



**2015**  
ANNUAL REPORT

Town of Concord, Massachusetts



# CONCORD AT A GLANCE

Settled:	Incorporated 1635
Population:	Town Census as of January 2015 – 15,798
Miles of Road:	107
Area:	26 square miles
Elevation:	130 feet
Residential Tax Rate:	\$13.92 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 cancelled, call the Cancellation Line (978) 318-3006. Visit the Town's website at [www.concordma.gov](http://www.concordma.gov) for a calendar of municipal events and meetings, and for general information about the Town.



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**ANNUAL REPORT OF THE  
TOWN OF CONCORD,  
MASSACHUSETTS**



**FOR THE YEAR ENDING  
DECEMBER 2015**

## CONCORD-CARLISLE REGIONAL HIGH SCHOOL

### Cover:

On April 28, 2015, the newly constructed Concord-Carlisle Regional High School opened its doors to students, faculty and staff. The beautiful new building is designed for 21st century education, meets the highest standards for sustainability and energy efficiency and will serve the Concord and Carlisle communities well for many decades.

Concord-Carlisle Regional High School Building Committee

Cover Design: Trish Ng

### PHOTO CREDITS

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Many thanks to all who contributed to the 2015 Concord Town Report. Special thanks to Ruth and Hugh Lauer. This report was prepared using Adobe InDesign and other software and typeset in Adobe Garamond Pro. The Annual Town Report is also available online at [www.concordma.gov](http://www.concordma.gov).

Andrew W. Mara, Co-Editor  
Sean Dugan, Co-Editor

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# TOWN OFFICERS

## ELECTED OFFICIALS

### SELECT BOARD

(Elected for three years)  
Alice Kaufman (2016)  
Carmin C. Reiss (2016)  
Michael Lawson (2017)  
Jane Hotchkiss (2018)  
Steven Ng (2018)

### MODERATOR

(Elected for one year)  
Eric Van Loon (2016)

### SCHOOL COMMITTEE

(Elected for three years)  
Johanna Boynton (2016)  
Kathleen Snook (2016)  
Wally Johnston (2017)  
Heather Bout (2018)  
Daniel Conti (2018)

### HOUSING AUTHORITY

(Elected for five years)  
Richard W. Eifler (2019) State Appointee  
K C Winslow (2016)  
Linda L. Escobedo (2017)  
Edward Tar Lerner (2019)  
Todd L. Benjamin (2020)

## BOARDS AND COMMITTEES

### BOARDS ESTABLISHED BY STATE STATUTE

#### RETIREMENT BOARD

(Elected/Appointed for three years)  
Peter J. Fulton (10/30/13-10/29/16)  
Elected Member  
Arnold Roth (1/1/13-12/31/15)  
Appointed by Retirement Board  
Brian Whitney (5/30/14-5/29/17)  
Elected Member  
Anthony T. Logalbo (5/31/18)  
Appointed by Select Board  
Mary Barrett – Indefinite  
Ex-Officio Member

#### APPOINTED BY THE MODERATOR

#### FINANCE COMMITTEE

(Appointed for three years)  
Mark Garvey (2016)  
Pat Nelson (2016)  
Scott Randall (2016)  
June Rzepczynski (2016)  
Daniel P. Cassidy (2017)  
Terri Ackerman (2017)  
Richard Giles (2017)  
Karle S. Packard (2017)  
Wendy Rovelli (2017)  
Thomas A. Tarpey (2017)  
Paul O. McGinn (2018)  
Linda Miller (2018)  
Philip C. Swain, Jr. (2018)  
Triveni Upadhyay (2018)  
Richard Jamison (2018)

#### MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT

(Appointed for three years)  
Carolyn H. Flood (2016)

#### MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT – BUILDING COMMITTEE

Franklin Cannon (Until Project Completed)

#### APPOINTED BY THE SELECT BOARD

#### AGRICULTURAL COMMITTEE

(Appointed for five years)  
Brian Cramer (2017)  
Stephen Verrill (2017)  
Emily Wheeler (2017)  
Dudley Goar (2018)  
Susan Macone (2018)  
Gin Stanley (2017)  
Carolyn Goethert (2018)  
Laura Sackton (2018)

#### BOARD OF APPEALS

(Appointed for three years)  
John Brady (2016)  
Robert Sepucha (2017)  
Stuart Freeland (2018)  
James A. Smith (2017)  
Elizabeth Akehurst-Moore (2018)

#### BRUCE FREEMAN RAIL TRAIL COMMITTEE

Mark Hanson (2017)  
James Lyon (2017)  
Judith Perrin (2017)  
Kent Carlson (2018)  
Gretchen Roorbach (2018)

**COMMUNITY PRESERVATION COMMITTEE**

(Appointed for 4 years)  
 Paul Mahoney (2016)  
 Bouzha Cookman (2017)  
 Dorothy Ortner (2019)  
 (Sending Committee Appointees)  
 Greg Higgins (2016) Natural Resources Commission  
 Geoffrey Taylor (2016) Historical Commission  
 Peter Ward (2017) Recreation Commission  
 John Cratsley (2016) Planning Board  
 Linda L. Escobedo (2015) Housing Authority

**CONCORD HOUSING DEVELOPMENT CORPORATION**

(Appointed for three years)  
 Amy Barrett (2016)  
 Alan V. Bogosian (2016)  
 Dean Atkins (2017)  
 Amir Viskin (2018)  
 Jerry Evans (2018)  
 Marshall McLean (2018)  
 Philip Posner (2018)

**CONCORD CULTURAL COUNCIL**

(Appointed for three years)  
 Debbie Canally (2016)  
 Victoria Mulligan (2016)  
 Maggie Terris (2016)  
 Patricia Bruttomesso (2017)  
 Laurence Constable (2017)  
 Alicia Hesse-Cleary (2018)  
 Thomas Martin (2018)  
 Janet Silver (2018)

**CONSERVATION RESTRICTION STEWARDSHIP COMMITTEE**

Lydia Rogers (2016)  
 John Ferguson (2017)  
 Catherine Perry (2017)  
 Kathy Angell (2018)  
 David Bell (2018)  
 Joan Wesolowski (2018)

**FINANCIAL AUDIT ADVISORY COMMITTEE**

Carol F. Wilson (2016)  
 Wally Johnston (2016) School Committee  
 Michael Lawson (2016) Select Board  
 Arthur Fulman (2017)  
 James Terry (2017)  
 Thomas Piper (2018)

**HANSCOM FIELD ADVISORY REP.**

(Appointed for one year)  
 Carmin Reiss (2016)  
 Steven Ng, Alternate (2016)

**HATS REPRESENTATIVES**

Carmin Reiss (2015) Select Board  
 Brooke Whiting Cash (2015) Planning Board  
 Dorothy Ortner (2015)

**HISTORIC DISTRICTS COMMISSION**

(Appointed for five years)  
 John H. Clymer (2016)  
 Nea Glenn (2017)  
 Dennis Fiori (2018)  
 William Gregory (2019)  
 Mark Giddings (2020)  
 Justin King (2016)  
 Holly Larner (2018)  
 Luis Berrizbeitia (2019)  
 Satish Dhingra (2020)

**HUGH CARGILL TRUST COMMITTEE**

(Appointed for three years)  
 Susan Eckel (2016)  
 Judith A. Terry (2016)  
 J. Raymond Andrews (2017)  
 Christopher Jane Corkery (2017)  
 Paul LoVecchio (2018)

**JUNCTION VILLAGE FUNDING ADVISORY COMMITTEE**

Todd Benjamin (6/1/16)  
 Walter Birge (6/1/16)  
 Gregory Howes (6/1/16)  
 Toby Kramer (6/1/16)  
 Terry Rothermel (6/1/16)

**LIBRARY COMMITTEE**

(Appointed for three years)  
 Beverly Gauthier (2016)  
 Heather Peachy (2016)  
 Kathryn Rothermel (2016)  
 Carl Vause (2016)  
 Mav Pardee (2017)  
 Sandy Shen (2018)  
 Matthew Boger (2018)

**MAGIC/MAPC REPRESENTATIVE**

Steven Ng

**MASSPORT COMMUNITY ADVISORY COMMITTEE**

Pamela Hill (2017)

**MBTA REPRESENTATIVE**

Wayne Miller (2018)

**PERSONNEL BOARD**

(Appointed for three years)  
 Nancy Crowley (2016)  
 Susan Bates (2016)  
 Ellen Quackenbush (2017)  
 Position Vacant (2017)  
 Claude Cicchetti (2018)

**PLANNING BOARD**

(Appointed for five years)  
 Scott Bates (2016)  
 John Canally (2017)  
 John Cratsley (2017)  
 Brook Whiting Cash (2018)  
 Robert Easton (2019)  
 Gary Kleiman (2019)  
 Matthew Johnson (2020)

**PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE**

(Appointed for five years)  
Edward Murray (2019)  
Robert Norton (2019)  
Kathleen Finigan Stone (2019)  
John Arena (2020)

**RECORDS & ARCHIVES COMMITTEE**

(Appointed for three years then indefinite)  
Ronald P. Bernard  
Donald Blackmer  
Sara W. Wilbur

**REGISTRARS, BOARD OF**

(Appointed for three years)  
Anita Tekle  
Joanne Mente (2016)  
Helen Brady (2017)  
Patricia E. Gerty (2018)

**SUASCO RIVER STEWARDSHIP COUNCIL**

Elissa J. Brown

**TAX FAIRNESS COMMITTEE**

Walter Birge (2017)  
Reinier Beeuwkes (2017)  
Nancy Cronin (2017)  
Jonathan Keyes (2017)  
John Mannheim (2017)  
James Phelps (2017)

**TAX RELIEF COMMITTEE**

Stanly Black (2016)  
Terry Rothermel (2017)  
Helena Long (2018)

**TRUSTEES OF TOWN DONATIONS**

(Appointed for three years)  
Robert Donelan (2016)  
Ann Noyes (2016)  
Janet Friedman (2017)  
James Dohoney (2018)  
Thomas Doe (2018)

**2229 MAIN STREET ADVISORY COMMITTEE**

Deborah Farnsworth (2016)  
Ray Bruttomesso (2017)  
Paul Boehm (2018)  
Leonard V. Rappoli (2018)  
Pamela Rockwell (2018)  
Frederick D. Seward (2018)

**WHITE POND ADVISORY COMMITTEE**

(Appointed for three years)  
Jerry Frenkil (2016)  
Steve Goodman (2016)  
Deborah Ellwood (2017)  
Norman Willard (2018)  
Carmen Jacquier (2018)

**YOUTH COORDINATOR ADVISORY BOARD**

Jeffrey Campbell (2016)  
Suzanne Giles (2016)  
Jennifer Lannan (2016)  
Patricia Vasiliadis (2016)

**APPOINTED BY THE TOWN MANAGER WITH  
APPROVAL OF THE SELECT BOARD**

**ASSESSORS, BOARD OF**

(Appointed for three years)  
Barron Lambert (2016)  
Christian Fisher (2017)  
David Karr (2017)  
Cynthia Rainey (2018)  
Jim Sommer (2018)

**COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE**

(Appointed for three years)  
Gordon Brockway (2016)  
Alan Whitney (2016)  
Jill Appel (2017)  
Sue Felshin (2017)  
William Lehr (2017)  
Gilda Gussin (2018)  
Bradley Hubbard-Nelson (2018)  
Anne Moore (2018)

**COMMITTEE ON DISABILITY**

(Appointed for three years)  
Meryl Schwartz (2016)  
Alice Van Deusen (2016)  
Jean Goldsberry (2017)  
David Holdorf (2017)  
Lloyd Price (2017)  
Marybeth Baker (2018)  
Jennifer Brooke (2018)

**HISTORICAL COMMISSION**

(Appointed for three years)  
Annette Bagley (2016)  
Andrew Koh (2016)  
Diann Ralph-Strausberg (2017)  
Geoffrey Taylor (2017)  
Electa Tritsch (2018)  
(Associate member appointed for one year)  
Claire Gauthier (2016)

**NATURAL RESOURCES COMMISSION**

(Appointed for three years)  
Gregory Higgins (2016)  
Lynne Huggins (2017)  
Charles Poutasse (2017)  
Jeffrey Adams (2018)  
Judith Zaunbrecher (2018)

## APPOINTED BY THE TOWN MANAGER

### CEMETERY COMMITTEE

(Appointed for three years)  
K.C. Winslow (2015)  
Carol Harney (2016)  
Paul Cooke (2017)  
Gina Nasson (2017)  
Andrea Solomon (2017)

### COUNCIL ON AGING BOARD

(Appointed for three years)  
Phebe Downey (2016)  
Margaret Hoag (2016)  
Sharyn Lenhart (2016)  
Murray Nicolson (2016)  
Pamela Hanson (2017)  
Janet Kenneally (2017)  
Meryl Schwartz (2017)  
Arthur Alcaez (2017)  
Ann Schummers (2018)  
(Associate members appointed for one year)  
Patty Kean (2016)  
Michael Rudd (2016)  
Representatives:  
Board of Health  
Courtland Booth - School

### HEALTH, BOARD OF

Ray Considine (2016)  
Alan Woodward, M.D. (2016)  
Jack Bergman (2017)  
Joann Dinardo-Halper (2017)  
Thomas McKean (2018)

### MUNICIPAL LIGHT BOARD

(Appointed for three years)  
Gary R. Clayton (2016)  
Dan Gainsboro (2016)  
Margaret B. Briggs (2017)  
Lynn Salinger (2017)  
James B. Terry (2017)

### PUBLIC WORKS COMMISSION

(Appointed for three years)  
Nicholas G. Pappas (2015)  
Arthur S. Fulman (2017)  
Toby Kramer (2017)  
Peter Wallis (2017)  
Andrew Boardman (2018)

### RECREATION COMMISSION

(Appointed for three years)  
Susanne Jarnryd (2016)  
Jim Richardson (2016)  
Peter Ward (2016)  
Peter Hunter (2017)  
Paul Grasso (2018)



*Ned Perry presents at the Town Board Training program in September 2015.*

## APPOINTED INDIVIDUALS

### GENERAL GOVERNMENT

Town Manager	Christopher Whelan
Assistant Town Manager	Kate Hodges
Inspector of Animals	Gabrielle P. White
Building Commissioner	John R. Minty, Jr.
Inspector of Wires	Brian Smith
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	Mark R. Cotreau
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	Mark R. Cotreau
Municipal Right to Know Coordinator	Mark R. Cotreau

### 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	Steven Ng
MBTA Advisory Board	Wayne Miller
Tree Warden	Peter G. Flynn

### SCHOOLS

Superintendent of Schools	Diana F. Rigby
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### HUMAN SERVICES

Director of Elder Services	Virginia Quarles
Library Director	Kerry Cronin
Director of Recreation Services	Position Vacant
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	Aileen Buford
Youth Services Coordinator	Jennifer Clarke

### FINANCE

Town Appraiser	R. Lane Partridge
Town Accountant	Mary Barrett
Town Clerk	Anita S. Tekle
Assistant Town Clerk	Patricia Clifford
Treasurer/Tax Collector/Finance Director	Anthony T. Logalbo
Deputy Treasurer/Collector	Patricia A. Robertson

# SELECT BOARD

## *General Business*

First off, an acknowledgement that at our 2015 Town Meeting, Concord residents elected to change the name of the Board of Selectmen to the Select Board. And hence it shall be known.

The Select Board is elected by Concord residents in Town-wide election and is responsible for the development and implementation of Town policy. It performs these functions by sponsoring Town Meeting Warrant articles and making recommendations to Town Meeting, implementing the decisions of Town Meeting, managing the bylaws and budget of the Town, monitoring and evaluating the annual goals and objectives of the Town Manager, making appointments to a variety of Town boards, committees and task forces, guiding the development and evaluating the performance of the Town's operating and capital budgets, and acting as the authority for the granting of numerous licenses. The Select Board also represents the Town in a variety of roles with Federal, State, regional and other local government agencies. The Town Manager reports to the Board.

## *Select Board Agenda and Goals*

Each year the Board establishes short and long-term goals and objectives to guide its deliberations and actions. The challenge of meeting our goals and adhering to our guiding principles while managing the tax burden and meeting the expectations for services for Concord residents is always in the forefront of our minds. The values and guiding principles for our actions are:

**Governance:** Effective, Responsive and Transparent Governance

**Financial Stability:** Fiscal Responsibility and Financial Stability/Sustainability

**Infrastructure:** Sufficient, Well-maintained and Reliable Infrastructure

**Natural Resources:** Protection and Enhancement of Natural Resources

**Sustainability:** Sustainable Management of Energy and Resources



*From left: Steven Ng, Alice Kaufman, Chair; Jane Hotchkiss, Michael Lawson, Carmin Reiss.*

**Quality of Life:** Maintaining a high level of Town service to Concord citizens

**Historic & Cultural Heritage:** Preservation and Promotion of Historic and Cultural Heritage

**Diversity:** Economic and Social Diversity

**Balance & Equity:** Balance & Equity among divergent individual, neighborhood & Town-wide interests

**Regional & State Interests:** Advancement of Concord's Interests in the Region and the Commonwealth

## *Communications*

In order to carry out our responsibilities, the Board continued its practice of meeting at 7:00 p.m. on Monday evenings, every other week, with additional meetings as necessary. 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. Meetings are open to all interested Concord residents and time is allotted for the Board to hear public comments. Copies of supporting materials for meetings of the Board are posted on the Town website. CCTV records the Board's meetings and broadcasts live on Concord's local access cable channel. The *Concord Journal* ([www.concord.wicked-local.com](http://www.concord.wicked-local.com)) and *Concord Patch* ([www.concord.patch.com](http://www.concord.patch.com)), both regularly report on the Board's meetings.

Members of the Board also meet regularly with Carlisle officials, the Town's representative to the Massachusetts House of Representatives and State Senator, and with representatives of the MBTA. In addition, this year there have been many meetings with officials of neighboring towns regarding the Minuteman Vocational Technical School's proposal to construct a new school. The Board continues its practice of assigning Board members as liaisons to the various Town committees.

The Town of Concord website at [www.concordma.gov](http://www.concordma.gov) is a good place to find information about the Select Board and all other Town committees and boards. Sign up from the home page for a short weekly update from Town Manager Chris Whelan of important and timely happenings in our Town. You may also want to sign up for emergency notifications from the Town or Police Department. Many of us no longer use a landline and prefer receiving emergency updates to our cell phone. Click on the link from the website to enroll in this community service.

#### *Boards and Committees*

Concord residents are truly the backbone of local governance. Each year some 250 residents volunteer to serve on one of the 53 committees/boards that provide guidance, regulatory review and policy insights on a variety of community interests. Residents offer a wealth of strategic and specialized knowledge and service to our Town. Completing a Green Card is the first step to serve on a committee. All interested residents are encouraged to call the Town Manager's office to receive a Green Card. We welcome your service.

The Board continued its practice of holding monthly Chair Breakfasts that serve to provide an overview of recent or planned activities from each of the Town boards and committees in an informal information-sharing format.

The Board continues to make progress on implementing recommendations from the Town Governance Study Committee. Working in cooperation with Town Clerk Anita Tekle and Director of Adult & Community Education Court Booth, a program was developed and made available to all members of boards and committees in Concord. The Program

consisted of: 1) a Handbook for Committee/Board Members and Chairs, 2) a three-hour orientation session, conducted in September, that focused on effective meeting management, public hearings, and regulatory responsibilities and 3) a Chairs' Forum for incoming committee and board chairs. The Handbook will be available online and in print version for new committee/board members.

In addition, acting on another recommendation of the Town Governance Study Committee, the Board created the Financial Audit Advisory Committee. The Board charged the committee with the responsibility to: 1) recommend to the Town Manager the selection of the independent external auditor; 2) review the arrangements for scope and progress of the annual audit; 3) review the draft audited financial statements and consider the management letter recommendations and management's response; 4) review internal accounting and control procedures as necessary; 5) participate in the presentation of the annual audited financial statements by the external auditor at a public meeting of the Select Board; 6) prepare such reports and recommendations to the Select Board from time to time, within its assigned scope, as it may deem to be in the best interest of the Town. The Committee met during 2015 and 2016 to carry out these responsibilities and met with the Select Board to report their findings.

#### *Notable Issues*

Construction of the new Concord-Carlisle High School was completed, on time and within budget. Students, faculty and staff have now moved into the fantastic new facility for both Concord and Carlisle. A special thanks should be extended to all involved and especially the School Building Committee. The Select Board looks forward to conducting the first Special and Annual Town Meetings in this new facility in February and April.

Most notable issues arise from actions stemming from Town Meeting votes and those that will appear on subsequent Town Meeting warrants. Among the actions from the 2015 Special Town Meeting was the Board taking by eminent domain the WR Grace property at 214Y Main Street on which will be constructed a significant solar array and a school bus

transportation facility. Further, pursuant to a Town Meeting vote, the Select Board authorized a bid for a transportation facility and the CMLP has received bids for solar arrays on the site. The EPA has certified that they will rehabilitate the land at 2229 Main St. to 'residential standard.' The Select Board can consider further action including acquiring the property.

The path of the Minuteman Vocational Technical School toward construction of a new facility has been challenging. After considerable negotiating by the School Committee, the School's administration and Selectmen and Selectwomen of district towns, a path forward was developed and is in the process of unfolding. The components consist of: 1) a new regional agreement that alters the mechanism for calculating contributions to capital and operating costs and relaxes the process for the withdrawal of district members; 2) a vote by some towns to withdraw from the district; and 3) a vote on the proposed bonding amount to construct the school. The vote on the new regional agreement and withdrawal by some towns will take place at special Town Meetings in the coming weeks. Concord's Special Town Meeting is scheduled for February 4. The bonding vote for the new construction will first occur at our regular Town Meeting. If it is approved, a vote at the polls will be taken on April 14.

The Select Board approved a change in parking fees and the location of some meters following the receipt of the report by the parking consultant, a public hearing and the recommendation of the Planning Department. The changes went into effect in January.

The Select Board also accepted the Housing Production Plan 2015. This plan defined in regulations and administered by the Department of Housing and Community Development (DHCD), is a proactive strategy for planning and developing affordable housing in Concord. The plan is extensive and can guide the Town in achieving its affordable housing goals and ensuring we are in compliance with State statute. The Board also voted to support the Junction Village affordable housing project, a proposed 83-unit assisted living development at the end of Winthrop Street in West Concord. Funding for the project will be challenging and the Board created the Junction Village Task Force to assist with this effort.

The Board also took action to help resolve numerous long-standing issues at White Pond. Funds were made available for some trail restoration and a ranger was hired to help enforce a no-swimming ordinance in effect this summer. Additional remedial work is planned.

Looking forward, the Board is in the process of filling positions on three newly-created committees. The first is a Comprehensive Long-Range Planning Committee to assist the Town in developing its long-range plan using the sustainability tools developed by the American Planning Association. The second is the Public Private Partnership Study Committee. This Committee's charge will be to develop policies for the Town for this type of partnership. Third, is an Energy Futures Task Force. This Committee's task will be to develop an overarching energy strategy for Concord's energy future that can guide the various Town committees, boards and departments.

Finally, the Select Board again perambulated the Town Boundaries on a cool autumn day and marked 7 bounds, six along the Concord/Lincoln line and one at the Concord/Lincoln/Sudbury/Wayland bound. Joining the Select Board were Natural Resources Director, Delia Kaye and Town Engineer, Bill Renault.

#### *Town Meeting and Special Town Meeting*

On April 12, Concord voters assembled for the Annual Town Meeting to take action on fifty-eight Warrant Articles. For the second year, Town Meeting was opened on Sunday afternoon to allow for greater participation of families with young children and for other residents who may find evening attendance a hindrance. Within the Town Meeting, we also held a Special Town Meeting on April 14 consisting of three Warrant Articles.

Highlights of Town Meeting were the following: voted to approve Town and School budgets; voted to further the Town's commitment to sustainability by eliminating the use of thin-film plastic checkout bags by retailers but declined to support an article aimed at discontinuing the fluoridation of the Town's water; declined to support an article calling for the recall of public officials; approved numerous zoning bylaw amendments but declined to support an amendment aimed at restricting building height dimensions; and,

approved borrowing authorization of \$400,000 for school bus replacement, \$550,000 for a new fire engine and \$700,000 for renovations of the interior of the Town House.

Special Town Meeting voted to authorize the Select Board to acquire by an eminent domain taking pursuant to MGL c.79, for municipal purposes, including but not limited to school transportation, solar power generation, and waste water treatment, the property in Concord located at 214Y Main Street; authorize the Select Board to take by eminent domain pursuant to MGL c.79, for municipal purposes, including residential housing, the property at 2229 Main Street in after the US Environmental Protection Agency has published in its Record of Decision that the property will be cleaned up to a residential standard; voted down an article requiring a two-year moratorium on the installation of artificial turf playing fields and playgrounds on publicly owned land within the borders of Concord and to establish a diverse task force to research the issues and propose regulations governing the materials to be used in athletic fields and playgrounds.

#### *Gifts and Acknowledgements*

The generosity of Concord residents, visitors and organizations to our Town stands as a truly remarkable tribute to the community we have built and share. The Town was very fortunate to receive numerous gifts from residents, charities and other organizations. The Select Board is pleased to formally acknowledge all gifts in excess of \$500. The Town is grateful for each and every gift.

The Board accepted, among many others, the following generous and greatly appreciated gifts: CC Community Chest gift of \$32,2500 to the Community Services Coordinator gift account and a gift of \$25,657.75 to the Council on Aging gift account, Concord Academy gift of \$93,489 to the Main Street

Sidewalk Improvements gift account, Concord Housing Foundations gift of \$2,937.60 to the Planning Division gift account, Jet Aviation Holdings gift of \$33,000 to Environmental Improvement Gift Fund, CHNA 15 award of \$1,000 to Healthy Communities Initiatives honoring Susan Rask, Concord Free Public Library Corporation gift of \$22,150 for the

First Parish Archives Gift Account, Friends of Concord-Carlisle Fields gift of \$50,000 to the Concord Fields maintenance account, the Boston Foundation gift of \$2,500 to the Nanae Gift Account, Concord Land Conservation Trust gift of \$11,599 to the Conservation Land Management gift account, John Hamilton gift of \$16,050 to Walden Street Sidewalk Extension gift account, an anonymous donor's gift of \$1,000 to the Council on Aging Gift Account, REUSIT gift of \$1,500 to the Public Drinking Water Fountain gift account, Rotary Club donations of Cop trading Cards for the Concord Police

Department valued at \$3,800, Elizabeth Roberts gift of \$1,000 to the Council on Aging Gift Account, Concord-Carlisle Youth Baseball gift of \$7,000 to Ripley Baseball Field gift account, Concord Lions Club gift, in kind valued at \$1,264.12 to Concord Police Community Policing initiatives, and Winchester Public Library in-kind gift to Concord Free Public Library of a microfilm reader valued at \$3,295.

The Board wishes to thank Town Manager Chris Whelan, Assistant Town Manager Kate Hodges, Finance Director Tony Logalbo, Staff Liaison Ruth Lauer, and all of the employees of the Town of Concord for their professionalism and dedication in serving the residents 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 simply could not function.



*Select Board members perambulating the bounds in 2015.*

# TOWN MANAGER

Christopher Whelan,  
Town Manager

2015 was a year of continued progress in a wide variety of areas. Annual Town Meeting voted to approve a Plastic Bag Reduction Bylaw and to approve the leasing of many municipal and school properties for the installation of ground-mounted and rooftop solar panels which will generate renewable energy. The April Special Town Meeting voted to authorize the Select Board to take approximately 75 acres of land owned by WR Grace by eminent domain for solar power and other municipal purposes. That taking was completed in August. Special Town Meeting also voted to authorize the Select Board to pursue the future acquisition of the former Starmet/NMI site at 2229 Main Street. After two years of experimenting with Sunday sessions of Town Meeting, the Board decided not to continue these in 2016.

A series of winter storms in late January, and throughout February, resulted in record-high snowfall totals which put a strain on Public Works staff and the overall Snow & Ice budget. Fortunately, the federal government provided \$100,000 in assistance following the Governor's declaration of a disaster state-wide.

Town staff was pleased to assist in the completion of the marvelous new Concord-Carlisle Regional High School facility, and to work with the non-profit group CC At Play to complete the redevelopment and enhancement of playing fields on the high school campus. In addition, the Public Works Director is coordinating the development of a new School Trans-

portation Facility, which is planned to be stationed at the former WR Grace site.

Two new positions were included in the FY16 operating budget approved by Town Meeting. In September, the Town's first Public Information Officer was hired with the primary responsibility of getting information out to the public in a variety of ways including traditional communication methods and the development of various social media outlets. Also, the first Facilities Manager position was created in order to coordinate the maintenance of Town buildings and to assist with long-range planning for facility improvements. The new Assistant Town Manager, Kate Hodges, hired in February, will manage both of these positions.

Danner DeStephano retired in January after more than 35 years of service as the Town's Recreation Director. We are grateful for the many creative ways his programs positively impacted the Town's residents. His announcement is a continuation of the retirement process we are experiencing in our overall workforce as the baby boomer generation transitions. The Select Board voted in June to extend the Town Manager's employment agreement for a three-year term through June of 2018.

The annual budget also included funding to support enhanced management of White Pond, including funding for park rangers and environmental improve-



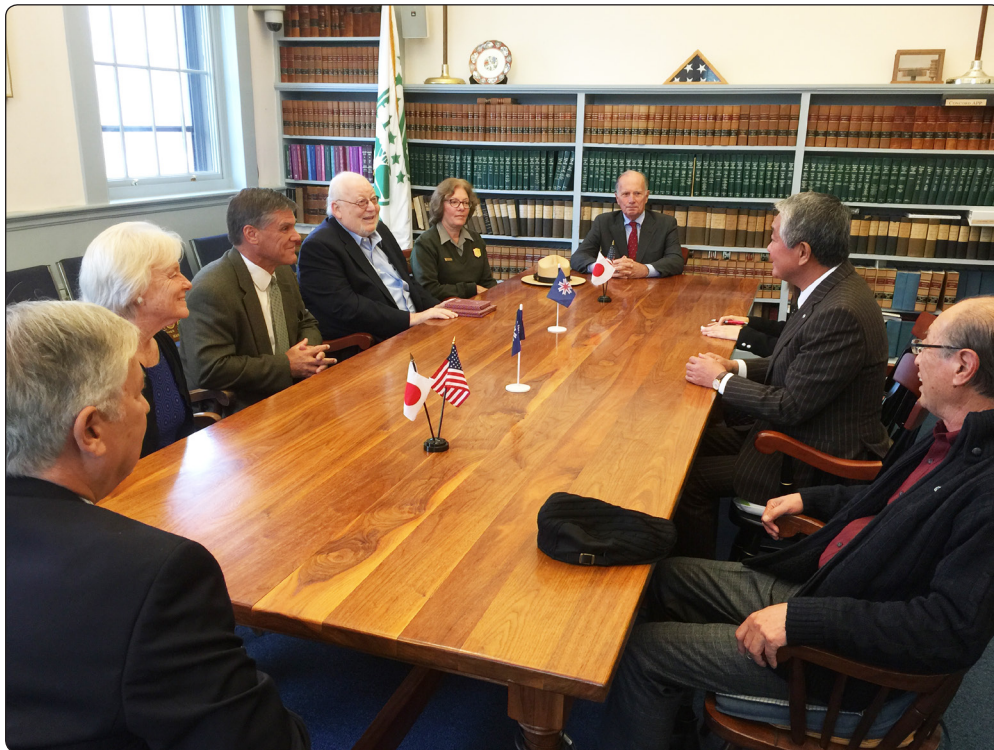
*Town Manager Christopher Whelan and Assistant Town Manager Kate Hodges.*

ments. Unfortunately, an outbreak of cyanobacteria at the pond, also seen in many water bodies throughout Massachusetts during the summer, greatly diminished the public's enjoyment of pond for recreational purposes.

Two significant State projects achieved substantial completion in 2015: the Massachusetts DOT's Crosby's Corner project will significantly improve safety for motorists on Route 2, and the MBTA's Main Street Bridge project will help improve travel time for commuters using the commuter rail system.

I look forward to working with the Comprehensive Plan Committee in 2016 to develop a plan for Concord's future. I am grateful for the commitment of the members of the Select Board and the Town's numerous volunteer committees for their dedication and service to the community. Their efforts truly improve town government.

Finally, I wish to express my deep appreciation to the Town's Employees for their professionalism and commitment to public service. I am fortunate to work with such caring and creative colleagues.



*Concord Officials meet with Officials from Concord's Sister City, Nanae, Japan.*

## INFORMATION TECHNOLOGY

Mark Howell, Chief Information Officer

Leslie Koplow, Senior Information Systems Technician

Russ Gaulin, GIS & Application Integration Program Manager

Jill Kern, GIS Analyst

The Information Technology function became an independent department in 2011. It 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. Key accomplishments in 2015 included upgrades to the following systems: the telephone system, electric and water utility billing, the Curbside Collection billing system, Geographic Information System (GIS) Imagery, the GIS Master Address Table, the Human Resources information system database, the ADMINS Financials System, and ArcGIS license administration, as well as major improvements in overall server storage, internet capacity and wireless LANs.

Below is an outline of the responsibilities of the IT staff and highlighting of some of the accomplishments of 2015 in more detail.

The CIO oversees all staff members of the IT department, providing strategic guidance and feedback, and directs all major initiatives undertaken by his staff members. The CIO is responsible for making the 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 process across departments.

The Senior Information Systems (IS) Technician manages all aspects of end user computing for Town employees. 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, writing and maintenance of help desk procedures, direct support to individuals to install job-specific hardware, software, and applications,

first-level technical support for the Town's phone system and support of Town Meeting by receiving, testing and displaying all the electronic presentations submitted by Town departments and Concord residents. The Town owns and uses 325 workstations and laptops. In 2015 the IS Technician planned and oversaw the replacement of 68 workstations and laptops which were approaching obsolescence, required an upgrade, or failed. Of the 70 plus printers that are in use, 13 failing or obsolete printers were replaced.

The position of GIS and Application Integration Program Manager was created within the IT Department in 2014. The role focuses on major application systems, sharing data between multiple systems and integrating Geographic Information Systems (GIS) data into business systems. The Program Manager provides support to all departments. The position was filled near the end of 2015. In addition, the IT department began to use the services of the GIS Intern who supported the Water and Sewer department to perform Town-wide data maintenance and WebGIS tasks in early 2015. This arrangement provided immediate benefits and was formalized into a .75 FTE GIS Analyst Technician position in the IT Department in September 2015. The GIS team has already made notable improvements in the quality of the maps and data available to departments to support their mission. Concord's parcel layer data now has MassGIS (State of MA) Level 3 accuracy certification, and the Concord Building outlines are now derived from 2015 images.

Maps and aerial images were also greatly improved in 2015. The last time Concord acquired new aerial imagery before 2015 was in 2007. In 2013, Concord joined a regional effort known as Massachusetts Orthoimagery Consortium (MassOrtho) to sponsor a flyover of the Town. The flyover was conducted in April and May of 2014. The new images have three-inch resolution, which allows for mapping of hydrants, manholes, and single trees with one-foot horizontal accuracy which will allow for the development of two-foot contour mapping. This increased detail greatly improves the usefulness of the maps department use today. The imagery was made available in early 2015. Also added in 2015 were oblique images

by Pictometry. This “birds-eye view” of buildings and land adds both perspective and detail to the existing WebGIS images by presenting images from four compass points, as well as directly overhead. All these improvements support planning and land use goals by ensuring the best available information is available to both the staff and the public.

Major IT infrastructure investments in 2015 included expanding the server data storage at the CMLP and Public Safety Building server rooms, upgrading the telephone system software, and replacing the telephones at the Main Library and Harvey Wheeler Community Center. The server storage project added twenty-five percent to Concord’s storage capacity, enabling the IT Department to continue replacing physical servers with virtual servers and upgrade the servers to more current operating systems. Both of Concord’s server sites are always processing work and each site provides backup for the other. All critical processing can be moved to either site when needed without disruption. The telephone system software upgrades was an important milestone in a four year plan to completely refresh the phone system, which is more than ten years old. The project began in 2014 and is expected to be completed within the next two years.

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 managed by the CIO. In 2015, the telecommunications staff supported the Town’s operations by installing additional fiber-optic based connections for the Town’s water and sewer system, coordinating the telephone system upgrade projects and planning a new core network for the Town’s data network for 2016. This was accomplished even as that same staff continued to deploy internet service to residents and businesses as described in the CMLP Telecommunication Operations section of this Annual Report.

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. In 2015, multiple servers were upgraded to the latest operating systems. Three major application upgrades were completed across Town Departments. In the Light Plant and Water Department a much needed utility billing system upgrade was completed. In Human Resources, the primary HR information system was moved from an older database to ADP’s Workforce Now platform. Lastly, the billing process for the Curbside Solid Waste Disposal Program was moved from an independent application to a new Miscellaneous Billing system module within the Town’s financial system.

In summary, over the past several years as the pace of technology as well as the demand for information have continued to increase, the Town has increased the resources expended on Information Technology. These investments are resulting in a more stable, secure, and functional platform for Town operations. The work to replace outdated systems and technology will continue in 2016. But the results of recent years’ efforts are that increasingly, staff is also able to focus on deploying new capabilities requested by departments and residents.

## **PUBLIC INFORMATION OFFICER**

Sean Dugan

A rapidly changing world and new technology offers new opportunities for quick and cost-effective ways to get information out. Busy schedules mean that many citizens will appreciate convenient, comfortable, and quick ways to stay informed about government services and community issues. Web or phone-based self-service options and requests for action provide convenient, every day, 24-hour access to government information. Technological tools can create buzz, boost meeting participation, quickly gauge the views of those who attend meetings, and even make the process more fun. It is with these facts in mind that the position of “Public Information Officer” was created this past fiscal year. Sean Dugan began working for Concord as of August 25, 2015 as Concord’s first “Public Information Officer”. In this role, Sean is responsible for a variety of tasks including the weekly Town Manager’s Report, monthly Employee Connection, Annual Town Report, social media communication, media relations, website maintenance and

development, and training other employees on communications best practices, just to name a few.

The Administrative officials in Concord recognize that beyond simply making information available, evolving communication technologies greatly expand opportunities to hear back from citizens. For instance, we hope to use certain media outlets to request citizen comments or critiques about proposed plans or projects that are available online to residents. Going one step further, we hope to engage citizens in two-way dialogs via social media. For example, it is the plan to use social media to provide live updates of progress at Town Meeting, and hopefully answering questions residents may have in real time. As of December 31, 2015, four months after the creation of the pages, the Town's Facebook page had 420 'likes', and the Town's Twitter account had 189 followers.

Such technologies will supplement, rather than entirely replace, traditional outreach methods, at least for the present. Some citizens will continue to favor the energy and immediacy of traditional face-to-face interaction or a live voice on the phone; however, creating a position which oversees these efforts in interactive communication/participation technologies will be highly effective in Concord's efforts to engage younger generation of citizens, who grew up with these types of technology. In addition, these plans shall offer the Town Administration an effective way to reach citizens who reside in more remote corners of our jurisdiction or are unavailable during 'normal business hours' or for evening meetings.



*Public Information Officer Sean Dugan.*

## **FOLLOW THE TOWN'S ACTIVITY VIA SOCIAL MEDIA**



[www.twitter.com/Concord\\_MA](http://www.twitter.com/Concord_MA)



[www.facebook.com/ConcordMass](http://www.facebook.com/ConcordMass)

# 2015 ANNUAL TOWN MEETING

*April 12, 13, 14 and 15*

*The 2015 Annual Town Meeting minutes printed below are excerpted from the official minutes of the Meeting. For the complete text of all votes taken at this Meeting, contact the Town Clerk's Office.*

Pursuant to the Warrant signed by the Selectmen on February 9, 2015, Town Moderator Eric E. Van Loon called the 2015 Annual Town Meeting to order at 1:00 p.m. on Sunday, April 12, 2015 at the Concord-Carlisle High School Auditorium and Cafeteria. Mr. Van Loon reminded those present of the purpose and significance of Town Meeting, which serves as the legislative body for our Town, approving expenditures and enacting Town policy and bylaws. Individual voters can attend Town Meeting in person, voice their views, and vote their convictions on the financial and policy matters that shape the quality of life in Concord. He thanked those present for taking the time to attend and participate.

Mr. Van Loon declared that he 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.

Upon a Motion made by Steven Ng and duly seconded, it was Voted, that the reading of the Warrant and the Return of Service thereon be omitted.

Upon a Motion made by Steven Ng and duly seconded, it was Voted, that in accordance with §10 of Ch. 39 of the M.G.L., this meeting be held in the CCHS Auditorium, Cafeteria, and if necessary the Upper Gymnasium; that the halls be connected by a public address system and speakers so that the proceedings in each can be heard and participated in by all voters present in any hall, and that the proceedings in all three halls constitute parts of one and the same Meeting.

Mr. Van Loon reported that he had appointed the following individuals to serve as Assistant Moderators: Gary R. Clayton, Carolyn C. Flood and James A. Smith.

On a Motion made by Steven Ng and duly seconded, it was Voted that this Meeting elects James A. Smith as Deputy Moderator to carry out the Moderator's

duties, in the event the Moderator elected by the Town is unable to serve.

Mr. Van Loon reported that he had appointed Abraham Fisher as Head Teller, to be assisted by Gregory Englund. In the event the Meeting votes to take a written ballot on a motion, the ballot counting procedure and certification of the vote will be supervised by David Karr, to be assisted by Cynthia Rainey. The Tellers and Ballot Counters were duly sworn to faithfully and impartially perform their duties.

Johanna R. Glazer was introduced as the Town Meeting Procedures Resource Person.

Mr. Van Loon urged those present to review the key procedural documents available at the entrance to both rooms. He noted the important and useful document "Report of the Finance Committee of the Town of Concord." *Town Meeting Time*, Concord's parliamentary procedure for the conduct of Town Meeting. Attendees were urged to review the "Concord Town Meeting Traditions & Procedures" document. He noted Concord's long tradition of disuse of reconsideration of a vote, except for "compelling circumstances." Substantive materials with motions, amendments and back-up information are printed on white paper and are available on the lobby tables.

Mr. Van Loon introduced Mark Howell as the staff person available to provide technical presentation assistance. Voters were asked to silence their cell phones and other electronic devices. Fire Chief Mark Cotreau reviewed evacuation procedures in the event of an emergency. Voters were reminded to check in with Election Officers to pick up a Voting Slip that will be used to identify those present as entitled to vote.

Concord Girl Scouts and Boy Scouts brought the flags forward. Mr. Van Loon asked attendees to stand in a moment of silence to reflect on how, through this Town Meeting, we and our neighbors are gathered to provide for our common good. As we deliberate and

vote, may we remember that the passions of the moment are not always the best guide for our conduct in the future. And if a Town Meeting action requires sacrifice by some, may it be only where the common goal is worthy of the sacrifice. Let us approach each issue, no matter how difficult or divisive, with an open heart and with an open mind. And above all, may each of us maintain a saving sense of humor, so that the debates at this Town Meeting will not be a source of division among us when our business here is concluded.

Mr. Van Loon thanked the many citizens and Town and School employees who worked long hours to prepare the reports and background materials that will guide us through the Meeting. He expressed gratitude to the CCHS Principal, faculty, students and staff of CCHS for accommodating us; and to the Public Works and Police Department staff. He noted that the minutes of the Meeting will be kept by Town Clerk Anita Tekle, who was thanked along with Assistant Town Clerk Pat Clifford in the cafeteria, and the Election Officers and staff in the lobby. He noted that the person who is responsible for making Town Meeting run smoothly is Town Meeting Coordinator Laurel Landry. Mr. Van Loon welcomed the visitors who were seated in the visitors' sections.

He brought to the assembly's attention the 2014 Town Report and the presence of Green Cards. Residents were encouraged to participate in the governance of the Town. He noted that more than 250 residents are serving on over 40 committees in Concord, helping to improve and preserve our community. Mr. Van Loon reviewed the anticipated schedule for the meeting, noting that he does not anticipate a motion on six articles, and 22 articles are included on the Consent Calendar, which leaves 34 articles for action at the Annual and Special Town Meetings. He also noted that to keep discussion flowing and facilitate participation by as many as possible, initial article presentations will be limited to five minutes, and citizen commentary to two minutes each, with a few exceptions previously sought and granted. He also asked that the meeting maintain the comportment of Town Meeting as a legislative body, noting that no demonstrations of approval/disapproval for speeches are allowed. He announced that the meeting was being telecast by CCTV.

On a Motion made by Steven Ng and duly seconded, the following was Voted that the Meeting take up no new business after 5:00 p.m. today, and that when we adjourn, we adjourn and reconvene at 7:00 p.m. on April 13 and 14 in these same halls.

#### **ARTICLE 1. CHOOSE TOWN OFFICERS**

Under Article 1, Mr. Van Loon reported the results of the Annual Town Election held on March 31, 2015.

On a Motion made by Steven Ng and duly seconded, the following was Unanimously Voted that Article 1 be left open for such other action thereunder as may be necessary and that the Meeting take up Article 2.

#### **ARTICLE 2. HEAR REPORTS**

On a Motion made by Steven Ng and duly seconded, the following was Voted to accept the reports of the various Town Officers and Committees.

At 1:25 p.m. Wendy Rovelli made the following Motion that was duly seconded that the 2015 Annual Town Meeting advance for consideration Articles 3, 4, 5, 13, 14, 16, 29, 33, 38, 39, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, and 57, 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.

The Moderator introduced a more streamlined process for the Consent Calendar. After announcing each proposed Consent Calendar item, the motion appeared on the screen. The Moderator inquired as to whether there were any requests from five or more voters to drop any of the Articles from the Consent Calendar Motion. There were no such requests. At 1:35 p.m. the Consent Calendar was accordingly Voted by a unanimous vote, and so declared by the Moderator, as follows:

#### **CONSENT CALENDAR**

*(Articles 3, 4, 5, 13, 14, 16, 29, 33, 38, 39, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52 and 57)*

#### **ARTICLE 3. MEETING PROCEDURE**

Upon a Motion made by Wendy Rovelli and duly seconded, it was Voted that the Town adopt a "Rule of the Meeting" Resolution governing requirements on motions and amendments to motions made under

articles concerning expenditures, in order to assure compliance with the requirements of Proposition 2½.

**ARTICLE 4. RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**

Upon a Motion made by Susan Bates that was duly seconded, it was Voted to ratify the Personnel Board's actions to amend the Classification and Compensation Plan, with the understanding that no other changes were voted by the Personnel Board between January 5, 2015 and April 12, 2015.

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

Upon a Motion made by Susan Bates that was duly seconded, it was Voted to amend the Classification & Compensation Plan for all regular-status Town positions effective July 1, 2015.

**ARTICLE 13. ZONING BYLAW AMENDMENT – EARTH REMOVAL & PERSONAL WIRELESS COMMUNICATION**

Upon a Motion made by John Canally that was duly seconded, it was Voted to amend §7.5 and §7.8 of the Zoning Bylaw to insert reference to the Town's Wetlands Bylaw.

**ARTICLE 14. ZONING BYLAW AMENDMENT – WETLANDS CONSERVANCY DISTRICT**

Upon a Motion made by John Canally and duly seconded, it was Voted to §7.3.1 and §7.3.2 of the Zoning Bylaw to bring the definitions and purpose in conformance with the Town's Wetlands Bylaw and the State's Wetlands Protection Act.

**ARTICLE 16. ZONING BYLAW AMENDMENT – PLANNED RESIDENTIAL DEVELOPMENT OPEN SPACE**

Upon a Motion made by Brooke Whiting Cash and duly seconded, it was Voted to amend §10.2.9 and §10.3.4.2 of the Zoning Bylaw to reference the Town's Wetlands Bylaw.

**ARTICLE 29. HIGH SCHOOL DEBT STABILIZATION FUND ADDITION AND USE**

Upon a Motion made by Chris Whelan and duly seconded, the following was Voted to appropriate and transfer from Free Cash the sum of \$750,000 to be added to the Stabilization Fund established by vote under Article 2 of the November 7, 2011 Special Town Meeting for the purpose of reserving funds to be used to lower the tax levy impact of the Town's assessed share of principal and interest payment on bonds issued by the Concord-Carlisle Regional School District, and to appropriate the sum of \$1,500,000 from

said Fund to pay a portion of Concord's share of debt service costs excluded from the property tax levy limit due and payable during FY16.

**ARTICLE 33. DEBT RESCISSION**

Upon a Motion made by Chris Whelan and duly seconded, the following was Voted to rescind the following unused borrowing authorization: Article 55 of the 2013 Annual Town Meeting - Town House Exterior Renovations - \$200,000.

**ARTICLE 38. EMERGENCY RESPONSE STABILIZATION FUND APPROPRIATION – \$100,000 FOR OPERATION OF WEST CONCORD AMBULANCE IN FY16**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted to appropriate \$100,000 to be expended under the direction of the Town Manager, from the Emergency Response Stabilization Fund for the purpose of partially paying the second year operating costs of the Fire Department for the deployment of an ambulance in West Concord.

**ARTICLE 39. FREE CASH USE**

Upon a Motion made by Wendy Rovelli and duly seconded, it was Voted that the Town authorize and direct the Assessors to take \$950,000 from the certified free cash balance of June 30, 2014 to reduce the tax levy for the fiscal year ending June 30, 2016.

**ARTICLE 42. 2016 ROAD PROGRAM**

Upon a Motion made by James Smith and duly seconded, it was Voted that the Town appropriate the sum of \$1,200,000 to be expended under the direction of the Town Manager for the design, repair, reconstruction or renovation of roads and streets within the Town; and that to meet this appropriation, the Treasurer, with approval of the Selectmen, be authorized to borrow \$1,200,000; and further to authorize the Town Manager to apply for, accept and expend State grants as may be available for the same purpose, and to authorize the Treasurer, with approval of the Selectmen, to borrow funds for such purpose in anticipation of reimbursement from said grants.

**ARTICLE 43. ROAD REPAIR REVOLVING FUND EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted that the income from fees paid by applicants to the Town for permits to dig up, alter, or disturb a public way, in the sum of \$165,000, be expended without further appropriation.

**ARTICLE 44. REGIONAL HOUSING SERVICES REVOLVING FUND EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted that the fees paid by member towns into the Regional Housing Services Revolving Fund in an amount not to exceed \$210,000 be expended without further appropriation for the fiscal year ending June 30, 2016 under the direction of the Town Manager, for continuing the operation of a multi-town consortium managing affordable housing services.

**ARTICLE 45. LIGHT PLANT PAYMENT IN LIEU OF TAXES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted to authorize a transfer of \$472,400 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, 2016.

**ARTICLE 46. LIGHT PLANT EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted 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.

**ARTICLE 47. SOLID WASTE DISPOSAL FUND EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted 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.

**ARTICLE 48. SEWER SYSTEM EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted 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.

**ARTICLE 49. SEWER IMPROVEMENT FUND EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted 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.

**ARTICLE 50. WATER SYSTEM EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted 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.

**ARTICLE 51. BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted to appropriate \$2,741,300 for operating expenses and \$277,000 for capital expenditures including building improvements and equipment replacements of the Beede Swim and Fitness Center for the fiscal year beginning July 1, 2015, said funds to be expended under the direction of the Town Manager; and that to meet this appropriation the amount of \$2,441,368 is appropriated from the estimated FY16 revenues and \$576,962 is appropriated from the certified undesignated fund balance as of July 1, 2014 of the Community Pool Enterprise Fund.

**ARTICLE 52. RIDEOUT AND EMERSON PLAYGROUND IMPROVEMENTS**

Upon a Motion made by Christopher Whelan and duly seconded, the following was Voted to appropriate the sum of \$600,000, to be expended under the direction of the Town Manager, for the purpose of replacement, renovation, and any other work related to the improvement of playing fields, courts and related recreation equipment and facilities at Rideout and Emerson Playground; and to authorize the Treasurer, with approval of the Selectmen, to borrow \$600,000 for this purpose.

**ARTICLE 57. FIRE ENGINE #7 REPLACEMENT**

Upon a Motion made by Christopher Whelan and

duly seconded, it was Voted to authorize the Treasurer, with the approval of the Selectmen, to borrow the sum of \$550,000 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.

#### END OF CONSENT CALENDAR

#### **ARTICLE 6. TOWN CHARTER AMENDMENT – IDENTIFYING OPEN TOWN MEETING AS THE TOWN’S LEGISLATIVE BODY**

Upon a Motion made by Carmin Reiss and duly seconded, it was Voted to authorize the Selectmen to petition the General Court to amend Chapter 280 of the Acts of 1952 by adding a Preamble that the legislative body of the Town is an open Town Meeting, open to all registered voters of the Town.

