office, an inter-municipal organization which provides professional housing staff for the administration of the affordable housing programs in Concord and six neighboring communities.
- Town of Concord - $350,000 towards the development of an 83 unit, fully affordable assisted living complex on former State land in West Concord, with 43 units available at deeply affordable levels. The Concord Housing Development Corporation is working with the Grantham Group, on this development.

Historic Preservation Projects:
- Umbrella Community Arts Center - $101,000 for Phase II of the Umbrella Community Arts Center's window restoration project. This year funds will be used to restore the remaining 42 original wood windows on the ca. 1929 former high school while improving the building's energy efficiency by installing wall insulation and double paned glass in the restored windows.
- Concord Public Works - $300,000 to complete the final phase of Sleepy Hollow Cemetery Roadway and Stone Wall Improvements with road reconstruction, stone wall repairs, and drainage improvements throughout the historic ca. 1855 site. This work preserves the historic landscape by correcting erosion damage, upgrading stormwater management systems, and repairing/replacing failing roads and pathways.
- Concord Museum - $170,000 to replace obsolete mechanical and electrical systems in the museum's original ca. 1930 Little building. This work will create a stable physical environment to ensure the long term preservation of the Museum's permanent collection of nationally significant, Concord-based artifacts.
- Louisa May Alcott's Orchard House, Inc. - $100,000 to preserve the interior features and fixtures of the nationally significant ca. 1690s structure by replacing its failing temperature and humidity control systems with a new environmentally sustainable system.
- Concord Home for the Aged - $15,000 to complete a Historic Structure Report for the Timothy Wheeler House, a ca. 1750/1851 Greek Revival structure, which has served as the home for this organization since its founding in 1887.

Open Space Projects:
- Concord Children's Center - $6,000 to replace nine trees in the Natural Playscape that were destroyed during the August 2016 tornado and install a new accessible pathway between the Concord Integrated Preschool's playground and the Natural Playscape.
- Town of Concord - $120,000 to be placed in the Open Space Reserve Fund.

Open Space and Recreation Projects:
- Town of Concord Division of Natural Resources - $19,340 for survey and engineering services to design and permit a replacement footbridge for Chamberlin Park in Concord Center. The existing bridge links the Park on Lowell Road with the Keyes Road parking area and crosses the Millbrook and its surrounding wetlands.

Recreation Projects:
- CIPS Parent Group and Concord Children's Center - $105,000 to construct a new universally accessible playground at the Ripley School. The Playground is intended to be a community resource that complements the Natural Playscape, playing fields, and Gowing's Swamp access already located on this site.
- Town of Concord Recreation Department - $46,000 to augment the ongoing restoration of Rideout Playground in West Concord by constructing a new picnic pavilion on the site. The entire project is intended to update and diversify the current recreational amenities in West Concord and address recommendations made in the 2014 Recreation Facilities Strategic Plan.

Administration:
- Town of Concord - $180,000 to contribute to the land acquisition project fund, a reserve fund established to insure that funding is available when needed for future land acquisitions.
- Town of Concord - $30,000 for administration of the CPA.

In addition to the funding recommendations noted above, the CPC worked closely with funding recipients and the Finance Department throughout 2017 to ensure that the reimbursement process went smoothly and efficiently and that completed projects were closed in a timely manner. Over the summer months, the CPC completed its annual update of the Community Preservation Plan, refining its application processes, and holding informational meetings in June and September for potential applicants. At the end of September, the Committee received 11 new applications for 2018 Annual Town Meeting funding. As in previous years, the nearly $2.7 million in CPA funds requested far exceeded the just over $1.4 million in CPA funds which is estimated to be available for distribution. From October through December, the CPC has been working to better understand these projects in order to make its recommendations for the 2018 Annual Town Meeting. A recommendation to allocate $1,861,038 in CPA funds to 11 projects will be included in a warrant article for the 2018 Annual Town Meeting.

The CPC received its lowest State match yet, 17.2%, for the upcoming year. With the addition of 11 new communities to the program, including Boston and Springfield, the CPC anticipates that the State's funding match will continue to drop in the future.

COMPREHENSIVE LONG RANGE PLAN

John Boynton, Member-at-Large (Clerk)
Margaret Briggs, Concord Municipal Light Plant
James Bryant, Member-at-Large
Jane Hotchkiss, Select Board ex-officio
Peter Hunter, Recreation Commission
Wally Johnston, School Committee
Gary Kleiman, Planning Board (Co-Chair)
Barron Lambert, Member-at-Large
Barbara Morse, Concord Housing Development Corporation
Sharyn Lenhart, Council on Aging
Nick Pappas, Public Works Commission
Wade Rubenstein, Member-at-Large
Elise Woodward, Historical Commission (Co-Chair)
Judith Zaunbrecher, Natural Resources Commission

Team members from CivicMoxie, the Long Range Plan consultant group, gather public input on the sidewalk by Monument Square during lunchtime.

The Comprehensive Long Range Plan Committee of the Town of Concord completed 2017 midway through the planning process to date and to describe the process to come.

In an effort to integrate the Town's sustainability principles into the planning process, the Envision Concord plan will be based on the American Planning Association's Sustaining Places: Best Practices for Comprehensive Plans standards, which rely on several principles, processes and attributes. This approach has enabled a

far more dynamic, vibrant and participatory development process relative to past plans and the Committee believes will result in a more integrated and holistic plan in the near future.

The Committee has adopted a planning timeline organized into three phases including (1) data gathering, (2) analysis and (3) plan development by working with the consultant, CivicMoxie. The analysis phase will conclude in February 2018 and the final Plan will be issued for public comment in June 2018.

Data Gathering
The data gathering phase has concluded after an extensive period of collecting input through public comments on the committee's website, attending public outreach events, interviews, focus groups, surveys, workshops, and other public outreach/input processes. Turning to the analysis phase of the project, it is an opportune time to review what the committee has heard. The six APA principles were detailed in a series of articles in the Concord Journal over the summer (see Appendix E) and will be woven throughout the analysis process. With respect to the data gathering phase, it is worth reflecting for a moment on one of the APA processes specifically: authentic participation. The Committee has made tremendous effort to reach out to as many segments of our Town community as possible. The following statistics provide some perspective on the extent of outreach efforts undertaken and additional details on specific outreach events are listed at the end of this report.

Statistics:
- 32 Committee meetings since appointments by Select Board
- 477 unique comments posted on Envision Concord website
- 1,022 respondents to Town Survey with special section on long-range plan, 458 responses to Envision Concord survey, 133 participants in intercept survey
- More than 60 participants in each of the two public workshops
- 21 Town boards/committees responded in writing to the Committee representing a full membership of approximately 105 individuals on those committees
- 19 people attended the Public Hearing held on November 16 at Willard School

After collecting and assembling data for more than seven months, the Committee is now excited to turn to the task of analyzing the data to shape the vision and goals for the future of our community. We will continue to seek public input for that conversation, but are not seeking to merely develop a "wish list." Rather, we will seek to frame potential opportunities as optimized solutions that span all Town sectors and municipal functions. In order to "kick off" that process, in late October and early November, the committee held a set of listening sessions around two or three themes at a time. These included:

1. Culture and History/Economic Viability and Vitality
2. Housing/ Open Space and Natural Resources/ Land Use
3. Transportation and Infrastructure/Housing/ Social Services
4. Town Character/Culture and History/Diversity
5. Sustainability Goals and Policies/Town Re sources

As the Analysis Phase began, the Committee held a Public Hearing on November 16, 2017 to more widely gather public input and reaction to "What We've Heard".

Analysis and Plan Development
The majority of the effort for the Committee in the first four months of 2018 will include Visioning conversations, and integration of themes gathered from the public input, listening sessions and the thoughtful contributions from Town Board and Committees. This information will be used to develop the framework for the implementation plan that will address optimal opportunities for Concord's future decision-making. To find optimal solutions to the many issues raised will not be easy, but utilizing the rich public input already received, the committee will start by better defining the vision of a future Concord in 2030. Based on that vision, we will explore ideas embracing the spirit of the American Planning Association (APA) principles. This means looking at potential opportunities to simultaneously achieve numerous goals on multiple fronts that will improve livability, sustainability, economic vitality, health and equity in a spirit of regionalism.
The multiple appendices to this report are intended to provide the Select Board and the public with an understanding of what is most valued and cherished about Concord by those who live, work and visit here, as well as what various constituencies in Town are seeking in order to provide a basis for building a plan to sustain those values and characteristics well into the future. Appendices:

http://concordma.gov/1863/Current-Meeting-Nov-16th-Public-Hearing-

- Appendix A: Envision Concord Committee Correspondence Log
- Appendix B: CLRP Committee Draft APA SWOT analysis summary
- Appendix C: Preliminary Town of Concord Key Demographic and Economic Conditions and Trends Memo to Envision Concord Committee – 6/21/17
- Appendix D: Town of Concord Senior Management Team meeting summary – 7/27/17
- Appendix E: Six Envision Concord Commentaries based on American Planning Association Comprehensive Plan Standards for Sustaining Places Six Principles – Aug. – Sept. 2017
- Appendix F: Public Event Slides – 3 Parts – 10/21/17
- Appendix G: Focus Group Sessions Summary – 11/01/17
- Appendix H: Concord Commissions and Board SWOT Comments Summary – 11/06/17
- Appendix I: Envision Concord Survey Results Summary – 10/25/17

HISTORIC DISTRICTS COMMISSION

Commission Members:
Mark Giddings, Chair
Nea Glenn, Vice Chair
Justin King, Secretary
Dennis Fiori
Terry Gregory

Associate Commission Members:
Luis Berrizbeitia
Kate Chartener
Satish Dhingra
Peter Nobile
Melinda Shumway

The Historic Districts Commission (HDC) is charged with "the preservation and protection of buildings, places and districts of historic or literary significance" within Concord's six local historic districts - the American Mile, Barrett Farm, Church Street, Hubbardville, Main Street, and Monument Square/North Bridge. Concord's Historic Districts Act (Chapter 345) was one of the first such bylaws in Massachusetts when it was passed in 1960, and over the intervening years the HDC has worked diligently to preserve the Town's unique historical and architectural character by encouraging the retention of original building materials and the advancement of new elements that are in keeping with the character of each District.

As part of its mandate under the Historic Districts Act, the HDC regularly reviews applications for changes to exterior features which are visible from a public way or place and issues Certificates of Appropriateness for their approval. In 2017, the HDC held 22 regularly scheduled public meetings at which 103 new applications for Certificates of Appropriateness were reviewed. The Commission issued 98 Certificates of Appropriateness and one Certificate of Non Applicability. Five of these Certificates of Appropriateness were for extensions of existing Certificates and five were for modifications to previous approvals. Two applications were denied a Certificate of Appropriateness, and three applications were continued to an HDC meeting in 2017. The Commission also conducted thirteen official site visits during the year.

In addition to conducting project reviews, the Commission reviewed one request for demolition of a historic dwelling on a major thoroughfare in the American Mile Historic District. The Commission conducted site visits and reviewed both the history of the structure and its impact on the historic streetscape before ruling that it could be replaced with a new structure. The Commission will continue to work with the builder into 2018, as construction of the new dwelling progresses. The HDC strives to work closely with the Town and residents of the Historic Districts to find a balance between maintaining the historical and architectural character of some of Concord's most important streetscapes and the present day needs of today's homeowners.

Commission Member Mark Giddings served as Chair over the last year with Nea Glenn serving as Vice-Chair and Justin King as Secretary. The Commission bid goodbye to Dennis Fiori whose seven year tenure on the Commission came to an end on December 31, 2017. The Commission also mourned the passing of Commissioner Satish Dhingra in November, whom had served on the Commission for the past four years.

Both of their hard work, enthusiasm and expertise will be greatly missed. The HDC anticipates beginning the New Year with a new appointee, Abigail Ruettgers, serving as the New Associate Member nominated by the Concord Free Public Library. The Commission will be continuing its work to fill the one vacant position in 2018.

The following is a list of applications by category (a single application may involve several categories):

Addition - 7
Bike Rack - 2
Deck/Porch - 5
Demolition - 1
Doors - 7
Dormer - 2
Fencing - 11
Garage – 2
Garage Doors - 5
Handrails - 1
Lighting – 10
Mailbox - 1
Monument - 1
New Construction - 1
Outdoor Seating (Benches, Picnic Tables, etc.) – 1

Paint Colors - 8

Paving (Including Driveways and Patio Areas) - 7

Ramp - 1
Renovation/Alteration - 4
Roofs/Gutters/Roof Guards/Chimneys/Vents - 4
Shed - 5
Siding - 1
Signage – 10
Site Improvements - 5
Stone Walls – 7
Windows - 15

Old Calf Pasture Conservation Land Brittons Count

HISTORICAL COMMISSION

Commission Members:
Electa Tritsch, Chair
Claire Gauthier
Andrew Koh
Nancy Nelson
Diann Strausberg

Associate Members:
Robert Gross
Melissa Saalfield

Melissa Saalfield, Robert Gross, Diann Strausberg, Claire Gauther, Nancy Nelson, Andrew Koh, Electa Tritsch (Chair)

The Concord Historical Commission (CHC) welcomed a number of new members and had a busy year in 2017.

Ball Benson House and Barn Project
In 2016, the CHC began working with the Town to develop a plan for reconstruction of the Ball Benson house and Barn, two 18th century timber frame structures rescued from demolition and stored by a private citizen several years ago, until a new use and location could be found. In 2016 the Town reached out to the Commission about the possibility of reconstructing one or both of the buildings. Since then the Commission has been working with the Planning Division and a consultant to research the former buildings and to evaluate the feasibility of the buildings' reconstruction. Five possible sites have been identified and we will proceed to investigate reconstruction function and funding possibilities when the consultant report is received and evaluated in the near future.

Concord's Annual Preservation Awards Program
Following the second successful Concord Preservation Awards this June, nominations have been solicited for projects completed between 2012 and 2015 in a range of historic preservation fields, with awards to be presented biennially in the future. This past year a total of six projects were recognized for excellent work in the areas of Landscape Preservation, Sensitive Addition/ Alteration, Adaptive Reuse, and Proper Restoration/ Rehabilitation.

House Marker Program
The CHC reviewed and approved four historic house markers for buildings located at 26 Elm Street, 57 Lowell Road, 214 Monument Street, and 454 Monument Street.

Archaeology Program
In 2014, the CHC began working with Brandeis University to develop a multi-year cooperative archaeological survey project. In 2016, the Program finished its first year of onsite work at Barrett Mill Farm and moved into the study phase of the project. As part of their curriculum in 2016-17, Brandeis students have been cataloguing and interpreting the artifacts recovered to date. Due to bad weather conditions during the field school season, investigation of the Farm was put on hold this year but will resume during the Fall of 2018.

Demolition Delay Bylaw
The CHC received nine applications for Demolition Review in 2017. Two of these structures (86 Prairie Street, 387 Sudbury Road) were found to be Historically Significant and required a public hearing. At the public hearing, both structures were determined to be "Preferably Preserved" and demolition was delayed one year from the date of application. Three earlier delays approved in 2016 (20 Elsinore Street, 23 Garfield Road, 24 & 30 Elsinore Street) expired in 2017.

Community Preservation Act Project Reviews
The CHC reviewed three applications submitted for review in the Historic Preservation funding category of the Community Preservation Act, to be voted on at the 2018 Annual Town meeting. Projects included the repointing of the brick exterior of the Corinthian Lodge on Monument Square; accessibility improvements at 51 Walden Street; and systems upgrades at the Concord Museum.

State and National Register Program Reviews
The CHC continued to review projects this year as part of their wider responsibilities concerning Section 106 Federal funding and other government-mandated reviews of proposed projects with potential impacts on local historic sites and structures. These include the Crosby's Corner/Middlesex Turnpike project and the proposed Old Manse 'visitor center' proposal.

The Commission welcomed Nancy Nelson as a full Member to the Commission, and two new associate members, Robert Gross and Melissa Saalfield, in July. The CHC looks forward to continuing work on all of these projects in 2018.

BRUCE FREEMAN RAIL TRAIL ADVISORY COMMITTEE

Kent Carlson, Co-Chair
James Lyon, Co-Chair
Gretchen Roorbach
Suzanne Knight
John Soden

The purpose of the Bruce Freeman Rail Trail Advisory Committee (BFRTAC) is to advise the Select Board and Town Manager on matters concerning the design, development, and long-term maintenance of the Bruce Freeman Rail Trail in Concord.

Phase 2A (Acton, Westford & Carlisle)
Construction continues on this section of the trail in Westford, Carlisle and Acton. MassDOT reports that

the project was 62% complete at the end of December 2017. Anticipated construction completion is spring 2018.

Phase 2B (Trail and Bridge over Route 2 – Acton & Concord)

Greeman-Pedersen, Inc. (GPI) is under contract to continue engineering and design work on Phase 2B, which includes preparing the 75% Design plans while addressing comments from the 25% design through final construction drawings and specifications. A Public Information meeting will be held after the 75% design submittal. $350,000 in additional funding to complete the Phase 2B design is being provided by the State. Construction funding has been postponed for one year to FFY19, due to an increased construction estimate. Construction of Phase 2B is expected to begin in 2020.

Phase 2C (Concord)

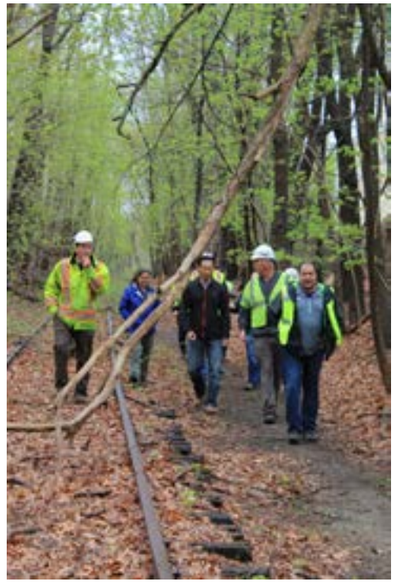
The construction bid package was awarded by MassDOT to D.W. White. A groundbreaking celebration was held on Friday, July 14 in West Concord, which included local and state dignitaries. Great progress has been made including installation of the Assabet River Bridge, the Powder Mill Road culvert and base course of asphalt to name a few. Construction is expected to begin again in spring 2018, with anticipated construction completed spring 2019. Please remember that the BFRT is closed until construction is completed.

Phase 2D (Sudbury)

The Phase 2D 25% design submission was sent to MassDOT in September and a Design Public Hearing will be held once the design team has addressed the comments. Sudbury Town Meeting voted for $330,000 in funding for the 75% design. In May, the Boston Region Metropolitan Planning Organization (MPO) voted to include Phase 2D on the Transportation Improvement Plan (TIP) for 2022.

The BFRTAC continued its collaboration with representatives of the Concord Historical Commission, and Natural Resources Commission to develop interpretive signs for the trail. Draft designs have been forwarded to the State for fabrication and installation during construction.

The BFRTAC/WPAC (White Pond Advisory Committee) continues to work towards the common goal of designing the best trail possible, while balancing the environmental concerns around White Pond. Signage suggestions have been submitted, and long-term stewardship discussions are ongoing.



Natural Resources Director Delia Kaye with representatives from D.W. White Construction and MassDOT reviewing trees and wetlands along the trail

Several Town Meeting 2017 Articles were approved authorizing the Select Board to approve necessary right of way deed easements over town-owned land for the BFRT. In September 2017, the Advisory Committee requested an additional $100,000 in funding from the Community Preservation Act (CPA), which was reduced to $40,000 by the Community Preservation Committee for consideration by the 2018 Annual Town Meeting.

The BFRTAC worked with the Planning Division to get a Frequently Asked Questions (FAQ) document posted about the trail on the Town Website.

The BFRTAC continues to work with the Concord Journal to write and publish several articles to raise overall awareness of the upcoming Phase 2C construction and Phase 2B design work.

WHITE POND ADVISORY COMMITTEE

In 2017 the White Pond Advisory Committee was assigned by the Select Board to rewrite the charter for our committee as our existing charter was from 1976. Items mentioned were not applicable to current situations at White Pond and also that charter included references to items unknown to us.

As we meet once a month, we worked over a number of months to get to a document that satisfied the committee. It was submitted to the Select Board through our liaison, Alice Kaufman. We met before the Select Board to discuss the rewrite and awaited the Select Board's reply.

Monday, Jan. 8, 2018 we will meet again with the Select Board to review revisions that were made to our document by Marcia Rasmussen, Town Planner, and Delia Kaye, Head of Natural Resource. After which, we look forward to a completed new committee charter.

Another document the committee worked on in 2017 is Advice to Homeowners on Construction in the. Watershed. Of course any structural changes that take place within the pond watershed area go through the regular oversight of the Building Inspector and all Concord applicable laws, but for years, White Pond Advisory Committee has been tasked with also reviewing all structural change plans and reporting our decisions to the Building Inspector.

Mr. Minty, former Building Inspector, instigated this step some years ago as the committee would have a more local view of the area. The White Pond Advisory Committee's concern with structural changes is in how these changes would affect the watershed environment. Our concern is with runoff, adequate control of runoff, protection during construction from debris, changes in trees, plantings, and encouraging use of native plants. Our aim is to encourage good stewardship of the pond's fragile environment and help educate homeowners in ways to achieve this. Marcia Rasmussen reviewed our efforts and helped improve the document.

In 2017, the ESS Group (ESS) finished their water/environs study of White Pond and its surroundings. They drew up a detailed erosion control plan that hopefully will be implemented in the near future with the Natural Resource Commission.

White Pond has erosion problem areas as the pond has very steep sides, a common configuration for a kettle pond. ESS's plans include reconstructing existing stairs to correct water runoffs causing erosion, use mats that plantings will grow through to mitigate soil runoff, replanting bare areas, and fencing to direct foot traffic away from sensitive areas.

As the Bruce Freeman Rail Trail will pass across one end of White Pond, the committee has had a liaison attending all their meetings which has been greatly helpful to our committee in keeping us informed of the phases of construction, future scheduling of work, decisions on rules, signage, etc. The liaison was also able to report our committee's actions to the Bruce Freeman Rail Trail Committee, which has been helpful to them.

In 2017, for the third year, White Pond took part in the EPA Citizen Science Program Cyanobacteria Work Group run by Hilary Snook, EPA Lab, North Chelmsford. This past year, White Pond was also included in a study of 20 bodies of water in RI, MA, and NH that was run by Nancy Leland, limnologist, and Professor Jim Haney, University of New Hampshire who is also working with the EPA Cyanobacteria group. The chief concern of all of these professionals is Cyanobacteria's blooms, toxicology, causes, and other aspects of the bacteria. Working with them, White Pond had the availability of finer testing equipment and reported results.

2017 was the third year White Pond experienced Cyanobacteria blooms throughout the year. However, White Pond had fewer closings of the pond in 2017 than there were in 2015 or 2016. There was a full closing over the July 4th weekend and a day of closure in late June. The pond still had many blooms from spring to fall, the last one being December 4th, but they were quick blooms in small areas and did not require closing the pond to use.

There is an imbalance of elements in White Pond that are causing the proliferation of blooms. We know from the ESS report that soil runoff is a cause and phosphorus leaching from the sediment in the deepest depths also contributes to this imbalance.

The Natural Resource Commission and ESS have had talks about a future ALUM (aluminum sulfate) treatment in White Pond to help mitigate the phosphorus situation. An ALUM treatment can help with the over-

abundance of phosphorus by precipitating it out of the water column and sealing the sediment against future leaching. This treatment could alleviate the Cyanobacteria blooms.

The committee was very grateful that the Natural Resource Commission continued the ranger program. They have been a huge help and made a great difference in the safe use of the pond and its environs. We look forward to the ranger program continuing especially when the Bruce Freeman Rail Trail becomes operational in the White Pond area next year.

This year, our committee will work on researching a solution on a known problem of erosion and pollution to the pond, the boat launch area at the Plainfield Road end of the pond. Serious erosion happens as water cascades down the blacktop road during heavy rains, overwhelms the catch basins at the bottom, and enters the pond pushing soil out into the pond.

This year, the Town spread rough stone at the end of the blacktop and down the shore. It helped to lessen this erosion but the long blacktop drive needs more work done to really mitigate the situation.

Our committee has started researching the state fish stocking program. We want to make sure that the program is not contributing to the degradation of the pond due to the choice or amount of fish stocked. This is ongoing research with no conclusions at present. White Pond continues, as it has for the last 3-4 years, to be at a very low water level. Being a kettle pond, it fills by the water table and underground sources. The drought of the last few years has contributed to this lower level.

The committee will continue in our dedication to the stewardship of White Pond so that all can enjoy its peaceful beauty.

CONCORD LAND CONSERVATION TRUST

Concord Land Conservation Trust Trustees:

Joan D. Ferguson, Chairman
John M. Stevens, Jr., Secretary
Pauline Cross Reeve, Vice-Chairman
Jeff Wieand, Treasurer
Lynn G. Huggins
Frederic H. Mulligan
Gordon H. Shaw, Trustee Emeritus

Concord Open Land Foundation Directors:

Thomas C. Tremblay, President
F. Robert Parker, Tresurer
Lynn G. Huggins,
Secretary John G. Bemis
Nancy A. Nelson

The Concord Land Conservation Trust (CLCT) (P.O. Box 141, Concord, MA) is a tax exempt, 501(c)(3) charitable organization established in 1959. Our membership and the properties that we own are open to all. CLCT's mission is to conserve the natural resources of Concord and the Town's traditional landscape of woods, meadows and fields. Its programs complement other conservation efforts of the town, state and national governments. The Land Trust works closely with its affiliate, the Concord Open Land Foundation.
The major highlight of 2017 was the acquisition of Hartwell Meadow, a 5.3 acre hayfield located on Lowell Road at the boundary between Concord and Carlisle. The preservation of this parcel helps maintain the historic landscape of northwest Concord, a productive agricultural area from the 17th to the 20th century. The property also provides the opportunity for trail connections to the upper Spencer Brook valley, where CLCT has been conserving open space for over 40 years. By acquiring Hartwell Meadow and continuing to have it hayed or put in some other farming use as time and demand suggests, we have added to the significant commitment that Land Trust members and neighbors have already made to the natural landscape of this area.

Hartwell Meadow was the first property that CLCT purchased by exercising the right of first refusal (ROFR) under Chapter 61A, the agricultural land tax. By enrolling their farmland in Chapter 61A, the prior owners of Hartwell Meadow received reduced property taxes and also gave the town the ROFR, i.e. the right to match a bona fide offer to purchase. When the owners notified the town that they had received an offer to purchase the land for $775,000 for a residence, CLCT asked the Select Board to assign the ROFR to us. Once that was done, we had 90 days to raise the funds. Thanks to generous donations from members and neighbors, we were able to meet the deadline and permanently preserve Hartwell Meadow.

As in past years, the Land Trust organized seasonal walks on several of our properties to encourage their use by our membership. A highlight of these was our spring walk in the Wright Woods led by one of the deer hunters to whom the Land Trust gives permission to bow hunt. The attendees were fascinated to see denning areas and antler scrapes and to learn about deer behavior and the damaging effects of large herds on the woodland ecosystem. This year, we continued our partnership with the Musketaquid Program for the Arts and Environment by sponsoring some of its 'Wild Walks'. Members and others helped maintain and improve our properties through volunteer and service projects to improve trails and remove invasive plants.

Following on the heels of last year's acquisition of the 80-acre October Farm Riverfront, CLCT and the town followed through on commitments made at the time of the purchase including placing the property under Conservation Restrictions, setting property bounds, marking and mapping trails and preparing plans for a small gravel parking area. In celebration of the protection of this remarkable property, the Land Trust held its annual meeting at October Farm Riverfront.

The Land Trust is a largely volunteer organization with a volunteer board, supported by annual membership donations. We are ably assisted by a property manager and an office manager, both part-time; the latter works out of a small office on Sudbury Road.

The Land Trust is grateful to the many residents of Concord who have been so generous in donating land, conservation restrictions on land and the funds necessary to acquire and maintain conservation land. We are privileged to live in a town that places such a high value on maintaining a balance of land uses characteristic of the traditions of a New England town. Our properties are available to the public for hiking, skiing and picnicking. We hope that all Concord residents enjoy the open space that so many people have helped to preserve.

Concord Land Conservation Trust
Statement of Activities
September 30,2017 and 2016

	2017	2016
Revenue and Support		
Membership dues	$125,649	$140,563
Contributions	1,052,701	3,011,731
Rental income	10,061	10,061
Trail guide fees	60	202
Investment income, net	142,667	104,148
Total revenue and support	1,331,138	3,266,705
Expenses		
Program services		
Salary and wages	34,143	39,422
Property maintenance	15,691	34,292
Demolition of building	-	33,335
Education studies	200	4,250
Insurance	7,241	6,946
Printing and postage	4,589	5,181
Professional fees	-	4,233
Payroll taxes	2,612	3,023
Organizational dues	1,100	1,075
Office rent and utilities	2,358	2,098
Annual meeting and events	2,508	322
Other	903	-
Support Services		
Salary and wages	17,234	16,313
Bad debt	13,604	-
Printing and postage	2,613	5,345
Office rent and utilities	4,715	4,935
Professional fees	7,837	10,268
Payroll taxes	1,847	1,786
Office supplies and services	789	1,310
Telephone	1,189	1,073
Real estate taxes and other taxes	5,104	9,425
Bank and credit card fees	5,624	643
Conference fees and training	-	162
State filing fees and other taxes	510	930
Fundraising Expenses		
Salary and wages	8,617	7,462
Office rent and utilities	2,358	2,098

Concord Land Conservation Trust
Statement of Activites
September 30,2017 and 2016

Office supplies and services	850	850
Payroll taxes	659	571
Printing and postage	329	199
Total expenses	145,224	197,547
Increase (decrease) in net assets	1,185,914	3,069,158
Net assets at beginning of year	30,104,216	27,035,058
Net assets at end of year	$31,290,130	$30,104,216

Concord Land Conservation Trust
Statements of Financial Position
September 30, 2017 and 2016

	2017	2016
Assets		
Current assets		
Cash and cash equivalents	$273,747	$767,285
Investments	2,249,837	1,883,700
Promises to give - net - current	121,500	2,262,033
Prepaid expenses	4,077	4,060
Total current assets	2,649,161	4,917,078
Non-current assets		
Promises to give - net - long-term	33,810	252,330
Land - held as open space	28,538,242	24,833,419
Prepaid land costs	33,719	9,593
Deposits	39,350	100,600
Total non-current assets	28,645,121	25,195,942
Total assets	$31,294,282	$30,113,020
Liabilities and Net Assets		
Current liabilities		
Accrued expenses	$1,510	$4,362
Accrued payroll	2,642	4,442
Total current liabilities	4,152	8,804
Net assets		
Unrestricted net assets	2,122,643	1,954,656
Temporarily restricted net assets	550,013	394,703
Permanently restricted net assets	28,617,474	27,754,857
Total net assets	31,290,130	30,104,216
Total liabilities and net assets	$31,294,282	$30,113,020

AGRICULTURE COMMITTEE

Members:
Dudley Goar, Chair
Lise Holdorf, Clerk
Brian Cramer
Steve Verrill
Emily Wheeler
Associate Members:
Happy Goethert
Jo-Ann Lovejoy

The Concord Agriculture Committee provides a forum for matters of interest to farmers in Concord. It also advises the Concord Select Board about how the town can best support farming in Concord, and serves as a nexus for outreach efforts by the Concord agricultural community to communicate with the wider public. This year the committee was fortunate to add a new associate member, Jo-Ann Lovejoy.

After a relatively mild winter, the 2017 growing season started out cold and wet. Although there were not any late frosts, the weather stubbornly refused to warm up, and early plantings of heat-loving crops like tomatoes and basil suffered and sulked in the cool damp weather, resulting in a later than usual tomato season for most local growers. Constant rain during the spring led to some flooding and some fields laying wet. When things did finally start to warm up and dry out, crops flourished. Periodic rain through much of the summer meant that most farms did not need to irrigate anywhere near as much as the previous season, though a lack of precipitation late in the season meant that some growers were irrigating later into the fall than usual. Most Concord farms enjoyed a delayed but ultimately successful season, with lots of productive, high-quality crops. A long, slow cool down in the fall allowed for extended harvest of fresh crops and extended sales of storage crops--all in all a very good year for Concord farms and their customers.

Unfortunately, the town lost another farm this year, Crooked Row Fields, when its principal farmers, Karl Goethert and Elena Colman, took positions at area community farms. Crooked Row Fields farmed the town-owned Rogers land. The loss is significant because it comes after the loss in 2016 of First Root Farm and its principal farmer, Laura Sackton. Both farms were relatively new to Concord. Their loss is viewed by the Committee as an indication of the difficulties faced by new farms and young farmers in Concord.

Joint Meeting of Area Agricultural Committees
This year Verrill Farm hosted the first two joint meetings of local town agricultural committees, one in January and one in April. Members of committees from Concord, Carlisle, Lincoln, and Sudbury attended. The purpose of these meetings was to acquaint committee members from with each other, and to explore topics of mutual interest. The January meeting was a "get acquainted meeting" that involved a brainstorming discussion of issues that are of concern to each committee. The April meeting focused on the topic of farm succession planning, and featured a guest speaker, Jon Jaffee, a specialist in this area. Both meetings were well attended, and the general feeling of the Concord Agriculture Committee members who attended was that they were very constructive, and should occur on a regular basis.

Public Forum— 'Meet Your Farmers'
The committee hosted another forum at the Harvey Wheeler Center in West Concord on the evening of March 21st, and approximately fifty individuals attended. This year the topics were 'Why I Became a Farmer," and "What It's Like to Be A Farmer in Concord Today." A panel of four farmers discussed these topics and then answered questions from the audience.

Nourish Festival
Committee member Emily Wheeler represented the committee at this day-long festival held at the Harvey Wheeler Center on July 15th. Nourish was a collaboration between the Umbrella and the Boston Food Bank for the purpose of raising money to support hunger relief. The theme of the festival was the nexus of food and art.

Ag Day/Farm and Garden Fair/Stone Soup Dinner
Concord's annual celebration of local agriculture began on September 9th with the 12th annual Ag Day, a once-a-year farmers market held in Downtown Concord on the Milldam with the participation of about ten Concord farms and about a half dozen local organizations. The Ag Day is one part of the larger Food, Farm and Garden weekend. Tours of local gardens followed the Ag Day market, and the weekend was capped off by guided tours of many participating local farms on Sunday afternoon. The following Sunday saw the 10th annual Stone Soup Dinner, a farm-to-table event on a town-wide scale, with the participation of local farms and chefs. The Stone Soup Dinner serves as a fundraiser for various Concord agricultural projects.

Annual AG Day in Concord Center

The Food, Farm, and Garden Fair and the Stone Soup Dinner enjoyed good weather, and as in past years were well attended. Follow up discussion in the committee concerning the Food, Farm and Garden Fair weekend concerned ways to improve advertising in order to attract people from outside the immediate area, improving coordination and division of labor among the various groups that participate in the weekend activities, and conducting fundraising activities to help defer costs.

Long Range Plan Submission and Farmer Housing
The committee submitted comments to the Long Range Planning Committee for inclusion in its Long Range Plan to be issued in 2018. The submission discussed the importance of agriculture to Concord both historically, and as part of its present-day appeal; outlined the challenges and threats to farming; and discussed possible solutions. Some of the more significant challenges include obtaining and maintaining viable farm sites given the many requirements for a successful farm operation; educating the public about the value of local farms and farm stands; and making affordable housing available to farmers.

New Food Safety Regulations
The new federal Food Safety Modernization Act ("FSMA") and its implementing regulations were a topic of concern this year. The FSMA does not apply at this time to some smaller farms, as defined by total amount of annual sales. However, for non-exempt farms, the FSMA presents a major change in farming regulations from facilities and equipment to training and daily inspection of employees. Extensive additional record keeping, wildlife and pet exclusion from fields, water testing, ability to track produce back to specific plots, and increased worker training are some of the aspects of the new law.

CONCORD HOUSING AUTHORITY

Linda Escobedo, Chair
Todd Benjamin
Rick Eifler
Edward Larner
Hester Schnipper

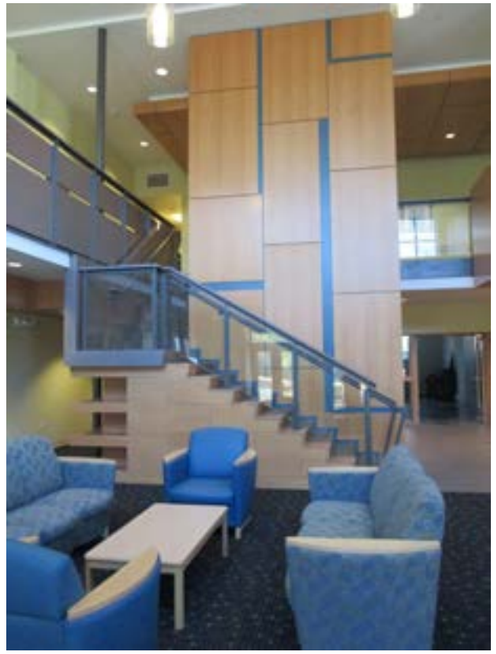
The primary mission of the Concord Housing Authority(CHA) is to develop and administer an adequate supply of rental housing for the elderly, disabled, and families of low and moderate income in Concord. Our goal is to provide decent, safe and affordable housing opportunities to improve the quality of life for these individuals and families as well as promote economic self-sufficiency and long-term stability. The goals of the CHA are consistent with the Town's historical commitment to foster a heterogenous and integrated community.

The Concord Housing Authority(CHA) was established in 1961 under M.G.L. Section 121.B as a local municipal agency for providing low income housing and is subject to state, federal and local regulations. The CHA is governed by a Board of Commissioners, four of whom are locally elected and one of whom is a state Appointee.

The CHA operates 225 subsidized units in both Public Housing and Section 8 programs and currently serves more than 375 people. Our State/Federal Family and elderly units are scattered throughout the Town in over 20 locations. Tenant turnover rates for CHA units remain low and waiting lists for available units remains high, translating into lengthy times for the next unit availability.

Several large capital improvement projects have recently been completed or are currently in the construction or design phase.

With the financial support of Community Preservation Committee, West Metro HOME Consortium, the State of Massachusetts Department of Housing and Community Development (DHCD), and the Town's Affordable Housing Fund, the final construction phase of the Peter Bulkeley Terrace (PBT) building project was completed and the CHA welcomed four new residents in July 2017.



In 2017, the CHA completed PBT Phase 2 adding four more units of affordable housing for elderly/disabled at Peter Bulkeley Terrace. This project was made possible with funds from Town of Concord Community Preservation Act (CPA) , the West Metro HOME Consortium, Town of Concord Affordable Housing Fund , and Commonwealth of Massachusetts Department of Housing and Community Development (DHCD).

DCHD sustainability initiatives have made it possible to install energy efficient boilers at Everett Gardens Expansion (EXP) and CHA's residential group home as well as air source heat pumps in eight apartments in Everett Gardens (EG) and the CHA office. Other capital improvements to our public housing have included window and door replacements in both state and CHA owned family housing. We look forward to beginning DHCD funded projects this spring that include parking lot and sidewalk paving, a new roof at EG, and a major electrical upgrade at the EXP. Federally funded projects will include various upgrades and renovations to family units.

The CHA continues to update units at turnover; installing new kitchens, flooring and hot water heaters in family and elderly units with a focus on accessibility by converting tub surrounds to walk- in showers at some units in the EXP.

CONCORD HOUSING FOUNDATION

Charles Phillips, President
Nancy McJennett, Treasurer
Barbara Powell, Clerk
Steve Carr
Tom Conway
Holly Darzen
Frank Feeley
Terry Rothermel
Win Wilbur

Since 2001, the Concord Housing Foundation (CHF), a private, non-profit, volunteer organization, has fought to keep Concord more affordable. We have raised over $700,000 for seven affordable housing developments so far.

Currently, the CHF has pledged to raise up to $200,000 as part of the Town of Concord's contribution to Junction Village, an affordable assisted-living complex planned for West Concord by the Concord Housing Development Corporation (CHDC). The CHDC received essential Town support and a financial commitment at the 2017 Annual Town Meeting, and has begun the lengthy process of seeking state funding.

Despite our successes, it has become clear to us that the Town needs a sustainable financing mechanism to preserve and expand its affordable housing stock. An article on this subject brought to the 2017 Annual Town Meeting narrowly failed to pass, but a Town committee was created to study the issue and return to the 2018 Annual Town Meeting with a more comprehensive plan. The CHF will continue to be involved in this process and in helping to develop housing policy for the Comprehensive Long Range Plan.

The Foundation's newsletter, The Concord Housing News, is usually published in the spring and fall. The newsletter reports on topics related to affordable housing, including the current activities of the Concord Housing Authority, the Concord Housing Development Corporation, the CHF, and housing issues at Town Meeting.

The CHF is supported by an Advisory Board whose members meet semiannually with the Directors for advice and comment.

CONCORD HOUSING DEVELOPMENT CORPORATION

James Burns
Jerry Evans
Barbara Morse
Phil Posner
Lee Smith
Amir Viskin

The Concord Housing Development Corporation (CHDC) is a non-profit corporation established by a special act of the Massachusetts Legislature in August 2006, as a successor entity to the Concord Housing Trust, and the Concord Affordable Housing Committee before that.

All Board members are appointed by the Select Board, and are volunteers and Concord residents. The CHDC works under the charge developed by the Concord Select Board to investigate and implement alternatives for the provision of affordable housing for persons of low, moderate and middle income and others whose needs may be identified from time to time in the Town. The corporation works closely with all Town boards, Committees and Departments to support the Town's goal of housing diversity.

In the last 11 years, the CHDC has made great strides towards its mission. The CHDC has constructed and sold eight income-restricted units in a mixed income housing development (Lalli Woods, located on Elm Street), contributed funds to a lower level of affordability for several new housing units, allowing them to be counted on the town's subsidized housing inventory (SHI), and preserved the affordable housing restrictions on several units at Emerson Annex by purchasing, renovating and reselling the units.

The CHDC has also continued its Small Grants Program, which helps low to moderate-income residents of Concord make repairs to their homes to improve health and safety. The Small Grant Program has two grant cycles with maximum grant amounts of $5000. The grants are awarded based on availability of funds and the health and safety justifications of the requests. Further information regarding the CHDC Small Grant Program is available on the Town website or from the Town Planning Office.

In 2017 the CHDC continued on its Junction Village development initiative. The CHDC owns a 12-acre property on Winthrop Street, known as Junction Village, which was given to the CHDC by the Commonwealth specifically for affordable housing and open space purposes. The current plans include a residential development proposal for 83 units of permanently restricted affordable assisted living, developed and managed by the Grantham Group, and an open space passive recreation area protected by a conservation restriction. Both complex efforts are in process: the comprehensive permit was issued for the residential component as well as significant local funding approved at the 2017 Town Meeting. Planning and design efforts for the Open Space Master Plan are underway. The development requires the award of state subsides before construction can begin. This process is expected to take two years.

The CHDC is an important part of Concord's housing "family", collaborating with the Concord Housing Authority and the Concord Housing Foundation to promote affordable housing in Concord and increase housing diversity. Concord remains an expensive town in which to live, and the need for affordable housing remains constant. We will continue to seek out and support responsible additions to the Town's affordable housing inventory to help maintain and increase our housing diversity.
The CHDC is well positioned to advance Concord's housing agenda, and looks forward to new initiatives and activities.

The Board typically meets on the second Tuesday of each month, with meeting agendas and minutes are posted on the Town's website. Interested residents are welcome to attend a meeting and get a sense of how the Board operates.

2229 MAIN STREET OVERSIGHT COMMITTEE

Paul Boehm
Ray Bruttomesso
Board of Health representative Deborah Farnsworth
Len Rappoli
Pam Rockwell
Fred Seward
Judith Zaunbrecher
Select Board liaison Steven Ng

The 2229 Main Street Oversight Committee was formed to monitor the cleanup at the site previously occupied by defense contractor Starmet, formerly Nuclear Metals, Inc. (NMI). This site was put on the Environmental Protection Agency (EPA) national priorities list in 2001 and is now a Superfund site. The EPA has completed the building removal action, so at this point, the covered building slabs, construction trailers, sampling well-heads, and fences are the only structures that remain at the site. In 2017, the most pressing issues at the site were the remediation of organics in the water, and initial discussions about redevelopment planning at the site.

Previous testing determined that 1,4-dioxane, had moved off the site and was heading under the Assabet River, in the direction of Acton's drinking water wellfield. In 2017, EPA authorized the site contractor to begin pumping and discharging water between the Starmet site and the drinking water wellfield, and this system began operation in September. This system will protect Acton's drinking water with hydraulic control, but does not meet the risk based cleanup levels specified in the Record of Decision (ROD) issued on September 30, 2015. At meetings and hearings throughout 2017, committee members expressed concern that water discharged into the river needs to meet the more protective standard that EPA developed because organic farms in Concord use the water that has travelled downstream from the site for irrigation and other towns draw drinking water from the river. The committee is pleased to report that EPA has approved a sulfate-based oxidation system to remove 1,4 dioxane from the water before it is discharged in the river. The design will include filters and reaction vessels housed in a small building on the Acton side of the river, and can be expanded if there is a need for additional wells in Concord if the data from the first year of operation shows a need for further treatment to protect the Assabet River.

While EPA has been focused on protecting Acton's drinking water this past year, the committee is anxious to make sure that the removal of contaminated soil and the sequestration of hazardous materials that leach into the groundwater proceed in a timely fashion. This requires that parties responsible for the cleanup sign a consent decree to fund the remediation. In 2015, Concord Town Meeting voted to allow the Select Board to take ownership of the property at 2229 Main Street, and the Committee believes it is in the Town's best interest that the remediation of this property proceeds quickly. EPA has pointed out that having a clear owner of the property would speed up the remediation. Having redevelopment plans in hand would make the final remediation design process more efficient.

The 2015 Special Town Meeting article specified that the EPA must publish its Record of Decision that the property would be cleaned up to a residential standard, and that the Town would hold a public hearing before the property at 2229 Main Street would be taken. The Record of Decision published in September 2015 does specify that the soils at the site will be remediated to a residential standard. The Committee believes that that the best way to ensure that the remediation proceeds quickly is for the Town to hold a public hearing, to carefully investigate and negotiate to ensure that the Town will not be liable for any of the remediation costs or responsibility, and to take ownership of the property as soon as possible.

In 2017, the Committee also wrote detailed comments for the Comprehensive Long Range Planning Committee to be sure that the resources at the site are part of Concord's future plans. Possibilities for future use of the site include solar arrays, recreation buildings, truck or bus parking and maintenance, housing, outdoor recreation, or even a transportation hub. The Committee is also concerned that the Comprehensive Long Range Plan will not be developed quickly enough to provide input to the remediation design process, and that the Concord Planning Division needs to develop a reuse plan for the site. The Committee issued a Town Meeting Warrant Article to encourage taking ownership of the property immediately and to allocate funds for a redevelopment plan in 2018.

The Committee also spent time investigating a new EPA program that identifies Superfund sites that could benefit from intense action. Committee member Paul Boehm has been corresponding with EPA officials about whether the remediation process at the 2229 Main Street site could be accelerated if it were added to this Expedite Superfund Emphasis List. He updated the Concord Select Board in November. The Committee plans to continue investigating this opportunity in 2018.

Here is a summary of the EPA Record of Decision that affects the redevelopment of the site in Concord: Currently depleted uranium in surface soils near building slabs, and in groundwater deep below the surface is confined to the 2229 Main Street property, and moves slowly, so EPA has ample time to ensure that the uranium never moves off the site.

- all contaminated soils up to a 10 foot depth will be dug up and removed from the site,
- a large mass of depleted uranium extending deep below the old holding basin which is the source of groundwater contamination will be chemically sequestered so that it will not leach into groundwater,
- the source will be surrounded by a waterproof barrier like concrete or bentonite,
- soils will be cleaned up to an extremely protective interpretation of the residential cleanup level (a final uranium level of 2.3 parts per million that contributes a human health risk of less than 1 in a million),
- and contaminated soils will be shipped to a proper mixed waste disposal area and not buried at the site.

Once the remediation of the uranium at the site begins, it could theoretically take less than five years, so the uranium remediation might be completed and the site could be redeveloped before the volatile organic chemicals have been eliminated from the groundwater. The proposed plan also requires that funds will be set aside to test for and prevent vapors from affecting future buildings at the site before the groundwater remediation of volatile organic chemicals from the groundwater is complete.

More information about the 2229 Main Street cleanup can be found at the following websites. The committee does not have control over the content of these sites:

- www.nmisite.org is the website created by the contractor de maximis inc. It includes a list of the current activities at the site, including data and maps from the sampling that has been completed and pictures of the building removal. There are also links to the EPA Record of Decision and feasibility study.