#### **ARTICLE 7. TOWN CHARTER AMENDMENT – GENDER-NEUTRAL LANGUAGE**

Upon a Motion made by Carmin Reiss and duly seconded, the following was Voted to authorize the Selectmen to petition the General Court to amend Chapter 280 of the Acts of 1952 by substituting for the term “board of selectmen” and for the word “selectmen,” in each and every place either one appears, the term “select board” or “member of the select board,” by substituting the words “his or her” for the word “his” in each and every place where it appears, and by substituting the term “member of the select board” for the word “selectman” in each and every place where it appears.

#### **ARTICLE 8. TOWN CHARTER AMENDMENTS – (A) ELIMINATE THE PROVISION FOR REVIEW & REVISION OF THE TOWN BUILDING CODE & (B) INCREASE THE # OF DAYS PRIOR TO TOWN MEETING TO SUBMIT A PETITION REVOKING ACCEPTANCE OF CHARTER**

Upon a Motion made by Carmin Reiss and duly seconded, it was Voted to authorize the Select Board to petition the General Court to amend Chapter 280 of the Acts of 1952 by (a) deleting from the end the words “and revising the building code of the town;” and by (b) changing the word “sixty” in the first sentence to “one-hundred-twenty.”

#### **ARTICLE 9. TOWN CHARTER AMENDMENT – PROVISION FOR DEPUTY MODERATOR**

Upon a Motion made by Carmin Reiss and duly seconded, it was Voted to authorize the Select Board to petition the General Court to amend Chapter 280 of

the Acts of 1952 by inserting a new sentence to provide for substitution of the Deputy Moderator when the Moderator is not available to perform his or her duties or leaves office prior to term expiration.

#### **ARTICLE 10. RECALL OF ELECTED TOWN OFFICIALS (BY PETITION)**

At 1:52 p.m., the following Motion was made by Lee Ann Kay and duly seconded to request the Select Board to submit to the State Legislature a bill to grant registered voters the power to recall elected officials in the Town of Concord.

It was noted that the Select Board did not take a position on the Article. The Finance Committee recommended that No Action be taken. After discussion, at 2:18 p.m. Sue Richardson made a Motion to Call the Question, which was duly seconded and Passed by a two-thirds majority, and was so declared by the Moderator. A Vote was then taken on Ms. Kay’s Motion, which Failed to Pass on a show of hands, and was so declared by the Moderator at 2:20 p.m.

#### **ARTICLE 11. ZONING BYLAW AMENDMENT – BOARDING HOUSE**

There was no Motion made under this article.

**ARTICLE 12. ZONING BYLAW AMENDMENT – LOT WIDTH**  
Upon a Motion made by John Canally and duly seconded, it was Voted by a two-thirds majority, and was so declared by the Moderator to amend §6.2.5 of the Zoning Bylaw to clarify the required frontage.

#### **ARTICLE 15. ZONING BYLAW AMENDMENT – RESIDENTIAL CLUSTER DEVELOPMENT OPEN SPACE**

Upon a Motion made by Brooke Whiting Cash and duly seconded, it was Voted by a near unanimous vote, and was so declared by the Moderator to amend §9.2.4 of the Zoning Bylaw to ensure that the bylaw protects upland open space.

#### **ARTICLE 17. ZONING BYLAW AMENDMENT – RESIDENCE A & AA BUILDING HEIGHT & DIMENSIONAL TABLE**

Upon a Motion made by John Cratsley and duly seconded, it was Voted by a near unanimous vote, and was so declared by the Moderator to amend §6.2.11 and Table III of the Zoning Bylaw to change the way the height of a structure is measure in Residence A and AA Zone Districts, to be the same as Residence C and B Zone Districts.

**ARTICLE 18. ZONING BYLAW AMENDMENT – DEFINITIONS & DIMENSIONAL REGULATIONS**

There was no Motion made under this article.

**ARTICLE 19. ZONING BYLAW AMENDMENT – ALTERNATIVE PRD PRELIMINARY SITE DEVELOPMENT & USE PROPOSAL FOR LOT 6F & PARCEL 6B FOREST RIDGE ROAD (BY PETITION)**

Upon a Motion made by Jack McBride and duly seconded, it was Voted by a two-thirds majority, and was so declared by the Moderator to approve the Black Birch Alternative PRD Preliminary Site Development and Use Proposal for Lot 6F and Parcel 6B Forest Ridge Road dated December 18, 2014.

**ARTICLE 20. RELEASE OF RESIDENTIAL RESTRICTION APPLICABLE TO LOT 6F PARCEL & PARCEL 6B FOREST RIDGE ROAD (BY PETITION)**

Upon a Motion made by Jack McBride and duly seconded, it was Voted by a two-thirds majority, and was so declared by the Moderator to authorize the Select Board to enter into an agreement to release Lot 6F Forest Ridge Road and Parcel 6B Forest Ridge Road from a certain Easement and Restrictive Covenant Agreement.

At 3:06 p.m., the group took a 15-minute stretch break, resuming the business of the meeting at 3:21 p.m. Mr. Van Loon thanked those in attendance for coming to Town Meeting, despite the beautiful weather. He noted that the Town budget, School budgets and school-related articles had been prescheduled for April 13. The meeting continued with Article 31.

**ARTICLE 31. AUTHORIZE ACQUISITION OF 2229 MAIN STREET PROPERTY**

There was no Motion made under this article. (See Article 2 of the Special Town Meeting on April 14)

**ARTICLE 32. HOME RULE PETITION TO ESTABLISH A CONCORD PROPERTY TAX ASSISTANCE FUND**

There was no Motion made under this article.

**ARTICLE 34. CLEAN WATER RESOLUTION (BY PETITION)**

At 3:24 p.m. the following Motion was made by Shelley Morss and was duly seconded to urge the Board of Health to discontinue the fluoridation of all public water supplies with sodium fluorosilicate or sodium fluoride.

After discussion, at 3:53 p.m. Garret Whitney made a Motion to Call the Question, which was duly seconded and Passed by a two-thirds majority. A Vote

was then taken on Ms. Morss' motion, which overwhelmingly Failed to Pass, and was so declared by the Moderator.

**ARTICLE 35. PLASTIC BAG REDUCTION BYLAW (BY PETITION)**

Upon a Motion made by Scott Richardson and duly seconded, it was Voted to adopt a bylaw for the reduction of plastic checkout bags, with an effective date of January 1, 2016, and to amend Appendix A of the Non-Criminal Disposition Bylaw to provide for fines for violations.

**ARTICLE 36. AUTHORIZE LONG-TERM LEASE FOR MUNICIPAL BUILDING ROOFTOP AND GROUND-MOUNTED SOLAR PANELS**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by an overwhelming majority, and was so declared by the Moderator to authorize the Town Manager to enter into long-term leases, licenses, agreements for payment in lieu of taxes and/or other contractual agreements, for all or portions of specific municipal and school properties for the purposes of installing and operating solar energy generating facilities and supplying solar energy, including rooftop, ground-mounted and other solar facilities.

**ARTICLE 37. ACCEPTANCE OF MGL CH. 44, §53F¾ – TO CREATE PEG ACCESS & CABLE-RELATED FUND**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted near unanimously, and was so declared by the Moderator to accept the provisions of MGL Ch. 44, §53F¾ and to authorize the Town Accountant to create an account to be known as the PEG Access and Cable-Related Fund to which shall be credited funds received in connection with the cable television franchise agreement between the Town and Comcast, or any other cable provider, said funds to be used only for cable-related purposes consistent with the franchise agreement; and to appropriate \$270,000 for the current fiscal year ending June 30, 2015 and to appropriate the sum of \$360,000 for the fiscal year commencing July 1, 2015, to be expended by the Town Manager for PEG access services; and to authorize the Town Manager to enter into a long-term contract of up to ten years for the provision of PEG community access television services.

**ARTICLE 40. UNPAID BILLS**

There was No Motion made under this article.

**ARTICLE 41. PROPERTY TAX EXEMPTIONS**

There was No Motion made under this article. (See Article 3 of the Special Town Meeting on April 14, 2015)

**ARTICLE 53. PARKING MANAGEMENT PLAN IMPLEMENTATION**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a near unanimous vote, and was so declared by the Moderator to appropriate the sum of \$250,000, to be expended under the direction of the Town Manager for the purpose of implementing some of the recommendations of the 2013 Parking Management Plan.

**ARTICLE 54. TOWN HOUSE INTERIOR RENOVATIONS**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a near unanimous vote, and was so declared by the Moderator to appropriate the sum of \$700,000, to be expended under the direction of the Town Manager for the purpose of remodeling, reconstructing or making extraordinary repairs to the Town House; and that to meet said appropriation, the Town Treasurer with the approval of the Select Board be authorized to borrow said funds.

**ARTICLE 55. 37 KNOX TRAIL BUILDING RENOVATIONS & SITE WORK**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a two-thirds majority, and was so declared by the Moderator to appropriate the sum of \$200,000, to be expended under the direction of the Town Manager, for the purpose of remodeling, reconstructing or making extraordinary repairs to the building at 37 Knox Trail in Acton; and that to meet said appropriation, the Town Treasurer with the approval of the Select Board be authorized to borrow said funds.

At 4:40 p.m. Select Board member Alice Kaufman made a procedural Motion, which was duly seconded, to defer discussion and action on Article 56 until April 14, since many of those who were interested in this article did not expect it to come up for discussion at this session, and were not present. A discussion was held, with many feeling that postponing until Tuesday was not fair to those residents who were present and prepared to discuss and vote on this issue. Nancy Teasdale made a Motion to Call the Question, which was duly seconded and Voted by a two-thirds majority, and was so declared by the Moderator. A Vote

was then taken on Ms. Kaufman’s procedural motion, which Failed to Pass.

**ARTICLE 56. FUNDING FOR WHITE POND MANAGEMENT**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a near unanimous vote, and was so declared by the Moderator to appropriate from the certified Free Cash balance of June 30, 2014, the sum of \$25,000, to be expended under the direction of the Town Manager to implement management improvements concerning the use and care of public lands and facilities adjacent to White Pond.

**ARTICLE 58. FIREFIGHTER RESIDENCY**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a near unanimous vote, and was so declared by the Moderator to authorize the Select Board to petition the Massachusetts Legislature to adopt special legislation permitting Concord firefighters to reside in such communities as may be mutually agreed by the Town and the Firefighters union through the collective bargaining process.

At 4:55 p.m. Mr. Van Loon announced that Articles 21 through 29 will be taken up on Monday beginning at 7:00 p.m. He thanked those in attendance for their dedication to the governance of the Town.

THE MEETING ADJOURNED AT 4:57 P.M.

**ADJOURNED SESSION – ANNUAL TOWN MEETING  
APRIL 13, 2015**

Mr. Van Loon opened the meeting at 7:00 p.m. He introduced the officials involved with Town Meeting and reminded those present about voting slips and reference to key documents used throughout the meeting. Fire Chief Mark Cotreau reviewed safety procedures in the event of an evacuation. The tellers and ballot counters were sworn to the faithful performance of their duties. He reviewed the schedule for the meeting, commenting on the remarkable progress which had been made at yesterday’s session, and noting that this evening’s session would focus on Articles 21-29. The speaker time limits would generally be five minutes for presenters and two minutes for others, unless otherwise prearranged.

On a Motion made by Steven Ng that was duly seconded, it was Voted to take up no new business after 10:00 p.m., and that when we adjourn, we adjourn and reconvene at 7:00 p.m. tomorrow evening in this hall.

**ARTICLE 21. TOWN BUDGET**

After a Motion was made by Steven Ng and duly seconded, the highlights of the Town budget were reviewed by Town Manager Christopher Whelan. Mr. Van Loon asked if there were any “holds” on the budget line items, and there was a hold on Line Item 17, Public Works. After discussion, a Vote was taken on

Mr. Ng’s Motion, which was Voted by a unanimous vote, and so declared by the Moderator to raise and appropriate the following amounts of money for the necessary and expedient purposes of the Town for the fiscal year ending June 30, 2016, and that the same be expended only for such purposes under the direction of the Town Manager:

**TOWN BUDGET FISCAL YEAR 2015-2016**

<u>No.</u>	<u>Department</u>	<u>Appropriation</u>	<u>No.</u>	<u>Department</u>	<u>Appropriation</u>
<b>GENERAL GOVERNMENT</b>			<b>PUBLIC WORKS (continued)</b>		
1	Town Manager's Office		23	Road Improvements	\$90,000
	A. Town Manager	\$366,308	24	133/135 Keyes Road	<u>100,967</u>
	B. Human Resources	215,367		<b>TOTAL Public Works &amp; Facilities</b>	\$3,927,312
	C. Town-Wide Building Maint. Fund	220,000	<b>HUMAN SERVICES</b>		
	D. Resource Sustainability Fund	75,000	25	Library	1,995,097
	E. Visitor's Center and Restroom	<u>27,426</u>	26	Human Services	
	Subtotal	904,101		A. Human Services Administration	9,000
2	Legal Services	225,000		B. Recreation Programs	50,000
3	Elections and Registrars			C. Hunt Recreation Center	95,623
	A. Elections	52,164		D. Council on Aging	328,996
	B. Registrars	<u>8,103</u>		E. Harvey Wheeler Community Center	117,079
	Subtotal	60,267		F. Veterans	60,889
4	Town Meeting and Reports	81,550		G. Ceremonies and Celebrations	<u>24,006</u>
5	Planning			Subtotal	<u>685,593</u>
	A. Planning Administration	439,629		<b>TOTAL Human Services</b>	\$2,680,690
	B. Natural Resources	205,256	<b>UNCLASSIFIED</b>		
	C. Inspections	422,087	27	Town Employee Benefits	
	D. Health	<u>291,209</u>		A. Unused Sick Leave	90,000
	Subtotal	1,358,181		B. Public Safety Disability	2,500
6	141 Keyes Road	<u>73,368</u>		C. Employee Assistance Program	<u>7,500</u>
	<b>TOTAL General Government</b>	\$2,702,467		Subtotal	100,000
<b>FINANCE &amp; ADMINISTRATION</b>			28	Reserve Fund*	225,000
7	Finance Committee	3,410	29	Salary Reserve**	643,404
8	Finance		30	Land Fund	<u>15,000</u>
	A. Finance Administration	275,831		<b>TOTAL Unclassified</b>	\$983,404
	B. Treasurer-Collector	281,056		<i>Subtotal for Reference Only Accounts 1-30</i>	<b><u>\$21,114,013</u></b>
	C. Town Accountant	150,769	<b>JOINT (TOWN-CPS)</b>		
	D. Assessors	392,676	31	Insurance	
	E. Town Clerk	<u>233,879</u>		A. Group Insurance	4,650,000
	Subtotal	1,334,211		B. OPEB - Transfer to Trust Fund	1,150,000
9	Information Systems	675,933		C. Property/Liability Insurance	<u>225,000</u>
10	Town House	<u>103,370</u>		Subtotal	6,025,000
	<b>TOTAL Finance &amp; Administration</b>	\$2,116,924	32	Unemployment/Workers' Comp.	
<b>PUBLIC SAFETY</b>				A. Unemployment Compensation	100,000
11	Police Department	4,217,360		B. Workers' Compensation	100,000
12	Fire Department	4,143,072		Subtotal	<u>200,000</u>
13	West Concord Fire Station	60,062	33	Retirement	3,220,000
14	Police-Fire Station	234,812	34	Social Security and Medicare	740,000
15	Emergency Management	22,810	35	Debt Service	
16	Animal Control Officer	<u>25,100</u>		A. Long-Term Debt	
	<b>TOTAL Public Safety</b>	\$8,703,216		Town Principal and Interest	2,534,050
<b>PUBLIC WORKS</b>				CPS Principal and Interest	979,838
17	Public Works			Subtotal	3,513,888
	A. CPW Administration	181,462		Interest on Short-Term Notes	51,112
	B. Engineering	373,062		Issuance Expense	<u>40,000</u>
	C. Highway Maintenance	1,281,986		Subtotal Within Levy Limit	3,605,000
	D. Parks and Trees	633,992		B. Excluded Debt	
	E. Cemetery	<u>67,380</u>		Town Principal and Interest	204,906
	Subtotal	2,537,882		CPS Principal and Interest	4,115,594
18	Snow and Ice Removal	570,000		Less: Use of Stabilization Funds	-1,500,000
19	Street Lighting	73,463		Subtotal Excluded Debt	<u>2,820,500</u>
20	CPW Equipment	250,000		<b>TOTAL Debt Service</b>	<u>6,425,500</u>
21	Drainage Program	205,000		<b>TOTAL Joint (Town - CPS)</b>	<u>\$16,610,500</u>
22	Sidewalk Management	100,000		<b>TOTAL Appropriation</b>	<b><u>\$37,724,513</u></b>

## **ARTICLE 8. PUBLIC SCHOOL BUDGET**

At 7:31 p.m. the following Motion was made by Kathleen Snook and duly seconded that the Town raise and appropriate the sum of \$34,542,735 for the necessary and expedient purpose of the support of the public schools for the fiscal year ending June 30, 2016; and that the same be expended only for such purposes and under the direction of the Concord School Committee.

After Ms. Snook's presentation, Wendy Rovelli, Chair of the Finance Committee made the following Motion To Amend Ms. Snook's motion, which was duly seconded that the Article 22 motion be amended and the sum of \$33,840,538 be substituted in place of \$35,542,735.

The Select Board made a recommendation to approve the lower amount proposed by the Finance Committee, emphasizing the need to balance the School Department's stated needs with the ability of taxpayers to pay. Diane Proctor made a Motion that Town Meeting vote by secret ballot when it comes time to vote, which was duly seconded. After discussion, a vote was taken on Ms. Proctor's motion, which Failed to Pass. The League of Women Voters announced that they supported the Finance Committee's lower amount. After further discussion, at 8:24 p.m. Holly Salemy made a Motion to Call the Question, which was duly seconded and Passed on a two-thirds vote, and was so declared by the Moderator.

A vote was then taken on Ms. Rovelli's amendment, which Failed to Pass, and was so declared by the Moderator. David Stephens questioned the Moderator's count and was joined by more than the required seven voters. At 8:33 p.m., a counted standing vote was then taken and Ms. Rovelli's amendment Failed to Pass with 187 voting in favor and 363 opposed, with a total of 550 voting.

Lissa McKinney made the following Motion To Amend Ms. Snook's motion, which was duly seconded to amend Article 22 by substituting the sum of \$34,192,735 in place of the sum of \$34,542,735. Laurine Verrilli made a Motion to Call the Question on Ms. McKinney's amendment. Mr. Van Loon ruled the motion out of order, since there had not yet been any discussion about the proposed amendment. After further discussion, at 8:59 p.m. Tracey Marano made

a Motion to Call the Question on Ms. McKinney's amendment, which was duly seconded, and Passed by a two-thirds majority, and was so declared by the Moderator. A Vote was then taken on Ms. McKinney's amendment, which Failed to Pass on a show of hands, and was so declared by the Moderator. A Motion to Call the Question on Ms. Snook's original motion was made by Theresa Scalzi and duly seconded. Ms. McKinney asked that an outstanding question be answered prior to the vote, to which the Moderator agreed. At 9:06 p.m. a Vote was taken on Ms. Scalzi's motion, which Passed by a two-thirds majority, and was so declared by the Moderator. A Vote was then taken on Ms. Snook's original motion, which Passed by majority vote, and was so declared by the Moderator.

## **ARTICLE 23. CONCORD PUBLIC SCHOOLS RENOVATIONS**

Upon a Motion made by Wally Johnston and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator to appropriate the sum of \$650,000 to be expended under the direction of the School Committee for remodeling, reconstructing or making extraordinary repairs, and related work, at various Concord Public Schools facilities; and that to meet this appropriation the Town Treasurer with the approval of the Select Board be authorized to borrow \$650,000.

## **ARTICLE 24. CONCORD PUBLIC SCHOOLS BUS DEPOT**

The following Motion was made by Christopher Whelan and duly seconded that the Town appropriate the sum of \$950,000, to be expended under the direction of the Town Manager, for the purpose of designing, constructing and originally equipping a school transportation facility to be located at 214Y Main Street, shown on the Assessors maps as parcel #2322, including facilities for vehicle repair, fueling, storage, parking, and related activities and including design, engineering, testing and other related work; and that to meet this appropriation, the Town Treasurer with the approval of the Select Board be authorized to borrow said sum.

After Mr. Whelan's presentation, School Committee member Johanna Boynton indicated the support of the School Committee. Miguel Echavarri made the following Motion to Amend Mr. Whelan's motion, which was duly seconded:

To add the following words at the end of the original motion:

And provided further that the Town shall retain ownership of the land associated with the facilities, that the facilities and other associated assets be transferred to the Town, and that the Town shall rent a portion of such facilities to the Concord Public Schools and the Concord-Carlisle Regional School District, exclusively for in-town transportation activities, and not in support of outsourced transportation activities, and that tenants shall be responsible for paying all costs associated with their tenancy.

After discussion, the Select Board announced that they did not support the proposed amendment. At 9:34 p.m. a Motion to Call the Question on the amendment was made and duly seconded, and Passed by a two-thirds majority, and was so declared by the Moderator. A Vote was then taken on Mr. Echavarri's proposed amendment, which Failed to Pass, and was so declared by the Moderator.

At 9:38 p.m. William Plummer offered the following Amendment, which was duly seconded to add the following words to the original motion, after the phrase "Parcel #2322":

or at 500 Walden Street, shown on the Assessors' maps as Parcel 0298 (the Concord-Carlisle High School grounds), or at any other suitable location.

At 9:45 p.m. a Vote was taken on Mr. Plummer's amendment, which Passed on a show of hands and was so declared by the Moderator. Dee Ortner made the following Motion, which was duly seconded that the meeting continues discussion and a vote on Article 24 until after we know the outcome of Article 1 of the Special Town Meeting scheduled for April 14.

After discussion and a consultation with Town Counsel, a Vote was taken on Ms. Ortner's motion to continue discussion on Article 24 following the outcome of the Special Town Meeting, which Passed.

Connie Levine moved reconsideration of Article 23, since she felt that there was an unanswered question still pending. Mr. Van Loon noted that Ms. Levine's motion to reconsider was made within the 20-minute requirement; however, he ruled her Motion out of order since there was no compelling reason for recon-

sideration, and no new information was offered that would have contributed to a change in the outcome. Mr. Van Loon reviewed the schedule for the following evening, with the Annual Town Meeting continuing following the adjournment of the Special Town Meeting on April 14.

THE MEETING ADJOURNED AT 10:02 P.M.  
**ADJOURNED SESSION – ANNUAL TOWN MEETING**  
**APRIL 14, 2015**

Moderator Eric Van Loon called the meeting to order at 9:43 p.m. on Tuesday, April 14, 2015, which was immediately following the adjournment and dissolution of the Special Town Meeting. The meeting began with Article 30, which had been prescheduled.

**ARTICLE 30. COMMUNITY PRESERVATION COMMITTEE APPROPRIATIONS RECOMMENDATIONS**

Motion 1: The following Motion was made by Paul Mahoney and duly seconded that pursuant to the recommendation of the Community Preservation Committee, the Town appropriate the sum of \$1,132,921 from the Concord Community Preservation Fund, of which \$200,000 shall be appropriated from the undesignated fund balance as of June 30, 2014; \$51,743 shall be appropriated from the Community Housing Reserve Fund; and \$881,178 shall be appropriated from projected FY16 Fund Revenues, in accordance with Chapter 44B of the Massachusetts General Laws, to be expended under the direction of the Town Manager as follows follows: (see chart on the right)

Edward Perry made a Motion to Amend Mr. Mahoney's motion by deleting the appropriation for Item E, which was duly seconded. After discussion on the amendment, at 10:03 p.m. Robin Garrison made a Motion to Call the Question, which was duly seconded and Voted by a two-thirds majority, and so declared by the Moderator. A Vote was then taken on Mr. Perry's motion, which Failed to Pass, and so declared by the Moderator.

At 10:06 p.m. L. Michelle Touw made a Motion to Amend Mr. Mahoney's motion by reducing the appropriation for Item B to 0, which was duly seconded. After discussion a Vote was taken on Ms. Touw's amendment, which Failed to Pass, and so declared by the Moderator. A Vote was then taken on Mr. Mahoney's original motion, which Passed by a near unanimous vote, and so declared by the Moderator.

**COMMUNITY PRESERVATION COMMITTEE RECOMMENDATIONS**

<b>Item</b>	<b>Project/Description</b>	<b>Total Amount Recommended</b>	<b>Category</b>	<b>Community Housing Reserve Fund</b>	<b>Prior Year Fund Balance</b>	<b>FY16 CPA Fund Revenues</b>
A	Town of Concord - Regional Housing Services Program	27,000	Community Housing			27,000
B	Concord Housing Development Corporation - Junction Village Affordable Assisted Living	45,000	Community Housing			45,000
C	Concord Housing Authority - Peter Bulkeley Terrace, Phase II	370,804	Community Housing	51,743	50,000	269,061
D	The Trustees of Reservations - Old Manse Interior Restoration, Phase II	74,500	Historic Preservation			74,500
E	Dept. of Corrections - MCI Concord Fountain Restoration	60,680	Historic Preservation			60,680
F	First Parish Church, Trustees of Donations - Wright Tavern Restoration of Windows, Gutters and Door	75,000	Historic Preservation			75,000
G	Town of Concord - Archaeology Program Administration	10,000	Historic Preservation			10,000
H	Town of Concord - Bruce Freeman Rail Trail Phase 2B and 2C in Concord	125,000	Open Space Recreation			62,500 62,500
I	Town of Concord - Warner's Pond Dredging Feasibility Study	65,000	Open Space Recreation			32,500 32,500
K	Concord Children's Center - Phase II Infrastructure and Accessible Elements for the Natural Playscape at Ripley	64,937	Recreation			64,937
L	Open Space Reserve Fund	35,000	Open Space			35,000
M	Land Acquisition Fund	150,000	TBD		150,000	
N	Town of Concord - Staff and Technical Support	30,000	Administrative			30,000
<b>Total</b>						<b>\$1,132,921</b>
				<b>\$51,743</b>	<b>\$200,000</b>	<b>\$881,178</b>

Motion 2: The following Motion was made by Paul Mahoney and duly seconded that pursuant to the recommendation of the Community Preservation Committee on Item J, the Town appropriate the sum of \$670,000 from the Concord Community Preservation Fund, of which \$298,178 shall be appropriated from the undesignated fund balance as of June 30, 2014 and \$371,822 shall be appropriated from projected FY16 Fund Revenues, for Phase II of the Fields Renovation Project at Concord Carlisle High School according to the application submitted by Concord Carlisle at Play, Inc., in accordance with Chapter 44B of the Massachusetts General Laws, to be expended under the direction of the Town Manager.

It was noted that the Select Board, School Committee and Finance Committee all support Item J. After discussion, Dean Banfield made the following Motion to Amend Mr. Mahoney's motion, which was duly seconded:

Append the following text to the above motion 2:

"..., and further that prior to the distribution of any funds approved for Item J under this motion, the Town of Concord and the Concord-Carlisle Regional School District shall establish written operating policies, in the form of an executed amendment to the Community Use Agreement governing the share use of the renovated fields complex."

Select Board member Elise Woodward acknowledged the thoughtful ideas that had been expressed, but based on the advice of Town Counsel noted that Town Meeting may not condition use of CPA funds – the recommendation of the CPA Committee may only be approved or disapproved. In response to a question, Town Counsel Kevin Batt commented that neither the Moderator nor Town Counsel can prevent discussion or vote of an amendment to the CPA recommendation; however, if the amendment passed it would not be binding. After further discussion, at 10:44 p.m. Kristin Johnson made a Motion to Call the Question, which was duly seconded and Voted by a two-thirds majority, so declared by the Moderator. A Vote was then taken on Mr. Banfield's proposed amendment, which Failed to Pass, and so declared by the Moderator. After further discussion, at 10:54 p.m. Bruce Blumberg made a Motion to Call the Question, which was duly seconded and Voted by a two-thirds

majority, and so declared by the Moderator. A Vote was then taken on Mr. Mahoney's original motion 2, which Passed by an overwhelming majority vote, and so declared by the Moderator.

Select Board member Carmin Reiss made a Motion, which was duly seconded, to take up Article 28 up at this time, since the presenter is unable to be present tomorrow night. The motion Passed.

#### **ARTICLE 28. MINUTEMAN CAREER AND TECHNICAL HIGH SCHOOL BUDGET**

On a Motion made by Carrie Flood and duly seconded, it was Voted by a unanimous vote, and so declared by the Moderator that the Town raise and appropriate the Town's apportioned share of \$407,041 for the Minuteman Career and Technical School District assessment for the fiscal year ending June 30, 2016.

At 11:04 p.m. Mr. Van Loon posed the question to the group as to whether to continue or to adjourn to the following evening. David Allen made a Motion to adjourn and resume the meeting at 7:00 p.m. on Wednesday, April 15, which was duly seconded. After a brief discussion of the pros and cons of continuing, Jim Reynolds made a Motion to Call the Question, which was duly seconded and Voted by a two-thirds majority, and so declared by the Moderator. A Vote was then taken on Mr. Allen's Motion to Adjourn, which Passed, and so declared by the Moderator.

THE MEETING ADJOURNED AT 11:11 P.M.

#### **ADJOURNED SESSION – ANNUAL TOWN MEETING APRIL 15, 2015**

Town Moderator Eric Van Loon called the fourth session of the 2015 Annual Town Meeting to order at 7:00 p.m. He thanked all the attendees and those watching from home on CCTV. He reviewed procedural issues for the evening. He identified key government officials. The Tellers and Ballot Counters were duly sworn to the faithful performance of their duties. The Fire Chief reviewed emergency evacuation procedures.

#### **ARTICLE 24. CONCORD PUBLIC SCHOOL BUS DEPOT (CONTINUED)**

At 7:16 p.m. Christopher Whelan made a presentation about Article 24, the motion for which was originally made and amended on April 13. After discussion, Article 24 was Voted by a two-thirds majority, and so declared by the Moderator.

**ARTICLE 25. CONCORD PUBLIC SCHOOLS BUS REPLACEMENTS**

On a Motion made by Johanna Boynton and duly seconded, it was Voted by a two-thirds majority, and so declared by the Moderator that the Town appropriate the sum of \$600,000 to be expended under the direction of the School Committee for school bus replacements and related equipment; and that to meet this appropriation the sum of \$600,000 be transferred from the certified Free Cash balance of June 30, 2014.

**ARTICLE 26. REGIONAL SCHOOL BUDGET**

The following Motion was made by Jennifer Munn and duly seconded that the Town raise and appropriate \$20,070,650 as the Town's apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2016; and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.

Lissa McKinney made the following Motion to Amend Ms. Munn's motion, which was duly seconded to change the appropriation amount to \$19,890,650, thereby reducing the number by \$180,000, which represents the buses funded but not purchased in 2011 and 2012.

In response to a question, Ms. Munn indicated that if the budget is reduced by \$180,000 the funds would not come from the OPEB allocation, since the School Committee has a moral obligation to contribute to OPEB. Ms. McKinney agreed to withdraw her motion to amend, and the second was also withdrawn, but asked for an explanation of where the \$180,000 went. Ms. Munn explained that transportation costs were higher due to travelling to Billerica for maintenance.

David Stephens made a Motion to Amend Ms. Munn's motion by reducing the appropriation by \$2,355,588, which was duly seconded. After further discussion, at 8:22 p.m. Sue Bumpus made a Motion to Call the Question, which was duly seconded and Voted by a two-thirds majority, and so declared. A Vote was then taken on Mr. Stephens proposed amendment, which Failed to Pass, and was so declared by the Moderator. Discussion continued on Ms. Munn's original motion, and at 8:35 p.m. Kristin Johnson made a Motion to Call the Question, which was duly seconded and

Voted by a two-thirds majority, and so declared by the Moderator. A vote was then taken on Ms. Munn's original motion, which Passed by a majority vote, and was so declared by the Moderator.

**ARTICLE 27. CCRSD SCHOOL BUS REPLACEMENT**

The following Motion was made by Johanna Boynton and duly seconded that the Town approve the \$400,000 borrowing authorized by the Concord-Carlisle Regional School Committee for the purpose of paying costs of school bus replacements and related equipment.

After discussion, at 8:51 p.m. Richard Gauthier made a Motion to Call the Question, which was duly seconded and passed by a two-thirds majority, and so declared by the Moderator. A Vote was then taken on Ms. Boynton's motion, which Passed by an overwhelming majority, and was so declared by the Moderator.

There being no further business to come before the assembly, and upon a Motion that was duly made and seconded, the 2015 Annual Town Meeting was dissolved at 8:52 p.m.

Respectfully submitted,

Anita S. Tekle

Town Clerk

Attendance: There were 307 registered voters in attendance on the first session of Town Meeting; 614 registered voters in attendance on the second session; 840 registered voters in attendance on the third session; and 240 in attendance at the fourth and final session. This is an unduplicated voter count of 1,171 individual voters attending one or more nights of the 2015 Annual Town Meeting (9.4% of registered voters).

# 2015 SPECIAL TOWN MEETING

April 14, 2015

*The 2015 Special Town Meeting minutes printed below are excerpted from the official minutes of the Meeting. For the complete text of all votes taken at this Meeting, contact the Town Clerk's Office.*

Pursuant to the Warrant signed by the Select Board on March 23, 2015, Town Moderator Eric Van Loon called the Special Town Meeting to order at 7:00 p.m. on Tuesday, April 14, 2015 at the Concord-Carlisle High School. The Moderator declared that the meeting was properly called and that a sufficient number of voters were present to permit opening the meeting.

Mr. Van Loon announced the appointments and re-appointments he had made for the Finance Committee, and thanked for their service those members of the Finance Committee whose terms were expiring. Concord Public School Committee Chair Kathleen Snook thanked retiring School Committee members Jennifer Munn and Phil Benincasa for their service. Select Board Chair Carmin Reiss thanked retiring Select Board member Elise Woodward for her service.

Mr. Van Loon summarized the progress that had been made in the first two sessions of the Annual Town Meeting, indicating that tonight's meeting would begin with the Special Town Meeting, and then the meeting will return to the Annual Town Meeting beginning with Article 30. He reminded the attendees of the need to conduct the Town's business civilly and respectfully, remembering Concord's motto "Quam Firma Res Concordia," roughly translated to "How strong is harmony?" At 7:22 p.m., the business of the Special Town Meeting began.

## **ARTICLE 1. LAND ACQUISITION – W.R. GRACE LAND – 214Y MAIN STREET**

The following Motion was made by Christopher Whelan and duly seconded that the Town authorize the Select Board to acquire by eminent domain taking, for municipal purposes, including but not limited to school transportation, solar power generation, and wastewater treatment, the property in Concord located at 214Y Main Street, estimated to be 79.9 acres, together with any structures, improvements, and trees thereon, the cost of acquisition to be funded with the sum approved under Article 36 of the 2012 Annual Town Meeting.

After discussion, a Motion was made by Carolyn King to Call the Question, which was duly seconded and Passed by a two-thirds majority, and was so declared by the Moderator. A Vote was then taken on Mr. Whelan's original motion, which Passed by a two-thirds majority, and was so declared by the Moderator.

## **ARTICLE 2. AUTHORIZE ACQUISITION OF THE 2229 MAIN STREET PROPERTY**

The following Motion was made by Carmin Reiss and duly seconded that the Town authorize the Select Board to take by eminent domain, for municipal purposes, including residential housing, the property at 2229 Main Street formerly operated by Nuclear Metals, Inc. and Starmet, Inc., containing 46.4 acres more or less, such municipal purposes to commence only following the completion of all components of the ongoing work of the U.S. Environmental Protection Agency to abate the contamination on the site other than groundwater remediation.

After discussion, Frederick Oleson, representing Citizens Research & Environmental Watch (CREW) proposed the following Amendment, which was duly seconded to insert the phrase: "...after the US Environmental Protection Agency has published in its Record of Decision that the property will be cleaned up to a residential standard" after the phrase "46.4 acres more or less"

It was noted that both the Select Board and the Finance Committee supported Mr. Oleson's amendment. A Vote was then taken on Mr. Oleson's amendment, which Passed overwhelmingly, and was so declared by the Moderator. At 8:05 p.m. Eric Jarnryd made a Motion to Call the Question, which was duly seconded and Passed by a two-thirds majority, and was so declared by the Moderator. A Vote was then taken on Ms. Reiss' motion as amended, which Passed by a two-thirds majority, and was so declared by the Moderator.

### **ARTICLE 3. PROPERTY TAX EXEMPTION**

On a Motion made by Tory Lambert and duly seconded, it was Voted by a unanimous vote, and so declared by the Moderator to accept the provisions of M.G.L. Chapter 59, §5C½, in order to allow an additional property tax exemption of 100% of the exemption for which the taxpayer qualifies, beginning in FY16, pursuant to any clause listed in the first paragraph of M.G.L. Chapter 59, §5 applicable in the Town of Concord.

Mr. Van Loon announced that Pro and Con microphones would be used for Article 4.

### **ARTICLE 4. RESOLUTION TO BAN ARTIFICIAL TURF USE ON PUBLICLY OWNED LANDS IN CONCORD (BY PETITION)**

The following Motion was made by Lori Gill-Pazaris and Debbie Barr that the Town institute a two-year moratorium, effective immediately, on the installation of artificial turf playing fields and playgrounds on publicly owned land within the borders of Concord under the control of any Concord Town or Public School Department, board, or committee, and that during that time, the Select Board will research the issues and propose regulations governing the materials to be used in athletic fields and playgrounds, and that well-publicized public hearings be held before such regulations are brought to Town Meeting for a vote, and that the Regional School District consider applying such regulations to athletic fields under its control.

The Select Board and School Committee recommended that no action be taken under Article 4. At 8:46 p.m., Irl Smith proposed the following Amendment, which was duly seconded to delete the words beginning with “the Town institute” through the words “during that time”.

After further discussion, at 9:02 Julia Anastos called for a Vote on the question, which was duly seconded and Passed by a two-thirds majority, and was so declared by the Moderator. A Vote was then taken on Mr. Smith’s amendment, which Failed to Pass. Discussion resumed on the main Motion, and after a few minutes a Motion was made to Call the Question. No second was recognized, and Mr. Van Loon suggested that three more speakers for each side be heard before considering the motion to call the question.

In response to a comment made by Anne Hayden concerning a possible conflict of interest violation made by School Officials urging parents to attend the Special Town Meeting to vote against Article 4, School Committee member Kathleen Snook read a prepared statement. The statement indicated that the School Committee had been informed that a complaint had been filed with the State Ethics Commission concerning actions taken by School Officials to encourage parents to come to Town Meeting and support the schools. Ms. Snook indicated that a number of methods of informing citizens about the issues facing the schools were used. Supt. of Schools Diana Rigby had consulted Town Clerk Anita Tekle prior to taking any action, and that no intentional violations took place. School Committee member Phil Benincasa reported that the School Committee met earlier this evening and has committed to never taking similar actions to “get out the vote” again. Mr. Van Loon reported that he had discussed the issue with Town Counsel Kevin Batt, and in situations where a complaint has been filed with the State Ethics Commission, it is up to that agency to investigate the matter. Town Counsel noted that it was not appropriate for others to conduct their own investigation.

At 9:20 p.m. Mr. Van Loon recognized a second on the earlier motion to call the question. A Vote was then taken, which Passed by a two-thirds vote, and was so declared by the Moderator. A Vote was then taken on Ms. Barr’s and Ms. Gill-Pazaris’ original motion. After a show of hands, Mr. Van Loon declared that the vote had Failed to Pass. Seven voters stood up to question the count, so a standing count was taken. The vote started at 9:28 p.m. and was concluded by 9:42 p.m. The motion Failed to Pass, with 302 voting in favor and 454 opposed (a total of 756 voting).

At 9:43 p.m., upon a Motion duly made and seconded, the Special Town Meeting was adjourned and dissolved, and the assembly returned to the Annual Town Meeting.

Respectfully submitted,

Anita S. Tekle

Town Clerk

Attendance: 840 registered voters

# GENERAL GOVERNMENT

## TOWN CLERK

Anita S. Tekle,  
Town Clerk

### *Staff*

During 2015 the Department was staffed by Assistant Town Clerk Patricia Clifford; Senior Department Clerk Arlene Fitzpatrick; and Office Assistant Jacquelyn Kilroy. The achievements of the Department were in large part due to the effort and commitment of these individuals, which is noted and appreciated.

### *Vitals*

The presence of Emerson Hospital in the community results in a high number of birth recordings in Concord. The number of overall births remained fairly consistent for the past seven years, with 1,127 new births recorded in 2015. In addition, the staff processed 67 Affidavit and Correction of Vital Records, and issued 307 burial permits. Our online offering for the processing of birth, death and marriage certificates has proven to be very popular with customers, with more than one-third 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 2006-2015

NUMBERS INCLUDE BABIES BORN TO CONCORD PARENTS AT OTHER  
MASSACHUSETTS HOSPITALS  
(# OF CONCORD RESIDENTS IS IN PARENTHESIS)

Year	Births	Deaths	Marriages
2015	1,127 (98)	342 (156)	76 (35)
2014	1,226 (99)	348 (159)	77 (32)
2013	1,192 (125)	397 (174)	81 (35)
2012	1,171 (102)	367 (165)	67 (32)
2011	1,201 (96)	360 (156)	80 (33)
2010	1,183 (100)	384 (157)	84 (32)
2009	1,195 (122)	370 (134)	76 (25)
2008	1,199 (101)	402 (149)	58 (22)
2007	1,178 (87)	349 (133)	87 (21)
2006	1,244 (121)	423 (161)	74 (24)

Implementation of the long-awaited electronic recording of death certificates began in earnest in September 2014, and continued during 2015. This followed the implementation of a statewide electronic system for recording and issuance of birth certificates in February 2011. It is now mandatory for all deaths in Massachusetts to be accessed and recorded electronically. The process has required the cooperation and participation of a number of entities in order for this to work – funeral directors, medical professionals, the medical examiner's office, the State Office of Vital Records, the Social Security Office, and local city and Town Clerk offices. With Emerson Hospital choosing not to participate in the online death registration process (one of only a handful of non-participating hospitals in Massachusetts), area funeral directors and the Town Clerk have used "workarounds" to complete the registration process for our own and the other online users noted above. In June the Concord Town Clerk sponsored a training program for area funeral directors and staff, conducted by officials from the State Office of Vital Records & Statistics, which addressed these specific issues. By the end of the year, the system was operating consistently and smoothly.

### *Licenses*

We had another good year for dog licenses, with 1,956 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 Special Town Meeting during the year. For all Town Meeting events, we offered a daily update of the previous evening's session on the Town website, which proved very popular with residents. An excerpted copy of the proceedings is included elsewhere in this report.

### *Recordings*

The Department issued 96 Business Certificates during the year.



*Residents Barry MacMaster and Deedo Painter in line at the Clerk's Office to obtain Dog Tags #1 and #2 for their favorite pooch!*

### *Miscellaneous*

During the year, the staff swore in new committee and board appointees and posted 916 public meetings and agendas. Meeting postings are available on the bulletin board in the Town House lobby and for view on the Town's web site at [www.concordma.gov](http://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. In conjunction with the Select Board and Town Moderator, the Town Clerk participated in a comprehensive training program for committee and board members in September that was attended by over 80 committee members. During the year, several inquiries were referred to the appropriate state authorities for formal determinations and rulings.

Department staff prepared and recorded 43 new cemetery deeds during the year, and continued to maintain the cemetery deed, burial permit, and lot records. Nineteen 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 appoint-

ments 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 Library Archivist.



*Documents donated to the Town by a descendant of Rev. Benjamin Bulkeley, who was minister of the First Parish Church from 1882 to 1894. Rev. Bulkeley's ancestor was Rev. Peter Bulkeley, Concord's first minister. The documents were turned over to the Town Archives at the Library.*

Feel free to call our office if you have any questions at 978-318-3080. Visit the Town's website [www.concordma.gov](http://www.concordma.gov), or contact us via e-mail at [townclerk@concordma.gov](mailto:townclerk@concordma.gov).

## **BOARD OF REGISTRARS**

Patricia E. Gerty, Chair  
 Helen N.H. Brady  
 Joanne E. Mente  
 Anita S. Tekle, Town Clerk

The four-member Board of Registrars consists of two members from each of the major political parties - three members appointed by the Select Board, plus the Town Clerk. Detailed voter registration, election results, and a summary of Town Meeting action are reported elsewhere in this report.

### *Voter Registration*

The Town Clerk's Office continued to utilize the State Voter Registration Information System for voter registration. This system connects Concord with Town Clerk offices across the State to avoid duplication of registrations, and allows residents to register to vote or change their address or party affiliation at the Registry of Motor Vehicles. The system also supports online voter registration, which began in the Fall of 2015.

During the year when we encountered petition signers who were not registered voters in Concord (and therefore could not be certified as signers), we mailed voter registration forms to them, resulting in an excellent return. We also continue to do this with younger residents when they reach voting age at 18, with good results. The Office registered 685 new voters during the year, ending the year with 12,581 voters. In addition, 637 voters were deleted, 156 switched parties, and 574 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.

### *Census*

As has been done for the past several years, the Town Clerk's Office printed and prepared the census forms in-house, instead of using an outside vendor, resulting in a considerable cost savings. The forms were distributed to residents in late December. The 2015 population per the Town Census was 15,798. This represents approximately 96% of Concord's households (about 4% of the households had not responded to the Town Census by June 9, 2015, when we finalized the census count). 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 26, 2015*

Turnout for the Town Caucus was moderate, with 60 in attendance. One individual was nominated for Town Moderator. Two each were nominated for two positions on the Board of Selectmen and School Committee. No one was nominated for the one vacancy on the Concord Housing Authority. All are to be commended for their willingness to run for office and serve the Town in these volunteer capacities.

### *Annual Town Election – March 31, 2015*

Turnout was very low, with no contested races—only 3.8% of registered voters participated. Following the Caucus, Todd Benjamin filed nomination papers for the three-year vacancy on the Concord Housing Authority, so every position had one person running. At the Board of Registrars' urging, the Board of Selectmen had adopted a policy in 2012 to reduce the polling hours for local elections where there were no contested races and no ballot questions. This 2015 Annual Town Election was the first situation where the criteria were met for the reduced hours, and the polls were open from Noon to 8:00 pm. Only 31 absentee ballots were distributed for this Election. Prior to the election, the Town Clerk publicized the "Top 10 Reasons Why You Should Vote at the March 31 Annual Town Election," but even that failed to bring out the vote.

### *Annual Town Meeting – April 12-15, 2015*

The Annual Town Meeting featured 58 Warrant Articles (including five submitted by petition) and was attended by 307 registered voters on the first session (Sunday), 614 on the second session, 840 on the third session, and 240 on the fourth and final session. During the course of the four sessions, 1,171 different voters were in attendance (9.4% of the registered voters in Concord).

### *Special Town Meeting – April 14, 2015*

A Special Town Meeting was held within the Annual Town Meeting, with four Warrant Articles (including one submitted by petition). There were 842 in attendance (6.7% of the registered voters in Concord).

### *Nomination Papers/Initiative Petitions*

During the year, the Town Clerk's Office certified 67 signatures on five Annual Town Meeting petitions; 180 signatures on one Special Town Meeting petition; 172 signatures on nomination papers for candidates for State Election ballots; and 2,145 signatures on various State Initiative Petitions. Voters are reminded to sign nomination papers and petitions using their legal voting name and address.

**TOWN OF CONCORD**  
**ANNUAL TOWN ELECTION – MARCH 31, 2015**  
**OFFICIAL RESULTS – ALL BALLOTS COUNTED**

<b>PRECINCTS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>TOTAL</b>
VOTERS PARTICIPATING	78	146	102	108	43	477
REGISTERED VOTERS	2,448	2,802	2,697	2,743	1,776	12,466
<b>% of Registered Voters Participating</b>	<b>3.19%</b>	<b>5.21%</b>	<b>3.78%</b>	<b>3.94%</b>	<b>2.42%</b>	<b>3.83%</b>
<b>MODERATOR for 1 Year</b>	<b>Vote for Not More Than One</b>					
Blanks	9	12	7	9	3	40
Eric E. Van Loon	69	133	93	96	40	431
Write-Ins	0	1	2	3	0	6
<b>TOTALS</b>	<b>78</b>	<b>146</b>	<b>102</b>	<b>108</b>	<b>43</b>	<b>477</b>
<b>SELECTMAN for 3 Years</b>	<b>Vote for Not More Than Two</b>					
Blanks	24	50	36	24	10	144
Steven Ng	66	122	90	98	39	415
Jane Hotchkiss Gordy	64	118	76	93	36	387
Write-Ins	2	2	2	1	1	8
<b>TOTALS</b>	<b>156</b>	<b>292</b>	<b>204</b>	<b>216</b>	<b>86</b>	<b>954</b>
<b>SCHOOL COMMITTEE for 3 Years</b>	<b>Vote for Not More Than Two</b>					
Blanks	26	39	34	21	14	134
Heather Ann Bout	64	120	84	95	32	395
Daniel R. Conti	65	133	85	98	40	421
Write-Ins	1	0	1	2	0	4
<b>TOTALS</b>	<b>156</b>	<b>292</b>	<b>204</b>	<b>216</b>	<b>86</b>	<b>954</b>
<b>CONCORD HOUSING AUTHORITY for 5 Years</b>	<b>Vote for Not More Than One</b>					
Blanks	9	19	12	9	4	53
Todd L. Benjamin	69	125	88	99	39	420
Write-Ins	0	2	2	0	0	4
<b>TOTALS</b>	<b>78</b>	<b>146</b>	<b>102</b>	<b>108</b>	<b>43</b>	<b>477</b>

**TOWN PROFILE**

<b>Population</b> as of January 1, 2015 Census		<b>Political Party Affiliation</b> as of December 31, 2015	
Adults (age 17 or over)	12,467	<b>Recognized Parties in MA</b>	
<b>Population by Age Group</b>		Democrat	4,353
Under 20 years	4,066	Republican	1,668
20-29 years	1,399	Green-Rainbow	16
30-39 years	992	United Independent	38
40-49 years	2,026	Unenrolled	6,516
50-59 years	2,683	<b>Political Designations</b>	
60-69 years	2,232	Libertarian	25
70 years and over	2,400	Other	2
<b>Total</b>	<b>15,798</b>	<b>Total</b>	<b>12,618</b>

**CONCORD VOTER TURNOUT HISTORY  
SELECTED RACES 2000-2015**

<u>Election</u>	<u>Turnout</u>	<u>% of Voters</u>
March 7, 2000 - Presidential Primary	6,895	59%
March 7, 2000 - Town Election	6,994	60%
November 7, 2000 - General Election (Presidential)	9,742	83%
June 12, 2001 - Special Town Election (Town & School Overrides)	6,288	54%
May 14, 2002 - Special Town Election (Town & School Overrides)	3,875	33%
June 19, 2002 - Special Town Election (Alcott School Debt Exclusion)	3,699	32%
September 17, 2002 - State Primary (Gubernatorial)	4,449	39%
November 5, 2002 - State Election (Gubernatorial)	8,444	73%
May 13, 2003 - Special Town Election (Town & School Overrides)	4,359	39%
September 23, 2003 - Special Town Election (School Overrides)	4,112	37%
March 2, 2004 - Annual Town Election	5,361	47%
March 2, 2004 - Presidential Primary	5,123	45%
June 8, 2004 - Special Town Election (Town & School Overrides)	5,351	46%
November 2, 2004 - General Election (Presidential & CPA)	10,205	86%
June 7, 2005 - Special Town Election (Town & School Overrides & Debt Exclusions for Willard & CCHS)	3,359	29%
March 28, 2006 - Annual Town Election & Willard Design Override	3,907	34%
June 6, 2006 - Special Town Election (Town & School Overrides)	1,994	17%
September 19, 2006 - State Primary (Gubernatorial)	4,089	35%
November 7, 2006 - State Election (Gubernatorial)	8,473	72%
September 4, 2007 - Special State Primary (Congressional Vacancy)	2,945	25%
October 16, 2007 - Special State Election (Congressional Vacancy)	4,587	39%
November 14, 2007 - Special Town Election (Willard School)	3,362	29%
February 5, 2008 - Presidential Primary	7,598	63%
September 16, 2008 - State Primary	2,350	20%
November 4, 2008 - General Election (Presidential)	10,582	86%
March 31, 2009 - Annual Town Election (CCHS Debt Exclusion)	2,644	22%
December 8, 2009 - Special State Primary (U.S. Senator Vacancy)	4,401	37%
January 19, 2010 - Special State Election (U.S. Senator Vacancy)	8,783	73%
March 23, 2010 - Annual Town Election (Moderator contest)	2,112	17%
June 8, 2010 - Special Town Election (CCHS Feasibility Study)	2,259	19%
September 14, 2010 - State Primary	2,660	22%
November 2, 2010 - State Election (Gubernatorial)	8,765	72%
March 29, 2011 - Annual Town Election (Housing Authority contest)	742	6%
November 15, 2011 - Special Town Election (CCHS Design & Construction Debt Exclusion)	4,235	35%
March 6, 2012 - Annual Town Election (Board of Selectmen & Housing Authority contests)	2,931	24%
March 6, 2012 - Presidential Primary	2,973	24%
September 6, 2012 - State Primary	3,897	31%
November 6, 2012 - General Election (Presidential)	11,055	85%
March 19, 2013 - Annual Town Election (SC contest)	3,059	24%
April 30, 2013 - Special State Primary (U.S. Senator Vacancy)	3,237	26%
June 25, 2013 - Special State Election (U.S. Senator Vacancy)	5,326	42%
March 25, 2014 - Annual Town Election (School Committee race)	2,194	17%
September 6, 2014 - State Primary	3,119	25%
November 4, 2014 - State Election (Gubernatorial)	8,274	64%
March 31, 2015 - Annual Town Election (No contests)	477	4%

**TOWN MEETING VOTER PARTICIPATION  
1997-2015**

*(ATM = ANNUAL TOWN MEETING) (STM = SPECIAL TOWN MEETING)*

Year	# of Nights	Highest One Night Attendance	Total Duplicated Attendance	Total Unduplicated Attendance	% 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	11.0%
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%

**Notes:**

STM Oct 1997 – Mattison Land Acquisition  
 STM May 2000 – Visitor Center  
 STM Jan 2001 – Benson Land Acquisition  
 STM Aug 2003 – Town & School Budgets  
 STM Mar 2004 – Ammendolia Land Acquisition  
 STM April 2007 – Emerson Annex Acquisition  
 STM June 2007 – High School Playing Fields

STM Nov 2007 – Willard School & Rail Trail  
 STM Nov 2011 – High School Design & Construction  
 STM April 2012 – Land Acquisition & School Transport  
 STM Dec 2013 – Land & Bottle Bylaw Repeal  
 STM May 2014 – Knox Trail Land Acquisition  
 STM April 2015 – WR Grace & 2229 Main St Land

## PERSONNEL BOARD

Nancy Crowley, Chair  
Susan Bates  
Claude Cicchetti  
Ellen Quackenbush

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.