- More information from the EPA about the 2229 Main Street Superfund site can be found online at http://www.epa.gov/superfund/nmi

HANSCOM AREA TOWNS COMMITTEE

In 1988, the Hanscom Area Towns Committee was established to coordinate the policies and activities of the four towns that contain Hanscom Field (Bedford, Concord, Lexington, Lincoln) in their relationships with the major organizations that operate in the Hanscom Field area including: the U.S. Air Force, the National Park Service, Massport, MIT Lincoln Laboratory, and private corporations. Selectmen representatives from each town comprise the committee with participation from Planning Board and at-large representatives. Since 2001, Selectmen representing the four towns serve on both HATS and HFAC for continuity. The Environmental Subcommittee assists with review of environmental impacts associated with airport activities. Hanscom's mission has been focused on development and procurement of electronic systems that support the national defense. The four HATS towns have shared interests in maintaining Hanscom as a viable base for regional economic reasons and continue to participate in community-focused activities at HAFB. The towns also share the interest in having no commercial or cargo flights, and in diminished noise in the region. There may be opportunities for regional collaboration in environmental initiatives, including noise and traffic.

Massachusetts Military Asset and Security Strategy Task Force Update
HATS continued to participate in the working group of the Lt. Governor's Taskforce to support all military installations in Massachusetts. HATS formalized the

communities' interest in maintaining proactive communication with the task force and with elected State and federal legislators.
Massachusetts Military Assets Task Force Executive Director, John Beatty, provided an update on the Task Force's efforts over the past year. Continued success with support from the Commonwealth and surrounding communities was noted.

Hanscom Field
Amber Goodspeed, Massport, updated the committee on activities at Hanscom Field. Acquisition of the Navy hangar deemed surplus has been slow in progressing. Hangar 24 construction has been continuing throughout the year. Massport has initiated the 2017 EPIR for the airfield and is currently in data gathering phase of the process. Aviation activity has been consistent year over year with slight drops in noise level readings and neighborhood complaints.

Transportation Updates
Except for the 4 towns paying close attention to the Rte. 128 overpass work that has been occurring in the 4 HATS communities, it has been relatively quiet on the transportation front.
Massachusetts Port Authority CEO, Tomas P. Glynn presented to HATS the state of Massport. The implementation of the Strategic Plan 2014 is ongoing. Logan Airport is responsible for some 85% of the authority's $680 million budget with almost 1300 employees. This growth has produced its own challenges as well. Terminal and parking capacity needs to be expanded. Worcester airport has also seen its share of growth, with increased flights by over 80% and approaching 400,000 passengers. Dr. Glynn made it clear to point out that this growth will not have an impact on the general aviation mission at Hanscom Field. Massport also has some 7,000 workers at the port of Boston. The cruise terminal is growing from 15 to 150 ships each year. The seafood industry continues to see strong growth. Massport Real Estate has been very successful in the seaport area as well

HATS committee hosted a visit by the State legislators who represent the 4 HATS communities. State representatives Kenneth Gordon (21st Middlesex), Thomas Stanley (9th Middlesex), Jay Kaufman as well as State Senator Mike Barrett updated the Committee on activities at the State House.

Paul Regan, executive director, MBTA Advisory Board and updated the committee on MBTA activities Mr. Regan said the Legislature has approved a $2 billion MBTA budget. New legislation covering the MBTA's Fiscal Control Board charges it with reducing costs by $75 million. The board's goal is to modernize and achieve budget efficiencies. Besides fares and local assessments, revenue sources include a percentage of the sales tax and a $185 million special appropriation. The authority still has an $85 million structural deficit.

HATS held our annual roundtable session to discuss Local Traffic Management with all four Committee Town Public safety and public works departments, as well as regional transportation with Town planners and regional transportation service groups.
HATS welcomed Installation Base commander Col. Roman Hund. Col. Hund presented the state of Hanscom AFB and its role in the Life Cycle Management Center with the 66th Air Base Group. Hanscom AFB continues to serve and grow as the Center of Acquisition and Technology Development; There has been excellent progress in the development of the Vandenburg gate renovations as the base continues to grow and welcome other Federal agencies (Army Corp of Engineers as well as the Defense Contract Management Agency) to the base.

For more information, please visit the website at: http://www.hanscomareatownscommittee.com.

HANSCOM FIELD ADVISORY COMMISSION

The Hanscom Field Advisory Commission (HFAC) was established in 1980 by the Massachusetts legislature and is comprised of representatives of Concord, Bedford, Lexington, and Lincoln, and other nearby towns; aviation-related interests and businesses; citizen groups; and the U.S. National Park Service. Its role as an advisory commission has primarily focused on review of issues of land use, noise and transportation at Hanscom Field. It also provides a forum for communications among the surrounding towns, the users of the airfield, Massport and the FAA in matters pertaining to Hanscom Field.

The HFAC acknowledges the benefits to the local economy that activities at Hanscom provide and continues to advocate for no commercial flights and no cargo flights at Hanscom. Massport continued to monitor aircraft noise and activity levels at Hanscom Field and reported the results of this monitoring to HFAC monthly. Improved methodologies for analysis of flight activity and noise reports include Noise Exposure contours for Day-Night Average Sound Levels (DNL), and a metric called EXP to distinguish civilian noise from military noise and to estimate changes in noise levels at Hanscom.

Comparisons between 2016 and 2017 monthly activity show that overall flight activity increased approximately 6% more than in 2016. Military operations increased slightly in 2016-2017, as compared to 2015. Noise disturbance reports continue to decrease each year since 2009. Military flights with high noise levels now comprise less than 1% of the activity at Hanscom. In November, the 2016 Annual Noise Report was published and presented to HFAC. The report showed a decrease of 4.5% in annual civil operations. Both publications are available on the Massport website: http://www.massport.com Massport reported on-going progress on funded capital projects including vegetation management, obstruction removal, continued the implementation of the Wildlife Hazard Management Plan, website improvements, and storm water infrastructure upgrades. Boston MedFlight began Hangar 12A in early 2017. Demolition began in the Spring, and held their groundbreaking ceremony on June 7. By December Exterior Metal panels are being installed. In response to increased demand for corporate hangar space, Massport has been developing an RFP for new hangar opportunities. An Environmental Assessment of the site is being prepared as well. Solicitation Document is currently under review and may be released in 2018. Massport applied to the GSA and the FAA to acquire the Navy Property; they are still waiting on the deed to the Navy Parcel and expect transfer of the property in 2018. The 2017 ESPR update process has begun; 2017 shall be the data collection year with the ESPR being published in 2018. Request for quotes were released in July and HMMH was selected. MEPA scoping was accomplished by September 2017. Public scoping session with MEPA and the FAA were held in October. The Secretary of Environmental Affairs issued the Certificate establishing the scope for the 2017 ESPR on November 16th. As of December 2017 – the year long technical analysis has been initiated.

MBTA ADVISORY COMMITTEE

Wayne H. Miller

As the Concord representative on the MBTA Advisory Committee, I attended Committee meetings during 2017 and fielded questions and service issues from Town citizens.

Among the issues that Town citizens had in 2017 were disability access at the Concord Center station, schedules that unfairly penalize Concord and Lincoln compared to farther out towns, especially during the evening commute, and too long trains that keep the crossing gates closed on Sudbury Road for an unreasonable length of time during off-peak hours.

I brought all of these concerns to the attention of the Committee's Executive Director, who passed them along to the MBTA. Unfortunately, none of them were addressed by the MBTA during 2017.

METROPOLITAN AREA PLANNING COUNCIL: MINUTEMAN ADVISORY GROUP ON INTERLOCAL COORDINATION (MAGIC)

The Minuteman Advisory Group on Interlocal Coordination (MAGIC) includes the towns of Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Lincoln, Littleton, Maynard, Stow, and Sudbury. MAGIC is a subset of the 101 cities and towns that are represented by the regional planning agency – the Metropolitan Area Planning Council (MAPC). MAGIC was established as a growth management committee in 1984 and has become a respected voice in regional decision-making, focusing on transportation, the environment, energy, open space, affordable housing, economic and community development, and legislative issues.

MAGIC held six regular business meetings in 2017. Highlight meeting topics included the following:
- MPO Transportation Planning & Projects discussion
- Kelley's Corner, Acton presentation
- MAGIC Regional IT Services project presentation

- MAGIC FY 2017 Work Plan discussion
- MAGIC Special Assessment Funds to priority projects allocation
- AARP Age Friendly presentation

MAGIC held five special events in 2017: a "Mill and Main" Tour in Maynard, the Annual Legislative Breakfast, a Regional Age-Friendly Planning Forum hosted by Acton and Boxborough, a Benfield Farms tour in Carlisle, and a hike through Memorial Forest Reservation in Sudbury.

MAGIC communities make a voluntary annual contribution to a Special Assessment Fund, to increase the region's capacity to pursue projects of regional interest. In its FY 2017 and FY 2018 Work Plans MAGIC allocated its special funds to support three regional projects: MAGIC Climate Resiliency Project; MAGIC Stormwater Partnership; and MAGIC Regional IT Services project.

ESTABROOK WOODS ACCESS STUDY COMMITTEE

The Estabrook Woods Access Study Committee was appointed in April of 2016 and charged with considering how to address the increased pressure for adequate and safe parking for the use of Estabrook Woods trails, to review other impacts from increased visitor use, and to make recommendations to the Select Board. Our Committee was discharged in December of 2016, after our final report was submitted to the Select Board. The report was discussed at length by the Select Board in January of 2017.

Land is protected in the Estabrook Woods as the result of an unusual collaboration with Harvard University, which established a 670 acre woodland preserve for education, research, and habitat protection in the 1960's. In support of Harvard's teaching and research in the environmental sciences, zoology, ecology, and animal behavior, landowners around the preserve voluntarily and permanently gave up the right to develop their land while promising to preserve and steward the land for conservation.

Thus, permanent conservation restrictions are held on hundreds of acres of land owned by Concord and Carlisle landowners, as well as the Towns of Concord and Carlisle, the land trusts of Concord and Carlisle, and the Trustees of Reservations.
The public is granted access to some, but not all of this land.

In recent years, increased public use of the Estabrook Woods has led to conflicts over parking, dogs, and vandalism, as well as confrontations between owners and visitors.

In fulfilling our charge, our Committee set out a goal of recommending actions that would help balance three objectives: stewardship of the Woods for conservation, education and research; respecting the interests of landowners; and welcoming the public.

Our committee was appointed by the Select Board quite purposefully to represent different points of view. Our differences led to spirited disagreements, but also to a shared consensus on many ideas.

We held two well attended public hearings, one in June of 2016 to solicit ideas and the second in October of 2016 with the purpose of presenting preliminary recommendations for public comment. Following the second public hearing, the Committee amended its preliminary recommendations and took a final vote. In the end, most of our recommendations were supported by the full Committee; however, in one very important area -- that of how much parking to provide in certain locations -- we did not reach unanimous agreement.

Our recommendations included the following themes: First, to educate the public about the unique nature of the Estabrook Woods.

Due to misunderstandings and misinformation, some visitors to the Woods assume that they are entering a public park or a dog park. They don't understand the purpose of the Woods nor the rights and responsibilities of private landowners. We recommended that the Town and landowners work together to post informational signs that educate visitors about the unique nature, ownership, and purpose of the Woods, and that the same information be made more available on various websites.

Second, to foster observance of guidelines that promote mutual respect.

It was clear to the Committee that too many visitors fail to treat the Woods, landowners, and other users with courtesy and respect. There have been clear cases of conflicts between owners and visitors, incidents of vandalism and trespass, failure to keep dogs under control, and too much dog waste left along the trails.

The Committee suggested a number of common courtesies that the community and landowners could embrace, including a limit of no more than two dogs per person, dogs being under the owner's control at all times, dogs being on leash in parking areas and until well into the Woods, packing out all dog waste, and the prohibition of commercial dog walking. We recommended that landowners and the community embrace these guidelines, and work together to post signs and work with the police department, animal control officer, and natural resources division to encourage observance of these common courtesies.

Third, to resolve legal uncertainties regarding rights of public access at the end of Estabrook Road.
The Town and Estabrook Road landowners have opposing legal opinions regarding the rights of the public to access the unpaved portion of Estabrook Road. Town Counsel's opinion is that the public has the right to access, while landowners believe that they control access rights and expressly grant permission for the public to use the trail upon certain conditions. Uncertainty over this issue made it very difficult for our committee to propose solutions to some of the issues that led to the creation of our committee. Long-term resolution of these issues will require clarity and agreement on the underlying issues of rights and access.

Fourth, we recommended changes and improvements to parking at several locations in order to welcome visitors while providing safety, security, stewardship, and no undue burden on a single neighborhood.

Perhaps not surprisingly, deciding on how much parking to recommend, and where, was the one area where the committee did not reach unanimous agreement. Our lack of consensus mirrors the lack of consensus in the community as shown in our correspondence file. Stakeholders in Estabrook Woods need to work together. As we completed our work as a Committee, it was clear that many things remained unresolved and the conversation would continue under the leadership of the Select Board. Comments and suggestions are still coming from residents of Concord and Carlisle. And there is much to understand and resolve with important Estabrook partners: Harvard University, the Town of Carlisle, the Concord and Carlisle Land Trusts, The Trustees of Reservations, Middlesex School, and many significant landowners. Their interests and their partnership are critical to the ongoing stewardship of the Woods.

RIVER STEWARDSHIP COUNCIL OF THE SUDBURY, ASSABET, AND CONCORD WILD AND SCENIC RIVER

Sarah Bursky, NPS Community Planner
Elissa Brown, Concord Representative

Egg Rock at the convergence of the Assabet and Sudbury Rives

The Sudbury, Assabet and Concord Wild and Scenic Rivers are this area's local nationally-designated and protected rivers. In 1999, eight towns, including Concord, and numerous partners worked together to have 29 miles of the Assabet, Sudbury, and Concord Rivers designated by Congress as a Wild and Scenic River. Just 20 miles west of Boston, this designation recognized the exceptional character of the river, and ensures that it will be enjoyed for generations. The "SuAsCo" Wild and Scenic River has been protected as a Partnership River, which means that local communities lead the effort to care for it, working closely with state and federal governments. The River Stewardship Council (RSC) is the group coordinating these efforts. Meeting monthly to work to cooperatively manage Federal dollars and local programs, this group is made up of representatives from the eight towns along the

Wild and Scenic River, as well as OARS, Sudbury Valley Trustees, the MA Department of Environmental Protection, National Park Service, and US Fish and Wildlife Service.

The Council helps support local partners through funding from the National Park Service (and Congress) for science, policy, land protection, and environmental education. Every year the program funds land protection efforts by Sudbury Valley Trustees and water quality monitoring by OARS watershed association. These two critical programs ensure that open space along the rivers will be protected into the future, and that we protect clean water for drinking, fishing, and swimming. The MA Audubon River Schools Program is funded to support elementary and middle-school students getting out on the River. The RSC also supported control of invasive species on the rivers by supporting the small grant program of the SuAsCo Cooperative Invasive Species Management Association (CISMA).

In addition, a total of $24,260 in community grants directly benefit watershed communities by supporting a number of diverse and exciting local projects. In Concord, these have included the cardboard boat race held during our annual Riverfest celebration, Wild and Scenic Signs on all three rivers at road crossings and a Wild and Scenic information sign at the Bruce Freeman Rail Trail crossing of the Assabet River. Other projects included contributing to Concord Land Conservation Trust's protection of the 80-acre October Farm Riverfront in Concord, diadromous fish restoration on the Concord River by Lowell Parks and Conservation Trust which could impact fish populations upstream all the way to Framingham, research by MA Rivers Alliance on communication efforts during times of drought, and a new kiosk along the river in the Town of Bedford.

This year the Council also began an update to the River Conservation Plan. Drafted in 1994, this document brought communities and local, State, and Federal organizations together around the best strategies to protect the River resources in this region. At that time, water quality was one of the most pressing issues. Now, with more invasive species, growing development, extreme weather patterns causing increase drought and stormwater runoff, and climate change, as newer threats, the plan is in need of an update. We included some thoughts on these matters in our comments to Concord Envision and this fall and winter Council representatives will present more detailed information about our plan to the Natural Resources Commission and Select Board, and we welcome your involvement and input!

The Council also strives to keep up with scientific and ecological research along the rivers. This year we funded a study of mussel species found in the Saxonville and Wayland stretches of the Sudbury River through local researcher and ecologist Ethan Neadeau of Biodiversity Draws.

Finally, on June 17th and 18th, we hosted the 16th annual RiverFest weekend. Over 1,000 people attended this year's 40 plus walks, talks, paddles, and kids' events around the watershed. Concord events included a cardboard boat race, a bike around the rivers, and a nature walk with Peter Alden; all well-attended events. There are many ways to get involved in the work of the Sudbury, Assabet, and Concord Wild and Scenic River. We meet monthly in Sudbury at the Great Meadows Wildlife Refuge and our meetings are open to the public. This year in particular we welcome your input into our Wild and Scenic Conservation Plan update. To be in touch, find us online at www.sudbury-assabet-concord.org.

SCHOOLS

CONCORD SCHOOL COMMITTEE

Heather Bout, Chair
Johanna Boynton, Vice Chair
Dan Conti
Robert Grom
Wally Johnston

The Concord Public Schools continue to enjoy strong support from Concord citizens, which empowers the teachers and administrators to deliver high-quality education to every child in the community. The residents of Concord place a high priority on education and that allows the schools to maintain high achievement levels, hire and support excellent teachers, utilize updated curriculum and appropriate technology, and to provide students with a safe and healthy environment.

Mission and Core Values
Members of the School Committee use the vision articulated in the District's mission statement and core values to guide decisions. The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become independent lifelong learners, creative thinkers, caring citizens, and responsible contributors to our increasingly diverse global society. The core values are: academic excellence, empathic and respectful community, professional collaboration, educational equity, and continuous improvement. In addition, the School Committee and Administration set annual goals for student achievement and instruction, learning environment, professional collaboration, communication and community engagement, as well as for infrastructure and operations.

Enrollment
Concord Public Schools (CPS) serves 2088 students in grades PK-8. CPS experienced an increase of 16 students in FYI8. Over the last five years, the enrollment has varied between a high of 2,152 (FY13) and a low of 2,072 (FY16).

The Superintendent and School Committee carefully monitor enrollment projections as well as other factors that could impact enrollment such as new housing projects and pre-school enrollment levels.

Student Achievement and Activities
The School Administration and School Committee focus on improving student learning. Teachers and Administrators work hard to ensure an appropriate educational experience and learning environment for each student. The district uses a variety of assessments to monitor student progress, and details of student learning and achievement are provided in the Superintendent's Report. The district continues efforts to integrate technology into the daily curriculum as one of many tools that enhance teaching and learning, with teachers exploring new strategies and serving as mentors to each other. The School Committee supports these efforts by providing resources through the school budget.

The level of student engagement in the learning process, the appropriate use of available tools to enhance teaching and learning, and the interdisciplinary aspect of learning activities is exciting to see and is further validation of the importance of the work being done in our schools.

There are robust music and arts programs in Concord schools and all students receive music and art instruction. Most students participate in supplemental music programs for orchestra, band, and chorus that are offered in grades four through eight. Activities beyond the school day extend the learning experience for students in a multitude of areas that enhance academic studies including athletics, the arts, technology, games and student interest groups. Outside organizations such as the Concord Education Fund and the Parent Teacher Groups (PTGs) fund many of these activities. Concord Public Schools are extremely fortunate to have teachers, parents and citizens who facilitate and support these opportunities for students.

Appreciation for Superintendent Rigby's Service to CPS
Superintendent Diana Rigby retired at the end of her contract on June 30, 2017. Members of the School Committee thank Ms. Rigby for her many years of service to the Concord, Carlisle and Boston students and families and wish her well in all her future endeavors.

New Superintendent Laurie Hunter
Following a robust public engagement process, members of the Concord School Committee voted unanimously to appoint Dr. Laurie Hunter as the new Superintendent beginning July 1, 2017.

Dr. Hunter was serving as Assistant Superintendent of Duxbury Public Schools. A graduate of Boston College (BA '90) and Harvard University's Graduate School of Education (Med '93), she earned her Ed. D in Educational Leadership from Nova Southeastern University in 2014. Prior to being appointed Assistant Superintendent in Duxbury in July of 2013, she served as Principal for 14 years in the Freetown-Lakeville Public Schools.

The selection was the culmination of a year-long process that the School Committees designed to maximize the opportunity for public participation to ensure it was inclusive and transparent. Elements of the process included an online survey, public forums, focus groups and a Superintendent Screening Committee comprised of stakeholders including School Committee members, teachers, staff, parents, and residents as well as public interviews of the three finalists.

The School Committee is grateful to have Dr. Hunter leading our district and is very happy to be working with her.

School Budget
The goal of the School Committee is to develop budgets that meet the needs of our students and are sensitive to the impact on taxpayers. The School Committee, School Administration, and Finance Committee meet every year in October and November to discuss funding priorities and cost drivers.
For the FY18 budget, members of the Concord School Committee voted to adopt a budget recommendation of $36,810,111 (3.2% increase from FY17) .

Major cost drivers for the CPS budget increase included teacher salaries, other collective bargaining and non-collective bargaining salaries (including Special Education Tutors and Aides) and the introduction of the K5 foreign language program and a half-time Latin teacher for CMS to the operations budget. Reductions are the result of lower transportation costs anticipated as use of the Knox Trail bus depot which began operating in the Summer of 2017, reduced salary contingency due to the successful settlement of the Committee's collective bargaining agreement with the Concord Teachers Association and building maintenance and utilities efficiencies.

Facilities Assessment and Recommendation for Concord Middle School Buildings
After a comprehensive study of both Concord Middle School (CMS) buildings completed in conjunction with Finegold Alexander Architects, the Facilities Planning Committee (FPC) concluded that the current buildings need to be unified into a single structure that will support CMS students for the next 50 years. Options to achieve this goal include significant renovation and expansion of the Sanborn building or new construction on the Sanborn site. The conclusion was based on the facts that the Peabody and Sanborn building conditions are deteriorated and obsolete, the two campus configuration is inefficient and expensive, and the current situation hinders cultivation of a cohesive school community.

FPC members concluded that the District should have one facility for Concord Middle School which meets national and common core standards and will serve Concord students in the future as well as today. By unifying into one building, CPS will lower operating costs, allow the daily functions of the school to be more efficient, and facilitate a more cohesive school community

The FPC was charged in October of 2016 with hiring a firm to conduct a facilities study and to perform conceptual master planning. The planning study included:

- evaluating the existing facilities capabilities and needs,
- estimating costs to maintain the current buildings for 10 years,
- comparing options and related costs to significantly transform facilities, both through renovation/expansion and new building, and
- recommend preferred option(s) and present to the Concord School Committee by November of 2017.

The committee undertook a comprehensive process comprised of monthly meetings, working with Finegold Alexander Architects to study the existing buildings, holding public forums to collect input on the CMS campus of the future, defining options and estimated costs, and ultimately reporting to the School Committee five months early based on the clear need to move forward with planning as soon as possible.
The Superintendent and Concord School Committee will continue to engage with the MSBA regarding potential funding options, develop preferred option(s), elicit community feedback on options throughout the development process, and eventually request approval at Town Meeting to move forward with building plans.

Members of the School Committee thanked the members of the FPC for their work to date.

2016-2017 Facility Planning Committee members included:
Heather Bout (Chair) of the Concord School Committee, Willard Parent Matt Anderson-Miller (Vice Chair), Wally Johnston of the Concord School Committee, Superintendent Laurie Hunter, Deputy Superintendent of Finance and Operations John Flaherty, CPS Facilities Manager Brian Schlegel, Town Manager Chris Whelan, CMS Interim Principal Drew Rosenshine, CMS Teacher Karin Baker, CMS Teacher Tom Dalicandro, CMS Teacher Maria McDermott, and Concord residents Lauryn Gorli, Eve Isenberg, Chris Popov, and Matthew Root.

Individuals interested in viewing the Facilities Planning report are encouraged to visit the District's website, http://www.concordps.org, for more information.

Communication and Community Engagement
The School Committee has an ongoing goal of continuously improving communication with stakeholders. The Committee held several School Committee - Community Coffees as forums beyond their regular business meetings, where members of the public can comment and ask questions of School Committee members. A direct email list has been implemented which stakeholders can subscribe to for updates and news directly from the Committee. These initiatives will continue in 2018 along with continuing work to explore other efficient means of interaction with CPS stakeholders. The public comment process for Committee meetings has been altered to allow for input at the beginning of the meeting and after Committee discussion of items of significant interest, but prior to Committee voting. In addition, the Committee continues to submit regular articles to the Concord Journal to update citizens about School Committee news and has rolled out a new and improved School Committee Web Page. School Committee meetings are open to the public and agendas with linked attachments are posted on the School Committee page of the district web site (www.concordps.org). The meetings are broadcast on CCTV and are available on demand at www.concordtv.org. Members of the School Committee welcome everyone's participation through one or more of these avenues as part of their efforts to be as informed as possible of stakeholder ideas and sentiments.

Appreciation
Members of the School Committee are grateful to have exemplary school leadership and an exceptional faculty and staff, whose dedicated work makes Concord Public Schools amongst the top districts in the Commonwealth of Massachusetts. In addition, members want to express their appreciation to all of the parents and community members who volunteer their time on behalf of Concord Public Schools. Most of all, members want thank the citizens of Concord for their ongoing support of our schools.

CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

Dan Conti, Chair
Robert Grom, Vice-Chair
Heather Bout
Johanna Boynton
Melissa McMorrow
Mary Storrs
Wally Johnston

The citizens of Concord and Carlisle have continued to provide significant support to the students, faculty and Administrators of the Concord-Carlisle Regional High School. As is reported annually, members of the Regional School Committee continue to be very proud of the accomplishments both inside and outside the classroom. Students, teachers, administrators, staff and residents from both communities are enjoying and benefiting from all that the new high school facilities have to offer. More than half of the current student population never attended classes in the old school. In addition to the new building, CC at Play has made the campus athletic facilities second to none and members of the Regional School Committee salute the many donors and volunteers who made this possible.

The Regional School Committee is part of a district composed of teachers, administrators and staff who are dedicated to educating our students in new and progressive ways, and to shaping them into life-long learners, creative thinkers, caring citizens, and responsible contributors to our global society.

New Superintendent Dr. Laurie Hunter
In June, members of the Committee welcomed new Superintendent Laurie Hunter. Dr. Hunter was serving as Assistant Superintendent of Duxbury Public Schools. A graduate of Boston College (BA '90) and Harvard University's Graduate School of Education (Med '93), she earned her Ed. D in Educational Leadership from Nova Southeastern University in 2014. Prior to being appointed Assistant Superintendent in Duxbury in July of 2013, she served as Principal for 14 years in the Freetown-Lakeville Public Schools. The selection was the culmination of a year-long process that the School Committees designed to maximize the opportunity for public participation to ensure it was inclusive and transparent. Elements of the process included an on-line survey, public forums, focus groups and a Superintendent Screening Committee comprised of stakeholders including School Committee members, teachers, staff, parents, and residents as well as public interviews of the three finalists.

The School Committee is grateful to have Dr. Hunter leading our district and is very happy to be working with her.

Committee Recognizes Retiring Superintendent Rigby
Members honored outgoing Superintendent Diana Rigby for her commitment and service to the students and families of Carlisle, Concord and Boston and wished her the best in retirement.

New Members of the Regional School Committee
In May, Melissa McMorrow was welcomed back to the Regional Committee as one of the representatives from Carlisle. She replaced outgoing Chair Bill Fink; the Superintendent and School Committee members honored Bill for his many years of service to the Committee and The District.

Later Start Time for CCHS
A key priority for the past year was to focus on decreasing stress and increasing rest for students at CCHS and to that end, the Regional School Committee supported new homework policies and worked with the Administration to develop and implement a later school start time at CCHS.

The later start time was implemented for the 2017-2018 school year and was the culmination of work that began with a Start Time Advisory Committee was formed in 2016. The committee was comprised of teachers, administrators, School Committee members, parents and students. The charge to the committee was to review the research regarding the benefits of a later start time for High School students, evaluate our current environment and provide a recommendation to the Regional School Committee. After a series of meetings, the Regional School Committee voted unanimously to support the initiative based upon the compelling health benefits.

Landfill Remediation – Campus Advisory Committee
The Regional School Committee approved a $1.2 million recommendation to address the remediation of the former landfill site located on the CCHS campus in a manner that will allow flexibility in how the area can be used in the future. While there are no current plans for how that area of the campus will be utilized, the Committee worked with the environmental consultants to develop a plan that will allow a wide variety of potential uses that can discussed in a future public dialogue while allowing the District to meet regulatory mandated schedules to address the remediation.

As part of this process, the Regional School Committee created a Campus Advisory Committee to examine this issue as well as other matters associated with the high school campus. The Advisory Committee is comprised of School Committee members, administrators, teachers, athletic coaches, residents and students.

Budget and Finances
The District continues to maintain excellent academic programs while working in a challenging funding environment. Core budgeting principles remain focused on prioritizing resources to support student learning and growth while being sensitive to the impact of budgets on residents of the District communities.
Members of the Regional School Committee successfully worked to develop an operating budget recommendation that achieved alignment with the Concord Finance Committee recommendation while accomplishing one of Committee's primary goals to implement a later start time at the high school for the 2017-18 school year.

The FY18 School Committee's budget recommendation of $33,027,108 is consistent with recent annual budget increases.

Committee members expressed their desire to analyze every dollar spent and to recommend budgets that called for modest increases and included reductions to offset the impact of non-discretionary cost drivers.

The approval of this budget is the culmination of a six-month process that begins with the submission of the annual School Improvement Plan that is developed with input from teachers, parents, and administrators. Based on this plan, the Superintendent and the Deputy Superintendent propose a budget to the School Committee who further develop the recommendations and present them to the Concord and Carlisle Finance Committees for their review. Throughout this process, the School Committee engages with the public by encouraging them to attend regularly-scheduled business meetings and through discussions at Parent Teacher Group meetings and at a School Committee Community Coffee. Members are pleased with the level of transparency and collaboration between the District and the Finance Committees of Concord and Carlisle.

Cultural Proficiency Initiative and Accommodations for Religious and Cultural Observances
The School Committees and Superintendent have made cultural proficiency training a priority for professional development in both CPS and CCRSD. Members of the Joint Committees attended a training session and held multiple public forums regarding accommodations for religious and cultural observances as part of this effort. A new policy for accommodations was approved in December.

School Committees Convene in Boston; Meet with METCO Parents
The School Committees held a business meeting at The New Mission School in the Hyde Park neighborhood of Boston with the goal of making it easier for the parents of students who live in Boston to participate. The first portion of the meeting was dedicated to discussing the successes and challenges for Boston families with students attending Concord-Carlisle Regional High School (CCHS) and Concord Public Schools (CPS). The students from Boston participate in METCO (Metropolitan Council for Educational Opportunity) which is a voluntary desegregation program that allows students who reside in Boston and Springfield to attend suburban public schools. There are 131 students participating in the program for the current academic year; 79 in CPS and 52 at CCHS. This academic year marks the 50th year that CPS has participated in the METCO program.

Superintendent Hunter, Aaron Joncas, K-12 METCO Program Director, Committee Members and attendees engaged in a productive dialogue about what could be done to improve the program including how to create a balance between ensuring that students in the program can participate in all that CPS and CCHS have to offer and allowing METCO students to bond with their peers in the program.

Concord-Carlisle Teachers' Association Contract Approved
The Regional School Committee voted to approve the negotiated contract with the Concord-Carlisle Teachers' Association (CCTA). The three-year extension balances the goals of attracting and compensating exceptional teachers while managing the impacts of school budgets on local tax payers.
The pact calls for two percent increases for the first two years and a two and one-half percent increase in the third year for teachers in the union classification steps one through fifteen and a two and three-quarter percent increase for step sixteen teachers. The agreement also achieved the goal of closer aligning the pay scales of the Concord Teachers' Association and the CCTA.

Donations Make a Big Difference
The District benefits from the immense generosity of citizen-run, non-profit organizations including the Concord Education Fund, the CCHS Parents' Association, the Concord-Carlisle Community Chest, CC at Play, and others. Members of the Regional School Committee are grateful to all of these organizations and to the generosity of individuals in Concord and Carlisle who donate to them. These donations allow the District to enhance students' experiences without asking the taxpayers for additional funds beyond the budgets that they so generously support.

Gratitude to the Towns
Once again, members of the Regional School Committee extend the citizens of Concord and Carlisle deep appreciation for your active support of the students and faculty at CCHS. The School Committee is grateful to have exemplary school leadership and an exceptional faculty and staff whose commitment to excellence consistently put CCHS among the top districts in the Commonwealth of Massachusetts. Gratitude is extended to all the parents and community members who volunteer their time on behalf of CCHS and to the citizens of Concord and Carlisle – the CCHS community is very fortunate to have your support!

SUPERINTENDENT'S REPORT CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

Dr. Laurie Hunter, Superintendent
John Flaherty, Deputy Supt. of Finance and Operations
Kristen Herbert, Director of Teaching and Learning
Kelly McCausland, Director of Human Resources
Jessica Murphy, Director of Special Education
Peter Kelly, Director of Information Technology
Mike Mastrullo, Concord-Carlisle High School Principal
Justin Cameron, Concord Middle School Principal
Sharon Young, Alcott Principal
Angel Charles, Thoreau Principal
Matt Lucey, Willard Principal

The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our diverse global society. We are able to achieve our mission through the investment of educators, staff, parents, and community members who work tirelessly to improve our schools.

District Goals
Every school year, the administration develops district goals for the Concord Public Schools (CPS) and the Concord-Carlisle Regional School District (CCRSD) which are approved by the School Committees. We focus on efforts to improve student learning by providing students with a rigorous and coherent curriculum and high quality instruction, monitoring student progress through common assessments, identifying appropriate interventions, adjusting instructional practices, and closing the achievement gap. The goals also specify improvements in authentic learning experiences, instructional strategies, integrating digital tools, respectful and responsible student citizenship, teacher collaboration and evaluation. In addition, we strive for prudent management of school budgets, resources, capital projects, the new high school building project, and resolution of fair collective bargaining contracts.

Teaching and Learning
All district efforts focus on improving student learning and teaching. There is a focus on four curriculum areas this year: STEAM, social studies, Spanish, and health. In each area, there is some new curricula and/or pedagogy which is intended to make students' learning experiences more relevant, more engaging, and more rigorous.

Exciting efforts are underway in the area of STEAM (Science, Technology, Engineering, Art, and Mathematics) engineering. As may be remembered, a team of preK - 12 educators created a strategic plan three years ago to have all students involved in engaging STEAM tasks so that more students consider a future in this field. The fruits of this labor are coming to bear. At the preschool level, faculty worked over the summer designing age-appropriate tasks for their students. At the elementary level, a STEAM innovation Lab is being built at the Ripley building where each class would come twice a year for extended STEAM experiences, like designing a water filter system. While the actual Lab is in process, all elementary students participated in Innovation Lab Kick Off Days in December 2017 by building catapults, programming stop-motion movies, and designing robots that can draw. Fifth grade classes at each elementary school will be spending a day at the Innovation Lab in the early months of 2018 as we move towards the implementation of this initiative. At the middle school level, all students participated in the creation of a sculpture that represents measuring time as modeled on the work of Sarah Sze. At the high school, an exciting two week experience called, "Q5," is being developed for all students to choose among over 80 interdisciplinary courses.

A similar committee of preK-12 educators made recommendations as to improvements in our social studies curriculum and those changes are in process as well. The changes that were recommended included: enhanced study of the American Civil War and Reconstruction; more focus on World Geography; increased emphasis on principles of Economics; emphasis on depth over breadth in all areas; deeper study of Research Skills; and more pedagogy using the Inquiry Approach. Educators worked hard to develop or pilot new materials that met these content needs and continued the commitment to providing students with multiple perspectives. Educators are thankful for our community partners: Concord Museum, The Robbins House, Primary Source, Massachusetts Cultural Council, and Concord Education Fund.

In Health Education, a similar committee of preK-12 educators met over the course of last school year to evaluate the curriculum and suggest improvements and updates. The decision was made to do this to address: outdated curriculum materials (esp. K - 5); adding more drug use & abuse prevention due to Nationwide Opioid Crisis; including more Stress Reduction/Mindfulness activities; differences in gender expression; responding to data from the Youth Risk Behavior Survey; choosing depth of understanding over breadth of coverage; and to teach students skills for understanding their own health. Teachers worked together at grades 2 - 5 to select The Great Body Shop as new elementary materials to pilot. At the middle and high school levels, teachers were paid to update and augment their existing units of study.

Like STEAM, social studies, and health, there have been some exciting updates in the teaching of world languages. Spanish classes began at each of the three elementary schools. A certified teacher of Spanish was hired for each school. The Spanish teachers worked over the summer and into September to develop a scope and sequence curriculum program for all students K - 5, with classes beginning in early October. Each class attends Spanish twice a week as the students begin their introduction to the Spanish language and culture of Spanish speaking countries. Spanish has been integrated into Music classes and individual classrooms to promote the generalization of these Spanish speaking skills across our schools. Students and teachers have embraced the introduction and inclusion of this new curriculum area into our elementary schools. At Concord Middle School(CMS), students could choose to take Latin now as an elective choice in addition to another world language. Many exciting updates happened at CCHS in the world language curricula.

Concord-Carlisle High School
Concord Carlisle High School (CCHS) remains one of the top achieving public high schools in the state of Massachusetts. When evaluated solely on academic performance, particularly on state and nationally standardized tests, CCHS ranks near the top of every list. In 2017, Boston Magazine ranked the 125 best schools systems in the Greater Boston area, and CCHS ranked #2.

Ninety-five percent of our students earned a 2.5 weighted grade point average (GPA) or better, and 100% of the Class of 2017 met or exceeded the Massachusetts Standards for Competency Determination. The number of CCHS graduates planning to continue their education in post-secondary placements was 96% with 78% of our students admitted to one of their top two college choices. Students were accepted to elite institutions including more than ten Ivy League acceptances.

A median SAT score of 1280 bests the state average by more than fifteen percentage points. CCHS students performed exceptionally well on College Board Advanced Placement Exams (AP) with nearly 95% of our students receiving a passing score of 3 or better versus a state and global average of 70% and 60% respectively. Further, an astounding 80% of students achieved top scores of 4 and 5. More than 1.5 million students nationally participated in the National Merit Scholarship Program. Impressively, seven CCHS students were named among 16,000 semifinalists, and five were named among the 7,500 finalists. Further, four students were recognized in prestigious math and science competitions; two scored in the top 5% in the national American Mathematics Competition Exam and two students were named semi-finalists in the prestigious and highly competitive Siemens Competition for Math, Science, and Technology.

Overall, 95% of our students participated in a club, group, or athletic team. Last year proved to be another stellar year for our athletic program. CCHS teams were victorious in 65% of their contests, and for the 10th consecutive year, we had at least one state champion, with Girls Indoor Track earning that honor. Multi-

ple teams won Dual County League Championships including Boys and Girls Cross Country, Boys Soccer, Boys Basketball; numerous students received All-Scholastic recognitions from our local Boston newspapers; however, the competitive spirit, sportsmanship, and citizenship displayed by our coaches and student-athletes are hallmarks of the program.

The CCHS Repertory and Concert Bands earned gold medals at the Massachusetts Instrumental and Choral Conductors Association (MICCA) State Concert Festival. Many student musicians (band, orchestra, jazz band, and chorus) were nominated and accepted into the MECH All-eastern Honors Ensembles.

Visual Arts students participated in the Boston Globe Scholastic Art Awards regional and national exhibitions and earned an incredible number of gold and silver keys distinguishing CCHS as one of the most award-winning schools in New England. Two students were recognized by the prestigious regional NATAS (Emmy) awards for their films. In the spring, students exhibit their artwork at the Concord Art Association, where a jury of professional artists awards scholarships for the best senior portfolios. A junior student was accepted to highly competitive Massachusetts Art All-State program.

In math, we continue to see an increase in the number of students taking Introduction to Statistics and AP Statistics. We expect this trend to continue as students become aware of the analytic requirements of many college majors. Also, students are frequently gravitating towards multiple math courses in a given year. Last spring twelve students and two teachers traveled to Mexico to do fieldwork related to BioStats. Student interest in our new Financial Literacy course continues to grow, and next year we hope to offer additional sections to meet demand.

Last year we added AP Environmental Science, and with increased demand, we plan to add additional sections next year. We adjusted our honors physics curriculum and relaunched the course as AP Physics I. We continue to see an increase in the number of students enrolled in our engineering program and awarded the highest number of Engineering Certificates last year. Thanks to the Concord Education Fund we had our first successful weather-balloon launch that recorded data in real time at an altitude of 93,000 feet.

The collaboration between English and Social Studies in an interdisciplinary course, Twice Told Tales, continues with carefully coordinated field trips enhancing the classroom experience. Our Rhetoric and Advanced Language and Senior Honors English teams continue to see improved student writing and analytical skills. More than 130 students completed an AP English exam with 93% scoring 3 or better.

The Social Studies department has continued to work to make courses engaging, challenging, and accessible to students of all learning profiles and learning styles. Last year we completed a K-12 Social Studies Curriculum Review, which culminated with a week of professional development. Students performed exceptionally well in the Moot Court Competition and argued cases in front teachers and Massachusetts Supreme Court justices.

2016-2017 marked the fifth year of Rivers and Revolutions. This interdisciplinary, experiential "school-within-a-school" prizes creative thought across all academic disciplines as students develop their capacity to think holistically and collaborate with their peers. This heterogeneous program has served over five hundred students of all backgrounds and abilities. Through the Stewardship portion of the program, students have engaged in meaningful work throughout the community, including projects at the Concord Museum, The Robbins House Interpretive Center, deCordova Sculpture Park, and Museum, Gaining Ground, the Umbrella Community Arts Center, The Ripley Playscape, and many more. Further, students have taught at all three of the elementary schools, helping to create meaningful connections between students and teachers across the entire district. Rivers and Revolutions has caught the interest of schools from across the state and is frequently visited by students, teachers, and administrators who are looking to create their version of this innovative program.

The Special Education Department continues to work collaboratively with families, students, and colleagues to meet the diverse needs of our student body. Students in the Pathways Program have benefitted from a variety of placements that enhance their critical vocational behaviors associated with career exploration, acquisition, and retention. Placements include an eclectic range of services based on their skills, abilities, and interests. Off-campus sites include Concord Elder Services, Buddy Dog, Acton Discovery Museum, Goodnow Library, Drumlin Farm, TJ Maxx and the Acton Food Pantry. We are thankful for the supportive community.

The World Languages Program promotes linguistic and cultural literacy while cultivating a lifelong appreciation and enthusiasm for classical and modern languages and the cultures they reflect. At CCHS students pursue language acquisition in French, Chinese, Latin, and Spanish with the latter three offering AP options. Students enrolled in a language are developing proficiency in the language they choose in an interactive, cooperative environment that emphasizes both oral and written expression through authentic linguistic experiences in the target language. Students enrolled in Latin will engage in an in-depth study of the Latin language and Roman history and culture. Students translate text, a task which requires analytical skills, problem-solving and creativity.

Linguistic and Cultural Exchanges are offered every other year for students studying Chinese, French, and Spanish. Students spend two weeks in Hangzhou, China, Versailles, France and Quito, Ecuador and then reciprocate by hosting these students in their homes for two weeks.

Last year several students earned their Global Literacy Certificate (GLC). This program is designed to foster global and cross-cultural awareness in high school students. These students completed 20 or more hours of service learning in a global/international setting, at home or abroad. Also, they demonstrated a sincere appreciation and regard for diversity and the ability to interact respectfully with others, at home, and around the world.

Concord-Carlisle Community Connections (CCCC) provided a one-on-one career mentoring experience for 33 students, who engaged with area residents/professionals in a variety of career fields, such as architecture, biotechnology, and engineering. Nearly 50 students participated in the Senior Internship program, which is a unique five-week course rooted in career exploration that integrates study with planned and supervised career-related work experience.

Concord Middle School

At Concord Middle School (CMS) 85% of the students earned grades of B- or higher across academic subjects: English, math, world language, science, and social studies. CMS showed a strong performance on Next Generation MCAS as noted by their 4th in the state ranking in ELA, and 8th in Math and Science. According to state assessments, CMS special education students performed at such a level that they met the goal for making significant gains towards closing the achievement gap. The English department saw positive results from Leveled Literacy Intervention, our Response to Intervention (RtI) intensive, short-term, reading curriculum for 6th and 7th grade students and is continuing to offer it this year. The department is also taking advantage of the STAR Renaissance reading diagnostic assessment, which all students take, allowing teachers to more effectively differentiate assignments and assessments. Math teachers have increased the level of rigor in Independent level classes and they are piloting Everyday Math in 6th grade Independent Math classes. This pilot is focused on providing students with real world application of abstract mathematical concepts in alignment with curriculum standards. The iReady growth monitoring and diagnostic tool is being utilized in Directed Math and Math Strategies classes. iReady supports the analysis of real-time mathematical assessment data which informs teacher instruction and skill remediation. Last year, Social Studies teachers engaged in a thorough review and realignment of their curriculum to best meet state standards and frameworks. This year they are piloting new textbooks. In science, after piloting Amplify Science last year and discovering it did not fit well to CMS student's needs, the department is working with the FOSS Science texts and experiencing a much better fit for our students. The World Language department has incorporated a Latin elective designed to provide students entering it in the 6th grade with an ability to begin Latin II when they enter high school. CMS students have also experienced increased opportunities to learn coding skills in 6th grade Digital Literacy class, coding electives, and during the Hour of Code in December. Coding develops computational fluency and analytical and iterative thinking skills necessary for success in all subjects. CMS students again participated in a summer reading challenge reading at least one book from a list of six and then moving on to read two others.

This year CMS is piloting a comprehensive new advisory program named homeBASE. Advisory programs, common in many middle schools, fill a number of purposes. At CMS we anticipate that student-teacher relationships will be enhanced, ensuring each student feels connected to at least one adult in the building. HomeBASE replaces homeroom, house huddles and the CMS Stands Together. HomeBASE groups meet almost daily and include extended meetings addressing topics such as bullyproofing challenges, academic advising, social and emotional support and entertainment and fun. Early feedback has been extremely positive from both student and staff participants.

Concord Middle School students explored, created, competed, and performed in a wide range of exploratory and extra-curricular activities through creative, scientific, and critical thinking pursuits. CMS students participated in Lego Robotics, Science Olympiad, Math Team competitions, Girls Who Code, and Model UN. The Spider Team consisting of a small group of students working in conjunction with MIT's Laboratory for Atomistic and Molecular Mechanics continues to investigate the structural properties of spider silk. The Lego Robotics club fielded three teams this year in the First Lego League Qualifying Competition. For the first time in program history, one team made it to the First Lego League State Finals at WPI.
Elementary K-5

For students in grades 3 - 5, CPS participated in the new MCAS 2.0 online assessment. This is a more rigorous assessment than the old MCAS/PARCC and Concord students continue to score at high levels. Alcott, Thoreau, and Willard met the State's target for meeting the attendance levels and showed progress towards narrowing the proficiency gap between all students and high needs students and would have received the highest accountability rating, Level 1 had levels been given this year.

In the elementary schools, Grade 5 students participated in the national Mathematical Olympiad program, and all school teams were named to the National Math Olympiad Honor Roll for scoring in the 90th percentile or higher. Fourth grade students at all schools participated in a special year long science project nurturing the development of Blandings' Turtles in the classrooms. They worked with a local ecologist to collect and contribute data as part of an ecological research project. Elementary students in all the schools participated in Science, Technology, Engineering, Art, and Math (STEAM) projects such as the BeeBot robots at Willard, sea turtles at Thoreau, and Marble Challenge at Alcott. Highlights in fourth grade include the annual Chinese poetry and calligraphy project with a poet in residence, a special learning opportunity that is funded by a STARS Grant from the Massachusetts Cultural Council. All elementary students in 4th grade engaged in a day-long Immigration Day simulation which allowed students to simulate the immigrant experience as a culminating activity of the Immigration unit. Third graders enjoyed a variety of research projects including their study of Native Americans.

Willard published Willard Student Monthly For Kids with students assuming all aspects of newspaper writing, cartooning, and production. Elementary students also participated in many musical events with chorus, string, band, and theater performances throughout the year including Monster Madness, A Christmas Carol and Annie. The Willard Chorus once again represented CPS by participating in the annual MLK Concert sponsored by the Concord-Carlisle Human Rights Council. The elementary school orchestra performed at the State House and twenty-five strings students attended the March String Fest in Billerica. Fifth grade band students from all three elementary school gathered at Willard for an Informance, an open rehearsal for parents and family members to observe the performance routines and rituals of the band experience.

Elementary teachers continued to infuse technology across the curriculum. A sampling of activities includes the use of iPads in K and grade 1 for story creation and skill practice, research projects in grades 2 -5, the 4th grade digital magazine project, the use of a variety of digital tools for writing and projects in the content areas. Fifth grade students continued to hone advanced technology skills as demonstrated by a PAX global read aloud project with skyping activity in a grade 5 classroom, the creation of tutorial videos to highlight and explain academic tasks in another 5th grade classroom, and the creative use of technology to demonstrate learning and creative expression in other 5th grade classrooms. All elementary students participated enthusiastically in the 2017 Hour of Code initiative with coding activities in their classrooms.

Elementary students engaged in a variety of community building and outreach efforts through the year including Grade 5 Service Day, Grade 5 Holiday Craft Day, Trick or Treat for UNICEF, From the Pumpkin Patch, Honoring our Veterans, Coats for Kids, Open Table, Concord Recreation Department, Minuteman ARC, Emerson Hospital, Read to Feed, These Come from Trees, hosting visitors from Japan, and collaborating with CCHS student partners in the Rivers and Revolutions program.

CMS students developed cultural and community awareness and responsibility through involvement in a variety of leadership opportunities as members of Student Leaders and CMS Stands Together. Awareness was raised for local organizations through the Coats for Kids drive, fundraising walk for Children's Hospital, and the Animals and Planet club's second annual Pet Palooza, a fundraising pet show. In September, student leaders created a community quilt to highlight this year's CMS Stands Together bullying prevention program.

These activities and achievements are only a sampling of the wide range of student programs and projects at Alcott, Thoreau, Willard, CMS, and CCHS. For more information, visit the district website www.concordps.org.

METCO
One hundred and thirty-seven(137) students of color in grades K-12 who reside in Boston attend the Concord Public Schools and Concord-Carlisle High School via METCO. Our METCO Program is the sixth largest in Massachusetts. CPS provides a comprehensive orientation process for families of students entering Kindergarten, concluding with a four-week summer readiness program at Alcott School to prepare students for the transition to Kindergarten. CPS also maintains a robust Family Friends Program and a strong relationship with Concord Recreation to provide enrichment opportunities for METCO students in grades K-8. Alcott's Kindergarten and First Grade partnered with The Umbrella Community Arts Center to provide three 9-week sessions of a weekly enrichment course for our METCO students and their Concord peers, with a focus on early literacy, mathematics, and the arts. In addition, Alcott provides an Extended Tuesday Tutoring Program to students in first and second grades needing extra practice in ELA and Math. CMS provides individualized progress monitoring for all METCO students with English and math teachers and one tutor. Prior to the beginning of school, CMS provides a summer workshop for rising 6th grade METCO students which focuses on building students' organization, time management, and self-advocacy skills. Students also develop a stronger connection to Concord through field experience at the Old North Bridge, Sleepy Hollow Cemetery, and the Robbins House Interpretive Center. CMS METCO students may also attend a summer "Math Academy" grades 5-8. At CCHS, all 9th grade METCO students are enrolled in Achievement Strategies, a course designed to improve executive functioning skills. CCHS math teachers offer a summer math program, "Algebridge" which incoming Boston students attend to increase their participation in higher-level math courses. CCHS METCO students also serve as mentors in POWER (Positive Opportunities with Engaging Relationships), a student leadership initiative in which each METCO freshman is matched with an upperclassmen. CCHS continued its implementation of the Anti-Defamation League's World of Difference Institute, an anti-bias program designed to prepare students for competence in a multicultural society with 50 new students completing training as peer leaders for Advisory.

More than 200 K-8 students participated in summer learning in reading, math, special education, or English as a Second Language during the four weeks in July.

Special Education
The Special Education Department of Concord Public Schools and the Concord-Carlisle Regional School District is dedicated to providing quality services and programs for students with disabilities beginning on their 3rd birthday through their 22nd birthday. As the complexity of student needs continue to evolve, we remain committed to meeting the diverse needs of students with learning, medical, cognitive and social disabilities within their local communities. In line with the national trends, the numbers of students with complex disabilities are on the rise. We continue to look at providing opportunities both in and out of school to increase independence at all age and grade levels, especially for students who are turning 14 through the duration of their special education eligibility (either graduation or their 22nd birthday). The Transition Specialist at CCHS continues to expand the

community experiences for students 14 and above, working to secure employment when appropriate. Additionally, we have broadened our relationships with other agencies including DCF, DDS and DMH. The Concord Integrated Preschool continues to meet the needs of our earliest learners. Beginning at age three, students with disabilities are learning with community peers (children who tuition into the special education preschool program) in all of our classrooms. By adding a fourth classroom in 2016, we have been able to meet the needs of more students in district. At the Elementary level, the special education teachers are working in collaboration with their grade level general education colleagues on the district's EM4 math curriculum implementation at all grade levels and have seen a tremendous skill growth. The special educators are also working on the science curriculum roll-out and are participating in the STEAM planning process. At CMS, we are continuing with our focus on executive functioning skills as well as examining our intervention programming. We have expanded the amount of time general education classes are supported, allowing students to more fully access the instruction being provided by their content teachers. At CCHS, the special education department has continued to increase increasing self-advocacy and independence in accessing support. Executive functioning coaching is being interwoven into small group instruction as well as in a coaching model as appropriate. The programs and services for students with disabilities at CCHS reflect each student individually and are designed to meet each student's needs.

At the end of 2016, both Concord Public Schools and Concord Carlisle Regional School District participated in a mid-cycle review completed by the Department of Secondary and Elementary Education (DESE). As a result CPS was determined to be 100% in compliance in the areas monitored. CCRSD had 5 criteria areas that needed remediation and in October 2017, CCRSD was also in 100% compliance. Both districts' mid cycle review reports can be found on the DESE website http://www.doe.mass.edu/pqa/review/cpr/reports/followup.html#c

Professional Development
The district continued to invest considerable resources in professional development, providing educators with learning opportunities in curriculum development and technology integration. A new professional development program, "The Concord Fellows," has been rolled out in the 2016 - 2017 school year. In this program, veteran teachers lead their colleagues in study on such topics as: Classroom Management; Mindfulness in the Classroom; Project Based Learning; Using Google Apps in the classroom. PreK-12 Teachers took courses in content area, Open Circle, English Language Learners, and special education. Teachers participated in committee work on elementary math, K12 science, and K12 STEAM education. During the summer, K12 teachers participated in eighty (80) curriculum development projects. Many of these focused on the implementation of new, more rigorous math curriculum, new science curriculum, and initiatives in STEAM education.

Human Resources
In 2017 eight (8) staff members retired after many years of dedicated service. The districts hired one (1) superintendent, two (2) principals, one (1) assistant principal, twenty-one (21) teachers at CCHS & CPS, and twenty-seven (27) support staff members including bus drivers, food service employees, information technology, tutors, custodians, & assistants.

The majority of the new hires filled vacancies created by retirements, resignations, and temporary leaves of absences. Retention rates for educators continue to remain strong. The CCHS retention rate in 2017 for educators was 97.8% with an eight year average of 97.5%. The CPS retention rate in 2017 for educators was 98.6% with an eight year average of 97%.

The districts have significant mentoring programs to ensure that new educators swiftly and substantively become part of the learning communities at each school site. The human resources office continued supporting improvement in implementation of the new comprehensive supervision & evaluation system for educators including evaluators. The Teachers Associations and administration continued to meet regularly to discuss ideas, issues, and concerns.

Other activities include ongoing efforts to align professional development offerings with educator plans and goals, school improvement plans, and district goals; create opportunities to reuse, reduce, and recycle; and implement initiatives to build community through district-wide wellness activities. Contract negotiations concluded with the Secretaries Association and the Bus Drivers Association.

Information Technology
The IT department is focusing efforts on efficiency and productivity by tying together and automating core administrative systems. Reducing rework and complexity will improve delivery for the growing demand of data in compressed time frames. We continue to migrate towards a fully virtual server environment. As a result, we can decommission aging home directory servers and storage units housed in school buildings. Both students and staff have full access to Google Drive for document storage.

Upgrades to Middle School network wiring and hardware were necessary keep pace with our 1:1 learning environment. Replacing outmoded network cables with new Cat6 cabling in both Sanborn and Peabody took place over the summer. Added work included addressing areas without enough wiring, updating head-end rooms in both buildings, and more drops for improved wifi coverage.

We continue to optimize bandwidth to and within schools using QOS (Quality of Service). QOS is essential to manage the growth of high-bandwidth video and multimedia traffic. This helps assure that all buildings are getting acceptable bandwidth for students at each site.

We have introduced a help desk ticketing system (Spiceworks) at both the HS and MS. This provides faster response times and better service to both staff and students. We are also using the inventory module for this system.

Finance and Operations
The districts continue to maintain excellent academic programs while meeting challenging funding goals. Our core budgeting principles remain focused on using resources to support student learning and growth. The district goals approved by the school committees provided direction to the budget process to support student learning opportunities. The district administration and Concord School Committee submitted a Statement of Interest to the MSBA for the Concord Middle School and also conducted a CMS feasibility study. The FY2018 CPS school budget at $36,810,111 represented a 3.22% increase above the FY2017 appropriation, and the FY 2018 operating budget for CCHS, $28,042,499, increased by 5.39%. Both the CPS and CCHS FY2018 budget requests matched the Finance Committee guidelines, were within levy limits, and for the eleventh consecutive year did not require overrides. Both school districts managed successful FY2017 year-end closings. The Regional School District met its planned $735,499 commitment towards its OPEB liability in the year-end closing process. CCRSD's Excess and Deficiency (E&D) fund balance for the past fiscal year declined from FY16's 4.2% to a projected 3.1% level. The AAA bond rating has been maintained.

Capital Projects and Transportation
The impact of the high efficiency boilers installed at Sanborn resulted in a reduction of natural gas consumption of more than 60%. Major FY17 projects completed included installation of two modular classrooms at Sanborn Building, completion of a Facility Assessment at CMS. Ongoing projects funded by the 2017 Town Meeting include irrigation of the Willard fields, assessment of a new bus loop configuration at the Thoreau School entrance and budget and scope alignment of the Ripley STEAM lab.

Transportation was successfully relocated to the new Knox trail depot, and implementation of the new later high school start time has been completed.

Summary
The major highlights of 2017 are the outstanding student achievement and the completion of the extraordinary high school building project. We are extremely proud of our students, faculties, and staff, and we are grateful for the Concord and Carlisle communities' support. The schools made significant progress in achieving the district goals by increasing student learning, improving curriculum and instruction, integrating technology into the classrooms, supporting faculty and staff, increasing teacher collaboration, developing responsive and responsible budgets, completing union contract negotiations, and building a beautiful, high performing high school. For more information, please visit the districts' website, www.concordps.org and review the CPS & CCRSD 2017 Performance Report.

MINUTEMAN HIGH SCHOOL

Dr. Edward A. Bouquillon, Superintendent-Director

Minuteman Breaks Ground for New School
On June 14, 2017, state and local officials joined the Minuteman School Committee, School Building Committee and hundreds of Minuteman faculty, staff, and students for a ceremonial groundbreaking for the construction of the new high school. The new school is expected to be completed by start of school in the fall of 2019.

"An investment in education pays the best interest," Jack McCarthy, Executive Director of the Massachusetts School Building Authority (MSBA), told the gathering. The MSBA is investing more than $44 million in the project.

Speaking on behalf of the area's legislative delegation, Rep. Jay Kaufman (D-Lexington) applauded the project and noted Minuteman's importance to students and to the region's economy. Nothing about the Minuteman project has been easy. To secure project approval, the District needed to revise its governance structure and membership, scale back student enrollment, and change state regulations so non-members contribute to capital costs. The District was also forced to hold a district-wide election to secure final approval for bonding.

In his remarks, Superintendent Dr. Edward Bouquillon urged state officials not to tinker with the existing model for career vocational-technical education. "Now is not the time to shave off the best aspects of CVTE and try to graft it onto a traditional high school schedule," he said. "All that will do is weaken our system in Massachusetts."

Guests included a host of town managers and selectmen, educational leaders, officials from the Massachusetts Association of Vocational Administrators (MAVA) and the Massachusetts Association of School Superintendents (MASS), and members of Minuteman's program advisory committees.

Minuteman Sells Bonds for New School
In September, the Minuteman School Committee approved the sale of $36 million in general obligation bonds for the construction of a new high school. The vote to issue the bonds was 10-0.

Eight financial institutions competed to purchase the bonds. The low bid was submitted by Bank of America Merrill Lynch with a true interest cost of just over 3.09%. The high bid was just over 3.43%.
The District offered the bids after receiving a credit rating of "AA" from S&P Global Ratings.

Minuteman Secures Second Major State Grant for Advanced Manufacturing
In March of 2017, Minuteman secured a second major competitive grant to launch its new Advanced Manufacturing & Metal Fabrication program. The new program will train high school students and adults for high-wage, high-demand jobs in the field of advanced manufacturing. The $495,000 grant was announced by Governor Charles Baker during ceremonies at Greater Lowell Technical High School. The previous year, Minuteman received a $500,000 grant.

Workforce Board Supports Minuteman Girls in STEM Program
Minuteman High School and Partnerships for a Skilled Workforce, Inc. joined forces to expand opportunities for young high school women seeking careers in science, technology, engineering and math (STEM). With the help of a $14,500 state grant, Partnerships for a Skilled Workforce assisted in funding a series of activities for Minuteman's award-winning Girls in STEM program.

District Adopts Smaller Budget
For the second year in a row, the Minuteman School Committee adopted a budget that is smaller than the previous one. On January 31, the School Committee voted to adopt a budget of $19,449,466. That's $278,631 – or 1.41% -- smaller than the FY 2017 budget.

Minuteman Students Earn Gold Medals at National Competition
Six students from Minuteman earned medals at the SkillsUSA National Leadership and Skills Conference which was held June 19-23, 2017, in Louisville, Kentucky. SkillsUSA is a national organization that allows students in career and technical education to compete in a host of rigorous technical and leadership competitions.

The medalists were Sean Datar of Acton, who earned a gold medal in Related Technical Math, Erin Noel of Medford, who earned a gold medal in Employment Application Process, and Collin Kelly of Sudbury and Brian Courtney, Jr. of West Roxbury, who earned gold medals in the Community Action Project. Two other medalists, Adam Powell and Ethan Francis-Wright of Arlington, earned bronze in Web Design.

State Commends Minuteman for MCAS Performance
In October of 2017, the Massachusetts Department of Elementary and Secondary Education (DESE) commended Minuteman High School for its 2017 MCAS scores.

The school was one of only seven schools in the Commonwealth to be singled out for high achievement, making strong progress, or narrowing proficiency gaps.

Minuteman enjoys a Level 1 Accountability Rating for its students' MCAS performance. Each year, DESE rates all schools and school districts in Massachusetts from Level 1 to Level 5, with Level 1 being the best.

Minuteman Recognizes Outstanding Students
Two seniors earned recognition for exemplary character, leadership and scholastic excellence.

Davis Kahmann of Arlington, an engineering major, was selected as the school's Outstanding Vocational-Technical Student of 2017. Along with other distinguished student honorees from vocational-technical high schools and programs across the Commonwealth, he was honored at an awards ceremony at Mechanics Hall in Worcester on April 13.

Sean Datar of Acton was Minuteman's 2017 nominee for the Walter J. Markham Award. This honor is sponsored by the Massachusetts Association of Vocational Administrators and the Massachusetts Vocational Association. Walter Markham was a pioneer in vocational-technical education in Massachusetts.

Minuteman Students Win Logo Design Contests
Melanie Hennessey who is majoring in Design & Visual Communications at Minuteman was the winner of a logo design contest sponsored by the Battlegreen Run Foundation. Battlegreen Run is a non-profit foundation that organizes an annual road race in Lexington to fund worthy local charities.

John "Jack" Ross, a Minuteman student from Arlington, was the winner of a logo design contest sponsored by the Minuteman Futures Foundation, Inc. The Minuteman Futures Foundation is a private, non-profit organization that raises funds to support students and programs at Minuteman High School.

Minuteman Students Get Laptops
Freshmen at Minuteman High School are now armed with digital learning devices because of a new initiative called "mPower—Empower Our Revolution." In early March of 2017, all ninth-graders received a laptop as part of Minuteman's one-to-one program. Under the program, each student is given an electronic device, in this case, an HP Probook x360. Students are able to use the devices in school and take them home at night.

Minuteman Featured in Nationally-Broadcast TV Documentary
Minuteman High School was one of three vocational technical high schools in Massachusetts featured on "Job Centered Learning," a PBS television documentary about career and technical education. The documentary by award-winning filmmaker Bob Gliner first aired in October of 2017.

Minuteman School Committee Elects New Officers
As of July 2017, the Minuteman District includes ten member towns: Acton, Arlington, Belmont, Bolton, Concord, Dover, Lancaster, Lexington, Needham, and Stow. The newly-reconstituted District elected a new School Committee leadership team at the first meeting of the new ten-member Committee.

Members elected David Horton of Lexington as its new chair, Sue Sheffler of Arlington as its new vice-chair, and Pam Nourse of Acton as its new secretary.

Mr. Horton succeeds Jeffrey Stulin of Needham, who successfully led the School Committee from the start of planning for a new school to its groundbreaking. Mr. Horton, who formerly served as the committee's secretary, is a retired school administrator.

In addition to the three officers and Mr. Stulin, members of the School Committee include Jim Gammill of Belmont, David O'Connor of Bolton, Carolyn "Carrie" Flood of Concord, Ford Spalding of Dover, Jennifer Leone of Lancaster, and Alice DeLuca of Stow.

Comprised of volunteers appointed by each of the member communities, the School Committee approves the district budget, hires the superintendent, and sets policy for the district.

School Committee Member Receives State Award
Ford Spalding of Dover, a Minuteman School Committee member who helped lead the fight for construction of the new Minuteman High School, received a prestigious award from the Massachusetts Association of School Committees (MASC) at the MASC Leadership Awards Dinner in Hyannis on November 3. MASC selected Mr. Spalding to receive the MASC's Division VIII All-State School Committee 2017 award. Division VIII includes more than 80 school districts in Massachusetts with state-approved (Chapter 74) vocational technical education programs.

"We're very happy that Ford is being recognized for his hard work and we're grateful for everything he's done to support vocational technical education and the students at Minuteman High School," said Dr. Edward Bouquillon, the school's Superintendent. "In both good times and bad, he's been there, fighting alongside us. He and I always agree on one thing: the kids come first."

Mr. Spalding serves as a member of the Minuteman School Committee representing the Town of Dover. He also serves as chair of the Minuteman School Building Committee, the group overseeing construction of the new $144.9 million Minuteman High School. Previously, he chaired the Campaign for Minuteman's Future, a group of volunteers that helped win a district-wide referendum for construction of the new school.

CONCORD-CARISLE ADULTS AND COMMUNITY EDUCATION

Jill Weintraub, Director
Advisory Committee:
Demi Ayres, Chair, Concord
Kathe Falzer, Concord
John Ballantine, Carlisle
Claudia Feeney, Concord
Ron Bernard, Concord
Christine Lear, Carlisle
Julie Dolan, Concord
Carol Murphree, Carlisle
Robert Crom, School Committee Liaison

The Community Education Mission
Concord Carlisle Adult & Community Education (CCACE) provides opportunities for lifelong learning to the citizens of the school district and surrounding towns. It responds to community needs and interests with our communities' talents and resources, calling upon local people to develop and coordinate programs and services for children, adolescents, and adults throughout the year.

Community Education provides extended-day educational programs for citizens in Concord and Carlisle. It promotes and supports school and community learning projects that cannot be funded or presented in traditional ways. Adult & Community Education is both a program of classes and educational events and a process that connects local citizens with each other and their public schools in ways that are creative, educational, and cost effective.

School Services with a Community Focus
The department operates "extended-day" educational programming and services in multiple locations around the school district. Based at CCHS, it is open and active days, weeknights, seven days a week, twelve months a year.

2016-2017 (FY17) Enrollment and Participation
There are six areas of activity within the Adult & Community Education program, for purposes of educational service delivery, management and reporting. Community education classes (year-round continuing education for adults and extended-day enrichment for K-12 students);

- Instrumental music lessons (40 weeks of individual after school music lessons annually);
- Online courses (with ed2go)
- Driver education (a 30-hour classroom program, 12 hours of behind-the-wheel training, 6 hours of in-car observation, 2-hour parent classes, Registry road test sponsorship, and related services);
- Community events (such as community forums, armchair travels series, lectures)
- Other services (contract and in-service training, inter-agency collaboration, etc.)

The department was able to provide a wide variety of educational services for many local residents last year. Activity included:
- Over 2,250 enrollments in fee-based community education classes
- Over 350 individual, online, and group courses were offered
- Over 280 students enrolled in instrumental music lessons (32-40 sessions each)
- Over 240 new students enrolled in driver education training (27+ sessions per student, between classroom and driving)
- Over 150 participants (est.) in walk-in programs and events (no registration or fee required)

Courses and Services
CCACE offers programs throughout the year, including nights, weekends, and some holidays. While the majority of our programs take place at the high school, we hold courses and other educational events are held throughout Concord and Carlisle. We have programs for students as young as one through senior residents of Concord and Carlisle. Almost 10,000 individual music lessons were held. Driver Education teachers provided over 2,000 hours of behind-the-wheel training. Students could also choose from among hundreds of online courses we offer in collaboration with ed2go.

Community Education invites local residents to use our schools for learning during the times when the facilities would otherwise be unoccupied, when building services already has those facilities open. Evening non-credit courses are developed and taught by community educators who are working professionals in their respective fields. There are also daytime classes for community members, after-school and weekend classes for high school students, and special courses for individuals and community groups. Approximately half of our students are adults, while the other half are school-age children. Eighty percent of our adult and continuing education students live in Concord or Carlisle. Non-residents may participate on a space-available basis and pay a small additional fee. Their participation broadens our range of educational services and extends the necessary cost sharing.

Many familiar courses remained in demand in 2016-2017: world languages, financial planning, health and wellness, bridge, chess, writing, test preparation, and more. New courses were developed, reflecting new interests. They included Supreme Court Cases, Oh So Easy Artisan Bread, Chair YogaDance, Tea: The elixir of the east, Sashiko Embroidery, Alexander Technique, and more!

Our enrollment numbers continued to increase in both Driver Education and the Instrumental Music School. We saw an higher numbers as well with Village University for Concord-Carlisle senior citizens, with a mix of new and returning courses and volunteer instructors.

Over one hundred and twenty-five community educators led our programs in FY17, including volunteers, instructional subcontractors, and part-time employees. Most of the subcontractors and part-time employees were paid $20-50/hour for instructional time, funded entirely by course revenues.

Financing Community Education
The department completed its thirteenth consecutive year of self-funded activity in FY17, recovering all costs for teachers, administrative and management salaries, non-salary expenses, and capital investments. Department costs were approximately $730,000, and revenues were approximately $740,000, and the year ended with a revolving account balance of $118,698.

CCACE received a grant from the Concord Carlisle Community Chest of $15,000 which enabled us to provide financial aid to 31 families. Every financial aid applicant was provided some assistance and no one was turned away because of an inability to pay a course fee.

The school district provides in-kind support by providing leadership, oversight, and the financial management mechanisms necessary to receive and disburse money for educational activities. The use of space

within the Concord Public Schools is essential to keeping our programming moving forward. We are also thankful to be able to offer music lessons to Carlisle students at the Carlisle School on weekday afternoons. Our continual challenge is locating classroom space for our day time programming.

Community Partnerships
The department relies on community partnerships and co-sponsored programming in order to produce a robust variety of educational offerings. The department worked with the Concord Historical Collaborative, Concord-Carlisle Community Chest, CCTV, Concord Free Public Library, Concord Council on Aging, Coast Guard Auxiliary, Open Door Education, Wicked Cool for Kids, ed2go, Berlitz for Kids, Community Education Network, and more.

Community-School Communications
Community Education mails a catalog to every household in the district by direct mail three times each year, promoting all CCACE programs. The newly redesigned department website contains a wide array of information about our program and all of the latest programming additions. Students may also enroll in classes and pay their bills online. The office, located at Concord-Carlisle High School, and is open to community members and students five days per week.

The Adult and Community Education Advisory Committee, appointed by the Regional School Committee, advocates for community education and strong community-school connections. It is an important link between the schools and community at large, generating ideas, identifying needs and seeking resources. Robert Crom was the School Committee liaison. We welcomed two new Carlisle residents to the committee in 2017 – Christine Lear and Carol Murphree.

Organizational Structure
Jill Weintraub started as Director of Adult & Community Education on September 1, 2016. The Director of Teaching and Learning, Kristen Herbert, supervises Jill.

Mary Zellner, the Senior Administrative Secretary, retired at the end of FY17, who was responsible for office operations, department data entry and recordkeeping. Deborah Levine (.5 FTE) manages the year-round music lesson program and supports the Senior Secretary with management oversight functions.

Over one hundred twenty-five part-time community educators provided instructional services.

The Advisory Committee provides guidance and support to the department Director, the Superintendent of Schools and the Regional School Committee on community education matters.

The Year Ahead
The Adult & Community Education department is focused on staffing transitions, with Mary's retirement. We have hired two new .5 FTE program coordinators who began on July 1, 2017: Stefanie Cloutier is our Coordinator of Continuing Education & Enrichment and Rebecca Gurley is our Driver Education Coordinator. ACE implemented a new registration system and launched a new and update website in June, with a new address – www.concordcarlisleace.org. The department will continue to strengthen and look to expand programming wherever possible. We will resume capital investment in the Driver Education program with the trade-in and purchase of two new cars, both of which were purchased in 2009 when the program was started.

The Adult & Community Education department fosters a healthy and vibrant sense of community in the Concord-Carlisle School District. We welcomes everyone, including those with and without children in the public schools, to take part in a rich variety of learning experiences together and get personal value from their investment in public education.

THE SCHOLARSHIP FUND OF CONCORD AND CARLISLE

Executive Committee: Lucy V. Miller - Chair,
Rebecca Britten 'Bee' Loprete - Assistant Chair
Welles Hatch - Treasurer
Albert Powers - Assistant Treasurer
Elaine DiCicco – Secretary
Paul Ressler - Past Chair
Trustees: Kenneth Anderson - Associate Trustee
Dorothy Bean - Emerita Trustee
Edward Bernard - Associate Trustee
Hanna Bruno – Associate Trustee
Nick Carter
Jeanne DeTemple
Molly Q. Eberle
Devra Feshbach-Meriney
Janet Rhodes Friedman – Associate Trustee
David Gould - Emeritus Trustee
Julie Hagan – Associate Trustee
Amy Jolly
Deb Mayerson
John F. Mee
Travis Minor
Tom Rutledge - Associate Trustee
Priscilla White Sturges

Left to Right – Back:
Hanna Bruno, John Mee, Travis Minor, Devra Feshbach-Meriney, Nick Carter, Ken Anderson

Left to Right – Middle:
Lucy Miller, Welles Hatch, Amy Jolly, Julie Hagan, Jeanne DeTemple, Deb Mayerson, Paul Ressler, Al Powers

Left to Right – Front:
Janet Friedman, Elaine DiCicco, Dorrie Bean, Priscilla White Sturges, Bee Lorprete

The Scholarship Fund of Concord and Carlisle (formerly known as the Concord-Carlisle Scholarship Fund) was established in 1966 to provide need-based grants to deserving young men and women from Concord or Carlisle to obtain additional educational opportunities after secondary school. The Fund is a tax-exempt charitable trust. Recipients must either live in or have attended school in either town.

The Scholarship Fund of Concord and Carlisle celebrated its 50th anniversary in 2016. Grateful for the continued support from the townspeople of Concord and Carlisle, we look forward to the next 50 years of supporting our young men and women who aspire to higher levels of education.

The Fund is administered by a 22-member volunteer board of trustees. Scholarships are financed through an annual appeal, a student-staffed phonathon, and by income generated from memorial gifts, bequests, and named funds. For more information about The Scholarship Fund, please see the website: thescholarshipfundofcc.org

In 2017, the trustees awarded $205,135, supplemented by $64,665 from The Scholarship Fund's affiliated organizations, bringing the total to $269,800 awarded to 78 high school seniors and in-college students. Since its inception, The Scholarship Fund has assisted over 1,400 students.

The Scholarship Fund of Concord and Carlisle Trustees are pleased to announce that the following students have been awarded scholarships for the 2017-2018 academic year.

- Students listed in italics are currently in college.
- Scholarships marked with one asterisk are managed by the Scholarship Fund of Concord and Carlisle
- The scholarships marked with two asterisks is managed by the Trustees of Town Donations of the Town of Concord.
- All other scholarships are managed by the named affiliate organization.

The Scholarship Fund of Concord and Carlisle

The Abby Memorial Scholarship*	Tyra Westbrook
The Acton Toyota of Littleton Scholarship	Anna Christiansen
The William W. Anderson Memorial Scholarship*	Maxwell Morgan
The Janet Babb Memorial Scholarship*	Jessica Chin
The Bean Family Scholarship*	Charisse Stakutis
The Trudy Biernson Memorial Scholarship*	Ismael Cisse
The Carlisle Old Home Day Scholarship	Arianna DiRomualdo Timothy West
The Kay Chambers Scholarship	Abigail Yamartino
The Eleanor Winstanley Childs Memorial Scholarship*	William Palmer
The Concord Firefighters' Relief Association Scholarship	William Palmer
The Concord High School/Concord-Carlisle High School Alumni Scholarship*	Tyra Westbrook
The Scholarship Fund of Concord and Carlisle Scholarship	Ranger Beguelin, Johanna Blake, Daniel Brockway, Andrew Brown, Jennifer Brown, Jeremy Chiang, Jessica Chin, Luke Cogliano, Reed Cogliano, Kylie Copland, Norman Delorey, Julia Dunn, Joshua Elwood, Samantha Elwood, Denyel Fonseca, Aiden Gerstmyer, Mayah Gilmer, Alexandra Goulet, Justin Gray, Diamond Green, Ryan Hebert, Kayleen Honan, Audrey Hunt, Jurgens Michel, Jr., Savannah Kangas, Jaskiran Kaur, Maureen Moniz, Sean Morahan, Shannon Morahan, Natalie Murphy, Lillian Piz, Rose Piz, Jhanel Potts, Michael Rober, Cady Sanderson, Katrina Schaaf, Charisse Stakutis, Blake Swanson, Kylie Thomas, Nataly Torres, Nicholas Wilbur, Dante Zayas, Joel Zayas
The Scholarship Fund of Concord and Carlisle Trustees' Scholarship*	Lea Guertin
The Concord Children's Center Scholarship	Timothy Collins
The Concord Lions Club	Jurgens Michel, Jr. Lillian Piz
The Concord Women's Club – Ruth Bullerwell Scholarship*	Alyssa Cucinotta
The Mary Connorton Memorial Scholarship*	Cady Sanderson
The Guido S. D'Asti Memorial Scholarshp*	Jessica Chin
The Clair Day Memorial Scholarship*	Catherine Goode
The Charles W. & Nancy I. Dee Memorial Scholarship	William Palmer

The Scholarship Fund of Concord and Carlisle

The Joan M. & Norman E. Dee Scholarship*	Hanna Korhonen
The Elaine DiCicco Scholarship*	Angela Ortiz
The Guy P. & Teresa E. DiGiovanni Scholarship**	Patrick Gibbons
The Engels & Volker Scholarship	William Palmer
The Charles Evans Scholarship*	Ismael Cisse
The John B. Finigan Memorial Scholarship*	Catherine Goode
The Wilson Flight Scholarship*	Sonja Korhonen
The Essie Golden Scholarship*	Lea Guertin
The Bobby Gray Memorial Scholarship*	Johanna Murphy
The Margaret Haggerty Scholarship*	Morgan Nicholas
The Wells A. Hall Memorial Scholarship*	Han Lee
The Anthony Halls-Keenan Smith Scholarship*	Ismael Cisse
The Thomas Hart Memorial Scholarship*	Johanna Murphy
The Christopher Hentchel-WIQH Scholarship*	Hugh Schmidt
The Seitaro & Shina Ishihara Memorial Scholarship*	Hanna Korhenen
The Tama Ishihara Memorial Scholarship*	Deedy Chang
The Vinod Jalan Memorial Scholarship*	Katherine Williams
The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship*	Julia Dunn, Hanna Korhonen, Jurgens Michel, Jr, Alexander Symko
The Diane Kenneally Memorial Scholarship*	Jennifer Brown
The Knights of Columbus Scholarship*	Nicholas Klinoff
The Sally Lanagan Memorial Scholarship	Jack Fell
The Norton Levy Scholarship*	Alexander Symko
The Anthony (Tony) Logalbo Scholarship*	Nicholas Klinoff
The Charles E. Manion, Jr. Memorial Scholarship*	Gabrielle Wilson
The Adrian A. Martinez Memorial Scholarship*	Deedy Chang, Han Lee, Johanna Murphy, Samuel Randle
The Elizabeth A. Mattison Memorial Scholarship*	Jack Driscoll Sophia Marsh
The Elizabeth V. McAllister Memorial Scholarship*	Hanna Korhonen
The Mary F. McHugh Memorial Scholarship*	Jack Driscoll
The Dr. Barbara Schips Miller Scholarship*	Thomas Copland
The Middlesex Savings Charitable Foundation Scholarship	Alyssa Cucinotta

The Scholarship Fund of Concord and Carlisle

The Janet Gates Peckham Memorial Scholarship*	Ismael Cisse
The Albert L. & June B. Powers Scholarship*	Katherine Williams
The David Prifti Memorial Scholarship*	Jurgens Michel, Jr.
The Katrina J. Przyjemski Memorial Scholarship*	Abigail Yarmartino
The Marguerite Purcell Memorial Scholarship*	Catherine Goode
The Nick Ressler Memorial Scholarship*	Deedy Chang
The Rivercrest – Deaconess – Newbury Court Scholarship	Han Lee
The Maura Roberts Memorial Scholarship*	Anna Christiansen
The Al Robichaud Scholarship*	Jurgens Michel, Jr.
The Rotary Club of Concord Scholarship	Alexandra Goulet Jovan Grant
The Rotary Club of Concord Interact Scholarship	Thomas Copland
The Rotary Club of Concord William L. Eaton Memorial Scholarship	Abigail Yamartino
The Rotary Club of Concord Richard L. Hale Scholarship	Katherine Williams
The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship	Alyssa Cucinotta
The James E. Shepherd Memorial Scholarship*	Morgan Nicholas
The Farnham W. Smith Memorial Scholarship*	Gabrielle Wilson

HUMAN SERVICES

SENIOR SERVICES DIVISION / COUNCIL ON AGING

Seated Left to right: Carole Cushing and Pam Hanson
Standing Left to right: Carol Ann Hannan, Michael Rudd, Ann Schummers, Margaret Hoag
Missing: Sharyn Lenhart, Milton Cohen, Arthur Alcarez and Patty Keane

Carole Cushing
Pam Hanson
Carol Ann Hannan
Michael Rudd
Ann Schummers
Margaret Hoag
Sharyn Lenhart
Milton Cohen
Arthur Alcarez
Patty Keane

The mission of the Senior Services Division and the Council on Aging is to promote quality of life for Concord's seniors (age 60 and older) by helping them to maintain their dignity, self-esteem, personal independence and their roles as full participants in the life of the community. The COA strives to fulfill this mission by providing opportunities for seniors to enhance their physical, emotional, intellectual and spiritual well-being.

According to the January 2017 Town Census, there are 4816 Concord residents over the age of 60 and this now represents over 30% of the total population of Concord and has been growing steadily for the last several years. The percentage is up from 22.5% in 2006. The 2010 Federal census showed that the state average was roughly 16%, so Concord is significantly higher.

The following is a sampling of service statistics for FY 2016: 1947 seniors were active at the COA this past year. 63% were female and 37% were male. 177 new seniors began participating for the first time at the COA. 198 seniors used the van service and received 8005 rides. 499 seniors used Outreach/Social Services, 188 seniors participated in a fitness class and 3311 meals were served at the COA to 244 seniors.

Outreach and Social Services

Our professional staff provides advice, assessment, consultation, and referrals to seniors and their support network (family, friends and neighbors) while adhering to strict standards of confidentiality. Their extensive and specialized knowledge of resources helps to assist seniors to live independently as long as possible. Strong working relationships with various town departments, hospitals, home health care agencies, aging service access points, housing authorities, and businesses provide the best comprehensive service. This past year we reached out to leaders in the religious community and invited them to come to tour our facility and learn about our services.

Wellness and Fitness

The COA offers a wide diversity of program and fitness opportunities (Aerobics, Tai Chi, Yoga, and Strength and Flexibility) that contribute to the overall health of Concord seniors. We offer regular health clinics and screenings as well as a variety of speakers on an assortment of health topics. We continue to offer the free loan of durable medical equipment and 229 seniors borrowed 615 pieces of equipment this past year. This past year we were pleased to be able to increase the nurse's hours to 20 per week and are now able to offer much needed additional medical support and home visits to senior residents. We also have started an off-site blood pressure clinic at the Concord Housing Authority senior housing site.

Social, Recreational and Educational Opportunities

Because the opportunity to interact with peers, stay intellectually active, and feel valued and needed by the community is key to emotional and physical health,

we offer day trips, speaker's series, movies, parties, computer tutoring, discussion groups, craft workshops, book groups, cooking classes, games, music classes, and guided walks just to name a few. We made an extra effort this year to film more of our presentations for CCTV so that our homebound residents can benefit from the information. This past year, we were pleased to be able to add an intergenerational gardening program with the students of Carousel Preschool. We produce a 12 page monthly newsletter that is filled with many choices of activities to engage in and explains the services that we offer. Seniors that opt to receive the newsletter may do so by e-mail or postal mail delivery. As an Outreach effort, in October of this year we mailed the newsletter to each Concord home with a resident over 60 years of age, resulting is many new seniors making inquiries about our services.

Of Special Note
This past year we hosted a reunion for the Shaker Tambourine Group that used to play regularly at the COA and once performed at the Jay Leno show, we hosted District Attorney Marion Ryan for a discussion on the Opioid epidemic and also learned about the Linus project of making blankets for hospital patients. We were pleased to host and provide a tour for a representative from Concord's sister city of Nanae, Japan. We participated in a "Meeting of the Minds" of all organizations that provide social services and financial support in Concord and we have been active in a new Hoarding Task Force in the Town.

Transportation
Our vans provide weekday local transportation for seniors who no longer drive or who have a temporary limitation. We offer transportation daily Monday through Friday and are now offering two vans three days a week in order to meet increasing demand. In addition to providing transportation around town to medical appointments, banks, pharmacies, grocery stores, hospitals, etc we continue to provide transportation to the Annual Town meeting and to vote on Election Day. In October of this year we acquired a second wheel chair lift equipped van using a combination of tax dollars and donations to the COA gift account. This has made it possible to transport more than one wheelchair bound senior at a time and provided a necessary 3rd van in case of breakdown or repairs and given us the ability to use two vans in Town and still have one available for a trip.

Lockboxes and File of Life
The COA offers the installation of a lock box on the residence of any senior who requests it. This box, installed by a COA volunteer allows the resident to place a key to their home inside in case of emergencies. Only the Fire/Ambulance Service and the COA have master keys. In the case of any emergency, the locked home can be entered without breaking a door or window. The COA also continues to encourage the use of "File of Life", which is a red plastic folder for the refrigerator and the wallet with important medical information in case of emergency. The COA provides these free of charge to all Concord seniors.

Additional Support Services
The COA offers these additional services thanks to cooperative arrangements with other agencies businesses and churches: "Ask the Lawyer" program which provides seniors with a free 30 minute consultation with an attorney, SHINE (Serving the Health and Information Needs of Everyone) counselors to help seniors with issues related to their health insurance, "Ask a Pharmacist", eye glass adjustment, AARP tax return assistance program, fall clean up days and the delivery of buckets of sand for winter.

Social Media
The COA has had their own Facebook page for over a year now and this is providing an opportunity for seniors to follow the activities of the COA and also to read important and relevant tips on successful aging.

Volunteers
Volunteers greatly enhance and support the work of the staff and thanks to their efforts and talents; we are able to offer a rich mixture of programming. The COA made a concerted effort this past year to recruit volunteers as back up drivers, friendly visitors, teachers of workshops and lecturer's on interesting topics. We were pleased that a special mailing to nurses living in town generated several new nurses for our blood pressure and diabetes clinics.

Senior Worker Positions
The COA offered two seniors positions of employment through the Town's Senior Worker Program.

Financial Support
In addition to receiving funding from the Town's General Fund, the COA is grateful to the following funding sources for their commitment to Concord seniors and the financial support of our work:

Concord-Carlisle Community Chest: Grant allocations provide partial funding for the following positions: Volunteer Coordinator, Social Service Coordinator and Outreach Coordinator.

Executive Office of Elder Affairs: The Formula Grant, based on the number of seniors in our community, provides full or partial funding for the following positions: Wellness Coordinator, Outreach Coordinator, and Activity Coordinators.

Harvey Wheeler Treasure Chest Gift Shop: Thanks to the many residents who donate quality goods for resale, the patrons who shop there and the many dedicated volunteers, proceeds are used to support many COA programs.

COA Gift Account
Many people chose to make a donation to the COA gift account and this helped to make possible the purchase of a new van this past year. Most offerings at the COA are free of charge, but with the assistance of the gift account we are able to provide scholarships or partial assistance for the cost of an event or trip to folks who could not otherwise afford to attend something they were interested in.

COA Board
The COA Board, which acts in an advisory capacity to the Director, consists of nine full members appointed for three year terms and two associate members appointed for one year terms by the Town Manager. This past year the Board sponsored an effort to start a new group in town entitled, Concord After 60 which seeks to provide social opportunities and "help in a pinch". Additionally, the Board provided formal feedback to the Long Range Planning Committee about important needs and concerns that senior residents have.

COMMISSION ON DISABILITY

Jean Goldsberry, Chair
Meryl Rich, Clerk
Marybeth Barker
Jennifer Brooke
Linda Corbett
Tom McKean, Select Board Liaison
Nora McShane
Lloyd Price

Support for 51 Walden Renovations
The Commission on Disabilities reviewed the proposed renovations to 51 Walden, and agreed that they would make the building much more accessible. There would only be one area not accessible. We wrote a letter to the Architectural Access Board to support the renovations. In addition, we wrote a letter requesting the that 51 Walden be given an additional six months to complete the renovations to allow them to apply for much needed CPA funding.

Work with Trails Committee
The commission worked with the Trails Committee to review the Harry Beyer Assessed Trail. We also are reviewing additional Concord trails to provide feedback to which trails might be able to be assessed or parts of them made accessible.

Support for Concord Academy Renovations
Concord Academy renovations included reorienting one of its historical buildings (141 Main Street)to have its main entrance toward the center of campus rather than on Main Street. A member visited the building, spoke with staff about renovations already completed and those planned, and ensured that the main entrances were accessible.

In addition to the activities listed above, the committee also:
- Provided input to access at Bank of America in Concord Center
- Worked on input to the public accessibility mapping project
- Provided input to the Long Range Planning Committee
- Reviewed planned renovations to The Umbrella

COMMUNITY SERVICES

Bonny Wilbur, Community Services Coordinator

The Community Services Coordinator position was established in 2005 by the Town of Concord in collaboration with The Concord Carlisle Community Chest. The purpose of the position is to assist Concord and Carlisle residents under the age of 60 in accessing information on a broad range of local, privately funded, and state funded services including financial, food and fuel assistance.

The position was originally part-time, funded entirely by a grant from The Concord Carlisle Community Chest. Due to an increased need for services, the Community Services Coordinator position was increased to full-time in 2014. The increase in hours has allowed for more face to face time with residents, as well as more involvement and collaboration with community agency programs. As the hours have increased, so has the Town of Concord's contribution to the funding for the position. The Town is committed to funding the position completely by FY22. In order to begin this process, FY18's funding is a true 50/50 split between the Town's General Fund and the Community Chest Grant monies.

Concord's Human Services team, including the Community Services Coordinator, moved into a new building this year located at 55 Church Street in West Concord. The new space affords greater privacy for Concord residents wishing to meet privately with the Community Services Coordinator. The new building is located just a short walk from the West Concord train depot which is helpful for those who use public transportation, and there is ample parking for those who drive.

The Community Services Coordinator continues to aid individuals and families in accessing needed services on a variety of fronts. Referrals made to Concord and Carlisle residents over the course of the year continue to increase steadily. In 2017, referrals were made to food assistance programs (both state and local), job assistance agencies, mental health services, fuel assistance programs (both state and local), lower-income legal services, disability advocacy, low cost health care options, holiday assistance, homelessness assistance resources and temporary/emergency housing, financial assistance, after-school and summer camp scholarships, and parenting support services.

The Community Services Coordinator works collaboratively with the Concord and Carlisle Public Schools, Concord Housing Authority, the Domestic Violence Services Network, Minuteman Arc, Concord and Carlisle Councils on Aging, Concord Carlisle Community Chest, Concord Carlisle Youth Services Coordinator, Concord Veteran's Agent, The Society of St. Vincent de Paul, The Hugh Cargill Trust Committee, The Salvation Army, Concord's First Parish Church, the Concord Police and Fire Departments, Concord District Court, the Concord Masons, Concord Municipal Light Plant, Concord Recreation, Open Table, Concord Adult Community Education, The Concord Library, Concord Planning and Development Department, Concord Department of Public Health, The Regional Housing Services Office, South Middlesex Opportunity Council (SMOC), Department of Transitional Assistance (DTA), and Mass Health.

The Community Services Coordinator continues to be a point of contact in conjunction with the Council on Aging, and Concord's Police and Fire Departments, for the Concord Cares Emergency Fuel Assistance Program. Concord Cares provides 75 gallons of home heating oil to any Concord resident who is in emergency need. Also, the Community Services Coordinator is a referral source for Beacon Santa, Concord's Food for Families Program, Concord's Silent Fund, The Salvation Army's Good Neighbor Energy Fund, Youth Services Holiday Gift Drive, Concord's Back-to-School Backpack Program, SMOC's Fuel Assistance Program, and DTA's Supplemental Nutrition Assistance Program.

The Community Services Coordinator also collaborates with community agencies that provide assistance to Concord and Carlisle families over the holidays. During the 2017 holiday season the Community Services Coordinator nominated 55 families for assistance from the Silent Fund, up slightly from the year before. In addition, several thousands of dollars in toys, gifts, and gift cards, donated by Town of Concord employees and residents through the Concord Carlisle Community Chest and Youth Services Holiday Gift Drive, were distributed to over 70 Concord and Carlisle families, also an increase from last year.

Working in collaboration with the Community Services Coordinator, the Concord Corinthian Masonic Lodge provided $2,500 worth of gift cards during the Back-to-School-Backpack Program, as well as $5,200 in gift cards during the holidays. In addition, the Masonic Lodge Angel Fund is available throughout the year to assist struggling low-income residents who are working with the Community Services Coordinator. In conjunction with the Concord Carlisle Youth Services Coordinator, the Community Services Coordinator once again printed and distributed a revised Concord Community Social Services Resource Guide. The Guide is available in hard copy in various locations throughout the town, and online at http://www.concordma.gov/pages/ConcordMA_WebDocs/Resource%20Guide%20Oct_14.pdf.

Residents are welcome to speak to the Community Services Coordinator by phone, by appointment at the Community Services Office located at 55 Church Street, or in their home. For additional information or to schedule a confidential appointment, please contact the Community Services Coordinator at 978-318-3034 or bwilbur@concordma.gov or www.concordma.gov/community.

YOUTH SERVICES

The Youth Services Coordinator position for Concord and Carlisle was launched in 2011 with funding from the Concord-Carlisle Community Chest (CCCC). It is supported by the Youth Coordinator Advisory Board (YAB). CC Youth Services (CCYS) mission is to identify and broadly communicate to Concord and Carlisle families all of the resources and programs currently in place that support the social, emotional, and developmental needs of our youth. With particular focus on the middle and high school population, the CCYS coordinator serves as a clearinghouse of information and a skilled networker, a facilitator of new and existing initiatives, and a high profile public advocate for youth in our communities.

Working from a strategic plan approved by the Youth Advisory Board, activities for 2017 revolved around four priorities:

1) mental health awareness and prevention;
2) stress reduction;
3) substance abuse prevention;
4) online safety. The YSC served as participant, facilitator, or direct co-sponsor of the following community programs and events (not a com plete list), in partnership with agencies and organizations listed:

- Active member of CCHS Challenge Success committee led by Assistant Principal Leslie Knight. Based out of Stanford University, Challenge Success targets ways to address the current pressures students face and offers proven strategies for making a change, drawing from the research as well as best practices from other school districts that have implemented their program.
- Partnered with Concord Health Director to secure CHNA15 Substance Use Assessment grant. Funding allowed for hiring a consultant to research and analyze available public health and public safety data on substance use of all types in Concord and Carlisle. Final report will be available 2018.
- Served on school district Crisis Intervention Team to respond to multiple youth tragedies resulting in loss of life.
- Partnered with Board of Health and Center for Parents and Teachers to develop outreach materials and parent education opportunities regarding youth vaping, substance use, and mental health.
- Revised and distributed 2017 Concord Social Services Resource Guide in conjunction with Community Services Coordinator and Town of Concord summer intern.
- Organized annual CCHS "Class Act Awards" to recognize and celebrate student service to school and community. Done in partnership with CCHS, CC Community Chest, Rotary Club of Concord, Youth in Philanthropy and 2Volunteer.
- Developed and implemented outreach campaigns including Back to School backpack drive and Holiday Youth Gift Drive in conjunction with Community Services and Concord-Carlisle Community Chest.
- In addition to these events, the YSC maintains a Facebook and Twitter page; distributes a quarterly e-newsletter with Community Services; maintains a full listing of resources under Youth Services on the Town of Concord's website; and frequently contrib-

utes to the Concord Journal with articles highlighting achievements of our youth.