### *FY16 Plan Structure Adjustments*

The 2015 Town Meeting approved the following changes effective July 1, 2015 (FY16) to minimum and maximum rates listed in the Classification and Compensation Plan:

- a 1.5% increase in the EM-1 and EM-4 ranges and all AC, TCL, MP and HS ranges;
- a 4.0% increase in the EL-2, EL-3, EL-4, EL-5, EL-6, EM-2 and EM-3 ranges; and
- an increase in the minimum of the SF-1 range to \$9.00 (consistent with the State minimum wage).

The SF-1 maximum and HS ranges were not increased because they remained current within their labor markets.

### *FY16 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 1.5% 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 6.0%, 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. Accordingly, a separate system for individually considering salary increases for these employees was developed and the ability to give increases was limited; where funds were available, these individuals were eligible to receive an increase of up to 4%.

### *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 2015:

**EMPLOYEES WITH 20 OR MORE YEARS OF SERVICE**  
**NAMES NOTED WITH \* ARE EMPLOYEES WHO RETIRED IN 2015**

**Town Manager's Office**

Laurel Landry  
 Christopher Whelan

**Planning & Land Mgmt**

Karen Byrne  
 Tracy LaPierre  
 John Minty  
 Marcia Rasmussen  
 Stanley Sosnicki

**Finance**

Linda Davis  
 Carolyn Dee  
 Anthony Logalbo  
 Anita Tekle

**Police**

Robert Capone  
 Scott Camilleri  
 Joseph Connell  
 Paul Flynn  
 James Forten  
 Brian Goldman  
 Richard Hodgson  
 Joseph Morahan  
 Paul Morrison  
 Roy Mulcahy  
 Robert Shea\*  
 Jeffrey Shelley  
 John Skinner\*  
 Sylvia Toumayan  
 Walter Waite\*  
 Kevin Walsh

**Public Works**

Paul Cote  
 Peter Flynn  
 Thomas Ford  
 Andrew Giles  
 Peter Hardy  
 Stephen Harrington  
 Richard Hathaway  
 Michael Haynes  
 John Hesdorff  
 Adrian Hone  
 Patricia Hopkins  
 Jeffrey Koranda  
 Robert Landry  
 Todd Manchuso  
 Robert Trainor

**Light Plant**

Martin Boermeester  
 Ann Breitenwischer  
 Philip Connell  
 Herbert Gent  
 John McGarry  
 David Ransom  
 John Simeone

**Recreation**

Danner DeStephano\*  
 Pamela Higgins  
 Janice MacCulloch  
 Anita Stevanazzi-Hill  
 Dale Zippin\*

**Fire**

John Bendel  
 Mark Cotreau  
 David Curran  
 Anthony Geanisis  
 John Gower  
 Marcus Jackson  
 Thomas Judge  
 Brian Lefebvre  
 Francis Loynd, III\*  
 Eric Nelson  
 Owen Neville  
 William Noke  
 James Redmond  
 Arthur St. John  
 Brain Whitney

**Human Resources**

Amy Foley

**Library**

Karen Ahearn  
 Fayth Chamberland  
 Milda Contoyannis\*  
 Robin Demas  
 Cynthia DiRenzo  
 Jane Misslin  
 Patricia Pluskal  
 Valerie Gay Weiss  
 Leslie Wilson

**HUMAN RESOURCES DEPARTMENT**

Amy Foley,  
 Human Resources Director

The Human Resources (HR) Department continued to provide services to approximately 600 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 Department managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

In 2015, HR staff processed 1,206 applications for employment; managed 48 recruitments and new appointments; managed 29 leaves of absence in accordance with the Family and Medical Leave Act and/

or medical leave policies; managed 39 work-related injury cases; prepared defense of 3 unemployment appeals; attended a MCAD conference in defense of a discrimination claim; verified and processed more than 882 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 2 contracts; made arrangements for an employee appreciation picnic attended by 231 employees and for an ice cream truck visit enjoyed by approximately 295 employees; coordinated 53 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 17 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, health reimbursement account provisions, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan. 15 coverage changes were processed during-open enrollment and 186 individual long-term disability rate adjustments were determined and communicated to each subscriber. 22 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. Police/fire injured-on-duty insurance coverage and administration services were reevaluated, resulting in implementation of a more cost-effective plan with improved case management. Staff began the process of evaluating the Town's policies related to parental leave and comparing them to other municipal employers to determine whether practices should be updated.

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. In the summer, staff coordinated the formation of an employee wellness committee to work with the Minuteman Nashoba Health Group's

wellness coordinator in developing and implementing programs for 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 fourth 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. In May, two trainings for supervisors were arranged, with 12 employees attending a session regarding performance appraisals and 22 attending one on delivering difficult messages and coping with workplace conflict. Provisions were made for 20 new employees to attend harassment prevention training in December. HR staff also ensured that summaries of the Massachusetts Conflict of Interest Law were distributed to all employees and that they were reminded of their biennial obligation to complete training on the law.

HR staff continued to work with IT and Finance staff on a multi-year project to implement ADP's Workforce Now software, which is replacing an outdated human resources information system and will automate collection and calculation of payroll data, time and attendance/leave recordkeeping, performance evaluations, and applicant tracking. In 2015, the human resources and benefits module of the software was set up. Data from the prior system was transferred to the ADP software and merged with payroll data that was previously maintained separately. Staff also began the process of identifying pay rules to be set-up in the time and attendance module.

Year	Male	Female
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%
2007	63.10%	36.90%
2006	63.10%	36.90%

**WORKFORCE ANALYSIS BY ETHNICITY**

*DATA FROM DECEMBER 31 OF EACH YEAR & REPRESENT REGULAR-STATUS EMPLOYEES ONLY.*

Year	White		Black		Hispanic		Asian		Native American		Total
	#	%	#	%	#	%	#	%	#	%	
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
2007	242	96.8%	2	0.8%	0	0.0%	4	1.6%	2	0.8%	250
2006	236	96.7%	2	0.8%	0	0.0%	4	1.6%	2	0.8%	244

**TOWN COUNSEL**

William L. Lahey,  
Anderson & Kreiger LLP

What follows is a description of the lawsuits by or against the Town filed or pending during 2015 handled by Town Counsel:

*Archstone Builders, LLC v. Town of Concord Historic Districts Commission*

Appeal from a cease and desist order and denials from the Concord Historic District Commission concerning residential development at 427 Lowell Road. Case has since been dismissed.

*Gleeson v. Town of Concord*

Small claims action against Town alleging damages to vehicle. Assigned to insurance counsel in April 2015. Judgment of Dismissal entered in favor of Town, May 2015.

*Guarino v. O'Connor, as Chief of Police for the Concord Police Department*

Appeal from suspension of firearms license. No damages claims against the Chief or the Town. Case settled and stipulation of dismissal filed November 2015.

*Miller v. O'Connor, as Chief of Police for the Concord Police Department*

Appeal from denial of firearms license application. No damages claims against the Chief or the Town. Concord District Court affirmed the Chief's denial in October 2015. To our knowledge, the applicant has not appealed the decision.

*Symes Development & Permitting, LLC v. Concord Zoning Board of Appeals*

Appeal from non-approval of planned residential development. Case remanded to Zoning Board of Appeals by agreement and Stipulation of Dismissal filed December 2015.

# PUBLIC SAFETY

## FIRE DEPARTMENT

Mark R. Cotreau, Fire Chief

The Concord Fire Department (CFD) continued to be very busy in 2015.

During a cold spell in February, the CFD responded to an outside gas leak on Everett Street. Due to deep frost, a natural gas line broke and leaked gas into several houses resulting in dangerous gas levels. Mutual aid was requested from adjacent communities. The resulting evacuations displaced 26 people from 11 homes. Natural gas reached the Peter Bulkeley Terrace building but was stopped before evacuations were necessary. A big thank you goes to school bus transportation folks who provided buses for the evacuations.

In the early morning of December 14, CFD responded to a well-involved house fire on Nashoba Road. First Firefighters on scene found two cars in the driveway and an attached garage heavily involved in fire. The fire was traveling into the second floor of the main house. An aggressive effort on the part of CFD firefighters saved most of the house. We are thankful all occupants were safe.

Several significant brush fires occurred in the spring/summer season including The Mews Development, Oak Hill Road and a stubborn 3-day fire on Fairhaven Hill Road at the rear of Walden Pond.

CFD responded to significant fires on Caterina Heights, Monument Street, Garfield Road, Water Street, Brook Trail Road and Lindsay Pond Road. Additionally, we responded to structure fires in support of our mutual aid partners in the towns of Lincoln, Carlisle, Acton, Sudbury and Maynard.

In May, Engine 4 responded to Devens for a fire in a large recycling plant.

The Department is very thankful for the help of our mutual aid partners. We stand ready, at a moment's notice, to assist them in their time of need. The following is a summary of the activity statistics for 2015:

2015 FIRE PREVENTION ACTIVITY	
Category	Number
Fire Prevention Inspections	223
Permits Issued	248
Plans Reviewed	58
Smoke Detector / CO Certificates	252
School Inspections / Drill	38
Healthcare Facilities	20
Burning Permits Issued	514
Burning Permit Activations	751
2015 FIRE EMERGENCY RESPONSES	
Category	Number
Fires/Explosions <sup>1</sup>	68
Overpressure/Ruptures	4
Emergency Medical (EMS) <sup>2</sup>	1889
Hazardous Conditions <sup>3</sup>	225
Service Calls	265
Good Intent Call/Public Service	204
Fire and CO Alarms/Other Alarm Calls	797
Weather Related	4
Special/Miscellaneous	12
<b>Total Emergency Responses</b>	<b>3468</b>
1. Fires occurred within the following subcategories:	
Structure fires	21
Vehicle fires	5
Brush fires	29
Other fires	13
Estimated dollar loss from all fires	\$ 1,267,449
Estimated dollar loss from frozen sprinkler pipes bursting during the 2014-2015 winter.	\$ 6,000,000
2. Of the EMS responses, 1,633 resulted in patient transport to a hospital at the following level of care:	
Basic Life Support Transports	833
Advanced Life Support Transports	798
Included were 136 Motor Vehicle Accidents	
Concord received mutual aid ambulance	67
Concord provided mutual aid ambulance	27
3. Hazardous Conditions included:	
Gas/LPG leaks	77
Gasoline/Oil spills	12
Chemical spills	1
Electrical problems	48
Power lines down	21

### *Second Ambulance Program Implemented*

In 2014 a second ambulance, staffed from 8 a.m. to 8 p.m. 7 days per week was placed in service at the West Concord Fire Station. This second ambulance, in conjunction with the ambulance that is staffed 24/7 at Fire Headquarters on Walden Street, has resulted in improved coverage that is helping meet Concord's increasing demand for emergency medical responses. Emergency response times and reliance on mutual aid ambulances have both dramatically improved during the 8 a.m. - 8 p.m. time-frame. I would like to again thank the Town residents for their support of this important initiative!

### *Equipment and Apparatus*

As a result of an affirmative Town Meeting vote, the CFD has ordered a new front line Fire Engine. Upon delivery, this apparatus will run front line out of the Walden Street station. Engine 7, which has served the Town well since 1990, will be retired. The Concord Fire Department continues to be very thankful to the Town residents for their support in providing quality fire apparatus to help us serve Concord.

### *Training/Special Operations*

Throughout the year the Fire Department regularly conducts fire, rescue and emergency medical training. All our Firefighters maintain certification as Emergency Medical Technicians, and engage in monthly skills and retention training as well as a bi-annual comprehensive Refresher Training courses. Our Firefighters also participate in regular department-wide Fire and Rescue training among which are water and ice rescue, pumper operations, ladder operations, equipment familiarization and incident management. 2015 training highlights include: modern vehicle stabilization methods, technical rescue training including rescue from heights and below grade, mayday incident command operations for trapped firefighters, tactical rescue of firefighters, firefighters' wellness, fire investigation, and decontamination drill at Emerson Hospital. We also participated in a pilot training program focused on dealing with dementia patients as a First Responder. Lastly, the CFD continues to train on dealing with those patients dealing with opioid addiction. Quick and efficient response to these patients in crisis can save lives.



*CFD members training with new stabilization equipment.*

New firefighters Matt Vickery, Jim Foley, Taylor Soberg, Jim Mazzola, Chuck Hopkins and Brendan Lyons graduated from the 9 week recruit academy at the Massachusetts Firefighting Academy in Stow, MA. All recruits performed exceptionally, finishing well above their class average. Jim Foley won his class 'Outstanding Recruit' award! This award, based on both fire ground and academic skills, is no small feat! In this academy, newly-appointed Firefighters learn the skills, physical fitness and especially the teamwork necessary to effectively and safely navigate their careers at the CFD.

The National Fire Academy (NFA) in Emmitsburg, Maryland is a great national and world-wide fire training resource where Concord firefighters can train with firefighters from across the nation, developing and learning the best practices in rescue and fire services. This year newly promoted Lt. Bill Whalen graduated from the NFA Command and Control of Multiple Alarm Incidents course. This 6-day course is simulation-intensive and focuses on the command officer's responsibility while conducting major operations. Emphasis is placed on rapid fire ground decision-making, advanced incident command and control, safety, personnel accountability, and communications. In February Firefighter Dave Nichols, one of our fire investigators, graduated from a 2-week course at the NFA in fire cause and origin.



*CFD firefighters train on rescuing patients from below and above grade incidents.*

#### *Community Outreach*

The Department participated in many community programs, including the annual Flag Retirement Ceremony, community CPR classes, a Holiday toy drive; Picnic-in-the-Park; Concord Family Network annual fire truck wash; Concord Center Christmas tree lighting and shopping night; children visits to the fire station; and regular fire station visits by school groups. In conjunction with the Council on Aging, firefighters are able to install smoke detectors and carbon monoxide detectors in homes of older residents, and twice annually Department personnel prepare and serve lunches at the Harvey Wheeler Community Center. The CFD supports the Concord Independent Battery by providing medical EMT stand-by at all their firings.

The CFD was especially honored this year to help the Town welcome the Congressional Medal of Honor recipients to their visit at Minuteman National Park. We would like to extend our gratitude to all those recipients who gave so much of themselves in support of our country.

The Student Awareness of Fire Safety Education (SAFE) program, coordinated by Lt. Sean Murphy, visited each kindergarten, first and second grades as well as the senior class in the Concord Public Schools to provide lifesaving instruction in home fire safety. The Department also participates in the Senior Safe

program. This program uses grant funding and, often in concert with the COA, focuses on activities that create a safer environment for Concord's senior citizens. The CFD is also involved with the Juvenile Fire Setter Intervention program and in the Restorative Justice program. These unique programs provide an avenue for young adults who have engaged in reckless and unsafe behaviors to be made aware of the consequences of their actions in a positive manner. These programs are a proactive way to make our community safer.

#### *Personnel*

We had 3 promotions this past year. Tom Judge was promoted to Assistant Fire Chief to fill the vacancy created by the retirement of Deputy Chief Chris Kelley. Tom will be heading the CFD Fire Prevention program and will be involved with the overall day-to-day leadership of the CFD. This promotion created a need for 2 other promotions. Jay Redmond was promoted to Captain and took command of Group 3. Brad Ferrie was promoted to Lieutenant and is stationed at the West Concord Station assigned to Group 1.

#### *Station Improvements*

The third floor sprinkler system at the Walden Street Station has been replaced. The original system had been repaired many times making the need for a replacement critical.



*Concord & Lincoln Ladder Trucks setting up the Colors awaiting the arrival of the visiting Congressional Medal Of Honor recipients.*

The Fire Department acknowledges the support and excellent service provided by the staff of our fellow Town Departments. We interact regularly and seamlessly with the Public Safety Communications Center, the Police Department, Concord Public Works, CMLP, IT Department, the Council on Aging, Building Commissioner, and Public Health Administrator. The result of these excellent working relationships is superior service to the community.



*Firefighters quickly extinguished a garage fire that had been ignited by a nearby dumpster fire.*

The public can be assured that the Firefighters serving Concord are competent, compassionate and caring individuals who come together as a team to deliver excellent service to the Town of Concord.

### **LOCAL EMERGENCY PLANNING COMMITTEE**

Fire Chief Mark R. Cotreau, Chair  
Don Kingman, Co-Chair

The Local Emergency Planning Committee (LEPC), following Federal law definition, creates response plans for hazardous materials spills within the Town of Concord. The Committee accepts Tier II reports from sites that store hazardous substances. The reports filed in 2015 are public documents and are available for inspection at Fire Headquarters.

All meetings were posted by the Town Clerk and the minutes properly recorded. The Committee continues to receive updates on the Superfund Site at 2229 Main Street, more commonly known as Starmet.

Concord LEPC is an enthusiastic committee of dedicated individuals from various backgrounds who share a common vision of what citizen volunteers can do and who invest many volunteer hours to make Concord a safer community. The Concord Police, Concord Fire, Concord Public Works and Concord Health Division 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**

Fire Chief Mark R. Cotreau, Director  
Deputy Directors  
Martin J. Powers  
Don Kingman  
Steve Telsey

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 large emergency and provides a resource guide. These could be emergencies involving a large 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 the Town system of trained citizen volunteers, ready to support the Town during times of crisis.

The Emergency Operations Center (EOC) was activated this year for the Town's planning and response to the record-setting snowfall that occurred in late January and February. The extreme weather that came so quickly and persistently, created challenges such as roof snow loads, maintaining adequate road width due to snow amounts, and broken water pipes due to the cold. 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 where the various Concord agencies such as the Fire Department, Police Department, Concord Public Works, Municipal Light Plant, and Health Division, coordinate the Town's response.

Concord's emergency sheltering capability was enhanced this year with the establishment of the Harvey Wheeler Community Center as our primary shelter. This past year an exercise was held to familiarize the public with shelter expectations. There will be more shelter training to ensure the shelter plan is solid and exercised.

CEMA relies on citizen volunteers to help it achieve its mission and exemplifies the Concord spirit of standing ready to help others. There is an Emergency Sheltering Team and Communications Group focusing on Amateur Ham radio and other emergency communication capabilities. Looking to the future, the challenge will be to sustain these programs by providing on-going training, realistic exercises, and opportunities to utilize their skills.

Emergency preparedness is the crucial first step in facing an unexpected crisis. We encourage all Concord residents to develop a home/family Preparedness Plan. To learn more about planning, visit the Federal Emergency Management web site at <http://www.fema.gov/areyouready/>. For more information about CEMA or any of the programs mentioned, please contact the Fire Chief/Emergency Management Director at 978-318-3450.

## **POLICE DEPARTMENT**

Joseph F. O'Connor, Police Chief

The 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 thirty-five sworn officers, eight Public Safety Dispatchers, six School Crossing Guards, one Senior Administrative Assistant, and one part-time 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. The Department provides several community programs, 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 implemented 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. In October, the Department announced that it had partnered with a local business and were issuing "Good Behavior" Citations. The initiative received attention from around the country.

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

The Police Department is 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 seven Domestic Violence High Risk Teams in 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 Police Department is a member of the North Eastern Massachusetts Law Enforcement Council (NEMLEC). NEMLEC is a regional consortium comprised of fifty-nine police departments and two Sheriff's Departments in 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 Sys-

tem). The Department strengthened their partnership with the State Police and conducted a joint “Sobriety Check Point” in May. The Department collaborated with eight Middlesex County police departments and the Concord District Court, and obtained a \$135,000 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 will work with a Clinical Coordinator who will manage the Jail Diversion Program. The role of the Clinical Coordinator will be to train Officers in mental health first aid and to serve on the Crisis Intervention Team (CIT). The Coordinator will work with the Department to create a diversion strategy that is appropriate for any individual who comes in contact with police.

The Department is working toward becoming fully accredited 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.

<b>2015 INCIDENTS (PARTIAL LISTING)</b>	
Arrests (various)	171
Summons	279
Assaults	47
Suspicious Activity	1,046
Motor Vehicle Crashes	641
Motor Vehicle Crashes (Deer)	32
Operating Under the Influence	49
Protective Custody	19
Traffic Citations	3,139
Criminal Traffic Summons	220
Larceny Investigations	102
Domestic Violence Investigations	65
911 Emergency Calls Received	6,313
Medical Assists	997
Animal Control	250
Vandalism Complaints	32
Alarms – Commercial/Residential	995
Breaking & Entering Investigations	38
Log Items	26,439
Disturbance/Noise Complaints	219
Fire Department Assists	1941

The Department strives 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.

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 have additional training as Tactical Communications Specialists.

Inspector John “Jack” Skinner retired in February after forty-two years of service. He was well known throughout New England as an expert forensic artist. School Crossing Guard Mary Burke retired in June after forty years of service, and Public Safety Dispatcher Walter Waite retired after thirty years of service in July.

Lieutenant Thomas Mulcahy was promoted to Captain and is serving as the Department Executive Officer. Detective Sergeant Joseph Morahan was promoted to Lieutenant and is serving as the Department Patrol Division Commander. Police Officer Charles Moore was promoted to the rank of Sergeant, and Police Officer Jeffrey Young was assigned as a Detective.

The Department welcomed two new Officers, Michael Vangelist and Joshua Bordenca, two new Public Safety Dispatchers, Robert Savolt and Timothy McGonagle, and two new School Crossing Guards, Mary Clover and Robert Windheim.

State and federal grant-funding provides the Department with opportunities to purchase new equipment and technology, and fund existing programs. The Department was awarded and administered grants

for underage alcohol enforcement, pedestrian and bicycle safety, and traffic enforcement initiatives that were funded by the Massachusetts Executive Office of Public Safety and Security Highway Division. The Department was awarded and administered grant funding through the Massachusetts State 911 Department for Dispatcher training and personnel support services.

### ANIMAL CONTROL OFFICER

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 of Police, 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 transporting dogs, as well as a licensed kennel for temporary housing of dogs taken into custody. The Animal Control Officer and assistant(s) are on call twenty-four hours a day and are contacted through the Public Safety Communications Center by pager.

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

2015 ANIMAL ACTIVITY BY MONTH											
	Total	Complaints	Lost Dog	Lost Cat	Other Cat	Wildlife	Misc	Pickups	Human Bite	Quarantine Orders	Citations Issued
January	41	5	2	1	1	2	21	4	0	5	0
February	46	3	1	0	0	3	33	4	0	1	0
March	85	14	4	0	0	7	49	2	1	7	0
April	80	10	4	2	0	6	46	3	2	7	0
May	82	10	6	0	2	7	39	4	3	11	0
June	81	6	4	0	0	11	44	3	4	9	0
July	91	10	2	1	1	12	50	1	2	10	0
August	81	11	4	1	1	9	43	2	0	7	0
September	74	8	2	0	2	9	45	1	0	5	1
October	86	9	5	2	3	3	51	4	1	6	0
November	67	5	2	0	0	5	47	3	1	4	0
December	58	8	2	3	3	1	31	2	3	5	0
<b>Total</b>	<b>872</b>	<b>99</b>	<b>38</b>	<b>10</b>	<b>13</b>	<b>75</b>	<b>499</b>	<b>33</b>	<b>17</b>	<b>77</b>	<b>1</b>

ANIMAL CONTROL STATISTICS						
	2010	2011	2012	2013	2014	2015
Calls Received	706	898	813	946	850	872
Dogs Picked Up	45	55	42	28	24	33
Dog Bites Reported	6	18	14	17	12	17

# MUNICIPAL LIGHT PLANT

## CONCORD MUNICIPAL LIGHT PLANT

David G. Wood, Director  
*Municipal Light Plant Board*  
Dan Gainsboro, Chair  
Lynn Salinger  
Gary Clayton  
Jim Terry  
Peggy Briggs

Concord Municipal Light Plant (CMLP) 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. 2015 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. The Board meets monthly to discuss topics such as rates, power supply and renewable energy options.

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 2015, this formula based payment was \$472,400.

### *Power Supply*

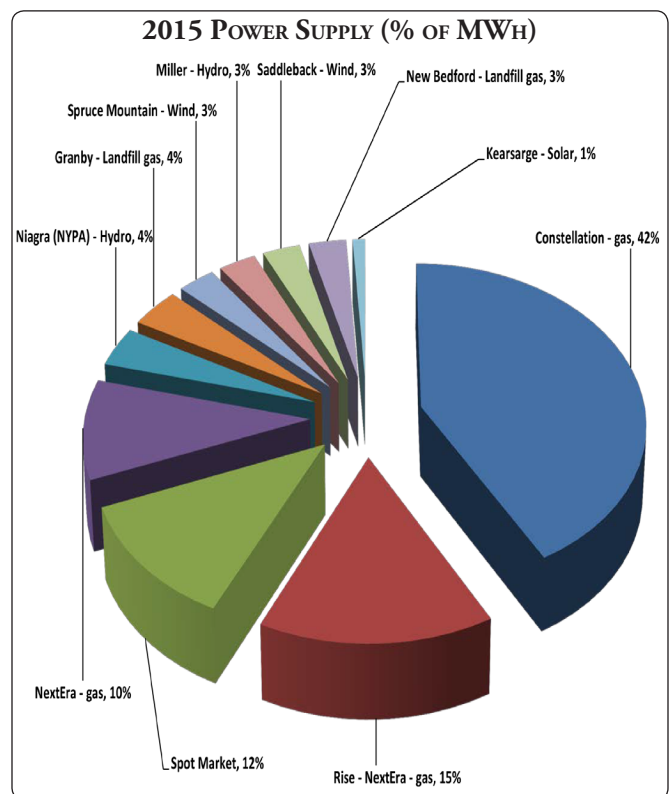
After the creation of Concord Light in 1898, the Town's electricity was provided by a coal fired plant located at Keyes Road. By the late 1920's, the Town had outgrown the capacity of the plant, and decided to retire the plant and purchase all of its electricity from the Boston Edison Company (now NSTAR). In 2002, NSTAR sold 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

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 fuels and energy supply sources
- 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 as illustrated in the chart below, with a wide variety of suppliers and resources.



It should be noted that energy from NYPA (hydro), Miller (hydro), Granby (landfill gas), Spruce Mt. (wind), Saddleback (wind), New Bedford (landfill gas) and Kearsarge (solar) are all renewable sources and represented nearly 21% of all wholesale energy purchased in 2015. 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.

#### *Electric Rates*

The Light Plant completed a Cost of Service Study to accomplish three goals; the first being to determine the cost of the existing rate classes. The second goal was to decrease the number of rates without eliminating the discounts offered to specific customer classes. The third goal was to reformat the billing items within the rates to reflect the individual cost of service within each rate. The study identified the cost of service levels for each rate class based on the cost from the 2014 operating budget. The next step was to examine the existing rates and determine what rates could be consolidated, with the goal of reducing the number of rates. Based on the results in the study, the Light Board restructured the rates and reformatted the billing line items with each of the rate classes.

#### *Energy Conservation*

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

#### *Residential Energy Efficiency Rebates*

Concord Light provided residential customers with over \$32,900 in rebates for weatherizing electrically heated homes, and for purchasing energy efficient appliances, lighting and central air conditioning (AC) systems.

#### *Commercial Energy Efficiency Rebates*

Twelve business customers installed or upgraded to more efficient lighting, and received a total of \$49,700 in rebates through Concord Light High Efficiency Lighting Program. These lighting projects are projected to reduce electrical demand by 82 kW and electricity consumption by 177,000 kWh per year.

One of the twelve customers, Trinity Episcopal Church, received a rebate through Concord Light's new commercial lighting rebate program for new construction/major renovations, launched in 2015. The new program offers a rebate to customers who install lighting that is more efficient than required by code in new buildings or build-outs of existing space. Because commercial lighting equipment lasts about 13 years, installing more energy efficient lighting from the beginning reduces building operating costs for years to come.

#### *Cost Effectiveness Test for Energy Efficiency Programs*

Concord Light developed a new cost effectiveness test to measure whether the ratepayer benefits of an energy efficiency program outweigh the program costs. The new test looks at capacity, transmission and energy cost savings that Concord Light experiences when customers install energy efficient equipment, as well as at the avoided societal cost of carbon dioxide emissions. When avoided costs exceed the expense of operating a program, the program is more likely to be in the best interests of our ratepayers. Going forward, Concord Light plans to apply its cost effectiveness test to existing energy efficiency programs, as we revise them, and to new energy efficiency programs, as we develop them. The test results will help guide the evolution of our energy efficiency program portfolio.

#### *Solar Photovoltaic (PV) Rebates*

Eighty-seven PV systems with an overall capacity of 332 kW were installed by Concord Light residential and commercial customers. Concord Light contributed over \$48,900 in rebates towards the installation of these systems. There are now a total of 240 residential and commercial PV customers in Concord with a combined output of 2.3 megawatts.

### COMMUNITY SERVICE

#### *Hands-On Energy Education for Concord Public School Students*

Concord Light employees met with each of the twelve 3rd grade classes in the Concord Public Schools to talk about how electricity is made, how it gets to their homes, and how Concord Light line workers do their job. As part of the interactive lesson, students got the chance to make some electricity by riding a bicycle

generator, create circuits to operate fans and pinwheels, and touch a real solar panel – the same type of panel that provides some of the electricity used by the Willard School. This is the third year in which these presentations were conducted for the Concord Elementary Schools. Jan Aceti, Concord Light Energy Conservation Coordinator, is behind the program's success with support from Concord Light's engineers, line workers, electrician and custodian.

#### *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*

Concord Light contributed \$17,000 to assist eligible Town residents pay their electric bills.

#### *Residential Rate Assistance*

Concord Light began its 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 2015, there were 196 Concord households enrolled in this program.

### OPERATIONS

#### *Street Light Upgrade*

As part of the Concord Light initiative to upgrade all of the decorative lighting in Concord Center, crews installed 64 new decorative LED fixtures. These fixtures are more energy efficient and are intended to be maintenance free.

#### *Tree Trimming*

To prevent dangerous situations, Concord Light trims trees regularly and on a rotating basis. In 2015, 60% of the electrical distribution system was trimmed. This included clearing branches from the power lines and occasionally removing a dead or unhealthy tree. The main purpose for this work is to protect the electrical distribution system and to provide reliable service to our customers.

#### *Overhead to Underground Electrical Distribution Conversions*

Concord Light staff designed, installed and converted the overhead electrical distribution system to un-

derground on the following streets: Beharrell Street, Willow Street, Union Street, Fielding Street, and Whittemore Street. The newly installed underground distribution system will increase reliability.



*CMLP lineworkers hard at work.*

#### *Substation 479 Voltage Upgrade*

Concord Light Substation 479 Conversion Project began in 2013 and is aimed at converting the remaining section of the Town's electrical distribution system from the antiquated 4,000 Volt system to the current 13,800 Volt system. In March, CMLP finished the upgrade. Along with the completion of this project comes the retirement of the Town's oldest substation. It was replaced by new state-of-the-art equipment and new tree-resistant overhead conductors ultimately resulting in greater reliability and operational functionality. The scope of this project spanned about a third of Concord's geographic area and directly benefited approximately 1,300 homes and businesses.

#### *Telecommunications*

2015 was the first full year of operation for CMLP Broadband Service. The year has been marked by significant growth and successful execution of the plan. CMLP launched Broadband service in March 2014, after 2013 Annual Town Meeting had approved Article 48 to authorize borrowing to fund startup expenses. The article provided a mechanism to fund expansion of telecommunications service offerings, while ensuring that the expenses are repaid exclusively by current and future telecommunication revenue.

Demand for the service has been strong, and despite some delays due to the extremely difficult winter, the

growth in the install base met the goals set out in the business plan. In 2014 Concord Light Broadband had been installed at 189 business and residences. One year later that number has grown to over 450. Revenues in 2015 exceeded \$350,000, more than double 2014. Operating costs are in line with expectations and Concord Light Broadband service is generating sufficient operating income to fund continued growth in 2016.



*Telecommunications staff from left: Mark Howell, Carl Anderson, Tom Power, Bill Underhill.*

Concord Light Broadband has increased speeds for all customers in November 2015. Residential service speeds increased between 33 and 66 percent without a price increase. This improvement was across the board, all customers received it automatically, not just new customers. Residential service up to 200 Mbps is now available in Concord. This technically superior offering is implemented with fully symmetrical bandwidth (matching upload and download speed). Concord Light Broadband continues to offer straightforward pricing without teaser or introductory rates with hidden increases down the road. Concord Light Broadband answers calls for assistance 24 hours a day, seven days a week. The fiber-to-the-home installation includes an optional integrated Wi-Fi and is competitively priced. Information about the offering is on the Town's website at [www.concordma.gov/broadband](http://www.concordma.gov/broadband).

The ability to cost effectively deploy advanced secure telecommunications to municipal facilities is a benefit of having in-house telecommunications operations. In support of municipal services, the telecommunication staff, working with Town IT staff, added fiber

optic connections and expanded the availability of free Wi-Fi at the Concord Public Library, Beede Center, the Town House, and soon the Harvey Wheeler Community Center.

CMLP continues to lease "dark fiber" as well. The lease agreements provide fiber connections to telecommunication providers or businesses who wish to gain local access in Concord. CMLP earns revenue from the fiber leases, the customers benefit from faster, less-expensive installations and access to advanced telecommunication services.

## COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE

Alan Whitney, Chair  
 Gordon Brockway  
 Jill Appel  
 Sue Felshin  
 William Lehr  
 Gilda Gussin  
 Bradley Hubbard-Nelson  
 Anne Moore

### *CSEC Charter and Goals*

The Comprehensive Sustainable Energy Committee was established in 2007 to assist the Town in identifying, designing, and implementing programs and projects for fostering energy conservation, energy efficiency, and renewable-energy generation in the Town, as well as to track and report on the financial and environmental impacts of such programs. Programs should address all forms of energy use, including electricity, natural gas, heating oil, and transportation fuels, as well as renewable energy such as solar, encompassing all Town sectors: municipal, Town Schools, business (including non-profit), and residential.

This report summarizes goals and activities of CSEC, highlighting impacts to energy-use conservation and efficiency, sustainable practices, and dollar savings, as well as CSEC direction for the future.

### *Green Communities*

Having been designated by the State as a 'Green Community', Concord is working towards the goal of reducing annual municipal energy usage by 20% during the 5-year period FY12-FY16 (calculated from a base year of FY11). To date, Concord has received \$476,000 in State funding for major projects,

of which \$244,000 was a competitive grant award initiated and written by CSEC. Major projects include replacement of aging boilers at both Peabody and Sanborn schools, the HVAC system at Hunt Gymnasium, and the dehumidification system at the Beede Center; other projects have included lighting upgrades and weatherization/insulation at a number of town facilities. Savings as a result of these projects amounts to an estimated \$230,000 annually.

Though progress has been encouraging, the Green Community projects have netted only about a 6% annual savings based on the Green Communities metric. The major reason for this seemingly small savings rests partially on the fact that, since 2008, Concord has been aggressively working to lower its energy consumption, addressing much of the 'low-hanging fruit' before the FY11 Green Communities base-comparison year. Thankfully, the state is understanding of this fact (which is also the case with a number of other towns in the State) and continues to be supportive of Concord's 'Green Communities' status.

A significant fraction of 'easy stuff' towards Town energy-reduction goals has now been done. Making significantly more progress will require renewed and sustained willpower and allocation of resources, whether they be at the local, state or federal level.

#### *Green Your Heat Project*

Natural gas customers in Concord are eligible for the state's MassSAVE program, which provides free energy audits, followed by generous rebates (75% of homeowner's cost up to first \$2,000 spent) to residents who weatherize their homes. CSEC sought to create a similar program for residents who heat with oil, propane, electricity, or wood and are therefore not covered by MassSAVE. To do so, CSEC wrote and received a State grant for \$145,000, augmented by \$75,000 in Town funds, to create the Green Your Heat (GYH) program. This program provides weatherization (insulation, air-sealing, and programmable thermostats) rebates to homeowners, covering 50% of the homeowners' costs up to the first \$1,000 spent.

In the first 10 months of the program, over 400 residents contacted the program, resulting in more than 60 weatherization installations, primarily in oil-heat-

ed homes. Unexpectedly, but welcome, over the same period MassSAVE recorded markedly increased participation in Concord despite no change in advertising, perhaps due to the immediate referral by GYH of natural gas users to MassSAVE!



71 GYH projects have been completed, resulting in estimated savings of over 9,000 gallons of heating oil and over 7,000 kWh of electricity per year. This is equivalent to over 100 tons of avoided CO2 emissions (or ~240,000 miles driven in a typical passenger car!). CSEC is proud of this successful program and plans to build on it by providing other grant-based programs to help Concord residents improve their carbon footprints.

#### *Sawyer Trust Fund*

In 2009, \$1.7M was gifted to the Town to establish the Sawyer Trust Fund to be used to fund energy-efficiency projects in Concord municipal facilities. Since that time, CSEC has worked with Town officials to fund more than \$1.5M in energy-efficiency projects, including the 48kW solar-panel array on Willard School, an improved dehumidification system for the Beede Center, and conversion of lighting in buildings and streetlights to LEDs. As a result of these investments, Concord now realizes an annual savings of ~\$130,000, plus an annual income of ~\$15,000 from renewable-energy credits ('SRECs') for energy generated by the Willard School solar-panel array.

#### *Community Impact*

The impact of projects funded by the Sawyer Trust Fund, along with more than \$600,000 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:

- \$2,300,000 in one-time revenue to Concord
- ~\$360,000 annual savings to the Town
- ~\$580,000 annual savings to Concord residents
- ~3,000,000 lbs of CO2 emissions avoided annually (equivalent to CO2 absorption capacity of ~15,000 mature trees)

*Looking to the Future Partnership with Tufts University Mechanical Engineering Department.*

As part of an effort to better understand the role that air-sourced heat pumps might play in creating a greener Concord, CSEC developed a successful partnership with Tufts University Mechanical Engineering Department to help develop better modeling of real-world use of heat pumps for greener residential heating compared to both fossil fuels and direct-electric heating. As part of the project, the Tufts students involved in the project came to Concord to give a well-received public presentation on the results of their work. There is interest both within CSEC and at Tufts in continuing this win-win relationship that

benefits Concord green energy usage goals and helps students further their education; further discussions with Tufts faculty are continuing to identify potential additional fruitful areas for collaboration.

*Future CSEC goals and initiatives*

As part of its strategic vision, CSEC is exploring additional avenues through which the goals of the CSEC charge can be achieved. A couple of areas that appear promising are:

Town vehicle purchasing and usage: Both the annual cost and CO2 footprint associated with Town vehicles has been steadily rising over the past several years for reasons that are not well understood; ongoing discussions with the Town Manager are centered around possible updating of both vehicle purchasing guidelines and vehicle usage policies.

Collaboration with other area towns in setting goals and developing programs to meet sustainability goals: The Hanscom Area Towns Committee (HATS) is an alliance of the towns of Concord, Lincoln, Lexington and Bedford dedicated to addressing matters of common concern. Through HATS, there is considerable interest in developing collaborative/coordinated programs to address areas of common concern, among which sustainable energy practice is rising to a position at or near the top of the list.

# CONCORD PUBLIC WORKS

## PUBLIC WORKS COMMISSION



*From left: Peter Wallis, Andrew Boardman, Arthur Fulman, Chair; Toby Kramer, Nick Pappas.*

The Public Works Commission acts as the Town 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 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 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 Commission 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 online at [www.concordma.gov](http://www.concordma.gov).

Highlights of the Commission's activities for 2015 included (in chronological order):

- Conducted a public hearing and approved revised curbside collection and disposal rates.

- Conducted a review and granted an appeal to Millbrook Tarry Condominium Assoc. located at 97-107 Lowell Rd. of a Water and Sewer Division denial of a sewer review request for an increase in Title 5 sewer flow of 1,428 gallons per day to accommodate 45 additional seats at the Trails End Café subject to the applicant receiving all other necessary permits and approvals and payment of the assessed Sewer Improvement Fee.
- Issued an official commendation to the Town of Concord Snow Fighting Team for their tireless efforts to make the streets and sidewalks of the Town of Concord safe for its residents and visitors during the record breaking blizzard and numerous additional snow events in 2015.
- Conducted a public information meeting to discuss the Main St. sidewalk project, which was a public/private partnership involving the Town of Concord and Concord Academy.
- Conducted a meeting and accepted a drainage easement granted by The Middlesex School to the Town of Concord, as required as part of a culvert reconstruction and drainage improvement project on Lowell Rd. and Westford Rd. This public/private partnership included a grant that was successfully secured from FEMA/MEMA representing 75% of the project cost.
- Conducted a public hearing for the Right-of-Way and Driveway Moratorium and Fee Structure, that was officially approved and granted.
- Conducted a Roads Program Briefing followed by a formal public hearing discussing the 2015/2016 Roads Program.
- Discussed Town Meeting preparations for items on the consent calendar including the Roads Program, Road Repair Revolving Fund Expenditures, Solid Waste Disposal Fund Expenditures, Sewer System Expenditures, Sewer Improvement Fund Expenditures and Water System Expenditures. The Commission had a discussion and decided not to take a position on the following articles:

Resolution to Ban Artificial Turf use on Publicly Owned Lands in Concord, Clean Water Resolution (Discontinuing the fluoridation of Concord’s drinking water) and the Plastic Bag Reduction Bylaw. The Commission discussed and recommended affirmative action on the following articles: Authorization of Long Term Lease for Municipal Building Rooftop and Ground Mounted Solar Panels, Rideout and Emerson Playground Improvements, Parking Management Plan Implementation and the Special Town Meeting – W.R. Grace Land – 214Y Main St.

- Granted a waiver from a “property frontage” requirement as codified in Concord Public Works Sewer Rules and Regulations, Service Connection Policy, to Waterford Development Corp., owner of a 6.74 acre parcel of land identified as 320 Baker Avenue.
- Conducted the Water and Sewer Rate public hearing and approved the 2015 rate schedule.
- Conducted a Public Information Meeting regarding the Nagog Pond Water Supply Water Treatment and Solar Facility.
- Granted a water main extension waiver for 53 Independence Rd.
- Participated in a CPW winter maintenance discussion.
- Discussed the Plastic Bag Reduction Bylaw enforcement.
- Conducted a meeting and provided support for the CPA Application for Sleepy Hollow Cemetery Improvements.
- Conducted a meeting and voted to approve the Traffic Management Group’s Crosswalk and Convex Mirror Policy.
- The Commission and Department continued their efforts to incorporate the Town’s sustainability principles in its design and construction of Town infrastructure. Examples include: the Thoreau Street Pocket Park; the use of the Envision™ infrastructure sustainability rating system for large scale public works projects; the design of large scale solar facility within the Nagog Pond

water filtration project; multiple stormwater bio-retention areas designed and constructed as part of Road Program stormwater management strategies; the procurement of asphalt recycler/hot box for reuse and recycling of pavement millings; and the sponsorship of unwanted medication drop-off program.

The 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.

### CEMETERY COMMITTEE

K.C. Winslow, Chair  
 Paul Cooke, Vice Chair  
 Carol Harney  
 Andrea Solomom  
 Gina Nasson

Concord cemeteries provide not only a place of burial for current and former residents of Concord, but a place for family, friends, tourists and historians to remember, reflect upon and learn from our predecessors. Caring for and maintaining these grounds is of utmost importance and many efforts were made this year to improve the general appearance as well as provide better access for all who visit.

An ongoing effort to maintain our many historic stone walls and public roads continued. CPW conducted an in-depth analysis to address and identify the long and short term maintenance requirements at Sleepy Hollow. In October, CPW submitted an application to the Community Preservation Committee (CPC) to request funding consideration for the restoration of stonewalls and roadways in Sleepy Hollow Cemetery. The proposed improvements will provide roadways and stonewalls that will protect and preserve the cemetery for many years to come. In December,

the CPC finalized their recommendation which will be brought to the 2016 Annual Town Meeting and allocates \$225,000 of Community Preservation Act funding to address infrastructure preservation at Sleepy Hollow.

Veterans Day ceremonies were once again held at Sleepy Hollow honoring all those interred here, as well as Concord's service members who never returned.

#### *Statistics*

There were 76 interments at Sleepy Hollow Cemetery, 35 were full burials and 41 were cremations. Of the interments, 26 were Concord residents. Lot sales for the year totaled 61, with 22 of these being sold to eligible former residents.

#### *Friends of Sleepy Hollow*

The Friends of Sleepy Hollow is a private, non-profit organization whose purpose is to promote the preservation, beautification and appreciation of the historic burial grounds in Concord. Additional information can be found at [www.friendsofsleepyhollow.org](http://www.friendsofsleepyhollow.org).

This year, the Friend's generously funded five new professionally designed and constructed welcome signs at each of the Sleepy Hollow entrances. The signs include a removable plaque that can be updated should our regulations change. The signs were installed in December.

Also funded by the Friends this year, was the professional cleaning of one granite and two marble headstones that were heavily weathered and mostly illegible. The cleaning improved color and legibility.

### **ADMINISTRATION**

Richard K. Reine, M.S.C.E., PWLF,  
Director

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, and through sound management, communication, leadership, innovation, teamwork and vision provide dependable, high quality, responsive public works and utility services consistent with community values and at reasonable costs to Concord's citizens, businesses, institutions and visitors for today and into the future.

#### *Protecting Infrastructure / Providing Essential Services*

CPW is comprised of four divisions. These include two staff divisions, (Administration (including Recycling and Solid Waste Management) and Engineering) and two line Divisions (Highway, Grounds & Cemetery and the Water & Sewer Division). CPW is responsible for planning and managing a large segment of the Town's infrastructure.

The infrastructure includes 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 services; yard waste disposal; and winter snow and ice management along with other storm and safety services is also a core responsibility of CPW.

#### *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*

CPW 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, Cemetery, Recycling and Waste Management, Water, and Sewer. Two of the programs - Water and Sewer.

er are totally supported by user fees while 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 notable accomplishments in 2015.

- The continued targeted roadway and sidewalk maintenance and management program resulted in the internal design and scheduled construction of approximately 3.51 miles of roadway and 1.20 miles of sidewalk improvements. This work also included the improvement of 33 curb ramps.
- Multiple improvements to the Town's drainage system were constructed; this included the replacement/installation of 18 drainage structures, installation of 400 feet of drain pipe and 2,800 linear feet of underdrain. The 97 Thoreau Street Pocket Park sustainable infrastructure demonstration project was completed. The Fitchburg Turnpike Culvert replacement was completed, while the Westford Road Culvert Replacement project was designed and bid, with construction to be completed in 2016. CPW successfully obtained Federal funding towards the work required for both of these culvert projects.
- EPA/NPDES MS4 Permit – The Permit Year 12 annual reporting to the Environmental Protection Agency was completed. Review and comments were completed for the Draft 2014 MS4 Permit by the February 27, 2015 deadline.
- Park and Tree Staff, under the direction of the Tree Warden, planted over 39 public shade and park trees as well as streetscape trees. 136 potentially hazardous trees were removed.
- Highway and Grounds Division Staff continued their expert maintenance of almost 50 acres of athletic fields for use by baseball, softball, soccer, lacrosse and other programs.
- Record breaking snow amounting to 99.5 inches challenged CPW crews who persisted in their significant efforts that included 66 responses for winter maintenance. Ten storms required mobilization for snow removal in the commercial and downtown areas seven times.

- The DropOff SwapOff events held in May and October that included unwanted medication and Sharps collection were well attended.
- Continued Water conservation rebate program for high efficiency clothes washers and toilets.
- Environmental Partners Group (EPG) completed the 25% design of a full scale water treatment facility planned for the Nagog Pond water supply. Full scale design for the replacement of the original cast-iron raw water intake pipeline is also planned.
- Numerous water main extension and replacement projects were undertaken including Deacon Haynes Rd., Hunters Ridge Rd., Bolton St. and the Black Birch residential development.

#### *CPW Leadership and Innovation*

Mass. Department of Environmental Protection's Drinking Water group presented CPW Water Division with its "2015 Source Protection Award" as part of its annual Public Water System Awards Program.

#### *Learning and Growth*

With the ever-increasing complexity of public works operations, the need for professional development of employees continues to play an important role in the Department. CPW 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 Team worked with Mike Wallace of the Fire Department to develop a Confined Space Plan including training and the purchase of equipment for CPW Water/Sewer team. First Aid and CPR/AED training was conducted for all interested CPW employees. Planning for the initiation of a Pure Safety online training program began. This included setting up accounts for all CPW employees and working with the IT Department to establish kiosks for use by employees without computer access. Courses were selected and reviewed for future training.

#### *Public Works Week – Middle School Event*

CPW celebrated National Public Works Week on June 3 with the 8th grade class from Concord Middle

School for the eighth consecutive year. The theme was “Community Begins Here”. The entire public works team worked with Anna Trout, CPW Administrative and Special Projects Coordinator, and Doug Shattuck, Applied Technology Teacher, to showcase the importance of public works. Events included storm water 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*

CPW appreciates the contributions made by the following employees who moved on from their positions within the department. These include Dick Fowler (Highway & Grounds Superintendent), Hardik Rav-al (Public Works Engineer-Water), Rick Winchester (Water/Sewer System Maintainer), Lisa Scruton (Administrative Assistant) and Tony Donlon (Highway Equipment Operator).

We were happy to welcome Dan Rowley (Highway & Grounds Superintendent), Nate Chin (Assistant Public Works Engineer) and Steve Barter (Park & Tree Specialist).

## **ENGINEERING DIVISION**

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

The CPW Engineering Division is responsible for the planning, design, engineering and construction of the Town road, sidewalk, bridge, and stormwater/drainage infrastructure assets. The Division provides a wide range of professional engineering and construction management services for CPW and other Town Departments and Boards.

#### *Roads Program*

There are approximately 107 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.

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, regrades 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 entered 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; the 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.

#### *3.51 Miles of Roads Improved*

The Engineering Division completed the development of internal design for two bids for the 2015/16 Roads Program. In total the projects improved 3.51 miles of Concord’s roadways. The Phase I Roads Program bid included 2.10 miles of reclaim treatment on Deacon Haynes Rd. and the Southfield/Riverdale neighborhood. The Phase I bid included 0.32 miles of mill and overlay treatment on Fitchburg Tpke. The Phase I bid was coordinated with the CPW Water and Sewer Division to incorporate a water main replacement design for Deacon Haynes Rd.

The Town received additional State aid transportation funding through the Winter Road Assistance Program (WRAP). Portions of the funds were targeted towards the rehabilitation of Conant St., from Main St. to Laws Brook Rd. The project was designed internally and added as a change order to the 2015/16 Roads Program Phase I contract. The Conant St. rehabilitation included 0.40 miles of mill and overlay treatment.

The second roads program bid of 2015 included 0.69 miles of reclaim treatment for Hunters Ridge Rd. The project included internally designed sidewalk replacement and was coordinated with the CPW Water and Sewer Division to incorporate a water main replacement. The bid incorporated drainage improvements on Thoreau Ct.