HUGH CARGILL TRUST COMMITTEE

Susan Eckel
Paul LoVecchio
Judy Terry
Sally Clutter
Richard Gauthier

In 2017, the Hugh Cargill Trust Committee (HCTC) continued to implement the mission of the Trust, established over 212 years ago by Concordian Hugh Cargill. The Trust's purpose is to provide short-term emergency assistance to residents of the town in times of financial need. The Committee acts on behalf of the Select Board in receiving and reviewing requests for assistance and in distributing funds in accordance with the provisions of the Trust. Concord residents request aid by leaving a phone message at the Town House: 978-318-3100, ext. 2030. Calls are returned promptly. The Committee can also be contacted through email at hctc@concordma.gov.All requests are kept confidential.

In 2017 the HCTC was responsible for distributing financial support from the following funds: the Hugh Cargill Trust (HCT) and HCT Donors, the Concord Municipal Light Plant (CMLP), Concord Cares, Tax Relief Committee Fund and the Silent Fund. The HCTC met monthly in 2017. A total of $188,020 was received in 2017 for these funds and a total of $113,224 was distributed from them in 2017. These generous contributions were crucial to the Committee's efforts to meet the ever-increasing needs of Concord residents. The breakdown for each fund follows below:

The Hugh Cargill Trust Fund transferred $3,864 and private donations yielded $72,211 for distribution by the HCTC in 2017. The Committee approved 78 grants totaling $22,374 from this fund. Typically grants were made for the payment of rent, medical expenses, water, telephone and car insurance.

The Concord Municipal Light Plant (CMLP): 36 grants totaling $10,150 were made from the funds donated by the Concord Municipal Light Plant in 2016.

Concord Cares: The HCTC also administers funds dispersed by Concord Cares for citizens in need of emergency fuel assistance. The total funds dispersed in 2017 were $4,214 to 22 Concord citizens. Requests are granted by the Committee plus other Concord services such as the Community Services Coordinator, the Police Department, the Fire Department, and the Council on Aging.

Tax Relief Committee Fund: The HCTC has been designated by the Select Board to administer the tax-relief fund from monies raised in response to the Select Board's annual appeal. Donations to this fund totaled $96,944 in 2017. In 2017 forty eight (48) Concord residents received a reduction in their Real Estate Tax bill each quarter. The total tax relief given in 2017 was $61,100.

Silent Fund: This year the Select Board has designated the HCTC to also administer the Silent Fund. This fund supports summer camp tuition for worthy Concord children and also small gifts during the winter holiday season. $15,386 was distributed by the Silent Fund in 2017.

The Committee continues to make known its existence and its mission through local communications such as the Concord Journal and the Adult & Continuing Education publications and contacts with the Silent Fund, the Community Services Coordinator, the Concord Housing Authority, the Council on Aging, the Recreation Department, the Community Chest, Open Table, local clergy, and other groups.

In light of the current economic conditions, the Committee anticipates 2018 could be another difficult year for many residents. We welcome private donations to continue the mission of providing short-term, emergency assistance to Concord residents. Donations may be sent to: The Hugh Cargill Trust at the Town House, P.O. Box 535, Concord, MA 01742. All contributions are tax-deductible.

TAX RELIEF COMMITTEE

Stanly Black, Chair
Helena Long
Eric Van Loon

The Concord Select Board established the Tax Relief Committee in 2011 to more appropriately carry out a program previously initiated and handled by the Select Board. Thus the Tax Relief Fund succeeded the Select Board's Fund that was started in 2006. The essential task of the Committee is to implement an annual fundraising on behalf of households in Concord with demonstrable financial need for assistance in paying their property taxes. The contributors to this fund are caring citizens of Concord.

The Hugh Cargill Trust Committee, with which we have shared solicitations, screens the applicants for tax relief from this fund and subsequently provides quarterly grants towards (or credits against) their property tax obligations. The tax relief grants made by the Hugh Cargill Committee have helped 40 to 50 Concord households in recent years. Most of those receiving this aid are seniors on fixed incomes or single parents wishing to stay in Concord. In 2017, grants of $325 were made quarterly, leading to a maximum of $1,300 per household over a year's time.

Total annual contributions to the Tax Relief Fund have averaged approximately $60,000 over the first eleven years. The number of annual donors has averaged over 200 Concord households. As last year, this year's solicitations were sent out in September so as to honor October and November fundraising by our Community Chest.

Every three years, solicitations are planned to be townwide. In 2015 that larger mailing nearly doubled the number of contributors and produced donations equal to more than double the cost of that mailing. In this current year, donations were sought from previous contributors and a limited number of new people. Donations for the current campaign will continue to be gratefully received through June 30, 2018.

The Tax Relief Committee met six times over the calendar year 2017. We continue to be impressed with the heartfelt contributions of so many to this purpose. We are thankful for the caring hours of support of Andrew Mara and Laurel Landry in the Town House.

CONCORD FREE PUBLIC LIBRARY COMMITTEE

The mission of the Concord Free Public Library (CFPL) is to inspire lifelong learning and to actively promote personal enrichment by connecting community members to information, ideas, culture, unique historical resources and each other in a tradition of service, in-novation and excellence.

The Library Committee is comprised of seven Concordians appointed by the Board of Selectmen in accordance with Section 2 of the Town Charter. Members are appointed for staggered three-year terms and work with the Library Director to achieve the following goals:

1. Maintain the Library's financial stability and well-being.
2. Provide short term and long-range planning efforts.
3. Support policy development by boards and committees, update existing policies/ procedures and improve communication.
4. Enhance patrons' experience using the Con cord Free Public Library in all its capacities.
5. Explore and implement new technologies to enhance services and facilitate staff work.
6. Continue the library's leadership role in orga nizing and implementing active programming for all ages, drawing on in-house resources and collaborating with the community at large.
7. Support community sustainability initiatives through organization practices and educational resources.

This was a busy year for the Library Committee. As the library has continue to expand the offering of programs, the Library Committee worked with Library Director, Kerry Cronin to ensure Library policies are drafted and approved to support these exciting programs.

One of the key success of this past year was the 'Girls Who Code' program that the Library hosted. 'Girls Who Code' is a program run over a number of weeks and is aimed at driving diversity in Science, Technology, Engineering, and Math education. For this program, the Library recruited volunteer instructors, marketed the program, and hosted the sessions. The

response was so positive that the Library will offer two 'Girls Who Code' sessions this coming year. The Library received a support grant to purchase laptop computers for the program and these are now owned assets of the Library available for use by patrons during library hours.

Library Director, Kerry Cronin, researched laptop lending policies in use at other libraries. Based on her work, the Library Committee drafted and approved a policy so that these laptop computers can now be borrowed for two-hour block of time for use in the Main Library by library patrons.

The Library Committee continues to review patron feedback and implement policies to ensure the Library continues to be valuable part of the community. In 2016, based on patron feedback, the Library Committee explored expanding the number of days that the library would be open in 2017. The Committee approved the expanding schedule and it was put into place for 2017. Review of circulation numbers show that the additional open days were appreciated and used by Library patrons.

The Library Committee continued in its role of supporting the Library Director, meeting with the Library staff, assisting with exhibits, lectures, and presentations and outreach to Concord schools. Some highlights of 2017 include:

- The Library Committee partnered with The League of Women Voters, Concord-Carlisle to provide educational material in the Main Library and Fowler Branch leading up to the Town Meeting. This collaboration was so well received that the Library Committee is working with the League of Women Voters, to potentially expand these programs and provide information to town residents for the 2018 Town Meeting.
- Curator of Special Collections, Lesley Perrin Wilson, who gave the Library Committee an in-depth outline of her activities including upcoming exhibitions, web activities, school programs, lectures, publications, preservation projects grant initiatives, and the oral history project. Lesley provided the Library Committee with a detailed background of the Alcott manuscripts that were discovered in a private collection and became part of the CFPL Special Collections this past year.

- As part of a Science, Technology, Engineering, and Math grant, the Library purchased an Ultimaker 3D printer. The new 3D printer was a hit at the Library's Tech Fair held at Fowler Branch. The Library Committee worked with Library Director Kerry Cronin to draft, review, and approve a new user policy for the 3D printer. With the new policy, Library patrons now have access to this new and exciting technology.

- Caroline Nie, the Library's Technical Services Coordinator, updated the Library Committee on the continued technical education programs run by the Library. The library offers several classes at the library all of which are well attended. These classes run an hour long and the topics include introduction classes to Google, Facebook, Microsoft Word, along with several other topics. These classes are open to all and advertised on the library's website, newsletter and in the library. Traditionally the class size is roughly 6 people and there are also opportunities for one-on-one technology appointments with library staff. The library runs similar programs at the Council on Aging.
- Kim Tolson, Fowler Branch Librarian since the end of summer, 2016, is focused on outreach to all age groups in the Concord community with a special focus on pre-schoolers to teens. Among the many activities at Fowler Branch there was a story walk at Ride Out Playground, a birding activity for kids, an Empower technology workshop for 4th and 5th graders, and a library sponsored film event at Concord Carlisle High School.
- On two occasions the Committee met with Sherry Litwack, President of the Library Corporation Trustees, to learn about and to discuss the proposed plan to physically and functionally incorporate the property at 151 Main Street into the existing Main Library. The second meeting was a joint meeting of the Friends of the CFPL, the Trustees and the Library Committee. This was an open meeting. The Library Committee is very enthusiastic about the proposed expansion. It is being designed to meet the needs of library patrons of all ages. We look forward to supporting the effort by meeting with groups having special needs in the hopes that we can help to address those needs going forward.

Working in cooperation with the Director, the Staff, the Library Corporation and the Friends, the Library Committee does all it can to meet the needs of the Main Library and the Fowler Branch. The Library Committee invites guests to attend its monthly meetings, held the third Tuesday of each month at 7 p.m. in the Main Library. All are invited to visit the library website: www.concordlibrary.org and to sign up for the library e-newsletter.

CONCORD FREE PUBLIC LIBRARY ADMINISTRATION

Kerry Cronin, Library Director

The 2016 - 2017 year brought many successes for the Concord Free Public Library (CFPL). Among the year's highlights include the launch of a modern new website with responsive design at https://www.concordlibrary.org. Clear navigational features of the site provide easy access to the growing collection of digital media and training resources as well as facilitate use of historical documents pertaining to Concord. The 200th anniversary of Henry David Thoreau's birth resulted in a record breaking 250+ attendees at the exhibition opening of "Concord, which is my Rome": Henry Thoreau and His Home Town. During the spring library staff led book discussions and related programs based on Thoreau's essay Walking. Teen attendance at the library remains high due in part to a new weekly Girls Who Code club for girls in grades 6 -12, which strives to close the gender gap in technology while teaching 21st century computing skills. In response to an interest by parents in coding opportunities for younger children CFPL launched "Tech Tuesdays" on early release days with instructors from Empow Studios offering workshops on topics from Lego robotics to 3D design skills. Other popular programs for adults have included monthly cookbook, literary, and mystery book discussions.

The Concord Free Public Library also enhanced its technology offerings through the purchase of a new 3D printer, additional self-checkout machines with an e-commerce payment option and new laptops for borrowing within the library. On a snowy April 1st CFPL hosted a Technology Fair which 100+ residents attended to learn more about wireless hotspots, telescopes, 3D printer, and STEAM resources as well as databases and downloadable and streaming media.

Partnership with the League of Women Voters of Concord-Carlisle has enabled the library to support voter education by providing a display of historic materials about the League's work over time in addition to a table of information about the Town Warrant, proposed budget, and voter guidelines. Mapping the Road to Town Meeting is a current series of educational talks to further support active participation and awareness in time for the 2018 Concord Town Meeting.

We are fortunate to have an exceptional staff and a dedicated group of volunteers, who we honored at a spring volunteer appreciation event. During the past year Barbara Gugluizza as Head of Reference, and Kim Tolson, Branch Librarian, had the opportunity to participate in the MMPA Leadership Development Series. Professional development remains a priority for all staff and thanks to support from the Friends of the Concord Free Public Library colleagues were able to attend the Massachusetts Library Association Conference, New England Library Association Conference, the American Library Association Conference, BookExpo and other local and regional trainings. Library Assistants Irene Cunningham and Stacey Charbonneau received certificates of achievement by the MLA Paralibrarian Association based on their professional development accomplishments, and several staff members are exploring graduate programs in Library Science. All are seeking new ways to expand and improve library services to the Concord community.

Children's Services

It has been a very busy and fulfilling year for children's and teen services with increased programs and activities. From the weekly storytimes to the monthly visits by singer/musician Ed Morgan, there is always something going on that encourages families to stop and enjoy the wonders of books and reading.
Participation in the 2017 "Build a Better World" summer reading program increased with more than 321 children reading 223,846 minutes over the course of the summer. This year's program included a new early literacy component called "Rubber Ducky Readers," which encouraged participation by toddlers and their parents. The program began with a giant Candy Land game on the front lawn and concluded with a celebratory ice cream social in the garden. Participants also had a chance to create beaded bracelets in the fashion of the Maasai people, learn origami with Michael LaFosse and volunteer at Concord's Gaining Ground. Families also generously contributed to the Read for

Seeds program at Gaining Ground as part of the reading program.

The departmental staff built on the success of the summer program by offering a fall series entitled, "101 Picture Books CFPL Loves" for ages birth to 5 years with special story times featuring the titles. A Small Wonders storytime for ages 18 to 24 months and a Baby Lapsit program introduce young children to the joy of library visits.

In 2016 the Concord Free Public Library received a Mind in the Making grant for $7,500. This federally funded grant, issued through the Massachusetts Library Commissioners, enabled CFPL to develop innovative programs and spaces to encourage tinkering for children ages 0-6 where they are able to explore simple concepts in tactile ways. Grant highlights include: the addition of new board book bins with manipulative panels for toddler play, portable theme play areas including space and pirate dramatic playtimes, and creativity kits that can be borrowed by local preschools. Educator Megan Lambert also provided an engaging professional development workshop for preschool teachers and librarians entitled, Reading Picture Books with Children.

The popular Stay and Play, a self-directed activity program for the young, took place during the cold winter months. The three book groups – Book Eaters for the 3rd graders, Bookmarkers for the 4th/5th graders and the Teen book group met regularly to discuss the selected titles. The popular Read to a Dog program is in its 3rd year and encourages reading in a non-judgmental atmosphere. The introduction of STEAM Sundays with activities based on science themes was also very popular.

The children's department coordinated several concerts both indoors and on the lawn as follows: the Mexican music of Veronica Robles and Her Mariachi Band, the Polish Polka music of Lenny Gomulka and Chicago Push, and the Celtic music of Fellswater Scottish Band and Highland Dancers. In addition, a local Indian community performed A Night of Indian Dance and Music with dancers from the Nrityanjali School of Dance and the Concord Carlisle Chinese Club offered a very colorful Night of Chinese Dance and Music. Highlighting different cultures through music creates an atmosphere that celebrates inclusion.

Dancing to the Mexican music of Veronica Robles and Her Mariachi Band

Community outreach continues to be a departmental priority. The Concord Recreation department regularly brings children to library events. The department has worked closely with Elizabeth Stockwood, the Concord Middle School librarian, to coordinate activities that correspond to school assignments. Students who waited until the last minute to complete summer reading assignments attended a Procrastinators' Party and CFPL displayed titles on the CMS reading list for the March Madness Book Tournament allowing students to begin to vote for their favorite book titles. Visits from the Concord Carousel take place on a monthly basis. The children's librarians are expanding their collection of Spanish language books based on curriculum changes in the public schools.

The Main Library's teen area was recently reimagined to better reflect the interests of that age group. Among the changes included new furniture and a light messaging board. The monthly TAB (Teen Advisory Board) meetings have become a stalwart program during which teens discuss books and enjoy snacks and other fun activities. The teens were treated to impromptu events in 2017 such as the May the 4th Be with You Star Wars afternoon. Additional popular programs included a Harry Potter Party as well as an Oscar Night during which teens were given the red carpet treatment.

In honor of Henry David Thoreau's bicentennial, library staff members planned a series of programs under the umbrella of Concord Reads Walking by Thoreau. We took a walk in Gowing's Swamp with naturalist Cherrie Corey, heard a talk by ornithologist Peter Alden on Thoreau's animals, and listened to author D. B. Johnson's talk on his "Henry" books. The Children's Room staff planned a very special collaborative program with the Massachusetts Center for the Book, the Concord Museum and the Fitchburg Public Library that highlighted a walk taken by Thoreau to Fitchburg. Families took the train from Concord to Fitchburg, walked to a local park to enjoy snacks and a StoryWalk and returned to the Concord Library with the Concord and Fitchburg families via train for additional activities. It was a rewarding experience to work with the many entities to create an event that the families will remember for a long time.

The seventh annual Leslie Riedel Memorial Lecture was given by noted author Katherine Paterson, who spoke about her lengthy career as an author of children's and young adult literature. Established by the family and friends of Leslie Riedel, this annual lecture is enjoyed and looked forward to by many.

The Children's Department was pleased to welcome Library Assistants Emma Patterson Ware and Fiona Stevenson and Library Pages Emily Aldous and Katie Murphy.

Circulation

The Circulation Department is a hub of library activity. As a major service point we deliver materials into the hands of our patrons and we make it our goal to provide a personal, quality experience. In 2017 several services were added to meet the needs of our patrons. With the addition of circulating laptops and device charging units, Circulation offers state of the art technology options. Our self-checkout systems were upgraded to include a new 3M tabletop model and a credit card reader that provides a quick, easy and secure payment option. Newly designed library cards and updated brochures display the library's new logo and color palette.

The nine members of the Circulation Department handle thousands of items each day. Over the course of 2017 patrons requested 41,690 items which library staff members processed and placed on the hold shelf for pick-up. The five Library Pages make sure that every returned item is re-shelved in its proper place. Museum passes, offering free or reduced admission to Massachusetts destinations, provided great entertainment and education for patrons who made more than 2,750 reservations. We are grateful to the Friends of the Library for their generous support of this program and the addition this year of passes to the House of the Seven Gables in Salem and The Museum of Russian Icons in Clinton. The Friends also provided newly designed tote bags for circulation.

The Independent Publishers Association of New England invited three of our circulation staff to be judges for their 2017 book awards. Staff also participated in several professional development opportunities including Libraries and Compassion Fatigue, Dealing with Challenging Patrons, Providing Excellent Customer Service, Libby (downloadable service), Technology/ RFID Fair, Supervisory training, using the CFPL new website, MS Office and Ethics training. Circulation staff members also created displays to highlight different areas of the collection. Displays included holiday DVDs, Ground Hog Day, Valentine's Day, Oscar winners, summer blockbusters, movies made around the Boston area and Star Wars.

The Circulation Department is committed to providing access to library resources through several outreach programs. Individually planned programs meet the needs of each patron or institution and include: the Concord Public and Concord-Carlisle Regional Schools, Concord Academy, Nashoba Brooks School, Fenn School and the Walden Street School, MCI Concord, Prison Outreach, FMC Devens, New England Deaconess, Concord Park and Direct to You home delivery service for homebound Concord residents. In March 2017 we had a very successful Food for Fines program to benefit Concord's Open Table Food Pantry. The department waived $357.70 and delivered many boxes of food donations.

In 2017 the Circulation Department welcomed Circulation Assistant Patricia Bates and Library Pages Doug Detweiler and Isabella Cupp. We said goodbye to Yvonne Medina, Greg Carter and Sally Duscha.

Fowler Branch

The Fowler Branch Library continues to be an important community resource. Patrons frequently praise the welcoming, comfortable space and the friendly, approachable staff. In addition to providing reader's advisory, reference help, technology assistance, and fulfilling requests, the Fowler Branch was very active in 2017 with programming for all ages.

In January, we introduced a new Tech Tuesday series for kids in grades three through six. This popular program has continued regularly throughout the year and has been a great addition, providing fun technology instruction to kids. Successful teen programs included an All-Star Party, where middle school aged teens stopped by to walk the red carpet, play movie trivia, enjoy a popcorn buffet, and watch a movie.

Fowler also hosted a number of successful adult programs. The Friends of the Library ran their annual Friday Flicks at Fowler during January, February, and March. The Concord Seed Lending Library opened in March and the Branch hosted a number of related programs, including a talk on Growing and Sowing in our Changing Climate by Ben Elliott and Mark Congdon of Saltbox Kitchen and Farm. In July, Kyle Moody, an Assistant Professor at Fitchburg State, gave an engaging presentation on Fake News and Media Literacy. To celebrate the bicentennial of Henry David Thoreau, the yearly Concord Reads selection was his essay, "Walking." Fowler hosted a number of related programs, including a StoryWalk at Rideout Playground and an art exhibit curated by local artist Jenn Houle, entitled "Wildness & Wonder."

Summer was a busy time at Fowler with a large increase of kids visiting to participate in the Summer Reading program. A total of 97 kids signed up with Fowler as their home library. Summer programs included Mindful Baby Yoga, Backyard Astronomy, Family Movies and Origami Birds.

Fowler also continued to host successful ongoing programs such as Cookbook Club, Book-a-Mystery discussions, Toddler Time, and sing-a-longs with Ed Morgan.

Fowler saw some staff changes this year with the departures of Alison DeMers and Yvonne Medina. Later in the year we welcomed Reni Cunningham as a Library Assistant at both locations and Darshana Merchant was promoted to the full-time Branch Library Assistant. We are looking forward to welcoming Emma Patterson-Ware as a Library Assistant in the New Year.

Reference

The Reference Department continues to deliver valued services for patrons of all ages, offering research assistance and a vital inter-library loan service, assisting with technology-related questions, and helping patrons to download digital media to their devices through Overdrive, Hoopla, RBDigital and the Commonwealth eBook Collections. The reference staff is also responsible for booking meeting rooms, which are heavily used by non-profit groups, tutors and study groups. The scanner and self-service fax machine remain very popular.

The Reference Department staff answered 3,188 in-person reference questions, 984 phone reference questions, and 25 email reference questions. Reference staff helped 789 patrons with computer questions, while the library's meeting rooms were reserved 1,134 times.

The department provided an array of excellent programs in 2017. The Cookbook Club continues to be a very popular monthly event, attracting an average of 30 participants each month. The Literary Book Discussion Group also continues to draw an enthusiastic crowd. In April, the group discussed the essay Walking, by Henry David Thoreau, as part of the Concord Reads program in celebration of the bicentennial of Thoreau's birth. At the May meeting, the group partnered with The Military Family Support Group of Concord to read and discuss two military-themed titles. The library also hosted several well-attended author talks during 2017. Notable talks included The Other Alcott, by Elise Hooper and The Art of Resistance: Painting by Candlelight in Mao's China, by Shelley Drake Hawks. Other well-received programs included lectures about Charles Dickens and Thomas Hardy, by Randall Warniers, a financial empowerment workshop, by Julie Morgenlender, and a talk and slideshow by John Hanson Mitchell about the journals kept by his father during China's Warlord period.

The Reference Department creates monthly displays on current and relevant topics that support community interests. Popular book display topics in 2017 included: Haiti, Muslim Journeys, D-Day, Lyme Disease Awareness, 21st Century Nobel Prize winners in the Field of Literature, and Henry David Thoreau.

Classes were offered on utilizing the library's resources and databases in the spring and the fall, including group and individual instruction on using Consumer Reports online, learning languages through Mango Languages, accessing training resources through Lynda.com, and searching the genealogy databases Ancestry.com and Heritage Quest.

Special Collections

Henry David Thoreau's two hundredth birthday was a major focus of attention for the staff of the William Munroe Special Collections throughout 2017. Serious work on the Thoreau bicentennial exhibition "'Concord, which is my Rome': Henry Thoreau and His Home Town" started in 2016 and was in full swing by the beginning of 2017. Curator Leslie Perrin Wilson assembled one hundred and fifty items from the library's collections to tell the story of Thoreau's complicated relationship with Concord, and prepared a catalog to accompany the gallery exhibition. Project Archivist and Technical Assistant Janaya Kizzie did all of the digital work required for the exhibition and catalog and designed and laid out the catalog in collaboration with Wilson. Staff Assistant Conni Manoli-Skocay prepared publicity for the show, which drew a steady stream of appreciative visitors from all over between July 7 and October 30.

Rich programming was offered in conjunction with the Thoreau exhibition. Thoreau scholar and biographer Laura Dassow Walls delivered the keynote lecture before a record crowd at the formal opening on July 14. Lectures in September and October by Elizabeth Hall Witherell, Robert Thorson, Robert A. Gross, and Robert N. Hudspeth were also well attended, as were four public gallery tours. On October 28, Wilson was one of four Thoreau bicentennial panelists at Thoreau Farm. On December 5, she led a discussion together with David Wood at the Concord Museum on Thoreau as a reader. She also led private gallery tours for the Town of Concord's Senior Management Team, for Newbury Court residents and for students from the Montrose School. In September, she explored the exhibition with four separate groups totaling one hundred members of the Surveyors Historical Society visiting Concord as part of the SHS conference "Surveyors Rendezvous 2017," which concentrated on Thoreau. The four groups both toured the gallery with Wilson and examined Thoreau surveys up close in Special Collections under the supervision of Manoli-Skocay.

The department also devoted significant attention to Emerson this year. Early in 2017, Picturing Emerson: An Iconography—a treatment of all known portraits from life (both works of art and photographs) of Ralph Waldo Emerson, co-authored by Joel Myerson and Leslie Perrin Wilson—was published by Harvard University Press. On March 24, in celebration of the publication of the iconography, the CFPL formally opened the exhibition Picturing Emerson, which consisted of a selection of Emerson portraits curated by Wilson and Myerson. The display included items from the CFPL collections, the Joel Myerson Collection at the University of South Carolina, the Houghton Library at Harvard, and the Emerson House in Concord. The opening program, which drew over two hundred attendees, featured brief remarks by Emerson descendant Margaret Emerson Bancroft and longer comments by Leslie Wilson and Joel Myerson. Emerson Umbrella artist-in-residence Meghan Murray delivered a related talk on the problems of portraiture in April, and Leslie Wilson led three public gallery tours of the exhibition.

In May, the department sponsored a program by Concord resident Pierce Browne, who delivered a slide lecture showcasing his photographs of local stone walls and barns. In June, Richard Higgins gave a presentation on Thoreau and trees, the subject of his recently-published book Thoreau and the Language of Trees. Scheduled class and group visits formed an important part of Special Collections outreach. With the support of Constance Manoli-Skocay, Leslie Wilson talked to many groups on subjects illuminated by the holdings of the department: students in the CCHS Rivers and Revolutions program; visiting German students here as part of a Walden Woods Project program; the CCACE Concord history and guides class; Concord Academy history students; and two NEH-funded seminar groups consisting of college and community college teachers (who also returned individually for research sessions). In addition, Wilson showed the department's recently acquired Louisa May Alcott manuscripts to many prescheduled groups at the CFPL and spoke in Boston to the Louisa May Alcott Society at the American Literature Association conference about this acquisition. In September, stepping in for Wilson, Conni Manoli-Skocay talked to a group from the Lynnfield Senior Center. Over the year, Conni Manoli-Skocay prepared and installed a number of displays for the showcases outside Special Collections and in the 129 Main Street lobby and at Fowler, drawing on a variety of collections: the Concord Dance Hostess Committee records (for an exhibit highlighting local U. S. O. activities during

WWII); the Wilbur Y. Walworth papers (nuclear testing on the Bikini Atoll); the CFPL art collection and supporting reference materials (Charles Hovey Pepper); photographic holdings (the Assabet River; Concord in winter; the Emerson House, to accompany the Emerson iconography exhibition); town meeting documents (for a League of Women Voters town meeting program); the John J. Flynn, Jr.-John F. Kennedy/ Edward M. Kennedy correspondence (for the Kennedy centennial); Concord-Nanae Sister City documents (for the twentieth anniversary of the Concord-Nanae program); and veterans oral histories (for Veteran's Day). Manoli-Skocay coordinated with conservator Luisa Granitto on a display on book conservation and served as the library contact for area artists showing in the gallery at times when it was not in use by the department. She participated in the jury process by which these artists were selected, as well.

Before she left at the end of June, Project Archivist Janaya Kizzie (whose processing work was funded by the Library Corporation) completed the processing, description, and preparation of finding aids for two collections—the Ada Shepard papers and the W. Barksdale Maynard papers—and mounted the finding aids for both on concordlibrary.org. The processing and description of a number of smaller collections was accomplished by Simmons College interns.
Volunteer Carol Gannon made headway with the compilation of a Concord obituary data base to replace the card-file system used in the department to this point. Implementing this project will occupy her efforts over the coming year. Also, Conni Manoli-Skocay prepared another batch of transcribed Revolutionary-era town records to send out for scanning and addition to both Digital Commonwealth and the CFPL website.

Research use of the collections was once again vigorous. We provided access and assistance to a total of 1,821 researchers—a slight increase over last year. Finally, the future vitality of the department was ensured by the growth of holdings through gift and purchase. We are grateful to all the generous donors who gave personal papers, photographs, and printed materials this year. Some notable additions to Special Collections include Dee family papers, given by Susan Dee and Sherry Dee Mobley; Sterling Delano papers relating to Brook Farm and nineteenth-century utopianism, given by Maris Delano; Wheeler family papers relating to farming at Nine Acre Corner, donated by Barbara Wheeler LaJeunesse; Locke and Davis family papers, given by Helen R. Cook and Abigail Kazanowski, and Country Store of Concord materials, from Helen R. Cook; Edward Jarvis Bartlett and related family papers, from Marjorie Brett; a Louisa May Alcott letter (June 24, 1886, to Laura Whiting Hosmer), from Dorothy and Bruce Eros; and Barrett family papers (including James Atwater Barrett Civil War correspondence), donated by Meliscent Gill, Leslie James Peterson, Linda Peterson, and Patty Peterson.
Technical Services/Technology

Technical Services/Technology Department is responsible for library material/resource management and technology enhancements. The scope of this work includes: planning, implementing, maintaining and supporting library technology, updating library web pages, contributing to and publishing library eNewsletters, training staff and teaching the public computer and eBook classes and individual sessions. Some staff members are also book selectors and participate in reference/public services. Colleagues participate in the Minuteman Library Network's various Interest Groups and/or Working Groups and attend meetings and contribute their ideas to the groups. Book conservation is another important responsibility of the Department. In addition to managing the repair of the general collections, our Book Conservator repairs and restores valuable materials owned by the Library's Special Collections.

In 2017, staff members ordered, received, cataloged, processed and added to the library collections and Minuteman Library catalog a total of 11,000+ books, music and spoken CDs, DVDs, Blu-rays and eBooks/audiobooks. This included uploading new books and spoken CDs to the library's New Arrivals webpage for online display just prior to them becoming available for circulation.

The Library's digital media collection also continues to grow. At present, the Library provides Concord residents access to 600,000+ downloadable and streaming titles in OverDrive, Hoopla, Commonwealth eBook Collections (new to the Library), RB Digital and RB Digital Magazines free of charge. With a valid library card, Concord residents can enjoy eBooks, audiobooks, movies, TV series, music albums, and eMagazines from the comfort of their home 24/7 or when they travel. In addition, the Library renewed its subscription to Lynda.com, an online learning website, which contains over 4,000 video-based courses on all topics from technology skills to photography to "soft skills," available to Concord residents.

Staff members continued to offer computer classes and Drop-In Tech Help sessions regularly at the Main Library. In the past year these classes included: Your New iPad, Introduction to Your Android Device, Intro to MS Publisher 2016, Using Library Digital Media; Apps on Your Mobile Device, Keep in Touch with Skype, Facebook 101, Mobile Photography (offered by tech consultant Jennifer Koerber), Buy and Sell on Craigslist, Twitter 101, Intro to Word 2016, Gmail and Beyond the Basics, among others. Additional classes were offered off-site at the Council on Aging.

In late March the Library launched a redesigned new website created by Clearpeak. The new site is responsive and scalable to smart phones and tablets. It is run on a content management platform and maintained and updated by the staff members in the Technical Services/ Technology Department with the input/request from each library department and the Teen Advisory Board. The new website continues to receive thousands of pageviews per month.

The Library soft launched its 3D print service to the public during the past year, and has filled received requests from Concord residents to print their 3D designs for small objects. The use of 3D Printer policy and procedures can be found on the library website.

In December consultant Jennifer Koerber facilitated community focus groups to help identify current and future technology needs at the Concord Free Public Library. Feedback received during these sessions will be incorporated into a technology and training plan for the library.

We are appreciative of the Town IT Department for their responsiveness and support to library technology needs in the past year. Among these contributions include the installations of three new 5G wireless routers for the Fowler Branch large meeting room, the Main Library's Lower Level Meeting Room and the Trustees Room and their assistance with the PA system installation. We also want to thank our long-time volunteer Elaine Adams for her dedication and hard work to the Technical Services staff in the past year.

CONCORD FREE PUBLIC LIBRARY CORPORATION

Sherry F. Litwack, President
O. Mario Favorito, Vice President
Richard D. Briggs, Jr., Treasurer
Frederick H. Lovejoy, Jr., Clerk
Jeffrey W. Adams
Cristina Coletta Blau
Diana W. Clymer
Lowell S. Smith

The Concord Free Public Library Corporation is a Massachusetts charitable corporation created by the Massachusetts Legislature in 1873 for the purpose of forming and maintaining a public library in Concord, which it undertakes to do in collaboration with the Town and the Library Committee.

The primary responsibility of the Trustees is to preserve, maintain (everything inside and outside the Library), protect (insurance and security), and enhance (improvements and expansion) the Library buildings and grounds – the Main Library in Concord Center and the Fowler Branch in West Concord – as well as to preserve, develop, and protect the Special Collections. In FY 2016-2017 the Corporation contributed over $650,000 to the Library, including nearly $125,000 to supplement the Town Budget for library books and materials. The majority of these funds come from the Annual Appeal and income from the Corporation's Endowment.

Four years ago, we reported that the Corporation purchased the property next door to the Main Library at 151 Main Street. Since making the purchase, we have been actively exploring how this additional space could enhance services and programs at the Library to meet the future needs of the community. We have solicited ideas from the Library staff, Library Committee, Friends of the Library, as well as a wide variety of Town groups and individuals, and we have identified many exciting possibilities, including improvements and enhancements in children's services, teen services, technology, energy efficiency, meeting and collaborative working spaces, program spaces, and special collections. We have a preliminary architectural plan that reflects the Library's long-range plan and are actively engaged in raising money to make these plans a

reality. While the Corporation is responsible for raising the funds for the project through private donations and grants, we will continue to work closely with Town officials as plans develop. We will share plans with the public well in advance of any Town budget approval needed for staff and utilities as specified in the Town/Library Agreement. We have shared preliminary plans with town officials, the Select Board, and the League of Women Voters and will begin to widely share with the community at large in 2018.

The William Munroe Special Collections continues to be an outstanding resource not only for the community but for researchers from around the world. One of the highlights this year was the acquisition of almost 500 pages of original manuscripts by Louisa May Alcott – the largest collection of Alcott's working manuscripts. While it will be a valuable resource for researchers and scholars, the public is welcome to view these remarkable papers, as with all Special Collections materials. In the gallery, the exhibition "Picturing Emerson: A Selection of Lifetime Portraits of Ralph Waldo Emerson" coincided with the publication of Picturing Emerson: An Iconography by Joel Myerson and our own Curator of Special Collections, Leslie Perrin Wilson. To learn more about Special Collections, go to this link: http://www.concordlibrary.org/scollect/scoll.html

As Trustees of the Williams Scholarship Fund, made possible by a bequest from Charles H. S. Williams, we continue to award grants to several college students pursuing studies in the arts. This year's recipients included Timothy Collins, Kayleen Honan, Elanna Honan, and Helen Wargelin.
This past year has been another busy and productive one for the Library as the Library increasingly fulfills the role of a community center with a wide range of programs and services free and open to the public. The Library Corporation is committed to supporting the growth and development of the Library by ensuring that our beautiful historic buildings meet the community's growing needs.

THE FRIENDS OF THE CONCORD FREE PUBLIC LIBRARY

The Friends of the Concord Free Public Library is a nonprofit volunteer organization that works to support the Library and its vital role as a cultural and literary resource for our community.
- We fund book and media purchases, museum passes, special programs, and Library staff professional development.
- We develop and present free programs at the Library, including concerts, readings, and film series.
- We develop and present free programs at the Library for children and youth.
- We do community outreach that includes providing donated books to Open Table and Concord Prison Outreach and other organizations.

Our gifts and programs are funded through memberships, sales of donated books, and sales of Historic Concord, a book published by the Friends. Online sales are managed by Empire Books, and books are for sale every day on the Friends Book Sale shelves at the Main and Fowler Libraries.

The Friends' Holiday and June book sales are our biggest sources of revenue, and they are also much-loved and well-attended community events. The Holiday Sale in December 2017 raised nearly $12,000 and the June 2017 Book Sale on the lawn raised $23,421.00 – both record-breaking! Hundreds of hours go in to preparing and running the sales. Thousands of books are donated by the community to make them possible. The heart and soul of this operation is a team of over a dozen enthusiastic volunteers who sort the many volumes donated to the Friends each year and prepare them for the book sales. If you have books you'd like to donate please bring them to the reference desk at the main library.

We sponsored several programs at the Concord Festival of Authors. This fall at the Breakfast with Authors at the Colonial Inn we recognized the founder and director, Rob Mitchell, for creating and stewarding this remarkable collection of authors and events for 25 years. He was recognized again at the Mystery Night event at the Library. We realize he simply cannot be recognized enough for all he has done for our community!

In 2017 we presented the annual Ruth Ratner Miller Award for Excellence in American History to Gordon S. Wood, the Alva O. Way University Professor and Professor of History Emeritus at Brown University. He won the Pulitzer Prize for History and the Ralph Waldo Emerson Prize for his book The Radicalism of the American Revolution. In 2011 he was awarded a National Humanities Medal by President Obama. Every year we sponsor the Sing-a-long with Ed Morgan programs, CCHS Student Study Days, and the Author Series. Our "Friday Flicks at Fowler" film series shows a variety of perspectives and ideas from around the world.

In the winter of 2017 "Music from the Library" celebrated its 20th anniversary season of presenting world class artists in the intimate acoustics in the rotunda at the Main Library. Once again, we welcomed capacity audiences to our free concerts. The season opened in February with an extraordinary concert by the Borromeo String Quartet followed by a lovely reception hosted by Rebecca Purcell and her staff of volunteers. Anastasia Seifetdinova gave an exquisite piano recital in March and the season concluded in a jazzy way in April with the Eric Hofbauer Quintet, whose performance was designated the Hans Poppel concert in honor of one of our founding Music Committee members. Special thanks to Robert Levers, who designed the wonderful 20th anniversary logo which was displayed on a banner outside the Library entrance in addition to designing the program booklet covers, and to the other members of the music committee, Marilyn Bone Kloss, Marcia Marlow, and Sally Sanford. We look forward to another great season in 2018.

The "Poetry at the Library" series hosted Josh Bell, author of two poetry collections, Alamo Theory and No Planets Strike; three-term U.S. Poet Laureate Robert Pinsky who read from his newest book of poems, At the Foundling Hospital; and Poet-translator Eleanor Goodman who read her own poems and her award-winning translations of contemporary Chinese poets.

To learn more or to join the Friends pick up a brochure at the Library or visit us online at the new website under the How We Work section: http://concordlibrary.org/about/how-we-work/

E-mail friends@concordlibrary.org
Follow us on Facebook www.facebook.com/concordlibraryfriend

Follow us on Twitter https://twitter.com/ConcordLibrary

RECREATION COMMISSION

Chair, Peter Hunter
Members: Casey Atkins
John Carlton
Paul Grasso
Peter Ward
Liasons: Scott Randall Finance Committee
Steven Ng, Selectboard

Left to right: Peter Hunter, Paul Grasso, Casey Atkins, Jack Carlton, Peter Ward (absent from photo)

The Recreation Commission is a volunteer Town Manager-appointed Committee that provides community input, advice and guidance to the Recreation Division of Human Services. In 2017, the Commission has played a critical role in supporting the department and its new (2016) Director and Assistant Director as this new management team navigates the opportunities and challenges facing a community that deserves and expects high quality recreation and fitness programs. Since the Recreation Department is practically self-funded and currently utilizes a very limited amount of funding through the town, managing the department's fiscal health has been a priority for the Commission. The Commission is also working closely with the Concord Long Range Planning Committee (CLRPC) to develop a long-range plan that is consistent but also enhances the current 2014 Recreation Long Range Facilities plan.

Financial Status
The Recreation Division operates with minimal tax support. In FY 2017, the department expenses (including the Beede Swim & Fitness Center) of $4,040,911 for all programs and staff, received $177,322 from the General Fund, working out to just under 4%. Additionally the Department paid back to the General Fund $84,555 from the Revolving and $93,151 from the Enterprise funds for services by other town departments including; Finance, Human Resources, and Parks and Trees. According to data from the National Recreation and Park Association, the average park and recreation agency receives a tax subsidy of approximately 70-75% of their expense. The Revolving budget experienced a healthy 2017 with $2,008,085 in revenues and reporting a gain of $152,856 after expenses for a total of 7.6% positive rate. The Beede Enterprise Fund experienced a small financial loss of ($9,543).

Department Awards
The Recreation Commission established the Maureen Taggart Award in 1985. Any high school student, public or private, who is a resident of Concord or Carlisle, and who has demonstrated a loving and giving spirit through voluntary service to the community is eligible. The main feature of this award is that the recipient has the privilege of designating a deserving organization to receive a financial grant in Maureen's name. The recipient's name is placed on a plaque located at the Hunt Recreation Center. Congratulations to Elizabeth Cownie and Brennan O'Neil 2017 Maureen Taggart Award winners.

Community Support
Thank you to our community sponsors and supporters, without the involvement and commitment from many members of the community the Department cannot thrive. Concord-Carlisle Community Chest, the Silent Fund, Alcott School Turkey Trot, Concord Public Schools all provide funding towards scholarship programs. Additionally, many corporate sponsors assisted in funding with sponsorship dollars that helped keep many community events low cost or free including Enterprise Bank, Sorrento's Pizza, Concord Oil, Trails End Café, the Concord Free Public Library. Lastly, a thank you goes out to Concord's schools that allow us to use space for programming, the Nashoba Brooks School, the Middlesex School, the Fenn School, and Concord Academy.

And finally, the assistance from other Town Department's and organizations that make things like Jazzfest, the Stow Street Block Party, and the Holiday Tree Lighting and Parade possible – the Department of Public Works, the Concord Municipal Light Plant, the Water Department, the Police and Fire Departments and the Facilities Department, to name a few.

Recreation Projects
Concord Recreation completed three major renovation projects; the resurfacing of the Emerson Track, the renovation of the Rideout Playground parking lot and landscaping, and the installation of the new Concord Integrated Preschool accessible playground at the Ripley School. All three of these projects work to improve assets for our community's recreational opportunities.

RECREATION DEPARTMENT

Director, Ryan Kane

Department Mission Statement
Concord Recreation is a leader in providing activities that enhance personal development, promote healthy lifestyles, and encourage greater community involvement. As dedicated professionals, we strive to promote lasting experiences, while creating fun, unique inclusive opportunities in excellent facilities. Concord Recreation is a self-supporting operation that strives to meet the needs of the community by delivering the highest quality customer-focused programs, events and services.

Community Events and Visibility
Throughout the course of the last year, the Concord Recreation Department has made it a goal to be more visible and present within the community. As a result, we have worked hard to spread our logo throughout town and have focused resources towards better marketing our brand and providing more services and programs for the community at large. Additionally, our Department has been asked to manage other aspects of our Town's traditions and we are proud to recap these monthly accomplishments:

January 2017
- As we continue to expand our reach, we now offer free Winter Fitness Class for one week in September and January or participants to try with no commitment.

February 2017
- Visitor Center: Concord Recreation officially took over the management of the Town's Visitor Center, located at 58 Main Street. Along with adding 7 passionate and knowledgeable staff members to our team, we have now found ourselves in the travel and tourism industry.
- Winter Wonderland Event: This annual family friendly, free event combines ice skating, a bonfire, horse drawn sleigh rides, food, music, and much more.

March of 2017
- Beede Membership Restructuring: The Beede Swim and Fitness Center restructured membership fees to include punch passes, three month memberships, and inclusive access to swim and fitness facilities for all that joined.

April of 2017
- Egg Hunt: Concord Recreation hosted a very successful Egg Hunt at Memorial Field, attracting hundreds of families to partake in the fun. Over 20,000 eggs were spread out on the field giving all kids the opportunity to leave with special treats.

May of 2017
- Inclusion Introduction: Concord Recreation proudly started to offer inclusion programs for community members with disabilities. With a mission to assure that all Concord residents are able to participate in our programs, we have worked hard to develop programs that support participants with varying abilities.
- Stow Street Block Party: A free community event that features activities for all ages featuring music, food, games, and more. This event will also incorporate our Touch a Truck event.

June 2017
- Middlesex JazzFest: Concord Recreation partnered with resident Chris Wixom to coordinate the first annual Middlesex Jazz Fest. This event attracted hundreds of attendees bringing business, musicians, and residents together for a great day of music.
- Community Yard Sale: We take the hassle out of setting up your own yard sale- Concord Recreation welcomes residents to set up and sell outside of the Hunt Recreation Center during our annual community yard sale.

July of 2017
- Minuteman Classic Road Race: Concord Recreation continues to host this annual event; a 5 mile road race and 1 mile fun run on the 4th of July.

August of 2017
- The new gathering spot for our Three Rivers Day Camp, Concord Recreation pitched a beautiful 1,300 square foot tent at Emerson Park. This tent provided shade for park users and over 150 campers per week but also became a focal point for all who visited the park.
- Rideout Movie Series: Concord Recreation will continue to offer free, outdoor movies at Rideout Park on summer nights.

September 2017
- September National Yoga Month Events: Concord Recreation embraces National Yoga Month by running one month of free yoga classes in September!

Campers gather under the Concord Recreation tent this summer

October 2017
- Sleepy Hollow 5K Halloween Race: A Halloween themed fun run and 5K race on Halloween weekend, Concord Recreation welcomes over 100 runners each year to join in on the fun!
- Trunk-or-Treat at Beede: This free community event invites participants to decorate a vehicle trunk/tailgate and pass out candy as kids trick-or-treat from car to car. Trunk or treating allows kids to have all the trick or treating fun without crossing streets or worrying about traffic.

November 2017
- Free Thanksgiving Day Group Fitness Classes: We love to show our gratitude by hosting free fitness classes. This is the second year that our Group Fitness programs have ran two classes on Thanksgiving morning and they continue to be well attended.
- Carousel Preschool Veteran's Day Breakfast: Concord Recreation's Carousel Preschool Students sing at the Council on Aging for Veteran's on Veteran's Day. Parents and community members are welcome to attend.

December 2017
- Holiday Tree Lighting and Parade: Concord Recreation took over the management and facilitation of the Town's Annual Holiday Parade and Tree Lighting. With support from many Town Departments, we had an enormous turnout and an overall very successful Sunday afternoon event.
- Carousel Preschool's Noon-Year's Eve Disco: This family disco party will have kids and parents boogying down together to the hottest tunes spun by a rockin' DJ. And when they need to catch their breath, your kids will be able to get groovy hairdos, rad tattoos, a funky family photo for their memory box, express their inner artist on our graffiti wall, enjoy the most delicious pizza and drinks in town, and more!

BEEDE SWIM & FITNESS CENTER

General Manager, Jon Straggas

The Beede Swim and Fitness Center, managed by the Recreation Division, is an affordable community facility. The Beede Center is self-supporting and does not receive tax dollars. Members and program participants provide all the funding to operate the Beede Center.

The Beede Center welcomes an average of 600 visitors per day and is committed to serving the needs and interests of everyone in the community–children, adults, senior citizens, and individual with disabilities.
Membership

In 2017, the Beede Center made changes to its membership plans. The goal was to provide members with simpler, more flexible membership options. All memberships now include swim and fitness. All swim only and fitness only memberships have been converted to this new membership type. This gives members access to all the aquatic and fitness facilities at Beede. Following an industry standard, the Beede Center moved to monthly recurring billing for all memberships. The community had been asking for short term membership options. The Beede Center now offers a 3 month membership and 10 visit pass.

Last fall, the Beede Center staged a direct mail marketing campaign to Concord and four surrounding communities. Follow-up ads were run in the local papers for two weeks. The offer, a free 7 – day pass, was redeemed by 99 families. These converted into 19 new memberships. The Beede Center expanded its use of social media to advertise membership promotions. A promotional video was shot and run on Facebook.

Facility Enhancements
The Beede Center completed the second phase of its lighting project. The project included replacement of existing bollard lights which run along the front of the building with light poles and upgrading the parking lot lighting. All new fixtures are LED to both optimize energy consumption and reduce costs.

Program Offerings
The Beede Center offers a wide variety of learn-to-swim classes designed to meet a diverse range of needs and ability levels. The Center also offers a comprehensive water fitness program in deep and shallow water. Every member receives a free equipment orientation and workout plan from one of our certified trainers. The Beede Center offers affordable personal training and body composition testing. We also offer a large variety of group classes and open to the members and non-members alike. However, Beede members receive a discount on classes. Operation of group exercise programs have been transferred from the Recreation revolving account to the Beede Enterprise account.

The Beede Center hosted two Recreation Community events, the first annual Egg Hunt and Trunk or Treat.