#### *16.04 Miles of Roads Maintained*

CPW implemented a robust roadway maintenance program for 2015 due to the harsh conditions of the 2014/15 winter. A combination of contracted pavement patching, in-house full depth patching, contracted infrared repair and crack sealing were used with the roadway maintenance program. 2.24 miles of roadway were patched by the roads program contractor through a change order to the 2015/16 Phase I Roads Program bid. The work included mill and pave patching for portions of Monument St., Sudbury Rd., Main St., Wheeler Rd. and Old Marlboro Rd. The CPW Highway Division completed extensive full depth patching and pothole repair for approximately 1.0 miles on Cambridge Tpke. CPW completed 3.5 miles of infrared pavement repair on Lowell Rd., Lexington Rd., Main St., Elsinore St., Monument St., Kenny Dunn Sq., Church St. and Cottage St. The infrared repair process recycles the existing pavement by heating up the distressed area, adding a pavement rejuvenator and rolling the heated pavement in place.

CPW completed its annual crack sealing bid in the fall of 2015. The crack seal program selected 9.3 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 project work is scheduled to begin spring of 2016. The roads selected for treatment include: Main St. (from Mon-

ument Sq. to Thoreau St. & Main St. from Rt. 2 to Old Stow Rd.), Sudbury Rd. (from Main St. to the railroad tracks), Walden St., Plainfield Rd., Old Stow Rd. and Hillside 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 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 the residents with multiple input opportunities as the project's design is advanced.

The Engineering Division continued consultant management and technical engineering guidance for the preliminary design and preliminary permitting efforts for this complex infrastructure improvement project. Major accomplishments in 2015 included FEMA approval for the Letter of Map Revision (LOMR) for the upper Mill Brook watershed (from Main St. to Crosby Dam). The LOMR lowered the 100 year flood plain elevation between 3.5' - 4.5' within the watershed, which will reduce the complexity of the permitting process for the CTIP and provide flood insurance relief for many residents within the watershed that were erroneously included in the flood insurance program. The effective date of the LOMR was August 14, 2015.

#### *Sidewalk/ADA Compliance Program*

Concord's sidewalk management strategy emphasizes adequate capital investment in repair to the existing sidewalk network to maintain and/or improve the pedestrian experience for all sidewalk users. The sidewalk budget funds ADA compliance maintenance activities and upgrades to the sidewalk network including pedestrian access routes and curb ramps. The sidewalk

network contains approximately 59 miles of public sidewalks and approximately 876 curb ramps. A condition survey of the sidewalks is performed every four years in conjunction with the roadway condition survey. A Town-wide curb ramp inventory and condition assessment was completed in 2011. The inventories and conditions are updated annually based on repairs, reconstructions or installation of new ramps.

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 stand-alone projects included within the roads program bid or completed as internal projects by the Highway Division.

*1.20 Miles of Sidewalk and 33 Curb Ramps Improved*  
 The Engineering Division incorporated sidewalk and curb ramp improvements into four bids. The Main Street Sidewalk Improvement Project installed 0.43 miles of new cement concrete sidewalk and upgraded 11 curb ramps from Keyes Rd. to Nashawtuc Rd. The Thoreau Street Pocket Park Project bid included a privately-funded stone dust sidewalk expansion on Walden St. and replaced/constructed 410 feet of sidewalk and installed 7 curb ramps. The 2015/16

Roads Program – Phase I bid incorporated 2 curb ramp improvements on Deacon Haynes Rd. Lastly, the 2015/16 Roads Program – Phase II bid included 0.69 miles of bituminous sidewalk replacement and two curb ramps on Hunters Ridge Rd. The Hunters Ridge Rd improvements will be constructed in the spring of 2016.

33 curb ramps were reconstructed to bring them current with the ADA standards related to width, slope, and surface type and 1.20 miles of sidewalk were constructed/reconstructed to improve the Town’s overall sidewalk network condition and meet ADA pedestrian access route requirements.

*Roads and Sidewalks in Sound Condition*

The accompanying tables show the condition of Town roads and sidewalks. The roads and sidewalks are located within the target range of 80-85 Pavement Condition Index (PCI) and 80-85 Sidewalk Condition Index (SCI) respectively. 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									
Pavement Condition Index	2007	2008	2009	2010	2011	2012	2013	2014	2015*
(PCI) Network Average	84	83	81	82	80	80	81	82	82
(PCI) Arterial/Collector Average			88	86	84	82	87	85	84
(PCI) Local Road Average			75	79	78	77	77	79	79
<i>* Includes 2015/16 Roads Program Phases I, II, &amp; III to be completed by November 2016.</i>									
Recommended Repairs	2007	2008	2009	2010	2011	2012	2013	2014	2015
Rehabilitation	14%	12%	9%	8%	8%	10%	6%	7%	6%
Maintenance	42%	52%	51%	48%	52%	51%	40%	29%	36%
No Maintenance Required	44%	36%	40%	44%	40%	39%	54%	64%	58%
<i>The above referenced table is based on an infinite budget. Using the FY15 budget, the actual performed repairs breakdown was: (Rehabilitation 2%, Maintenance 8%, No Work Performed 90%)</i>									

SIDEWALK CONDITION SUMMARY							
	Sidewalk Condition Index (SCI)			Network Average			
	SCI Range	Miles	Percent	Year	SCI	Year	SCI
Replace	0-50	1	1%	2006	82	2011	81
Localized Repair	51-70	15	26%	2007	77	2012	81
Shows Wear	71-90	34	59%	2008	76	2013	78
No Distresses	91-100	8	14%	2009	76	2014	82
Total Miles		58	100%	2010	75	2015	81

### *Stormwater/Drainage Program*

Concord's stormwater infrastructure consists of approximately 211 culverts, 438 outfalls, 1,185 drainage manholes, 2,861 catch basins, 143 leaching structures, 59.6 miles of drain lines, 15 detention basins, 2 infiltration basins, 5 bioretention areas, 8 treatment chambers and 3 dams. CPW 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. All drainage maintenance activities are coordinated with the Division of Natural Resources and are typically performed under a general maintenance permit previously issued by the Natural Resources Commission.

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 Highway Division staff verifies and supplements GIS drainage data during annual catch basin system cleaning operations. The Engineering Division updates 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 National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit requirements.

The NPDES MS4 Phase II General Permit issued by the Environmental Protection Agency (EPA) is 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.

### *Stormwater/Drainage Projects*

Multiple improvements to the Town's drainage system were constructed. The Engineering Division designed and constructed a rehabilitation of the drainage collection system in Deacon Haynes Rd. and designed and constructed the installation of a new underdrain blanket on Pilgrim Rd. and Southfield Rd. Both projects were included within the 2015/16 Roads Program Phase I bid. The 2015/16 Roads Program Phase II bid included significant improvements to the drainage collection system on Thoreau Ct., as well as Hunters Ridge Rd. In total, the drainage program replaced/installed 18 drainage structures, 400 feet of drain pipe and 2,800 linear feet to underdrain in 2015.

The Engineering Division completed the in-house design, bidding and construction oversight for the 97 Thoreau Street Pocket Park that was a sustainable infrastructure demonstration project. The project included the installation of a new tree box filter and porous paver area to promote stormwater infiltration, a new water fountain, a solar compactor and two new planting areas.



*Completed Pocket Park at 97 Thoreau Street – A showcase of sustainability.*

Lastly, the Engineering Division completed the design, and bidding of two culvert replacement projects within 2015. Both projects were funded through FEMA's Hazard Mitigation Grant Program (HMGP). The first project, the Fitchburg Turnpike Culvert Replacement, was also constructed and reached substantial completion by fall. The Town received over \$100,000 in Federal HMGP funds for Fitchburg Turnpike. The Westford Road Culvert Replacement Project was bid in the summer, however material lead times and environmental time of year constraints required the deferral of the construction to summer 2016.

#### *EPA - NPDES MS4 Permit*

The Engineering Division completed the NPDES MS4 Permit Year 12 annual reporting to the EPA. Major permit accomplishments within Year 12 included the further refinement of the residential rain garden program, as well as the stormwater technical review and environmental monitoring review and administration for 14 projects meeting NPDES permit thresholds. CPW Engineering and GIS staff continued efforts to update the accuracy of the Town-wide drainage system layer within GIS to meet current and anticipated NPDES MS4 permit requirements.

The Engineering Division completed review and comment of the draft 2014 MS4 Permit including the development of a planning level estimate of compliance cost by the February 27, 2015 deadline. The new 5 year permit proposes to build on the previous minimum control measures outlined in the 2003 permit. The permit is expected to have significant financial impact to Concord in staff time/equipment expense and consultant services if issued as currently constituted. Town of Concord comments highlighted excessive sampling/testing requirements, aggressive permit timelines and the one size fits all permit structure.

#### *Bridges*

The Engineering Division is responsible for the management and monitoring of the 5 Town owned bridges: Heath's Bridge, Pine Street Bridge, Flint's Bridge, Hurd's/ Nashawtuc Bridge and Pail Factory Bridge. Bridge inspections are completed every two years by Mass. Department of Transportation bridge staff and forwarded to the 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 the Engineering Division. Bridge repair funding comes from a variety of sources including: Chapter 90 State aid, local funding, State accelerated bridge program, etc.

## **HIGHWAY, GROUNDS & CEMETERY DIVISION**

Daniel Rowley,  
Highway & Grounds Superintendent

The CPW Highway and Grounds Division maintains approximately 107 miles of public streets along with the associated drainage systems consisting of approximately 59.6 miles of drain lines, 2,861 catch basins, 211 culverts, 1,185 drainage manholes, 438 outfalls, 143 leaching structures, 15 detention basins, 5 bio-retention areas, and 3 dams. In addition, the Highway and Grounds Division maintains 59 miles of sidewalks, 2,793 signs, over 90 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 athletic fields. The Grounds Division maintains all public shade and park trees, under the direction of the Park and Tree Supervisor who is also the Town Tree Warden.

#### *Snow Removal Program*

The record-breaking winter of 2014-2015 was very busy for CPW crews. A total of 99.5 inches of snow fell during the winter resulting in 66 total responses for winter maintenance efforts. One of the most challenging aspects of this winter was that almost all of this snow fell from the end of January through March. There were a total of 10 storms requiring mobilization of all plowing equipment and 7 snow removal events in the commercial and downtown areas. The most significant storm of the season was Winter Storm Juno where 32" of snow fell, causing blizzard conditions. Bitter cold temperatures persisted throughout the month of February. This resulted in minimal melting of snow between storms, requiring

significant road widening and snow removal efforts. The Highway Division continued the pilot program to use primarily all salt and significantly reduce the use of sand. This program has been very successful in delivering safe roads and greatly reducing the amount of sand entering sensitive environmental resources including the Town drainage system infrastructure as well as improvements in air quality due to the elimination of airborne sand.



*Downtown Concord - Digging out from one of the many snowstorms of 2015.*

#### *Roads and Sidewalk Maintenance*

The Highway Division continued to maintain and improve the condition of Concord roads throughout the year. The freeze and thaw cycles through the late winter and early spring resulted in many potholes requiring responses. In an effort to improve the efficiency of these efforts, crews maintained a log of locations that were patched so more permanent repairs could be coordinated. For the second year in a row, the State provided additional funds for road repairs due to the harsh winter. The Highway and Grounds Division worked with the Engineering Division to identify the sections of road to be repaired using these funds. A contractor performed mill and overlay repairs to these areas. Over 10,000 square feet of infrared pavement repairs were completed by a contractor. These repairs were completed on smaller sections of significantly deteriorated pavement and near manholes, catch basins, and water gates. Full-depth patching continued this year with repairs completed at various locations on Cambridge Turnpike.

#### *Drainage*

Drainage system maintenance and improvements were another priority of the Highway Division. The goal of cleaning approximately 50% of the total inventory of catch basins was achieved, consistent with the 'every-other-year' cleaning cycle. Catch basin cleaning began in East Concord to complete the program in that area and then moved over to West Concord. This work is completed by Highway Division crews utilizing Town-owned equipment and required significant effort from Highway Division crews. Some of the locations where these repairs were completed include Commonwealth Ave., Walden St., Prairie St., Main St., Virginia Rd., Sudbury Rd., and Barretts Mill Rd.

Additional effort was invested this year in maintaining other drainage structures such as bio-retention areas, detention areas, and drain swales. The drainage swale on Annursnac Hill Rd. underwent a thorough cleaning in June and a fall clean-up completed in November. These maintenance efforts were necessary to ensure the drainage swale functions properly. Additionally, crews weeded, mowed, and installed new mulch at bioretention areas and mowed detention areas throughout Town.

#### *Parks and Playgrounds*

The Grounds Division maintains Town grounds and public shade trees. The areas maintained are extensive, including almost 50 acres of athletic fields, playgrounds, traffic islands, and other Town owned properties. These areas are managed using horticultural best practices including fertilizing based on results from soil testing, mowing at proper cycles, maintaining appropriate moisture levels in soils, and improving turf density through overseeding to minimize the growth of weeds. The Grounds Division provides support to several programs including the hanging basket program in West Concord, and the community gardens.

Mother Nature posed several challenges throughout the year for the Grounds Division. The significant snowfall during 2014-2015 was slow to melt in the spring causing a late start for the users of athletic fields and outdoor recreation areas. Grounds Division crews were able to remove snow from the Doug White Fields so the fields were able to be used approximately two to three weeks sooner than if the snow hadn't



*The 2015 CPW Snow Team.*

been removed. The summer was also challenging due to the limited rainfall the Concord area received. This required Grounds Division crews to provide additional maintenance to irrigation systems and additional watering of plants. The winter of 2015-2016 was late to arrive allowing crews to continue working outdoors well beyond the usual season. Grounds Division crews were able to perform infield maintenance well into December at Ripley Field, the 90' baseball diamond at Emerson Field, and the softball field at Emerson Field.

#### *Trees*

CPW planted a total of 39 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 was 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. Plantings were limited this year in order to make funds available for a Town-wide public shade tree inventory and management program. This project will be completed in 2016 and will be a valuable tool for CPW to use in managing these resources. In future years, CPW will continue to strive to meet the goal of planting one tree for every tree that is removed or dies, however this goal continues to be a challenge to attain with the increased cost of public shade trees and limited public shade tree funding.

Under the direction of the Tree Warden, the Grounds Division pruned over 25 trees and removed 136 trees that were determined to be in declining health and potentially hazardous. Support for tree maintenance needs at Sleepy Hollow Cemetery was provided, which included tree pruning to address limited access to graves and the removal of three hazardous trees. Assistance was provided to the Concord Municipal Light Plant for tree issues that could potentially impact their infrastructure. No major tree damage was caused by storms this year.

CPW continues to promote the "public shade tree protection policy" as much as possible through interactions with the public, contractors, and Town Departments. Proper care and protection of trees is critical throughout the construction process because any damage caused is irreversible.

#### *Cemetery*

The Cemetery Division provided burials year-round and properly maintained the Town's cemeteries. A great deal of pride is taken in the professional and compassionate service that is provided to residents. The successful use of contracted landscaping services continued this year for the mowing and spring/fall clean-up needs of Sleepy Hollow Cemetery. Cemetery Division crews provided mowing and spring/fall clean-up for the Old Hill Burying Ground and South Burying Place. All other maintenance for the cemeteries was completed by CPW crews including pothole patching, tree and stump removal, and ongoing turf improvements.

An assessment of the roadways and stonewalls within Sleepy Hollow Cemetery was completed by the Highway and Grounds Division staff. This assessment provided a condition of all roadways within the cemetery, as well as a repair method to be used for budgeting purposes. Measurements of the stone walls were taken during this assessment and several were prioritized for repair. This information was necessary for completing an application for Community Preservation Act funding for roadway, drainage, and stone wall repairs for Sleepy Hollow Cemetery that was submitted in the fall.

The preservation of the Melvin Memorial continued to be a priority for the Cemetery Division. A firm was contracted this year to develop technical specifications for the efforts needed to properly preserve the memorial. These specifications will be advertised in 2016 with the anticipated completion of this project later in the year.



*The Melvin Memorial at Sleepy Hollow Cemetery.*

The annual monument restoration program that is progressing through Old Hill Burying Ground was put on hold this year while an assessment of the condition of the headstones could be completed. It is expected that the assessment will be completed in 2016 and the preservation efforts will continue based on this information.

## RECYCLING AND WASTE MANAGEMENT PROGRAM

Rod Robison,  
Environmental Services Program Administrator

### *Curbside Collection, Disposal, and Processing*

The Municipal Curbside Collection Program (MCCP) provided trash and recycling services to 3,539 households. Subscribers to the MCCP set out 1,200 tons of mixed paper, 568 tons of commingled containers and 2,574 tons of trash for collection. The average subscriber on the Town's program recycled 0.50 tons of materials and threw away 0.73 tons of trash.

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	1,768	2,574	40%

### *Curbside Recycling Rate*

Residents using Concord MCCP 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 Town composting site on Saturdays, April through mid-December. It 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 trash and recyclable materials.

### *Recycling Savings Exceed \$2.0M*

The curbside program received revenue of \$1,567 for paper and avoided \$90,946 in disposal costs by not disposing of paper as trash. Since July 1998, when the Town began receiving revenue for recycled pa-

per, recycled paper revenue has totaled \$495,579 and avoided disposal costs have totaled \$1,666,405 for an overall savings of \$2,161,984.

RECYCLING SAVINGS			
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

*Waste Management Contract*

The Town signed a favorable five-year contract extension with Waste Management on June 23, 2015 for FY17-FY21 after lengthy contract negotiations. In researching options for a new curbside contract that would best fit the needs of the Town’s curbside program, CPW polled upwards of 100 other communities in northeastern MA and performed an extensive hauler analysis. The current dual stream recycling program was deemed to be the best fit for the Town, and Waste Management was deemed the vendor best fit for the Town curbside program. Annual contract increases for FY17-FY21 will range from 2.7% - 3.1% based on the number of curbside subscribers currently depicted in the Town contract with Waste Management. The terms of the extension mandate that Waste Management purchase two new dual stream recycling trucks during the first half of FY17 for utilization on the Town’s curbside routes.

*Reuse and Recycling DropOff & SwapOff Events*

The Spring DropOff & SwapOff event on May 9 was attended by 929 households. The Fall DropOff and SwapOff event on October 17 was a great success with 928 households participating. Both events went smoothly; thank you to the volunteers who made these events possible.

DROP OFF SWAP OFF PARTICIPANTS		
Year	May	October
1999	521	430
2008	974	918
2009	889	981
2010	931	989
2011	979	891
2012	890	852
2013	893	851
2014	931	893
2015	929	928

*Unwanted Medication & Sharps Collection*

Unwanted medication & Sharps were collected at the May 9 and October 17 DropOff events. Eight boxes of unwanted medication and eight boxes of Sharps were collected between the two events.



*Jim Macone, Rod Robison, and Steve Barter at the DropOff SwapOff event.*

*Hazardous Products Collection*

Subscribers to the curbside collection program receive one free pass per year to the Minuteman Hazardous Products Regional Facility in Lexington, where they can dispose of hazardous waste. The facility is open one weekend day a month from April – November. Ninety-six curbside subscribers visited the site in 2015, along with nine non-curbside subscribers who paid the vendor directly.

*Composting Site Turns Yard Waste into Garden Gold*

From April through mid-December, residents made more than 8,000 visits to the 755 Walden St. compost site, dropping off leaves, grass clippings and brush, while 432 residents dropped off paint at the paint shed and 196 residents picked up paint for reuse. At the compost site, 1,075 Christmas trees were recycled and 117 bags of Styrofoam™ were collected for recycling.

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	486	432	196

*Landfill Monitoring Contract*

As part of the Town’s closed landfill, post closure monitoring and maintenance requirements (in accordance with 310 CMR 19.132), CPW obtained price quotes to continue both groundwater and landfill gas monitoring. There are nine groundwater wells and 23 soil gas probes associated with the 755 Walden St. closed landfill. The incumbent, Environmental Compliance Services (Agawam, MA), was the low bidder submitting a proposal totaling \$11,383 for the one-year period of 9/1/15 – 8/31/16. The former landfill that 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*

CPW collected 11,808 linear feet of fluorescent light bulbs and 269 lbs. of nickel cadmium, lithium, and lead acid batteries from residents and municipal facilities for recycling. This is in addition to 45,489 lbs. of computers, TV’s, and other electronics that were collected at the two DropOff events. Another 3,532 linear feet of fluorescent bulbs and 3,414 lbs. of computers and electronics were collected from businesses at the April and October business recycling events.

*Annual Right-To-Know, Hazardous Waste Management, & SPCC Training*

Annual Right-To-Know (RTK), Hazardous Waste Management, and Spill Control & Countermeasure (SPCC) training was conducted for CPW employees on June 24 and July 15. The RTK training is required by the Mass. Division of Occupational Safety, while Hazardous Waste Management and SPCC training are mandated by the EPA and MassDEP.

*Grants*

CPW obtained two grants from the Department of Environmental Protection: a Sustainable Materials Recovery Program grant in the amount of \$1,250, and a Recycling Dividends Program grant in the amount of \$3,600. These grants can be utilized to purchase recycling-related equipment and fund recycling-related activities including but not limited to curbside recycling bins, compost bins, public space recycling bins, and hazardous waste collection.

*Plastic Bag Reduction Bylaw*

The Plastic Bag Reduction Bylaw (Warrant Article 35) was approved by the Attorney General on July 30, 2015. The Bylaw bans the use of thin-film single-use plastic checkout bags in Concord retail stores and grocery stores. The Town Manager designated CPW to coordinate outreach and enforce this new bylaw (effective January 1, 2016). Outreach included mailers, a poll, flyers, informational meeting, website promotion, reusable bag distribution, and store visits.

## 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 the 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 2014, the total assets for each system are 20.1 million and 20.1 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 132 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 5,570 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 Rt. 2A.

#### *Regulatory/Policy Updates*

**Water Management Act:** CPW Water Division operates under the general terms and conditions detailed within a 20-year Water Management Act (WMA) permit issued by the State. This 20-year permit, which was originally scheduled to expire on August 31, 2011, has been administratively continued pending formal review and approval of a renewal request made this past year. The State is presently reviewing this request under a new regulatory framework including changes made to this program in 2014. Concord has been put on notice that the new permit will be issued with operational and capacity conditions that are intended to

increase controls and accountability of each individual source as well as overall system capacity allowances. While the Town has historically been permitted to withdraw up to 2.51 million gallons a day, on an annual average, it is anticipated that this allowance will be reduced and tighter controls required on seasonal (summer) water use.

**Fluoride Treatment:** On April 27, 2015 the United States Department of Health and Human Services (HHS) updated their optimal drinking water fluoridation treatment target, reducing it from 1.0 ppm to 0.7 ppm. This recommendation was officially acknowledged by the Massachusetts Department of Public Health and the Massachusetts Department of Environmental Protection (MassDEP). In accordance with Article 67 of the 1969 Town Meeting, town meeting members voted affirmatively to "authorize the Concord Board of Health, acting by and under the authority of Chapter 548 of the Acts of 1968, after making such inquiry and other use of the consulting services of the State Department of Public Health or elsewhere as it chooses, to order the adjustment of the fluoride content of the water supply available for domestic use in the Town of Concord, if it considers doing so in the best interest of the Town of Concord." In accordance with this new guidance, the Board of Health was consulted and the target treatment goal for fluoride within Concord's public water system was subsequently reduced from 1.0 ppm to 0.7 ppm.

#### *Water Use and Demand Management*

As noted previously, Concord's WMA permit provides an "authorized" water withdrawal allowance of up to 2.51 million gallons per day (MGD) with an allowance of 65 gallons per day per capita and 10% system wide "unaccounted" water. Unaccounted water is a volume of water that is pumped but not measured through existing meters because of leaks, fires, etc.

The total water production required to meet residential, commercial, institutional and municipal needs was approximately 767 million gallons. This calculates to an average daily demand of 2.10 million gallons. A peak day demand of 3.79 million gallons was recorded on September 8. The residential gallons per day per capita and total system "unaccounted" for water use estimates were calculated to be 73 gal/day and 10.6.

In accordance with the Town's Seasonal Demand Management Plan, a seasonal water use advisory was issued on May 1 extending through September 30. At no time did conditions trigger a need for the Public Works Commission to impose a mandatory outdoor water use restriction.

#### *Water Conservation Program Highlights*

CPW Water Division continues to maintain its commitment to its comprehensive water conservation program that encourages water conservation through the adoption of seasonal increasing block rates, and by providing free residential water saving devices including, shower heads, 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 saving opportunities.

**Water Impact Assessments:** Natural water resources available to the Town of Concord are finite. Sound long-range planning and the aforementioned Water Management Act policies are driving increased accountability in the allocation and use of these natural resources with specific attention placed on water supplies. In keeping with these trends, CPW Water Division has made notable programmatic improvements in its water demand management efforts. Of special note is a local requirement for new, larger developments to perform a water demand impact assessment before being authorized to connect to municipal water. Specifically, this initiative requires large developments to incorporate water conservation and best management practices into their designs. Over the past ten years, this program has evolved to include compliance affidavits furnished to the Town prior to activation of these new water services. We are proud of this innovative program, which we believe is unique to Concord, and believe is in keeping with Concord's broader "sustainability" interests.

**Water Conservation Rebate Program:** Staff continued promoting rebate programs for high efficiency clothes washers (CEE Tier 2/3) and toilets (1.28 gpf or dual flush units) with consideration of further incentivizing most efficient units via a credit to the customers Water and Sewer bill. On March 7, new Federal water efficiency standards for clothes washers

became mandatory, increasing the required water and energy efficiency of all residential clothes washers. The standards require manufacturers to report Integrated Modified Energy Factor (IMEF) and Integrated Water Factor (IWF), instead of Modified Energy Factor (MEF) and Water Factor (WF). Concord's rebate program was adjusted accordingly.

New England Water Distribution Services (Windham, NH) performed a water main leak detection survey on 74 miles of water main, concentrating in the Northern section of Town beginning September 16 and continuing through October 12. This leak detection survey helped detect and pinpoint two water main leaks, one leaking hose, and one hydrant leak with an estimated total leakage rate of approximately 35 gallons per minute (50,400 gallons per day).

#### *Water Quality and Regulatory Compliance*

**MADEP Sanitary Survey:** In the fall, MassDEP performed a comprehensive sanitary survey of Concord's public water system. The survey is performed on all public water systems once every three years and involves a detailed evaluation of financing, management, and operations with consideration to Federal and State requirements and guidelines. No notable system deficiencies were identified.

Routine and non-routine water quality testing activities continue to demonstrate that Concord's drinking water satisfies all applicable 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.pdf](http://www.concordma.gov/wqreport.pdf)). For customers who prefer to receive a hardcopy of this information, please contact CPW Water and Sewer Division office directly to make such a request.

**Source Water Protection Award:** On May 4, MassDEP's Drinking Water group presented CPW Water Division with its "2015 Source Protection Award" as part of its annual Public Water System Awards Program. MassDEP recognized Concord for outstanding regulatory compliance along with effort and dedication as evidenced in implementing innovative and exemplary water supply protection strategies during the 2014 calendar year.

Nagog Pond Annual Water Quality Monitoring: In order to comply with increased watershed protection requirements associated with the long-standing filtration avoidance waiver for Nagog Pond, a Watershed Resource Protection Plan (WRPP) was developed in 1991. The WRPP is formally updated every 3 years and identifies existing land-uses and associated threats to this unfiltered surface water supply and includes a water quality monitoring plan for the watershed. Throughout the year, a number of water quality parameters were measured in Nagog Pond to characterize raw water quality of the pond, as well as to identify any changes and potential point sources of contamination or degradation such as agricultural or storm water inputs. Results from 2015 water quality monitoring activities continue to support that Nagog Pond is generally a well-protected, well-mixed reservoir with relatively stable water quality.

Cross Connection Control Program Update: What is a cross connection? 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.

#### *Nagog Pond: Filtration Plant Update*

Environmental Partners Group (Weymouth, MA) completed the 25% design of a full scale water filtration facility planned for the Nagog Pond water supply. The design for this 1.5 MGD capacity water treatment plant integrates several large subsurface chambers associated with the existing ozone facility and will include the following new treatment processes: pre-oxidation; coagulation/flocculation; dissolved air flotation (DAF) for clarification; intermediate ozonation for enhanced organics control; and carbon

filter media for filtration. As the power demands and operational costs for this advanced treatment will increase, CPW Water Division is pursuing photovoltaic generation as an accessory use to this facility. If successful, this would offset long-term environmental and operational cost impacts.

Environmental Partners Group has been tasked to complete the full-scale design for the replacement of the original cast-iron intake line that extends over 1,800 feet out into Nagog Pond. Based on its advanced age (installed in 1909) and aquatic setting, the effective diameter of this 16-inch line has been reduced by approximately 50%.

State and local permitting activities for the construction of the treatment facility, photovoltaic array, and intake line will be initiated in 2016 with construction cost and request for borrowing authorization to be presented at the 2016 annual Town Meeting.

#### *Water Pumping Station Rehabilitation and Upgrades*

Daily attention is given to routine operation and maintenance of the seven water production facilities and related treatment systems which make up Concord's total water supply. In addition to routine inspection and service, capital upgrades are required to replace and improve failing or outdated motors, pumps, electrical systems, and treatment systems housed within these facilities. Notable improvements included:

Rt. 2A Pump station – MassDOT Bruce Freeman Rail Trail Construction (Phase 2A): MassDOT awarded the construction contract for Acton plan of work (Phase II) of the Bruce Freeman Rail Trail project to SPS New England, Inc. Site clearing commenced in the immediate vicinity of Concord's Rt. 2A pump station facility in anticipation of installing a new pedestrian bridge over Rt. 2A. This work will require the relocation of several hundred feet of Concord's 16-inch transmission main, including the replacement of several gate valves, immediately up gradient of the pump station and the re-alignment of a building drain line.

Second Division Station – Bulk Storage Relocation Project: Environmental Partners Group completed a preliminary design for the relocation of a bulk storage container located at the Second Division well drink-

ing water production facility. This design included a new building addition that would house the bulk storage – presently stored in an outdoor, uncovered bulk storage vault. Plans for this design have been deferred pending further evaluation of a potentially cost prohibitive fire protection system.

*Water Main & Service Rehabilitation/Extension Programs*

The water distribution system consists of over 133 miles of water main ranging in size from 6-inch to 16-inch. The replacement/rehabilitation program is 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 are also introduced into the system to serve new or existing properties where frontage to the municipal water distribution system does not otherwise exist. Projects completed within the past year include:

**Deacon Haynes Water Main Replacement:** Fenton & Sons (Acton, MA), serving as a subcontractor to Laza-ro Paving replaced over 1,700 feet of 8-inch transite main with new 12-inch cement lined ductile iron pipe (class 52) along Deacon Haynes Rd. Work included replacement of service laterals from the water main to individual property lines with 1-inch PE tubing, the replacement of all associated hydrants, the installation of a new 3-way valve assembly (12-inch size) at the intersection of Old Marlboro Rd. and Deacon Haynes Rd., the installation of a new 3-way valve assembly at the intersection of the Old Marlboro Rd. and the Jennie Dugan well access road, and the abandonment of a cross country 12-inch water main located in an easement between Old Marlboro Rd. and Deacon Haynes Rd.

**Hunters Ridge Road. Water Main Replacement:** Cedrone Trucking Inc. (North Billerica, MA) replaced over 3,100 feet of 8-inch transite water main with new 8-inch cement lined ductile iron (class 52) along Hunters Ridge Rd. Work included the replacement of service laterals from the water main to individual

property lines with 1-inch PE tubing, the installation of a new 3-way valve assembly (8-inch x12-inch x 12-inch) at the intersection of Old Marlboro Rd. and modest drainage improvements including replacement of some drainage pipe, manholes and catch basins.

**Bolton Street Water Main Extension:** Ferrante construction installed a new 8-inch cement lined ductile iron (class 52) water main approximately 110 feet from an existing 8-inch water main located on Bolton St. The work included the installation of a new 8-inch gate valve and new hydrant assembly at the end of the new main. The work was completed in accordance with a plan of work entitled “Water Main Extension, Bolton Street, Concord MA”, prepared by Mark Donohoe, P.E. and approved by the Public Works Commission in 2010.

**Black Birch Planned Residential Development (PRD) – Water Main Extension:** Patriot Excavating (Acton, MA) installed a new 8-inch cement lined ductile iron (class 52) water service line at approximately 1,550 feet which will be used to serve a 25-unit PRD located on Forest Ridge Rd. The plan of work involved the installation of new water service laterals, three new hydrants, one in-line gate valve and two 3-way gate valve assemblies at the connection to an existing 12-inch water main located in Forest Ridge Rd.

**Emergency Water Main Repairs:** 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 create sudden pressure drops or water discoloration events that can affect a few customers or potentially entire neighborhoods. Depending on the nature and location of each break, water service interruptions can last from several hours to over 8 hours. This past year, CPW Water Division responded to emergency repairs at the following locations: Monsen Rd. (January 23); Bedford St. (February 22), Church St. (March 2), Sudbury Rd. (September 14), Lowell Rd. (October 28), and Carr Rd. (December 5).

### ANNUAL WATER REPORT SUMMARY TABLE

Water Statistics	2015	2014	2013	2012	2011
Miles of Main	132.8	132.5	131.6	130.9	130.9
Hydrants	1,321	1,318	1,306	1,283	1,270
Main Pipe - New (linear feet)	1,660	2,557	3,476	1,595	4,300
Main Pipe - Replaced or Rehabilitated (lf)	4,800	7,328	98	1,950	785
Number of Service Accounts	5,554	5,518	5,497	5,537	5,491
Total Water Demand (million gal.)	767	722	755	745	684
Daily Average Demand (million gal.)	2.1	1.98	2.05	2.04	1.98
Peak Day Demand (million gal.)	3.79	3.82	3.91	3.91	4.11
Unaccounted for Water (percent)	10.6	10.9	11.3	12.1	9.1
Residential per Capital per day (gal.)	73	64	68	68	63
Annual Precipitation (inches)	35.51	48.29	41.73	40.48	57.63
Mean Annual Precipitation (inches)	41.92	41.97	42	42	42
Residential Rate per Unit (unit = 7.48 gal.)					
Base Rate - Step 1	\$0.0477	\$0.0459	\$0.0441	\$0.0424	\$0.0410
Conservation Rate - Step 2 (May 1 - Oct. 31)	\$0.0954	\$0.0918	\$0.0882	\$0.0848	\$0.0820
Conservation Rate - Step 3 (May 1 - Oct. 31)	\$0.1193	\$0.1148	\$0.1103	\$0.1060	\$0.1025
General Service Rate per Unit (unit = 7.48 gal.)					
Step 1 - (<50 Units)	\$0.0477	\$0.0459	\$0.0441	\$0.0424	\$0.0410
Step 2 - (>50 Units)	\$0.0606	\$0.0583	\$0.0561	\$0.0539	\$0.0521



*Water & Sewer Division responded to a water main break on Lowell Road on October 28.*

## 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 Rd. 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 1,858 customers or 35% of the community.

### *Sewer Pumping Stations*

The sewer pumping stations vary in size and complexity based on local land elevations and grades as well as the volume of wastewater handled. The Lowell Rd. and Assabet Sewer Stations are the two largest facilities in Concord and are designed to handle flows from the more densely populated and commercialized neighborhoods of West Concord and Concord Center. These two facilities are over 30 years old and are scheduled to be refurbished in the near future. The six neighborhood lift stations serve smaller service areas and have much more modest physical footprints. While inspections and routine maintenance occurs at all stations on a daily basis, no notable capital improvement projects were undertaken in the past year.

### *Collection System*

The sewer collection system is composed of over 33 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.

### *Infiltration and Inflow Program*

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 groundwater and stormwater that enters a sanitary or industrial 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 fortunate that we are not burdened by the operational, financial, and environmental challenges associated with managing combined sewer overflows (CSO's) that occur when peak flows of stormwater are added to sanitary sewer flows.

A successful I/I program not only reduces the frequency of sanitary sewer overflows during periods of high groundwater but also reduces treatment costs otherwise incurred by requiring treatment of otherwise "clean" groundwater or stormwater. This past year, there were no reportable sanitary sewer overflows identified within our system and the 12-month discharge rate recorded at the wastewater treatment plant was reported as a ten year low of only 0.88 mgd (annual rolling average). While some reduction in total flow would be attributed to recent I/I efforts and effective collection system maintenance activities, some is certainly attributed to regional climactic conditions – notably an unusually dry spring and late summer.

Equally unusual was the significant amount of snow pack measured over the winter of 2015 resulting from the 99.5 inches of snow recorded in Concord. This provided CPW Water Division with a unique opportunity to capture and characterize spring time snow melt impacts on our infiltration rates. This effort required the leasing of eleven non-contact flow meters, installed and calibrated by DDS Select Service (Lowell, MA). These meters were equipped with electronic flow registers which allowed for the real time data collection and monitoring through a web interface. While the data provided a general sense that the system is not presently compromised by any notable source of infiltration, data is being further compiled for a more detailed analysis which may ultimately

help quantify infiltration rates for each respective sewer “sub-basins” monitored. Once the analysis is complete, the findings will be used to prioritize and target more costly inspection (via TV inspection) and sewer main rehabilitation efforts.

*Wastewater Treatment Plant Operations*

Woodard & Curran, Inc. (Portland, ME) continues to operate the municipal Wastewater Treatment Plant (WWTP), located off Bedford St. They are in the 4th year of a 10-year service contract. CPW 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 in accordance with State and Federally issued permits.

Hemi Enterprise (Attleboro, MA) cleaned and refurbished the structural components of the unit 2 secondary clarifiers and the unit 2 trickling filters. The scope of work for the secondary clarifier rehabilitation included tank and equipment cleaning, surface preparation (sandblasting) and painting of all steel components, replacement of structural members, replacement of access door for center column and disassembly and reassembly of secondary clarifier mechanisms. The scope of work for the rehabilitation of Trickling Filter #2 included the cleaning, sandblasting and painting of spray nozzles, splash plates and

accessories on the distributor arms and painting of all steel components on the trickling filter including distributor arms, center column, and rotating stationary base and installation of new sewage seals, supporting seal, and guide bearing for the center drive mechanism prior to reassembly of the trickling filter. During this work, an alignment issue was identified on the trickling filter arms, necessitating the installation of a leveling plate.

Wastewater Treatment Permit: Concord’s appeal of its National Pollutant Discharge Elimination System (NPDES) (originally issued back in August, 2, 2013) remains open. In accordance with recently revised permit appeal procedures, the Town submitted a formal petition for relief of contested provisions to both EPA and MassDEP. Bowditch and Dewey, LLP, provided legal counsel through this formal appeal process. On May 22, 2014, the Town was afforded a rare opportunity to have its arguments heard in front of the EPA Environmental Appeal Board. This hearing was offered to provide the Town with an opportunity to clarify its positions as they related to a new Aluminum discharge standard, more stringent pH limits, and flow limits that continue to restrict Concord’s ability to meet wastewater needs that have been clearly identified and supported by Town Meeting action. The Town will continue to work with both EPA and DEP, where appropriate, towards a mutually beneficial resolution.

**ANNUAL SEWER REPORT SUMMARY TABLE**

Sewer Statistics	2015	2014	2013	2012	2011	2010
Assabet Pumping Station						
Total Pumped (million gallons)	73.85	78.67	78.31	72.71	89.48	96.06
Monthly Average (million gallons)	6.15	6.55	6.53	6.06	7.46	8
Daily Average (million gallons)	0.2	0.22	0.21	0.2	0.24	0.26
Lowell Road Pumping Station						
Total Pumped (million gallons)	272.02	341.13	322.92	278.64	352.89	363.48
Monthly Average (million gallons)	22.67	28.43	26.91	23.22	29.41	30.29
Daily Average (million gallons)	0.75	0.93	0.88	0.76	0.97	1
Collection System						
Number of Service Accounts	1,851	1,834	1,832	1,837	1,823	1,811
Miles of Sewer Main	34.03	34.03	34	33.8	33.74	33.36
Main Pipe Inspected (lf.)	3,500	3,700	2,062	1,119	1,478	2,257
Main Pipe Replaced/Rehabilitated (lf.)	0	705	0	40	1,194	0
Rate per Unit (unit = 748 gallons)	\$0.1086	\$0.1055	\$0.1014	\$0.0966	\$0.092	\$0.0876

# 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 ten 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. This past year, we welcomed Local Inspector Ray Matte and part-time Assistant Local Inspector Patrick Sands. Two part-time summer conservation crew members, Cody Fitzgerald and Matthew Xavier, 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 Brendan Burke and Roan Callahan were hired to advise visitors and residents about restricted swimming in White Pond and undertake measures to address erosion at the Pond. The Planning Division worked to hire summer intern Patrick Burns, whose position was funded by the Concord Housing Foundation and, with Community Services staff, worked to hire summer intern, Tyler Durniak, whose position was funded through Massport’s Community Summer Jobs Program.

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 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 CHNA15 Partnership.

This year marks the second year with Concord as the lead community in administering the Regional Housing Services Office (RHSO). The RHSO is staffed by three people, Elizabeth Rust is the program manager, Dan Gaulin is senior housing specialist and Lara Plaskon is the housing specialist. The Regional Housing Services Office supports affordable housing activity (such as rental housing monitoring, assisting in resales, project development, WestMetro HOME activities, etc.) in seven communities including: Acton, Bedford, Burlington, Concord, Lexington, Sudbury and Weston.

Planning & Land Management staff work cooperatively with other Town Departments to further the goals and objectives of the Town. Some of the projects in which we have been involved include: implementation of the 2013 Parking Management Plan, preparation of the Housing Production Plan, initial work in anticipation of a Comprehensive Plan Committee, among other projects.

Detailed reports on the regulatory activities of the various boards staffed by DPLM are included in this Annual Report.

## BUILDING INSPECTIONS DIVISION

John Minty, Building Commissioner/Zoning Enforcement Officer  
 Laurie Livoli, Building Inspector  
 Ray Matte, Local Building Inspector  
 Pat Sands, PT Assistant Local Building Inspector  
 Tracy LaPierre, Administrative Assistant  
 Brian Smith, Electrical/Wiring Inspector  
 James O'Reilly, Plumbing/Gas Inspector

The Building Inspections Division issued 1,038 building permits in 2015, which is a 19% increase from last year. This makes this a record year for the number of building permits issued in Concord. The overall construction value in 2015 was \$80.7 million compared to \$80.4 million in 2014. \$52.7 million was for residential construction with \$28 million in commercial work. This is a 12% increase in residential construction value over a year ago.

The value of "new residential dwelling units" built in Concord went from \$24 million last year to \$27.4 million in 2015. This new residential construction value represents 51 new detached single family homes permitted in 2015 versus 38 new home permits issued in 2014. 51 new homes, 34 or 67% were the result of "tear downs" (the demolition of an existing house to allow the construction of a new, often larger home). Three duplex's account for another 6 attached dwelling units permitted as part of the Black Birch PRD off of Forest Ridge Road. Over the past year, an addition-

al \$25.3 million dollars was spent on alterations or additions to existing single family residential homes in Concord. This is a 9% increase over 2014.

Mechanical permits increased by 3%, Electrical permits decreased by 17%, Plumbing/Gas permits decreased by 12%. 2,824 permits (all types of permits) were issued in 2015 compared to 2,936 permits issued in 2014. This represents a 4% decrease in the total number of permits issued over last year. The Building Inspections Division collected \$991,099 in permit fees in 2015 versus \$1,015,370 collected in 2014. This is a 2% decrease over last year.

The Building Inspections Division staff, comprised of four full-time and five part-time positions, is strongly committed to pursuing aggressive Zoning and Sign Bylaw enforcement, as well as enforcement of the State Building code, which includes, but is not limited to handicap access, structural integrity, fire safety and many other items relative to public safety. Our technical assistance to property owners, builders, real estate professionals, other Town departments, boards, committees and staff, continues to increase each year. Beyond issuing building permits and conducting required onsite inspections, the Building Inspections Division staff spends an increasing amount of time reviewing sub-division proposals, special permits, site plans, variance requests, making zoning determinations and addressing zoning complaints.

BUILDING PERMIT INFORMATION						
# Permits Issued	2010	2011	2012	2013	2014	2015
New single family homes	41	30	29	55	38	51
Multi-family attached units	21	0	0	0	75	6
Additions/Alterations	644	686	631	770	759	866
Commercial	90	90	73	100	114	115
<b>Total Building Permits:</b>	<b>796</b>	<b>806</b>	<b>733</b>	<b>925</b>	<b>873</b>	<b>1038</b>
Electrical	642	745	730	933	907	751
Mechanical	-	26	70	91	119	122
Plumbing	424	470	487	480	546	478
Gas	320	340	382	416	443	391
Signs	30	41	35	54	68	62
<b>Total all Permits:</b>	<b>2212</b>	<b>2428</b>	<b>2437</b>	<b>2899</b>	<b>2956</b>	<b>2824</b>
<b>Value of Const. (millions)</b>	<b>90</b>	<b>44</b>	<b>68.8</b>	<b>142.6</b>	<b>80.4</b>	<b>80.7</b>
<b>Permit Fee Revenue</b>	<b>\$955,212</b>	<b>\$554,211</b>	<b>\$809,045</b>	<b>\$783,883</b>	<b>\$1,015,370</b>	<b>\$991,099</b>

## ZONING BOARD OF APPEALS

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

The 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.

The Board conducted fourteen public hearings and fifteen public meetings in 2015, during which it considered fifty-seven applications. Forty-nine special permits, including renewals and amendments were granted. One variance was denied. One appeal of the decision of the Building Inspector was granted and one appeal of the decision of the Building Inspector was denied. There was one appeal of the Board's decisions. One application was withdrawn without prejudice at the request of the Applicant. (Some of the applications listed below included multiple activities; therefore, the activity totals below exceed the number of applications.)

2015 APPLICATION ACTIVITIES	
Change, alteration or extension of a nonconforming use and/ or structure	21
Reconstruction of a nonconforming use and/or structure	14
Site plan approval (associated with a special permit)	2
Amend or extend a special permit and site plan approval	1
Relief from parking requirements	3
Off-site parking/increased parking demand/joint parking facilities	1
Parking of Commercial Vehicles	1
Special home occupation (new & renewal)	3
Additional dwelling unit	2
Planned residential development (PRD)	3
Private Recreation	1
Seasonal catering in LBD #5	1
Accessory Uses	3
Transfer development rights	1
Temporary accessory mobile trailers	2
Extend Zoning district line	1
Bed & Breakfast	3
Temporary event parking or special event	2
Increase gross floor area by more than 50% (incl. amendments)	9
Divide land to preserve historically significant structure	1

## BOARD OF HEALTH



From left: Joanne DiNardo, Jack Bergman, Alan Woodward, Ray Considine, Tom McKean.

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. Kerry Diskin continued to serve as Chairman until September 2015, at which time she resigned from the Board and Alan Woodward was elected to serve as Chair. Two new members joined the Board in 2015: Tom McKean in May, and Ray Considine in October.

### Regulations

As the public health regulatory entity for the Town, the Board continues to endorse measures that can positively impact the public by promoting health and wellness. In 2015, the Board of Health continued to be in the forefront in pursuing efforts to curb youth access to tobacco and nicotine delivery products such as e-cigarettes. Flavored tobacco and nicotine delivery products, including fruit-flavored small cigars, chewing tobacco, snus, e-cigarettes and candy items containing nicotine are increasingly marketed to youth. These products have as much potential to cause addiction to nicotine as conventional tobacco products. To address these concerns, the Board of Health in 2014 made significant revisions to its regulation, "Sale of Tobacco Products and Nicotine Delivery Products." The revised regulation prohibits the sale of tobacco and nicotine delivery products to persons under age 21; the sale of flavored tobacco and nicotine delivery products; the use of e-cigarettes in public places

and workplaces; the sale of inexpensive single cigars and blunt wraps; and free samples or the use of reduced price coupons to purchase nicotine delivery products. In 2015, the Board conducted two youth compliance checks, in which persons under age 21 visit retail businesses and attempt to purchase tobacco or nicotine delivery products. In the first of these checks, 4 out of 14 vendors sold tobacco products to the youth purchaser; during the second compliance check, 0 vendors sold tobacco products. These types of compliance checks are essential for ensuring compliance with the new regulation to help reduce youth access to tobacco.

#### *Community Water Fluoridation*

Town Meeting warrant Article 34, submitted by citizen petition, asked voters to urge the Board of Health to discontinue the fluoridation of all public water supplies in Concord. The Concord Board of Health opposed passage of this article that was defeated at Town Meeting. The Board believes that the overwhelming body of scientific evidence and studies show that community water fluoridation is a safe and effective public health measure to prevent tooth decay.

#### *Mosquito Control*

The East Middlesex Mosquito Control Project conducts a program in Concord consisting of mosquito surveillance, larval mosquito control and public education.

Average spring rains resulted in moderate mosquito activity in late May and early June. Mosquitoes reached their highest levels during the annual emergence of a cattail marsh mosquito species from mid-June through July and the emergence of floodwater species following June rains. Mosquito populations remained low during August and September. The Massachusetts Dept. of Public Health determined that there was a low risk for both West Nile Virus (WNV) and EEE in Concord during the 2015 season. There were 9 residents within the metropolitan Boston area who contracted WNV in 2015.

The adult mosquito surveillance program monitored mosquitoes from 11 Concord trap collections. In August, eight mosquito batches from those collections were sent to the State Public Health Laboratory to

be tested for EEE and WNV. No EEE or WNV were found from any of the mosquitoes tested.

The larval mosquito control program relied on the larvicide *Bacillus sphaericus*, which is classified by the EPA as relatively non-toxic. *Bacillus sphaericus* was applied to 2,500 catchbasins to control *Culex* mosquito larvae, which are considered the primary vector of WNV.

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, Asst 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, summer 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 2015, this program generated nearly \$30,000 in additional revenue for the Town of Concord (approximately 500 hours of public health and inspectional/administrative staff support). Staff witnessed test holes on 29 sites, issued 66 septic permits, reviewed 25 building projects, 70 septic inspections and conducted 30 food service inspections.

Awareness and prevention of tick-borne illnesses continues to be a priority. Lyme disease is the most commonly reported communicable disease in Concord. The Health Division continued to work cooperatively with the surrounding towns of Acton, Bedford, Carlisle, Lincoln, Wayland and Weston in the Middlesex Tick Task Force to deliver educational programs on tick borne illnesses. Concord, in partnership with 31 other towns across the State, received a Governor's Community Innovation Challenge grant for \$111,000 to work with the University of Massachusetts Laboratory of Medical Zoology to provide free tick testing services to residents. Residents who were bitten by a tick could submit the tick for free testing at the UMass laboratory to determine whether the tick was carrying pathogens that cause common tick-borne illnesses including Lyme disease, Babesiosis, and Human Granulocytic Anaplasmosis (HGA, previously called Erlichiosis) which are prevalent in our area.

#### *Healthy Concord Project*

In 2013 and 2014, the Health Division received \$40,000 in grant funding from Massachusetts Department of Public Health Community Health Network Area (CHNA) 15 to undertake the Healthy Concord project. During the public outreach process, two themes emerged as important to the entire Town: people of all ages in Concord are experiencing stress, with particular concern for youth; and there is desire for safer roads and paths for bicycling, sidewalks for walking, and better transportation in general. Based on what was learned, the Steering Committee selected two priority areas for the 2014-2015 Healthy Concord implementation projects – a Town-wide Stress Reduction program, and a Road Safety initiative that incorporates bicyclists, drivers and pedestrians. The Healthy Concord project concluded in spring 2015 with several public events. In February a book dis-

ussion on *Brainstorm: The Power and Purpose of the Teenage Brain* by Dr. Dan Siegel was offered at the Concord Middle School for parents and youth. The Center for Parents and Teachers and Concord Carlisle Youth Services co-sponsored a "World Café" discussion on developing a community response to reducing stress in our youth. In March, Healthy Concord presented "The Maturing Family" with author Janet Benevenuti and a panel of legal and financial experts. This program was targeted to older adults and their adult children, to help families to manage the very stressful decisions aging adults face, and difficult situations their adult children are put in as families navigate the latter stages of life.

#### *Emergency Preparedness*

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.

In April, the Health Division, CEMA and the COA co-hosted a public awareness event for seniors about emergency planning and in September held a public gathering at the Town's new shelter location at the Harvey Wheeler Community Center. This event focused on building awareness about sheltering services that might be offered in an emergency, and on emergency planning for senior residents. Over 40 residents attended each event.

In November, Health Division staff participated in a table top exercise at Emerson Hospital on planning Town and hospital response to a multi-day loss of electrical power.

#### *Permits & Licenses*

The Health Division issued the following licenses and collected \$135,247.60 in permit fees: 209 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; 116 Permits to Keep Farm Animals; 3 Bathing Beaches; 23 Swimming Pools; 52 Hazardous Material Storage/Usage; 2 Motels; 13 Recreational Camp Sites; 22 Day Camp Programs; 1 Tanning Facilities;

48 Registered Title 5 Inspectors, 92 Disposal Works Installers; 27 Septic Haulers; 15 Rubbish Haulers; 1 Body Art Establishment; 5 Body Art Technicians; 4 Funeral Directors; 2 Funeral Homes; 149 On-Site Sewage Disposal Permits; 184 Building Permit Reviews; and 19 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).