Department-Wide Financial Assistance
Concord Recreation wants to assure that all community members are able to participate in programing, regardless of their ability to pay. In total, the Department awarded $189,376 in financial assistance to those in need. It will continue to be a priority of the Department to assure that no one is excluded for financial reasons.

As we move forward in 2018, our Department is eager to share news of even more events and specialized programs to meet our community's needs:
- St. Patrick's Day 5K and Fun Run.
- Outdoor Summer Concerts at the Harvey Wheeler Community Center.
- Evening lantern tours and storytelling with the Visitor Center Staff.
- The unveiling of the Minuteman Bike Share Program with bike rental stations in Concord Center and West Concord.
- Enhanced group exercise programs for adults and youth.
- A new presence in West Concord with an office and staff located at 55 Church Street, the Town's new Human Services building.
- A reintroduction to the Concord Community through innovative and exciting expansions at the Beede Swim and Fitness Center.

Recreation Department Numbers in 2017
- 13,600 visitors at the Concord Visitor Center
- 2,432 personal training sessions at the Beede Swim and Fitness Center
- 1,700 registrations within our summer camps
- 200 Department staff, including full time, part time, temporary and limited status individuals.
- 162 kids on the Otters Swim Team out of the Beede Center
- 56 kids participated in the Concord Recreation Summer Inclusion Program
- 15 years the Afterschool Program has participated in the Book Tree program

Program Testimonials (names changed for privacy)
Camp Three Rivers Inclusion Program
"John and I wanted to thank you for all you did to help Sam have a wonderful first experience of summer camp. We couldn't be happier with what this has been like for him. In particular we have loved the way camp allowed him to engage with what was fun and comfortable for him, and to find his way to other things when activities were too much for him. We have been so delighted to watch him get more comfortable, gain a little more confidence, and have so much fun.

Tonight at bedtime I was telling him how proud I was of him for trying something new, even though he was nervous at the beginning. Sam replied: "And I liked it!" We can tell he's proud of himself too, and that's pretty great. Thank you for everything, and we hope Sam will be able to be part of camp again next summer!"

Group Fitness
"I have been taking Concord Rec's fitness classes for several years now, and just want you to know what a terrific group of instructors you have. I was too intimidated to go to a gym or to a yoga/pilates studio when I first started out since I'd never done this kind of exercise before. Although I'm pretty active and fit for a person in late middle age, I didn't know whether I could keep up with younger folks. What I love about the Concord Rec classes is that people are welcome no matter what their ability, and the teachers do such an excellent job of helping people who have body troubles of any kind with modifications of the exercises."

Carousel Preschool
"I just have to say "thank you" for the wonderful work you are doing with our kids. I love the community connections with the library and authors visiting. And THEN, the kids got to write their own books. I am so impressed. Thank you all!"

Stow Street Block Party
"Wanted to reach out and thank you again for having us at the Stow Street Block Party! We had a great time and met a bunch of wonderful families. It seemed like a great success all around—kudos!"

Beede Center
"My family and I have been members at the Beede almost since day one, and we have made use of that membership, almost daily! I had a breast cancer diagnosis, followed by many surgeries. After every surgery my trainer helped me to navigate the path to recovery, pushing me out of my comfort zone at the same time helped me to avoid injury. The result? I am healthier now than I was before I got sick! Thank you Beede!"

2017 PICNIC IN THE PARK

Frank Okurowski – Co-Chair, Fund Raising
Marie Foley – Co-Chair, Booths
Tina Browne – Secretary
Karen Ahearn – Entertainment
Doug Ellis – Publicity
Irmi Doane – Picnic Backers
Ann Lang – Children's Parade
Anne Edgar – Hot Air Balloon
Michael Rudd – PA System, Posters

Concord's annual July 4 celebration, Picnic In the Park, took place under sunny skies. Many enjoyed the all day celebration that took place at Emerson Field and in the Hunt Gym on Stow Street. The REMAX hot air balloon took people on tethered rides. Children proudly paraded their decorated bikes behind a Concord police car. Children's entertainment included a concert by Matt Heaton and the Outside Toys, balloon twisting, field games, a Tanglewood Marionette production of The Fairy Circus, the 911 House sponsored by the Concord Fire Department, activities with members of the Concord Police Department and rides on the popular Roaming Railroad. Musical entertainment included Bluegrass played by Southern Railroad and patriot music by the Concord Band. Fun for the teens included temporary henna tattoos. Many local non-profit organizations provided information about their groups and a variety of food and beverages were available for purchase.

The Picnic In the Park committee members organize and seek donations for the event, but the day's programs would not be possible without the invaluable assistance of the Town of Concord, the Concord Public Works Highway Division, the Concord Light Department, the Concord Fire Department and the Concord Police Department. Concord resident Rob Beyer organized the field games. Members of the Concord branch of the National Charity League, a national organization of mothers and daughters provided tremendous assistance during the day. George Herbolsheimer was the Master of Ceremonies for the parade and announcements throughout the day.

The following corporate sponsors and private donors provided financial backing for the entertainment:

Charles and Gloria Clough – major donors
Salem 5 Bank
Middlesex Savings Bank
Dunkin' Donuts of Concord
Barrett/Sotheby's Real Estate
Cambridge Trust Company

Picnic In the Park Backers, private donors
The Committee encourages Concord citizens to support the annual Picnic In the Park with financial contributions and volunteer effort, on the committee or during the day of the event.

Children ride in the street during the 2017 Picnic in the Park

PUBLIC CEREMONIES AND CELEBRATIONS COMMITTEE

John Arena, III – Chair
Robert Norton
Erin Logan
Tom Valle
Edward Murray
Trish Ng
Julissica Rona

From left to right: John Arena III, Tom Valle, Trish Ng, Robert Norton, Edward Murray, Erin Logan

The Public Ceremonies and Celebrations Committee has the responsibility of organizing, coordinating and managing several ceremonies and celebrations sponsored by the Town of Concord. Celebrations for 2017 included: Honored Citizen Ceremony on March 26; Meriam's Corner Exercise on April 8; Patriot's Day Parade on April 17; Dawn Salute on April 19; Memorial Day Ceremonies on May 29; Veterans' Day Flag Retirement Ceremony on November 11; and Concord's annual Tree Lighting on Dec. 3. The committee is grateful to the many people and organizations that helped make 2017 such a successful year! These especially include Parade Marshall Navy Lt. Justin Lutz, Town and State officials, various Town departments especially the Fire, Police and Public Works Departments, Honored Citizen Jeff Adams, local Veterans, Concord Minutemen, Concord Independent Battery, Middlesex County 4H Fife & Drum Corps, participating clergy from Concord, Concord Girl and Boy/Cub Scouts, CCHS music volunteers, and the many others and organizations who participated in and attended the 2017 events. The committee is comprised of seven members who understand the importance of upholding these valued town traditions.

Honored Citizen Ceremony & Reception
Each year, since 1962, Concord honors a deserving citizen(s) who has demonstrated extraordinary town service and volunteerism by being selected as Honored Citizen.

Jeffrey Adams was named Honored Citizen for 2017. For over thirty years, Jeff has resided in Concord. He served town government on the 2001 Landfill Study Committee, two terms on the Public Works Commission, Planning Board, Estabrook Woods Access Study Committee, Community Preservation Committee, and Natural Resources Commission. Jeff has served on the Alcott, Thoreau and CCHS School Building Committees and on numerous task groups including the Village Overlay Study, Landfill Study, Hugh Cargill Task Force, Wastewater Management Study, Recreation Space Study, and Open Space Planning Committee. Jeff has been a Trustee of the Concord Free Public Library, and on their Special Collections Committee (which oversees the Town archive), and also as a one-man Building Committee. Jeff participated in the Old Manse Committee and has served as a Trustee at the Fenn School, as well as a member of the Advisory Council for the Umbrella Community Arts Center and a member of their building committee. One nominator mentioned "he helped establish the Danner DeStephano Scholarship and raised over $125,000 to make it possible for the Recreation Department to offer summer camp scholarships to deserving families in Concord."

Jeff's steadfast devotion to the town through his years of extensive service has earned him the rightful recognition of Honored Citizen.

Meriam's Corner Exercise
This ceremony commemorates the assembly and actions of militia and Minuteman units that arrived at Meriam's Corner during the British retreat from Concord on April 19th, 1775. After the Regulars' withdrawal from the Old North Bridge, they began a retreat back to Boston. By the time the Regulars arrived at Meriam's Corner, at half past noon, there were reported to be about 1,100 Minutemen in the area from more than a dozen towns. On that April 19th, at Meriam's Corner, a day of relatively small but violent skirmishes blossomed into a running, 16-mile battle that became the opening salvo to the eight-year American Revolutionary war.

Patriots Day
The Patriots' Day Parade covered a route of approximately 2.5 miles from the Hunt Gym through Concord Center to the Old North Bridge and back to the Hunt Gym. Participants included several minuteman companies and military organizations; marching bands; cultural and youth groups; and local/state dignitaries and elected officials. At the Old North Bridge, a solemn ceremony remembered the various Minuteman companies and British troops of 1775 and wreaths were laid at the Minuteman statue and Grave of the Unknown British Soldiers. Ceremony observers were challenged to pause and reflect, on a personal level, the events and hardships that took place there, at about the same time of day, on April 19, 1775.

Dawn Salute
The Dawn Salute is held at the Old North Bridge every year on April 19th to commemorate the opening battle of the American Revolution in 1775. Church bells toll at 5:45AM from the First Parish to sound the alarm. "Dr. Prescott" arrives at the Bridge after riding across the countryside warning towns and villages that the Regulars were on the march and their destination was Concord. Minutemen firing salutes, volleys by the Concord Independent Battery from Buttrick's Hillside and a performance by the "Old Guard" contributed significantly to the event.

Memorial Day
Memorial Day parades and remembrance ceremonies were held in West Concord at Percy A. Rideout Field and Kenneth J. Dunn Square and in Concord Center at Monument Square. Concord's proud Role of Honor was read at Monument Square. Commemorative wreaths were placed by Concord veterans at the West Concord locations as well as several monuments in the Square. The Concord Independent Battery and Concord Minutemen fired multiple times throughout the morning to commemorate the brave men and women who lost their lives in the line of service.

Veterans Day
Concord's Flag Retirement Ceremony is held each year on Veterans' Day and provides Concordians with the opportunity to retire their worn American Flags in a respectful and appropriate manner. The ceremony was established in 1965 by James Carroll, Dr. Francis McDonald, Bernard Rushe, Former Fire Department Chief Thomas Tombeno, and Clark McClevin. This group of Concord residents, and the Town at large, felt that worn, torn and/or faded flags, left in place through the fall and winter months, honored neither our nation's colors nor our departed veterans. For the past fifty two years, this ceremony has been conducted to remedy this situation by properly retiring flags by burning with assistance from the Concord Fire Department and participation from veterans, local officials, Concord Independent Battery, Concord Minutemen, and the Military Family Support Group. Each year, local Girl and Boy Scout troops assist the committee with properly folding the flags at Hunt Gym, a few days prior to the retirement ceremony. The committee is grateful to the years of participation from our Concord Scouts!

Tree Lighting
2017 marked the first year that the Public Ceremonies Committee assisted with the annual Tree Lighting and Parade. With additional assistance from the Concord Recreation Department, the committee planned a small parade from Hunt Gym to Monument Square, with the grand finale featuring Santa on top of a Concord fire truck. The turnout was incredible, and the committee looks forward to working with the Recreation Department to continue this wonderful holiday event for years to come.

CONCORD-CARLISLE HUMAN RIGHTS COUNCIL

Officers for the 2017 year are:
Co-Chairs: Louisa Paushter and Rob Morrison
Treasurer: Libby Kurten
Secretary: Sarah Napier

Website: cchumanrights.org

The first event of 2017 was in January when we held our annual Martin Luther King, Jr. concert at the Fenn School. The performers were Lisa Lee and Joyful Voices of Inspiration) joining the Fenn Treble Choir, The Boston Children's Choir, and the Willard Chorus was a joyful evening of song masterfully mc'ed by CCHS graduate, Charisse Gilmer Alouidor.

On April 30, 2017, the Council again coordinated the Annual Holocaust Memorial on behalf of the Concord Board of Selectman. The one hour documentary film titled "Exile and Community: The Life of Carola Domar" was shown. Concord film maker Susan Reider explains " Although this oral history is told by an elderly woman and her grown daughter, the account is largely communicated from a young person's perspective--Carola escaped Germany as a teen and came to the United States on her own. A chapter of the piece is devoted to the sense of community and purpose she finds in Conantum, Concord." A Q & A session with the film maker and Carola's daughter, Alice, followed. Rabbi Darby Leigh and Cantor Rosalie Gerut from Congregation Kerem Shalom offered memorial prayers and music. Select Board member, Alice Kaufman, represented the Town of Concord with welcoming remarks.

Our "Climate for Freedom" breakfast was held on December 4th at Trinitarian Congregational Church. Our speaker was Concord Police Chief Joe O'Connor who spoke about recent national and local current events which impact communities, as well as the importance of standing up to hate in all forms.

Apart from these annual events, sub-committees of the Council have been busy following up local issues of human rights, and we have liaised with the Concord Police Department to help follow up with complaints of human rights abuses.

CONCORD-NANAE NETWORK JAPANESE SISTER CITY RELATIONSHIP

Susan H. Curtin, Co-chair
John Cratsley, Co-chair
Jim Terry, Treasurer
Leslie Burnard
Holly Cratsley
Lee Flight
Beverly Gauthier
Richard Gauthier
Daisuke Matsukura
Nancy McJennett
Jack Nevison
David Nurenberg
Junko Kargula, Advisor
Heather Bout, School Board Advisor

Two major events were the focus of CNN in 2017. The first was the annual visit to Concord on October 3-10 by a delegation of Nanae adults and students. The second was the visit to Nanae by a delegation of nineteen Concord adults at Nanae's invitation to celebrate the twentieth anniversary of the sister city relationship in early November.

Members of the Concord Delegation cut a ceremonial ribbon in Japan at the naming of Concord Street. Concord's gift to Nanae, a Minuteman weathervane, can be seen in the background.

In October the Nanae adults followed an itinerary that included tours of the Orchard House, the Concord Museum, the Concord Main Library, a welcome lunch at CCHS, a welcome meeting with Select Board members and the Town Manager, a visit to the North Bridge, special interest tours, shopping, time spent

with their host families, a visit to Cambridge and Harvard University, and Quincy Market, a citizen sponsored welcome party, and a farewell dinner. Students home-stayed with the families of CCHS's Sci Fi Club, visited classes, participated in CCHS events, and followed an itinerary designed by Dr. Nurenberg. Thanks to the Concord and Carlisle families who made Nanae's entire visit another wonderful success.

Concord's delegation to Nanae in early November included members of CNN, a local business person, a member of the Board of Health, several school system members, two farmers, a member of the Select Board, and the Town's land planner, water superintendent, and the chief information officer, all of whom met with their Nanae counterparts.

The Nanae Delegation with members of Concord's Delegation in the Concord Select Board room.

Prior to the official celebration of Nanae's sixtieth birthday as an incorporated town and the anniversary of the sister city relationship, the delegation participated in several tours of Nanae and the environs, including a visit to a local geothermal plant. Special tours and meetings were arranged for the farmers and school people, and for members of Concord's town government.

The day of the celebration, November 3, opened with the dedication of the newly named Concord Street. Members of the delegation and Nanae officials cut the ribbon to officially open the street. On the stone post at the head of the street sat Concord's gift to Nanae, a large black metal Minuteman statue weather vane, Concord's gift to Nanae. In return, Nanae presented Concord with a striking handmade Ainu robe (the Ainu are the First Peoples of Japan).

Members of the delegation also traveled to Noboribetsu to see a volcano and the adjoining hot springs. They then visited Sapporo, Hokkaido's capital, met with a representative of the Hokkaido government, had a tour of the water museum, and visited other sights.

In 2022 CNN will organize a Concord celebration to commemorate the twenty-fifth anniversary of this sister city relationship. Other trips to Nanae by both adults and students, as well as special events, will occur during the next few years, thanks to the participation and support of Concord citizens.

CCTV INC.

Neville Webb, President
Tamarah Green, Executive Director
Kester Krueger, Education and Outreach Manager
Sam Krueger, Production Assistants
Mike Dyer, Community Producer
Brendan Crewe, Studio Manager

Directors:
Sid Levin, Chuck Palmer, Tracy Brady, Karen Kugel, Susan Rieder, Seve Kirk

CCTV is a membership based non-profit, media center that opened in 2004. We are an independent corporation that operates under contracts with the Towns of Concord and Carlisle, and utilizes franchise fee revenues from Comcast to fund most of the operations of the station. As the PEG (Public, Education, and Government) cable access station, we provide universal public access to uncensored local community programming.

CCTV continues to be in full compliance with IRS and Massachusetts regulations. The annual independent audit of our financial books and records demonstrates our excellent financial controls and oversight and, as always, that we continue to be in sound fiscal health.

Anyone who lives in Concord and subscribes to Comcast is able to watch CCTV's programming on Channel 8, 9 and 99. Interested viewers who either don't subscribe to Comcast, aren't a resident or simply are unable to tune in live can easily access CCTV's programming via our online streaming at http://www.concordtv.org/ or through our video on demand feature at http://www.concordtv.org/watch/video-on-demand. It has never been easier to stay apprised of local politics and all that is happening in your own community. In fact, now it is even easier than ever. This past year, CCTV successfully launched a brand new logo, followed by a new website. Since then, page views have tripled in number and new video content is added daily. This new website includes features like a calendar of upcoming events, a revamped layout for the On Demand page that lets consumers browse through CCTV's work and a new webform that allows members to submit their ideas for programming. The community has truly responded to our streamlined website, which now boasts more than 5,000 hits in the past year. People from all over have viewed everything from municipal meetings, lectures, concerts, sporting events and more.

Residents, members, and producers continue to share their knowledge, dreams, and creative expression on CCTV's Public Channel. Our members have created original content full of new ideas while also visibly improving the production value of their work throughout the year. Their hard work, dedication, collaborative energy, and vision have led to a host of productions to be proud of!

The staff's dedication to the growth and goal achievement of these individuals remains steadfast. We continue to develop training methods that advance knowledge, accelerate skill acquisition, and enhance technical ability so that our members may realize their ambition to become accomplished television producers

Learning is a continuous process at CCTV. Our knowledgeable staff is always available to advise our members about all forms of media, and we encourage them to learn with us as we continue to offer new courses.

Providing access to, and training on, our equipment continues to be a primary focus at CCTV. Workshops at CCTV are project-specific and producers receive seamless personalized instruction in all production fields.
We extend an open invitation to those in the community who want to learn the craft of digital media production right in their own town. Orientation tours are easy to schedule as the CCTV studio is located in Concord-Carlisle Regional High School. These tours provide interested residents with an overview of our operation and an introduction to our equipment and training opportunities. Advanced classes, such as learning how to operate a camera, edit a program or use Photoshop are also offered.

CCTV Studio Space at Concord Carlisle High School

It has been a very productive year at CCTV, with more members participating and utilizing the available resources to create excellent programming. We are very proud of our accomplishments over the past year and we are gratified by the steady increase in scope, depth, and power of CCTV's contribution to Concord's social and cultural community life. We encourage you to view our community-produced programming, to look for our equipment and crews around town, and to become a member, a volunteer, or a producer at CCTV.

While we are profoundly excited about these new developments, we have no intention of resting on our laurels. We constantly challenge ourselves to come up with new ways to make residents more aware of what we offer; to create wider and deeper connections across all sectors of the community; and to inform, inspire, and engage our viewing audience with the aim of

weaving them more deeply into the tapestry of life in Concord and Carlisle.

THOREAU FARM TRUST

Margaret Carroll-Bergman, Executive Director
Ken Lizotte, President
Nancy McJennett, Vice President
Molly Eberle, Treasurer
Debbie Bier, Director
Courtland Booth, Director
Lawrence Buell, Director
Joseph Wheeler, Director
Jack Maguire, Director

Robert Pinsky, Honorary Chair
Bill McKibben, Honorary Director

Thoreau Farm Board of Directors, John "Jack" Maguire, President Ken Lizotte, Treasurer Molly Eberle, Vice President Nancy McJennett and Joseph Wheeler. Absent: Debbie Bier, Courtland Booth, Lawrence Buell

Thoreau Farm Trust, a nonprofit organization, serves as steward of the Henry David Thoreau birthplace on Virginia Road. At one time suffering from neglect and deterioration, the Thoreau birthplace has been transformed through a $1 million restoration greatly supported by the local community, including Concord Community Preservation Act funding. The site is now listed on the National Register of Historic Places and received two awards for the restoration project.

Thoreau Farm Trust offers a unique historic house experience for visitors from Concord and around the world. We believe Thoreau's extraordinary insights and ideas about life, nature, and individual responsibility are as relevant today in the 21st century as they were during his lifetime, and so we view his birthplace as a source of inspiration for living deliberately, practicing simplicity, and exploring new ideas for positive change.

Tours and educational programming focus on Thoreau's ideas, stimulate discussion and debate with visitors, and encourage visitors to reflect on how they can live more deliberately in accordance with their own values. In 2017,Thoreau Farm Trust hosted programs on climate change; writing; the state of Walden Pond; author's talks; book launches; and meditation and yoga.

Thoreau Farm Trust and the Thoreau Society celebrated the Thoreau Bicentennial with a birthday bash to rival no other. Here are some highlights from that event:

- Thoreau Farm and the United States Postal Service held a special dedication ceremony for the Henry David Thoreau Forever Stamp on July 12, 2017 at Thoreau Farm, with a postmark commemorating the birthplace.
- Governor Charlie Baker signed a proclamation declaring July 12, 2017, Henry David Thoreau Day in the Commonwealth.
- Jane Hotchkiss, Chair of the Concord Select Board, Michael J. Barrett, State Senator, and Cory Atkins, State Representative, added to the festivities with proclamations and personal stories of what Henry David Thoreau means to them.
- The Boy Scouts of America collaborated with Thoreau Farm Trust and the Thoreau Society to create the new historic "Thoreau Leave No Trace Trail." The inaugural hike took place on July 12.
- Thorough Homes (www.thoroughhomes.com) built a replica of Thoreau's cabin on Thoreau Farm for the 200th. The cabin will serve as an exhibit until July 2019.
- And, Thoreau Farm Trust launched its collection of essays, "What Would Henry Do?: Essays for the 21st Century," to honor Henry and to commemorate the bicentennial. President Jimmy Carter; Thoreau Farm Trust founding director Joseph Wheeler; author Gregory Maguire; retired New York City police detective Frank Serpico; actor Edward Begley Jr.; and historic preservationist Anna West Winter; among many other scholars, activists, and Thoreau enthusiasts are contributors.

In addition, other achievements and developments in 2017 include:

- A "writers retreat" located in the Thoreau birth room and available for rent by day, week or month
- Expert docents, who give tours every Saturday and Sunday, May through October, and by appointment
- 71 teachers from 30 states and the District of Columbia visited Thoreau Farm as part of the Concord Museum's National Endowment for the Humanities grant
- Partnered with Freedom's Way for "Hidden Treasures" program in May
- Guest bloggers to our blog, The Roost! Send your Transcendentalist insights to info@thoreaufarm.org for consideration.

As Henry wrote: "I am grateful for what I am and have. My thanksgiving is perpetual." We thank the residents of Concord for their generous support and interest in Thoreau Farm.

This life size bronze bust of Henry by sculptor Richard Tucker was a birthday gift to Thoreau Farm by a donor who wishes to remain anonymous. Henry's birth house is in the background.

VETERANS' SERVICES

A memorial parade was held for Medal of Honor Recipient Captain Thomas Hudner following his passing in November.

The Veterans' Services program is mandated according to Massachusetts General Law, Chapter 115 and is administered under State guidelines to provide information, advice and assistance regarding benefits to veterans and their families. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a Veterans' Services Officer. The Veterans' Services Officer must be a war-era veteran and be available to provide assistance. The Town is reimbursed by the State for 75% of benefits paid under this mandated program. With the support of the Commonwealth's House, Senate and Executive Office, Massachusetts is now recognized as having one of the most comprehensive veterans' programs in the nation.

The Office of Veterans' Services, located at 55 Church Street, advocates and provides critical services to those who have worn the uniform and their loved ones. At the start of the civil war in 1861, the state legislature formalized assistance provided to needy veterans by establishing M.G.L. Chapter 115 benefits and the Department of Veterans' Services to oversee Chapter 115 distribution in a constant effort to improve benefits and keep the up to date. Current benefits extend to "natural disasters" where benefits may apply to a loss resulting from a hurricane, blizzard or tornado. The Veterans' Service Officer will help Veterans complete their application for Chapter 115 benefits which offers a need-based program of financial and medical assistance for Veterans and their dependents. The mission of the Veterans' Services Officer has grown to

encompass the full range of VA federal benefits, rehabilitation, employment and educational opportunities, military records, tax exemptions, housing and shelter assistance, annuities, funeral assistance and care and decoration of veterans' graves. Financial assistance to qualified veterans and their dependents is provided, in accordance with State and federal regulations.

Our veteran population is dropping very rapidly but from 2001 to 2017 we have tens of thousands of new veterans in the Commonwealth. This increase is due to Women Veterans, Latino Veterans and African American Veterans. This is a very small amount returning compared to veterans that returned from WWII.

Program Implementation

The Veterans' Services Officer responds to daily calls requesting information, advice and assistance. With so many veterans and their families facing profound challenges related to their service and the current economy, the Veterans' Services Officer has become more important than ever.

The Veterans' Services Officer often helps veterans obtain assistance from veterans' organizations as well as other local, State and federal organizations, such as community services, youth services and Social Security. The Veterans' Services Officer also has been called upon to provide transportation to and from medical appointments for veterans when there is no other transportation available. Currently there are ten individuals receiving financial assistance for qualifying Chapter 115 benefits.

The Veterans' Services Officer has been networking with local civic groups, senior citizen groups and area veterans' organizations as well as families of service members currently deployed. He has assisted at veterans' funerals, worked with students and presenters at Veterans' Day and Memorial Day exercises, served as a guest speaker in some high school and elementary school classes as well as for Rotary Club of Concord, the Lions Club of Concord, Concord Deaconess, and Concord Park Assisted Living. In addition to reaching out to veterans in obtaining "alternative sources of income", he has generated veteran related programming for the local cable television channel.

For information or assistance on Veterans' Services please call 978-318-3038 or e-mail dkrug@concordma.gov. For information about services, events, and other veterans' organizations please visit Concord's web page at www.concordma.gov/clerk/veterans.htm.

The Veterans' Services Officer has been networking with local civic groups, senior citizen groups and area veterans' organizations as well as families of service members currently deployed. He has assisted at veterans' funerals, worked with students and presenters at Veterans' Day and Memorial Day exercises, served as a guest speaker in some high school and elementary school classes as well as for Rotary Club of Concord, the Lions Club of Concord, Concord Deaconess, and Concord Park Assisted Living. In addition to reaching out to veterans in obtaining "alternative sources of income", he has generated veteran related programming for the local cable television channel.

2017 Applications for Concord Veterans' Services

Prescription Benefits	108
Hugh Cargill Trust	7
Death Benefits	7
Military Medals and Flags	9
Housing Benefits	85
Military Records	21
Assisted Living	9
Health Benefits	72
Transportation	29
Employment	24
Aid & Attendance	15
SNAP Food Assistance	12
Chapter 115	109
Disability Filing	5
Fuel Assistance	70
Disability Tax Abatement	44
VA Forms	31
Veterans' Outreach	12
Financial Assistance	106
Social Security	84
Well Being Checks	5
Annuities	7
Post GI Bill	2
Veteran Grave Flags	2600
2017 Concord Veteran Count	635

REGISTRAR OF VETERANS GRAVES

Harold Nichols, Registrar

There were 33 internments of United States Veterans in Concord cemeteries in 2017. The names of the Veterans, their respective wars, date of burials, and place of burial are as follows:

VETERAN'S NAME	PERIOD OF DUTY	INTERNMENT DATE	CEMETERY
John F. Flynn	Korea	January 6, 2017	Sleepy Hollow
Thomas Welch	Peacetime	January 26, 2017	St. Bernard's
George Theofilos	Korea	February 7, 2017	St. Bernard's
Richard Welch	Korea	February 25, 2017	Sleepy Hollow
Leo McGrath	Korea	March 30, 2017	St. Bernard's
David Carlstrom	Vietnam	April 14, 2017	St. Bernard's
William D. Andrews	Korea	May 28, 2017	Sleepy Hollow
Charles a. Caretti	World War II	June 12, 2017	Sleepy Hollow
Arthur B. Johnson	World War II	June 17, 2017	Sleepy Hollow
Everett H. Frost	Korea	June 17, 2017	Sleepy Hollow
Elmer M. Purcell	World War II	June 21, 2017	Sleepy Hollow
Martin R Santis	Vietnam	June 22, 2017	Sleepy Hollow
John L. Ramsay	Vietnam	June 30, 2017	Sleepy Hollow
David K. Burnett	World War II, Korea	July 1, 2017	Sleepy Hollow
Raymond Gray	Vietnam	July 15, 2017	Sleepy Hollow
Robert H. Damon	Korea	August 1, 2017	Sleepy Hollow
Gene M. Brown	World War II	August 8, 2017	Sleepy Hollow
Frank B. Hills	Korea	August 19, 2017	Sleepy Hollow
Richard E. Petersen	World War II	August 25, 2017	Sleepy Hollow
Edmund H. Tunnicliffe	World War II	August 29, 2017	Sleepy Hollow
Henry S. Thompson Jr.	World War II	September 9, 2017	Sleepy Hollow
Gerald T. Zyfers	Korea	October 7, 2017	Sleepy Hollow
Victor M. Tyler	Peacetime	October 14 2017	Sleepy Hollow
Mark E. Connelly	World War II	October 21, 2017	Sleepy Hollow
Duane L. Jones	Korea	October 21, 2017	Sleepy Hollow
Parker Vanderhoof	World War II	October 22, 2017	Sleepy Hollow
Albert Magurn	Korea	November 4, 2017	St. Bernard's
John Carl Welsh	Vietnam	November 10, 2017	St. Bernard's
Edward Murphy	World War II	November 27, 2017	St. Bernard's
Lorraine Hanson	Peacetime	December 2, 2017	St. Bernard's
Nancy McCarthy	Korea	December 15, 2017	Sleepy Hollow
John Schipelliti	Korea	December 28, 2017	St. Bernard's
Edward Stefaniak	World War II	December 30, 2017	St. Bernard's

FINANCE

FINANCE COMMITTEE

Karle S. Packard, Chair
Dean S. Banfield
Peter Fischelis
Mary Hartman
John Hickling
Richard Jamison
Linda Miller
Scott Randall
June Rzepczynski
Thomas C. Swaim
Philip C. Swain, Jr.
Thomas A. Tarpey
Brian Taylor
Triveni Upadhyay
Andrea Zall

Left to right back: Linda Miller, Thomas Swaim, John Hickling, Mary Hartman, Brian Taylor, Triveni Upadhyay, Phillip Swain
Left to right front: Thomas Tarpey, Karle Packard

The Finance Committee has served the Town as an overseer of the Town's financial matters and advisor to the Town Meeting since its creation at the 1922 Annual Town Meeting. The Finance Committee consists of fifteen members who are appointed by the Town Moderator to represent a diversity of ages, genders, precincts, financial circumstances and professional backgrounds. Each member is appointed for a three-year term, with five terms expiring each year at the close of the Annual Town Meeting. During their appointment, no member can serve concurrently as a Town officer or member of any other board of the Town.

Concord's Bylaws require that the Finance Committee review warrant articles for Town Meeting that appropriate funds or involve the disposition Town property. The Committee holds one or more public hearings and reports its recommendations on those articles to the Town Meeting in print. These recommendations are included in The Report of the Finance Committee of the Town of Concord, which is issued each spring in advance of the Annual Town Meeting.

The Committee was charged by Town Meeting to produce a 5-year projection of the overall impact to existing taxpayers of budgetary actions in place. This was first produced in 2012, and the Finance Committee has continued to refine the model to sim¬ulate the impact of various assumptions on both the current guideline recommendations and future tax levy increases. The Finance Committee is also undertaking initiatives to compile benchmarking data to compare Concord's expenditures and outcomes to similar municipalities in the Commonwealth and to identify and apply significant indicators of fiscal sustainability to our deliberations.

In addition, it is the Finance Committee's charge to consider any or all municipal questions and report or make recommendations to the Town, including carrying out special studies of Town services, programs and facilities; approving or disapproving the transfer of moneys from the Reserve Fund; and making recommendations to the Town regarding the transfer of any amount of public money previously appropriated to any other use authorized by law. Finance Committee members observe other Town Committees and follow issues of financial importance to the Town, contrib¬uting to financial oversight by asking question of the appropriate bodies regarding the financial analyses being conducted.

FY19 Operating Budget Guidelines
Every fall, the Finance Committee considers the upcoming spending needs for each of our Town's three primary budgeting entities, the Town government, the Concord Public Schools, and Concord's assessment for the Concord Carlisle Regional High School, to determine the operating budget guidelines for the fiscal year that begins on July 1st of the following year. These guidelines are meant to inform and advise the Town and School Administrations, the Select Board, and the School Committees as to what the Finance Committee believes are the appropriate levels of spending.

Trying to find the right balance for the times is a complex process. Finance Committee members research, debate, interview, invite feedback and seek consensus - within the Committee, with the budgeting entities and ultimately with the Town's citizens. The Select Board, Town Manager, School Committees and Superintendent of Schools work collaboratively with the Finance Committee with the intention of reaching a consensus on budgets without impairing any important Town services or the quality of public education in Concord.

In establishing the Guidelines, the Finance Committee also seeks to maintain operating cost increases within certain criteria to meet a goal of fiscal sustainability over the long term. These criteria include keeping increases from depleting excess levy limit capacity to the extent that general overrides are required, Free Cash is depleted, bond ratings are affected, or taxpayers are burdened beyond what typical expectations of income growth can accommodate.

The Finance Committee issued its FY19 guidelines on November 30, 2017, as required by our Town bylaw. The Guideline adopted by the Finance Committee directs $2,800,218 of incremental funds to the operating budgets, a 3.60% increase over FY 2018 General Fund operating budget levels (see FY 2019 Operating Budget Guidelines and Total Budget Plan, page 3). The Finance Committee is proposing a total FY19 General Fund spending plan of $105,719,549, which would be an increase of 3.42% over the adopted FY18 budget. The overall increase in the tax bill to existing taxpayers for FY 2019 is projected to be 2.70%, inclusive of Exempt Debt. This guideline projects a tax levy totaling $91,200,662, and an unused levy limit of $3,963,180 (which is 4.47% under the projected levy limit). The Guidelines Subcommittee believes that retaining a modest unused levy capacity is important for the town to maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses and other contingencies.

Several overriding factors and concerns were considered by the Finance Committee during of the guidelines process:

- The Finance Committee is very aware of the cumulative impact of operating budget increases and the related rise in property tax assessments on Concord taxpayers. There remains an overall concern that even more moderate increases when sustained for a number of years could have an impact on the makeup of Concord's population.
- The U. S. economic outlook is healthy according to the key economic indicators. The Massachusetts economy continues to grow, which remains evident in Concord by increases in building permits and some local excise taxes. However, there is a large projected gap in the Massachusetts state budget and, despite assurances to the contrary, there exists concern about the level at which local aid to cities and towns will be funded by the State. Further, there is much uncertainty on the national level, with particular regard to Congress' recently adopted Tax Cuts and Jobs Act of 2017, its impact on the economy and especially changes to the treatment of state and local taxes.
- Long term employee costs due to contractual pay increases, obligations for pensions and Other Post Employment Benefits (OPEB), and higher than anticipated increases in em-ployee health insurance after a prolonged period of stability will have an impact on budgets and will remain a liability that will require careful management for the future.
- Effects of shifting demographics between Concord and Carlisle that put a greater assessment burden for the Regional School District on Concord.
- Increasing volatility in Special Education costs.

Based on information provided to date, the Finance Committee anticipates that the Town Government, the Concord Public Schools (CPS) and Concord-Carlisle Regional School District (CCRSD) will have difficulty maintaining core services and meeting critical operating priorities within the recommended Budget Guideline. The Committee is hopeful that each entity will be able to review its requests, make budgetary adjustments or employ a more creative service delivery method to be able to provide current service levels within the approved Guideline. The Finance Committee will continue to work collaboratively with budget authorities to monitor these factors and provide additional responses or recommendations that may be warranted as the FY 2019 budget finalization proceeds, leading up to Town Meeting in April
Looking ahead, the Committee foresees increased demands for fiscal resources. The shift in Concord's

assessment for CCHS costs due to changes in enrollment ratios relative to Carlisle will increase. Potential ren¬ovation of or new construction at the middle schools will incur significant new debt services costs, however the burden of debt service for the new high school building project will peak in the current fiscal year. The Finance Committee's five year projection will be updated as new information is received with respect to these factors.

TAX FAIRNESS COMMITTEE

Back Row, Left to Right: David Carr, Rein Beeuwkes, John Mannheim, Bill Kemeza, & Jim Phelps.
Front Row: Nancy Cronin (Vice Chair), Jonathan Keyes (Chair)
Missing: Walter Birge

David Carr
Rein Beeuwkes
John Mannheim
Bill Kemeza
Jim Phelps.
Nancy Cronin (Vice Chair)
Jonathan Keyes (Chair)
Walter Birge

The early part of 2017 was spent preparing a Town Meeting article (#48) which proposed that the Town establish a senior means-tested real estate tax exemption, the goal of which was that for qualified parties, this tax would not exceed 10% of their income. This proposal was made pursuant to a Home Rule grant by the General Court in December of 2016, for which the Select Board had petitioned in accordance with an article passed by the Town Meeting of 2016. Article 48 was passed by the 2017 Town Meeting and subsequent election, with its provisions to be effective in fiscal year 2018.

The balance of the year was spent in oversight of areas that would bear on a successful outcome. The Assessors Office will play a critical role as they must implement the program. In order that they have time for thorough preparation, implementation has been deferred until fiscal year 2018. By the same token the Committee is deeply concerned that all qualified parties are made aware of the existence of this benefit so that they can take advantage of it. In this regard, the Committee has embarked on a program of "spreading the word." It is organizing meetings with such organizations as the Council On Aging, the Hugh Cargill Trust, the Tax Relief Committee, and various church groups.

BOARD OF ASSESSORS

From left to right Andrea Okie, Cynthia Rainey, Jim Sommer (Chairman), Christian Fisher

Andrea Okie
Cynthia Rainey
Jim Sommer (Chairman)
Christian Fisher

The Board of Assessors began Calendar Year 2017 by processing 45 abatement applications, completing all by the deadline of May 1, 2017. The Board granted abatements in whole or in part for 29 applications. The dollar amount of abatements granted during the FY2017 abatement hearings totaled $4,907,494 for real estate, which is $69,048.47 in tax dollars. The majority of abated taxes was attributed to small corrections in property listings and most resulted in permanent adjustments to the property data. There have been seven FY2017 appeals filed with the Appellate Tax Board (ATB).

At the 2017 Annual Town Meeting and a ballot question on the subsequent town wide election, the citizens of Concord created a new Senior Mean Tested Real Estate Tax Exemption. The language of the new exemption empowered the Board of Assessors to administer the program, which included creating an application and setting asset limits. All this was debated and worked out over several meetings and the Exemption is ready to go for FY 2019. The Assessor's Office will be accepting applications starting in April of 2018 with a due date of September 1, 2018.

The remainder of the year was devoted to the Fiscal Year 2018 re-certification program. Property valuations for FY18 tax purposes (the tax year beginning July 1, 2017) are based on a valuation date of January 1, 2017. Market value as of this valuation date is derived from the analysis of Calendar Year 2016 sales.

The Board of Assessors revalues all properties in the town every year in accordance with the state law requirement that property values must be at 100% of their full and fair cash value each year. The values are certified by the Massachusetts Department of Revenue (DOR) once every five (5) years through on-site and intensive examination of the procedures and methodology being employed by the local Board of Assessors. In the intervening years the local valuation process is the same but state oversight consists of review and approval of the required statistical analysis. FY 2018 was a re-certification year and the DOR performed an extensive analysis of the way Concord performs the valuation of property in the town and has approved Concord's FY18 assessed values. The next four (4) years will be interim years, with FY23 being our next re-certification year.

The major objective in any year is to update the various factors in the tables of the Computer Assisted Mass Appraisal (CAMA) system. The CAMA system is used to calculate the assessed value for each property, adjusting the valuation tables as indicated by sales data. The DOR issues regulations that define how the statistical sales analysis must be done. There were 386 sales with 247 qualified sales in Calendar Year 2016, the time frame required by DOR guidelines. A qualified sale is an open market transaction between a willing and educated buyer and seller. Types of sales that are not considered qualified by the DOR include those between family members or intra-corporation sales, those not exposed to the market, auction and foreclosure sales, those that involve more than one property and/or additional personal property, stressed sales (such as an estate sale, court settlement or as a result of a divorce), and where there has been a significant change in the property after the sale and before the sales analysis is done.

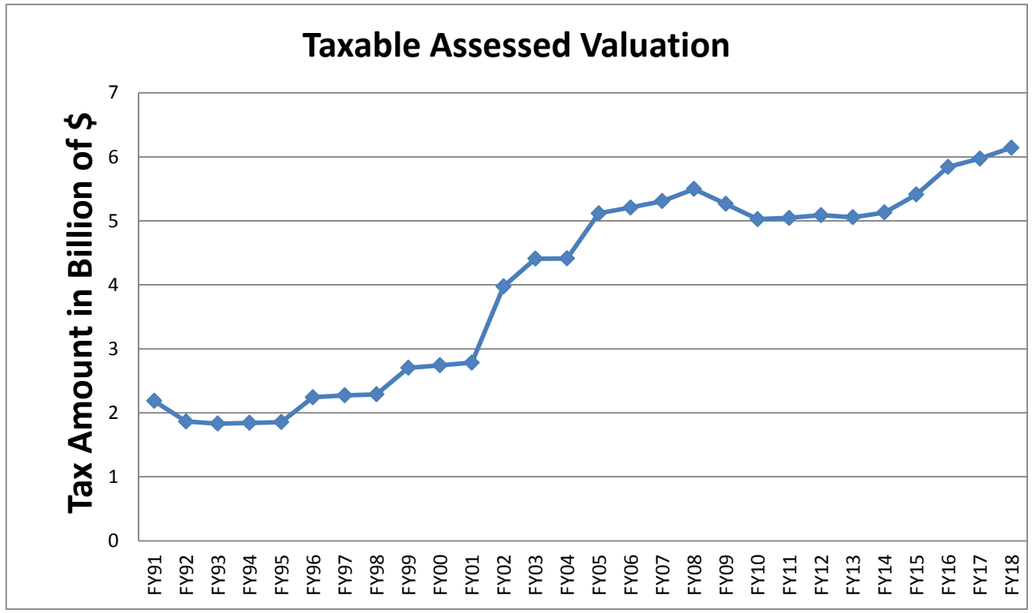
State law also requires that the median Assessment to Sales Ratio (ASR) fall within required parameters each year:

A. The overall ASR median must be within plus or minus ten percent of 100% of full and fair market value.
B. The median for each subcategory within the sales stratifications - such as style, location and size - must be within plus or minus five percent of the overall median.

The overall median ASR is 0.95 for Fiscal Year 2018. The DOR requires that buildings and land be valued separately and that land valuations must also be supported by the sales. In the absence of vacant land sales, a technique called "Land Residual" analysis is used. This analysis subtracts the building's calculated value from the sales price, and then the assessed land value is divided by the residual sale price amount to produce a land residual ASR. This ASR for the land must be within 5% of the overall ASR and proves the land value to be correct.

For FY18, Concord's average Single Family Residence (SFR) is valued at $1,014,269 (up 2.70% from FY17) and the median SFR is valued at $838,900 (up 2.38%). The overall valuation of the Town indicates that property values have had some increase, but not as high as last year. Assessed values are 2 years behind the actual real estate market, because state law requires a valuation date of January 1st of the prior calendar year using the sales

information from the previous calendar year. Values stabilized in 2010 after the recession of 2007 and have steadily risen each year since. There was a jump in FY2017 and FY2018 only had a modest increase of 2.86%. This change reflected the improved residential real estate market in Calendar 2016. The Commercial and Industrial segment of the market remained almost level. The overall value of the industrial market was up by 28.15%, which is attributable to the addition of a new Solar Field and not a market change. Please see the graph below for the overall change in value from FY 1991 to FY 2018.



The FY18 final values are then used to establish the tax rate in order to meet the budget requirements as voted at Town Meeting. Since the percent increase in the overall value of the town was lower than the percent increase in the levy, the tax rate increased 1.56%, from $14.07 to $14.29 per thousand dollars of valuation.

New Growth

The value of new construction increases the levy limit. It is measured for the period from July 1, 2016 through June 30, 2017. The new growth amount for FY18 is attributable primarily to building permits from additions and new construction of mostly single-family dwellings. The growth this year was slightly lower as compared to the prior year, primarily due to a decrease in large projects. The apartment complex on Beharrell Street was completed last year and the hotel on Baker Avenue was mostly complete and added only a small amount to this year's growth. The overall volume of building permits, remained similar and the only non-residential project was the new Solar Field off of Knox Trail. The growth included 51 new homes, 47 major renovations and 24 major additions. The completion of the condominiums at Black Birch Phase I and the start of Black Horse Condominiums with 23 more units contributed to the change in overall condominium value. Personal Property New Growth is largely due to the addition of property on three accounts Comcast, Kayak, and Welch Foods.

All the components together account for the slight decrease in growth from Fiscal 2017 to 2018. (See Below).

New Growth by Class, Fiscal 2018 Tax Levy

Class	% of Total Value	Adjustment	New Growth
Residential	$74,008,516	$1,042,299	78.81%
Open Space	$ 0	$ 0	0%
Commercial	$ 5,183,219	$ 72,928	5.52%
Industrial	$ 5,047,424	$ 0	5.37%
Personal Property	$ 9,671,970	$ 136,085	10.30%
Total			
Prior Year Growth Fy 2017	$101,498,499	$1,412,859	

Classification Hearing

The Board of Assessors recommended to the Select Board that for FY18 it vote: to adopt a Uniform Tax Rate, not to grant an Open Space discount, not to adopt a Residential Exemption and not to adopt a Small Commercial Exemption. Since FY98 the Select Board has adopted a uniform tax rate for all classes of property. A public hearing was held on November 13, 2017, at which time the Select Board voted a uniform tax rate for FY18. The full report of the Board of Assessors is available on the Town's website.

VALUATION, TAX RATES, AND TAX LEVY: FY2008 TO FY 2018

Fiscal Year	Assessed Valuation	Tax Rate	Tax Levy	% Change Tax Levy	Tax Levy as % of Asessed Value
2008	$5,498,736,316	10.72	$58,946,453	5.1%	1.072%
2009	$5,264,591,702	11.90	$62,648,641	6.3%	1.190%
2010	$5,026,552,229	13.09	$65,797,569	5.0%	1.309%
2011	$5,045,140,030	13.19	$66,545,397	1.1%	1.319%
2012	$5,090,058,629	13.58	$69,122,996	3.9%	1.358%
2013	$5,054,970,094	14.07	$71,123,429	2.9%	1.407%
2014	$5,130,493,662	14.45	$71,135,633	4.2%	1.445%
2015	$5,412,298,562	14.29	$77,341,746	4.32%	1.429%
2016	$5,841,889,295	13.92	$81,319,099	5.14%	1.392%
2017	$5,973,716,402	14.07	$84,050,190	3.35%	1.40%
2018	$6,144,650,600	14.29	$87,809,181	4.47%	1.43%

Statutory Exemptions

Tax exemptions are available to qualified homeowners who are disabled veterans, elderly or blind. The exemption amount and the income and asset limit eligibility conditions are set by state statute. The state reimburses the town for certain specified amounts. State law allows a local option to increase the exemption amount by up to 100% (up to double the statutory amount). The state does not participate in financing this added cost. Annually since 2002, the Concord Town Meeting has voted to increase the standard exemption by the allowed maximum 100%, with the additional cost being borne by the town. At the 2015 Annual Town Meeting the town took advantage of a recent change in legislation that allows for a one-time vote for this purpose rather than voting each year. Beginning in FY10, several of these exemptions also have an annual state-determined cost-of-living adjustment applied to the qualifying thresholds (income and/or whole estate value), pursuant to a vote at the 2009 Annual Town Meeting which accepted this provision of state law. Exemptions granted for FY17 and the related state exemption reimbursements to the town are shown in the FY 2017 Exemptions Granted table.

FY 2017 EXEMPTIONS GRANTED

Exemption Type	MGL Ch. 59, S.5,	# Granted	State Base Amount	Total Base	Actual Abated*	State Reimbursement	Net Town Funds
Veterans	22	45	$ 400	$18,000	$36,000	$10,125	$25,875
Veterans	22D	2	Various	13,001	13,001	13,001	0
Veterans	22E	6	1,000	6,000	12,000	4,950	7,050
Elderly & Surviving Spouse	17D	5	175	875	1,750	900	850
Elderly	41C	6	500	3,000	6,000	0	6,000
Blind	37A	10	500	5,000	10,000	875	9,125
TOTALS		74			$78,751	$29,851	$48,900

* Inclusive of optional 100% increase where applicable.