In 2014, Concord welcomed Catherine Joyce, RN, as our new public health nurse and Wellness Coordinator at the Council on Aging. During 2015, the public health nurse focused on emergency preparedness for seniors, and on expanding prevention and wellness programs at the COA.

*Influenza Vaccine Distribution & Clinics*

The Division sponsored its annual seasonal influenza clinic for Concord Seniors at the Harvey Wheeler Center on October 15. Emerson Hospital Home Care nurses administered vaccine to over 136 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 7. Emerson Hospital Home Care administered 82 doses of vaccine to Town Employees during this clinic.

COMMUNICABLE DISEASE TABLE							
	2009	2010	2011	2012	2013	2014	2015
Amebiasis	2	0	0	0	0	0	0
Babesiosis	1	3	0	0	0	2	7
Campylobacter	4	6	6	5	8	7	10
Cryptococcus	2	0	0	0	0	0	0
Cryptosporidia	0	0	2	1	0	0	0
Dengue	-	1	0	0	0	-	0
E. Coli	0	0	0	-	0	0	0
Ehrlichiosis	3	0	0	1	0	0	0
Encephalitis	0	0	0	0	0	0	0
Enterovirus	1	0	0	0	0	0	0
Giardia	3	2	4	2	0	2	2
Hepatitis A	0	0	0	0	0	0	0
Hepatitis B	1	1	0	0	0	0	0
Hepatitis C*	68	23	5	2	10	33	20
H1N1 Influenza	2	0	0	0	0	0	0
HGA	5	8	1	1	0	2	5
Legionnaire's Disease	1	0	1	1	0	0	1
Lyme Disease	48	46	11	7	11	17	9
Measles	0	0	0	0	0	0	0
Meningitis	0	0	0	0	0	0	0
Pertussis	0	0	1	2	0	0	1
Rocky Mtn Spotted Fever	0	0	0	0	0	0	0
Salmonella	4	4	3	2	12	2	5
Shigella	1	2	0	0	0	0	0
Streptococcal Pneumonia	2	1	1	0	1	1	1
Type B Streptococcus	0	0	0	0	0	2	1
Tuberculosis	2	0	0	0	0	0	0
Varicella (Chicken Pox)	0	0	0	0	0	0	0
Yersiniosis	0	0	1	0	0	0	0

\*All cases previous to 2011 included MCI Concord; MDPH now records those totals separately

*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 13 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. The Division issued 189 permits for construction and/or alteration of septic systems, reviewed 184 building permit applications

for regulatory compliance, and witnessed percolation tests and soil evaluations for 98 properties. The Assistant Public Health Director conducted approximately 305 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 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. To date a total of \$702,172 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. 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.

Concord welcomed the following new Food Service Establishments: Woods Hill Table, Salt Box Kitchen, Trails End Café Pub expansion, New Leaf Café and Concord Carlisle High School kitchen.

*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. 41 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.

**2015 FOOD SERVICE / RETAIL PERMITS**

Retail Food Permits	38
Food Service Operations	45
Farm Stands	10
Public School Cafeterias	9
Religious Organizations	6
Food Bank	1
Sporting Event Food Service	1
Mobile Food Trucks	2
Caterers Base of Operations	9
Food Processors	1
Frozen Ice Cream/Desserts	7
Delicatessens in Retail Establishments	14
Nursing Homes/Assisted Living	6
Hospital/In-patient Kitchen	1
Private School Cafeterias	4
Community Assistance Food Groups	2
Home for Aged Community	1
Seasonal Operations	5
Bed & Breakfast Establishments	2
Daycare with Food Service	1
Rental Hall Kitchens	4
Residential Retail Kitchens	6
Milk/Cream Permits	11

*Recreational Camp Program*

The Public Health Inspector reviewed 19 programs which meet the definition of “recreational camp” and which served 5214 campers in Concord. Programs were reviewed for compliance with regulatory requirements: 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 14 sites which either host their own camp programs and/or serve as a rental location to “out of town” programs.

*Bathing Beach Program*

The Division continued its contract with G&L Laboratories, Quincy, MA, to provide services for collection and analysis of bathing beach water samples. Samples are taken weekly at the 3 semi-public beaches, from Memorial Day through Labor Day, for compliance with 105 CMR 445.00, Minimum Standards for Bathing Beaches. 50 water samples were collected from the 3 beaches over a 16 week time period. There was one one-day beach closure during the season due to bacterial levels exceeding acceptable limits for bathing beach waters.

White Pond experienced a large bloom of cyanobacteria (blue-green algae) and the entire pond was closed for swimming from early July through mid-September while the bloom persisted. Blue-green algae blooms can produce toxins that can make pets and people sick. After being notified of the bloom in early July, the Health Division contacted the Massachusetts Department of Public Health (MDPH) who sampled the pond and confirmed high concentrations of the blue-green alga *Microcystis* and the presence of microcystin toxin. The Health Division immediately issued a Health Advisory and closed the pond for swimming. MDPH continued to sample the pond weekly until algae concentrations dropped in mid-September and the health advisory was lifted. As a result of the field investigations at White Pond, a new semi-public beach, the Dover St. Beach Association, was identified; the beach will require licensing and will be tested weekly during the 2016 season.

#### *Swimming Pools*

There are 13 sites in Concord that hold recreational pool permits. There are currently 4 general purpose pools, 13 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 personnel 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 backyard animals. The number of permits for keeping animals has more than doubled in the past five years: 116 permits were issued in 2015, compared to 48 in 2009. The Public Health Inspector conducts annual site visits at 108 permitted properties to inspect for sanitary conditions, health of animals and prevention of odors and pests from proper manure storage/removal.

#### *Rabies Control Program*

Only 2 domestic animals (dogs & cats) were quarantined by either the Concord Health Division or Animal Control Officers (Boardman Animal Control Services) due to contact with potentially rabid animals. 11 domestic animals were quarantined and followed by Dog Officer because of animal bites to

humans. Rabies tests were conducted on 5 potentially rabid animals (3 bats, 1 cat and 1 goat). None of the animals tested positive for the rabies virus.

2010-2015 ANIMAL CENSUS INFORMATION						
	2010	2011	2012	2013	2014	2015
Chickens	1056	1368	3211	3418	2903	973
Horses	164	163	182	171	119	146
Cattle	243	178	255	220	180	199
Rabbits	78	112	200	0	100	8
Goats	10	13	21	21	7	11
Geese/Ducks	29	38	37	46	35	52
Guinea Hens	9	8	7	7	12	5
Quail	-	-	-	-	30	40
Sheep	15	1	4	14	12	4
Beehives	4	-	-	-	-	-
Llamas	0	-	-	-	-	-
Donkeys	2	3	2	6	5	5
Turkey	7	8	57	57	2	0
Pigs	10	2	15	0	0	0
<b>Total</b>	<b>1627</b>	<b>1894</b>	<b>3991</b>	<b>3960</b>	<b>3405</b>	<b>1443</b>

At the Health Division's Annual Rabies Clinic in March, Concord Animal Hospital veterinarians administered the rabies vaccine to 19 dogs and 9 cats.

## EMERSON HOSPITAL HOME CARE SERVICES

Brian Hailey, MSPT Director

Emerson Hospital Home Care is a Medicare/Medicaid Certified, Joint Commission accredited, provider of home health services in Concord, as well as 29 surrounding towns. Home care is an active member of the Home Care Alliance of Massachusetts. 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, and medical social work. Emerson home care continues to grow to meet the demands of skilled services in the home as hospital "length of stay" continues to decrease. We continue to partner with community and tertiary medical centers to reduce the incidence of re-hospitalizations. We have expanded to a 29-town service area to accommodate requests of referral sources and our patients.

Home Care accepts referrals for services from Emerson Hospital, other local community and tertiary hospitals, physician offices, skilled nursing facilities, rehabilitation hospitals, and referrals from patients

with a physician's order for home care. Members of the community can contact Home Care directly for skilled services for themselves or family members. Emerson Home Care partners with community members to provide services at home after a hospitalization, during a prolonged illness, or when a skilled need arises and the client is home-bound. The goal of home care services is always to promote the highest state of wellness and independence, and to assist in planning for the continuum of care. Home Care also provides community health and communicable disease follow up in accordance with our Board of Health contract with the Town of Concord.

Although Emerson Hospital Home Care does not have a hospice program, we continue to work closely with several area hospice providers, including Care Dimensions Inc. Emerson Home Care continues to provide end-of-life care for those patients who decide not to enroll in a hospice program.

The home care department plays an integral role in the organization's focus on enhancing the care of the growing elderly population in the communities we serve. This includes ongoing meetings with members of the community, as well as initiatives within the care environment in the hospital. Using our disease management programs, the home care department continues the success in decreasing emergency department visits, hospitalizations, and length of stay in several diagnostic groups to include chronic lung disease and congestive heart failure. The home care department remains active on the "Care Transitions" committee whose focus is to improve care transitions and reduce unnecessary re-hospitalizations.

Emerson Home Care services residents of Concord Park, Newbury Court/ Newbury Commons, and residents of the Concord Housing Authority, to name a few. This has allowed these residents to successfully age in place, and remain out of an institution. Home care also coordinates closely with the Concord Council on Aging to promote health and wellness to seniors through lectures and other programs. Home Care also works closely with Minuteman Senior Services to coordinate services to help residents of Concord and our surrounding towns to age in place.

Our contract with the Town of Concord includes communicable disease follow-up and an influenza vaccination program. The contract 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. The influenza vaccination program serves both residents and employees of the Town of Concord.

In accordance with our contract, Emerson Home Care continues to work closely with the Board of Health and with other community organizations to coordinate care for the residents of Concord. We will continue to work with the Town and organizations to identify areas of opportunity to serve the Town's residents in an effort to promote health and wellness. Home Care is also represented on the Emerson Hospital Emergency Preparedness Committee, which works with the Town of Concord to coordinate emergency preparedness efforts.

### **SEALER OF WEIGHTS AND MEASURES**

The function of the Weights and Measures official (DOS Inspector) 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. Scanners are inspected every two years by the State and were not done in 2015 unless it was in response to a complaint by a consumer.

The Town of Concord contracts with the Massachusetts Division of Standards (DOS) through the Concord Health Division. The Health Division Admin-

istrative Assistant and DOS Inspectors work closely together to coordinate and ensure that any complaint made by a consumer is addressed in a timely manner as well as ensuring that proper invoicing and payments are received by the Town. Inspections were performed at 45 establishments throughout Concord: 162 gasoline meters, 52 weighing scales, 13 fuel delivery trucks. The Health Division invoiced \$5,565 in Weights & Measures fees.

## NATURAL RESOURCES COMMISSION



*From left: Lynn Huggins, Jeffrey Adams, Charles Poutasse, Gregory Higgins, Judy Zaunbrecher.*

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 hearings to review permit applications, which included 33 Notices of Intent, two Abbreviated Notices of Resource Area Delineation, and 16 Requests for Determination of Applicability, for a total of 51 new applications. The

NRC also received six requests to Amend an Order of Conditions. The NRC closed-out many completed projects, issuing 22 Certificates of Compliance and one Partial Certificate of Compliance. Division staff reviewed 52 Administrative Approvals for very minor projects including limited tree and invasive species removal. The NRC issued two Emergency Certifications, one to reinforce Cambridge Turnpike, which was compromised by the breach of Crosby's Pond, and a second to repave a portion of the emergency room parking lot at Emerson Hospital. The Order of Conditions and Determination of Applicability that were appealed to DEP in 2014 both found resolution in 2015 and were withdrawn. The 2014 DEP Super-seding Order of Resource Area Delineation affirming the Commission's 2013 decision on the wetland boundary at Keuka Road was overturned in 2015 through an Adjudicatory Hearing process with DEP.

## NATURAL RESOURCES DIVISION

Delia R. J. Kaye, Natural Resources Director  
Lori A. Capone, Natural Resources Assistant Director  
Denise R. Gibbons, Administrative Assistant

### LAND PROTECTION INITIATIVES

**Conservation Restrictions:** Staff worked towards completion of four new CR's covering approximately 16 acres: a 1.8-acre CR associated with the Monsen Road development to protect Blanding's turtle habitat; a 1.15-acre CR associated with the development at 1888 Main Street which provides public access to 122 feet of frontage on the Assabet River; a 7.12-acre CR at 449 and 42A Barrett's Mill Road associated with the recent purchase of the McGrath house lot; and a 5.81-acre CR at 68 Commonwealth Avenue associated with the construction of the assisted living facility. The NRC also recommended approval of one new and one amended CR to the Select Board to be held by the Concord Land Conservation Trust: a 12.7-acre CR at 75 Buttrick's Hill Road with frontage on the Concord River; and the addition of 1.37 acres to the 22-acre CR at 1061 Monument Street.

**Open Space and Recreation Plan Update:** The Open Space and Recreation plan received State approval in 2015. This Plan will help direct conservation and recreation efforts for the next seven years, and make the

Town eligible to receive certain State grants. Members of the Open Space and Recreation Plan Committee included Jeff Adams, Dean Banfield, Peter Baty, Lori Capone, Katherine Edwards, Pam Higgins, Ellie Horwitz, Lynn Huggins, Delia Kaye, Gary Kleiman, Laura Lunig, Steve Ng, Susan Rask, Gordon Shaw, Julie Vaughan, and Bryan Windmiller.

**Town-wide Trail Map:** The Division developed a new Town-wide Trail Guide that shows all publicly available trails on Town, Land Trusts, State, Federal, and private lands with Conservation Restrictions that provide public access. Individual Trail Guides were also developed for the larger Town holdings which include local histories and points of interests on the trails.

**Community Preservation Act:** The Division continued the previously funded invasive species control at Old Calf Pasture and restoration of the agricultural parcel at the Rogers land at 6A Harrington Avenue through removal of a failing retaining wall, removing debris, and extensive invasive species removal and replanting. The Town will be seeking a farmer to farm a portion of this land for spring 2016 and will also develop a portion of the land into a new community garden. Work to restore the stone wall along Lexington Road in the west meadow at Heywood Meadow is well underway, including stone steps for improved access, and removing a section of stone wall along Heywood Street. This project is expected to be completed in the spring 2016. Three projects were submitted for CPA funding in 2016: design and implementation of erosion control measures at White Pond; continued invasive species control efforts at Old Calf Pasture; and design funds to replace the pedestrian bridge at Chamberlin Park. The first two projects were recommended for Town Meeting approval and, pending approval, will be undertaken in 2016.

**White Pond Restoration Efforts:** With the completion of the 2015 Watershed Management Plan, staff commenced implementation of the recommendations contained within the report. DNR staff, with the assistance of a dozen enthusiastic White Pond residents, installed coir logs and erosion control blankets at four of the most eroded areas around Sachem's Cove. The work party was a great success and these efforts will help to improve water quality at the pond. Conserva-

tion Crew also installed new signs at White Pond to reinforce the rules regarding use of this property.



*Erosion control installation party at White Pond. From left: Roan Callahan, Brendan Burke, Lori Capone, Assistant Director; Cody Fitzgerald, Matthew Xavier.*

**Old Calf Pasture:** Division staff oversaw a sixth year of invasive species control at Old Calf Pasture, in part with funding received through Community Preservation Act funds awarded in 2013. 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.

#### NATURAL RESOURCES MANAGEMENT

The Division is responsible for the stewardship of approximately 1,400 acres of Town conservation land (including White Pond Reservation), maintaining 24.5 miles of trails, and mowing 84 acres to maintain trails and open meadows. Natural resource management also includes staff support to three NRC active subcommittees, as well as coordinating with other local and regional stewardship initiatives.

**Rangers:** The Select Board and the Natural Resources Commission voted to restrict swimming and undertake measures to address erosion at White Pond. Rangers Brendan Burke and Roan Callahan educated pond users about the new restrictions. This year saw

the first documented outbreak of cyanobacteria at White Pond, with a pond-wide swimming advisory issued by the Health Division, and the Rangers provided courteous and professional feedback to concerned residents and visitors. Rangers also assisted Division staff with measures to install informational signage, close eroded trails, and implement temporary erosion control measures on Town land around the pond.

**Conservation Crew:** Cody Fitzgerald and Matthew Xavier joined the Division this past summer to perform trail maintenance, remove invasive exotic 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 fourth consecutive summer since 2001, the aquatic weed harvester was not needed on the Sudbury River and Fairhaven Bay, a testament to the vigilant efforts of previous hand harvesting efforts and continued annual treatments in this area. 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 a new kiosk for the Reformatory Branch Trailhead on Lowell Road and built new benches for Cousins Field.

**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. Concord was elected to serve a second three-year term on the Steering Committee, from January 1, 2015 to December 31, 2017.

**Conservation Restriction Stewardship Committee:** The CRSC continued its work to help maintain the open space character of the Town, working with Division staff to provide responsible management and care

of the more than 80 Conservation Restrictions that are granted to the Town. Working with Division staff and property owners throughout the Town, the Committee reviewed two new CRs, developed seven Base-line Documentation Reports (BDR), and field monitored ten existing CRs. Over the course of the year, the balance of the Committee's work shifted from developing BDRs to field monitoring as the backlog of outstanding BDRs needing to be completed was largely addressed. Current members are Kathryn Angell (Chair as of June), David Bell, John Ferguson, Catherine Perry, Lydia Rogers, and Joan Wesolowski (who joined in October). Peter Farrow, who served as previous Chair, resigned in May at the end of his term, and his legal expertise will be missed.

**Heywood Meadow Stewardship Committee:** The Heywood Meadow Stewardship Committee continues its mission to preserve and protect Heywood Meadow. This year focused on restoration of the stone wall along Lexington Road on the west side of the Meadow, with new stone steps to provide another access into the meadow. This CPA-funded project is anticipated to be completed in spring 2016. In addition, the low, cement-capped stone wall on Heywood Street, also on the west side of the Meadow, was removed, strengthening the visual connection between the two halves of the Meadow. Work on the control of invasive plants on the east side of the Meadow continues. The Garden Club of Concord generously granted money to plant pollinator-friendly native flowers and shrubs, which will be completed in 2016 once the wall restoration work is complete. Members include: Lola Chaisson, Mary Clarke, Susan Clark (Co-Chair), Joanne Gibson (Co-Chair), Stan Lucks, Murray Nicolson (Clerk), Bev Miller, and Sandy Smith.

**Trails Committee:** The Trails Committee worked diligently producing nine trail guides for the Town's larger land holdings. These guides provide a map of the trails and a history of the area with suggested trail walks. New trails were investigated and blazed at Finigan Way Conservation Land, Mattison Field, and the combination of Harrington Park, Marshall Farms, Rogers Land, and Second Division Brook Conservation Land, including the newly acquired easements which now connect Harrington Park to the Rogers

Land. The White Pond area saw significant changes to the trails in an effort to reduce erosion to prevent excess nutrients from entering the pond. The Committee hosted two significant volunteer efforts: an Athena Capital volunteer work group that constructed bog bridges to alleviate flooding in a wet section of the Emerson-Thoreau Amble/Bay Circuit Trail, and an invasive species cleanup at Punkatasset with Concord-Carlisle High School seniors that resulted in four truckloads of invasives being removed from the site. Many Trails Committee members and stewards also led Council on Aging guided walks this past summer and fall to enhance the Senior Walking Program. Maintenance of the trails is always ongoing with assistance from stewards and committee members. Members include Spencer Borden, David Clarke, Jonathan Keyes, Ken Miller (Chair), Murray Nicolson, Peter Siebert, and Bob White.



*Seniors enjoying a guided walk led by David Clarke and Bob White.*

Conservation Land Use Permits: 17 permits were issued to various groups using Town conservation land for wetlands training, drag hunting, and for field classroom purposes. Permits were issued to Boy Scouts for overnight camping at Scout Island in Warner's Pond, to the Musketaquid Arts and Environment Program for Earth Day, and for the construction of a new bench overlooking Fairyland Pond.

## FARMING & COMMUNITY GARDENS

Agricultural Farming Agreements: The Division continues to work with local farmers to retain land in agriculture, overseeing 16 agreements over 200 acres of actively farmed land.

McGrath Farmstead: Barrett's Mill Farm completed their second growing season at the McGrath Farmstead. Barrett's Mill Farm grew annual crops on 6 acres of land, cared for 1 acre of perennial crops, and planted 4 acres of in-season cover crop to improve soil quality. Produce was sold to the general public through the farm store, as well as to 125 Community Supported Agriculture (CSA) and Barrett's Bucks (farm store credit) members. Vegetables were also donated weekly to Gaining Ground and the Boston Area Gleaners for distribution to hunger relief organizations.

Thoreau Birthplace: Gaining Ground is a nonprofit farm that grows food for hunger relief with the help of volunteers of all ages and abilities. This season the farm donated over 60,000 pounds of organic produce to thirteen food pantries, meal programs, and direct donation markets in Lowell, Boston and surrounding Metro West communities. Gaining Ground successfully ran its first farmer apprenticeship program, training two beginning farmers on managing a small diversified organic farm. Staff worked alongside 2,900 volunteers throughout the season, with volunteers involved in all aspects of farm operation. Gaining Ground continues to 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 held a community raising of a post and beam barn in December. The barn will be used for storage, washing and packing vegetables, and staff office space.

Community Gardens: The long-standing tradition of the three 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. Coordinators assign garden plots, coordinate annual meetings and cleanups, and offer guidance to gardeners to produce beautiful and bountiful harvests.

Despite the extremely dry conditions, 2015 was a good year at East Quarter. Crops were manually watered with the help of a pump and piping system. Because of the continued warm weather, several gardeners volunteered to harvest late kale, beets and greens for the local food pantry.

The Hugh Cargill Community Garden is on rich farmland given to the Town by Hugh Cargill in 1793 to benefit the poor in Concord. Over the years, the garden has evolved to serve all interested residents of the Town, and now has over 70 families and individuals. The gardeners share their bounty by donating vegetables to Open Table, and flowers to the Town House. The 2015 growing season was challenging due to the dry weather conditions. A group of gardeners came together to dig new wells and clean out old ones so that our pumps would provide water.

#### 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 Senior Walking Program, a collaborative effort between the Division and the Council on Aging, continues to be a successful program, offering two weekly walks for seniors on Concord's trails in a safe and social communal environment. Guided walks were added this past year to enhance the walking experience.

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 that he has studied in depth since 2003.

### PLANNING BOARD



*Standing from left: Brooke Whiting Cash, Gary Kleiman, Matt Johnson, John Cratsley. Sitting from left: Scott Bates, John Canally, Chair; Robert Easton.*

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, preparing the Comprehensive 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 22 times in 2015. All were regular meetings except for two when the Board attended the West Concord Advisory Committee Open House and the Comprehensive Plan Update Kickoff event respectively. Three public hearings were held. One public hearing was for zoning bylaw amendments and an Alternative Planned Residential Development off Forest Ridge Road (submitted by petition) to be considered by the 2015 Annual Town Meeting; one public hearing was for a Common Driveway Special Permit time extension, and one was for a Common Driveway Special Permit.

### *Residential Development*

Sixteen “Approval Not Required” (ANR) plans were submitted to the Board for endorsement. Nine of these plans approved changes of lot lines that did not create additional lots. Seven endorsed plans created seven additional lots.

A nineteen-lot Preliminary Subdivision Plan proposed for 46.5 acres off Commerford and Annursnac Hill Roads was filed and subsequently withdrawn without prejudice.

### *Commercial, Institutional and Other Development*

Nine site plan/special permit applications received affirmative recommendations to the Board of Appeals.

Site plan approval was granted to the Middlesex School for a new music and campus center.

An application for site plan approval for 740 Elm Street (Best Western Hotel) was filed and subsequently withdrawn without prejudice.

A Special Permit and Site Plan application to redevelop the Millbrook Tarry site on Lowell Road, including the construction of a 15,062 s.f. market, will be reviewed in January 2016 for a recommendation to the Board of Appeals.

### *Zoning Amendments and Town Meeting Actions*

For the 2015 Annual Town Meeting, the Planning Board sponsored seven Zoning Bylaw amendments. Passed were: an article to change the definition in Section 4.2.8 to be consistent with a specific State statute; an article to add language to clarify lot frontage requirements when applying Section 6.2.5 Lot Width; an article to incorporate reference to the Town’s Wetland Bylaw in Sections 7.5 and 7.8; an article to bring the definition and purpose of Sections 7.3.1 and 7.3.2 into conformance with the Town’s Wetland Bylaw; an article to add an upland requirement to the area of required open space and incorporate reference to the Town’s Wetland Bylaw in Residential Cluster Section 9.2.4; an article to add a reference to the Town’s Wetland Bylaw and correct a section reference in Planned Residential Development Sections 10.2.9 and 10.3.4.2(a), and; an article to change the method for measuring height of a structure in the Residence A and AA Zoning Districts.

After considerable discussion and deliberation, the Board decided not to move an article to add new Floor Area Ratio requirement in the Residence A, B, and C Zoning Districts, preferring to further refine the amendment’s language for possible submittal at a future Town Meeting.

The Board supported two citizen petition articles regarding the Black Birch Alternative Planned Residential Development and Use Proposal for a 25-unit (age-restricted) residential development on Lot 6F and Parcel 6B Forest Ridge Road and the release of a Residential Restriction for that Lot and Parcel.

### *Other Actions*

Goal-setting sessions and reviews of draft language for potential zoning bylaw amendments were held at several of the Board’s meetings in anticipation of submitting zoning bylaw amendment warrant articles for the 2016 Annual Town Meeting. In addition the Board:

- The Board adopted a new fee schedule in March after staff did a community comparative analysis of all application fees.
- Held a discussion with members of the Historic Districts Commission regarding potential zoning bylaw amendments for 2016 Town Meeting regarding siting and massing criteria of properties in the historic districts and ways to prevent development of open spaces.
- With assistance from the Regional Housing Services Office, recommended to the Board of Appeals a set of eligibility guidelines for moderate affordable dwelling units.
- Met with members of the Concord Housing Foundation, who funded a summer intern to research various methods that other communities have used to address “mansionization.”
- Heard presentations from the Planning Division summer intern, Patrick Burns, and reviewed his report on the methods used by several communities in Massachusetts and four other states to address “mansionization.”
- Discussed the process for developing a new Comprehensive Plan and recommended to the Select Board adoption of a Committee charge.

- Attended the West Concord Advisory Committee's Open House and the Comprehensive Plan Update Kick-off event.
- Reviewed proposed revisions to the Landscape Materials Plan for Trinity Church
- Voted to authorize the use of third-party consultants under M.G.L. Ch. 44 Section 53G to review stormwater and traffic reports submitted with Site Plan and Subdivision applications.
- Endorsed an Assignment of Security Release for Garfield Road Subdivision #228.
- Approved the formation of a Tree Preservation Subcommittee to be established in 2016.
- Reviewed 2016 Community Preservation Act Applications for recommendations to the CPC.
- Adopted the 2015 Concord Housing Production Plan.
- Met with Historical Commission members to discuss the proposed Demolition Review Bylaw.

The Board nominates members to the West Concord Advisory Committee, 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, and the Community Preservation Committee.

### **WEST CONCORD ADVISORY COMMITTEE**

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 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 have liaison responsibilities with other Town boards and committees and report about issues related to the Village and its surrounding neighborhoods.



*WCAC members from left: Steve Irza, Carlene Hempel, Peter Baty, Jeff Collins, Don Detweiler, Mike Nowicki and Kathryn Garcia. Not pictured: Peter DeRosa and Burton Flint.*

The WCAC reviewed and provided comments to the Planning Board and other Town Boards/Committees on several major proposals related to the West Concord Village and environs, including:

- The 25-unit Planned Residential Development called Black Birch PRD located on Forest Ridge Road proposed by ABODE Builders.
- Support for the New Life Church's request to the Community Preservation Committee for funds to restore the Church's front steps at 53 Church St.
- The requested relief from parking requirements to allow 13 more seats in the Salt Box Kitchen restaurant located at 84 Commonwealth Ave.
- The requested relief from parking requirements (of eight parking spaces) to allow a new restaurant with up to 120 seats at Brookside Square, located on Beharrell Street.
- Review and comments to the Natural Resources Division staff and the Open Space and Recreation Plan Update Committee pertaining to the Open Space and Recreation Plan 2014 Update.
- Review and comments to the Recreation Department regarding integrating recently-acquired land at 51 Laws Brook Rd. into Rideout Playground.

The WCAC continued its work on developing a new plaza between Concord Tea Cakes and Twin Seafood. The Committee hopes to see a bricked-in plaza, with tables and greenscape, at the intersection of Commonwealth Avenue and Church Street in what is now a paved area. The WCAC also contributed a Perspectives op-ed column in the *Concord Journal* about connectivity in and around the Village in advance of hosting its annual Open House in April on the same topic. The meeting was well-attended by Concord residents and featured a number of speakers including a Village business owner, a Town official and outside experts including a landscape architect and authority on safe routes for pedestrians and cyclists. As part of our work from the Open House, the WCAC also created a spreadsheet of sidewalks and intersections that, in our opinion, need repair or attention from Concord Public Works. This fulfilled a promise we made to the audience at the Open House to see through our desire to make safe connections for pedestrians in and around the Village.

The WCAC finished the year with plans to work on a number of projects in 2016, including helping to develop a parking signage plan for the Village, acquiring bike racks and perhaps rental bikes for the area, working on a plan that would allow more public programmatic spaces in the Village for arts performances, and working on completing what would be known as the Assabet River Trail. The WCAC also plans to develop a stronger social media presence so that residents and businesses owners, as well as visitors, have a place to ask questions and seek answers about where they live, work and recreate.

## PLANNING DIVISION

Marcia Rasmussen, Director of Planning & Land Management  
Elizabeth Hughes, Town Planner  
Lara Kritzer, Senior Planner  
Nancy Hausherr, Administrative Assistant  
Andrew W. Mara, 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 Di-

vision 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 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 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 assumed responsibility for working with Town staff and managing the consultant in preparing a Development Guide for residents and developers, which is expected to provide clear guidance about the plan review and permitting processes. The final Development Guide is expected to be completed in early 2016.

Senior Planner Lara Kritzer continued her professional supporting role to the Historic Districts Commission (HDC), Community Preservation Committee (CPC) and Historical Commission. Lara provided valuable support in developing the draft Demolition Review bylaw with the Historical Commission; the annual update of the Community Preservation plan with the CPC and working with the HDC to update the Design Guidelines. Lara continued working on affordable housing initiatives with the Regional Housing Services Office (RHSO) to complete the HOME funding process for additional HOME funds for completion of four additional Peter Bulkeley Terrace units and working with the Director, a housing consultant and RHSO staff in preparing the 2015 Housing Production Plan.

Director Marcia Rasmussen continued to provide staff support to the Bruce Freeman Rail Trail Advisory Committee; shepherding the 75% design plans through Town agencies; and, coordinating with State agencies and the Design Consultant to begin 100% design/construction plans that are expected to be advertised in September 2016. Marcia worked with the Town Manager, Select Board and the EPA Mediation/Facilitation Team to host a public forum in January to discuss residents' concerns with White Pond and the Town-owned land around White Pond; coordinated the work of the Parking Management Team, made up of representatives from Finance, Police and Public Works, to begin implementation of recommendations in the 2013 Parking Management Plan; and, worked with the Town Planner and Professional Facilitator to design a kick-off event in October for the next Comprehensive Plan, which included a celebration of all the work that had been accomplished from the 2005 Comprehensive Long Range Plan. Marcia also prepared a presentation for the Massachusetts Sustainable Communities and Campuses Conference and participated in the West Concord Advisory Committee's Open House in April.

## COMMUNITY PRESERVATION COMMITTEE



*Standing from left: John Cratsley, Peter Ward, Paul Mahoney, Geoffrey Taylor, Greg Higgins. Sitting from left: Linda Escobedo, Bouzha Cookman, Chair; Dee Ortner, Vice Chair. Not pictured: Joe Vlacovsky.*

Concord's 2015 Annual Town Meeting marked the Town's tenth round of Community Preservation Act (CPA) funding since adopting the CPA in 2004. The Community Preservation Committee (CPC) recommended that \$1,803,921 in CPA funds be appropriated by the 2015 Annual Town Meeting for projects

involving community housing, historic preservation, open space, and recreation. The CPC presented its proposed recommendations in two motions, and the 2015 Annual Town Meeting subsequently approved the following appropriations:

### *Community Housing Projects*

- Town of Concord - \$27,000 for the Town's fifth year of participation in the Regional Housing Services Program, an inter-municipal organization which provides professional housing staff for the administration of the affordable housing programs in Concord and six neighboring communities. Funding was provided to complete the 2015 update to Concord's Housing Production Plan.
- Concord Housing Development Corporation - \$45,000 for the Junction Village Affordable Assisted Living Project, a joint project undertaken with the Grantham Group to build 83 fully-affordable assisted living units in West Concord.
- Concord Housing Authority - \$370,804 to complete Peter Bulkeley Terrace Phase II work including the construction of four additional housing units for low-income senior and disabled residents, one of which will be a fully accessible unit, limited site work, and the creation of additional on-site parking.

### *Historic Preservation Projects*

- The Trustees of Reservations - \$74,500 to complete Phase II of a three-year project to restore the Old Manse's Interior finishes and fixtures by reducing humidity and ultraviolet light impacts on interior spaces; conserving significant artifacts and furniture; and restoring interior finishes.
- Dept. of Corrections - \$60,680 to restore the ca. 1870s historic cast iron fountain in front of the original Reformatory building (now MCI Concord's administrative building) on Route 2.
- First Parish Church, Trustees of Donations - \$75,000 to continue the exterior rehabilitation of the ca. 1747 historic Wright Tavern building by restoring 35 windows, replacing storm windows, installing new gutters, and refinishing an original exterior door.

- Town of Concord - \$10,000 to implement the Concord-Brandeis Archaeological Initiative and its pilot program at the McGrath Farmstead/Barrett's Mill Farm.

#### *Open Space and Recreation Projects*

- Town of Concord - \$125,000 to complete the 100% design plan for the Bruce Freeman Rail Trail in Concord. The Town is working in cooperation with the Mass. Dept. of Transportation and Town of Acton to complete this phase of the project, which will complete the design of the Trail from Acton, over Route 2, and through West Concord Center.
- Town of Concord - \$65,000 to complete a feasibility study to determine the best strategy for preserving the open space and recreational opportunities provided at Warner's Pond as recommended in the 2012 Warner's Pond Management Plan.

#### *Recreation Projects*

- Concord Children's Center - \$64,937 to complete Phase II of the universally-accessible, nature-based play area adjacent to Ripley School by installing new play surfaces, a community swing and inclusive merry-go-round, benches, tables, and a child-powered water pump.
- Concord Carlisle at Play - \$670,000 to complete the Phase II reconstruction of the Concord Carlisle High School Playing Fields including work on the JV baseball and softball fields; the completion of infrastructure work on the football field; the construction of new accessible paths and walkways; and the installation of new fencing and lighting.

#### *Administration*

- Town of Concord - \$150,000 for future land acquisition projects in any of the CPA allowable categories.
- 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 2015 to ensure that the reimbursement process went

smoothly and efficiently and that completed projects were closed in a timely manner. The CPC reviewed and updated its project funding notices, developed its first-ever grant agreements for funded projects and developed a specific process for projects submitted by Town departments. The CPC also completed its annual update of the Community Preservation Plan, refined its application processes, and held an informational meeting in September for potential applicants.

In October, the Committee began reviewing new applications to consider recommending for 2016 Annual Town Meeting funding. As in previous years, the CPA funds requested in these applications far exceeded the amount of CPA funds available for distribution. In October and November, the CPC reviewed 17 applications totaling just over \$5 million for projects relating to all four CPA eligible categories. Concord's current annual CPA general fund has approximately \$1.39 million available for allocation at the 2016 Town Meeting. An additional \$300,000 is available for use from existing reserve accounts that had been set up in past years for Community Housing, Historic Preservation, Open Space and Land Acquisition projects. The program's State matching funds are generated by filings at the Commonwealth's Registries of Deeds and more recently from an infusion of State surplus funds. The amount towns receive is impacted by the current real estate economy, the number of community's participating in the CPA program (160), and the town's selected CPA property tax surcharge. The maximum State match goes to those towns that have opted to participate at the CPA's 3.0% maximum surcharge level. Concord is currently at the 1.5% level. Due to surplus funds, Concord's match in the last two years has increased to 52.25% (2014) and 31.46% (2015). In 2016, Concord is anticipated to receive a State Funding match of 29.67% to its locally raised funds.

## HISTORIC DISTRICTS COMMISSION

Jack Clymer, Chair  
 Terry Gregory, Vice Chair  
 Mark Giddings, Secretary  
 Dennis Fiori  
 Nea Glenn  
 Luis Berrizbeitia, Associate  
 Justin King, Associate  
 Satish Dhingra, Associate

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 this process, the HDC regularly reviews applications for Certificates of Appropriateness for changes to exterior features which are visible from a public way or place.

The HDC held 22 regularly scheduled public meetings at which 80 new applications for Certificates of Appropriateness were reviewed. The Commission issued 85 Certificates of Appropriateness. Seven of these Certificates of Appropriateness were for extensions of existing Certificates and eight modified previous approvals. No applications were withdrawn, but three were continued at the request of the applicants to an HDC meeting in 2016. The Commission also conducted eleven official site visits in addition to its meetings in 2015. Three applications were denied in 2015 and one of these denials was appealed through the courts. This appeal was later withdrawn after the Commission worked with the Applicant to develop an alternate plan for the site.

The HDC spent much of 2015 working to remediate a significant violation stemming from unapproved changes made to a project in 2014. Those issues were

addressed and a solution reached before the end of 2015. The Commission completed its final review of the new text for the updated design guidelines, which is now available on its web page, and plans to have the complete document available in early 2016. In addition, the Commission met with the Concord Historical Commission and the Planning Board to discuss how zoning and other means could be used to better preserve Concord’s historic neighborhoods and streetscapes. The Commission advocated for the preservation of 369-374 Sudbury Road and supports its proposed inclusion in the Hubbardville Historic District in 2016. As the year drew to a close, the Commission has begun researching alternative forms of historic property and neighborhood protections to consider in the future for historic areas surrounding the existing districts. The following is a list of applications by category (a single application may involve several categories):

<b>2015 APPLICATION ACTIVITIES</b>	
<b>Air Conditioning Equipment</b>	<b>2</b>
<b>Addition</b>	<b>5</b>
<b>Awning</b>	<b>1</b>
<b>Chicken Coops</b>	<b>1</b>
<b>Doors</b>	<b>3</b>
<b>Dormer</b>	<b>1</b>
<b>Entrance Steps</b>	<b>2</b>
<b>Fencing</b>	<b>7</b>
<b>Foundation</b>	<b>1</b>
<b>Garage</b>	<b>2</b>
<b>Garage Doors</b>	<b>1</b>
<b>Greenhouse</b>	<b>1</b>
<b>Kiosk</b>	<b>1</b>
<b>Lighting</b>	<b>10</b>
<b>Mailbox</b>	<b>4</b>
<b>New Construction</b>	<b>1</b>
<b>Outdoor Seating</b>	<b>2</b>
<b>Paint Colors</b>	<b>5</b>
<b>Paving (includes driveways &amp; patios)</b>	<b>11</b>
<b>Play Structures</b>	<b>1</b>
<b>Porches (includes decks)</b>	<b>4</b>
<b>Renovation/Alteration</b>	<b>3</b>
<b>Roofs/Gutters/Roof Guards/Chimneys/Vents</b>	<b>15</b>
<b>Shutters</b>	<b>1</b>
<b>Siding</b>	<b>1</b>
<b>Signage</b>	<b>17</b>
<b>Stone Walls</b>	<b>5</b>
<b>Storage Containers</b>	<b>2</b>
<b>Temporary Classrooms</b>	<b>1</b>
<b>Windows</b>	<b>10</b>

## HISTORICAL COMMISSION

Geoffrey Taylor, Chair  
Annette Bagley  
Andrew Koh  
Diann Strausberg  
Electa Tritsch  
Claire Gauthier, Alternate

The Concord Historical Commission (CHC) was busy in 2015, initiating several new programs and working to administer and develop existing ones to better preserve Concord's many significant historic resources. New programs initiated this year include the following:

### *Drafting of a New Demolition Review Bylaw*

The CHC spent much of 2015 reviewing the concerns raised during its 2014 effort to update the Demolition Delay Bylaw and discussing how the program could be revised to both address those issues and expand the Town's ability to protect its significant resources. The result of this work is a more succinct bylaw which proposes a possible one year delay, only for complete demolition of houses built before 1941. The CHC has met with the Select Board and the Planning Board to review proposed text and will continue to work to inform residents on the goals of the Bylaw leading up to the 2016 Annual Town Meeting.

### *Initiating the Town's first Archaeology Project at McGrath Farmstead/Barrett's Mill Farm*

In 2014, the CHC began work with Brandeis University to develop a multi-year cooperative archaeological survey project. The first goal of this project – developing a GIS layer of the known and predicted pre-contact and historic archaeological sites throughout Concord – was completed over the winter and spring of 2015. This fall, Brandeis students undertook the second phase of the project, an archaeological dig at the Town owned McGrath Farmstead/Barrett's Mill Farm. Students worked with local volunteers to assess the site and complete their first season of digging on the property. Students from Concord Public Schools and Concord Academy were also given access to the project for a hands-on learning experience.

### *Planning for the Future of the Wheeler-Harrington House*

The Town-owned Wheeler-Harrington House is located on a 15-acre parcel on Harrington Avenue and

was listed on the National Register of Historic Places in 2013. The property comprises one of Concord's most intact agrarian landscapes, and could be a significant conservation and recreational space along the Assabet River. The CHC worked with the Planning Division to complete a Historic Structure Report for the historic 18th-century building; a cultural landscape report documenting the history of the site; and an environmental assessment of the existing property. The CHC supported the Town's application for CPA funding at the 2016 Annual Town Meeting to complete necessary roof and drainage system repairs that will better preserve the house.

### *A Place in Concord Articles*

In conjunction with the *Concord Journal*, the CHC undertook writing a series of articles for the paper on historic sites and buildings throughout Concord. Existing, lost and endangered properties were chosen by individual Commission Members who researched and wrote each of the program articles.

### *Adopting a Preservation Awards Program*

Over the last year, the CHC developed a preservation awards program to recognize outstanding efforts in adapting, restoring and preserving historic properties and landscapes within the community. The CHC has released the award program application and materials on the CHC Town website page and will be accepting applications through February 2016 for its first annual awards in May.

In addition to these new programs, the CHC worked this year on existing programs including:

### *House Marker Program*

The CHC reviewed and approved six new historic house markers.

### *Demolition Delay Bylaw*

The Demolition Delay Bylaw was triggered last summer by a request to demolish the ca.1817 J.E. Wright/Shattuck/Barrett House at 577 Monument Street. The Commission initially worked with the property owners to find a new location and/or use for the building. When those failed, the CHC successfully coordinated efforts to have the building thoroughly studied and documented by a preservation consultant and then to re-purpose removable salvageable materials before

demolition. The building was demolished soon after the expiration of the six month delay.

#### *Community Preservation Act Project Reviews*

The CHC reviewed six applications submitted for Historic Preservation funding at the 2016 Annual Town meeting two meetings in October and November. Projects included repairs to the Sleepy Hollow Cemetery; accessibility improvements at the Town House; main entrance stair repairs at the New Church in West Concord, the construction of a new memorial for the USS Concord Bell in Monument Square, roof and drainage system work at the Wheeler Harrington House, and the restoration of the Emerson Umbrella's original windows.

#### *Coordination with the Historic Districts Commission*

Throughout 2015, the CHC worked with the Historic Districts Commission to coordinate their approaches to preservation in Concord. The two committees met jointly over the course of the year and worked together to pursue preservation of 368-374 Sudbury Road. This historically significant property is a well-preserved example of the Federal style, something rarely found in Concord. While not subject to the Demolition Delay Bylaw, the ca.1816 property is directly adjacent to the Hubbardville Historic District. When demolition threatened the property this year, the Commissions worked together to support an alternate solution that saved the historic structure by working with a sympathetic local developer. The property is now proposed to be added the Hubbardville Historic District at the 2016 Annual Town Meeting.

The CHC looks forward to working in 2016 on passing a substantive Demolition Review Bylaw, continuing its successful work with the Archaeology program, and holding its first Preservation Awards event.

## **BRUCE FREEMAN RAIL TRAIL ADVISORY COMMITTEE**

Kent Carlson, Chair  
Mark Hansen  
Judy LaRocca  
James Lyon  
Judy Perrin  
Gretchen Roorbach

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.

The BFRTAC continued its discussion and response to over 139 abutter and public comments regarding the trail design. Thanks to this input, over 40 changes and suggestions were submitted to MassDOT and GPI. Additional site walks were held as well, each incorporating feedback and helping to educate abutters about changes that will be made to the trail.

The BFRTAC has continued its collaboration with representatives of the Concord Historical Commission, and Natural Resources Commission to develop plans for interpretive signage. Draft designs have been forwarded to the State for preliminary feedback and input. Preliminary designs were posted at the November Public Forum and were enthusiastically viewed by forum participants.

The BFRTAC/WPAC (White Pond Advisory Committee) joint sub-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 have begun.

A Community Preservation Act application is in progress for approval at Town Meeting 2016 for the final \$125,000 of the \$500,000 that was requested several years ago. These funds will be needed for the design and construction of Phases 2B and 2C.

#### *Phase 2A (Acton, Westford & Carlisle)*

Construction continues on this section of the trail. A construction activity blog can be found on the Town of Acton website.

### *Phase 2B (Trail and Bridge over Route 2)*

The 25% design is still in progress with a hearing slated for May 2016. Funding of the Phase 2B will be shared by the US Federal Government, Commonwealth of Massachusetts and Towns of Acton and Concord.

### *Phase 2C (Concord)*

The 75% design submittal was received over the summer. A public hearing was held November 17 to present the plans and get public feedback. Comments were forwarded to MassDOT and GPI. The 100% design submittal is expected in January 2016. The design for the culvert at Powder Mill Road is complete. The Phase 2C construction bid package is on schedule to be advertised by September 30, 2016.

### *Phase 2D (Sudbury)*

At the November 30 Concord Select Board meeting, Sudbury Selectman Leonard Simon assured the Select Board that Sudbury is committed to this project and is working hard to get the 25% design completed. This is great news, as this is needed to build the Concord section of the trail from the Powder Mill Culvert to the Sudbury town line.

## **WHITE POND ADVISORY COMMITTEE**

Jerry Frenkil, Chair  
Deborah Ellwood  
Stephen Goodman  
Carmen Jaquier  
Norman Willard

The White Pond Advisory Committee (WPAC) was established in 1973 by the Board of Selectmen as an advisory and liaison Committee to review and analyze the concerns of the White Pond watershed and play a leadership role in acting as steward for the pond and its environs. White Pond was described by Thoreau as the “Gem of the Woods”; today it remains a prime Town resource for a wide variety of recreational activities including swimming, fishing, and boating to name a few.

The big event for 2015 was the lengthy closure of White Pond due to recurring algal blooms and while that resulted in quiet summer on the Pond, it was anything but for the WPAC. From organizing the White Pond Forum, to the receipt and review of the final version of the White Pond Watershed Manage-

ment Plan and the preparation of a comprehensive management vision for the Select Board, to advocating for Town support, and much more, 2015 was an especially busy year for the WPAC.

### *White Pond Forum*

In the middle of winter the WPAC, along with the EPA and Concord’s Planning Division, helped organize, plan, and execute, the White Pond Forum. This public forum focused on the many issues facing White Pond and its surrounding environs and was facilitated by the EPA. Over 120 people attended and discussed a variety of topics including Town policy towards White Pond, recreation and stewardship, water quality, and neighborhood issues. Urgent issues and recommendations were also discussed and collected.

### *A Shared Future: A Comprehensive Vision for White Pond, Its Watershed, and Its Neighborhoods*

In March, the WPAC delivered to the Select Board a strategic plan for managing White Pond and the surrounding area entitled A Shared Future: A Comprehensive Vision for White Pond, Its Watershed, and Its Neighborhoods. With wide ranging inputs from various constituents, this report was developed to guide the Town of Concord in managing White Pond, its neighborhoods, and its watershed. It addressed both Resource Management as well as People Management and considered four key areas: Water Quality, Neighborhood Issues, Recreation and Stewardship, and Town support. Some items were identified as short-term concerns while others were identified for the longer term. The WPAC expects that a plan to realize this vision will be developed and implemented by the Town.

### *White Pond Watershed Management Plan*

During the summer of 2013, the WPAC along with the Town of Concord and the Division of Natural Resources (DNR) retained the services of ESS Group to develop a Watershed Management Plan for White Pond. A draft version of the plan was completed by ESS and delivered to DNR in the fall of 2014, and the final version, incorporating substantial input from the WPAC and other reviewers, was delivered in May of this year. While there was substantial disagreement between ESS and the WPAC regarding how much nutrient loading can be tolerated without adversely

affecting water quality, the overall document was very useful in providing baseline data on the health of the pond, quantifying issues associated with both public and private land ownership within the White Pond watershed, and suggesting programs for maintaining the ongoing water quality. The top priority was identified to be erosion control on various properties around the pond, both public and private.

#### *Bruce Freeman Rail Trail*

The WPAC has been actively involved in the discussions surrounding the BFRT to ensure that the Pond is properly protected given that the proposed trail passes closely to White Pond. The WPAC works with the Bruce Freeman Rail Trail Advisory Committee (BFRTAC) and other groups such the Trails Committee to elevate awareness of the impacts of the trail construction, activities, and increased visitor traffic on the health and aesthetics of the Pond, the surrounding woods and on the wildlife corridor, while encouraging Town usage of this great asset. The WPAC reviewed the BFRT 75% design and provided detailed feedback to the Town and Mass DOT describing various design elements needed to protect the Pond and its watershed from the significantly increased numbers of trail users expected once the trail is completed.

#### *Erosion Mitigation*

Erosion was identified by both ESS and the WPAC as a key issue affecting water quality, and the top priority to address. The DNR implemented temporary erosion controls on Town Conservation and Reservation lands and, using the DNR's work as a template, Old Pickard Farm Trust residents used similar controls on their lands. Additional runoff controls were implemented on private property by Tracy Street residents.

#### *Algal Blooms*

White Pond experienced a series of algal blooms in July and August resulting in the closure of the Pond, due to public health concerns, for most of the summer. The WPAC worked to educate the community about the concerns and potential causes of the blooms by sponsoring presentations and discussions by the Town Department of Health (DPH), DNR, and SUNY Professor Peter Tobiessen on kettle pond biology.

#### *Building and Renovations in the White Pond Area*

A continuing responsibility of the WPAC is to work with the Building Commissioner and other Town Committees to review and advise in regards to new construction (e.g., additions, landscape changes, etc.)



*Sachem's Cove at White Pond.*

in the White Pond Watershed to ensure that the health of the pond and its environs are preserved. Six different project reviews were performed and the committee approved each while suggesting procedures to avoid impacting the Pond. Of particular concern to the WPAC is

any activity that would have an adverse effect on the quality of the Pond water and surrounding habitat.

#### *Outreach Efforts*

The WPAC expended considerable effort in reaching out to various organizations that might have an interest in studying White Pond. These included the EPA, local universities, and Concord-Carlisle High School (CCHS). The latter undertook a Stewardship project in the Rivers and Revolution program to study White Pond and potential nutrient sources that may have contributed to the summer's algal blooms.

## CONCORD LAND CONSERVATION TRUST

### *Concord Land Conservation Trust Trustees*

Joan D. Ferguson, Chair

Jonathan M. Keyes, Secretary

Pauline Cross Reeve, Vice Chair

Jeff Wieand, Treasurer

Lynn G. Huggins

Gordon H. Shaw

John M. Stevens, Jr.

### *Concord Open Land Foundation Directors*

Thomas C. Tremblay, President

F. Robert Parker, Treasurer

Lynn G. Huggins, Secretary

John G. Bemis

The Concord Land Conservation Trust (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.

A major highlight of 2015 was the acquisition of the North Corner parcel, a 5.6-acre woodland located close to the intersection of Garfield and Sudbury Road. It is an important piece of the larger landscape of the Nine Acre Corner agricultural area and also an important component of the trail system that overlooks the Nine Acre Corner farm fields from Town and Land Trust properties. Neighbors and Land Trust members stepped up quickly and generously to fund this purchase.

The Land Trust also received Conservation Restrictions (CRs) on two properties. One restriction covers a 12.7-acre house lot off Buttrick's Hill Road that includes a pond and Concord River riverfront. The other constitutes an Amendment to an existing Conservation Restriction and increases the protected acreage of land along Monument Street. Properties with Conservation Restrictions such as these remain in private ownership but their development is restricted to conservation purposes; the Land Trust now holds 36 CRs covering about 325 acres. A notable charac-

teristic of both of these new restrictions is the provision for public access to recreational trails: one trail is a segment in an as-yet incomplete network and the other trail, which will be constructed in the coming year, will form a loop off of Two Rod Road in the Estabrook Woods.

This year marked the passing of a great friend of the Land Trust—Chandler Gifford, a trustee of 17 years who died in June. During Chandler's tenure and under his leadership as Chairman, years that coincided with the economic boom of the 1980s, the Land Trust was a critical part of the response to development pressures in Concord, partnering with other organizations to conserve open space. Chandler also helped establish CLCT's affiliate, the Concord Open Land Foundation, to provide more flexibility for our land protection efforts. After stepping off the Board, Chandler and his wife Barbara (who also passed away this year) generously donated 12 acres of their property -- part of the larger Estabrook Woods area -- to the Land Trust in 2004 and 2012. Chandler will be remembered as a devoted citizen of Concord, a committed conservationist and a true gentleman.

As in past years, the Land Trust organized walks on several of our properties to encourage their use by our membership. Our partnership with the Musketaquid Program for the Arts and Environment continued with a birding event and a full-moon cookout. We received help with efforts to maintain and improve our properties through a number of volunteer and service projects.

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 of you will join us in enjoying the properties that so many people have helped us preserve.



*Gordon Shaw, CLCT Trustee, explains history about the North Corner parcel during our Spring Walk.*

**CONCORD LAND CONSERVATION TRUST  
STATEMENTS OF FINANCIAL POSITION  
SEPTEMBER 30, 2015 AND 2014**

	<u>2015</u>	<u>2014</u>
<b><u>Assets</u></b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 346,035	\$ 157,316
Investments	1,766,507	2,025,269
Pledges receivable	72,850	-
Prepaid deposit	4,533	-
<b>Total current assets</b>	<u>2,189,925</u>	<u>2,182,585</u>
<b>Non-current assets</b>		
Property, net of accumulated depreciation	18,628	19,429
Land - held as open space	24,833,419	21,676,187
<b>Total non-current assets</b>	<u>24,852,047</u>	<u>21,695,616</u>
<b>Total assets</b>	<u>\$ 27,041,972</u>	<u>\$ 23,878,201</u>
<b><u>Liabilities and Net Assets</u></b>		
<b>Current liabilities</b>		
Accrued expenses	\$ 3,872	-
Accrued payroll	3,042	-
Due to affiliate	-	3,064
<b>Total current liabilities</b>	<u>6,914</u>	<u>3,064</u>
<b>Net assets</b>		
Unrestricted net assets	1,806,936	1,809,720
Temporarily restricted net assets	394,703	389,230
Permanently restricted net assets	24,833,419	21,676,187
<b>Total net assets</b>	<u>27,035,058</u>	<u>23,875,137</u>
<b>Total liabilities and net assets</b>	<u>\$ 27,041,972</u>	<u>\$ 23,878,201</u>

**CONCORD LAND CONSERVATION TRUST**  
**STATEMENT OF ACTIVITIES**  
**FOR THE YEARS ENDED SEPTEMBER 30, 2015 AND 2014**

	2015	2014
<b><u>Revenue and Support</u></b>		
Membership dues	\$ 142,806	\$ 163,018
Contributed land	2,900,000	-
Contributions	300,681	54,206
Rental income	10,061	10,061
Trail guide fees	313	-
Investment income, net	(24,046)	2,976
Other revenue	-	130
<b>Total revenue and support</b>	<b><u>3,329,815</u></b>	<b><u>230,391</u></b>
<b><u>Expenses</u></b>		
<b>Program services</b>		
Salary and wages	52,653	28,766
Property maintenance	24,457	35,380
Education studies	9,271	5,732
Insurance	4,111	4,849
Real estate taxes and other taxes	5,610	8,388
Professional fees	4,040	-
Payroll taxes	4,808	2,476
Organizational dues	1,075	1,075
Depreciation	801	801
Annual meeting and events	566	-
Land protection	11,622	11,171
<b>Support Services</b>		
Salary and wages	17,918	18,846
Printing and postage	9,695	12,297
Office rent and utilities	8,979	8,998
Accounting	7,872	6,550
Payroll taxes	2,820	2,979
Office supplies and services	1,915	3,744
Telephone	1,071	986
Bank and credit card fees	342	292
Conference fees and training	188	1,267
State filing fees and other taxes	80	556
<b>Total expenses</b>	<b><u>169,894</u></b>	<b><u>155,153</u></b>
<b>Increase (decrease) in net assets</b>	<b>3,159,921</b>	<b>75,238</b>
<b>Net assets at beginning of year</b>	<b><u>23,875,137</u></b>	<b><u>23,799,899</u></b>
<b>Net assets at end of year</b>	<b><u>\$ 27,035,058</u></b>	<b><u>\$ 23,875,137</u></b>

## AGRICULTURE COMMITTEE

Brian Cramer, Chair  
Dudley Goar, Clerk  
Susan Macone  
Steve Verrill  
Emily Wheeler  
Happy Goethert, Associate  
Laura Sackton, Associate  
Gin Stanley, Associate

The Agriculture Committee provides a forum for matters of interest to farmers in Concord. It also advises the 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.

Although snowfall approached or exceeded record levels for the preceding winter, the 2015 growing season was characterized by very little precipitation. Farms with access to irrigation were kept busy watering their crops, while those without were, in some cases, left with lower yields or crop failures. Given sufficient irrigation, crops flourished in an environment of moderate temperatures and low disease pressure.

### *Open Space Plan*

The Agriculture Committee's response to the draft Open Space Plan was generally positive, with some concern that maintaining and promoting agricultural open space wasn't explicitly cited as a priority, and that the Plan didn't specifically mention affordable housing for farmers and agricultural workers as a requirement for the long-term viability of agricultural open space in Concord.

### *Farm Friendly Neighbor*

A collaboration among the Agriculture Committee and the Tufts New Entry Sustainable Farming Project resulted in a public forum held on March 26 at the Harvey Wheeler Center in West Concord. Various Concord farmers gave presentations to a full room regarding some of the potentially problematic interfaces between local agriculture and the community, including sharing roads and other spaces with loud, slow farm equipment, the perceived nuisance or danger of common farm practices such as spraying pesticides or spreading manure and fertilizer, and the perception that the widespread agricultural use of plastic

and hoop structures is undesirable or unsightly. Other topics of interest to the public-at-large were covered, such as the pricing of local produce and access to suitable land by local farmers. The large audience was receptive to the presentations and it is hoped that this forum will serve as a precedent and model for future farm/community communication.

### *Art and Agriculture: Four Seasons on Concord Farms*

Associate committee member Happy Goethert spearheaded an ambitious and innovative outreach project in collaboration with the Umbrella Community Arts Center to pair each of a number of Concord farms with a selected local artist in a year-long endeavor to capture the cycle of the year on local farms in a series of artworks—one for each season. Other community artists were invited to participate in a less formal, parallel project, where they could submit artworks based on a season at a participating local farm to be exhibited at local venues and curated by the Umbrella staff. The artists selected for the Four Season project will show their work in a juried exhibit in the fall of 2016, along with selected entries from the seasonal exhibits.

### *View from the Fields*

The Agriculture Committee initiated a monthly column in the *Concord Journal* newspaper beginning in June. 'View from the Fields' was chosen by the committee as the title of the column, and so far, members and friends of the committee have penned a number of columns, with topics selected and drafts reviewed by the committee. The purpose of the column is to bring agricultural issues to the attention of the community at large.

### *Chapter 61A*

The Agriculture Committee had a joint meeting with the Board of Assessors in July to address issues that had arisen with regard to the eligibility to participate in tax reductions for agricultural parcels under Massachusetts General Law, Chapter 61A. Central to the discussion was how much acreage not directly used for production could nonetheless be considered 'agricultural' and therefore qualify to determine eligibility. Richard Bonanno, President of the Massachusetts Farm Bureau, was invited to participate in the discussion, and he provided some interesting and illuminating perspectives—for instance, that Chapter 61A

should be seen as a means to open space preservation, and that municipalities have considerable discretion in determining eligibility. In the end, the Assessors pointed out that very few parcels in Concord were in question, and that, should other problematic cases arise, the Agriculture Committee might play an advisory role.

*Ag Day/Farm and Garden Fair/Stone Soup Dinner*

Concord's annual celebration of local agriculture began on September 12 with the 10th annual Ag Day, a once-a-year farmers market held on the Milldam with the participation of about ten Concord farms and about a half dozen local organizations. Tours of local gardens followed the Ag Day market, and the Farm and Garden Fair weekend was capped off by guided tours of many participating local farms on Sunday afternoon. The following Sunday saw the 8th 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.

## CONCORD HOUSING AUTHORITY

Linda Escobedo, Chair  
Todd Benjamin  
Rick Eifler  
Edward Lerner  
K.C. Winslow

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 sanitary 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 CHA was established in 1961 under M.G.L. Section 121.B as a local municipal agency for the purpose of 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. All programs are dependent on State, federal, and vital local sources of funding and support.



*Aerial photograph of Main Street during Ag Day 2015.*

The CHA operates 228 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.

This past year marked a year of significant change with the board's appointment of Marianne Nelson as the new Executive Director, following the retirement of Judi Lincicum. New to her position but not new to the CHA, Marianne has been with the Concord Housing Authority for more than twenty years and is well known in Town and by tenants, most recently serving as the Program Manager. She brings extensive knowledge and experience with State, federal, and local housing regulations and resources that will benefit the CHA. We all look forward to working with her in the new role as Executive Director and are indebted to the support of the entire CHA staff through this transition.

Numerous capital improvement projects have been completed or are currently in the planning or design phase. The renovation of the four new kitchens and one bath at our community-based handicapped accessible units, made possible through funds granted through the HOME Consortium, was completed in December.

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, all funding is in place for four additional units at Peter Bulkeley Terrace. (PBT) The Phase 2 PBT Project is in the final design phase and will include two handicapped units. Construction on these units is scheduled to begin in early summer. PBT completed a much needed landscape project to grace the front of the building, thanks to generous donations from local businesses and donors.

Additional capital improvements this year have been mainly limited to the turnover of several older units in both our senior and family developments. New kitchens, flooring and painting have refreshed units that were in much need of updating. Design is in pro-

cess for the replacement of the Everett Garden's roofs that suffered several leaks and ice dams as a result of years of service and last year's harsh winter.

In an effort to address sustainability options, the CHA was awarded \$100,000 for energy efficient initiatives, funding that will include air sealing and insulation for our new roofs and the installation of eight air source heat pumps for Everett Gardens. Three new energy efficient boilers will replace original boilers in the Everett Gardens Expansion in the spring. Other energy saving capital improvements either completed or slated to begin in the spring include: window replacements, a new energy efficient boiler in one of the scattered-site family units and a new roof in another. Other smaller projects recently completed include landscaping, fencing and tree work.

## CONCORD HOUSING FOUNDATION

Charles Phillips, President  
Nancy McJennett, Treasurer  
Barbara Powell, Clerk  
Steve Carr  
Tom Conway  
Terry Rothermel  
Win Wilbur

The Concord Housing Foundation, Inc. (CHF), (PO Box 751, Concord, MA 01742-0751) is a 501c(3) non-profit charitable corporation. Founded in 2001 and run by a volunteer Board of Directors, the CHF's purpose is to engage in fundraising, community outreach, and education in support of affordable housing in Concord.

To date, the CHF has undertaken campaigns to support seven affordable housing projects and raised more than \$700,000. Over 350 households, businesses, and religious institutions have contributed to these capital campaigns over the last decade. Otherwise, the CHF relies on annual donations from "Friends of Housing" to defray the costs of the newsletters, fundraising, and annual legal filings.

This year, the CHF funded an intern who worked in the Planning Department to research what other towns have done to manage mansionization, i.e. the construction of large new houses in place of small older houses. Based on his report, the Planning Board is considering bylaw amendments to bring before Town

Meeting 2016. The CHF supports two new housing developments – Junction Village, an 80-unit affordable assisted-living facility in West Concord, and Black Birch, a 22-unit (three affordable) Planned Residential Development for residents age 55 and older.

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 and the Concord Housing Development Corporation. In addition, it covers housing issues at Town Meeting and the work of the CHF.

The CHF is supported by an Advisory Board whose members meet semiannually with the Directors for advice and comment. The current members of the Advisory Board are: Nancy Beeuwkes, Nan Conway, Nancy Cronin, Holly Darzen, Carrie Flood, Art Fulman, Phill Gross, Jay Keyes, Sally Schnitzer, Norma Shapiro, Gordon Shaw, Steve Steinberg, Kate Villers, Phil Villers, and Alec Walker.

## CONCORD HOUSING DEVELOPMENT CORPORATION

Phil Posner, Chair  
Marshall McLean, Co-Chair  
Barbara Morse  
Greg Higgins  
Amir Viskin  
Jerry Evans  
Mary Lynn

The Concord Housing Development Corporation (CHDC) is a non-profit entity established by a special act of the Massachusetts Legislature in August 2006. It assumed the responsibilities of the Concord Affordable Housing Committee. Its bylaws were approved by the Select Board in 2007. The CHDC is charged with investigating and implementing alternatives for the provision of affordable housing for persons of low, moderate and middle income in the Town. The Corporation works closely with all Town Boards, Committees and Departments to support the Town's goal of housing diversity.

The CHDC will continue to pursue approval of an affordable housing development on the land given by the Commonwealth in 2013. The land is located at the end of Winthrop Street, adjacent to the Massa-

chusetts Correctional Facility. The CHDC will continue to build our small grant program which assists low and moderate income residents of Concord with home repairs necessary for health and safety. As opportunities arise, the CHDC will work with the Town to maintain the affordable status of units in the Emerson Annex and other affordable housing in Concord. We will also work with the Regional Housing Services Office to develop new ways to assist Concord residents to live safely in their homes, and will actively pursue the retention and upkeep of existing affordable properties and the creation of new ones.

### *2015 Activities*

The major activity which was undertaken by the CHDC during 2015 was the continuation of the many steps required to develop a fully affordable, 83-bed assisted living facility at the end of Winthrop Street, adjacent to the Massachusetts Correctional Facility, Concord Complex. Following many public meetings and presentations to Town boards, the Select Board voted unanimously in July to support the project, currently known as Junction Village. This support was demonstrated in a letter to the Department of Community Housing and Development, the State agency charged with awarding the tax credits and a project eligibility letter required to build such a project. Preliminary conversations with DHCD have been positive, with Concord being commended for the work it has already done for affordable housing and for this upcoming project. The Grantham Group (the developer chosen for this project) was praised by DHCD for their successful development and management of similar projects in several communities.

The Select Board appointed a Special Task Force to help the CHDC identify possible funding sources for the Junction Village project. The task force began meeting in November; it is anticipated that they will have findings to share with the CHDC by early 2016. Once funding is established, the Grantham Group will prepare and submit the project for approval by the DHCD, the Select Board and the Board of Appeals as the next step in the approval and funding process.

The CHDC continued its Small Grants Program, which helps low to moderate income residents of Concord make repairs to their homes for health and safety purposes. The Board voted to change the funding cycle from 3x/year to twice, and to increase the amount of each award to a maximum of \$5,000 (from \$3,000). The change in the funding cycle means that while each award will likely be larger, the total amount of money expended each year by the CHDC will remain approximately the same. Further information regarding the CHDC Small Grant Program is available on the Town website or from the Town Planning division.

The CHDC continues to monitor and respond to the maintenance of existing affordable units, refurbishing and rewriting deeds as necessary to help maintain Concord's housing inventory. We have collaborated with both the Concord Housing Authority and the Concord Housing Foundation, supporting efforts in which housing that comes to market might be made available for affordable uses. We participated in a local forum on housing needs in Concord supported by the Town Planning Office. Responding to a request from the Concord Planning division, the CHDC contributed to a "price buy-down" of an affordable unit (within a larger housing development), helping to ensure that little or no difference between the market rate and affordable units will be discernible to any resident. The buy-down also assured that the unit would be included on the Concord's subsidized housing inventory. Even though the Town currently meets the State-required 10% minimum affordable housing guideline, the CHDC recognizes that number is subject to change and is dependent on census numbers and changes in the number of housing units in Town. Concord remains an expensive town in which to live, and the need for affordable housing remains constant. The CHDC will continue to seek out and support responsible additions to the Town's affordable housing inventory to help maintain and increase Concord's housing diversity.

## 2229 MAIN STREET ADVISORY COMMITTEE

Paul Boehm  
Ray Bruttomesso  
Deborah Farnsworth  
Len Rappoli  
Pam Rockwell  
Fred Seward  
Judy Zaunbrecher

The 2229 Main Street Advisory 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 EPA national priorities list in 2001 and is now a superfund site.

This year the Select Board championed a Town Meeting Article to allow the Town to take ownership of the property at 2229 Main Street for Town use. The 2229 Main Street Advisory Committee includes members who serve on or report to other Town boards, including the Board of Health and the Natural Resources Committee. This representation was key to helping the boards evaluate the options and support the Article. The Select Board and the Town Manager's office provided effective support to give Concord residents information well in advance, and changes were incorporated before Town Meeting to require that EPA publish their decision and require a residential cleanup before the Town take ownership. The Article passed with only a minor amendment. This action showed EPA that our Town is committed to see that the site is cleaned up and used again. The EPA record of decision, published in September, incorporates all the requirements so that the Town is now empowered to take the property if they desire.

The site at 2229 Main Street is contaminated with depleted uranium in the soil and water, and beryllium inside the buildings. There are also PCBs located in most of the areas where there is uranium contamination in surface soil. (These areas are all close to buildings and enclosed by fences.) A deep, slow moving plume of uranium in the ground water above the bedrock has also been identified heading from the former holding basin, under the buildings, in the direction of the Assabet River. A large concentration of uranium

below the old holding basin extends into the water table and is the source of the groundwater contamination. The level of the organic chemical dioxane deep beneath the site is also substantial enough to require remediation, and volatile organic compounds deep under the site may pose a vapor hazard to buildings that are built on the site in the future.

For the past 15 years, the Environmental Protection Agency (EPA) has been overseeing a study by consultant de maximis inc. for remediating the contamination at the site. The investigation has determined the extent of the contamination at the site and the pathways by which the public and wildlife may be exposed to risk. This year EPA considered all of the options available, and selected a remediation strategy that is estimated to cost the companies who contaminated the site 125 million dollars. The EPA record of decision published on September 30, 2015 requires that all contaminated soils up to a 10 foot depth be dug up and removed from the site, that source material contaminated with uranium located under the old holding basin be chemically sequestered so that it will not leach into groundwater, and that the source will be surrounded by a waterproof barrier like concrete or bentonite. The committee was pleased to see that EPA requires that 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 risk of less than 1 in a million), that contaminated soils will be shipped to a proper mixed waste disposal area and not buried at the site, and that funds will be set aside to test for and prevent contaminated vapors from affecting future buildings at the site.

In 2015, the issue of 1,4-dioxane in groundwater heading under the Assabet river towards the Acton well field has become more critical. Acton has detected 1-4 dioxane in their drinking water. In the Record of Decision, EPA has elevated the cleanup of dioxane to a "Non Time Critical Removal Action" (NT-CRA) and work has already begun re-characterizing the extent of the 1-4 dioxane plume and designing a treatment plant. EPA is currently negotiating with the principal responsible parties for funds to implement the treatment design.

Work is in progress at the site to disassemble the buildings. Contaminated building materials are being disposed of offsite. Rooftop structures, several big machines in the buildings, and many of the smaller buildings were disassembled and removed. Sub slab sampling in the remaining five buildings began in the fall and will continue through the winter. The remaining buildings will come down in 2016. Even though they are mostly empty, they will continue to be heated over the Winter to prevent roof collapse, and to make the environment suitable for workers who are sampling. There is 24 hour private security at the site. Automatic gates allow Concord Fire and Police to enter the property and drive around the entire building complex at any time of the day or night.

2229 Main Street Advisory Committee meetings always include time to answer questions from concerned citizens. EPA project manager Melissa Taylor is in Concord regularly to meet with Town staff and for technical group meetings with CREW and the 2229 Main Street Advisory Committee. She is also available to meet with citizens who have personal concerns about activities at the site. More information about the Starmet cleanup can be found at the following websites. The committee does not have control over the content of these sites:

- [www.nmisite.org](http://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. There are also links to the EPA Proposed Plan and feasibility study.
- EPA Record of Decision is available at the Concord Free Public Library reference desk or can be viewed online or downloaded at <http://semspub.epa.gov/work/01/582996.pdf>

## **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. In 2015, Bedford chaired HFAC. 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 2014 and 2015 monthly activity show that overall flight activity has decreased approximately 13%. Noise disturbance reports have decreased each year since 2009. Military flights with high noise levels now comprise less than 1% of the activity at Hanscom. In December, the 2014 Annual Noise Report was published and presented to HFAC. The report showed a decrease of 7.2% 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, website improvements and storm water infrastructure upgrades. Massport continued negotiations with the Minuteman National Historical Park and Mass DOT regarding new signage at Hanscom Drive. Rectrix's Fixed Base Operation (FBO), on the previous Hangar 24 site, was completed and is currently fully operational. The lease for Hangar 12A expired, and Massport has initiated the RFP process with responses due by February 10, 2016.

Third Party Development opportunities on properties surrounding HAFB include the East Ramp and Massachusetts Air and Space Museum. Massport applied to the GSA and the FAA to acquire the Navy Property, it is anticipated that the parcel is to be transferred in early 2016. The appeal of the DEP decision to up-

hold Order of Conditions for the Jet Aviation's ramp extension was settled. Phase I Construction of Jet Aviation's Ramp Extension and replacement of Hangar 17 started in April and is expected to be completed in December.

## **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 Hanscom-related committees 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. There is little military flight activity at the Base and the airfield and civil aviation activities are under the control of Massport. 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. HATS met with the newly appointed Executive Director, Christopher Willenborg and Mass Development VP Anne Marie Dowd. They provided an update for on-

going activities, including a comprehensive energy audit, investment in various energy-saving projects, development of a cogeneration plant to serve the Base and Lincoln Labs, development of a master plan to make better use of vacant land and underutilized buildings, transfer of land to accommodate Vandenberg Gate improvements, workforce development through academic and industry programs, and capitalization for the contemplated M.I.T Lincoln Laboratory redevelopment.

**Transportation Updates:** Safety improvements at Crosby's Corner (intersection of Route 2, Cambridge Turnpike and Route 2A/ the Concord Turnpike) are under construction. Bridge repairs on Routes 2 and 2A in Lexington and Bedford are also under construction. HATS also held a round-table discussion regarding Route 128 development and transportation alternatives to mitigate traffic in affected communities.

**Municipal Initiatives:** HATS discussed initiatives of common interest to the four towns including OPEB/GASB, as well as a presentation with Sustainable Energy committees from all four towns to discuss their various programs and accomplishments.

**Gulf Stream Accident Update:** Ms. Sharon Williams, Director of Hanscom Field presented NTSB findings and guidance of their investigation of the tragic aircraft crash.

**Air Force Base Leadership Updates:** Col. Vogel attended a HATS meeting in the fall to update the Committee regarding ongoing activities at HAFB. He noted the recent appointment of four-star General Ellen Pawlikowski as commander of the Air Force Materials Command (AFMC) that includes Hanscom and her recent meeting with HATS members and other community partners. He noted that there continues to be little appetite for a BRAC process and that General Pawlikowski has indicated that it was highly unlikely that any AFMC base would be affected negatively in a BRAC process. He also reported that the General had expressed appreciation for the special relationship between Hanscom and the local communities. Colonel Vogel provided a report on base activity which included continuing efforts to improve Base security, progress towards accepting the State's land-gift that

will enable dedicated truck-lane improvements at the Vandenberg gate and subsequent construction of a visitor center and entry canopies. There were several projects in progress ranging from CEIF building cyber security upgrades, completion of the Middle School, construction of the Primary school and single airman dormitory replacement.

**P-4/Services Regionalization Process Update:** The public/private working group process led by the Pentagon is winding down. The P-4 effort has been designed to envision the Base as a municipality for the purpose of considering regionalization opportunities to improve the quality and cost for all parties. The Partnership identified six new initiatives that include mentoring in STEM, snow removal, recycling, non-profit coordination, joint education and workforce internships, and animal control. The proposal to have the Base join the paramedic consortium in which Lincoln and Concord participate was determined to be not possible due to Federal procurement regulations.

**Massport/Air Field:** CEO Tom Glynn attended a HATS meeting and confirmed that there are no mission changes or expansions planned for Hanscom Air Field, including no plans to accommodate cargo or scheduled airlines. There are plans to modernize the existing facilities. The benefit of upgrading the existing FBO facilities would be to decrease some of the corporate jet usage. Today, some jets can only drop off or pick up their passengers at Hanscom, but have to fly to other airports for overnight stays or service, thus adding flights in and out of Hanscom. These extra flights could be eliminated when Hanscom's facilities are upgraded to permit appropriate overnight and service capabilities.

**Massport/Air Field - Community Advisory Committee** has been created by the legislature to advise Massport as follows: review Massport budgets and reports, make recommendations to Massport, and make reports and recommendations to the legislature held its first meetings in 2015 to initially develop bylaws. The CAC has been having scheduling difficulties with meeting times and meeting minimum quorum requirements, there is proposed legislation to reduce the quorum requirement.

HATS has a website for information about the Committee, access to meeting minutes and documentation, as well as links to associated organizations. Please visit the website at: <http://www.hanscomare-atownscouncil.com>.

## **MASSPORT COMMUNITY ADVISORY COMMITTEE**

Pam Hill, Concord Representative

The Massport Community Advisory Committee (CAC) is a committee recently established by State statute. Thirty-five cities and towns with direct interests in Massport's operations are represented on the Committee. Notices and agendas for meetings are posted at <https://www.massport.com/in-the-community/community-relations-and-government-affairs/community-relations-notices/>.

Input was received on Massport's operations at Hanscom Field from many interested parties, including U.S. Rep. Niki Tsongas, State Sen. Michael Barrett, Save Our Heritage and the Minute Man National Park. Future efforts will include soliciting input from State Rep. Cory Atkins and senior management personnel at Hanscom Field.

The Committee held its first plenary session in April at which a bylaws subcommittee was formed and the expenditure by the Bylaws Subcommittee of a limited amount of money (the enabling statute for the CAC authorizes yearly expenditures up to \$250,000) was approved. Ms. Hill became a member of the Bylaws Subcommittee. Achieving a quorum of the full committee has proven difficult, given the size and breadth of the committee. As a result, the second plenary meeting was not held until January 2016. In the intervening months the Bylaws Subcommittee worked to develop bylaws, prepare an agenda for the second plenary meeting, establish a process for electing officers and other elected positions, and explore website options. At the January plenary meeting the bylaws were approved and officers and an executive committee (composed of the officers and three at-large members) were elected. In addition, as authorized by the enabling statute, the Committee elected John Nucci, a committee member from East Boston, to the Massport Board of Directors.

With the approval of the bylaws and election of the Officers and Executive Committee the full Committee is able to move forward. The Executive Committee is now meeting regularly to agree on how to make that happen.

Future items for this unique citizens advisory committee will include development of a consensus on the committee's mission, creation of subcommittees, and establishment of a relationship with affected communities and stakeholders. Ms. Hill will continue to provide the Select Board and other interested parties with updates on the committee's activities.

## **MINUTEMAN ADVISORY GROUP ON INTERLOCAL COORDINATION / METROPOLITAN AREA PLANNING COUNCIL**

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 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 during the 2015 calendar year. Meeting topics included the following:

- MA State Food Systems Plan and Discussion of MAGIC's priorities for the plan
- Regional Trails and Greenways in MAPC Region and MAGIC subregion
- MAGIC Climate Change Resilience Plan
- Boston Region MPO's completed Long Range Transportation Plan (LRTP), and TIP and UPWP development
- Complete Streets State Program
- Comprehensive Economic Development Strategy (CEDS) for the Boston region
- MAPC's Regional Collaboration and Municipal Services Work

- MAGIC Work Plan
- MAGIC Special Assessment Fund Projects
- District Local Technical Assistance (DLTA) and Planning for MetroFuture Technical Assistance (PMTA)

In addition to regular meetings, MAGIC held eight special events: the Annual Legislative Breakfast in February, a Historic Preservation Forum in March, a walk and talk on Lincoln's trails and conservation land in May, a Long Range Transportation Plan (LRTP) meeting at the 495/MetroWest Partnership in May, a tour of Concord's renowned Riverwalk Community in July, a walk and talk on Lexington's innovative trail and wayfinding system in October, a Climate Resilience Plan Kick-off Forum in November, and a Town Managers/Administrators Round Table in December. All of these events had excellent attendance and were recognized as important venues for critical policy discussions. MAGIC hosted a Citizen Planner Training Collaborative (CTPC) course in October. The course was held in Littleton on the topic of "Creating Master Plans."

## **MBTA ADVISORY BOARD**

Wayne H. Miller, Concord Representative

Since my committee consists of just a single member, the committee does not have regular meetings. However, I am always available by email ([waynehmiller3@gmail.com](mailto:waynehmiller3@gmail.com)), phone (978-371-0347) or in person (54 Lexington Road, Concord) for citizens' concerns about the T, including Commuter Rail.

During 2015, I received and passed along to the Select Board, the Advisory Board and the T complaints about accessibility at the Concord center train station and about the poorly communicated and implemented train schedule changes this fall, which would have significantly cut train service to Concord. Fortunately, the T heard our complaints (and those of many others) about the schedule changes and has now rescinded them (at least temporarily). We hope to have much more input during the next round of schedule changes. Unfortunately, the T continues to stonewall Concord on the issue of accessibility at the Concord center train station.

## **SUDBURY, ASSABET AND CONCORD RIVER STEWARDSHIP COUNCIL**

Elissa Brown, Concord Representative

The River Stewardship Council (RSC) was established in 1999 to coordinate the conservation of the 29-mile Wild and Scenic River segment of the Sudbury, Assabet and Concord Rivers. The purpose of the RSC is to promote long-term protection of the rivers by bringing together on a regular basis various parties responsible for river management, facilitating agreements and coordination among them, providing a focus and forum for all river interests to discuss and make recommendations, and coordinating implementation of the River Conservation Plan.

The RSC raises awareness of the rivers. This year the RSC launched a revamped web site: <http://www.sudbury-assabet-concord.org>. We hope people find the new site easier to navigate, helpful and informative.

An exciting new venture for the RSC has been made possible by funding from the National Park Service. The funding allowed us to commission an original story about the Sudbury, Assabet and Concord Rivers. Performances of this special story, suitable for young and old, will happen throughout the Wild and Scenic communities during the spring and summer of 2016.

Our increasingly popular RiverFest weekend continues to be a great celebration of our rivers and the summer solstice. Dozens of activities offered fun for all ages. The river was high enough for canoe trips and the weather cooperative enough for music, nature walks and fishing lessons.

An important component of work of the RSC is to help preserve and improve conditions in the rivers. This work involves a range of activities. The RSC often advises or provides comments on proposed projects with the potential to impact the rivers. The RSC offered recommendations on the Bruce Freeman Rail Trail, as well as formal comments on MA Executive Order 562 and the draft NPDES permit for MCI Concord. The RSC supports river partners through directed funding to perform water quality monitoring, environmental advocacy, land protection, environmental education and invasive species control.

New this year is the RSC Community Grants. The RSC is making up to \$10,000 per project available to communities and groups in the watershed to undertake work that advances the management plan for the rivers. Applications can be found on the web page and are accepted on a rolling basis until the funding is depleted.

The River Stewardship Council comprises a representative from Concord, as well as the seven other communities along the Wild and Scenic segments of the Sudbury, Assabet and Concord Rivers. We also have local, State and federal representatives from: OARS,

Sudbury Valley Trustees, Commonwealth of Massachusetts, US Fish and Wildlife Service, and the National Park Service. The RSC meets on the 4th Tuesday of every month.

Each year there are many opportunities for Town boards and citizens to engage in the work of the RSC. These include: annual RiverFest celebration; community grants program; public forums and discussions, including monthly RSC meetings; and volunteering to be a representative or alternate to the RSC. For more information visit the RSC website or contact your local representative.



*Rivers converge at Egg Rock.*

# SCHOOLS

## CONCORD SCHOOL COMMITTEE

Wallace Johnston, Chair  
Heather Bout, Vice Chair  
Johanna Boynton  
Dan Conti  
Kathleen Snook

The Concord Public Schools (CPS) continue to enjoy strong support from Concord citizens, which allows the provision of a high quality education to every child in our community. The importance placed by the Concord community on education means that our schools are able to maintain high achievement levels, hire and support excellent teachers, introduce new curriculum and technology, and provide a safe and healthy environment for our students.

### *Mission and Core Values*

The School Committee uses the vision provided by the district's mission statement and core values to guide our 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, and infrastructure and operations.

### *Enrollment*

CPS serves 2,072 students in grades K-8 and an additional 57 students in the integrated preschool program. CPS experienced a very small reduction in enrollment (-21) in 2015. This followed a slight enrollment decrease (-54) in 2014 and after an increase in 2013 (+38). Over the past five years, the enrollment has varied between a high of 2178 ('13) and a low of 1991 ('11). Enrollment is projected to remain within

+/- 1% over the next five years. The Superintendent and School Committee are carefully monitoring projections for enrollment, but for the proposed FY17 budget, we are requesting no additions to faculty or staff.

### *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 achievements 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 School Committee receives regular updates on the learning activities happening throughout the District. In 2015, presentations from several of our dedicated faculty and their students allowed the Committee and the public to see the engaged learning that is occurring in various grades. We were treated to presentations on the use of iPads in Preschool, Kindergarten and Music, multi-media interdisciplinary projects in elementary science and social studies, K-5 digital writing projects, and 1:1 computing in the middle school using Google Apps for Education.

The level of student engagement in the learning process, the appropriate use of digital tools to enhance teaching and learning, and the interdisciplinary aspect of learning activities are exciting to see and is further validation of the importance of the work being done in our schools.

We are extremely fortunate to have robust music and arts programs in our schools. All students receive music and art instruction, and most students participate in supplemental music programs for orchestra,

band, and chorus that are offered from 4th through 8th grades. Activities beyond the school day extend the learning experience for students in a multitude of areas to include enhancements to academic studies, 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. We are grateful to the teachers, parents and residents who facilitate and support these opportunities for students.

*Superintendent Evaluation and Contract*

In 2011, the Department of Elementary & Secondary Education (DESE) adopted new regulations for the evaluation of Massachusetts’ educators, and an implementation guide was released in 2012. The School Committee completed the third year of this new procedure for the 2015 Superintendent Evaluation. The Superintendent began her second year of a three-year contract. Ms. Rigby informed the School Committee this fall that she would not be seeking a new contract as she is retiring when the current one expires 6/30/17.

*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. The proposed FY17 CPS operating budget of \$35.66 million represents a 3.23% increase of \$1.11 million. Major cost drivers for the CPS budget increase include teacher salaries, other collective bargaining and non-collective bargaining salaries, reinstatement of regular scheduled bus replacement (2 buses for FY17) to the operations budget, special education costs, and transportation costs. Offsetting reductions are the result of lower SPED tuition and contracted services. Salaries for faculty and staff comprise 78.2% of the proposed CPS budget increase and 80.6% of the total proposed FY17 CPS budget.

The proposed FY17 budget reflects the administration and School Committee’s promise to bring this year’s budget increase request back in line with the denied 3-5% annual increase range. At 3.23% the FY17 CPS budget increase is well within this range. The School Committee fully supports and strongly recommends the increased funds this year to maintain the educational excellence of our schools. For the 10th year in a row, the recommended budget does not require a Proposition 2½ override.

*Capital Projects & Facilities Assessment at the Middle Schools*

This year and last year have seen major improvements in energy consumption at each of the Concord Middle School buildings. In School Year 2014 - 2015 a new

highly efficient boiler system was installed at the Peabody building and significant reductions in natural gas consumption were realized during severe winter conditions. In the current school year, a similar boiler system installation was completed at the larger Sanborn building and natural gas consumption rates have declined significantly to date. Each of these projects were substantially funded through a collaborative and successful grant application process with the Concord Sustainable Energy Committee.

The School Committee has asked the Administration to conduct

Concord Public School Enrollment							
October 1, 2015							
Elementary School Grade level	K	1	2	3	4	5	Total
Alcott	87	75	81	83	73	71	470
Thoreau	73	65	77	75	90	76	456
Willard	<u>65</u>	<u>67</u>	<u>82</u>	<u>79</u>	<u>75</u>	<u>99</u>	<u>467</u>
<b>Total</b>	<b>225</b>	<b>207</b>	<b>240</b>	<b>237</b>	<b>238</b>	<b>246</b>	<b>1393</b>
Middle School Grade Level	6	7	8	Total			
Peabody	102	100	100	302			
Sanborn	<u>137</u>	<u>132</u>	<u>108</u>	<u>377</u>			
<b>Total</b>	<b>239</b>	<b>232</b>	<b>208</b>	<b>679</b>			
METCO (included above) & Non-Residents (included above)							
Alcott	37	Tuition Waived Students: 32 (included above)					
Thoreau	11						
Willard	11						
Middle School	<u>31</u>						
<b>Total</b>	<b>90</b>						
<b>Total - CPS</b>							<b>2072</b>
Out of District Special Education Students							<b>32</b>
<b>Grand Total CPS</b>							<b>2104</b>

a thorough facilities assessment of the Peabody and Sanborn buildings. The assessment will determine the integrity of each structure and viability of multi-million dollar investments in the buildings to provide 21st century academic environments for the next 30 years.

#### *Long Term Transportation*

The School Committee has devoted extensive hours to identifying a viable location to park and maintain the Districts' school buses in order to maintain an in-District School Transportation operation. With Concord's acquisition of the W.R. Grace land this year we now have an acceptable place to park and maintain the in-house bus fleet. Build out of the site is in development with an anticipated in use date of 1/2017. This is later than we had forecast and resulted from some difficulties with land access to perform the necessary site testing and surveying. We are hopeful for completion by the above date, but have some flexibility in our current facility lease. 37 Knox Trail was purchased last year and provides a location for the bus operations and driver facilities. We have added two buses to the operations budget this year as we resume the in-budget replacement schedule for the fleet.

A sub-committee formed by the School Committee to explore the future use of alternative fuel buses and will report in Spring 2016.

#### *Communication and Community Engagement*

The School Committee adopted a goal to continue efforts to improve communication with stakeholders. The Committee has 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. The Committee plans to continue this initiative in 2016 along with our continuing work to explore other efficient means of interaction with CPS stakeholders. 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 with agendas and attachments posted on the district web site ([www.concordpublicschools.net](http://www.concordpublicschools.net)). The meetings are broadcast on CCTV and are avail-

able on demand at [www.concordtv.org](http://www.concordtv.org). We welcome everyone's participation through one or more of these avenues in our effort to be as informed as possible of stakeholder ideas and sentiments.

#### *Appreciation*

The School Committee is grateful to have exemplary school leadership and an exceptional faculty and staff, who make Concord Public Schools among the top districts in the Commonwealth of Massachusetts. We appreciate all the parents and community members who volunteer their time on behalf of our schools. Most of all, truly most of all, we thank the citizens of Concord for their ongoing support of our schools.

### **CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE**

Johanna Boynton, Chair  
Bill Fink, Vice Chair  
Heather Bout  
Daniel Conti  
Wallace Johnston  
Kathleen Snook  
Mary Storrs

The Concord-Carlisle Regional School Committee members are extremely grateful to the citizens of Concord and Carlisle for all they do to support our students, faculty and administrators. With your support we have achieved great success both inside and outside of the classroom this past year. There is much to celebrate in new accomplishments and progress toward goals and objectives - most notably, the finishing of and moving into the new high school building. What a spectacular achievement! In addition to conveying our enormous gratitude to the Building Committee and all the staff of the high school for facilitating a smooth transition, we would like to share our gratitude with all of you: the community members who supported the project through to its completion. We are proud to be 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 High School Building Project*

On April 28, 2014 teachers, students, administrators

and staff moved into the new Concord-Carlisle High School. This \$92M project was completed on time, on scope and on budget – an incredible achievement for our community! While much of the demolition of the old high school and new landscaping was completed over the summer, sidewalks, driveways and parking lots were constructed this fall. On December 12, 2015 we hosted a ceremony to dedicate our new facility, celebrating meeting the needs of our 21st Century learners in a sustainable and energy-efficient building. We may well be the most environmentally friendly public schools in Massachusetts!

#### *Athletic Fields Renovation*

In June, the CC at Play organization began Phase II of the CCHS fields renovation project. This phase included the renovation and construction of a JV softball and JV baseball diamond, a walking path circumnavigating the “lower fields,” the enlarging and resurfacing of the existing Memorial Field, (including new energy efficient lighting and sound directed PA system), and newly graded access to the complex. This coming summer, Phase III will commence and will include a new concessions stand and bathrooms, a new natural grass field with areas for track and field throwing events, lacrosse rebound wall, and a cross-country running path. We are extremely grateful for all the hours and the donations dedicated to making our athletic facilities and our campus state-of-the-art.

#### *New SC Goals and Objectives*

This past year we implemented our newly established practice of setting annual goals for the School Committee, with the first focused on improving communication with the community. The Committee hosted several community coffees as forums, beyond their regular business meetings, where members of the public can comment and ask questions of School Committee members. The Committee is submitting regular articles to the *Concord Journal* to update citizens about School Committee news and has made improvements to the School Committee web page. School Committee meetings are open to the public and agendas and attachments are posted on the district web site prior to each meeting ([www.concord-publicschools.net](http://www.concord-publicschools.net)). Meetings are broadcast on CCTV and are available on demand at [www.concordtv.org](http://www.concordtv.org).

#### *Advisory Committees to the School Committees*

In the fall of 2015, the School Committee instituted new Advisory Committees to allow the community a direct voice in key District issues. Three committees were formed to advise the School Committee on the school calendar, the naming of facilities, and alternative fuel buses. We look forward to increasing the opportunity for citizens and community members to provide input on important topics as we move forward.

#### *Student Academic Achievement*

CCHS students continue to achieve at high levels in both the State and the District assessments. Much of the student academic achievements can be found in the Superintendent’s Annual Report. Student achievement is well documented across all grade levels and disciplines, and some of the highlights include: Six students in the CCHS Class of 2015 qualified as National Merit Scholar Finalists, and 26 students received Letters of Commendation; the median SAT Score for the Class of 2015 was 1800 (compared with a state average of 1552); 97% of AP exams taken by CCHS students received a passing score, and 83% earned a score of a 4 or a 5 (the highest score).

In its third year, the school within a school known as Rivers and Revolutions, continues to offer a rigorous and innovative interdisciplinary program to juniors and seniors. Led by a dedicated team of teachers from five core subject areas, this semester course gives students academic experiences inside and out of the traditional classroom environment.

#### *Enriching Experiences*

In addition to our students’ academic success, 94.5% of CCHS students participated in a club, group, or athletic team at CCHS. The CCHS Repertory and Concert bands earned gold medals at the prestigious Massachusetts Instrumental and Choral Conductors Association State Concert Festival. A record number of musicians were accepted into the All-Eastern Honors Ensembles and All-State recommendations. Student artists participated and earned silver and gold keys in the *Boston Globe* Scholastic Art Awards.

The drama and theater programs are thriving in our new, state-of-the-art theatre in 2015. On the stage,

more than 150 students performed as actors and musicians, creating technical designs, building sets, implementing lights and sound, and serving as stage crew in our inaugural production of “Chicago” last spring. This fall, more than 30 students participated in the production of “Othello”.

The CCHS Student Senate continued to take a leadership role in the school community and worked on a variety of projects focused on student life, managing stress, initiating a freshman orientation program and increasing environmental sustainability initiatives and education.

Across the playing fields and athletic facilities, Concord-Carlisle teams and individual athletes broke records, attained personal goals and made it into post-season play. Winter student athletes and their coaches won post-season tournament play in Fencing, Alpine Skiing, Boys’ Hockey and Basketball. CCHS spring athletes and coaches won league titles in Baseball, Softball, Lacrosse, Girls’ Tennis and Track, and competed in post-season play. CCHS student athletes are ranked #1 in the *Boston Globe* Ames Division 2 North Fall Sports Win Percentage with 584 CCHS students participating in fall sports. Once again, many enjoyed post-season championship play, including Field Hockey, Girls’ and Boys’ Soccer, Girls’ Volleyball, Boys’ Cross Country, Football, and Golf. And we are especially proud of our Girls’ Basketball team who was awarded the 2015 MIAA Team Sportsmanship Award by their peer schools!

*Community Service*

Most CCHS students contribute far more than the graduation requirement of 40 hours of community service. In increasing numbers every year, CCHS students demonstrate their commitment to social re-

sponsibility through participation in service projects domestically and abroad. Many students participated in exchanges in Denmark, Ecuador, Japan, France and Turkmenistan, while others demonstrated their commitment to social responsibility through participation in numerous outreach activities. Graduating Seniors last spring participated in more than 34,004 hours of service in the surrounding communities during the school year. In recognition of this meaningful accomplishment and to foster student efforts to be responsible global citizens, CCHS Principal Peter Badalament and his administrative team worked with community members to hold the third annual evening to celebrate service.

*Outstanding Faculty, Administrators and Staff Inspire Students*

These exceptional results would not be possible without our outstanding faculty, administrators and staff. Together they create a learning environment that enables our students to engage in new experiences, take risks and achieve at extraordinary levels. We are grateful to those who worked daily with our students and we are committed to constantly improving and progressing in positive ways to make for a terrific teaching environment.

The School Committee is embarking on a five-year Strategic Planning process for the high school with the Superintendent and Principal. This process will involve School Committee members, the Administration, faculty, CCTA leadership, staff, students, parents, and community members. In short, there will be ample opportunity for members of the community to provide their input. An RFP for an experienced consultant to facilitate the process has been distributed and we anticipate awarding a contract in early 2016.

Concord-Carlisle Regional School District Enrollment					
October 1, 2015					
<b>Resident Students</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Total</b>
Concord	228	248	207	218	901
Carlisle	87	67	87	82	323
<b>Non-Resident Students</b>					
METCO	11	15	13	12	51
Tuition Waived	7	3	2	1	13
State Wards	0	0	0	0	0
Total Non-Resident	<u>18</u>	<u>18</u>	<u>15</u>	<u>13</u>	<u>64</u>
Total Enrollment at CCHS	333	333	309	313	1,288
Out of District Special Education Students					46
<b>Grand Total - CCRSD</b>					<b>1,334</b>

### *Budget and Finances*

The District continues to maintain excellent academic programs while working in a challenging funding environment. Our core budgeting principles remain focused on prioritizing resources to support student learning and growth. This December, the Concord-Carlisle Regional School Committee advanced a recommendation for an operating budget of \$26,608,381 which reflects an increase of 3.12% over the previous year and represents an average five-year operating increase of 2.76%. This recommendation includes the resumption of the technology replacement cycle and one bus purchase, and met Concord Finance Committee guidelines.

Members of the Committee expressed their desire to analyze every dollar spent and to recommend budgets that called for modest increases that were sensitive to the impact that the budget has on taxpayers. Reductions were made within the budget to offset the impact of non-discretionary cost drivers.

The approval of this budget is the culmination of a six-month process that began 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. We are pleased with the level of transparency and collaboration between the District and the Finance Committees of Concord and Carlisle.

### *The Superintendent Search Process*

The School Committee has initiated the process to search for a new Superintendent of Schools whose job will commence in July, 2017. While it may seem as though we started this process early, the School Committee recognizes the importance of this hire and will take full advantage of this time to conduct a thoughtful, careful, communicative and transparent search. It

is our expectation that we will hire a consultant to help facilitate the process this coming spring and include all members of our community in an on-going discussion about the future of our schools.

### *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, the Community Preservation Committee, and others. We are grateful to all of these organizations and to the generosity of individuals in Concord and Carlisle who donate to them. These donations allow us to enhance our students' experiences without asking the taxpayers for additional funds beyond the budgets that they so generously support.

### *Gratitude to the Towns*

Once again, we offer the citizens of Concord and Carlisle our 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. We appreciate all the parents and community members who volunteer their time on behalf of our schools. Most of all, we thank the citizens of Concord and Carlisle for their ongoing support of our schools – we are indeed very fortunate to have your support!

## **SUPERINTENDENT'S REPORT CCRS & CPS**

Diana F. Rigby, Superintendent  
John Flaherty, Deputy Supt. of Finance/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  
Peter Badalament, Concord-Carlisle Principal  
Lynne Beattie, Concord Middle School Principal  
Sharon Young, Alcott Principal  
Angel Charles, Thoreau Principal  
Pat Fernandes, 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 (CCRS) that 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, analyzing student data, integrating digital tools, teacher collaboration and evaluation, and community support. 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.

### *Student Learning*

All district efforts focus on improving student learning and teaching. Elementary principals, curriculum specialists, and teachers worked together to monitor individual student progress in reading, writing, and math. At each school site, the assessment data was analyzed in grade level progress meetings, and classroom instruction or Response to Intervention (RtI) instructional groups were adjusted to provide targeted skill instruction for struggling students. Teachers continued to implement District-wide grade level writing rubrics to analyze student writing pieces with a greater emphasis on students' ability to work with informational texts and to write persuasive and informational pieces. More than 80% of the K5 students mastered end of the year grade level standards in English Language Arts. The elementary schools are in the second year of an adoption process to choose a new math curriculum that is aligned to the Common Core State Standards. The K12 Science Committee is also in the second year of selecting science curriculum that is aligned to the Next Generation Science Standards.

At Concord Middle School (CMS), 80% of the students earned report grades B- or higher across academic subjects: English, math, foreign language, science, and social studies. Common assessments were identified and administered in every subject. English teachers worked collaboratively to refine curriculum to align with not only the Massachusetts Common Core standards but also with rigorous performance based assessments that students will see on the PARCC in spring 2016 and MCAS 2.0 beginning in 2017. Examples from practice include explicit teaching of tier-2 vocabulary as well as revising questions posed to students focused on higher order thinking skills identified on Bloom's Taxonomy. Developmental Language Arts classes continued to provide additional academic support in English. All teachers of this course were trained in and are implementing a specific reading intervention program, Leveled Literacy Intervention. Math teachers promoted increased achievement in leveled classes and through additional intervention with those students enrolled in the Math Strategies course. Math Strategies enrollment has increased due to the revision of the daily schedule to include a supplemental block, enabling students to participate in a full core curriculum program while enrolled in Math Strategies as needed. All math teachers were trained in Study Island, a math intervention program that is implemented in Math Strategies.

October began the fifth year of CMS Stands Together bullying prevention and intervention curriculum for the entire CMS community. Students participated in five lessons from October through November. Curriculum was revised last year to include an expanded focus on racial and cultural issues at CMS. The English department expanded the "One School, One Book" summer reading assignment with all staff and students reading critically acclaimed "Cat On The Wall."

At Concord-Carlisle High School (CCHS) 90% of the students earned more than 2.5 GPA, and 100% of the graduating class achieved Competency Determination. Every Department worked on developing and implementing common assessments to monitor student progress in the core curriculum and the Common Core Standards. AP Capstone Research, a second course of a new program offered by the Col-

lege Board, was implemented this year, and Rivers and Revolutions, a unique interdisciplinary program, completed its third successful year with 100 enthusiastic students. Digital Filmmaking and Biostatistics are also new courses that are engaging students through the application of knowledge in unique ways.

At the beginning of the school year, CCHS launched a successful 1:1 student laptop program and every student now has an Apple laptop computer for use in the classroom and at home. In preparation for this transition to 1:1, CCHS teachers participated in district-based technology workshops on creative ways to use the laptops as effective learning tools. Teachers integrate Google Docs and Google Applications for Education to provide students with more opportunities to collaborate and to provide formative assessment on student work. Students use a variety of digital tools and Google Apps to access online course work, check email for class and school information, contribute to online forum discussions, and work with a variety of web-based platforms. Information literacy classes taught by the library media specialist instructed all students in advanced web searches, source evaluation, citation, and web-based tools for collaborating, synthesizing, and sharing work. Twenty-five students participated in Virtual High School classes each semester. Thirty Biology students participated in the Environmental Field Studies project to protect Blandings' turtles. The Robotics team built an amazing robot to successfully compete at the regional competitions at WPI and Northeastern University. The CCHS Meteorology students and teacher presented at the American Meteorological Society conference in Phoenix, Arizona.

140 students who reside in Boston attend the Concord Public Schools and the Concord-Carlisle Regional School District 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 stu-

dents in grades K-8. In Kindergarten and 1st grade, CPS and The Umbrella Center for the Arts partner to provide a weekly arts enrichment course for METCO students, with a focus on early literacy. CMS programming includes an initiative to increase METCO student achievement. Led by an English and Math teacher and supported by tutors in each building, the program aims to provide each student with an individualized learning experience. All students set SMART goals for math, English and community involvement, and they are working with their teachers to monitor their progress. Prior to the beginning of school, CMS runs a summer workshop for rising 6th grade METCO students. The workshop focuses on building students' organization, time management, and self-advocacy skills while also developing a stronger connection to Concord through field experience at the Old North Bridge, Sleepy Hollow Cemetery, and the Robbins House Interpretive Center. Students complete a capstone project at the close of the workshop utilizing video technology. The CCHS faculty continues to address the achievement gap with a combination of academic and social programming. All 9th and 10th grade METCO students are enrolled in Achievement Strategies, a course implemented to provide direct instruction on executive functioning skills. This past summer, CCHS math teachers developed a summer math program, "Algebridge" for incoming Boston students to increase their participation in higher-level math courses. CCHS teachers 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 and a teacher, forming a triad. CCHS has also strengthened its Family Friends Program so that each student is matched with a cooperating family. 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 to act as peer leaders.