Agricultural, Recreational and Forest Land

State law provides property tax relief designed to encourage the continuation of certain types of land use. These classifications carry strict application requirements. The law directs the valuation methods and procedural requirements, as well as how to calculate the payment of back taxes when land is withdrawn from these tax-favored classifications. The three categories are:

Chapter 61 - Forest Land refers to land of at least 10 contiguous acres held in a wooded state and subject to a management plan certified by the State Forester. Such land is valued at a specific acreage value set by the state.

Chapter 61A - Agricultural/Horticultural Land refers to land of at least 5 contiguous acres that is used to raise agricultural or horticultural products to be sold on the market. The state requires the town to verify the income requirements from the sale of the products. The state has also established specific acreage valuations which depend upon the product produced on the land.

Chapter 61B - Recreational Land refers to land of at least 5 contiguous acres that is retained in substantially a natural, wild or landscaped condition designed to preserve wildlife and natural resources. Included under this classification are golf courses, horse stables and riding areas, hunting and fishing areas, areas for target shooting, camps, and other picnic, swimming, boating and recreational areas.

FY18 FOREST, AGRICULTURAL, AND RECREATION LAND – VALUES AND DISCOUNTS

Chapter	Class	# of Parcels	Market Value	Taxable Value	Exempted Value	Tax Levy Impact
61	Forest Land	17	$30,264,800	$6,307,172	$23,957,628	$342,355
61A	Agricultural Land	59	$88,253,000	$48,151,072	$40,101,928	$573,057
61B	Recreation Land	36	$95,068,700	$73,532,668	$21,536,032	$307,750
	Totals	**112**	**$213,586,500**	**$127,990,912**	**$85,595,588**	**$1,223,162**

Town of Concord Fy 2018 Taxable Assessed Value

Assessment Date:		January 1, 2016	January 1, 2017					
Budget Year		7/1/16 - 6/30/17	7/1/17 - 6/30/18				Last Year	10Years Ago
Class		**FY17 Valuation**	**FY18 Valuation**	**$ Change FY17-18**	**% Change FY17-18**	**FY18 % Share**	**FY17 % Share**	**FY08 % Share**
Class 1	Residential	$5,470,440,285	$5,623,508,756	$153,068,471	2.80%	91.52%	91.58%	91.01%
Class 2	Open Space	$0	$0	$0	na	0.00%	0.00%	0%
	R/O Subtotal	$5,470,440,285	$5,623,508,756	$153,068,471	2.80%	91.52%	91.58%	91.01%
Class 3	Commercial	$429,475,137	$444,876,674	$15,401,537	3.59%	7.24%	7.19%	7.59%
Class 4	Industrial	$21,616,900	$27,268,900	$5,652,000	26.15%	0.44%	0.36%	0.60%
Class 5	Personal Property	$52,184,080	$48,996,270	($3,187,810)	-6.11%	0.80%	0.87%	0.80%
	C/I/P Subtotal	$503,276,117	$521,141,844	$17,865,727	3.55%	8.48%	8.42%	8.99%
	TOTAL	**$5,973,716,402**	**$6,144,650,600**	$170,934,198	2.86%			
Class 9	Exempt	$857,361,400	$879,882,300	$22,520,900	2.63%			

TRUSTEES OF TOWN DONATIONS

Thomas Doe, Chair
Christine Ayotte-Brennan
James Dohoney
Robert Donelan
Janet Friedman

Kerry A. Lafleur, Treasurer

Citizens of Concord today continue to benefit from the remarkable generosity of those who preceded them. Our community is strengthened in important ways by the consideration of our forebears. Beginning more than 250 years ago, various funds were established according to the wishes of the donor. Generally, these wishes addressed specific needs such as scholarship funding, library materials, health and environmental concerns, and beautification of the Town.

For those individuals making their estate plans, the Trustees would be pleased to respond to inquiries about creating a new trust and/ or adding to an existing fund.

During FY 2016 the Trustees received $194,769 in Interest Earnings and Receipts, net of fees and expenses, including $40,945 from the sale of Cemetery lots, and recorded $77,506 of realized capital gains. The Trustees distributed a total of $140,458, including: $49,000 of cemetery lot sale proceeds to the Town's Cemetery Fund; $40,000 for the repurchase of cemetery lots; $29,616.50 from income according to the terms of the various trusts; and made special disbursements from temporarily restricted assets totaling $21,841.50 (permitted expenditures from accumulated capital gains). Additional disbursements include $14,570 for administrative expenses and advisory and investment management fees of $34,223 (approximately 46 basis points annually and charged on a monthly basis). Administrative expenses are primarily for the services of the Concord Finance Department. Advisory and investment management fees were paid to BNY Mellon Wealth Management.

BNY Mellon Wealth Management is retained to manage the portfolio. The annualized rate of return to June 30, 2017 (fiscal year reporting period), net of fees, is as follows:

Portfolio Rate of Return
as of June 30, 2017

Annualized, net of fees

	One Year	Three years	Five years
Concord	6.73 %	+ 3.54 %	+5.20 %
Benchmark	7.49 %	+ 3.80 %	+ 7.08 %

The portfolio blended benchmark is: 60% MSCI ACWI and 40% BarCap U.S. Intermediate Gov/Credit.

The Trustees have established the target portfolio asset allocation as follows:

Large cap stocks	30%-55%
Mid cap stocks	0%-10%
Small cap stocks	0%-10%
International (developed)	0%-20%
International (emerging)	0%-10%
Fixed Income	35%-50%

As of June 30, 2017, the market value of assets was recorded at $7,494,982, an increase of 6.73% from the year earlier.

A partial listing of disbursements made by the Trustees during FY 2017 (the period ending June 30, 2017) includes:

- $17,500 from the Silent Fund transferred to the Board of Selectmen, distributed by the Board of Selectmen to individuals in need (Fund #1);
- $8,864 from the Hugh Cargill Trust transferred to the Board of Selectmen and administered – along with various other direct donations - through the Hugh Cargill Committee for the benefit of those in financial need in the Concord community (Fund #3);
- $1,000 from the bequest of Cyrus Stow (1878) to benefit the Concord-Carlisle High School (Fund #5);
- $4,000 from the William M. Prichard bequest (1899) to benefit students in Concord public schools (Fund #6);
- $2,180 from the Sarah E. A. Richardson Fund (1926) and the Estate of Mary E. Gross to benefit Emerson Hospital (Funds #7 and 10);
- $125 from the bequests of Edward B. Caiger (1960) and Edith F. Sellors (1984) for the Concord Free Public Library to purchase books (Funds #25 and 26);
- $1,831 from the Anna Holland Fund for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Funds #8 and #9);
- $5,552 from the Anne B. Chamberlin Park Fund (1970) for support of the maintenance of the park area that stretches between Lowell Road and the Mill Brook in Concord Center (Fund #30);
- $49,000 from earnings on the Cemetery Perpetual Care Fund, transferred to the Town's Cemetery Fund and used for support of the Cemetery maintenance costs (Fund #34);
- $375 from the Maureen Taggart Memorial Fund for a student award conferred by the Recreation Commission and a charitable donation to an organization selected by the student (Fund #36).
- $7,000 from the Guy P. DiGiovanni Family Scholarship Trust for academic scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #39).

The Town of Concord Trustees of Town Donations administers the following funds:

1. Silent Fund
A trust fund for the benefit of the poor of Concord, established in 1731, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

2. Hugh Cargill Fund
Income paid annually to the Board of Selectmen of Concord and added to funds administered by the Hugh Cargill Committee for the aid of Concord residents in need.

3. Hugh Cargill Trust
A trust fund for the benefit of the poor of Concord, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

4. Public School Donations
Bequest of John Beaton and John Cumming.
John Beaton: to improve the schooling of the youth.
John Cumming: benefit to a school, Town of Concord and to be under the direction of the Selectmen.

5. High School Donations
Bequest of Cyrus Stow in 1878, the net income to be expended by the School Committee for said Town for the benefit of the high school.

6. Manual Training School Donations
Bequest of William M. Prichard, income to be used for the purpose of manual training, industrial arts, mechanical drawings, and domestic science and in furtherance of those subjects.

7. Sarah E. A. Richardson Fund
Bequest of Sarah E. A. Richardson in 1926 of $12,000 to be held as a permanent fund, the income thereof to be used by the Trustees of Town Donations for the Town of Concord for the assistance of people suffering from physical disabilities in a hospital, or as the Trustees of Town Donations shall deem best.

8. & 9. Anna M. Holland Fund
Income to be used for:
A. Frederic M. Holland Scholarships:
Higher Education for boys and girls over 16, who have been students in the Concord High School.
B. Anna M. Holland Scholarships:
Higher education for young women over 16, residents of Concord who have attended school in Concord for at least two years.

10. Mary E. Gross
Income to be paid to Emerson Hospital of Concord.

11. Shade Tree Donations
Bequest of Reuben N. Rice in 1886 of $2,000 and Samuel Hoar in 1904 of $1,000, the principal to be invested and the income thereof annually expended in planting and the care of shade or ornamental trees in the public square, or on the highways and streets of Concord.

12. Adelaide Fowler Tree Fund
To be held as trust fund for 100 years or for such less periods as the Board of Selectmen or the Trustees of Town Donations may deem advisable, income thereof to be used by it for the setting out and care of trees and shrubs.

13. Hapgood Wright Semi-Centennial Trust Fund
Gift of Hapgood Wright, August 25, 1885. Income to be used for the semi-centennial celebration of the incorporation of the Town of Concord until the third centennial year of the incorporation of the Town of Concord.
14. Hapgood Wright Centennial Trust Fund
Gift of Hapgood Wright in 1916 for the benefit and improvement of the Town or the citizens of Concord as

determined by a two-thirds vote of Town Meeting.
Part A. $1,000 principal, the earnings therefrom above the initial principal to be available as of 1985 and at each 100 years thereafter;
Part B. $1,000 principal, the earnings therefrom above the initial principal to be available as of 2035 and at each 150 years thereafter.

15. Nineteenth of April Donations
Bequest of Ebenezer R. Hoar in 1895 to be safely invested and the income added to the principal, and in the year 1925, and in every 25th year thereafter, so much of the then existing accumulations of income as the town shall think fit, shall be used for the celebration of the Nineteenth of April 1775, and the surplus, if any, for such educational purposes as the Town may determine. The principal, however, to be always kept intact.

16. Melvin Fund
Bequest of James C. Melvin in 1917, the sum of $2,000 to provide income to be used in connection with the 19th of April celebrations.

17. The Colonel James Barrett Fund
Bequest received in 1936. Income to be accumulated for periods of 60 years to be spent as Selectmen designate.

18. Charles Hosmer Walcott Fund
Legacy from the Estate of John Walcott, income to be used by the School Committee for a prize for papers of historical or other subjects relating to Concord.

19. Fanny E. Wheeler Fund
Bequest from Fanny E. Wheeler, parcel of land situated at the junction of Sudbury and Assabet rivers containing 7.9 acres more or less and having thereon "Egg Rock" so called. Bequest subject to the restriction that no building of any kind shall ever be erected or placed on said premises. Also a bequest of $1,000 the income therefrom to be used for the care and maintenance of said premises.

20. Martha R. Hunt Legacy
Remainder of the legacy from Martha R. Hunt of $1,000 income to be expended for the improving, repairing, and renovating on grounds, fences, and structures of the Old Hill Burying Ground.
21. Mary Stone Eaton Fund
For the benefit of the people of Concord who are physically disabled in a hospital.

22. Harriet Louise Eaton Fund
For the benefit of the people of Concord who are physically disabled in a hospital.

23. The George F. Flavin Scholarship Fund
This fund created by bequest in 1984, the income to be used exclusively for the higher education of worthy boys and girls who are graduates of the Concord-Carlisle High School.

24. Edward B. Caiger Fund
The income of this fund, by bequest in 1960, is used for prizes for high school seniors.

25. Edward B. Caiger Library Fund
Bequest received in March 1978. Principal to remain intact and income to be paid to the Concord Free Public Library.

26. Edith F. Sellors Library Fund
Bequest by Edith F. Sellors in 1984. Trust fund to be administered by Board of Public Library Trustees, the income thereof to be expended in each year for the purchase of books for the library, in addition to those provided from town appropriations or other funds. By decision at the 1984 Annual Town Meeting (article 54) "to authorize the Trustees of Town Donations to hold, manage and administer such legacy in accordance with said will."

27. Political Science Scholarship Fund
This fund created by a gift in 1963, the income to be used for the benefit of a girl, in the graduating class of Concord-Carlisle Regional High School, most interested in the science of government.

28. Ruth E. Helsher Scholarship Fund
This fund created by bequest in 1965, the income to be used for the higher education of boys and girls who are graduates of the Concord-Carlisle Regional High School.

29. Eleanor Baldwin Fenn Memorial Fund
Gift from the League of Women Voters of Concord, June 1980, to be supervised and invested by the Trustees of Town Donations. The gift is required to be retained as principal. The income each year will be awarded to a member of the Concord-Carlisle Regional High School graduating class who has demonstrated an ongoing personal commitment to servicing the community. The Scholarship and Awards Selection Committee at the high school shall choose the recipient. If there is no qualified recipient, the income for that year shall be divided and presented to the award recipients over the next three years. This award is given in beloved memory of Eleanor Baldwin Fenn who devoted her life to active, informed, concerned citizenship throughout the community.

30. Anne B. Chamberlin Park Fund
Gift in March 1970, from the Chamberlin family, of which a sum up to $2,000 may be spent for plans and construction of a path from Lowell Road to the Town land on the westerly side of Mill Brook. The balance of such sum to be held in trust, the income to be expensed on direction of the Natural Resources Commission, or its successor, toward the maintenance of the path and its borders.

31. John Upshire Smith Memorial Fund
A trust fund for the benefit of the needy of Concord, income therefrom to be paid to the Silent Poor Fund.

32. Sleepy Hollow Cemetery Fund
Income to be paid annually to the Town Treasurer, to be used by the Cemetery Department.

33. Sleepy Hollow Burial Lot Fund
Payments for lots purchased in Sleepy Hollow Cemetery; principal and income to be paid to the Town of Concord annually.

34. Cemetery Donations - Sleepy Hollow Cemetery
Funds paid for perpetual care on lots in Sleepy Hollow Cemetery; income paid to the Town Treasurer quarterly for the maintenance of Sleepy Hollow Cemetery.

35. Cemetery Donations - St. Bernard's Cemetery
Donations for care of lots in Saint Bernard's Cemetery. Income to be paid to St. Bernard's annually.

36. Maureen Taggart Memorial Award
The Recreation Commission established the Maureen Taggart Memorial Award in January 1985. The award is open to any high school student, public or private, who is a resident of Concord or Carlisle, and who has demonstrated a loving and giving spirit through voluntary service in the community. The recipient will have the privilege of designating a deserving organization and/or individual to receive a financial grant in Maureen's name. The recipient's name will be placed on two plaques - one at the Harvey Wheeler Community Center, and the other at the school of the chosen student. The citizens of Concord and Carlisle and any faculty member or student of the candidate's high school will make nominations. Nomination forms are available at the Concord Recreation Department, the local high schools, the two Concord libraries and the Carlisle Library. Nominations should be sent to the Recreation Department. Submittal deadline is April 1.

37. Concord Scholarship Fund
A Fund established to receive gifts to be used for scholarships to further the education of Concord residents. Gifts should be made payable to the Town of Concord and the fund is to be administered by the Trustees of Town Donations to be called "Concord Scholarship Fund." Gifts are tax deductible as a charitable contribution on individual tax return.

38. Concord's 350th Birthday Fund
Funds received from the Town of Concord. The Board of Selectmen voted to use remaining funds raised for the Town's 350th-birthday observance to set up a permanent trust fund for the "maintenance and improvement of the Monument Square Flagpole, related lighting, and flags." The principal and interest can be expended on the authorization of the Board of Selectmen.

39. DiGiovanni Family Scholarship Trust
Initial funds received April 1999 from Guy P. DiGiovanni, the income to be paid to the Town Treasurer annually and, through June 30, 2011, to be used by the Concord Recreation Commission for the funding of summer camp scholarships for programs managed by the Concord Recreation Department. After June 30, 2011, the donor revised the purpose of the fund; income will be applied to academic scholarships for Concord students attending college.

40. Beede Center Endowment
The Special Town Meeting of November 5, 2007 acted under Article 4 to transfer to the custody of the Trustees a gift of $300,000 from the Alfred Sawyer Trust for the purpose of establishing an endowment for the Beede Swim and Fitness Center. The Town Meeting

vote further stipulated that the principal was to remain intact and the income was to be made available upon request of the Town Manager for the operation and maintenance of the Beede Center. Subsequently, the gift was accepted by the Board of Selectmen on December 27, 2007 with further condition of the Sawyer Trustee that use of the endowment income would be restricted to capital expenses. $55,000 was applied for such purpose in fiscal year 2014.

Other funds under management by the Trustees of Town Donations:

Alfred H. Sawyer Trust Gift

Article 4 of the Special Town Meeting of November 5, 2007 also transferred to the custody of the Trustees of Town Donations "the sum of $1,700,000 or any other sum that may be accepted by the Board of Selectmen from the Trustees of the Alfred Sawyer Trust to create an expendable fund for sustainable energy and other resource conserving initiatives for town buildings, said funds to be expended under the direction of the Town Manager, in accordance with certain terms and conditions to be agreed upon by the Board of Selectmen and the trustees of the Alfred Sawyer Trust."

On December 21, 2007, the Board of Selectmen executed a Memorandum of Agreement with the Trustees of the privately held Alfred Sawyer Trust and on January 3, 2008 the sum of $1,730,437.58 was received into the custody of the Town of Concord Trustees of Town Donations. Subsequently, the sum of $15,507.80 has been received into the fund as supplemental distributions from the Sawyer Trust trustees

As this is an Expendable Trust which initially was expected to have a payout period extending five to seven years, the Town of Concord Trustees of Town Donations placed the funds in a short-term bond fund account. In August 2013, the remaining funds were transferred into a money market account, an action taken in vie w of the diminished return available on the short-term bond fund account and the expected short-term horizon for disposition of the remaining balance of the Sawyer Trust gift account balance. Through June 30, 2017, $256,664.34 has been earned on the funds under the custody of the Trustees of Town Donations and added to the Sawyer Trust gift account by the Trustees.

Through the end of fiscal year 2017, 66 energy conservation projects in various town-owned buildings have been funded. Activity since inception and for the most recent fiscal period ended June 30, 2017 is as follows:

Alfred Sawyer Resource Conservation Fund

	Fiscal Year 2017	Since Inception
Market Value, BEGINNING	$ 212,625.09	$ 1,730,437.58
Additions to trust capital	$ 0.00	$ 15,507.30
Income	1,938.80	202,524.65
Realized gains	0	53,909.30
Less:		
Project funding – transfer to town	$ 0	$ 1,787,814.94
Market value, ENDING	$ 214,563.89	$ 214,563.89

Treasurer's Report for the Year Ended June 30, 2017

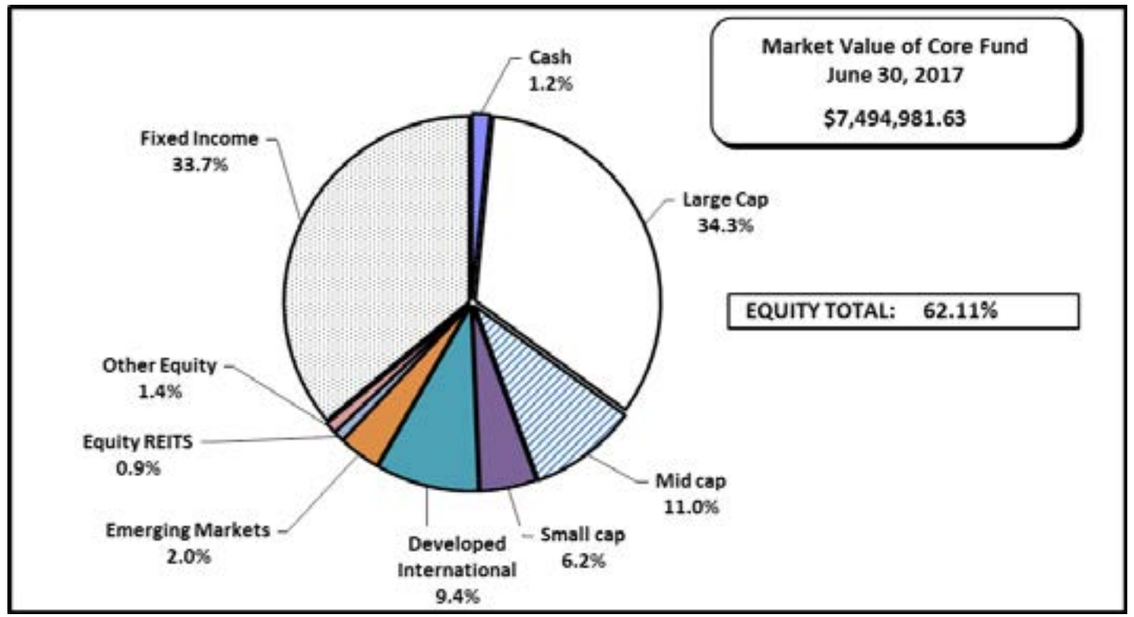
Combined statement, all funds

Beginning Balance @ June 30, 2016		Book Value	Market Value
Bank of America	$ 900.46		
Mellon Cash Reserves	205,014.99		
Mass Municipal Depository	19,820.53		
Total cash accounts		$ 225,735.98	$ 225,735.98
Equity - stock and mutual funds		3,522,029.21	4,077,972.08
Fixed Income		2,545,516.65	2 ,551,926.63
TOTAL ASSETS @ June 30, 2016		**$ 6,293,281.84**	**$ 6,855,634.69**

FY2017 RECEIPTS:		
interest	$ 247.28	
other income	2,360.17	
dividends	157,639.89	
Total interest and dividends		**$ 160,247.34**
other receipts:		
Cemetery lots	40,945.00	
Cemetery Perpetual Care	41,170.00	
Realized gains	77,506.10	
Other revenue	1,200.00	
Total Other Receipts		$ 160,821.10
TOTAL Gross Receipts		**$ 321,068.44**
Less		
General expense	(14,569.99)	
Investment mgmt. fees	(34,222.89)	
TOTAL NET RECEIPTS		**$ 272,275.56**

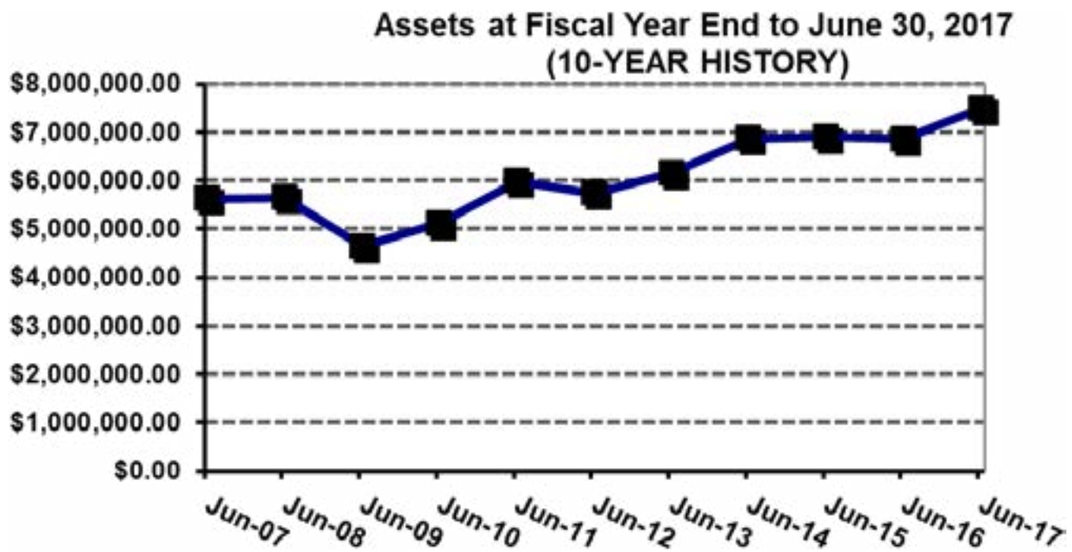
FY2017 DISBURSEMENTS	
Distributions from income	$ 29,616.50
Distributions from temporarily restricted assets	21,841.50
Cemetery lot sales proceeds to Town	49,000.00
Cemetery lot buybacks	40,000.00
TOTAL DISBURSED	**$ 140,458.00**
NET ACTIVITY, FY17	**$ 131,817.56**

Ending Balance @ June 30, 2017		Book Value	Market Value
Bank of America	$ 34,239.90		
Mellon Cash Reserves	56,387.06		
Mass Municipal Depository	25,169.05		
Total cash accounts		$ 115,796.01	$ 115,796.01
Equity - stock and mutual funds		3,583,211.61	4,678,146.32
Fixed Income		2,726,091.78	2,701,039.31
TOTAL ASSETS @ June 30, 2017		**$ 6,425,099.40**	**$ 7,494,981.63**



Change in asset allocation: (totals may not sum due to rounding)

	6/30/14	6/30/15	6/30/16	6/30/17	FY17 Change (% of total)
Cash	1%	2%	3%	1%	- 2%
Equities	65%	63%	59%	65%	+ 6%
Fixed Income	34%	35%	37%	34%	- 3%
Other Assets	0%	0%	0%	0%	nc



Trustees of Town Donations - Book and Market Value of Assets at June 30, 2017

	identification	Tax Cost Book Value	Face Value or # shares	Book Value per share @ price		Market Value Value	% of Core portfolio
Bank of America	830-40809	34,239.90				34,239.90	
BNYMellon	CON00433000	56,387.06				56,387.06	
MMDT	44-201242	25,169.05				25,169.05	
Total cash accounts		**115,796.01**				**115,796.01**	**1.54%**
US large cap							
Individual stock holdings		943,203.77				1,171,511.38	15.63%
Dreyfus S&P Index	DSPIX	835,717.80	25,008.548	33.417	49.1100	1,228,169.79	16.39%
Drefus US Equity Fund	DPUYX	83,309.68	5,644.287	14.760	19.0000	107,241.45	1.43%
US mid cap							
Southwestern Energy	SWN	1,232.76	125.000	9.862	6.0800	760.00	0.01%
Plains Gp Holdings LP	PAGP	14,793.76	410.000	36.082	26.1600	10,725.60	
ISHARES TR S&P Midcap 400	IJH	445,638.98	4,000.000	111.410	173.9500	695,800.00	9.28%
US small cap							
ISHARES TR S&P Smallcap 600	IJR	105,367.50	1,575.000	66.900	70.1100	110,423.25	1.47%
Dreyfus Select Mgrs Small Cap Growth	DSGYX	86,141.03	5,483.817	15.708	25.7500	141,208.29	1.88%
Dreyfus Select Mgrs Small Cap Value	DMVYX	86,545.44	4,819.743	17.956	24.3800	117,505.33	1.57%
Developed international							
Mellon International Fund	MPITX	177,531.76	15,373.207	11.548	12.6400	194,317.34	2.59%
Dreyfus Int'l Small Cap Fund	YYPX	143,390.62	10,504.433	13.650	15.0600	158,196.76	2.11%
Dreyfus/Newton Int'l Equity	NIEYX	135,574.26	6,908.215	19.625	20.2300	139,753.19	1.86%
Dreyfus Int'l Stock Fund	DISYX	70,631.08	5,771.669	12.238	17.0200	98,233.81	1.31%
Strategic Global Stock Fund	DGLYX	44,589.11	4,228.589	10.545	19.9200	84,233.49	1.12%
Emerging markets							
Dfa Emerging Markets Core	DFCEX	216,374.56	10,753.994	20.120	20.5400	220,887.04	2.95%
Virtus Emerging Markets	HIEMX	49,038.42	4,774.919	10.270	11.0800	52,906.10	0.71%
Equity reits (Real Estate Investment Trust)							
Dupont Fabros Technology Inc.	DFT	13,086.33	310.000	42.214	61.1600	18,959.60	0.25%
New Residential Investment Corp	NRZ	20,845.15	1,575.000	13.235	15.5600	24,507.00	0.33%
Starwood Property Trust	STWD	25,905.80	1,180.000	21.954	22.3900	26,420.20	0.35%
Other equity							
American Tower Corp Preferred 2/15/18		13,925.36	137.000	101.645	121.2300	16,608.51	0.22%
Anadarko Petroleum Corp Preferred		20,204.59	500.000	40.409	41.0186	20,509.30	0.27%
Dominion Res Inc VA Pref. Convertible		19,149.53	370.000	51.755	47.8000	17,686.00	0.24%
Hess Corp Preferred		18,740.12	270.000	69.408	55.6200	15,017.40	0.20%
Southwest Energy Co Preferred		12,274.20	450.000	27.276	14.5900	6,565.50	0.09%
Total Equity		**$3,583,211.61**				**$4,678,146.32**	**62.42%**
Dreyfus Floating Rate Income Fund		147,500.00	12,311.009	11.981	12.1000	148,963.21	1.99%
Dreyfus High Yield Fund		88,369.56	14,315.634	6.173	6.3200	90,474.81	1.21%
Mellon short-term US Govt Securities		237,000.00	20,092.999	11.795	11.6900	234,887.16	3.13%
Mellon Intermediate Bond Fund		1,027,556.36	82,812.377	12.408	12.5300	1,037,639.08	13.84%
Mellon Bond Fund		1,225,665.86	93,554.291	13.101	12.7100	1,189,075.04	15.86%
Total Fixed Income		$2,726,091.78				$2,701,039.31	36.04%
Sutbtotal, Core		**$6,425,099.40**				**$7,494,981.63**	**100%**
Sawyer Trust/MMDT money market		**214,563.89**	**172390.4980**			**214,563.89**	
GRAND TOTAL		**$6,639,663.29**				**$7,709,545.52**	

Trust Fund Assets: Transaction Summary, FY2017- as of June 30, 2017

Fund #	Fund		Book Value 6/30/16	Market Value 6/30/16	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/17	Market Value 6/30/17
1)	Silent Fund	Principal	198,250.92			0.00	0.00		198,250.92	
		temp restricted	156,075.75			0.00	12,100.00	5,423.49	149,399.24	
		Expendable	511.73	479,722.86	6,522.50	0.00	5,400.00		1,634.23	524,461.15
2)	Hugh Cargill Fund	Principal	600.00			0.00	0.00		600.00	
		temp restricted	945.27			0.00	0.00	19.15	964.42	
		Expendable	3.21	1,694.08	27.48	0.00	0.00		30.69	1,852.07
3)	Hugh Cargill Trust	Principal	117,519.88			0.00	0.00		117,519.88	
		temp restricted	154,291.37			0.00	4,764.00	3,411.16	152,938.53	
		Expendable	400.82	301,726.38	4,780.76	0.00	4,100.00		1,081.58	329,864.96
4)	Public School Donations	Principal	22,384.65			0.00	0.00		22,384.65	
		temp restricted	34,153.42			0.00	0.00	703.06	34,856.48	
		Expendable	83.98	62,187.26	1,005.53	0.00	900.00		189.51	67,681.12
5)	High School Donations	Principal	24,523.72			0.00	0.00		24,523.72	
		temp restricted	37,418.13			0.00	0.00	770.28	38,188.41	
		Expendable	95.46	68,133.58	1,101.69	0.00	1,000.00		197.15	74,487.62
6)	Manual Training	Principal	98,010.76			0.00	0.00		98,010.76	
		temp restricted	149,540.26			0.00	0.00	3,078.38	152,618.64	
		Expendable	372.65	272,291.16	4,402.77	0.00	4,000.00		775.42	297,684.65
7)	Sarah E. A. Richardson fund	Principal	52,601.49			0.00	0.00		52,601.49	
		temp restricted	80,265.00			0.00	0.00	1,654.14	81,919.14	
		Expendable	369.80	146,313.64	2,366.03	0.00	2,100.00		635.83	159,958.65
8)	Anna M. Holland Fund #1	Principal	38,586.13			0.00	0.00		38,586.13	
		temp restricted	4,170.68			0.00	350.00	608.85	4,429.53	
		Expendable	173.95	53,854.49	784.84	0.00	750.00		208.79	58,876.88
9)	Anna M. Holland Fund #2	Principal	24,129.42			0.00	0.00		24,129.42	
		temp restricted	2,701.40			0.00	230.50	396.16	2,867.06	
		Expendable	128.60	35,041.68	496.95	0.00	500.00		125.55	38,309.62
10)	Mary E. Gross	Principal	1,946.50			0.00	0.00		1,946.50	
		temp restricted	2,970.76			0.00	0.00	61.33	3,032.09	
		Expendable	24.17	5,425.18	87.75	0.00	80.00		31.92	5,931.12
11)	Shade Tree Donations	Principal	409.14			0.00	0.00		409.14	
		temp restricted	625.09			0.00	0.00	13.40	638.49	
		Expendable	50.36	1,185.35	19.24	0.00	0.00		69.60	1,295.89
12)	Adelaide Fowler Tree Fund	Principal	1,128.70			0.00	0.00		1,128.70	
		temp restricted	2,956.71			0.00	0.00	70.76	3,027.47	
		Expendable	1,858.68	6,259.31	104.66	0.00	0.00		1,963.34	6,843.04
13)	Hapgood Wright Semi-Centennial	Principal	1,207.80			0.00	0.00		1,207.80	
		temp restricted	6,910.66			0.00	0.00	181.63	7,092.29	
		Expendable	7,121.43	16,065.57	268.38	0.00	0.00		7,389.81	17,563.82
14A)	Hapgood Wright Centennial Trust (1985 and each 100 years)	Principal	1,000.00			0.00	0.00		1,000.00	
		temp restricted	5,265.35			0.00	0.00	147.51	5,412.86	

2017 Annual Town Report

Trust Fund Assets: Transaction Summary, FY2017- as of June 30, 2017 Continued

		Expendable	6,125.10	13,047.48	218.17	0.00	0.00		6,343.27	14,264.27
14B)	Hapgood Wright Centennial Trust (2035 and each 150 years)	Principal	1,000.00			0.00	0.00		1,000.00	
		temp restricted	436,534.82			0.00	0.00	11,719.18	448,254.00	
		Expendable	546,853.21	1,036,594.60	17,332.25	0.00	0.00		564,185.46	1,133,265.97
15)	Nineteenth of April Donations	Principal	2,000.00			0.00	0.00		2,000.00	
		temp restricted	8,388.85			0.00	0.00	210.53	8,599.38	
		Expendable	3,285.27	18,622.23	54.89	0.00	0.00		3,340.16	20,358.91
16)	Melvin Fund	Principal	291.42			0.00	0.00		291.42	
		temp restricted	737.85			0.00	0.00	18.43	756.28	
		Expendable	322.53	1,630.31	24.50	0.00	0.00		347.03	1,782.35
17)	Colonel James Barrett Fund	Principal	1,000.00			0.00	0.00		1,000.00	
		temp restricted	2,338.93			0.00	0.00	59.39	2,398.32	
		Expendable	1,649.71	5,253.22	87.83	0.00	0.00		1,737.54	5,743.13
18)	Charles Hosmer Walcott Fund	Principal	122.72			0.00	0.00		122.72	
		temp restricted	794.36			0.00	0.00	20.39	814.75	
		Expendable	795.31	1,803.21	30.15	0.00	0.00		825.46	1,971.37
19)	Fanny E. Wheeler Fund	Principal	3,000.00			0.00	0.00		3,000.00	
		temp restricted	34,898.54			0.00	0.00	926.79	35,825.33	
		Expendable	39,949.95	81,977.16	1,370.69	0.00	0.00		41,320.64	89,622.24
20)	Martha Hunt Legacy	Principal	251.78			0.00	0.00		251.78	
		temp restricted	384.61			0.00	0.00	7.43	392.04	
		Expendable	30.83	657.27	11.60	0.00	0.00		42.43	718.57
21)	Mary Stone Eaton Fund	Principal	6,447.74			0.00	0.00		6,447.74	
		temp restricted	13,252.23			0.00	0.00	333.83	13,586.06	
		Expendable	8,341.34	29,528.48	493.73	0.00	0.00		8,835.07	32,282.26
22)	Harriet Louise Eaton Fund	Principal	5,087.90			0.00	0.00		5,087.90	
		temp restricted	10,856.45			0.00	0.00	274.14	11,130.59	
		Expendable	7,083.21	24,248.81	405.44	0.00	0.00		7,488.65	26,510.22
23)	George F. Flavin Scholarship	Principal	5,658.13			0.00	0.00		5,658.13	
		temp restricted	664.64			0.00	70.00	89.00	683.64	
		Expendable	28.74	7,872.21	115.79	0.00	100.00		44.53	8,606.36
24)	Edward B. Caiger Fund	Principal	1,000.00			0.00	0.00		1,000.00	
		temp restricted	284.57			0.00	0.00	23.81	308.38	
		Expendable	65.85	2,106.33	26.07	0.00	0.00		91.92	2,302.76
25)	Edward B. Caiger Library Fund	Principal	2,113.52			0.00	0.00		2,113.52	
		temp restricted	3,224.80			0.00	0.00	66.36	3,291.16	
		Expendable	5.90	5,869.76	94.90	0.00	85.00		15.80	6,417.17
26)	Edith F. Sellors Library Fund	Principal	1,053.75			0.00	0.00		1,053.75	
		temp restricted	1,608.22			0.00	0.00	33.09	1,641.31	
		Expendable	2.50	2,926.51	47.32	0.00	40.00		9.82	3,199.43
27)	Political Science Scholarship	Principal	1,210.62			0.00	0.00		1,210.62	
		temp restricted	363.96			0.00	0.00	27.57	391.53	
		Expendable	80.37	2,438.23	31.47	0.00	0.00		111.84	2,665.62
28)	Ruth E. Helsher Scholarship	Principal	5,132.29			0.00	0.00		5,132.29	
		temp restricted	645.85			0.00	65.00	142.68	723.53	

Trust Fund Assets: Transaction Summary, FY2017- as of June 30, 2017 Continued

	Expendable	30.19	12,620.10	124.04	0.00	100.00		54.23	13,797.03
29) Eleanor Baldwin Fenn Memorial	Principal	1,710.62			0.00	0.00		1,710.62	
	temp restricted	553.22			0.00	0.00	42.06	595.28	
	Expendable	109.21	3,720.60	45.88	0.00	0.00		155.09	4,067.58
30) Anne B. Chamberlin Park Fund	Principal	20,000.00			0.00	0.00		20,000.00	
	temp restricted	158,265.00			0.00	0.00	2,975.68	161,240.68	
	Expendable	65,408.87	263,207.12	4,276.89	0.00	5,551.50		64,134.26	287,753.45
31) John Upshire Smith Memorial	Principal	485.00			0.00	0.00		485.00	
	temp restricted	806.48			0.00	0.00	19.58	826.06	
	Expendable	322.79	1,732.14	28.53	0.00	0.00		351.32	1,893.68
32) Sleepy Hollow Cemetery Fund	Principal	3,692.83			1,200.00	0.00		4,892.83	
	temp restricted	4,472.87			0.00	0.00	94.50	4,567.37	
	Expendable	12.75	8,358.37	143.15	0.00	130.00		25.90	9,137.86
33) Sleepy Hollow Burial Lot Fund	Principal	1,100.00			40,945.00	28,058.26		13,986.74	
	temp restricted	14,281.92			0.00	0.00	173.27	14,455.19	
	Expendable	41.87	15,326.53	407.54	0.00	380.00		69.41	16,755.86
34) Cemetery Donations - perp. care	Principal	1,631,047.45			41,170.00	11,941.74		1,660,275.71	
	temp restricted	1,390,388.15			0.00	0.00	36,766.11	1,427,154.26	
	Expendable	4,494.53	3,252,066.83	53,638.44	0.00	49,000.00		9,132.97	3,558,443.89
35) Cemetery Don. - St. Bernard's	Principal	18,409.81			0.00	0.00		18,409.81	
	temp restricted	28,090.37			0.00	0.00	578.26	28,668.63	
	Expendable	71.07	51,148.56	827.03	0.00	750.00		148.10	55,918.60
36) Maureen Taggart Memorial	Principal	7,972.66			0.00	0.00		7,972.66	
	temp restricted	12,480.25			0.00	125.00	255.01	12,610.26	
	Expendable	37.18	22,556.47	364.06	0.00	250.00		151.24	24,660.05
37) Concord Scholarship Fund	Principal	1,200.00			0.00	0.00		1,200.00	
	temp restricted	346.79			0.00	0.00	26.34	373.13	
	Expendable	168.22	2,329.94	31.95	0.00	0.00		200.17	2,547.23
38) Concord's 350th Birthday	Principal	3,386.39			0.00	0.00		3,386.39	
	temp restricted	4,258.77			0.00	537.00	117.91	3,839.68	
	Expendable	34.54	10,430.15	124.33	0.00	0.00		158.87	8,614.65
39) Guy P. DiGiovanni Fund	Principal	110,500.00			0.00	0.00		110,500.00	
	temp. restricted	80,907.87			0.00	3,600.00	1,914.53	79,222.40	
	Expendable	781.29	169,345.54	3,273.32	0.00	3,400.00		654.61	185,138.47
40) Beede Center Endowment	Principal	300,000.00			0.00	0.00		300,000.00	
	trmp restricted	11,836.38			0.00	0.00	4,050.93	15,887.31	
	Expendable	18,824.33	358,315.99	5,855.86	0.00	0.00		24,680.19	391,732.04
TOTAL		6,293,281.84	6,855,634.69	111,454.42	83,315.00	140,458.00	77,506.10	6,425,099.37	7,494,981.63

Trustees of Town Donations - Ten Year Analysis, 2008 - 2017

fiscal year	Market Value beginning (7/1)	Net Receipts (without gains)	Disbursements	Realized gains	Unrealized Gains (losses)	Market Value at year end (6/30)	Change in market value
2008	5,631,309.40	487,959.11	151,655.54	192,319.44	(508,977.04)	5,650,955.37	0.35%
2009	5,650,955.37	191,109.07	159,772.17	(615,462.75)	(428,231.22)	4,638,598.30	(17.91)%
2010	4,638,598.30	155,176.40	112,416.80	64,596.25	375,358.35	5,121,312.50	10.41%
2011	5,121,312.50	154,958.41	135,672.89	110,391.99	739,049.49	5,990,039.50	16.96%
2012	5,990,039.50	186,850.33	128,065.53	84,443.33	(393,357.88)	5,739,909.75	(4.18)%
2013	5,739,909.75	184,758.95	125,249.18	680,571.31	(308,612.78)	6,171,378.05	7.52%
2014	6,171,378.05	140,935.23	177,821.70	170,434.00	567,390.95	6,872,316.53	11.36%
2015	6,872,316.58	176,185.57	155,332.00	155,869.09	(150,990.56)	6,898,048.68	0.37%
2016	6,898,048.68	186,885.89	157,419.15	61,643.59	(133,524.32)	6,855,634.69	-0.61%
2017	6,855,634.69	194,769.42	140,458.00	77,506.10	507,529.42	7,494,981.63	9.33%
Total, 10 years		$2,059,588.38	$1,443,862.96	$982,312.35	$265,634.41		

detail, net receipts:	Interest, Dividends & Misc.	Cemetery Lots	Cemetery Perpetual Care	Gifts/Bequests & other	*less* General Admin	*less* Inv. Mgmt. Fees	Netreceipts (without gains)
2008	177,441.53	31,245.00	31,770.00	300,000.00	9,548.33	42,949.09	487,959.11
2009	153,985.72	40,943.00	42,968.00	275.00	11,137.04	35,925.61	191,109.07
2010	129,808.57	36,275.00	39,000.00	0.00	11,141.65	38,765.52	155,176.40
2011	132,796.99	39,317.50	37,155.00	0.00	11,486.75	42,824.33	154,958.41
2012	142,997.17	47,900.00	51,350.00	237.82	12,729.99	42,904.67	186,850.33
2013	153,481.00	42,987.50	46,162.50	0.00	12,740.79	45,131.26	184,758.95
2014	148,463.89	27,090.00	27,515.00	0.00	13,149.80	48,983.86	140,935.23
2015	144,024.04	38,560.00	40,060.00	0.00	13,153.01	33,305.46	176,185.57
2016	143,134.87	43,970.00	45,520.00	0.00	13,508.77	32,230.21	186,885.89
2017	160,247.30	42,145.00	41,170.00	0.00	14,092.00	34,700.88	194,769.42
Total, 10 years	$1,486,381.08	$390,433.00	$402,670.50	$300,512.82	$122,688.13	$397,720.89	$2,059,588.38

detail, disbursements:	Distributions from income & gains	Cemetery Lots transfer to Town	Lot buybacks and other	Total Disbursements
2008	116,010.54	28,645.00	7,000.00	151,655.54
2009	118,829.17	37,143.00	3,800.00	159,772.17
2010	72,291.80	32,450.00	7,675.00	112,416.80
2011	95,167.89	33,855.00	6,650.00	135,672.89
2012	77,465.53	42,900.00	7,700.00	128,065.53
2013	85,931.68	34,917.50	4,400.00	125,249.18
2014	142,736.70	26,810.00	8,275.00	177,821.70
2015	110,772.00	35,560.00	9,000.00	155,332.00
2016	110,649.15	39,070.00	7,700.00	157,419.15
2016	100,458.00	28,058.26	11,941.74	140,458.00
Total, 10 years	$1,030,312.46	$339,408.76	$74,141.74	$1,196,682.78

CONTRIBUTORY RETIREMENT BOARD

Peter J. Fulton, Chair (elected member)
Mary Barrett, Town Accountant (ex officio member)
Kerry A. Lafleur, Finance Director (Select Board's appointed member)
Arnold Roth (member appointed by the Board)
Brian J. Whitney (elected member)

Linda Boucher, Retirement System Administrator

The Concord Retirement Board administers the Contributory Retirement System, a multi-employer pension board that includes the Town of Concord (including non-teaching staff of the Concord K-8 School Department), the Concord-Carlisle Regional School District non-teaching staff and the Concord Housing Authority. The system covers all employees working at least 25 hours per week in permanent employment, except for teaching personnel (who are members of the State Teacher Retirement System). The Town Accountant by statute is a member ex officio of the Retirement Board. The Town Treasurer is the Treasurer of the Retirement System. Staff of the Concord Town Treasurer and the Town Accountant provides administrative support for the System.

The Retirement System operates on a calendar year fiscal period. Legally, the Concord Retirement Board is a state agency rather than a town committee. Its work and financial records are supervised by the Public Employee Retirement Commission Administration (PERAC), a state agency located within the Mass. Department of Revenue, Executive Office of Administration and Finance.

The Concord Retirement Board is one of 104 local Boards operating under one set of statewide rules and one benefit structure established by Massachusetts General Laws Chapter 32. Its responsibility is fiduciary to the members and beneficiaries of the Concord Retirement System.

The PERAC Annual Report for the year ending December 31, 2016, reported the following data regarding Concord's system:

Annualized rate of return	Concord Board	Composite (all boards)
1 year (2016):	8.51 %	8.08 %
5 years (2012-16):	9.26 %	9.12 %
10 years (2007-16):	5.74 %	5.04 %

As of the most recent actuarial valuation (January 1, 2017), Concord's funded ratio (assets compared to system actuarial liabilities) was 85.0%, up from 83.0% from the prior year, but down from a high of 96.0% as of January 1, 2008, before the market collapse of late 2008 and early 2009. Total assets and accrued liabilities as of January 1, 2017 and 2015 were reported as follows:
The actuarial value of assets is a derivation that spreads investment gains and losses (results above and below the assumed rate of return, the rate at which future liabilities are discounted to present value) over a four-year period. Thus, for example, the investment gains in 2016 that resulted from exceeding the 7.00% discount rate are divided equally into four parts, with one-quarter (one part) recognized in calendar year 2016 results and the other quarter parts recognized in 2017, 2018 and 2019. Thus, AVA may depart from the Market Value of Assets (MVA) – but PERAC regulations require that the ratio of MVA to AVA can be no more than ±10%.

	Jan. 1, 2017	Jan. 1, 2016
Actuarial Accrued Liability (AAL)	$174,389,616	$167,011,493
Actuarial Value of Assets (AVA)	148,500,200	137,855,240
Unfunded Actuarial Accrued Liability (UAAL = AAL- AVA)	25,889,394	29,156,253
Discount rate (assumed earnings rate)	7.00%	7.00%
Funded ratio (AVA/AAL)	85.00%	83.00%

The ratio of the Market Value of Assets to the Actuarial Value of Assets at January 1, 2016 was 0.9787. That is, the market value of assets, at $145,339,033, was 0.0213% below the actuarial value of assets used to determine the funded ratio.

Non-economic assumptions were changed from the January 1, 2016 actuarial valuation. The mortality assumption is based upon the RP-2014 table projected generationally from 2006 using MP-2016. The previous assumption used the RP-2000 table projected generationally from 2000 with Scale BB. The net effect of this change decreased the present value of future benefits by $1.5 million, allowing the Retirement Board to adopt a revised funding schedule to amortize the remaining unfunded liability by 2029, a reduction of one year. The funding schedule determines the annual employer contributions to be paid by the Town of Concord, the Concord-Carlisle Regional School District and the Concord Housing Authority.

Of the 104 Boards comprising the Massachusetts Retirement System, Concord's funded ratio ranked 11th highest on the listing published as of January 1, 2018, down from 8th highest last year, as reported by PERAC. However, this ranking is based upon the prior year valuation, as at the time of publication, the System's 1/1/17 valuation had not been received by PERAC. Taking into account the 1/1/17 valuation, Concord's funded ratio would rank 8th highest again. As of 1/1/18, just two of the 104 board's in the MGL Chapter 32 public employee pension system were using a discount rate lower than 7.00% (Leominster & Wellesley), and four others were using a discount rate of 7.00%, like Concord. Ninety-seven (97) boards were using discount rates ranging from 7.25% to 8.00%. Of the ten boards with higher funded ratios, 8 reported that the discount rates used in the most recent actuarial valuation range from 7.25% to 7.75%. Use of a lower discount rate increases the present value calculation of future liabilities and therefore tends to lower the reported funded ratio. Since the valuation of January 1, 2010, the Concord Board has lowered its assumed rate of return from 7.75% to the current 7.00% rate, reflecting its expectation of achievable future investment returns.

The funding schedule is subject to revision based on the results of each actuarial valuation study. The investment results of calendar year 2017 will be reflected in the next planned valuation with an effective date of January 1, 2018.

At January 1, 2017, system membership was 535 Active Members, 143 Inactive Members and 288 Retired Members.

The Retirement System maintains the following fund balances:

The Annuity Savings Fund contains the accumulated contributions plus earnings of active member employees and terminated employees who have not withdrawn their balances. By law, interest earnings to be credited to the individual member account within this fund (and the Annuity Reserve Fund) is set by the state for the calendar year at the average passbook savings rate of the prior year, not at the earnings rate actually realized by the System.

The Annuity Reserve Fund contains the accumulated contributions and earnings of members receiving retirement or disability payments. Accumulated balances are transferred to this fund from the Annuity Savings Fund upon a member's retirement.

The Special Military Services Fund contains employer appropriations for certain armed services veterans who qualify for additional benefits under Massachusetts law.

The Pension Fund receives and maintains the employer contributions. Retirement benefits funded by employer contributions are disbursed from this fund.

The Pension Reserve Fund receives excess investment income (if any) after allocations are made to all other funds. This fund also receives any pension assessments made against federal grants and any forfeit of accumulated interest by a member withdrawing from the system before 5 years (all annuity account interest is forfeited) or ten years (50% of annuity account interest is forfeited).

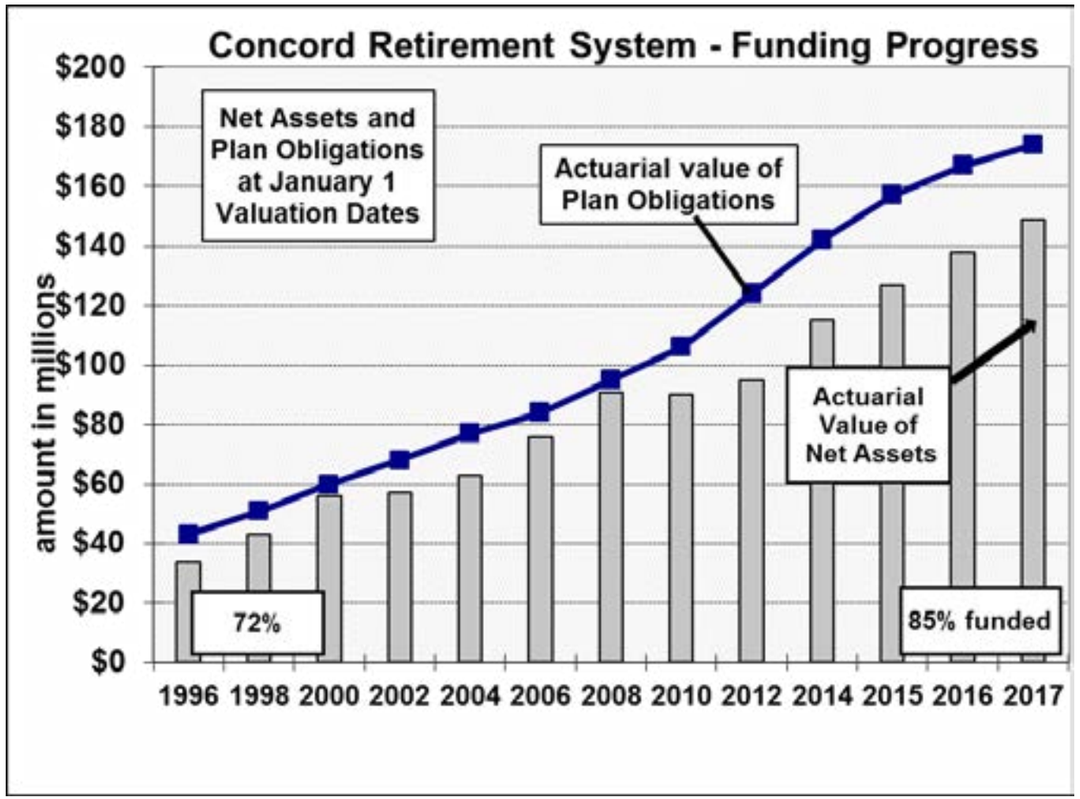
The Expense Fund receives and disburses monies associated with the Retirement Board's administrative expenses.

Based upon calendar year financial statements published by the Concord Retirement Board and audited

as part of the Town's annual audit, a three-year comparison (2014-2016) of total assets by fund is shown below:

Audited Financial Data
December 31

	2014	2015	2016
Annuity Savings Fund	$28,041,994	$29,242,180	$30,799,253
Annuity Reserve Fund	5,967,211	6,615,554	7,105,163
Military Service Fund	4,479	4,484	4,488
Pension Fund	1,734,956	1,393,241	1,178,367
Pension Reserve Fund	97,325,589	96,511,305	106,251,763
TOTAL at Market Value	$133,074,229	$133,766,764	$145,339,033



FINANCE DEPARTMENT

Kerry A. Lafleur, Finance Director

The Department of Finance and Administration consists of five divisions: Administration, Assessing, Treasurer/Collector, Accounting and Town Clerk. The Department is also responsible for budget management, Town purchasing administration, Town payroll administration, group insurance management (in collaboration with the Personnel Department) and Retirement System administration. The Town Treasurer serves as the Parking Clerk, administering the parking violation system. The Town Treasurer also serves as Treasurer for the Trustees of Town Donations. The report of the Town Clerk division appears elsewhere in this Town Report.

ADMINISTRATION DIVISION

Kerry A. Lafleur, Finance Director and Treasurer-Collector
Jonathan Harris, Budget and Purchasing Director

This division is responsible for the development and implementation of the Town Manager's budget, the Enterprise Fund budgets, and the five-year Capital Improvement Program. The division provides guidance and oversight of procurement and public bidding procedures for all town departments under the Town Manager in accordance with applicable state laws.

These functions are conducted under the direction of the Budget and Purchasing Director with the assistance of the Senior Budget & Operations Analyst.

This division handles all aspects of Town payroll administration and all federal and state reporting of wages and payroll taxes for the Town departments, the Concord Public Schools (K-8) and the Concord Retirement System. The division handles retiree benefit administration and direct interaction with the town's 300 retirees for all group insurance matters. These functions are under the direction of the Assistant Treasurer supported by the Finance Assistant.

The Finance Director is responsible for group insurance administration and is custodian-treasurer of the Retirement System and treasurer of the Trustees of Town Donations. The division provides staff support to the 15-member Concord Finance Committee appointed by the Town Moderator. The Finance Assistant provides administrative support in these activities.

The Finance Director is also appointed as the Town Treasurer-Collector. In this capacity, the Finance Director is responsible for cash management, debt management and treasury operations. The Director is supported in these activities by the Deputy Treasurer (Treasury Division).

PAYROLL - ALL FUNDS

	Year ended 6/30/16	Year ended 6/30/17	Percent change
Town Manager departments	$ 25,163,764	$ 25,086,660	-0.31%
Concord Public Schools	28,253,259	30,205,575	6.91%
TOTAL	$ 53,417,023	$ 55,292,235	3.51%

Payroll
Total payrolls for the Town Government departments and the Concord Public Schools, for the fiscal periods ended June 30, 2014 and 2015, were as shown above.

Group insurance
Group health plans are offered to the Town's employees through the multi-town Minuteman-Nashoba Health Group (MNHG) established in December 1990 under the authority granted by Massachusetts General Laws Chapter 32B, section 12. This statute permits local governments to join together for the joint provision of employee group health insurance plans. The MNHG presently includes 17 area towns and regional school districts with 2,751 employee and retiree members, covering a total of 5,342 persons (including dependents) as of December 2017. Financial operations for the group were handled by the Concord Finance Department, Administration Division, until August 2017, at which time, these operations were transferred to

another member entity. The Group's financial performance is independently audited, on an annual basis.

The primary health care networks offered are the Harvard Pilgrim Health Plan (HP), the Tufts Total Health Plan, and the Fallon Health Plan. The Plans offered to active employees, early retirees (pre-age 65) and non-Medicare eligible retirees are self-funded. The group also provides Medicare Supplement plans for eligible retirees, with premium rates set by Tufts, Harvard Pilgrim and Fallon. The MNHG Group establishes the prices for the various active employee and non-Medicare retiree plans annually based on actual claims experience and with the protection of a stop-loss reinsurance program. Harvard, Tufts and Fallon are paid an administrative fee, negotiated annually, which is based on the number of enrollees.

For the Group's Plan Years ending May 31, 2016 and May 31, 2017, the following financial information was reported.

Minuteman-Nashoba Health Group
Summary Fnancial Statement

	Year Ending 5/31/16	Year Ending 5/31/17
Assets, Liabilities and Fund Balances		
Cash & investments	$ 11,199,970	$ 6,519,073
Other current assets	1,221,137	867,470
Total assets	$ 12,421,107	$ 7,386,543
Claims Liabilities	$ 412,254	$ 286,142
Claims incurred but not reported	3,648,781	3,786,189
Other liabilities	1,499,277	643,642
Total Liabilities	$ 5,560,312	$ 4,715,973
Unrestricted/Total Net Position	$ 6,860,794	$ 2,670,570
Revenues, Expenses and Change in Net Position		
OPERATING REVENUES		
Participants' contributions	$ 43,864,208	$ 46,170,612
Other revenues	0	0
Total Operating Revenues	$ 43,864,208	$ 43,864,208
OPERATING EXPENSES		
Claims expense	$ 36,060,968	$ 39,575,116
Claims administration expense	2,562,762	2,724,203
Other group expenses	7,571,569	8,130,471
Total operating expense	$ 46,195,299	$ 50,429,790
OPERATING INCOME (LOSS)	$ (2,331,091)	$ (2,440,257)
NON-OPERATING REVENUES		
Investment income	$ 41,036	$ 68,954
Change in net position	$ (2,290,055)	$ (4,190,224)
Net position, beginning of year	$ 9,150,879	$ 6,860,794
Net position, end of year	$ 6,860,794	$ 2,670,570

TREASURER-COLLECTOR DIVISION

Patricia A. Robertson, Deputy Treasurer-Collector

The Treasurer-Collector division of the Finance Department is responsible for the receipt, investment and disbursement of all Town funds, billing and collection of all taxes, curbside collection subscriptions, utility and parking violation collections, miscellaneous billing and debt management. This division serves as custodian-treasurer for the Concord Retirement System..

Short-term investments
For the year ended June 30, 2017, interest earnings on short-term investments of all Town funds totaled $740,901.69. The General Fund, which supports the Town and Schools operating budgets, earned $395,884.12. These earnings represent an average return for the fiscal year of 0.78%, up from the previous year's return of 0.43%. Interest earnings funded approximately 0.4% of the $98.2 million General Fund budget for the fiscal year that ended June 30, 2017. Interest earnings funded about 0.15% of the $96.3 million General Fund budget for the previous fiscal year.

Tax collection
Property tax collections during FY17 totaled $83,263,740 net of refunds. This is 3.3% more collected than the previous year. The delinquency rate on the FY17 tax levy was 0.48% as of June 30, 2017, the twenty-second consecutive year in which this rate has been under 1%. The total dollar amount of property taxes outstanding on the tax collector's records (all years) was $668,248 at the end of FY17.

During FY17, $238,133 of unpaid property taxes was transferred to Tax Title accounts, along with $23,671 in penalty interest and related charges. A Tax Title is a legal procedure involving advertisement of the delinquency and the recording of a priority lien against the deed to protect the Town's claim for taxes owed. $181,889 was collected during the year on Tax Title accounts, along with $57,110 in penalty interest. Tax Titles bear a penalty interest rate of 16% per annum. At June 30, 2017, 38 properties were in Tax Title status, amounting to accumulated unpaid taxes of $605,984 (compared to 37 parcels and $548,288 at June 30, 2016).

Interest earned FY17

Allocated by Fund	Amount
General Fund	$395,884.12
Municipal Light Operating Fund	70,069.73
Land Acquisition Fund	195.55
Water Fund	64,309.26
Sewer Fund	70,640.04
CPA Fund	15,596.49
CMLP Depreciation Fund	20,694.92
CMLP Underground Fund	10,387.96
Pension Reserve	20,734.85
Contributory Retirement Fund	25,609.91
General Stabilization Fund	38.25
Group Insurance Claims Trust Fund	693.05
Student Activity	1,680.83
Beede Swim & Fitness Center	27,336.92
53G Fund	163.37
Parking Fund	3.75
CPS Capital Stabilization	385.44
CPS Tech Stabilization Fund	6.16
High School Debt Stabilization Fund	10,357.27
Emergency Response Stabilization Fund	6,049.21
Arts Lottery Fund	64.61

Debt and credit rating
In fiscal year 2017, one Bond and one Bond Anticipation Note were issued, as detailed below:

Bond Issuance

$ 10.035 million Bond
Issue date: June 22, 2017 Payable March 15, 2018 through March 15, 2028
Maturity date: 1 - 11 years
Interest rate: 1.46% true interest cost

Purpose:

-	Article 33 of 2014 ATM	West Concord Infrastructure Improvements	$	100,000
-	Article 52 of 2015 ATM	Rideout & Emerson Playground Improvements	$	600,000
-	Article 53 of 2015 ATM	Parking Management Plan Implementation	$	100,000
-	Article 54 of 2015 ATM	Town House Interior Improvements	$	350,000
-	Article 12 of 2016 ATM	CPS Building Renovations	$	570,000
-	Article 26 of 2016 ATM	2016 Road Program	$	1,350,000
-	Article 23 of 2016 ATM	Land Acquisition, Ball's Hill	$	1,600,000
-	Article 25 of 2016 ATM	Cemetery Improvements	$	50,000
-	Article 57 of 2016 ATM	Rail Trail Design & Engineering	$	250,000

Advance Refunding of 3/15/09 bond issue Willard School $ 5,065,000

$2.65 million Bond Anticipation Note
Issue date: June 22, 2017
Maturity date: June 22, 2018
Interest rate: 1.069% net interest cost

Purpose:

-	Article 15 of 2016 ATM	School Transportation Facility	$	1,950,000
-	Article 48 of 2013 ATM	Telecommunications (CMLP)	$	400,000
-	Article 12 of 2016 ATM	School Facility Construction Bonds	$	300,000

Moody's Investors Services reaffirmed Concord's Aaa credit rating prior to the bond sale. The Town's credit rating has retained this Aaa rating since 1987.

FY2017 Debt Service Summary by Issue
FY2017 Total

Issue	Detail	Amount	True Interest Cost	Final Maturity	Principal	Interest	Total Debt Service
24-Jul-03	MWPAT T5-97-1070	$195,089.00	0.000	02/01/21	$10,828.73	$2,772.38	$13,601.11
31-Oct-05	MWPAT CW-04-01, General Fund	$1,638,290.00	2.000	07/15/25	$82,529.15	$17,264.83	$99,793.98
31-Oct-05	MWPAT CW-04-01, Sewer	$2,551,710.00	2.000	07/15/25	$128,542.85	$26,890.75	$155,433.60
15-Sep-06	Thoreau School	$10,000,000.00	3.858	09/15/16	$555,000.00	$11,100.00	$566,100.00
1-Mar-07	Water & Electric, OSS	$4,500,000.00	3.912	03/01/17	$205,000.00	$8,200.00	$213,200.00
1-Mar-07	Alcott School	$2,350,000.00	3.912	03/01/17	$155,000.00	$6,200.00	$161,200.00
15-Sep-07	Thoreau School	$6,800,000.00	3.992	09/15/25	$380,000.00	$22,325.00	$402,325.00
1-Apr-08	Warners Pond Dam, Recreation	$2,150,000.00	3.016	04/01/18	$200,000.00	$11,000.00	$211,000.00
1-Apr-08	Water	$750,000.00	3.016	04/01/18	$75,000.00	$5,531.26	$80,531.26
1-Apr-08	Willard School, Other School	$2,640,000.00	3.016	04/01/18	$245,000.00	$15,443.76	$260,443.76
9-Dec-08	MWPAT CW-06-01	$9,967,780.00	0.000	06/30/27	$534,516.37	$124,876.40	$659,392.77
18-Mar-09	Willard School	$11,900,000.00	3.723	03/15/28	$625,000.00	$293,750.00	$918,750.00
18-Mar-09	MWPAT V-0501243	$703,170.00	0.000	07/15/18	$70,317.00	$-	$70,317.00
15-Jan-10	Willard School, Other School	$13,500,000.00	3.177	01/15/29	$760,000.00	$294,475.00	$1,054,475.00
15-Jan-10	General, Road Improvements	$700,000.00	1.739	01/15/17	$80,000.00	$2,000.00	$82,000.00
17-May-11	CMLP, Water, Willard School	$8,750,000.00	2.314	05/15/26	$720,000.00	$128,125.00	$848,125.00
29-May-12	Willard School, General	$2,875,000.00	0.942	05/15/19	$300,000.00	$24,000.00	$324,000.00
13-Jun-12	MWPAT T5-05-1243-A	$296,830.00	0.000	07/15/22	$29,616.00	$-	$29,616.00
22-May-13	MWPAT T5-05-1243-B	$324,715.00	0.000	01/15/23	$32,472.00	$-	$32,472.00
4-Jun-13	Water, General	$3,360,000.00	0.857	06/01/21	$465,000.00	$34,700.00	$499,700.00
12-Jun-14	CMLP, Telecom, General	$7,985,000.00	1.757	06/01/27	$875,000.00	$207,175.00	$1,082,175.00
7-Jan-15	MWPAT T5-05-1243-C	$197,457.00	0.000	01/15/25	$19,745.70	$-	$19,745.70
21-May-15	School Refunding, General	$8,160,000.00	1.525	09/15/24	$1,070,000.00	$184,170.00	$1,254,170.00
19-May-16	School & Water Refunding, General	$9,955,000.00	1.178	09/15/25	$865,000.00	$298,476.51	$1,163,476.51
					$8,483,567.80	$1,718,475.89	$10,202,043.69

As of June 30, 2017, the following amounts remain authorized, but unused.

								TOTAL	Projected May 2018 Bond Issue
Category	Town Meeting Vote	Purpose	Debt Amount Authorized & Unissued	Account Code	Bond or Note Issuance and other comment	Expected future issue	Expected to rescind		
enterprise	Art. 36, 2012	Land Acquisition (WR Grace)	$187,500	62-460-460-345	$400K bond issued 5/21/15	375,000	0	375,000	
					$12.5k bond issued 5/19/16				
			$187,500	60-440-440-345	$400K bond issued 5/21/15				
					$12.5k bond issued 5/19/16				
enterprise	Art. 48, 2013	Telecommunications	$400,000	73-0-0-350	$100K bond issued 6/12/14	400,000	0	400,000	400,000
					$500K bond issued 5/19/16				
enterprise	Art. 24, 2017	Telecommunications	$1,000,000	73-460-470-388		1,000,000	0	1,000,000	
enterprise	Art. 26, 2017	Smart Grid Improvements	$3,000,000	62-460-460-389		3,000,000	0	3,000,000	
within limit	Art. 30, 2014	Keyes Road public works facilities design	$150,000	30-426-426-357		150,000	0	150,000	
within limit	Art. 31, 2014	141 Keyes Road renovations (Planning dept)	$400,000	30-197-197-358	$200K bond issued 5/19/16	400,000	0	400,000	
within limit	Art. 33, 2014	West Concord infrastructure improvements	$5,500	30-410-410-360	issued 06/22/17	0	5,500	5,500	
					resized, rescind $5,500				
within limit	Art. 34, 2014	Public Safety Bldg security improvements	$85,000	30-215-215-361		85,000	0	85,000	85,000
within limit	Art. 23. 2015	Concord Public Schools renovations	$-	30-300-300-365	$650K bond issued 5/19/16	0	0	0	

As of June 30, 2017, the following amounts remain authorized, but unused. (continued)

within limit	Art. 24, 2015	Concord Public Schools - Bus Depot	$-	30-122-123-366	$950K bond issued 5/19/16	0	0	0	
within limit	Art. 42, 2015	Road Improvements - 2016 Program	$-	30-429-429-367	$1.2M bond issued 5/19/16	0	0	0	
within limit	Art. 52, 2015	Rideout & Emerson Playground improvements	$35,000	30-122-123-368	issued 06/22/17, resized, Rescind $35,000	0	35,000	35,000	
within limit	Art. 53. 2015	Parking Management Plan Implementation	$5,500	30-180-175-369	$150K bond issued 5/19/16	0	5,500	5,500	
					$100k issued 06/22/17, resized, rescind				
within limit	Art. 54, 2015	Town House Interior Improvements	$20,500	30-122-123-370	$350K bond issued 5/19/16		20,500	20,500	
					$329.5k issued 06/22/17, resized, rescind				
within limit	Art. 27, 2017	Municipal Facility Needs Study	$250,000	30-122-123-390		250,000		250,000	250,000
within limit	Art. 8, 2017	Municipal Building Renovations	$350,000	30-122-123-316		350,000		350,000	
within limit	Art. 55, 2015	37 Knox Trail renovations and site work	$-	30-122-123-371	$200K bond issued 5/19/16	0		0	
within limit	Art. 57, 2015	Fire Engine Replacement	$-	30-220-220-372	$550K bond issued 5/19/16	0		0	
within limit	Art. 10, 2017	Fire Engine #8 Replacement	$575,000	30-220-220-385		575,000		575,000	575,000
within limit	Art. 11, 2017	Ambulance Replacement	$260,000	30-220-220-386		260,000		260,000	260,000
within limit	Art. 9, 2017	Public Safety Communications	$225,000	30-215-215-384		225,000		225,000	225,000
within limit	Art. 12, 2016	Concord Public Schools renovations	$33,300	30-300-300-373	issued 06/22/17, resized, Rescind $33,300		33,300	33,300	
within limit	Art. 15, 2017	Concord Public Schools renovations	$850,000	30-300-300-387		850,000		850,000	850,000
excluded	Art. 15, 2016	Concord Public Schools - Bus Depot (excluded debt)	$1,950,000	30-122-123-374		1,950,000		1,950,000	1,950,000

As of June 30, 2017, the following amounts remain authorized, but unused. (continued)

within limit	Art. 12, 2016	Concord Public Schools - Bus Depot	$300,000	30-300-300-366	300,000		300,000	
within limit	Art. 22, 2016	Municipal Building Renovations	$150,000	30-520-546-375	150,000		150,000	150,000
			$50,000	30-520-631-375	50,000		50,000	50,000
							0	
within limit	Art. 23, 2016	Land Acquisition - Ball's Hill Road	$47,000	30-122-123-376	issued 06/22/17, resized, rescind $47,000	47,000	47,000	
			$47,000	61-450-450-376	issued 06/22/17, resized, rescind $47,000	47,000	47,000	
							0	
within limit	Art. 24, 2016	Public Safety Equipment - Fire Engine refurbish	$150,000	30-220-220-377	150,000		150,000	150,000
within limit	Art. 25, 2016	Cemetery Improvements	$2,500	30-410-491-378	issued 06/22/17, resized, rescind $2,500	2,500	2,500	
within limit	Art. 46, 2017	Cemetery Improvements	$150,000	30-410-491-391	150,000		150,000	150,000
within limit	Art. 47, 2017	Road Improvement Program 2017	$1,415,000	30-429-429-392	1,415,000		1,415,000	1,415,000
within limit	Art. 26, 2016	Road Improvement Program 2016	$113,700	30-429-429-379	issued 06/22/17, resized, rescind $113,700	113,700	113,700	
enterprise	Art. 28, 2016	Water System Improvements	$13,665,000	61-450-450-380	13,665,000		13,665,000	
			$965,000	61-450-450-381	965,000		965,000	
			$1,870,000	61-450-450-382	Nagog Water Intake pipeline	1,870,000	1,870,000	
within limit	Art. 57, 2016	Rail Trail design/ Engr. - Phase 2B	$14,000	30-180-175-383	0	14,000	14,000	
		totals:	$28,909,000		$28,585,000	$324,000	$28,909,000	6,510,000

53G Fund

In accordance with Massachusetts General Law Chapter 44, Section 53G as adopted by the Concord Board of Appeals, the Natural Resource Commission and the Planning Board, it may be determined (due to a proposed project's size, scale, complexity, potential impact or use of land) that the review of a permit application warrants the assistance of outside consultants. Project applicants must pay for the services provided by the independent advisor. Funds provided by the applicant for this purpose are deposited with the Town Treasurer in an account separate from other monies. Expenditures made from the account may be made without further appropriation and used only for the review of a specific project whose funds have been received from the applicant. Upon completion of consultants services required by the governing body, all funds (plus interest) remaining in the projects' balance are returned to the applicant.

The review of three project applications proposed in Fiscal Year 2017 necessitated the expertise of outside consultants. Consulting services for six projects proposed in prior years continued through fiscal year 2017.

The following summarizes the activity in the 53G Review Fund for the fiscal year ending June 30, 2017:

ASSESSING DIVISION - 2017

R. Lane Partridge, Town Assessor

The Assessing Division of the Finance Department is responsible for the fair and accurate listing and assessment of all real estate and personal property for taxation purposes, in accordance with state statutes and regulations. The Division assists taxpayers in determining eligibility for statutory property tax exemptions and in understanding the basis for all property assessments. The Division also carries out the valuation of all real property under construction as of each June 30, determines the applicability of the Supplemental Assessment Law for newly constructed property receiving a Certificate of Occupancy during the year, and examines all property sales during the year for inclusion in the annual sales analysis. The Division is responsible for the commitment of approximately 17,000 motor vehicle excise tax bills during FY2018, based on data received from the Registry of Motor Vehicles, and assists taxpayers with the adjustment of excise bills throughout the year as vehicles are added and removed from registration.

The Assessing Division also has the added responsibility of administering the new Senior Mean Tested Real Estate Tax Exemption. The new program will go into effect for Fiscal year 2019 and the office will begin accepting applications in early calendar 2018. The due date for the first exemption is September 1, 2018.

53G Review Fund

Project	Beginning Balance 7/1/2016	Funds received	Funds disbursed	Ending balance 6/30/2017
Construction review Granite Post Rd.	$802.22	$7.42		$809.64
Peer Review 300-330 Baker Ave.	$0.06		$0.06	$0.00
Review underground lining 1112 Main Street	$0.20		$0.20	$0.00
Project review & inspections-Monsen Farm	$9,313.46	$86.09		$9,399.55
Solar panels-755 Walden Street	$0.22		$0.22	$0.00
Site Plan Review-Concord Country Club	$1.82		$1.82	$0.00
Site Plan Review 1888 Main Street	$265.23		$265.04	$0.19
Site Plan Review 740 Elm Street	$1.11		$1.11	$0.00
Site Plan Review Black Birch/Forest Ridge Rd	$2,512.14	$23.22		$2,535.36
Site Plan Review 1400 Lowell Road (Middlesex School)	$605.06		$604.63	$0.43
Parking/traffic review-91,97 Lowell Rd &105 Keyes Rd.	$5,571.96		$4,490.71	$1,081.25
Site Plan Review 1400 Lowell Road	$0.00	$6,127.72	$6,117.00	$10.72
Site Plan Review Junction Village Winthrop St	$0.00	$11,000.00	$10,948.68	$51.32
Subdivision Review Keuka Rd Residential Development	$ 0.00	$4,809.98	$4,809.98	
Total	$19,073.48	$22,054.43	$22,429.47	$18,698.44

The Town Assessor, three full- time staff and one part-time staff members assist the Board of Assessors. The Board, consisting of five members and up to three non-voting associate members appointed by the Town Manager, is the decision-making body with respect to all property valuation determinations.

Property Valuation
Massachusetts General Law requires the Town to value property for tax purposes as of the January 1st preceding the start of the July 1 fiscal year for which property taxes will be levied. Once every five years, the Department of Revenue (DOR) certifies the valuation of local assessments at "full and fair cash value" with on-site examination. This is referred to as the "certification year". The four intervening years are "Interim" years, during which DOR review of required annual valuation adjustments is done by desk review of the required submitted documentation. Fiscal Year 2018 is a certification year. For the Division the work is the same in an interim year, but without the process of on-site DOR examination. The certification was completed and the DOR approvals were obtained in late September.

On November 13, 2017, following a public hearing and acting upon the recommendations of the Board of Assessors, a uniform tax rate was adopted by the Select Board for FY 18,. The FY18 property tax rate was approved by the Department of Revenue on November 21, 2017. The FY2018 values are based on an assessment date of January 1, 2017 and a market value analysis using calendar year 2016 "arms-length" sales. The Town's total taxable property value increased 2.86% from FY2017 to FY2018.

The goal of the Board of Assessors is to value properties as equitably and consistently as possible. The following table summarizes the Town's values by property use.

Assessments by Property Use (Form LA-4)

Class Type	Class Code	FY 2017 Parcel Count	FY 2017 Total Value	FY 2018 Parcel Count	FY 2018 Total Value
Single Family	101	4,589	$4,531,943,000	4,591	$4,656,510,200
Condominium	102	816	380,125,900	843	403,783,850
Miscellaneous	103,109,140	62	135,312,100	63	137,748,600
2-Family	104	109	72,320,050	104	70,109,100
3-Family	105	2	1,527,900	2	1,565,400
Apartments	111-125	26	189,965,500	27	193,258,800
Vacant Land	130-132,106	291	41,523,800	293	45,087,840
Commercial	300-393	335	375,260,000	335	389,897,200
Industrial	400-452	28	21,616,900	29	27,268,900
Forest Land (Ch. 61)	601-602	16	32,873	17	37,615
Agricultural (Ch. 61A)	700	63	1,116,749	61	1,079,800
Recreation Land (Ch. 61B)	800	35	10,820,700	35	11,001,825
Mixed Use	012-043	29	159,966,850	26	158,305,200
Personal Property	501-508	233	52,184,080	232	48,996,270
Total		6,634	$5,973,716,402	6,658	$6,144,650,600

Tax Levy
At the 2017 Annual Town Meeting, taxpayers voted appropriations totaling $100,948,632 for the Fiscal Year July 1, 2017 through June 30, 2018, a 2.84% increase in appropriations over the prior year.

In addition, certain state assessments, snow/ice removal account deficits and the overlay account to cover the cost of tax abatements and exemptions must be added to determine the total budget amount. Inclusive of these additional Non-Appropriated Expenses, the FY2018 total General Fund budgeted amount is $102,221,307, a 3.04% budget increase. Monies to support this local spending are raised by the property tax levy, state aid, local receipts and other sources. The maximum permitted property tax levy for FY18, the total amount of money that can be raised through real and personal property taxes in accordance with state law, is $91,875,013. This includes a levy of $6,383,991 for excluded debt service. The actual FY18 property tax levy is $87,807,057. Thus, $4,067,956 of the maximum permitted levy limit remains unused. The Annual Levy Limit is calculated as follows:

Levy Limit Calculation

FY2017 Levy Limit	$82,116,773
FY 17 New Growth Adjustment (form LA-13a)	$ 0
2 ½% allowed increase	$ 2,052,919
New Growth (form LA-13)	$ 1,321,330
TOTAL (before debt exclusion and override)	$85,491,022
DEBT EXCLUSION	$6,383,991
(Principal and interest due on debt authorized to be repaid from taxation above the levy limit)	
OVERRIDE	$ 0
MAXIMUM PERMITTED LEVY	$91,875,013
FY2018 PROPERTY TAX LEVY	$87,807,057
Unused Levy Limit	$ 4,067,956

The FY2018 tax levy increased from FY2017 by 4.47%. Of this total, 1.57% was derived from New Growth. The increase on the base prior year levy without new growth was 2.90%.

Property Tax Rate
The Town of Concord has repeatedly had one of the lowest tax rates of the surrounding communities; however, the average tax bill is one of the highest in the state. This is due to the Town's high average single family residential valuation of $1,014,269. The median single family residential valuation is $838,900.

The tax rate, in its simplest form, is the tax levy divided by the town's taxable valuation. This is called the Uniform Tax Rate and under this rate, each class of property pays a share of the tax levy equal to its share of the total town value. The calculation for the Town of Concord for FY2018 is:

$87,807,057/ $6,144,650,600 = .01429

or $14.29 per thousand dollars of assessed valuation

Property taxes are billed quarterly. For FY2018 the first two tax payments were due August 1 and November 1, 2017. These were estimated based on the previous year's taxes plus 3.24%, a preliminary adjustment allowed by state law and based on the permitted 2.5% increase plus any increase attributable to the FY18 cost of overrides or debt exclusions previously voted by town ballot. In November the Select Board voted a "residential factor" of 1.00, thereby setting the FY18 tax rate at a Uniform Tax Rate, which has been their practice for the past 21 years. The third and fourth quarter tax payments are due on February 1, 2018 and May 1, 2018, based on the total annual taxes minus the total of the first two estimated billings. Utility Liens for unpaid town utility bills and the annual allocation of betterment apportionments are added to the third quarter bill due February 1.

Motor Vehicle Excise Tax
The Assessing Division is responsible for committing Motor Vehicle Excise Taxes to the Town Collector. The tax is calculated by the Registry of Motor Vehicles which conveys the bill file electronically to each municipality based on the place a vehicle is garaged. The taxable value is based on the manufacturer's original list price for the particular model (without regard to accessories and without regard to the purchase price negotiated between the buyer and seller) multiplied by a yearly discount. The yearly discount schedule applied to the original list price is as follows:

50%	the year preceeding the designated year of manufacture
90%	the year of manufacture
0%	the second year of manufacture
40%	the third year of manufacture
25%	the fourth year of manufacture
10%	the fifth and all succeeding years of manufacture

Once the taxable value of the vehicle is determined, an excise tax is calculated at the rate of $25.00 per thousand. By state law, the tax is adjusted by the number of full or partial months the vehicle is on the road. Abatements are issued when vehicles are sold or disposed of, calculated only in full months proration (again, according to state

The Assessing Division committed the following excise tax amounts to the collector during Fiscal Year 2017:

MOTOR VEHICLE COMMITMENTS from July 1, 2016 to June 30, 2017

Calendar Year	# of Commitments	# of Bills	Amount Committed
2014	1	1	$ 19.79
2015	2	2	$ 87.50
2016	7	1,810	$ 307,719.4
2017	4	15,545	$2,815,043.71
Totals	14	17,358	$3,122,870.45

law) and subject to a minimum bill of $5.00.

The total amount of motor vehicle excise tax collected in Fiscal Year 2017, net of refunds, was $3,122,870.45 4.43% higher than the prior year.

ACCOUNTING DIVISION

Mary Barrett, Town Accountant

The Accounting Division of the Finance Department is responsible for maintaining the financial records of the Town, preparing periodic and annual financial statements, overseeing and processing the Town bills for inclusion in the weekly disbursement warrant for approval by the Select Board, providing financial reporting services to other Town Departments and coordinating and managing the annual Town Audit. Other duties include maintaining budgetary records, monitoring and retaining records of all contracts and grants including State and Federal grants and ensuring that statutory reports are in compliance with standards set by the State and by the Government Accounting Standards Board (GASB). Furthermore, the Town Accountant serves as Ex-Officio board member of the Concord Contributory Retirement System.

In addition, this division handles the billing and cash application of the Town's 5,619 water/sewer accounts and 8,235 electric accounts for the Town's utilities.

Financial results from operations of municipal enterprises and for the Governmental funds – General Fund for the most recently completed fiscal period (source: the Town's Comprehensive Annual Financial Report for year ended June 30,2017) are shown below and on the following page.

FINANCIAL RESULTS FROM OPERATIONS OF MUNICIPAL ENTERPRISES
Year ended 6/30/17, Electric year ended 12/31/16

	Electric Fund	**Water Fund**	**Sewer Fund**	**Beede Center**
Operating Revenues	$26,176,369	$5,183,792	$3,200,834	$ 2,336,245
Operating Expenses	24,164,319	3,655,476	3,014,966	2,519,792
Operating Income (loss)	$ 2,012,050	$1,528,316	$ 185,868	$ (183,547)
Non-operating Income (Expense)	(87,260)	(22,925)	(94,364)	27,337
Transfer from Other Funds	82,529			
Transfers to Other Funds	(465,500)	(86,179)	(21,545)	(85,666)
Change in net position	$ 1,459,290	$1,419,212	$ 152,488	$ (241,876)
Net Position at Beginning of Year,	$45,333,062	$25,693,308	$19,924,387	$11,419,642
Net Position at End of Year	$46,792,352	$27,112,520	$20,076,875	$11,177,766

GOVERNMENTAL FUNDS – GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES AND CHANGE IN FUND BALANCE
YEAR ENDING JUNE 30, 2017

Revenues:	
Property Taxes	$83,894,401
Excise Taxes	3,971,709
Penalties, interest and other taxes	185,145
Departmental	1,461,647
Licenses and permits	1,130,870
Fines and forfeitures	124,549
Intergovernmental	11,566,782
Investment income	1,541,266
Other	32,362
Total Revenues:	$103,908,731
Expenditures:	
General government	$5,049,775
Public safety	9,182,493
Education	63,810,170
Public works	4,301,554
Health and human services	579,930
Culture and recreation	2,208,670
Employee benefits	11,712,436
Debt service	7,611,667
Intergovernmental	487,356
Total Expenditures:	$104,944,051
Excess (deficiency) of revenues over expenditures	$(1,035,320)
Other financing sources	$ 1,078,014
Change in fund balance	$ 42,694
Fund Balance Beginning	$35,403,859
Fund Balance Ending	$35,446,553

CLASSIFICATION OF ENDING FUND BALANCES (GAAP Basis, GASB STATEMENT #54):

	At 6/30/16	**at 6/30/17**	
Restricted	$9,824,326	$10,025,132	Pension Reserve
Committed	4,444,871	7,170,438	Stabilization, Ins. Reserve, FY17 Certified Free Cash Use
Assigned	6,385,454	6,614,824	Encumbrances, FY17 Certified Free Cash Use – Tax Rate
Unassigned	14,749,208	11,636,159	
	$35,403,859	$35,446,553	

Notes on abbreviations used:
GAAP: Generally Accepted Accounting Principles
GASB: Government Accounting Standards Board
MSBA: Massachusetts School Building Authority

Town of CONCORD, LONG-TERM DEBT STATISTICS

Direct Debt - June 30, 2007 to June 30, 2017

@ June 30	Assessed Value	Outstanding Long-term Debt		Popula-tion	per capita income	% of Assessed value		Debt per capita		Debt per capita as % of per capi-ta income	
		Gross	Net	decennial census	decennial census	gross debt	net debt	gross debt	net debt	gross debt	net debt
2007	$5,309,253,833	$55,091,156	$31,052,480	16,993	$51,477	1.04%	0.58%	$3,242	$1,827	6.30%	3.55%
2008	$5,498,736,316	$62,606,176	$39,739,546	16,993	$51,477	1.14%	0.72%	$3,684	$2,339	7.16%	4.54%
2009	$5,264,591,702	$71,479,238	$49,853,220	16,993	$51,477	1.36%	0.95%	$4,206	$2,934	8.17%	5.70%
2010	$5,026,552,229	$79,599,890	$59,831,473	16,993	$51,477	1.58%	1.19%	$4,684	$3,521	9.10%	6.84%
2011	$5,045,140,030	$80,557,680	$57,138,277	17,668	$67,374	1.60%	1.13%	$4,560	$3,234	6.77%	4.80%
2012	$5,090,058,629	$75,393,732	$53,893,601	17,668	$67,374	1.48%	1.06%	$4,267	$3,050	6.33%	4.53%
2013	$5,054,970,094	$70,984,036	$50,782,417	17,668	$67,374	1.40%	1.00%	$4,018	$2,874	5.96%	4.27%
2014	$5,130,493,662	$70,598,766	$48,544,694	17,668	$67,374	1.38%	0.95%	$3,996	$2,748	5.93%	4.08%
2015	$5,412,298,562	$62,596,727	$41,730,402	17,668	$67,374	1.16%	0.77%	$3,543	$2,362	5.26%	3.51%
2016	$5,841,889,295	$58,382,966	$39,391,306	17,668	$67,374	1.00%	0.67%	$3,304	$2,230	4.90%	3.31%
2017	$5,973,716,402	$54,309,398	$35,840,000	17,668	$68,032	0.91%	0.60%	$3,074	$2,029	4.52%	2.98%

"Net debt" is tax-supported, net of self-supporting debt issued for the water, sewer and electric funds.

EQV and Debt: The Town's Equalized Valuation (EQV) is set by the state biennially. The value set at Jan. 1, 2014 is $5,540,602,300. This EQV is used in various state formulas for FY15 and FY16. By state law (MGL c. 44, § 10), the Town's debt limit is capped at 5% of its EQV. The Town's gross outstanding debt as of June 30, 2016 is 1.05% of EQV.

2017 Annual Town Report

Budget - All Accounts , FY15 - FY18 Adopted

Line #	FY15 Bugdget		FY16 Budget	FY17 Budget	FY18 Adopted	Dollar Change	Percent Change	Percent of Total
Town Government								
1	personal services	$15,181,707	$ 15,721,241	16,468,178	17,285,653	1,515,316	9.20%	16.91%
2	O & M	3,332,306	3,458,772	3,470,835	3,683,360	426,184	12.28%	3.60%
3	capital outlay	1,625,000	1,709,000	1,800,000	1,870,000	145,000	8.06%	1.83%
4	Reserve Fund	225,000	225,000	225,000	225,000	0	0.00%	0.22%
5	**Total General Fund**	$ 20,364,013	$ 21,114,013	21,964,013	$ 23,064,013	$ 2,086,500	9.50%	22.57%
	Emergency Services Stabilization Fund	200,000	100,000	50,000	0	(50,000)	-100.00%	0.00%
	Total Town Government	$ 20,564,013	$ 21,214,013	22,014,013	$ 23,064,013	2,036,500	9.25%	22.57%
6	Concord Public Schools	$ 32,440,538	$ 34,542,735	35,660,111	$ 36,810,111	$ 2,801,769	7.86%	36.01%
7	Concord-Carlisle RSD	$ 15,856,221	$ 16,556,221	17,035,005	$ 17,935,005	$ 2,509,193	14.73%	17.55%
8	Total Operating Budgets	$68,860,772	$ 72,312,969	74,709,129	$ 77,809,129	$ 11,470,462	15.35%	76.13%
	JOINT TOWN & CPS ACOUNTS							
9	Group Insurance	$ 4,650,000	$ 4,650,000	4,650,000	$ 4,800,000	150,000	3.23%	4.70%
9a	OPEB Trust	900,000	1,150,000	1,400,000	1,470,000	70,000	5.00%	1.44%
10	Retirement	3,125,000	3,220,000	3,317,000	3,667,000	350,000	10.55%	3.59%
11	Debt Service	3,500,000	3,605,000	3,730,000	3,860,000	130,000	3.49%	3.78%
11a	Refunding savings, required levy		114,217	0	0			
11b	Debt Service, CCRSD Non-Exempt			80,753	102,583	21,830	27.03%	0.10%
12	Social Security/Medicare	685,000	740,000	765,000	810,000	45,000	5.88%	0.79%
13	Other Fixed & Mandated	425,000	425,000	450,000	450,000	0	0.00%	0.44%
14	**subtotal**	$ 13,285,000	$ 13,904,217	14,392,753	$15,159,583	$ 766,830	5.33%	14.83%
15	Minuteman Voc Tech	$ 191,689	$ 407,041	423,444	$599,179	$ 175,735	41.50%	0.59%
16	High School Debt Exclusion	1,858,841	3,514,429	3,668,218	3,561,484	(106,734)	-2.91%	3.48%
17	Town Debt Exclusion	4,495,632	4,206,283	4,007,828	3,607,507	(400,321)	-9.99%	3.53%
	subtotal	$ 6,546,162	$ 8,127,753	8,099,490	$ 7,768,171	$ (331,319)	-4.09%	7.60%
	Appropriations from Free Cash		625,000	0	200,000	(200,000)		
18	**TOWN MEETING VOTE**	$88,691,934	$ 94,969,939	97,201,372	$ 100,936,883	$ 3,735,511	3.84%	98.75%
19	State assessments	$ 511,384	497,843	495,310	529,002	33,692	6.80%	0.52%
20	Snow/Ice & other deficits	285,362	310,772	0	178,656	178,656		0.17%
21	Overlay	555,513	543,663	552,900	565,017	12,117	2.19%	0.55%
22	**subtotal**	$ 1,352,259	1,352,278	1,048,210	1,272,675	224,465	21.41%	1.25%
23	**TOTAL BUDGET PLAN**	$ 90,044,193	96,322,217	98,249,582	102,209,558	3,959,976	4.03%	100.00%

FY18 Guideline Financing the Budget Plan Change from FY17 Budget

		FY15 Budget	FY16 Budget	FY17 Budget	FY18 Adopted	Dollar Change	Percent Change	Percent of Total
24	state aid	$ 4,147,519	$ 4,272,640	4,642,015	$ 4,923,642	$ 281,627	6.07%	4.82%
25	motor vehicle excise tax	2,600,000	2,850,000	2,875,000	3,033,586	158,586	5.52%	2.97%
26	investment earnings	100,000	100,000	150,000	361,272	211,272	140.85%	0.35%
27	other local revenue	3,436,400	3,723,200	3,607,000	3,825,000	218,000	6.04%	3.74%
28	**Appropriations financed from**:							
29	Elem. Debt Stabilization Fund	$ 0	$ 0	0	$ 0	$ 0		
30	CCHS Debt Stabilization Fund	500,000	1,500,000	1,000,000	785,000	(215,000)	-21.50%	0.77%
31	Emergency Services Stab. Fund	200,000	100,000	50,000	0	(50,000)	-100.00%	0.00%
32	Exempt Debt Service Reserve							
33	Free Cash		625,000	0	0			
34	Transfers to General Fund:							
35	from CMLP (Light Fund)	458,650	472,400	465,500	$ 474,000	$ 8,500	1.83%	0.46%
36	Thoreau School MSBA grant	409,878	409,878	409,878	0	(409,878)	-100.00%	0.00%
37	"free cash" transfer	850,000	950,000	1,000,000	1,000,000	0	0.00%	0.98%
38	**subtotal**	12,702,447	15,003,118	14,199,393	$ 14,402,500	$ 203,107	1.43%	14.09%
	Property Tax:							
39	property tax base	71,061,652	74,224,261	76,371,162	$ 80,101,736	$ 3,730,574	4.88%	78.37%
40	new growth	835,499	1,284,004	1,412,859	1,321,330	(91,529)	-6.48%	1.29%
41	**total within the Levy Limit**	71,897,151	75,508,265	77,784,021	$ 81,423,066	$ 3,639,045	4.68%	79.66%
42	debt service excluded from Levy Limit	5,444,595	5,810,834	6,266,168	6,383,992	117,824	1.88%	6.25%
43	**total property tax**	77,341,746	81,319,099	84,050,189	$ 87,807,058	$ 3,756,869	4.47%	85.91%
	TOTAL RESOURCES	90,044,193	96,322,217	98,249,582	$ 102,209,558	$ 3,959,976	4.03%	100.00%