Summer school offerings were increased in summer 2015 to include a "Math Academy" for METCO students in grades 3-8. More than 200 students participated in summer learning in reading, math, special

education, or English as a Second Language during the four weeks in July.

At the District level, administrators, principals, department chairs, and K5 curriculum specialists attended training in Rubicon ATLAS, the software used to map the district K12 curriculum. This online platform supports a systematic approach to high quality curriculum across both districts.

### *Student Achievement*

CCHS and CPS students continue to achieve at high levels both in State and District assessments. Students in grades 5, 8, and 10 continued to take the MCAS in science and scored consistently high. 98% of 10th grade students scored proficient or advanced on the ELA MCAS and 94% percent scored proficient or advanced on the Math MCAS. 96% of 10th grade students passed one of the Science MCAS. 100% of the CCHS class of 2015 received a Competency Determination as a result of passing both the ELA and Math MCAS. For students in grades 3 – 8, CPS participated in a pilot of the PARCC online assessment of reading and math. This is a more rigorous assessment than MCAS and Concord students still continue to score at high levels (grade 5 ELA – 91% met or exceeded expectations, grade 5 math – 87% met or exceeded expectations, grade 8 ELA – 78% met or exceeded expectations, and grade 8 math – 75% met or exceeded expectations.) These scores were so high that both Alcott and Thoreau Schools received the highest accountability rating, Level 1.

The median SAT score for CCHS Class 2015 was 1800 (with 1552 as the State average). Six students in the Class of 2015 qualified as National Merit Scholar Finalists, and 26 students received Letters of Commendation. 97% of Advanced Placement (AP) exams taken by CCHS students received a passing score, and overall 83% of AP exams were scored at a 4 or 5 (the highest score). The average number of CCHS graduates planning to continue their education in post-secondary placements exceeded 95%. In a survey of graduating seniors, 86% reported they were admitted to their 1st or 2nd college choice.

Overall, 94.5% of CCHS students participated in a club, group, or athletic team at CCHS. The CCHS

Repertory and Concert Bands earned gold medals at the prestigious Massachusetts Instrumental and Choral Conductors Association (MICCA) State Concert Festival. A record number of student musicians (band, orchestra, jazz band, and chorus) were nominated and accepted into the MENC All-eastern Honors Ensembles and sixteen (16) students received All-State recommendations. Student artists participated in the Boston Globe Scholastic Art awards regional exhibit and earned gold and silver keys. Student artists also participated locally in the Lexington Arts and Crafts Society Show for art majors and the year-end awards and retrospective at the Concord Art Association. In the spring of 2015, the Drama program opened the new auditorium with a spectacular performance of “Chicago” with more than 150 students performing as actors or musicians, creating technical designs, building sets, implementing lighting and sound, and serving as stage crew. The CCHS Student Senate sponsored a freshmen orientation program that brought all of the incoming ninth grade students together for an informative and fun-filled day before the beginning of school. The Senate worked on many projects focused on student life: managing student stress, enhancing communication among all members of the school community, and increasing sustainability initiatives. Faculty and students collaborated with residents of Concord, Carlisle, and Boston to promote complementary community programming, including the Healthy Concord initiative, which led to the development of mindfulness oriented programming at CCHS in all junior Advisories and at Faculty meetings as well. The CCHS Wellness Committee developed engaging programming for Mental Health Awareness Week and Health Week. CC Community Connection (CCCC) provided an internship-like experience for 25 students who worked with area residents/professionals.

CMS takes pride in stretching learning experiences beyond the breadth of the school day and across content areas to promote development of creative and critical thinking. Students competed in regional Rubik’s Cube, Math Counts and Math Team contests, Lego Robotics and Science Olympiad, and the Model UN conference as well as National French and Spanish exams. Over 100 students participated as cast or

crew in the musical, “The Wiz”, and choral and instrumental music students competed and performed in Junior Districts, MICCA and Music in the Parks.

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 yearlong science project nurturing the development of Blanding’s 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 moving paper sculptures at Alcott. Highlights in fourth grade include the annual Chinese poetry and calligraphy project with a poet in residence and the immigration unit. Third graders enjoyed a variety of research projects including their study of Native Americans. Thoreau published *Thoreau Times* with students assuming the responsibilities of reporters, photographers, graphic designers, cartoonists, book critics, and advertisers. Willard published *Willard Student Monthly for Kids* with students assuming all aspects of the newspaper production. Alcott students created crafts for the Grade 5 Annual Holiday fair and sold their homemade items for fundraising. Elementary students also participated in many musical events with chorus, string, band, and theater performances throughout the year. The elementary school orchestra earned bronze and gold medals at 2015 MICCA festival.

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 Rec. Dept., 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.

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.

At CCHS, students demonstrated their commitment to social responsibility through participation in numerous outreach activities, raising funds to aid relief efforts in numerous countries, and participating in the Ecuador, Denmark, Japan, France and Turkmenistan exchanges. Faculty and students from the “F Block Group,” met more than a dozen times during lunch periods for discussion of racial issues across the country. Subsequently, student-led assemblies were implemented on race and bias in response to Ferguson event. Locally, our students completed more than 25,000 hours of service in the surrounding communities during the 2014-15 school year.

#### *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 preschool through age 22. We continue to strive to meet the increasingly diverse needs of students with learning, medical, cognitive and social disabilities within their local communities, providing opportunities both in and out of school to increase independence. As transition planning for students begins at age 14, we hired a full time transition specialist for CCHS in September 2015 to improve the transition services for special education students, ages 14-22. 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 in all three of our classrooms. We continue to work with Early Intervention and local daycares and preschools to identify students who may be eligible for special education and require services. At the Elementary level,

the special education teachers are working with their grade level colleagues to examine and analyze data to improve student progress. Additionally, elementary special education teachers continue to participate in the Math program pilot and the district wide technology committee. At CMS, special education students use their laptops and specialized software to increase their learning and independence. At CCHS, the special education department worked diligently to prepare for the NEASC accreditation team's onsite visit. The programs and services for students with disabilities at CCHS are individually designed to meet each students' needs. The special education students are using the 1:1 laptops effectively and efficiently to be as independent in the classroom as possible.

*Professional Development*

The District continued to invest considerable resources in professional development, providing educators with learning opportunities in curriculum development and technology integration. During the summer, K12 teachers participated in 80 curriculum development projects ranging from using iPads to create books in primary classrooms, K5 common research process, K5 digital writing projects, to Mindfulness in Schools, and CCHS departmental projects for transitioning to 1:1 learning environments. PreK-12 Teachers took courses in content areas, Open Circle, English Language Learners, and special education. Teachers participated in committee work on elementary math, K12 science, and K12 STEAM education.

*Human Resources*

In 2015, fifteen administrators, faculty, and staff members retired after many years of dedicated service. The Districts hired three administrators, twenty-six teachers at CCHS & CPS, and forty-seven support staff members including bus drivers, food service employees, 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 2015 for educators was 97% with an eight year average of 97.7%. The CPS retention rate in 2015 for educators was 97.6% with an eight year average of 96.5%. The Districts have significant mentoring programs to en-

sure 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 goals, and district goals; utilizing survey feedback regarding the District's new educator orientation; implementing mindfulness training opportunities for staff; and utilizing the Minuteman-Nashoba Health Group's Wellness Coordinator to initiate district-wide wellness activities. Contract negotiations continue with the Concord Teachers Association.

**During the 2015 calendar year the following people retired from the Concord Public Schools and/or the Concord-Carlisle Regional School District.**

<u>Educators</u>	<u>Years in Concord</u>
Nancy Brown	16
Kate Keating	35
Kathy Madfis	31
Meg McCann	22
Amy Mates Mencow	25
Maureen Ouellette	16
Jane Spalding	27
Jeff Fuller	15
Jerry Moss	36
<b><u>Support Staff</u></b>	
Bill Cagnina	20
Laurie Gioia	29
Mary Jo Scheid	31
Susan Dunn	29
John Jodice	22
Henry Vafides	4

**25 years or more of service  
CPS-CCHS-Joint**

**Educators**

Charlyn Bethell  
 Caroline Birdsall  
 Nancy Dillon  
 MaryAnn Durant  
 Thomas Hourihan  
 Heidi Kaiter  
 Karla Keefe  
 Lynne Kwarcinski  
 Christen Lekorenos  
 Robert Lemaire  
 Barbara Magee  
 Wendy Marotta  
 Elizabeth Merril  
 Linda Penniston  
 Ines Rodriguez-Digon  
 Mitchell Stern  
 Bernard Wenstrom  
 Peter Atlas  
 Denise Carver  
 Andrea Gillis

**Support Staff**

Jim Bozak  
 Deborah Frederick  
 Mary Gallagher  
 Carol Horan  
 Francesca Lattuca  
 Gary Reed  
 Mary Jo Scheid  
 Maria Schofield  
 Elizabeth Wilson  
 Elizabeth Wood  
 Claudia Dellovo  
 Mary Tessari  
 Mary Zellner  
 Court Booth  
 Paul DiBacco  
 Paula duPlessis  
 Rocky Griffin  
 Carol Hammond  
 Linda Robbins  
 Bud Sheridan  
 Patty Siekman

*Information Technology*

Following this year's successful completion of the new high school project, the IT Department started network upgrades to meet the District's 21st century educational vision. To manage the increased number of devices on our network we are taking a multi-pronged approach. Both CCHS and CMS are 1:1 laptop learning environments, and the K5 schools are 2:1 laptops or iPads learning environments. We are installing Airwatch, a mobile device management platform (MDM), on all devices that need to access our network. The fundamental role of Airwatch is to enforce the districts network policies. It provides the ability to manage security needs while being sensitive to an end user's privacy expectations. Working with EMC, we are transitioning to a virtual environment using VMWare. Moving our core servers to a virtual environment provides an increase in efficiency, agility, and will reduce overall IT expenses going forward. The design of this new network structure features

a DR server (Disaster Recovery) at the high school that can take over should the core servers at Ripley be unavailable. Going forward we are upgrading our firewall, segmenting Internet bandwidth by school, and rerouting network traffic between our buildings to increase efficiency. We continue a path to set up wireless network security while providing an Internet-only guest wireless network. We have successfully transitioned our email from FirstClass to Gmail. This included migrating existing FirstClass email accounts and Google drive data. K12 school sites will continue to expand their use of Google's education platform which includes the use of drive, apps, and classroom. The District's development and redesign of school-based and teacher websites are well underway. The project's first phase included the launch of the District and high school web sites, both of which are now online. The second phase of the project includes PreK through middle school web sites and should launch early in 2016.

*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 School Committees' work continue to reflect on final completion and closeout of the new \$92.5M high school project. We continue to work collaboratively with the finance committees of Concord and Carlisle and have developed responsible FY17 budgets during 2015 and we have successfully matched FinCom's Regional and CPS guidelines. The FY16 CPS school budget at \$34,542,735 represented a 6.48% increase above the FY15 appropriation, and the FY16 operating budget for CCHS, \$25,802,829, increased by 4.87%. Both the CPS and CCHS FY16 budget requests were within levy limits and for another consecutive year did not require overrides. Both school districts managed successful FY15 year-end closings. The Regional School District met its planned \$489,691 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 has been maintained above the 4.8% level. The Aaa bond rating has been maintained and the February 2015 \$30,000,000 Bond sale was assigned the highest possible rating by Moody's Investors Service on the borrowed funds at an effective interest rate of 2.87%.

*Capital Projects and Transportation*

The major capital projects for CPS included installation of high efficiency boilers at Sanborn and revitalization of the Thoreau fields. For CCHS, the new high school project is essentially complete, with exception of fall planting scheduled for the spring of 2016. The project remains within budget, scope, and student occupancy began in April of 2015. The construction of a bus depot support facility required for in-house transportation at the W.R. Grace site in Concord is approaching the bidding phase with an anticipated completion date of January 2017; transportation administration will be housed at 37 Knox Trail, Acton.

*Summary*

The major highlights of 2015 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 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, and building a beautiful new high school. For more information, please visit the Districts' website, [www.concordpublicschools.net](http://www.concordpublicschools.net), and review the CPS & CCRSD 2015 Performance Report.

**CONCORD-CARLISLE HIGH SCHOOL  
BUILDING COMMITTEE**

Stan Durlacher, Chair	Diana Rigby	John Flaherty
Jeff Adams	Louis Salemy	Tim Hult
Dave Anderson	Charlie Sample	Karla Johnson
Peter Badalament	Sergio Siani	John Linder
Walter Birge	Bill Tice	Tony Logalbo
Tessa Dibble	Mike Vela	Brian Miller
Michelle Ernst	Richard Waterman	Roy Mulcahy
Nathaniel Fisher	Elise Woodward	Peter Nobile

In November 2011, voters in Concord and Carlisle overwhelmingly supported the construction of a new high school. At the time of the vote, the CCHS Building Committee was charged with three objectives: a budget of \$92.6mm, a timeline for completion of December 2015, and a set of design features that was reflected in the \$92.6mm budget. As of December, 2015, the CCHS Building Committee is proud that each of these three objectives has been met.

With the building complete, the vision of the architect can be clearly seen. As one enters the building, the most striking feature is the amount of natural light that permeates the building. The building design has a clear focus on sustainability, and every building element reflects this feature. With the final successful MSCHPS audit, the Building Project will have one of the highest sustainability ratings in the state of MA. The Building Committee proudly opened the building to classes on the 28th of April 2015. The students, faculty and School Administration welcomed the opening of the building and are bursting with pride over its beauty and myriad of unique design features.

From the outset, the CCHS Building Project has been carefully managed financially. As of December 2015, Phase I of the building project (construction of the new buildings) is 100% complete. Phase II (the demolition of the old buildings and associated site work) is 99.9% complete. Only a limited amount of plantings and final construction of the outdoor amphitheater is remaining to be completed in spring of 2016, once weather allows. The value of the remaining construction is \$350,000 of the \$76.2M total construction cost. The project will meet its budget target and it is anticipated that the assumed tax impact to the residents, computed in 2011, remains unchanged.

During 2015, the project met several critical milestone dates - the first day of school in the building was delivered as forecast on April 28, 2015. Key dates included the Certificate of Occupancy, obtained on February 12, 2015. The old school was vacated on Friday April 17th and the move from the old building occurred over the April school break. Throughout the rest of the calendar year, the abatement of the old buildings and the subsequent demolition were completed by the end of October 2015. There was extensive testing of the old building for hazardous materials and it was determined that the amount of materials could exceed the \$1.2 million allowance for abatement. Cognizant of this risk, the Building Committee targeted an additional \$2 million in contingency to cover Phase II construction. The Building Committee budget and reserves were sufficient to cover the increased cost of the abatement and demolition efforts. The last aspect of the building project, the new parking lot and completion of the site work was completed by the end of December, with the exception of plantings that are best performed in the Spring.

In summary, the CCHS Building Project was completed successfully on budget, on time, and delivered the scope that was presented at Town Meeting. The new building will serve many generations of students, and the CCHS Building Committee is proud of what has been accomplished.

## **MINUTEMAN VOCATIONAL TECHNICAL SCHOOL DISTRICT**

Dr. Edward A. Bouquillon, Superintendent-Director

### *Overview*

The year 2015 was a busy one at Minuteman High School. The School saw major changes in its leadership team, took several steps to advance its long-planned and long-awaited building project, secured State grants to support its programs, established a highly popular Girls in STEM Camp, refocused marketing efforts on recruiting in-district students, received awards for student academic and trade successes, saw improvement in its MCAS scores, assisted non-profit community groups and towns with a host of projects, and secured approval of its budget from each of the 16 towns in the District.

### *Leadership Changes*

Minuteman saw major leadership changes with the appointment of a new Principal, Assistant Principal, Director of Outreach and Development, and Director of Special Education. John “Jack” Dillon III, who served as the school’s Assistant Principal for nine years, was selected as Principal. George M. Clement was selected to succeed Mr. Dillon as the new Assistant Principal/Director of Admissions. Steven C. Sharek was appointed as the school’s Director of Outreach and Development. Dr. Amy Perreault was appointed interim Director of Special Education.

### *Building Project Advances*

A long-planned building project took major steps forward during 2015.

On February 6, Minuteman’s School Building Committee announced preliminary cost estimates for four alternatives: renovating the school with State financial help, renovating and expanding with State help, building a new school with State help, and building a new school and demolishing the old one with State help.

On March 11, the School Building Committee launched a series of public presentations and information-gathering meetings.

On May 19, the Minuteman School Committee endorsed construction of a new school as its “preferred option” for addressing current facilities issues; creating an educational environment that best meets the needs of students, teachers, and employers; and ensuring continued accreditation.

On August 6, the Massachusetts School Building Authority (MSBA) unanimously endorsed the building of a new 628-student Minuteman High School on District land adjacent to the existing school. The Board authorized the school to prepare detailed schematic drawings for the new building.

On December 1, the school’s Design Team submitted a completed schematic design to the MSBA.

On December 22, the Minuteman School Committee took two votes designed to help pave the way for a new school. The Committee voted to approve consensus amendments to the Minuteman Regional

Agreement and voted to negotiate an intermunicipal agreement with the Town of Lincoln. Lincoln will serve as host community for the new school.

#### *Poll Shows District Voters Support New School*

Voters in the Minuteman High School District support the school, its programs, and a proposal to replace the school with a new building – and they do so in big numbers, according to professional research poll. The poll of 400 registered voters was conducted by nationally-recognized pollster David Paleologos of DAPA Research Inc. in late August. It has a margin of error of +/- 4.9 percentage points.

The poll, which was commissioned by Minuteman, was designed to gauge voters' sentiment about the school and the quality of its programs, their awareness and level of support for a proposed building project, and the factors that most influence voters' opinions. "This poll shows that there's a strong positive feeling in the District about Minuteman High School and its programs," said pollster David Paleologos, head of DAPA Research Inc. "There's a clear willingness to build a new school," Paleologos said. "And this support crosses all demographics: gender, income, age, area, and even political party. These are overwhelming numbers, and the type of results we don't see very often."

#### *New State Regulations Help District Taxpayers*

The Board of Elementary and Secondary Education adopted new State regulations covering vocational technical education. Two changes are big "wins" for taxpayers in the Minuteman School District. One change established a capital fee for out-of-district students. Another established a special education fee for out-of-district students receiving special education services. These regulatory changes are the direct result of efforts by Minuteman to allay concerns from the District's member communities about the costs of providing educational services to out-of-district students.

#### *Minuteman Secures State Grants*

Minuteman was awarded an \$88,970 State grant to expand its Biotechnology program and give students a competitive edge in one of the State's fastest-growing industries. The grant was one of six awarded by

the Massachusetts Life Sciences Center to schools in the MetroWest region. In July, the school was awarded a competitive State grant of \$59,940 to purchase three training simulation systems for students learning welding.

#### *State Treasurer Visits Girls in STEM*

Minuteman's Girls in STEM Career Exploratory Camp got a visit from a top State official: State Treasurer Deborah Goldberg. During her visit to the school August 5, Treasurer Goldberg observed what these seventh- and eighth-grade girls were doing and learning, frequently interacting with them and asking many pertinent questions. She said the girls are being empowered "so they can realize their own dreams and make a difference" in the State's economy, especially in burgeoning, 21st Century fields such as health care, finance, high-tech and biotechnology that are largely dominated by men.

#### *New Recruiting, Retention and Marketing Efforts*

Minuteman retained the services of Mark C. Perna, a nationally-recognized expert in recruiting and retaining students in vocational-technical schools. Mr. Perna is the founder of Tools for Schools of Columbus, Ohio. Throughout the year, he worked with a team of administrators, faculty and staff members led by Assistant Principal George Clement. They developed a comprehensive recruiting and marketing campaign to increase applications and enrollment from our member towns. With his help and concerted efforts by the entire staff, Minuteman is going to attract and retain more of the right students in the right programs for the right reasons. As a result of doing this, the school will enroll more students, retain them in greater numbers, and attain higher graduation rates. The right student is one who is motivated, dedicated, sees the light at the end of the tunnel, and wants to get there.

#### *Student Awards*

Twelve students from Minuteman High School received medals – four gold and eight bronze – in a Massachusetts SkillsUSA competition. The students earned the medals at the SkillsUSA State Leadership and Skills Conference held in Marlborough.

Minuteman High School accepted a grand prize for its Girls in STEM program and Minuteman student

Collin Kelly earned a silver medal in the Action Skills competition during the 51st annual SkillsUSA National Leadership and Skills Conference in Louisville, Kentucky.

In May, Minuteman junior Julia Ruderman won first place in the Pioneer Institute's Frederick Douglass Prize Essay Contest for Massachusetts. Ms. Ruderman earned a \$5,000 prize from Pioneer for her essay on the Old Schwamb Mill in Arlington.

Maria Cid-Pacheco, majoring in biotechnology, was Minuteman's 2015 nominee for the prestigious Walter J. Markham Award.

Emma Clemente, an environmental science and technology major, was named the school's Outstanding Vocational-Technical Student of 2015.

#### *MCAS Success*

Minuteman High School improved its performance on MCAS tests, with that improvement extending to all disciplines and all student subgroups. Results of the test were reported by the Department of Elementary and Secondary Education (DESE). "In many cases, the improvement was significant," said William J. Blake, Jr., Minuteman's Director of Curriculum, Instruction and Assessment. "Improvement was particularly significant for our students with disabilities."

#### *District Enrollment*

As of October 1, 2014, Minuteman had 673 students enrolled in its high school day program. Of these, 384 (57.1%) lived in one of the 16 district towns and 289 (42.9%) lived outside the District. As of October 1, 2014, Minuteman had 63 students enrolled in its post-graduate programs. Of these, 26 (41.3%) lived in one of the 16 district towns and 37 (58.7%) lived outside the District.

#### *Approval of the District Budget*

In a process that took a full eight months from start to finish, Minuteman's budget was approved by every Town Meeting in its 16 member communities. The new budget covers the period from July 1 to June 30, 2016. The \$19.8 million budget was 0.9% larger than last year's.

#### *Minuteman School Committee*

A 16-member School Committee, comprised of vol-

unteers appointed by Town Moderators in each of the member communities, approves the district budget, hires the superintendent, and sets policy for the District. Four new members joined the Minuteman School Committee during the year: Pam Nourse of Acton, Vincent Amoroso of Boxborough, Jennifer Leone of Lancaster, and Sharon Antia of Lincoln. Ms. Nourse succeeded Nancy Banks, who relocated outside the District. Mr. Amoroso succeeded Cheryl Mahoney. Ms. Leone replaced David Mazzola, who resigned. Ms. Antia succeeded Kemon Taschloglou, a long serving School Committee member. The other members of the School Committee are Jeffrey Stulin of Needham (Chair), Carrie Flood of Concord (Vice Chair), and David Horton of Lexington (Secretary), Susan Sheffler of Arlington, Jack Weis of Belmont, David O'Connor of Bolton, Judith Taylor of Carlisle, Ford Spalding of Dover, Alice DeLuca of Stow, David Manjarrez of Sudbury, Mary Ellen Castagno of Wayland, and Douglas P. Gillespie of Weston.

#### *Minuteman in the National Spotlight*

Minuteman High School was the focus of national attention at least three times during the year.

First, the school's Girls in STEM program was recognized by SkillsUSA, a national organization that runs trade and leadership competitions for students in career and technical schools. SkillsUSA recognized the value of Minuteman's mentoring efforts for Girls in STEM by awarding this initiative the 2015 Grand Prize in the Student2Student mentoring program. Minuteman was recognized at the national SkillsUSA conference in Kentucky.

Second, I authored an article that appeared in the April 2015 issue of School Administrator magazine. The article, "Career Skills v. Academics: Not an Either/Or Proposition," can be found at: <http://aasa.org/content.aspx?id=36953>. School Administrator magazine is published by the American Association of School Administrators (AASA).

Third, author Nicholas Wyman included a chapter on Minuteman's success in his book: *Job U: How to Find Wealth and Success by Developing the Skills Companies Actually Need*. The book was published in paperback in January 2015.

### *Looking Ahead*

The coming year should be another exciting one at Minuteman High School and I look forward to it with great hope and anticipation. The school's long-planned building project will again be front and center and I truly hope that our 16 member towns will rally around the project, protect the millions of dollars that the State is willing to invest it, and do what's best for our students – and our region's economy. Further, we are eager to start thinking more closely about how best to reuse the old facility in order to maximize the economic and financial benefits to the Minute-man District.

In closing, we wish to offer thanks to the members of the District School Committee, both past and present; members of the School Building Committee; the Skanska/KBA Project Team; our faculty, staff, and students; our alumni; our Program Advisory Committee members; our town and State leaders; the townspeople who attended our community meetings, and the entire staff and board of the MSBA for bringing us to this point in the process. This is meaningful work and we are grateful for the efforts and commitment of the team.

## **CONCORD-CARLISLE ADULT & COMMUNITY EDUCATION**

### *Advisory Committee*

Susan Cannon, Chair

Paul Anagnostopoulos

Julie Dolan

Claudia Feeney

Michael Rudd

Mary Storrs, School Committee Liaison

Courtland Booth, Director

### *Mission*

Concord Carlisle Adult & Community Education (CCACE) provides opportunities for lifelong learning to the citizens of the School District and surrounding towns. Collaborating with citizens and organizations, CCACE 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. We make schools available for extended-day educational use for citizens in Carlisle and Concord. We promote and support School

and Town projects that cannot be funded or presented in traditional ways. CCACE 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.

### FY15 SUMMARY OF ACTIVITIES

- 1,699 enrollments in fee-based continuing education classes
- 274 group, individual and online courses were conducted
- 308 students studied music in weekly instrumental instruction
- 203 new students and their parents participated in driver education training
- 2,000+ participants in walk-in programs and events (no registration or fee required)

### *Year in Review*

CCACE provided a comprehensive program of non-credit, fee-based learning opportunities for local residents. The high school and the community at large was a campus for continuous learning throughout the entire year. Two hundred and seventy-four community educators contributed to the program during FY15, teaching one or more instructional programs or providing program support and leadership.

The Department completed its eleventh consecutive year of self-funded activity in 2015, recovering 99% of the costs for teachers, administrative and management salaries, non-salary expenses and capital investments. Department costs were \$643,872, and revenues \$636,466. The operating loss, \$7,405, will be funded with 2016 student fees. A grant from the Concord-Carlisle Community Chest provided financial aid to more than 200 local families and individuals; every citizen seeking continuing education services who required financial assistance was helped.

The Department provided educational opportunities for all ages. Classes were held throughout the year, before the regular school day, after school, at night, on weekends, and during school holidays, at CCHS and at the Carlisle Schools. Instrumental music lessons were held throughout the year, enriching the school-day music curriculum. CCHS driver education provided on-road training almost every day of the year.

In total, over 250 courses and more than 10,000 individual lessons were provided during the year. The Village University continued to provide high quality daytime learning experiences for senior citizens. Summer classes and workshops complemented the Concord Public Schools Summer School program.

Adult & Community Education downsized again in 2015 with the move to the new CCHS facility. The office is now in the dining commons, ideally located to greet visitors as they enter the beautiful and highly functional building. The new high school is very accessible, with elevators serving all four floors. Stu-

dents are pleased with the facility, and consider it an excellent learning environment.

The CCACE Advisory Committee worked with the staff and faculty and strengthened communications with the administration and School Committee. Advisory Committee members are appointed by the Regional School Committee for three-year terms. Citizens are urged to contact Committee members, share ideas and volunteer, so that the Adult & Community Education program may respond to community needs, further enrich the towns, and achieve our shared educational goals.



*Dan Hutt unravels mysteries under the hood for CCHS driver education students at the Public Safety building.*



*Concord Police Officer Rob Capone discusses driving safety and enforcement with students at CCHS.*



*Chess Master Vadim Martirosov presents a lesson to advanced students at the summer session of the Community Education Chess Club.*

## CONCORD CARLISLE SCHOLARSHIP FUND

Lucy V. Miller, Chair  
Lindsay Smith Kafka, Past Chair  
Albert Powers, Treasurer  
Welles Hatch, Assistant Treasurer  
Elaine DiCicco, Secretary  
Nick Carter  
Jeanne DeTemple  
Molly Q. Eberle  
Amy Jolly  
Rebecca Britten LoPrete  
Deb Mayerson  
John F. Mee  
Travis Minor  
Linda Myers-Tierney  
Paul Ressler  
Priscilla White Sturges  
Kenneth Anderson, Associate Trustee  
Dorothy Bean, Associate Trustee  
Tom Rutledge, Associate Trustee  
David Gould, Emeritus Trustee

The Concord Carlisle Scholarship Fund (CCSF) 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 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 information about the CCSF, visit the website at [www.ccscholarshipfund.org](http://www.ccscholarshipfund.org).

Entering into the organization's 50th year, The Concord Carlisle Scholarship Fund looks forward to celebrating this milestone anniversary in 2016. Many new and exciting initiatives are being formulated for the coming year. Several special events are in the planning stages by a newly formed 50th Anniversary Celebration Committee.

Since the Fund began, it has assisted more than 1,300 students. In 2015, the trustees awarded \$199,800 to 79 high school and college students, while the Fund's affiliated organizations supplemented this amount with \$61,200, bringing the combined total awarded to \$261,000 and the combined number of students awarded scholarship assistance in 2014 to 86.



*Alexandra Goulet, first Harvey Wheeler Memorial Scholarship recipient, and Mrs. Barbara C. Wheeler.*

Traditionally, the Trustees host a brunch at the start of the new calendar year in appreciation of the Named Fund Scholarship benefactors. The annual CCSF phonathon takes place over two nights using space donated by the Fenn School; it is staffed by Concord-Carlisle High School (CCHS) students who are candidates for the National Honor Society. The Board also supports the annual Adrian A. Martinez Road Race in June. The road race generates additional funds for the scholarship that memorializes Adrian (CCHS Class of 2002).



*Adrian Martinez Memorial Scholarship Fund awardees (left to right) Tim O'Brien, Jeremy Chiang, Thiara Grandison and Cady Sanderson celebrate Adrian's legacy at the Martinez Classic track event at Emerson Field.*

The Concord Carlisle Scholarship Fund Trustees are pleased to announce that the following students have been awarded scholarships for the 2015-2016 academic year:

CONCORD CARLISLE SCHOLARSHIPS AWARDED IN 2015

Scholarships	Recipients
The Concord Carlisle Scholarship Fund Trustees' Scholarship*	Xavier Arroyo
The Concord Children's Center Scholarship	Timothy Collins
The Concord Lions Club	Jeremy Chiang Savannah Kangas
The Concord Women's Club – Ruth Bullerwell Scholarship*	Shaquan Thompson
The Mary Connorton Memorial Scholarship*	Sarah Milofsky
The Guido S. D'Asti Memorial Scholarship*	Jeremiah Smith
The Clair Day Memorial Scholarship*	Juliana Struck
The Elaine DiCicco Scholarship*	Alexandra Goulet Shannon Morahan
The Guy P. & Teresa E. DiGiovanni Scholarship**	Ranger Beguelin Kylie Copland Michael Rober
The Charles Evans Scholarship*	Abigail Cramer Joshua Elwood Nataly Torres
The John B. Finigan Memorial Scholarship*	Marissa Moore
The George F. Flavin Scholarship**	Michael Rober
The Wilson Flight Scholarship*	Diamond Green
The Essie Golden Scholarship*	Edward Akubude Thomas Goulet Jec Meen Kim
The Bobby Gray Memorial Scholarship*	Gabrielle Perez deAlderete
The Margaret Haggerty Scholarship*	Edward Akubude Denyel Fonseca Mayah Gilmer
The Wells A. Hall Memorial Scholarship*	Diamond Green
The Anthony Halls-Keenan Smith Scholarship*	Andrew Brown
The Thomas Hart Memorial Scholarship*	Aiden Gertsmyer
The Ruth B. Helsler Scholarship**	Sarah Milofsky
The Christopher Hentchel-WIQH Scholarship*	Andrew Brown
The Anna M. Holland Fund #1 Scholarship**	Jaskirian Kaur
The Anna M. Holland Fund #2 Scholarship**	Lea Guertin
The Seitaro & Shina Ishihara Memorial Scholarship*	Nicholas Wilbur
The Tama Ishihara Memorial Scholarship*	Jeremiah Smith
The Vinod Jalan Memorial Scholarship*	Nicole Smith
The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship*	Andrew Brown Karla Melendez Gabrielle Perez deAlderete Nicholas Wilbur
The Diane Kenneally Memorial Scholarship*	Meghan O'Brien
The Knights of Columbus Scholarship*	Joseph Jacobs
The Sally Lanagan Memorial Scholarship	Rachel Bratton
The Norton Levy Scholarship*	Karla Melendez
The Charles E. Manion, Jr. Memorial Scholarship*	Sarah Hutchinson
The Adrian A. Martinez Memorial Scholarship*	Jeremy Chiang Thiara Grandison Timothy O'Brien Cady Sanderson
The Elizabeth A. Mattison Memorial Scholarship*	Thiara Grandison
The Elizabeth V. McAllister Memorial Scholarship*	Hansol Lee
The Mary F. McHugh Memorial Scholarship*	Michael Rober
The Dr. Barbara Schips Miller Scholarship*	Marissa Moore
The Janet Gates Peckham Memorial Scholarship*	Lillian Piz
The Albert L. & June B. Powers Scholarship*	Nicole Smith
The David Pfrift Memorial Scholarship*	Marissa Moore
The Marguerite Purcell Memorial Scholarship*	Jaskiran Kaur
The Nick Ressler Memorial Scholarship*	Shannon Morahan

CONCORD CARLISLE SCHOLARSHIPS AWARDED IN 2015

The Rivercrest – Deaconess – Newbury Court Scholarship	Jaskiran Kaur		
The Maura Roberts Memorial Scholarship*	Jeremiah Smith		
The Al Robichaud Scholarship*	Andrew Brown		
The Rotary Club of Concord Scholarship	Sarah Hutchinson	Rose Paleologos	Anthony Perugini
The Rotary Club of Concord William L. Eaton Memorial Scholarship	Ethan Pohl		Jack Struck
The Rotary Club of Concord Richard L. Hale Scholarship	Alexandra Goulet		
The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship	Aiden Gertsmyer		
The James E. Shepherd Memorial Scholarship*	Andrew Brown		
The Farnham W. Smith Memorial Scholarship*	Shaquan Thompson	Nataly Torres	
The David S. Solesau Memorial Scholarship*	Richard Chelton		
The Mark Teverovsky Memorial Scholarship*	Gaetan Dupont		
The Jeanne A. Toombs Memorial Scholarship*	Savannah Kangas		
The United Women's Club of Concord Scholarship	Savannah Kangas	Lillian Piz	Nicholas Wilbur
The Video Revolution, Ralph & Ellie Grossi Scholarship*	Joel Zayas		
The Harvey Wheeler Memorial Scholarship*	Alexandra Goulet		
The Williams Fund Scholarship	Timothy Collins	Kayleen Honan	Edward Pioli
The Doug White Memorial Scholarship*	Timothy Collins	Shannon Morahan	
The Charles K. Yermian Scholarship*	Mary Sapp		
The Tameji & Chiyo Yoshimura Memorial Scholarship*	Karla Melendez		
The Abby Memorial Scholarship*	Diamond Green		
The Acton Toyota of Littleton Scholarship	Lillian Piz		
The William W. Anderson Memorial Scholarship*	Ekatrina Klinoff		
The Janet Babb Memorial Scholarship*	Jeremy Chiang		
The Bean Family Scholarship*	Kayleen Honan		
The Trudy Biernson Memorial Scholarship*	Mary Sapp		
The Carlisle Garden Club Debbie Wright Scholarship	Rachel Bratton		
The Carlisle Old Home Day Scholarship	Richard Chelton	Reilly Harring	
	Ranger Begueclin	Christopher Elwood	Rachel Grande
	Emma Bradley	Mei Endo	Lea Guertin
	Dan Callahan	Christina Erne	Henry Hedden
	Chelsea Claggett	Kara Fadden	William Hutchinson
	Elizabeth Cook	Kelly Fadden	Joseph Jacobs
	Kylie Copland	Victoria Fadden	Lee Meen Kim
	Abigail Cramer	Javier Flores	Benjamin Kuettel
	Yvonne Cristy	Julia Fritz-Endres	Hansol Lee
	Elyza Dottin	Meghan Garvey	Lucille Marsh
	Janiece Dottin	Thomas Goulet	Paris Marsh
	Katherine Driscoll	Mark Grande	Sarah Milofsky
The Concord High School/Concord-Carlisle High School Alumni Scholarship*	Joel Zayas		
The Eleanor Winstanley Childs Memorial Scholarship*	Marissa Moore		
The Concord Firefighters' Relief Association Scholarship	Shannon Morahan		

\*Scholarships managed by the Concord Carlisle Scholarship Fund

\*\*Scholarship managed by the Trustees of Town Donations

# HUMAN SERVICES

## COUNCIL ON AGING - SENIOR SERVICES



*Standing from left: Margaret Hoag, Ginger Quarles, COA Director; Jan Kenneally, Murray Nicholson, Michael Rudd, Arthur Alcaez, Chair. Seated from left: Meryl Schwartz, Ann Schummers, Phebe Downey. Not Pictured: Pam Hanson and Sharyn Lenhart.*

The mission of the Council on Aging (COA) is to promote a good 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 2015 Town Census, there are 4,632 Concord residents over the age of 60 and this represents nearly 30% of the total population of Concord. This is far above the State average (which was about 16% at the last Federal census) and the number of seniors is expected to continue to rise for the next several years.

The following is a sampling of service statistics for FY15: 1,785 seniors were active at the COA; 66% were female and 34% were male. 179 new seniors began participating for the first time at the COA. 218 seniors used the van service and received 7,026 rides. 387 seniors used Outreach/Social Services and received 3,446 units of service/contacts.

### *Outreach/Social Services*

COA professional staff provides advice, assessment, consultation, and referrals to seniors and their support network (family, friends and neighbors) and adheres to strict standards of confidentiality. Their ex-

tensive and specialized knowledge of resources helps 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. The COA offers a monthly Caregiver Support Group and a Low Vision Support Group. In July, we were able to add five hours a week of additional outreach time to meet increasing demand. We convened a group of key Town employees to discuss the problem of hoarding and the appropriate ways for the Town to try to help residents who struggle with this issue.

### *Wellness and Fitness*

The COA offers a wide diversity of program and fitness opportunities that contribute to the overall health of Concord seniors. We offer regular health clinics (blood pressure, podiatry, blood sugar, flu vaccination) and screenings (hearing and vision) as well as a variety of speakers on a myriad of health topics. The COA offers the free loan of durable medical equipment, and our nurse is available for individual consultation as needed. The following fitness opportunities continued to be offered: Aerobics, Tai Chi, Strength and Flexibility, Yoga (Floor and Chair) and a Walking Group. This past year we offered a 12-week Aging Mastery course designed by the National Council on Aging that 35 seniors completed.

### *Social, Recreational and Educational Opportunities*

We understand the importance of creating opportunities to interact with peers, and stay intellectually active through a well-rounded and comprehensive program. We offer day trips, speaker's series, movies, parties, computer tutoring, discussion groups, craft workshops, book groups, games, music classes, memoir writing, and a drama club just to name a few. This year we put on our first ever Fashion Show with our seniors as models. We collaborated with Healthy Concord to offer an evening program entitled "The Maturing Family" to assist families who are trying to help their aging parents or relatives. We continue to offer a very popular annual Veteran's Breakfast. 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.

#### *Transportation*

Our vans provide weekday local transportation for seniors who no longer drive or who have a temporary limitation. We are now offering an extra van three days a week in order to meet increasing demand. In addition to providing transportation around Town to attend events at the COA, go to medical appointments, go grocery shopping, or visit an ill relative, we also provide transportation to the Annual Town Meeting and to vote on Election Day. Late this year, we were able to transition a part time van driver position to a benefited van driver position, which is providing important continuity to our service.

#### *Additional Support Services*

The COA offers these additional services: “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, AARP tax return assistance program, fall clean up days and the delivery of buckets of sand for winter.

#### *Volunteers*

The COA has a robust volunteer program. Volunteers greatly enhance and support the work of the staff, and we happily welcome additional interested individuals. It is because we have so many dedicated volunteers who offer their time and talent that we are able to offer such a rich mixture of programming.

#### *Senior Worker Positions*

The COA currently offers three seniors positions of employment through the Town’s senior worker program. Having this positions helps to support the staff and increase our program offerings.

#### *Financial Support*

In addition to funds received from the Town’s General Fund, the COA is especially grateful to the following funding sources for their strong commitment to Concord seniors and financial support of our work:

Concord-Carlisle Community Chest: Funding is providing partial or full funding for the following posi-

tions: 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 partial or full funding for the following positions: Wellness Coordinator, Outreach Coordinator, and Activity Coordinators. Thanks to an increase in funding that many supporters advocated for, we were able to add additional Outreach hours for FY16.

Concord Friends of the Aging: Funding is granted for the distribution of the monthly newsletter and many programs and events throughout the year.

Harvey Wheeler Treasure Chest Gift Shop: Thanks to the many residents who donate quality goods for re-sale, the patrons who shop there and the many dedicated volunteers, proceeds are able to be used to support important COA programs.

#### *COA Board*

The COA Board consists of nine full members appointed for three-year terms and two associate members appointed for one-year terms by the Town Manager. One member serves as a representative to Minuteman Senior Services, and one member acts as a liaison with the Concord Housing Authority. There is also a small group that has worked on putting together a COA history this year, and they hope to finish the project in 2016. Five members of the Board attended board training put on by the Executive Office of Elder Affairs. Two members attended the well-received Board and Committee training offered by the Town of Concord. The COA Board acts in an advisory capacity to the COA Director.

### **COMMITTEE ON DISABILITY**

Jean Goldsberry, Chair  
David Holdorf, Clerk  
Jennifer Brooke  
Marybeth Barker  
Lloyd Price  
Meryl Schwartz  
Alice Van Deusen

The Committee on Disability was formed by the Select Board in 2014, with the fundamental charge to review all issues of accessibility and full integration of the disabled, whether a new project, an on-going

project, or a citizen complaint. The convening meeting was held in December 2014, and the Committee has met monthly. Many accessibility issues have been brought to the attention of the Committee since that time, and the Committee has followed up on each issue. The Committee is proactive relative to issues of disability. Following is a list of some important agenda items from the past year:

- Meetings with other Town Committees and Town Departments
- Review of parking accessibility for Walden Pond Visitor Center
- Review of stairs and handicap access for Heywood Meadows
- Meeting with CC at Play concerning accessibility at new athletic fields
- Review of accessibility at Town Meeting
- Implementation of web page and email contact information
- Second review of Heywood Meadow project
- Meeting with Rabbi Darby to review access for people who are deaf or hard of hearing
- Attended State-wide Committee on Disability Meeting
- Attended Town Committee Training
- Met with MBTA, Town Select Board Chair, Cory Atkins and Senator Barrett's staff to discuss accessibility at Concord MBTA train station
- Hosted 25th Anniversary Celebration for the ADA at Fowler Library
- Second review of accessibility at CCHS fields
- Reviewed access at Lowell Road boat launch
- Reviewed proposed renovations at First Parish Church
- Supported grant request for Concord Children's Center for development of accessible outdoor space
- Third review and meeting with School Committee member concerning access at CCHS fields

## COMMUNITY SERVICES COORDINATOR

Aileen Buford,  
Community Services Coordinator

The Community Services Coordinator (CSC) position was established in 2005 by the Town of Concord in collaboration with Concord-Carlisle Community Chest with the purpose of assisting 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 a part-time position, funded completely by a grant from the Concord Carlisle Community Chest.

Due to an increased need for services, the CSC position was increased to 30 hours in 2013 and to 40 hours in July of 2014. In 2014, the Town of Concord contributed 25% of the funding of the position while the Concord-Carlisle Community Chest contributed 75%. The Town of Concord increased its funding contribution during 2015 while the Concord Carlisle Community Chest continued to provide the same funding support as 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.

The Community Services Coordinator's office location was moved to the first floor of the 105 Everett Street Building to be more accessible to all residents of Concord and Carlisle. The office can be accessed easily through the front entrance of the building with a space for private and confidential meetings.

The CSC continues to aid individuals and families in accessing needed services on a variety of fronts. Referrals on behalf of Concord and Carlisle residents over the course of the year have increased steadily. Referrals were made to food assistance programs, home mortgage counseling programs, job assistance agencies, mental health services, Concord Cares, fuel assistance programs, lower-income legal services, disability advocacy, low-cost health care options, holiday assistance, temporary/emergency housing, financial assistance, tax relief assistance, after-school and summer camp scholarships.

The CSC collaborates with community agencies that provide assistance to Concord and Carlisle families. During the Christmas season the CSC nominated 43 families for assistance from the Silent Fund program as compared to 22 families in 2014. During the holiday season \$5,640 in gift card donations were collected from Town of Concord employees, residents and the Concord Corinthian Lodge Masonic Angel Fund, this was an increase from the \$4,975 donated in 2014. Several thousands of dollars in gifts and toys were donated through the Concord-Carlisle Community Chest and Youth Services gift drive for distribution to over 66 Concord families and 3 Carlisle families for Christmas assistance. Gifts were received from Concord residents, Concord businesses and community organizations, such as The Giving Gals, The Willard Boy Scout Troop and The Mane Escape.

The CSC makes contact with challenged Concord individuals and families and provides referrals for a variety of needed services. The CSC works collaboratively with Concord Public Schools, Concord Housing Authority, the Domestic Violence Services Network, Minuteman Arc, the Concord and Carlisle Councils on Aging, the Concord-Carlisle Community Chest, the Concord-Carlisle Youth Services Coordinator, the Concord Veteran's Agent, the Society of St. Vincent De Paul, Hugh Cargill Trust, the Salvation Army, Concord's First Parish Church, the Concord Police and Fire Departments, the Concord Masons, the Concord Municipal Light Plant, Concord Recreation, Open Table, Concord Adult Community Education, the Concord Library, Concord Cares team, Carlisle Public Schools, the Concord Planning and Development Dept., the Concord Health Department, SMOC, SNAP and Mass Health.

The CSC continues to be a point of contact in conjunction with Council on Aging, Police and Fire Departments as well as Concord's Veteran's Agent and Youth Services Coordinator for the Concord Cares Emergency Fuel Assistance Program, which provides 75 gallons of home heating oil to any Concord resident who is in emergency need. Also, the CSC is a referral source for the Beacon Santa program, the Silent Fund program, the Good Neighbor Energy Fund program, SMOC fuel assistance and SNAP.

In conjunction with the Concord-Carlisle Youth Services Coordinator, the Community Services Coordinator revised, printed and distributed the Concord Community Social Service Resource Guide. The Guide is available online as well as in hard copy form.

Residents can contact the Concord-Carlisle Community Services Coordinator by phone, email or schedule a confidential appointment either in the office or their home, to discuss their particular referral needs. For additional information or assistance please contact the Community Services Coordinator at 978-318-3034 or [abuford@concordma.gov](mailto:abuford@concordma.gov) or [www.concordma.gov/community](http://www.concordma.gov/community).

### **YOUTH SERVICES COORDINATOR & YOUTH ADVISORY BOARD**

Jeffrey Campbell  
Suzanne Giles  
Jennifer Lannan  
Patricia Vasiliadis

Jennifer Clarke, Youth Services Coordinator

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). The Youth Services Coordinator's (YSC) 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 YSC 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 revolved around three priorities: 1) suicide awareness and prevention; 2) stress reduction and mindfulness; 3) substance abuse prevention. The YSC served as participant, facilitator, or direct co-sponsor of the following community programs and events (not a complete list), in partnership with agencies and organizations listed:

- Revised and distributed 2015 Concord Social Services Resource Guide in conjunction with Community Services Coordinator and Town of

Concord summer intern. This 73-page A-Z resource listing is available online and in hard copy versions.

- 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.
- Health & Wellness Fairs at Concord-Carlisle High School.
- Rotary Club “Reality Fair” for CCHS seniors.
- Hosted Out of the Darkness Walk for Suicide Prevention, cosponsored with the New England chapter, the American Foundation for Suicide Prevention (AFSP). This event raised \$20,000 for AFSP who in turn offered Youth Mental Health First Aid training at low-cost to Concord and Carlisle residents. This year’s event attracted 250+ walkers.
- Developed and implemented outreach campaigns including Back to School backpack drive (60+ distributed) and Holiday Youth Gift Drive in conjunction with Community Services to assist 63 families, representing approximately 140 children.

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 resource links under Youth Services on the Town of Concord website; and frequently contributes to the *Concord Journal* with articles highlighting achievements of our youth.

## HUGH CARGILL TRUST COMMITTEE

J. Raymond Andrews  
Paul LoVecchio  
Susan Eckel  
Christopher Corkery  
Judy Terry

The Hugh Cargill Trust Committee continued to implement the mission of the Trust, established over 211 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 Board of Selectmen 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. All requests are kept confidential.

Funds totaling \$136,304 were received in 2015 from the following sources: The Hugh Cargill Trust Fund: \$14,000; Private donations to the Hugh Cargill Fund: \$12,518; the Concord Municipal Light Plant: \$17,000; Select Board Tax Relief Appeal: \$92,549; Concord Cares: \$200; these generous contributions from the above mentioned sources were crucial to the Committee’s efforts to meet the ever-increasing needs of Concord residents. The Committee met 12 times and approved 70 grants totaling \$24,710 from the Hugh Cargill Trust and donor fund. The average grant was \$353. The majority of approved requests were for the payment of utility bills (electricity, oil, gas, telephone and water). In addition, grants were approved for the payment of rent, medical expenses, and insurance.

The Hugh Cargill Trust Committee has been designated by the Select Board to administer the tax-relief fund from monies raised in response to the Annual Appeal. 46 Concord residents received a reduction in their Real Estate Tax bill each quarter. The total grants given were \$50,875.

The Hugh Cargill Trust also keeps track of the funds dispersed by Concord Cares for citizens in need of emergency fuel assistance. The total funds dispersed were \$1,716.75 to 9 Concord citizens. The Trust does not authorize these distributions. That is done by other Concord services such as the Community Services Coordinator, the Police Dept., the Fire Dept., the COA and others.

The Committee continues to make known its existence and its mission through local communications such as the *Concord Journal*, the Adult & Continuing Education publications and contacts with Silent Fund, Community Services Coordinator, Concord Housing Authority, Council on Aging, the Recreation Department, Community Chest, Open Table, local clergy, and other groups.

In light of the current economic conditions, the Committee anticipates 2016 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



*From left: Stan Black, Helena Long, Terry Rothermel.*

The Tax Relief Committee was established in 2011 to carry out a private donation program that had previously been handled by the Select Board. Thus the Tax Relief Fund succeeded the Select Board's Fund that had been initiated in 2006. The 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 other caring citizens of Concord.

The Hugh Cargill Committee screens the applicants for tax relief from this fund and subsequently provides quarterly grants towards (i.e., credits against) their property tax obligations. The tax relief grants made by the Hugh Cargill Committee have annually helped 40 to 50 Concord households in recent years. Most of those receiving this aid are seniors on fixed incomes or other households struggling to stay in Concord. Grants of \$275 were made quarterly, leading to a maximum of \$1,100 over a year's time.

Annual contributions have averaged over \$60,000 over the life of the fund. The number of annual donors has averaged over 200. In the last few years, the

initial solicitations were sent out in September so as to honor October and November fundraising by our Community Chest. It has been a recent practice to send a reminder letter in December to recent donors.

Every three years, initial solicitations are Town-wide. In 2012, for example, that larger mailing nearly doubled the number of contributors. In this current year, initial mailings were again Town-wide. Donations to the current campaign will continue to be gratefully received through June 30, 2016.

We continue to be impressed with the heartfelt contributions of so many to this purpose. We are thankful for the support of Ruth Lauer and Laurel Landry in the Town House. This year we wish to especially honor the special service of Demi Ayres during her years on the Tax Relief Committee.

If you are in need and would benefit (or know someone who would benefit) from the assistance of the Tax Relief Fund, please contact the Hugh Cargill Committee at 978-318-3100, ext. 2030. Qualifications include ownership of only one home, a property value less than the median in Concord, and limited income resources. The qualification process is confidential.