2017 Annual Town Report

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

		6/30/2016	ADJUSTS/	ADJUSTS/			6/30/2017
		FUND	TRANS-FERS	TRANS-FERS			FUND
Acct. #	Fund	BALANCE	IN	OUT	REVENUES	EXPENDI-TURES	BALANCE
						1,438,015	
Fund 10	**Community Preservation Fund**	2,049,109.25			1,362,386.00	1,469,415.20	1,942,080.05
Fund 15	**Parking**	258,064.67		66,869.00	394,286.97	317,976.50	267,506.14
Fund 16	**Cemetery**	407,571.20		173,626.08	128,835.00	0.00	362,780.12
Fund 17	**PEG Access**	661,965.47			484,316.05	145,284.43	1,000,997.09
Fund 18	**Reserved for Appropriation**						
000-000-610	Dog Fund	975.57					975.57
000-000-612	Dog innoculation fees	7,314.10		500.00		0.00	6,814.10
133-133-562	Premium from sale of bonds	0.00			324,000.00		324,000.00
455-455-669/781	Title 5 D Betterments	(147,321.33)			89,401.28	165,128.14	(223,048.19)
455-455-660	Title 5 C Betterments	316,631.33			47,752.18		364,383.51
455-455-667	Title 5 A Betterments	79,275.69				10,828.73	68,446.96
455-455-671	Title 5 B Betterments	313,775.86			27,400.19	152,150.70	189,025.35
610-610-611	State aid to Libraries	22,003.42		11,000.00	16,442.02	0.00	27,445.44
	Subtotal Fund 18	592,654.64	0.00	11,500.00	504,995.67	328,107.57	758,042.74
Fund 19	**53G Review Fund**	14,570.07			20,873.57	19,128.39	16,315.25
Fund 20	**Other Special Revenue**	58,742.70			114,346.54	66,485.43	106,603.81
Fund 22	**School Lunch**	127,881.87			594,482.08	542,746.08	179,617.87
Fund 23	**Gifts**						
	Town Manager:						
122-123-180	Environmental Improvement	33,000.00					33,000.00
122-123-210	Beharrel St Traffic Study	1,504.70					1,504.70
122-123-213	Solar Fair	48.98					48.98
122-123-220	Tercentary Signs Restoration Gift	270.00					270.00
122-123-221	McGrath Farm Affordable Housing Gift	6,652.51					6,652.51
122-123-240	Parking Management Gift	2,500.00					2,500.00
122-123-305	Public Safety Middlesex School	5,200.00					5,200.00

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-123-320	Saint Mande Sister City	317.20					317.20
122-123-617	Energy Efficiency Improvements	500.00					500.00
122-123-691	Selectmen's Budget Reduction	1,300.00					1,300.00
122-123-768	Selectmen's Gift	1,091.96					1,091.96
122-123-808	Boston Foundation Cutni Kargula Nanae	4,119.52			2,500.00	1,839.46	4,780.06
122-123-809	Nanae Sister City	3,709.48			6,530.00	658.33	9,581.15
122-123-874	Colonial Inn	3,910.00					3,910.00
122-123-879	Plantings	596.44					596.44
122-123-892	Hanscom Legal Fund	250.00					250.00
122-123-943	Community Service Coordinator	0.00			33,804.00	33,804.00	0.00
122-123-925	Visitors Center	20,975.00					20,975.00
122-123-233	Retirement Celebration Gift	0.00			500.00	355.99	144.01
122-123-234	Adobe STM Gift	0.00			9,000.00	9,000.00	0.00
122-123-852	Youth Coordinator Gift	0.00			27,000.00	21,632.34	5,367.66
	Finance Department						
131-131-613	Finance Committee	62.91					62.91
133-133-598	James Catterton Memorial Bench Fund	73.11					73.11
133-145-616	Concord Medal	26.26					26.26
133-145-622	Emerson Annex	1,850.24					1,850.24
133-145-789	Melvin Memorial	44,605.82					44,605.82
133-145-813	Hapgood Wright/Melvin Mem.	52,512.45					52,512.45
133-145-875	Celebration Year 2000	6,319.19					6,319.19
133-145-919	Fireworks Gift	1,069.23					1,069.23
	Planning & Land Management Department						
180-171-211	White Pond Management Plan	1,625.00					1,625.00
180-171-400	Tree Restorative School	50.00					50.00
180-171-563	Bruce Freeman Rail Trail	400.00			1,500.00		1,900.00
180-171-606	Colonel Barrett/ Nat. Resources	402.01					402.01
180-171-607	Wildlife Passages Task force	5,552.88					5,552.88
180-171-615	Hanscom Gift Account	464.00					464.00
180-171-627	Community Gardens	14,674.20			3,547.50	1,161.00	17,060.70
180-171-674	Memorial Tree	114.00					114.00

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

180-171-754	Garden Club	1,028.26					1,028.26
180-171-790	Arena Farm	395.00					395.00
180-171-810	Hapgood Wright/Open Space Guide	532.46					532.46
180-171-880	Agriculture Committee	1,239.65			775.00	1,054.50	960.15
180-171-893	Conservation Land Management	89,375.88				3,424.90	85,950.98
180-171-915	Conservation Land Trail Guide	210.42				210.42	0.00
180-171-953	Warner's Pond	10,547.14					10,547.14
180-171-974	Conservation & Wetland Protection	2,422.12				2,422.12	0.00
180-171-1084	Concord Housing Foundation	249.60					249.60
180-175-173	Community Preservation Committee	311.51					311.51
180-175-656	Historical Commission Gifts	975.02					975.02
180-175-773	Monument Farm subdivision	4,556.00					4,556.00
180-175-793	Affordable Housing	60,000.00				60,000.00	0.00
180-175-894	Transportation Demand Prog	10,000.00				9,800.00	200.00
180-175-961	Academic Support Services	851.93					851.93
	Board of Health						
180-510-758	Board of Health	3,402.38					3,402.38
	Police Department						
210-210-150	CPD Community Svs, Gift Fund	101.77			345.00	298.42	148.35
210-210-579	Police Department	27,931.11			10,250.00	17,482.90	20,698.21
210-210-912	K9 Police	1,690.00					1,690.00
	Fire Department						
220-220-224	New Ambulance Equipment Gift	244.40					244.40
220-220-614	Fire Department	13,017.10			425.00	5,422.39	8,019.71
220-220-819	Fire S.A.F.E. Program	6,014.14				227.91	5,786.23
220-220-827	Local Emergency Plan	6,880.43					6,880.43
220-220-672	Lions Club Rescue Vests Gift	0.00			1,841.00	1,819.00	22.00
	Concord Public Schools						
300-300-215	Concord Integrated Preschool	5,031.66			3,587.70	4,554.50	4,064.86
300-300-225	Mac Gift - MA Agriculture In Classroom	100.00					100.00
300-300-619	Boston Univ. Proposals	0.00			5,000.00	2,730.00	2,270.00
300-300-645	Willard PTG	746.05			6,211.76	6,107.16	850.65

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

300-300-657	Middle School PTG	30,441.77			22,652.50	34,790.00	18,304.27
300-300-658	Music Program	3,238.67			435.00	431.04	3,242.63
300-300-659	Alcott PTG	5,186.45			8,010.00	7,920.00	5,276.45
300-300-661	Public Schools	108,282.51			100,226.69	77,451.72	131,057.48
300-300-749	Thoreau PTG	5,948.04			2,491.80	2,400.00	6,039.84
300-300-1075	Teen Buddy Program	15,618.24			11,000.00	12,612.02	14,006.22
	Public Works Department						
410-410-209	Willard Water Fill Station	884.00					884.00
410-410-1072	Public Drinking Fountain Gift	7,934.38				7,111.45	822.93
410-410-759	CPW Memorial Tree Gift	0.00			500.00	467.50	32.50
410-411-731	General Drainage Improvements	793.19				793.19	(0.00)
410-411-954	Baker Ave Extension Gift	66,881.78					66,881.78
410-422-232	Assabet & Concord River Signs Gift	0.00			344.75	344.75	0.00
410-490-208	Ripley Baseball Field	0.00			7,700.00	3,560.63	4,139.37
410-490-743	FCCF Field Maintenance	72,209.13			100,000.00	34,626.24	137,582.89
410-490-230	Rideout Baseball Field Gift	5.59					5.59
410-490-242	Emerson Field Flagpole Maintenance Gift	0.00			1,000.00		1,000.00
410-490-243	Emerson Field Landscaping Gift	0.00			1,000.00		1,000.00
414-414-846	Sidewalk Management	30,634.08				15,025.85	15,608.23
	Library						
610-610-212	Renee Garrelick Oral History	503.27					503.27
610-610-218	Library Gifts	127.61			1,000.00	19.08	1,108.53
610-610-226	Library Special Gifts	543.87				543.87	0.00
610-610-227	Archival Projects	0.00			25,000.00	14,391.36	10,608.64
610-610-229	Library Staff Gifts	3,078.47				1,295.11	1,783.36
	Human Services						
520-541-214	John J. Florio COA Bequest Gift	67,914.80				15,982.55	51,932.25
520-541-219	Comm Chest Worker Benefit Costs	7,132.00			1,339.00		8,471.00
520-541-329	COA Van Drivers	7,459.85					7,459.85
520-541-586	Social Services Coordinator	334.25			10,000.00	10,334.25	0.00
520-541-623	COA Gift Account	95,716.04			25,545.76	11,435.52	109,826.28
520-541-680	COA Outreach Worker	7,337.26			16,861.00	11,961.78	12,236.48

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

520-541-742	H.E.A.L. Gift	349.59					349.59
520-541-944	COA Volunteer Coordinator	5,600.00			5,800.00	11,400.00	0.00
520-541-952	COA Programs Gift	8,773.31			977.95	455.00	9,296.26
520-541-963	COA Van Repairs Gift	86.63					86.63
520-546-618	HWCC Building Fund	4,537.93					4,537.93
520-630-226	Southmeadow Playground Gift	10,000.00					10,000.00
520-630-228	Recreation General Gifts	250.00			1,500.00		1,750.00
520-630-295	Skate Park	8,600.00					8,600.00
520-630-300	Friends of CC Playing Fields	4,566.86					4,566.86
520-630-301	Alcott Baseball Field	10,000.00					10,000.00
520-630-604	Sarah Rood Memorial	92.00					92.00
520-630-750	Elsie Kennedy Scholarship	250.00					250.00
520-630-707	Danner Destephano Scholarship	119,143.00		4,913.30		0.00	114,229.70
520-630-777	J. Cushing - Soccer	18.32					18.32
520-630-994	Playing Field Study Gift	260.39					260.39
520-630-708	Middlesex School-Emerson Track	50,000.00			50,000.00		100,000.00
520-630-099	Golf Tournament	47,428.39		14,000.00		0.00	33,428.39
520-630-923	Summer Camp Scholarship	2,000.00			2,100.00		4,100.00
520-630-151	Ripley Playground Gift	0.00			99,500.00		99,500.00
520-630-235	Carousel Preschool Scholarship Gift	0.00			3,938.67		3,938.67
520-630-924	Jazz Fest Gift	0.00			2,000.00		2,000.00
	Veterans Services & Benefits						
543-544-648	Veterans Gifts	5,850.43			250.00	1,183.00	4,917.43
	Beede Swim & Fitness Center						
650-650-302	Beede Dive Well Gift	0.00			2,000.00	2,000.00	0.00
650-650-303	Beede Over 80 Members Gift	0.00			500.00		500.00
650-650-304	Beede General Purpose	500.00			2,200.00		2,700.00
650-650-778	Beede Center Capital Reserve	39,297.68					39,297.68
	Ceremonies & Celebrations Committee						
692-692-608	375th Birthday	28,682.57					28,682.57
692-692-646	Ceremonies & Celebrations	1,000.00					1,000.00
692-692-823	WWII Memorial	315.00					315.00

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

Sawyer Trust							
950-950-687	Sawyer Gift Expendable	11,322.22				525.00	10,797.22
	Subtotal Fund 23	1,360,730.69	0.00	18,913.30	618,690.08	463,066.25	1,497,441.22
FUND 24	**Recreation**	867,595.54	18,913.30	84,555.00	1,989,172.31	1,770,673.97	1,020,452.18
FUND 25	**Revolving Funds:**						
Town Manager:							
122-123-624	Harrington House	85,708.52			12,480.00	3,373.69	94,814.83
Finance Department							
133-145-628	Insurance Reimbursement	40,125.55			184,185.09	62,407.78	161,902.86
133-145-647	Safety Code Enforcement	500.00					500.00
133-145-675	Insurance Reserve	1,647,692.26	88,862.94	26,261.19	0.00	3,833.90	1,706,460.11
133-145-697	Surplus Equipment	46,565.77					46,565.77
Planning & Land Management							
180-171-634	Conservation Fund	2,515.00					2,515.00
180-171-634-0932	Conservation AG Rentals	50,080.76			3,737.50	42.00	53,776.26
180-171-634-0933	Conservation NOI Fees (Wetlands)	65,039.91			11,985.00	3,300.00	73,724.91
180-175-901	Performance Bond Default - Concord Homes	23,233.49					23,233.49
180-175-1074	Regional Housing Services	4,311.33			217,208.21	221,519.54	0.00
Concord Public Schools							
300-300-626	School Lost Books	325.02			1,122.37	457.11	990.28
300-300-630	School Athletics Fund	32,883.90			12,499.00	3,738.60	41,644.30
300-300-895	School Extra Curricular Activity	1,657.40					1,657.40
Public Works Department							
429-429-744	Road Repair Fund	90,930.96			26,310.52	103,166.00	14,075.48
	Subtotal Fund 25	2,091,569.87	88,862.94	26,261.19	469,527.69	401,838.62	2,221,860.69
FUND 26	**Land Acquisition Fund**	35,539.34	15,000.00		195.55	43,439.34	7,295.55
FUND 27	**Federal Grants**						
Police Department							
210-210-751	Ped-Bike Safety Grant	0.00			1,102.61	733.81	368.80
210-210-996	Traffic Safety Enforcement	0.00			5,885.91	5,967.59	(81.68)

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

210-210-997	EOPSS U/A Alcohol Enforcememt	0.00	9.14		4,584.08	3,855.77	737.45
Fire Department							
220-220-153	EMPG	0.00	186.00				186.00
220-220-500	MDU Program Grant	0.00			4,000.00	4,000.00	0.00
220-220-516	Mass Decontamination	0.00	2,000.00			2,000.00	0.00
220-220-736	Ambulance Task Force	401.00					401.00
220-220-1014	Bioterrorism Preparedness	0.00	2,000.00			2,000.00	0.00
Emergency Management							
291-291-153	Fy09/10 EMPG Grant	0.00	180.40				180.40
Concord Public Schools							
300-300-544	Title I	0.00			134,671.00	121,731.00	12,940.00
300-300-545	SPED 94-142	0.00			506,573.00	506,573.00	0.00
300-300-546	Title II	355.62			32,215.00	32,570.62	0.00
300-300-549	Sped Prgm Improvement	17,778.00				17,778.00	0.00
300-300-557	Sped Early Childhood	119.70			3,609.25	14,437.00	(10,708.05)
Planning and Land Management							
180-510-161	BOH MAPC	0.00	167.60				167.60
Public Works Department							
410-416-554	FEMA Spring Floods 2010	0.00			55,277.00	54,724.23	552.77
433-433-154	Medicine Collection	276.10					276.10
Library							
610-610-714	LSTA Full Steam Ahead	1,043.20				1,043.20	0.00
610-610-252	LSTA Mind in the Making	0.00			7,500.00	4,749.93	2,750.07
	Subtotal Fund 27	19,973.62	4,543.14	0.00	755,417.85	772,164.15	7,770.46
FUND 28	**State Grants**						
Town Manager							
122-129-1076	Doer Green Community Grant	400.00			(400.00)		0.00
122-129-1078	Doer Energy Manager Grant	11,764.78				11,764.78	0.00
122-129-1082	CMLP Energy Efficiency Grant	(29,148.42)			37,699.00	8,550.58	0.00
122-129-251	2016 Green Communities Grant	0.00			62,500.00	56,986.50	5,513.50
Finance Department							
133-145-625	Arts Lottery	5,661.66			6,664.61	8,080.00	4,246.27

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

170-162-241	Early Voting 2016 Grant	0.00			1,000.00	1,000.00	0.00
Planning and Land Management							
180-171-200	Land Grant	0.00			400,000.00	400,000.00	0.00
180-175-666	Massport Intern	2,487.50			2,450.00	1,882.50	3,055.00
180-175-1000	MCC Cultural District Initiave Grant	0.00			5,000.00		5,000.00
180-175-1058	W Concord Historic Resource Survey Update	10,000.00					10,000.00
180-510-161	BOH MAPC	167.60		167.60			0.00
Police Department							
210-210-720	State 911 Training	(1,248.09)			6,132.94	8,497.14	(3,612.29)
210-210-745	State 911 Support	(8,571.08)			46,831.00	46,831.00	(8,571.08)
210-210-751	Ped-Bike Safety Grant	0.00					0.00
210-210-996	Traffic Safety Enforcement	0.00					0.00
210-210-997	EOPSS U/A Alcohol Enforcememt	9.14		9.14			0.00
210-210-280	CHNA15 Capacity Bldng	1,500.00				1,500.00	0.00
Fire Department							
220-220-153	EMPG	186.00		186.00			0.00
220-220-516	Mass Decontamination	2,000.00		2,000.00			0.00
220-220-584	Firefighting Equipment	3,957.80					3,957.80
220-220-819	Safe Grant	0.00			4,540.00	4,540.00	0.00
220-220-820	Senior Safe Grant	3,044.74			2,796.00	4,365.80	1,474.94
220-220-1014	Bioterrorism Preparedness	2,000.00		2,000.00			0.00
Emergency Management							
291-291-153	Fy09/10 EMPG Grant	180.40		180.40			0.00
Concord Public Schools							
300-300-536	Metco	21,967.57			504,449.00	526,416.57	0.00
300-300-537	DOER Electric School Bus Pilot Grant	0.00			325,150.00	325,150.00	0.00
300-300-538	DOE Circuit Breaker	775,709.12			594,843.00	776,139.83	594,412.29
300-300-601	Big Yellow Bus Cultural	53.60			200.00		253.60
Public Works Department							
410-422-771	Cambridge Turnpike	(106,337.97)			531,715.55	425,377.58	0.00
410-422-1071	Winter Rapid Recovery Road Program	0.00					0.00

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

410-422-1083	Winter Recovery Assistance Program	0.00					0.00
433-433-605	DEP Materials Recovery	1,762.34				1,762.34	0.00
433-433-631	DEP SMRP RDP Grant	0.00			4,850.00	1,069.66	3,780.34
455-455-916	Water Pollution Abatement Trust	1,442.19					1,442.19
Human Services							
520-541-730	MCOA Aging Mastery Program	14.98					14.98
520-541-733	COA Formula Grant	0.00			46,660.00	46,660.00	0.00
Library							
610-610-668	LEPC Grant	1,801.00					1,801.00
610-610-715	Library Non-Resident Circulation	39,072.43		15,000.00	8,707.63	0.00	32,780.06
	Subtotal Fund 28	739,877.29	0.00	19,543.14	2,591,788.73	2,656,574.28	655,548.60
Fund 29	**Highway Fund**	0.00			409,547.70	409,547.70	0.00
Fund 30	**Capital Projects**						
000-000-795	Capital Equipment Article 13, 1987	13.32					13.32
122-123-352	Art 50 ATM13 51 Laws Brook/Rideout Field	39,065.70				32,800.00	6,265.70
122-123-354	Art44 ATM 13 Town Hse Exterior Reno	6,519.58					6,519.58
122-123-364	Art1 ATM14 Land Acquisition & Improv.	66,421.71				40,181.00	26,240.71
122-123-366	Art 24 ATM15 CPS Bus Depot	662,332.01				662,332.01	0.00
122-123-368	Art 5 ATM15 Rideout/Emerson Playground Impr.	0.00			565,000.00	46,000.00	519,000.00
122-123-370	Art 54 ATM15 Town House Interior Reno	277,408.89			329,500.00	28,458.12	578,450.77
122-123-371	Art55 ATM15 37 Knox Trail Reno/Site Work	200,000.00				55,263.94	144,736.06
122-123-374	Art 15 ATM 16 CPS Bus Depot	0.00				1,091,674.89	(1,091,674.89)
122-123-376	Art 23 ATM 16 Ball's Hill Land Acquisition	0.00			753,000.00	800,000.00	(47,000.00)
122-123-415	Art12 ATM14 Use CPS Cap Needs Stab Funds	925,000.00				925,000.00	0.00
180-175-369	Art53 ATM15 Parking Mgmt Plan Implementation	140,050.00			94,500.00	240,050.00	(5,500.00)
180-175-383	Art 57 ATM 16 Bruce Freeman Trail 2B Design	0.00			236,000.00		236,000.00
197-197-358	Art31 ATM14 141 Keys Rd Renovations	200,000.00					200,000.00
215-215-343	Art 12 ATM12 Police Station Improvements	88,354.58				55,203.93	33,150.65

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

220-220-336	Art 33, 11 Ladder Truck	43.65					43.65
220-220-347	Art 12 ATM12 Fire Station Improvements	63,844.74				50,000.00	13,844.74
220-220-372	Art57 ATM15 Fire Engine Replacement	540,741.00				537,077.01	3,663.99
300-300-365	Art23 ATM15 CPS Renovations	326,811.63				326,811.63	0.00
300-300-373	Art 12 ATM 16 CPS Renovations	0.00			536,700.00	457,652.44	79,047.56
410-410-360	Art 33 ATM 14 W. Concord Infrast. Improv	0.00			94,500.00		94,500.00
410-491-378	Art25 ATM16 Cemetery Improvements	107,392.96			47,500.00	149,523.31	5,369.65
429-429-339	Main St. Road Design/Engineering	2,100.00					2,100.00
429-429-363	Art 55 ATM14 Road Improvements	180,252.60				29,351.73	150,900.87
429-429-367	Art42 ATM 15 Road Improvements	839,866.69				551,016.79	288,849.90
429-429-379	Art 26 ATM16 Road Improvements	0.00			1,236,300.00	156,178.74	1,080,121.26
520-546-362	Art 34 ATM14 Harvey Wheeler Bldg Improv	5,301.25					5,301.25
	Subtotal Fund 30	4,671,520.31	0.00	0.00	3,893,000.00	6,234,575.54	2,329,944.77
Fund 63	**Solid Waste Fund**	317,824.96		141,721.00	1,338,569.10	1,080,250.96	434,422.10
Funds 78 thru 89							
	Stabilization Funds						
78	High School Debt Stabilization Fund	2,045,329.74			10,357.27	1,000,000.00	1,055,687.01
79	Emergency Response Stabilization Fund	708,884.43			6,049.21	50,000.00	664,933.64
80	CPS Technology Stabilization Fund	694.15			6.16		700.31
83	Stabilization Fund - General	4,202.79			38.25		4,241.04
85	CPS Capital Needs Stabilization Fund	42,271.91			385.44		42,657.35
	Trust and Agency Funds						
81-960-914-000	Group Insurance Trust	50,248.41			8,234,723.45	8,236,124.40	48,847.46
82-180-171-638	Shade Trees	1,884.02					1,884.02
82-210-210-635	Law Enforcement	1,973.48					1,973.48
82-300-300-629	Public Schools	18,074.30			900.00		18,974.30

FY 2017 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

82-300-300-636	Manual Training	86,804.48			4,000.00		90,804.48
82-610-610-639	Library	34.62					34.62
84-911-911-000	Pension Reserve (market value)	9,414,447.71	616,485.00		1,150,579.10	1,156,379.93	10,025,131.88
87	OPEB Trust	10,174,780.38	1,780,000.00		1,497,471.23		13,452,251.61
88-000-000-825	Middle School Activity	180,840.43			124,902.88	124,904.96	180,838.35
89	Agency Accounts	123,148.26					169,179.96
	Subtotal Fund Group #78-89	22,853,619.11	2,396,485.00	0.00	11,029,412.99	10,567,409.29	25,758,139.51
	Grand Total - All Funds	37,128,810.60	2,523,804.38	542,988.71	26,699,843.88	27,288,683.70	38,566,818.15

NOTES:
1. Deficit is covered by a MCWT Interim Note of $365,489.
2. CPS submitted reimbursement paperwork to Federal Gov Agency but money not received yet.
3. Police submitted reimbursement to State Agency but money not received yet.
4. Deficit covered by a Bond Anticipation Note of $2,250,000.
5. Bond Premium received but must be appropriated by Town Meeting vote to cover project costs.

Analysis of General Fund Appropriations at June 30, 2017

Account name (account code/ dept-division) - Note 1			Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out	Expenditures	Encumbrances	To Revenue (Note 3)
1. Town Meeting & Reports (113-113)										
	Current:	Total		$44,900.00	$16,255.59	$61,155.59		$61,155.59	$0.00	$0.00
2. Town Manager's Office (122)										
A. Town Manager (122-123)										
	Current:			$369,362.00	$250,225.00	$619,587.00		$580,669.91	$36,579.03	$2,338.06
	Prior:	Encumbrance	$82,646.77			$82,646.77		$22,202.01	$59,947.36	$497.40
B. Transfer To Stabilization (122-125)										
	Current:			$0.00		$0.00		$0.00	$0.00	$0.00
	Prior:	Encumbrance								
C. Town-wide Building Maintenance (122-127)										
	Current:			$235,000.00	$3,348.00	$238,348.00		$173,607.56	$61,500.00	$3,240.44
	Prior:	Encumbrance	$190,603.38			$190,603.38		$39,184.45	$150,685.84	$733.09
D. Resource Sustainability (122-128)										
	Current:			$118,433.00		$118,433.00		$47,633.30	$70,642.26	$157.44
	Prior:	Encumbrance	$123,274.44			$123,274.44		$2,746.39	$120,528.05	$0.00
E. 37 Knox Trail (122-130)										
	Current:			$8,334.00	($0.00)	$8,334.00		$1,101.20	$7,085.98	$146.82
	Prior:	Encumbrance				$0.00				
F. Human Resources Admin (122-152)										
	Current:			$230,271.00	$139,385.00	$369,656.00		$360,297.40	$8,600.00	$758.60
	Prior:	Encumbrance	$114,050.25			$114,050.25		$42,391.17	$73,114.98	($1,455.90)
G. Information Center (122-671)										
	Current:			$32,635.00		$32,635.00		$28,130.21	$4,156.27	$348.52
	Prior:	Encumbrance	$37,199.17	$0.00		$37,199.17		$7,353.31	$27,755.68	$2,090.18
Total - Town Manager's Office										
	Current:			$994,035.00	$392,958.00	$1,386,993.00		$1,191,439.58	$188,563.54	$6,989.88
	Prior:	Encumbrance	$547,774.01	$0.00		$547,774.01		$113,877.33	$432,031.91	$1,864.77

Analysis of General Fund Appropriations at June 30, 2017 (continued)

3. Selectmen Articles (124)										
	Current:			$0.00		$0.00		$0.00	$0.00	$0.00
	Prior:		$76,330.22	$0.00		$76,330.22		$5,132.68	$71,197.54	$0.00
4. Finance Committee (131-131)										
	Current:	Expense		$3,410.00		$3,410.00		$1,188.95	$0.00	$2,221.05
5. Finance Department (133)										
A. Finance Administration (133-133)										
	Current:			$284,105.00	$212,741.00	$496,846.00		$483,303.57	$12,000.00	$1,542.43
	Prior:	Encumbrance	$45,399.82	$0.00		$45,399.82		$18,960.10	$26,439.72	$0.00
B. Town Accountant (133-135)										
	Current:			$157,708.00	$159,315.00	$317,023.00		$308,040.50	$7,000.00	$1,982.50
	Prior:	Encumbrance	$55,450.00	$0.00		$55,450.00		$32,469.50	$22,980.50	$0.00
C. Assessors (133-141)										
	Current:			$405,291.00	$18,271.00	$423,562.00		$365,889.35	$57,359.37	$313.28
	Prior:	Encumbrance	$125,558.04	$0.00		$125,558.04		$48,406.22	$77,148.81	$3.01
D. Treasurer-Collector (133-145)										
	Current:			$283,744.00	$218,034.00	$501,778.00		$471,326.94	$27,916.00	$2,535.06
	Prior:	Encumbrance	$64,905.57			$64,905.57		$23,928.20	$40,977.37	$0.00
E. Town Clerk (133-161)										
	Current:			$240,696.00	$9,048.00	$249,744.00		$236,942.12	$10,000.00	$2,801.88
	Prior:	Encumbrance	$15,642.54	$0.00		$15,642.54		$4,068.65	$11,573.89	$0.00
	Total - Finance Department									
	Current:			$1,371,544.00	$617,409.00	$1,988,953.00		$1,865,502.48	$114,275.37	$9,175.15
	Prior:	Encumbrance	$306,955.97	$0.00		$306,955.97		$127,832.67	$179,120.29	$3.01
6. Salary Reserve and Reserve Fund										
	Current:	Salaries (148-148)		$755,708.00		$755,708.00	$536,594.00	$0.00	$210,000.00	$9,114.00
		Expense (147-147)		$225,000.00		$225,000.00	$169,117.62	$0.00	$0.00	$55,882.38
		Total		$980,708.00		$980,708.00	$705,711.62	$0.00	$210,000.00	$64,996.38
	Prior:	Encumbrance (salaries)	$54,285.73	$0.00		$54,285.73		$41,942.12	$12,343.61	$0.00
7. Legal Services (151-151)										

Analysis of General Fund Appropriations at June 30, 2017 (continued)

	Current:			$225,000.00	$30,000.00	$255,000.00		$220,982.00	$34,018.00	$0.00
	Prior:	Encumbrance	$13,387.48	$0.00		$13,387.48		$13,387.48	$0.00	$0.00
8. Information Systems (155-155)										
	Current:			$768,020.00	$22,798.00	$790,818.00		$622,003.78	$155,726.66	$13,087.56
	Prior:	Encumbrance	$260,841.76	$0.00		$260,841.76		$105,720.11	$155,012.90	$108.75
9. Elections & Registrars (170)										
A. Elections (170-162)										
	Current:			$34,815.00	$11,794.15	$46,609.15		$44,969.64	$649.00	$990.51
	Prior:	Encumbrance	$27,324.64	$0.00		$27,324.64		$27,324.64	$0.00	$0.00
B. Registrars (170-163)										
	Current:			$7,967.00		$7,967.00		$6,896.28	$0.00	$1,070.72
	Prior:	Encumbrance	$5,607.74	$0.00		$5,607.74		$4,392.74	$1,215.00	$0.00
Total - Elections and Registrars										
	Current:		$0.00	$42,782.00	$11,794.15	$54,576.15		$51,865.92	$649.00	$2,061.23
	Prior:	Encumbrance	$32,932.38	$0.00		$32,932.38		$31,717.38	$1,215.00	$0.00
10. Planning and Land Management Department (180)										
A. Natural Resources (180-171)										
	Current:			$228,799.00	$61,258.00	$290,057.00		$272,020.81	$16,250.00	$1,786.19
	Prior:	Encumbrance	$43,186.00	$0.00		$43,186.00		$24,364.85	$18,504.15	$317.00
B. Planning Admin (180-175)										
	Current:			$460,857.00	$82,945.00	$543,802.00		$418,722.94	$132,876.61	($7,797.55)
	Prior:	Encumbrance	$151,055.12	$0.00		$151,055.12		$21,547.04	$129,576.43	($68.35)
C. Inspections (180-241)										
	Current:			$461,727.00	$10,494.00	$472,221.00		$433,580.95	$33,495.00	$5,145.05
	Prior:	Encumbrance	$10,283.60	$0.00		$10,283.60		$283.60	$10,000.00	$0.00
D. Board of Health (180-510)										
	Current:			$297,156.00	$72,954.00	$370,110.00		$323,992.92	$43,183.95	$2,933.13
	Prior:	Encumbrance	$16,565.41	$0.00		$16,565.41		$12,407.20	$4,158.21	$0.00
Total - Planning & Land Management										
	Current:		$0.00	$1,448,539.00	$227,651.00	$1,676,190.00		$1,448,317.62	$225,805.56	$2,066.82
	Prior:	Encumbrance	$221,090.13	$0.00		$221,090.13		$58,602.69	$162,238.79	$248.65
11. Land Fund (188-188)										
	Current:			$15,000.00		$15,000.00		$15,000.00	$0.00	$0.00
	Prior:	Encumbrance	$0.00	$0.00		$0.00		$0.00	$0.00	$0.00

2017 Annual Town Report

Analysis of General Fund Appropriations at June 30, 2017 (continued)

12. Town House (192-192)										
	Current:			$106,440.00	$19,613.00	$126,053.00		$98,794.23	$27,172.30	$86.47
	Prior:	Encumbrance	$73,923.06	$0.00		$73,923.06		$3,900.00	$70,023.06	$0.00
13. 141 Keyes Road (197-197)										
	Current:			$70,654.00	($0.00)	$70,654.00		$70,208.84	$0.00	$445.16
	Prior:	Encumbrance	$66,560.44	$0.00		$66,560.44		$20,658.26	$45,897.18	$5.00
14. Police (210-210)										
	Current:			$4,244,504.00	$223,604.00	$4,468,108.00		$4,447,919.57	$9,571.79	$10,616.64
	Prior:	Encumbrance	$119,584.16	$0.00		$119,584.16		$33,702.73	$85,869.43	$12.00
15. Police & Fire Station (215-215)										
	Current:			$275,011.00	($0.00)	$275,011.00		$213,368.12	$61,511.97	$130.91
	Prior:	Encumbrance	$23,741.21	$0.00		$23,741.21		$23,692.02		$49.19
16. Fire (220-220)										
	Current:			$4,299,821.00	$11,710.00	$4,311,531.00		$4,254,168.60	$57,147.66	$214.74
	Prior:	Encumbrance	$121,970.97	$0.00		$121,970.97		$61,732.79	$58,928.83	$1,309.35
17. West Concord Fire Station (225-225)										
	Current:			$40,289.00		$40,289.00		$22,135.08	$17,904.75	$249.17
	Prior:	Encumbrance	$37,610.71	$0.00		$37,610.71		$33,715.39	$3,765.01	$130.31
18. Emergency Management (291-291)										
	Current:			$15,077.00		$15,077.00		$3,758.77	$10,100.00	$1,218.23
	Prior:	Encumbrance	$33,110.00	$0.00		$33,110.00		$3,796.41	$29,313.59	$0.00
19. Animal Control (292-292)										
	Current:			$26,000.00	($0.00)	$26,000.00		$24,009.60	$0.00	$1,990.40
	Prior:	Encumbrance	$0.00	$0.00		$0.00		$0.00	$0.00	$0.00
20. Dog Inoculation (293-293)										
	Current:			$0.00	$500.00	$500.00		$500.00	$0.00	$0.00
21. School Department (300-300)										
	Current:			$35,660,111.00		$35,660,111.00		$34,824,989.45	$820,569.62	$14,551.93
	Prior:	Encumbrance	$1,055,754.55	$0.00		$1,055,754.55		$1,008,271.51		$47,483.04
22. Public Works (410)										
A. Public Works (PW)-Administration (410-410)										

Analysis of General Fund Appropriations at June 30, 2017 (continued)

	Current:			$184,155.00	$216,191.00	$400,346.00		$398,412.33	$1,900.00	$33.67
	Prior:	Encumbrance	$29,041.53	$0.00		$29,041.53		$10,623.35	$17,600.00	$818.18
B. PW Engineering (410-411)										
	Current:			$383,244.00	$123,992.00	$507,236.00		$423,365.16	$73,856.50	$10,014.34
	Prior:	Encumbrance	$254,783.82	$0.00		$254,783.82		$39,732.44	$214,761.82	$289.56
C. PW-Highway Maintenance (410-422):										
	Current:			$1,288,604.00	$159,626.38	$1,448,230.38		$1,207,189.81	$231,004.29	$10,036.28
	Prior:	Encumbrance	$183,566.00	$0.00		$183,566.00		$63,129.62	$120,598.96	($162.58)
D. PW-Park & Trees (410-490)										
	Current:			$663,288.00	$36,235.50	$699,523.50		$615,890.20	$83,619.83	$13.47
	Prior:	Encumbrance	$207,243.76	$0.00		$207,243.76		$47,676.19	$159,173.38	$394.19
E. PW-Cemetery (410-491)										
	Current:			$66,684.00	$170,626.08	$237,310.08		$177,483.46	$59,703.56	$123.06
	Prior:	Encumbrance	$51,095.63	$0.00		$51,095.63		$35,588.61	$15,476.54	$30.48
Total - Public Works										
	Current:		$0.00	$2,585,975.00	$706,670.96	$3,292,645.96		$2,822,340.96	$450,084.18	$20,220.82
	Prior:	Encumbrance	$725,730.74	$0.00		$725,730.74		$196,750.21	$527,610.70	$1,369.83
23. PW Equipment (413-413)										
	Current:			$300,000.00		$300,000.00		$296,159.20	$3,840.80	$0.00
	Prior:	Encumbrance	$38,424.80	$0.00		$38,424.80		$38,424.80	$0.00	$0.00
24. PW-Sidewalk Mgmt (414-414)										
	Current:			$100,000.00		$100,000.00		$5,000.00	$95,000.00	$0.00
	Prior:	Encumbrance	$212,734.35	$0.00		$212,734.35		$12,458.30	$200,276.05	$0.00
25. PW Drainage (416-416)										
	Current:			$205,000.00		$205,000.00		$12,723.68	$192,276.32	$0.00
	Prior:	Encumbrance	$541,812.94	$0.00		$541,812.94		$498,935.52	$42,877.42	($0.00)
26. PW-Snow Removal (423-423)										
	Current:			$597,500.00		$597,500.00		$776,156.00	$0.00	($178,656.00)
	Prior:	Encumbrance	$220.00	$0.00		$220.00		$171.43	$0.00	$48.57
27. PW-Street Lighting (424-424)										
	Current:			$73,463.00	$0.00	$73,463.00		$60,839.98	$0.00	$12,623.02
	Prior:					$0.00			$0.00	$0.00

2017 Annual Town Report

Analysis of General Fund Appropriations at June 30, 2017 (continued)

28. PW-133/135 Keyes Road (426-426)										
	Current:			$102,263.00	$69,349.00	$171,612.00		$132,559.78	$39,026.01	$26.21
	Prior:	Encumbrance	$106,870.79	$0.00		$106,870.79		$12,112.58	$93,358.59	$1,399.62
29. PW-Road Improvements (429-429)										
	Current:			$90,000.00		$90,000.00		$65,422.50	$24,577.50	$0.00
	Prior:	Encumbrance				$0.00				
30. Human Services (520)										
A. Human Services Administration (520-521)										
	Current:			$21,217.00	$6,177.00	$27,394.00		$24,293.57	$2,855.54	$244.89
	Prior:	Encumbrance	$5,075.00	$0.00		$5,075.00			$5,075.00	$0.00
B. Senior Services (520-541)										
	Current:			$343,870.00	$7,326.00	$351,196.00		$324,759.36	$26,000.00	$436.64
	Prior:	Encumbrance	$93,730.41	$0.00		$93,730.41		$4,520.35	$89,210.06	$0.00
C. Recreation Services (520-630):										
	Current:			$73,175.00	$25,250.00	$98,425.00		$94,485.54	$0.00	$3,939.46
	Prior:	Encumbrance	$16,121.21	$0.00		$16,121.21		$9,515.00	$6,606.21	$0.00
Total - Human Services										
	Current:		$0.00	$438,262.00	$38,753.00	$477,015.00	$0.00	$443,538.47	$28,855.54	$4,620.99
	Prior:	Encumbrance	$114,926.62	$0.00		$114,926.62		$14,035.35	$100,891.27	$0.00
31. Veterans (543)										
	Current:			$69,990.00	$34,000.00	$103,990.00		$96,957.53	$3,000.00	$4,032.47
	Prior:	Encumbrance	$250.00	$0.00		$250.00		$0.00	$250.00	$0.00
32. Harvey Wheeler C. C. (546-546)										
	Current:			$119,340.00	$1,112.00	$120,452.00		$105,623.98	$14,800.00	$28.02
	Prior:	Encumbrance	$111,921.24	$0.00		$111,921.24		$22,557.05	$88,585.85	$778.34
33. Library (610-610)										
	Current:			$2,081,963.00	$80,983.00	$2,162,946.00		$1,913,968.57	$63,605.49	$185,371.94
	Prior:	Encumbrance	$243,119.91	$0.00		$243,119.91		$78,611.27	$164,508.64	$0.00
34. Hunt Recreation Center (631-631)										
	Current:			$104,147.00	$27,472.00	$131,619.00		$126,788.99	$4,830.01	$0.00
	Prior:	Encumbrance	$6,365.50	$0.00		$6,365.50		$6,340.00	$25.50	$0.00
35. Ceremonies & Celebrations (692-692)										

Analysis of General Fund Appropriations at June 30, 2017 (continued)

	Current:	Public Ceremonies		$21,576.00		$21,576.00		$21,401.44	$62.77	$111.79
		Memorial Day Flags		$1,800.00		$1,800.00		$1,843.20	$0.00	($43.20)
		Street Flags		$1,000.00		$1,000.00		$0.00	$1,000.00	$0.00
		Other		$0.00		$0.00		$0.00	$0.00	$0.00
		Total		$24,376.00		$24,376.00		$23,244.64	$1,062.77	$68.59
	Prior:	Encumbrance	$8,200.00	$0.00		$8,200.00		$4,348.02	$3,620.98	$231.00
36. Debt Service (700-700)										
	Current:			$6,737,828.00		$6,737,828.00		$6,633,917.83	$0.00	$103,910.17
37. Assessment (800-800),(810-810)										
	Current:	Concord/Carlisle RSD		$20,783,976.00		$20,783,976.00		$20,783,976.00	$0.00	$0.00
		Minuteman Voc Tech		$423,444.00		$423,444.00		$423,444.00	$0.00	$0.00
		Total		$21,207,420.00	$0.00	$21,207,420.00		$21,207,420.00	$0.00	$0.00
38. Retirement (911-911)										
	Current:			$3,317,000.00		$3,317,000.00		$3,317,000.00	$0.00	$0.00
39. Social Security and Medicare (916-916)										
	Current:			$765,000.00	$0.00	$765,000.00		$731,944.40	$0.00	$33,055.60
40. Employee Benefits (919-919)										
	Current:	Unused Sick Leave at Retirement		$90,000.00		$90,000.00		$41,512.77	$50,000.00	($1,512.77)
		Medical Disability (Police & Fire)		$2,500.00		$2,500.00		$147.94	$0.00	$2,352.06
		Employee Assistance Program		$7,500.00		$7,500.00		$7,176.92	$0.00	$323.08
		Total		$100,000.00		$100,000.00		$48,837.63	$50,000.00	$1,162.37
	Prior:	Encumbrance	$212,465.09	$0.00		$212,465.09		$73,925.89	$138,539.20	$0.00
41. Unemployment & Workers' Compensation (930)										
A. Workers' Compensation (930-912)										
	Current:			$100,000.00		$100,000.00		$73,995.94	$30,583.46	($4,579.40)
	Prior:	Encumbrance	$10,000.00	$0.00		$10,000.00		$12,025.25	$0.00	($2,025.25)
B. Unemployment (930-913)										

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Analysis of General Fund Appropriations at June 30, 2017 (continued)

	Current:			$100,000.00		$100,000.00		$87,951.60	$7,469.00	$4,579.40
	Prior:	Encumbrance	$5,000.00	$0.00		$5,000.00		$2,974.75	$0.00	$2,025.25
42. Town Insurance (960)										
A. Property and Liability Insurance-44B (960-193)										
	Current:			$250,000.00		$250,000.00		$250,000.00	$0.00	$0.00
B. Employee Group Insurance (960-914) Note 4										
	Current:			$4,650,000.00		$4,650,000.00		$4,646,261.40	$3,738.60	($0.00)
	Prior:	Encumbrance	$1,558.89	$0.00		$1,558.89		$0.00	$1,558.89	$0.00
C. OPEB (960-915) Note 4										
	Current:			$1,400,000.00		$1,400,000.00		$1,400,000.00	$0.00	$0.00
	Prior:	Encumbrance	$0.00	$0.00		$0.00		$0.00	$0.00	$0.00
		TOTAL	$5,385,453.65	$96,151,372.00	$2,532,632.70	$104,069,458.35	$705,711.62	$97,377,313.25	$5,614,826.13	$371,607.35
					see note #2					see note #3

Notes:

1. Each numbered account is a separate appropriation. Letter codes indicated budget divisions of the appropriation.
2. "Transfers In" includes transfers from Salary Reserve and Reserve Fund (item #6) and interfund transfers.
3. The column "To Revenue" shows the unexpended balance of the appropriation that was returned to the General Fund balance at year end, with the following exceptions:
   a. Account 2F - Human Resources: Offset via surplus in Town Manager budget.
   b. Account 10B - Planning: Funds from other DPLM divisions cover this deficit
   c. Account 26 - Snow Removal: This account is legally permitted to overspend the appropriation, with any deficit required to be added to next year's tax levy.
   d. Account 41 - Workers' Compensation: This account is offset via the surplus in the Unemployment Account.
4. $1.7m was transferred to the OPEB Trust: $1.4m from OPEB (42C),$278K from Employee Group Insurance (42B), and $22k from the Insurance Reserve Fund.

TELEPHONE DIRECTORY
AMBULANCE, FIRE AND POLICE EMERGENCY – 911

Call this Department/Entity:	For questions on:	Phone:
AFTER HOURS EMERGENCIES	**Electricity, highways, parks, sewer, snow removal, trash, trees, water**	**318-3400**
Assessing	Assessments, Abatements	318-3070
Board of Appeals	Zoning Appeals, Special Permits & Variances	318-3295
Board of Health	Health, Sanitation, Septic Permits/Title V	318-3275
Building Inspector	Building Permits, Electric Permits, Plumbing & Gas Permits, Plot Plans, Home Occupation Permits, Zoning Enforcement	318-3280
CCTV	Local Public Access Television	369-5038
Comcast Cable (Westford)	Cable Television sales and service	692-6500
Community Services Coordinator	Financial assistance, counseling, legal services, domestic violence resources, after school and camp support, employment, fuel assistance, parenting support groups	318-3034
Council on Aging	Senior Activities, Information & Transportation	318-3020
Fire Department	Routine Fire & Ambulance Business, Burning Permits	318-3488
Historic Districts Commission	Historic Districts	318-3299
Concord Housing Authority	Affordable, Subsidized & Elderly Housing	369-8435
Human Resources	Town Personnel Information & Job Openings	318-3025
Library	Main Library	318-3300
	Circulation Desk	318-3301
	Fowler Branch Library	318-3350
	Children's Services	318-3358
	Reference Services	318-3347
Light Plant	Electric Service & Operations	318-3101
	Electric, Water & Sewer Final Readings; Electric New Accounts	318-3154
Natural Resources	Conservation Land/Environment, Wetlands	318-3285
Planning & Land Management	Planning, Land Use, Zoning, Affordable Housing Lotteries	318-3290
Police	Routine Police Business and Animal Control Officer	318-3400

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Public Works	Administration	318-3206
	Cemeteries	318-3230
	Engineering/Road Permits	318-3210
	Highways/Snow & Ice Removal	318-3220
	Parks & Trees	318-3230
	Trash, Recycling & Yard Waste Information	318-3240
	Water & Sewer Operations (see Town Accountant for Billing)	318-3250
Recreation Department	Recreation Programs, After/Before School, Carousel, Terrific Tuesday, Hunt Gym	287-1050
	Beede Swim and Fitness Center	287-1000
Retirement Board	Town Retirement System Information/Benefits	318-3068
School Department	Ripley Administrative Offices/Superintendent's office	318-1500
	Alcott Elementary School	318-9544
	Thoreau Elementary School	318-1300
	Willard Elementary School	318-1340
	Peabody Middle School	318-1360
	Sanborn Middle School	318-1380
	Concord-Carlisle Regional High School	318-1400
	Concord-Carlisle Adult and Community Education	318-1432
Select Board	Committee Appointments; Alcoholic Beverage Licensing	318-3001
Town Accountant	Accounting	318-3060
	Utility Billing (Light, Water, Sewer)	318-3062
	Water & Sewer New Accounts	318-3062
Town Clerk	Births, Deaths, Marriages; Dog Licenses; Business Certificates; Elections; Voter Registration	318-3080
Town Manager's Office	General Administration	318-3000
	Public Information Officer	318-3052
	Facilities Manager	318-3132
Treasurer/Collector	Ambulance Bills; Parking Tickets; Property & Excise Tax Bills; Trash Collection & Recycling Subscriptions; Electric, Water & Sewer Bill Payments	318-3050
Youth Services Coordinator	Assists with programs and services for youth and families	318-3043
Veterans Agent	Veterans' Information/Referrals/Benefits	318-3038

To find out if a public meeting has been cancelled, visit the Town's web site at www.concordma.gov. Also visit the web site for a calendar of municipal events and meetings, and for general information about the Town.

AUTUMN AT THE NORTH BRIDGE

FRONT COVER: A view over the historic North Bridge looking towards the Minuteman Statue taken by Fred Van Deusen. This photo, titled "Autumn at the North Bridge" was the winner from our first ever Annual Town Report Cover Photo Contest and was selected by a committee out of over 60 entries. Thank you to all who partcipated.

SOLAR FARM

BACK COVER: The Town of Concord is committed to sustainability and green energy and is excited to be able to support a solar farm on the former W. R. Grace Land at 37 Knox Trail. This solar energy helps to reduce emissions from energy production. The energy produced on this solar farm is purchased by Concord Municipal Light Plant.

COVER DESIGN

Erin Stevens

PHOTO CREDITS

Front Cover: Fred Van Deusen
Back Cover: Concord Municipal Light Plant

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Many thanks to all who have contributed to the 2017 Annual Town Report. A special thanks to the Concord Select Board, Town Manager's Office, and all those who helped to make this report a success. This report was prepared using Adobe InDesign and other software and typeset in Adobe Minion Pro. The Annual Town Report is also available in color at www.concordma.gov.

Erin V. Stevens, Editor

Photos:

(Front Cover) "Autumn at the North Bridge" taken by Fred Van Deusen
(Back Cover) Solar Farm at 37 Knox Trail, Concord.