### CONCORD FREE PUBLIC LIBRARY COMMITTEE



*From left: Beverly Gauthier, Heather Peachey, Mav Pardee, Kerry Cronin, Library Director; Sandy Shen, Carl Vause, Kitty Rothermel, Matt Boger, Chair.*

The mission of the Concord Free Public Library is to inspire lifelong learning and to actively promote personal enrichment by connecting community mem-

bers to information, ideas, culture, unique historical resources and each other, in a tradition of service, innovation and excellence.

The Library Committee consists of seven Concordians appointed by the Select Board for the purpose of:

- Providing policy guidance to the Library Director
- Recommending policy and organizational methods to the Select Board
- Serving as liaison between the Library and the Trustees of the Library Corporation, governmental units, and private groups that relate to Library services.

The Library Committee was very active, reviewing policies and procedures, new devices to check out books, DVDs, and other materials easily and efficiently, and helped create a new logo for the library. The logo is a great source of pride for the Committee – distinct enough that it will be easily recognized as the Concord Public Free Library while also representing the great history and the importance of learning that Concord holds for its community. Additionally, the Committee developed a policy for the new telescope generously donated to the library for patrons to check-out. Throughout the year the Committee heard staff reports on wonderful library activities and programs including the activities focusing on young adults, children, teens, and the adult population. Each year the Committee enjoys hearing from Leslie Wilson of the Library's Special Collections.

The Committee is also excited about the utilization of the property right next to the library at 151 Main Street and possibilities of including it into the daily activities of the library. A feasibility study regarding the next steps for the projects is eagerly awaited. The Library Committee will keep the community informed as the plan progresses.

Among the duties and responsibilities of the Committee include:

- Provide policy guidance to the Library Director relative to the provision of library services for the community. Make recommendations concerning the hours of operation for the libraries and concerning general operations.

- Provide recommendations to the Town Manager concerning the general operation of the libraries, consistent with applicable law and regulations. Review on-going operations regularly and suggest improvements in operations to more efficiently utilize resources or improve service to patrons.
- Assist the Library Director in developing a comprehensive financial operating plan to be recommended to the Town Manager. The plan should include revenue from all sources, including gifts, grants, donations, fines, and other income. Review grant applications concerning library services prior to submittal.
- Provide a liaison to the Library Trustees and consider issues concerning facilities under the control of the Trustees. Review and comment upon the impact of building needs and building plans upon current library operations.
- Establish policies concerning acquisition, circulation, retention and preservation of library materials. Establish a schedule of fines and fees relative to library services, to be reviewed from time to time. Recommend methods of using new technologies to improve service and enhance operations.
- Assist the Library Director with any special studies relating to library services as needed.
- Serve as the Town's liaison with other governmental units, institutions and private groups in matters concerning library services.
- Submit an Annual Report on library activities for incorporation into the Annual Town Report.
- With the approval of the Select Board, appoint such special advisory committees to examine specific aspects of library service as may be desirable from time to time. Such special advisory committees are intended to draw upon resources available in the community and may include citizens who are not currently members of the Library Committee.
- Comply with the requirements of the Open Meeting Law, Public Records Law, Conflict of Interest Law, and all other regulations and laws of the Commonwealth and the Town of Concord.

The public is cordially invited to attend the meetings of the Library Committee, traditionally held on the third Tuesday of each month at 7:00 PM either at the main branch or at Fowler.

**CONCORD FREE PUBLIC LIBRARY  
ADMINISTRATION**



Kerry Cronin,  
Library Director

The Concord Free Public Library (CFPL) continues to thrive as we deliver programs and services in support of community interests and mission fulfillment. During FY15 CFPL experienced increases in overall circulation and in the number of program participants and programs offered. Several programs were oversubscribed and relocated to the Fowler Branch Library where there is a dedicated programming space. Popular programs included: a talk based on *The Boys in the Boat: Nine Americans and Their Epic Quest for the Gold at the 1936 Berlin Olympics* with two local Olympic rowers, a new cookbook club where participants share their creations with the group, and an engaging series in honor of the 200th anniversary of the publication of Jane Austen's *Emma*, complete with afternoon tea.

Based on feedback received during 2014 focus groups, CFPL launched a quarterly Teen Conversations Series on topics of interest to high school students, which has also been well received. Cultural programming developed in partnership with the Korean Cultural Society of Boston and the Umbrella Community Arts Center was particularly noteworthy, as was the series "Concord Reads about Abraham Lincoln," which coincided with the Special Collections exhibit, "This Man Grew According to the Need: Concord and Abraham Lincoln" and included programs and activities for all ages.

CFPL was fortunate to receive a \$7,500 LSTA grant award from the Massachusetts Board of Library Commissioners for the project, "Full STEAM Ahead," which will enable the Library to offer STEAM (science, technology, engineering, arts, and math) related programming for children over the course of the year. This initiative is off to a great start with a recent scarecrow festival, story walks, cardboard challenge, and bulb plantings.

Enhancements to improve library use are ongoing and CFPL recently launched a new logo, following a collaborative selection process. In addition, the library's website is being redesigned with an anticipated mid-year completion. New self-checkout kiosks at both locations are fast and easy to use and integrate with the Novelist database to offer reading recommendations. Digital media collections continue to grow to keep pace with increasing demand.

Thank you to my colleagues at the Concord Free Public Library for their hard work, creativity and dedicated service to the Concord community, to the Library Corporation Trustees, Friends of the Concord Free Public Library, and our many volunteers and supporters.

Congratulations and best wishes to several staff members who retired in 2015 as follows: Milda Contoyannis, Patty Diotte, Deborah Ervin, and Mary Taylor.

Please enjoy the following report of the Library's 2015 activities.

**CHILDREN'S AND YOUNG ADULT SERVICES**

The children's and young adult department enjoy helping people of all ages. Our areas are a hub of much activity, from weekly story times to monthly toddler sing-alongs with musician and singer Ed Morgan. A weekly Stay and Play, a self-directed activity program for young children, took place during the cold days of winter. 3rd graders met monthly to learn about books in the BookEaters program and 4th and 5th graders met monthly to discuss books in the BookMarkers program. Children read to Phoebe the Golden Retriever in a monthly program to encourage reading in a non-judgmental atmosphere.

During March, the Library sponsored Concord Reads about Abraham Lincoln, a month-long program highlighting the book, *Mrs. Lincoln's Dressmaker* by Jennifer Chiaverini. A doll display illustrating Civil War dress was in the hobby cases. An Abraham Lincoln themed puzzle was put out for all to enjoy, and a huge silhouette of Abraham Lincoln was put up for children to adhere pennies to. The BookEaters club members took old fashioned photographs of each other in costume and framed the pictures. Tom Caldwell from Northeast Numismatics in Concord gave a talk on coins and how Lincoln came to be on the penny and five dollar bill. Peter Lovis from the Concord Cheese Shop discussed the history of cheese making, especially during the Civil War.

We celebrated April's Earth Month with a program given by Bryan Windmiller from Concord's Grassroots Wildlife Conservation, Inc. He spoke about his organization's conservation efforts to increase the Great Meadows Blanding's Turtle and brought several live turtles for the audience to see.

In May we were very pleased to be a part of the month-long collaborative program to celebrate Korean Family Month. Members of the local Korean community mounted an art show in the Library's gallery and in the children's room display cases. The celebration included an afternoon of arts and crafts at the Main Library and a gala evening of music, dance and traditional food at the Umbrella Community Arts Center.

We had a very busy summer, with children and teens joining the on-line summer reading program. The superhero theme was used in the annual origami workshop given by origami master Michael LaFosse. Tone Thyne of Fablevision spoke about animation. Cartoonist Paul Merklein drew superheroes. The Family Movies included films with a superhero theme. The popular concerts on the lawn were all held outside this summer because of the great weather. Samba Tremeterra played Latin music. Panache Quartet entertained with traditional fiddle music. Johnny Fireseed and the Junkyard Dogs played instruments made of recycled materials.

During the summer the Library also hosted a day long knit-a-thon during which people knitted 4 X 4

inch squares that were sewn together to make blankets. This project was in support of Concord resident, Jules Struck who collected knitted items for the Syrian refugees as part of her Girl Scout Gold Award. A basket was made available for people to drop off hats, mittens, scarves, sweaters and blankets that were sent to refugee camps via a good will foundation.

The Concord Free Public Library was awarded a Library Services and Technology Act (LSTA) grant highlighting the importance of S.T.E.A.M. programs. Youth Services Librarian and project manager, Fayth Chamberland is coordinating Science, Technology, Engineering, Art and Math related activities for children over the course of the next year. A Cardboard Challenge took place, with families fashioning their own creations from cardboard scraps. Different departments from the Town of Concord took part in the first annual Scarecrow Festival. The Library's front lawn was dotted with numerous scarecrows made using the S.T.E.A.M. principles. A StoryWalk of *The Little Scarecrow Boy* by Margaret Wise Brown was positioned around the lawn so that families could read the story while viewing the scarecrows. Another fun grant project was daffodil bulb planting by the Library's little gardeners. We look forward to the spring when the flowers decorate the side of the building. A discovery table has been set up in front of the children's reference desk. A Zoomy Digital Microscope was set up for the viewing of objects under the microscope. Finally, educational toys have been purchased so that the children can learn while they play during their visits.

This year's October Massachusetts Archaeology Month included a talk by Margaret Watters, PhD about the little known second encounter by Lexington's Captain Parker and his militia with the redcoats as they retreated through the present day Minute Man National Historical Park on their way to Boston on April 19, 1775. The Parker's Revenge talk updated the archaeological study that began two years ago.

The children's department has assisted the Concord Museum every year for the past 20 years with the Family Trees holiday program, an exhibit of trees fancifully decorated throughout the Museum. Each decorated tree is based on a children's book, including

some new and old favorites. This is a fun culmination of a year's worth of collaboration with the Museum staff.

Teen patrons have become very comfortable using the Library. The school bus stops at the Library as an after-school drop-off. Teens attend programs, do homework or just visit with friends. Twice during the year, the Library provides extended hours on the Sundays preceding mid-term and final exams.

As this is being written, we are awaiting the annual gingerbread creation by the talented and generous Dr. Andrea Resciniti. Because this creates such excitement by residents of all ages, we have started offering a workshop for children to decorate pre-made graham cracker houses.

#### FOWLER BRANCH

The Fowler Branch Library enjoyed a busy year with many service improvements and a variety of programming options for all ages. In support of the Library's Full STEAM Ahead grant award, Theresa Maturevich, Branch Librarian has incorporated STEAM elements into the monthly Concord Carousel story times. In addition, Fowler hosted a StoryWalk in October, which served to promote a Cardboard Challenge program where families built 'cabins' out of cardboard boxes. Children also planted crocus bulbs near the outside book return, which we look forward to seeing bloom in the spring.

The majority of last year's programs continued into 2015 including:

- Baby story time for children under 2 and their caregivers (Fall-Spring).
- Drop-In story time for children aged 2-6 and their caregivers (Summer).
- Monthly story times for four Concord Carousel classrooms (Fall-Spring).
- Monthly family concerts from musician Ed Morgan.
- Lego Challenge, a monthly after-school event for Grades K-5 (Fall-Spring).
- Annual Halloween Party for Grades K-5.

- Teen Craft (formerly Teen Advisory Board), a monthly after-school event for Grades 6-8 (Fall-Spring).
- Book-a-Mystery Discussion Group, a monthly book discussion group.
- Drop-in Tech Help, a monthly opportunity for patrons to get technology advice.
- Saturday Matinées for families, which are generally held monthly.

During the summer Fowler staff members also introduced a number of new programs. The Friends of the Concord Free Public Library generously sponsored visits from both the Museum of Science and Sparky's Puppets, as well as a 'Superhero Training Camp' designed by library staff for young children. We also created 'Explorer's Club' for Grades 3 and up, a 5-week program designed to explore STEAM (science, technology, engineering, art, and math) concepts. Programs included: designing catapults for marshmallows, programming with MaKey circuit boards, and experimenting with fluorescent liquids.

The Concord Seed Lending Library continues to be popular and this year's staff focus involved a great deal of data gathering. In an effort to learn more about how the program was being used, staff members conducted regular inventories and were able to devise an improved lending system for 2016. They also created a new labeling and packaging system designed to better inform borrowers on how to save and return seeds, as well as how to protect the seeds from sunlight. We also worked with volunteers to coordinate a programming schedule and regular inventories for 2016.

Fowler staff members continue to seek new ways to improve patron access to materials. Special attention was paid to weeding items in the adult fiction, adult nonfiction, and juvenile collections, as those collections were reaching shelving capacity. We were also able to replace editions that were in poor condition, such as the plays of William Shakespeare. The Young Adult collection was reorganized in an effort to improve the browsing experience for patrons. Initial circulation numbers appear promising due to these recent improvements. Shelving and display space for DVDs was expanded. It remains one of our more

popular collections. Updated signage has been added to help direct patrons and improve aesthetics.

A telescope has been added to the circulating collection. Staff members have been busy learning how to use the device, becoming familiar with the borrowing policy, and adding space and astronomy themed items to the collection in preparation for its debut scheduled for early January 2016. We are grateful to the Moir family for their generosity in making this new service available.

Theresa Maturevich maintains CFPL's social media accounts, which have continued to grow in popularity. The Library's Facebook page currently has 261 likes and the Concord Seed Lending Library 314. Both are generally monitored daily and updates are scheduled via HootSuite though volunteers assist with the Seed Library page. The Pinterest has not seen much local access and therefore regular updates will be less frequent. Instead, the Library has launched an Instagram account to see if there is local appeal. A YouTube account will also be opened to store staff-made videos which will allow us to offer that service without using our own bandwidth to house them.

CIRCULATION DEPARTMENT

The Circulation Department at the Main Library continued to serve the community using leading edge technology. The addition of a 3M model RFID self-checkout station not only allows for easier self-service for those patrons who desire it but it also gives us the ability to provide customized communication both on screen and on printed receipts. Statistical programs have provided the staff with increased specialty information. For example we are able to calculate that for the first 11 months of this year, 40,000 requested items were processed at the Main Library for pick up by our patrons and over 2,000 museum pass reservations were made, providing free or reduced admission to many local and Boston area destinations. The new Commonwealth Catalog went live in March. This replacement of the former Virtual Catalog offers patrons another resource sharing option with libraries from other Massachusetts Library Networks. Delivering great service also means caring for the library's collection. The Circulation Department,

in collaboration with other staff, shifted and relocated various collections to create better visibility and maximize available space.

Outreach continues to be an important function of the library. From January 26 – February 1, 2015 the library partnered with Concord's Open Table Food Pantry to offer a Food for Fines program that provided patrons an opportunity to donate non-perishable food items in lieu of paying owed library fines. We were very pleased with the response. Ongoing outreach programs continue to be provided by the Circulation Department to Concord's public and private schools, MCI Prison Outreach, FMC Devens, Drumlin Farm, New England Deaconess and Concord Park. In addition, the Direct to You Home Delivery service for homebound Concord residents continues to be well used.

Circulation	414,084
Collection holdings	312,701
Interlibrary loans received from other libraries	46,572
Interlibrary loans provided to other libraries	76,461
Number of registered Concord borrowers	11,889
New items (excl. magazines) added to collections	11,000+
Audio books and music CDs holdings	15,625
DVDs Holdings	12,184
eBooks and eAudiobooks (Holdings)	34,635
Downloads & Streaming	40,067
Total hours the Main & Fowler libraries open	5871
Number of children's programs held	187
# of Children's programs total attendance	3,887
# of Adult and Young Adult programs held	203
# of Adult & Young Adult programs total attendance	3,728
Public free wifi access logins per month (avg)	3,000+
Library website views per month (avg)	140,000+

Staff development is a priority and Circulation staff members attended training programs and conferences including AED/CPR, Commonwealth Catalog, Decision Center for statistics, Massachusetts Library Association Conference and various training sessions provided by the Minuteman Library Network.

The Circulation Department welcomed several new staff members including Greg Carter, Yvonne Medina, Reni Cunningham, Sally Duscha and Olivia Hanselman and we said goodbye to staff members

Milda Contoyannis, Patty Diotte, Donna Andreason, Bharti Joshi and Martha Proctor. We also recognize the continued support of volunteers Kathy Dwyer, Susan Birge, Guillaume Hoog and Hannah Yelin.

#### REFERENCE DEPARTMENT

The CFPL welcomed Nathalie Harty as the new Head of Reference. Selected from among 24 applicants, Nathalie brings 16 years of professional library experience in public, school, and special libraries to this role. During her first few months in Concord, Nathalie has assisted with publicity and introduced dynamic and creative programming for adults, such as the new Cookbook Club and will soon lead a monthly book discussion group. We are delighted that Nathalie has joined us in this role.

The Reference Department continues to be a vital resource for all age groups, keeping up with the public's demands in assisting them with different technologies and devices, resources like databases, reader's advisory services, and a vital interlibrary loan service.

As in the previous year, staff has been busy assisting patrons with their devices and downloading electronic content. They offer support, both individually and in scheduled workshops on digital resources like Hoopla movies, Zinio digital magazines and e-books. The self-service fax machine and scanner continue to be very popular. Reference staff is responsible for booking meeting rooms, which are used by the public.

In December CFPL received a gift of a 2002 Minolta Microfilm Reader from the Winchester Public Library. It replaced an older model that the Reference Department makes available for public use and will be a support to researchers utilizing materials available on microfilm.

The Reference Department staff answered 6,095 in person reference questions; 2,134 phone reference questions; and 101 email reference questions. Reference staff helped 1,510 patrons with computer questions. The library's meeting rooms were reserved 1,328 times.

Reference staff participated in the Community Reads Lincoln this past spring as well as the summer reading program for adults featuring the title *The Boys in the Boat: Nine Americans and Their Epic Quest for Gold at the 1936 Berlin Olympics*.

The reference librarians are constantly improving their knowledge about new trends and resources and looking at new ways to offer services to the community. The Minuteman Library Network of which the library is a member launched a new Encore catalog resource enabling people to search articles, reviews, books and OverDrive holdings all at once. The reference librarians are well equipped to assist patrons with searching the new catalog.

#### SPECIAL COLLECTIONS

Special Collections served close to 1,600 on-site researchers over the course of the year and answered a steady flow of e-mail, telephone, and mail inquiries.

From November 2014 through February 2015, we commemorated the national Civil War anniversary and the anniversary of Lincoln's assassination through the gallery exhibition and accompanying lecture series "This man grew according to the need': Concord and Abraham Lincoln." The final two of four lectures (by Rick Frese and Len Gougeon) took place in January and February of 2015. Collaborating with library staff members in other departments, Curator Leslie Wilson led two book groups in connection with the subject of the display (one on *Lincoln's Boys*, one on *Mrs. Lincoln's Dressmaker*).

Departmental staff dedicated much of the winter, spring, and summer to planning and preparing the fall/winter exhibition "The reality which surrounds us': Thoreau's Landscape in Survey, Text, and Image," on view in the library Art Gallery October-December 2015. On October 16, the Library Corporation hosted a wonderful opening event, featuring a reception, a lively lecture by author and University of Connecticut professor Robert Thorson, and a concert based on Sophia Thoreau's collection of sheet music in the Special Collections.

Conni Manoli-Skocay filled the exhibition showcases in the library front lobby, outside Special Collections, and at the Fowler Branch through 2015. Subjects in-

cluded Civil War envelopes, the liberation of Dachau (drawn from Norman Beecher materials), H. Whittemore Brown's panoramic photographs of Concord, Janie Paul's *The River*, Christmas cards from Special Collections, the musical work of Katherine K. Davis, Thoreau's Cape Cod at 150, documentation of the Ball-Tarbell-Benson House (formerly on Ball's Hill Road), Dee family World War I letters, Charles Darling's photographs of Concord gardens, and the West Concord Union Church and its predecessors. In conjunction with a celebration by the Library Corporation of Louisa May Alcott's *Flower Fables* (160 years old in 2015), Leslie Wilson prepared a small exhibition in the lobby showcase.

As always, the collections expanded through both gift and purchase this year. A number of gifts were added, among them: an 1864 deed of property from Ebenezer Rockwood Hoar to John Cheney by Roberta Bograd; four charming Italian sketchbooks of Ada Shepard (governess to the Hawthorne children) by Susan Abele; an 1898 military photograph and an Edward Waldo Emerson painting and artist's palette by Lawrence Roberts; records and materials relating to the Concord Minute Men by John Dennis; a Mavis Viles painting of the Concord Band by Linda Bond and family in memory of Donald and Kathryn Bond; Albert Brisbane's *A Concise Exposition of the Doctrine of Association* (1843) by Joel Myerson and Mark Stirling in memory of Sterling Delano, who passed away in 2015; an N. C. Wyeth letter by Paula DiMare; a hand-drawn historical map of Concord by David Jacobs; a Seaver family Bible by Bill Seaver; a variety of ephemeral materials by Carol Ann Helsing Wolf; and further installments of ongoing donations by Lowell S. Smith, Joseph C. Wheeler, the Concord Band, and the League of Women Voters of Concord-Carlisle. Also, with the support of the Library Corporation, we made several significant purchases, including a collection of Safford family letters written between 1815 and 1844, an undated letter by Louisa May Alcott, and an 1852 Ralph Waldo Emerson letter to Robert Carter about editing a newspaper account of a Concord speech at the reception for Kossuth here.

Throughout the year, Leslie Wilson presented to a number of high school and college students: Calvin

College literature students; two groups of "Rivers and Revolutions" students from CCHS; a visiting Florida high school group; Northeastern University literature students; and many Concord Academy history and literature classes. Conni Manoli-Skocay prepared materials for the annual "Concord Citizens" project visit by Winsor School fifth graders and assisted the students as they gathered information; she also worked with Concord Academy classes. In addition, Leslie Wilson spoke to the 2015 Concord History and Guides class (offered through CCACE); about early Concord Thoreauvian and photographer Alfred Winslow Hosmer to members of the Thoreau Society in Concord for the 2015 Annual Gathering; and on the lives of nineteenth-century Concord women (a presentation based on a collection of Prichard family papers) as part of the CCACE/Concord Historical Collaborative program series "Through the Eyes of Women." In June, Leslie Wilson presented Herbert Wendell Gleason's slide show "Thoreau Country" at the Bolton Public Library as part of a program series sponsored by Freedom's Way.

Special Collections served as a host site for the Summer NEH-funded teachers' seminar for community college and four-year college teachers (subject: Boston, Concord, and reform in the age of Emerson and Thoreau). Leslie Wilson talked to the full group of twenty-five participants for two hours. Organized and managed by Dr. Sandra Harbert Petrulionis, the seminar provided opportunity for participants and instructors to do in-depth research in Special Collections over a two-week period.

In September, the Department sponsored a slide lecture by journalist and poet James Schlett, author of *A Not Too Greatly Changed Eden: The Story of the Philosophers' Camp in the Adirondacks* (2015). William J. Stillman's painting "Philosophers' Camp in the Adirondacks" (part of the CFPL Art Collection) formed a focus of the presentation.

Joel Myerson (Carolina Distinguished Professor of American Literature, Emeritus, University of South Carolina) and Leslie Wilson completed the manuscript for an iconography of all known lifetime images (photographic and artistic) of Ralph Waldo Emerson and are now looking for a publisher for their book.

The Department hosted five interns from the archival degree program at Simmons College and benefited from the contributions of time and talent by four volunteers (Reed Anthony, Barbara Ewen, Carol Gannon, and Jim Stoessel).

Funded by the Library Corporation, Project Archivist Janaya Kizzie completed the processing and preparation of an extensive finding aid for the First Parish in Concord records ([http://www.concordlibrary.org/scollect/Fin\\_Aids/FPC.htm](http://www.concordlibrary.org/scollect/Fin_Aids/FPC.htm)). In the spring, the Corporation made a second appropriation for Janaya's work on additional processing and digital projects, including a Concord postcard project.

Departmental staff with the aid of interns also processed a number of smaller collections throughout the year, and Bob Hall mounted their completed finding aids on [concordlibrary.org](http://concordlibrary.org). Among the newly-processed collections: Robert Dale Richardson, Jr. papers; Ruth Robinson Wheeler college papers; Michael J. Dee-Edward D. Dee letters; Trinitarian Congregational Church records; Belknap House records; Wood family papers.

Bob Hall created approximately fifty catalog records for individual items and collections (accessible through the database of the Minuteman Library Network and OCLC). Conni Manoli-Skocay physically processed cataloged additions to the Concord Pamphlet Collection.

The Department arranged two rounds of interviews for the Concord Oral History Program, including interviewees Tim and Becky Blodgett, Court Booth, Peggy Brace, Sarah and Win Hindle, Kristina Joyce, Mary Lawrence, Rebecca Purcell, Russell Robb, III, Martha and Shirley Rohan, and Barbara Wheeler. Bob Hall has mounted the transcripts and photographic and audio products of the spring round of interviews on [concordlibrary.org](http://concordlibrary.org) and will soon mount the products of the fall round.

We hosted several meetings of the Concord Historical Collaborative this year. Leslie Wilson and Lis Adams, Director of Education at Louisa May Alcott's Orchard House, served as co-chairs of the group.

We submitted a third batch of transcribed Revolutionary-era Concord Town records for scanning through

Digital Commonwealth. These materials will soon be available on the library's website as well as on Digital Commonwealth and the Internet Archive.

The art jury for the library gallery met in Special Collections once this year. Conni Manoli-Skocay organized and facilitated the jury and served as liaison for artists submitting work and those selected to show in the gallery.

#### TECH 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, 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 Interest Groups and/or Working Groups and attend meetings to participate in discussions or provide leadership to working 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.

A total of 11,000+ books, music and spoken CDs, DVDs and eBooks/audiobooks were ordered, received, cataloged, entered, processed and added to the library collections and Minuteman online catalog. New books and spoken CDs are uploaded to library website for display right before they become available for circulation. A recent accomplishment includes the automation of magazine receiving and check-in procedures for integration with the library catalog.

CFPL continued to offer many computer classes in the past year. A total of 30 classes were offered at the Main Library. The topics ranged from how to download/stream library eBooks, eMagazines, and movies to how to use Goggle Mail, Google Calendar and Google Docs. Additional classes covered how to use Facebook and Sierra, the new Minuteman online catalog. We also started offering Drop-In Technology

Help sessions in the Main Library's lobby to meet the needs of those unable to attend classes or with other technology/mobile device related questions. A total of 25 drop-in sessions were offered between April and December with 50 patrons utilizing this service. We also offered numerous one-on-one demos/classes to individuals by appointment, and provided tech support/assistance to patrons using library computers, Wi-Fi access and other technologies on a daily basis.

The Technical Services Department continues to enhance technologies to meet the needs of library users. We installed a Wi-Fi printer at the Fowler Branch so that Fowler Wi-Fi users can also print from their laptops/devices directly to the Wi-Fi printer (similar to the Main Library). A color laser jet printer was installed for Fowler Branch patrons and a BookScan station will be installed at that location in early 2016.

A 3M self-checkout kiosk was added to the Main Library in May. The new 3M kiosk is faster and offers features such as Recommended Reads (based on the titles being checked out) and promotional slideshows for library events on the right side of the screen. Based on its popularity, an identical 3M kiosk was installed at the Fowler Branch in early December.

The Library began two new projects - a website redesign and a new logo design. We participated in the website RFP process and in collaboration with our library colleagues are currently working with the chosen web designer on the details. A new website is expected to be complete in 2016.

The library's telephone system received a VoIP upgrade recently as a part of the town-wide phone system upgrade. An intercom telephone will be installed in the second floor stacks and the third floor stacks to allow patrons to call Reference or Circulation Desk for assistance while in the stacks.

We are appreciative of the Town IT Department for their responsiveness and support to library technology needs in the past year. We also want to thank wholeheartedly our long-time volunteer Elaine Adams for her dedication and hard work.

## CONCORD FREE PUBLIC LIBRARY CORPORATION



*Standing from left: Jeff Adams, Mario Favorito, Fred Lovejoy, Sandy Smith, Rick Briggs. Seated from left: Sally Schnitzer, Sherry Litwack, Di Clymer. Not pictured: Jerry Ward.*

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 maintain and protect the Library buildings and grounds – the Main Library in Concord Center and the Fowler Branch in West Concord – and to preserve and develop the Special Collections. In FY14-FY15 the Corporation provided over \$600,000 to the Library, including nearly \$128,000 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.

Two 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 and 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 space, and special collections. We have a preliminary architectural and financial plan and are testing the feasibility of making 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.

The William Munroe Special Collections continues to be an outstanding resource for researchers from around the world and the community. Last winter we continued the exhibition and related programs for, “This Man Grew According to the Need”: Concord and Abraham Lincoln, to commemorate the national Civil War anniversary. In the spring we presented an exhibition and related children’s programs to celebrate the anniversary of Louisa May Alcott’s first book, *Flower Fables*. In the fall we presented the exhibition and related programs for “The Reality Which Surrounds Us”: Thoreau’s Landscape in Survey, Text, and Image. We were pleased to see many new faces, as well as familiar ones, at these events. There were significant gifts to the Collections, including photos, deeds, working papers, and art, relating to R.W. Emerson, Thoreau, Hawthorne, the Minute Men, and the Concord Band, among other topics related to the Collections. Purchased acquisitions included letters relating to the Barrett family, L.M. Alcott, and R.W. Emerson. One of the most significant projects was the processing of our large collections of First Parish in Concord records. To learn more about these acquisitions, finding aids, and our Special Collections, click 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, Edward Pilioli, and Siena Yerby.

This past year has been another busy and productive one for the Library. 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.

## FRIENDS OF THE CONCORD FREE PUBLIC LIBRARY

Victor Curran, President  
Anne Irza-Leggat, Vice President  
Stephan & Faith Bader, Co-Treasurers  
Aiyana Currie, Clerk  
Jacqueline Barnard, Film Series  
Janet Kaminstein, Book Sorters Liaison  
Monika Kennedy, Membership  
Betsy Levinson, Publicity  
Lorraine Martin, Author Series  
E. Glenn Mitchell, Adult Programs  
Fiona Stevenson, Youth Programs & Community Outreach

The Friends of the Concord Free Public Library is a 501(c)(3) non-profit organization with more than 1,000 members. We are proud to support the work of the library to our community by funding purchases of books and media; by presenting programs for adults, teens, and children; by supporting Library staff professional development; and by providing donated books to area charities including Open Table and Concord Prison Outreach. We are able to do this through memberships, gifts and donations, and sales of donated books. A selection of highlights from 2015 follows.

### *Poetry Series*

Program Chair: E. Glenn Mitchell. The Friends’ Poetry at the Library Series sponsored five events, each followed by a question-and-answer session and book signing with light refreshments. The programs included award-winning Massachusetts poet Karina Borowicz and a Mother’s Day reading by Susannah Nevison, author of *Teratology*;

### *Film Series*

Program Chair: Jacqueline Barnard. The Friday Flicks at Fowler continued its successful screenings of acclaimed international and independent films, including “Moscow on the Hudson,” “Everything is Illuminated,” “Crimes and Misdemeanors,” “Love and Death,” and “Russian Ark.”

### *Music Program*

Committee Chair: Sally Sanford. The program included: Ann Bobo, Nancy Dimock, and Nina Ferrigno performing music of C.P.E. Bach; and The Janus Trio performing music by Lansky, Treuting, and Lang.



*The Friends of the Library presented a free concert by the Janus Trio in April.*

### *Children's and Young Adult Programs*

Program organizer: Fiona Stevenson; Karen Ahearn, librarian. The Friends organized, supported, and sponsored many Children's and YA Programs for the Concord Free Public Library. They included: Monthly BookEaters Club for Grade 3; Monthly BookMarkers Club for Grades 4/5; Fowler Lego Challenge; Fowler Halloween Party; Gingerbread House Decorating; Monthly First Friday Flicks and Food for Middle Schoolers at the Main Library; Monthly Teen Friday Flicks'; Annual Teen Fall Fowler Film Event; Biannual CCHS Study Sundays; Summer YA Book Program with Reasons To Be Cheerful Ice Cream Making Field Trip. The Friends offer volunteer opportunities to teens throughout the year.

### *Community Outreach*

Program organizer: Fiona Stevenson. The Friends supply donated books to Open Table in Concord and Maynard for the children of their guests, as well as supplying books to the Concord Prison Outreach and supporting special classroom needs and teacher requests.

### *Library Materials and Continuing Education*

The Friends provided adult and children's CDs and DVDs for the Main and Fowler libraries, museum passes, e-readers and e-content, and librarian continuing education.

### *Ruth Ratner Miller Award*

Annually, the Friends honor an American historian. The Ruth Ratner Miller Award for Excellence in American History was presented to Stanford University Professor Robert Dallek, author of "Camelot's Court" and the bestselling "An Unfinished Life: John F. Kennedy."



*The Friends of the Library presented the 2015 Ruth Ratner Miller Award for Excellence in American History to Robert Dallek, who signed books for patrons after delivering his lecture.*

The Friends gifts and programs are funded primarily through memberships and sales of donated books. Online sales are managed by Empire Books and books are for sale every day on the Friends Book Carts at the Main Library and the Fowler Branch. More than half of Friends revenue comes from sales of donated books. Our June Book Sale raised a record-breaking \$21,000. The Holiday Sale in December raised more than \$8,700. Please save the date for our next book sale on Saturday, June 4, 2016 (rain date June 11).

To donate gently used books, please bring them to the reference desk at the Main Library, 9:00 am to 3:00 pm, Monday through Saturday. To join, the Friends please visit [www.cfplfriends.org](http://www.cfplfriends.org) or pick up a brochure at the Library. For those who love libraries and books, the Friends offer many volunteer opportunities. Volunteers sort donated books for sale; set up and staff

the book sales; handle publicity, marketing, membership, database management and finances for programs and events. To volunteer or learn more email [friends@concordlibrary.org](mailto:friends@concordlibrary.org) or follow the Friends on Facebook, Twitter, and LinkedIn. Everyone is welcome!

## CONCORD CULTURAL COUNCIL

Janet Silver, Chair  
Patricia Bruttomesso  
Debra Canally  
Laurence Constable  
Victoria Mulligan  
Maggie Terris  
Tom Martin  
Alicia Cleary

The Concord Cultural Council (CCC), whose members are appointed by the Select Board, supports community cultural projects through its grant program. Funds are received from the Massachusetts Cultural Council (MCC) whose mission is “to promote excellence, access, education and diversity in the arts, humanities, and interpretive sciences in order to improve the quality of life for all Massachusetts residents and to contribute to the economic vitality of our communities.” This year \$4,600 was received from the MCC. The Town budgeted an additional \$2,000 to enhance this fund, enabling the CCC to enrich its support of the many cultural projects requesting funding.

Individuals and organizations may apply to the CCC for funding for projects and presentations in music, dance, visual arts, poetry, literature, drama, humanities, and scientific interpretation for all age groups. Preference is given to applicants who live or work in Concord or who offer programs, projects, or presentations that specifically benefit Concord.

Information about applying for FY16 grants was publicized in the *Concord Journal* and on the MCC website: [www.mass-culture.org/Concord](http://www.mass-culture.org/Concord).

Guidelines and applications were available at the Town House and both locations of the Concord Free Public Library. The application deadline for FY16 was October 14, 2015. Public meetings were held on September 29, October 27, November 10, December 8, and on January 12, 2016. Applications were reviewed and voted on in accordance with both State and Local guidelines.

The Council chose to fund the following 13 proposals for FY16:

- Acton Community Chorus
- Carlisle Chamber Orchestra
- Concord Band Association
- Concord Orchestra
- Contemporary Arts International
- Discovery Museum
- Electa Kane Tritsch (Tracks in Time, Season III)
- Fruitlands Museum
- Indian Hill Music, Inc.
- Kammerwerke Double Quintet
- Sunanda Sahay, Essence of India
- The Umbrella Community Arts Center
- The Virginia Thurston Healing Garden

Additional information on the CCC grant program is available at [www.mass-culture.org/Concord](http://www.mass-culture.org/Concord).

## RECREATION COMMISSION

Susanne Jarnryd, Chair  
Paul Grasso  
Peter Hunter  
Jim Richardson  
Peter Ward

The Town continues to reap the benefits of continuous improvements over the past 30 plus years. In 1987, the Recreation Department moved to the rehabilitated Hunt Recreation Center, located at 90 Stow Street near Concord Center. Many of the facilities under Recreation management have undergone improvements or additions over this time period. A new outdoor pool was constructed at Emerson Playground and improvements were made to the ball fields. The old cinder track was replaced by a new 8 lane track facility where Concord Carlisle High School currently hosts track meets. Underground irrigation was installed at both the Rideout and Emerson fields to keep the fields green, lush and usable during the hot dry summer months. Cushing Field was created at the Peabody Middle School for use by both middle school students and the Town’s youth sports groups. In 2006 the Beede Swim and Fitness Center was opened, offering swimming and fitness opportunities to Concord and surrounding communities. The Recreation Department was also instrumental in creating multiple athletic fields including two lighted Turf fields at

Concord Carlisle High School for shared use between the high school and the community.

Concord was the first recreation department in the State to recognize the need to care for children before and after school.

In 1981 the Before School and After School programs were established and continue to operate successfully. The Department also established a preschool in 1981 which became licensed by the Office for Children (now the Department of Early Education and Care) in 1986. These child care programs continue to be the mainstay of the department.

All of the Recreation Department's programs and services, including the Beede Swim & Fitness Center, continue to operate on a user-fee basis, without tax dollars. The success of these programs and services enabled the Recreation Department to provide over \$200,000 in financial support to Concord families participating in the summer day camp, school age child care programs and as members of the Beede Swim and Fitness Center.

#### *Friends and Partners*

Our sincere appreciation goes to the Lamont Family for their continued support. Their generous donation to the Touch A Truck event helped to sponsor a dozen children, offering the opportunity to have a phenomenal active summer in our Summer Day Camp program. We would also like to thank Middlesex Savings Bank for their continued sponsorship of the Recreation Department's seasonal brochure which is mailed all residents of Concord and Carlisle in August and March.

Concord-Carlisle Community Chest is also a valued partner in providing scholarship funds for families participating in the summer programs. Concord Public Schools continues to support the METCO scholarships for the Summer at Alcott program providing Boston families a day camp experience. Thanks are offered to the following organizations/individuals for their support; the Silent Fund, Picnic in the Park and a special note of appreciation to Tim Gaudreau – Alcott Physical Education Director for his generous donation from proceeds of the Annual Turkey Trot.



*The Touch A Truck event held in 2015.*

#### *New Initiatives*

Through Article 52, The Town appropriated \$600,000 to be expended under the direction of the Town Manager, for the purpose of replacement, renovation, and other work related to the improvements of playing fields, courts and related recreation equipment and facilities at Rideout Playground inclusive of the 51 Laws Brook Road property. The Town of Concord and the Concord Recreation Department are in the process of planning the renovation and rehabilitation of the 51 Laws Brook Road and Rideout Recreation properties.

Currently, the project is in the developmental stage and site design is in the works. Public forums have been, and will continue to be, held during this process, allowing opportunities for community input. It is the goal of the Town to create a product that makes best use of the land and allotted funds, while simultaneously creating a location that presents recreational opportunities for all members of the community.

#### **RECREATION DEPARTMENT SERVICES**

The Recreation Department provides programs, services and special events for a wide range of ages from preschool all the way through adulthood. Some major programs include school-age childcare, Concord Carousel Preschool, summer camps and clinics as well as youth basketball, youth skiing and tennis for all ages.



*Recreation Department staff group photo.*

Throughout the year, many special events take place. These include the Shamrock Ball in March and the Minuteman Classic Road Race on July 4. Middle School students enjoy special themed dances/parties as well as Game Nights at Hunt Recreation Center. These events are designed to provide a fun and safe environment. Proceeds for the special events help support summer camp scholarships.

The Department has some new and exciting offerings. “Parents Night Out” was offered to help parents have a night to shop, go out to dinner or just spend some time relaxing without the kids. Winter Wonderland is a new event planned for February and will feature ice skating, sleigh rides and much more fun. Bubble Soccer is coming in the spring and sure to be the talk of the Town.

The Hunt Recreation Center is the home to many of these programs. The Recreation Department runs programs at the Harvey Wheeler Community Center, 105 Everett Building, the Ripley Gym, the Beede Swim and Fitness Center and Emerson and Rideout Playgrounds.

The total revenue of the Recreation Services Division in FY15 was \$1,918,369.

*Maureen Taggart Award*

The 2015 award recipient was Edye Benedict. This award honors young adults who have given exemplary service to their community. The recipient receives a monetary award as well as designating a charity to receive a monetary contribution. This year’s charity was AmeriCares in Stamford, CT.

*Beede Swim & Fitness Center*

Opened in 2006, the Center celebrated its 9th year of operation in April. Operating as an Enterprise Fund, the Center does not receive tax-funding and relies solely on membership and programming fees to achieve the status of self-support. The Center is open 100 hours per week, 50 weeks per year and is staffed with approximately 60 full-time and part-time employees. The Center is fully handicapped accessible.

Membership is comprised of approximately 2,800 Concord Residents and approximately 1,000 users from surrounding communities. Our memberships represent nearly 3,800 total members, taking into account spouses and other family members.

The Beede Center experienced 164,306 visits from residents Concord and surrounding communities using the facilities at the Center - an average of 13,691 visits per month - an average of 475 users per day.

The Beede Center continued to operate “in the black” for FY15 adding to the fund balance for the 9th year. For FY15, revenues were \$2,283,710 with expenses of \$2,159,452 resulting in a net income of \$124,258.

The Beede Center remains dedicated to its mission to provide the community with a first class option for health and fitness while operating on a self-supporting basis. The staff works diligently to contain costs and provide a high level of service. Swim and fitness programs are open to all members of the community. Beede members receive 40% discount on fitness and swim programs.

The Aquatics Center offers programming for all ages from infant swim lessons to adult swim programs including diving and a warm water therapy pool. The staff is fully certified for their specialty. The Department’s youth swim team, the Concord Otters, is a highly successful program serving over 175 youth between the ages of 4 to 18 and is managed by the aquatics staff. The Beede Center is host to the Concord Carlisle High School swim and dive team for both practices and home meets and also hosts their Health & Fitness Lifeguard Training classes.

The Fitness Center offers both cardio and strength equipment with highly skilled and fully certified trainers. The equipment is well maintained and re-

placed every three to four years as needed. There are always trainers on duty to assist members. The trainers also offer personal training for those members who prefer a one-on-one training session. Personal training became available to non-members, where previously only members could participate. Group exercise programs are held at the Hunt Recreation Center and 105 Everett Street Studios. Members of the Beede Center receive a 40% discount on those classes.

The Beede Center HVAC project was completed. The project included replacement of the existing dehumidification system with two new static plate dehumidification systems, replacement of three existing conventional boilers with three new high-efficiency condensing domestic water heaters, and three high-efficiency condensing boilers for pool water heating. Improvements included increased storage tank capacity to satisfy the demand for hot water during heavy usage, a direct digital automatic temperature control system and weather station to tie together the controls for the dehumidification, hot water, rooftop HVAC units and lighting systems.

The Beede Center is currently working on the second phase of its lighting project. The first phase was completed in 2013. An agreement was made with the Regional School District and the CCHS Building Committee to coordinate installation of the Beede Center's new exterior lighting fixtures with the new high school. All of the exterior fixtures will be the same design, finish and light color temperature, creating a unified look to the campus. The project includes 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 will be LED to both optimize energy consumption and reduce costs. Installation will be completed in 2016.

In September of 2014, the Department provided to its customers the ability to register online for programs and purchase or renew memberships. A kiosk was installed in the main entrance of the Beede Center providing customers with the opportunity to register online during their workout visits. The addition of the on-line registration option has been very successful as on-line registrations now make up 50% of our total program registrations.

## PICNIC-IN-THE-PARK JULY 4TH 2015

Frank Okurowski, Co-Chair  
Marie Foley, Co-Chair & Booths  
Sandra Folk, Treasurer  
Tina Browne, Secretary  
Karen Ahearn, Entertainment  
Dot Higgins, Publicity  
Irme Doane, Picnic Backers  
Ann Lang, Children's Parade  
Anne Edgar, Hot Air Balloon  
Michael Rudd, Volunteer for PA System & Posters

The annual Picnic-in-the-Park enjoyed good weather on the 4th, a cloudy day with little wind. The RE-MAX Hot Air Balloon was able to fly this year, and Picnic attendees were able to get a ride in the Balloon. Roger Tincknell folksinger, Southern Rail Bluegrass band, the Circus Minimus, and the grand finale by the Concord Band provided entertainment. A new event was the Roaming Railroad train that transported Picnic attendees around Emerson Field. In addition, the children's bicycle, tricycle and doll carriage parade was well attended.



*The Roaming Railroad touring the field at the Picnic in the Park.*

The Picnic Committee organizes and obtains donations for the event, but it would not be possible to hold it without the invaluable assistance of the town of Concord. Peter Flynn, Mick Hone and Marc Reardon from the Concord Public Works and Highway Departments provided valuable assistance for the booths setup and cleanup. The Concord Light Department set up the electric power; the Concord Fire Department provided standby safety services, a fire pump truck display, and the popular Fire House; the Concord Police Department provided security ser-

vices, the radar baseball toss, the emergency van and a Concord Police motorcycle. Rebecca Purcell and Rob Beyer organized the Field Games, and Bruce Barker was the Master of Ceremonies for the parade, entertainment and general announcements.



*The Hot Air Balloon takes off at the Picnic in the Park.*

The following corporate sponsors and private donors provided funds for the entertainment: Middlesex Savings Bank, Cambridge Trust Company, Salem Five Bank, McWalter Volunteer Insurance, Concord Lumber Company, Dunkin Donuts of Concord, Barrett-Sotheby's Real Estate, and Charles and Gloria Clough. The Concord Bookshop and *Concord Journal* provided advertising support. Private citizen donor contributions, and additional donations from local businesses, go to cover operational expenses. The proceeds from the Hot Air Balloon ride enabled a donation of \$700 to be made to the Concord Recreation Dept. The Picnic Committee encourages the citizens of Concord to support Picnic in the Park in terms of financial contributions and volunteer effort, on the committee or during the day of the event.

### **PUBLIC CEREMONIES AND CELEBRATIONS COMMITTEE**

Kathleen Finigan Stone, Co-Chair  
 John Arena, Co-Chair  
 Edward Murray  
 Robert Norton

The Public Ceremonies and Celebrations Committee has the responsibility of organizing, coordinating and managing several celebrations sponsored by the

Town of Concord. Celebrations for 2015 included: Honored Citizen Ceremony on March 22; Meriam's Corner Exercise on April 11; Dawn Salute on April 19; Patriots' Day Parade on April 20; Memorial Day Ceremonies on May 25; and Veterans' Day Flag Retirement Ceremony on November 11.

### **2015 HONORED CITIZEN**

Each year, since 1962, Concord has acknowledged the outstanding efforts of some very dedicated citizens at the Honored Citizen Celebration. Nancy Crowley was recognized as Honored Citizen for her long-term commitment to volunteering and community service. Nancy has served on many Town committees including the Board of Health, Personnel Board and Public Ceremonies and Celebrations Committee. In addition, she has worked tirelessly with several local organizations including the Minute Man Arc; Concord Lions Club and the Concord Business Partnership. A grateful community packed the Town House to celebrate Nancy's service and accomplishments on March 22!



*2015 Honored Citizen Nancy Crowley.*

### **MERIAM'S CORNER CEREMONY**

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.



*Meriam's Corner.*

**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.



*Participating in the Dawn Salute was the Fife and Drum Corps of the 4th Battalion, 3rd U.S. Infantry Regiment. More famously known by its nickname, the "Old Guard" is the oldest active-duty infantry regiment of the U.S. Army, serving the United States since 1784.*

**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 dignitaries from neighboring towns, the State, the nation and several foreign countries with ties to Concord. 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.



*The Singing Doughboys march through Concord Center accompanied by an American Red Cross nurse. At the Parade's reviewing stand, the Singing Doughboys delivered a beautiful rendition of "The Rose of No Man's Land" and the "Battle Hymn of the Republic".*

**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 at both West Concord locations as well as several monuments in the Square. The Concord Independent Battery fired multiple times throughout the morning and displayed one of their two historic cannons in Concord Center for all to view and appreciate.

Observers were reminded of former President Ronald Reagan's 1985 Vietnam Veterans' Memorial speech in which he spoke of the special sadness that accompanies the death of any service man or woman. We owe these "youngsters" a debt of gratitude that we can never fully repay, but can remember.

**VETERANS' DAY FLAG RETIREMENT CEREMONY**

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 years, this ceremony has been conducted to remedy this situation.



*2015 Veterans' Day Flag Retirement Ceremony.*

The Public Ceremonies and Celebrations Committee is grateful to the many people and organizations who helped make 2015 such a successful year! These especially include Town and State officials, various Town departments especially the Fire, Police and Public Works Departments, Parade Marshal USAF Lt. Colonel Gregory Mueller, Honored Citizen Nancy Crowley, Concord Veterans, Concord Minutemen, Con-

cord Independent Battery, Middlesex County 4H Fife & Drum Corps, Concord Girl and Boy/Cub Scouts, CCHS music volunteers, Fr. Austin Fleming of Holy Family Parish and Reverend John Lombard of Trinitarian Congregational Church and all of the many other people and organizations who participated in, supported or attended events. Thank you, Concord, for your continuing support!



**CONCORD-CARLISLE HUMAN RIGHTS COUNCIL**

Ronni Olitsky & Rob Morrison, Co-Chairs  
 Libby Kurten, Treasurer  
 Louisa Paushter, Secretary  
 Lorell Grifford, Webmaster

Formally established in 1979 as a 501(c)(3), the Concord-Carlisle Human Rights Council has a membership of approximately 675 households in the Concord-Carlisle community, with an Executive Board that meets monthly.

The first event of the year was the Dr. Martin Luther King, Jr. Celebration held at the Fenn School. Performers were the Fenn Treble Chorus, the Willard Fifth Grade Chorus, the Boston Children's Choir, the eHoly Tabernacle Brotherhood Choir from Boston and slam poet Lisa Lee, and acapella singer Carl Alleyne. The groups sang separately and together, their powerful voices joining the audience to celebrate Dr. King's life and legacy.

In April, the Council coordinated the Annual Holocaust Memorial on behalf of the Concord Select Board. The program featured Holocaust survivor, Pedro Lilienfeld, from Lexington who traced the harrowing tale of survival as his family fled the rise of Na-

zism totalitarianism in Germany, Vichy France and Spain before settling in Ecuador in 1942 and later in the United States.

Our annual Human Rights Day Breakfast was held on December 7 at Trinitarian Congregational Church and featured John Sharon, who was born with Arthrogyrosis Multiplex Congenita, a rare condition that limits muscle and bone growth in the extremities. Mr. Sharon spoke about the challenges of overcoming physical limitations and expectations of society. Mr. Sharon has become a national advocate for people with disabilities and is currently the head of the social studies department at the Fenn School.

In addition to the above activities, the Council has been involved in working with local residents about rights violations, hate crimes, and issues of discrimination. We are not professional mediators, but act as a resource for the community in finding mediators, sensitivity training, legal advice, etc. We are in close touch with the Police Department, the schools and the Massachusetts Commission Against Discrimination. We take no action without thoughtful consideration and discussion with those victimized, as well as the advice of police and other concerned groups.

We can be reached by email through our website [www.cchumanrights.org](http://www.cchumanrights.org) or through the Police Department.

### **CONCORD-SAN MARCOS SISTER CITIES COMMITTEE**

Steven B. Bloomfield, Chair  
Shirley Andrews, Secretary  
Fiona Nauseda, Secretary  
Nancy Kerr, Treasurer  
*Steering Committee*  
Lisa Gutwillig  
Sue Kurker  
Ed Wholihan  
*Advisers*  
Sam Alexander  
Al Armenti  
Al Minton

While wars were raging in Central America in the mid-1980s, citizens of Concord, led by Al Armenti and Gene Sheftelman, true humanitarians and witnesses to peace and advocates for social justice, invented the idea of forming a Sister-Cities committee

in Concord, to become a member of the Washington, DC-based Sister Cities International. The Committee's mission would be to encourage peace and mutual understanding, and socioeconomic development, through programs of cultural exchange and economic assistance carried out in a spirit of cooperation by the people of the Town of Concord and a town in Central America. After a small delegation from Concord visited the Nicaraguan embassy in Washington, DC, San Marcos in the state of Carazo, in Nicaragua, was soon chosen as Concord's partner. Before too long, by vote of Town Meeting in 1986, with a reaffirmation of its value and importance by Town Meeting in 1987, the Concord-San Marcos Sister Cities Committee was established.

Over nearly 30 years, meeting on a monthly basis in Concordians' homes, a committee of dedicated individuals volunteered their time and their hearts in three significant areas of partnership:

#### 1. Providing material aid:

- A fully equipped dental clinic
- A pickup truck converted into a medical vehicle
- Medicines and medical supplies - some contributed by Emerson Hospital - including many hundreds of reading glasses
- School furniture, including re-purposed furniture from the old Willard School
- Computer hardware and software, some donated by the Concord Public Schools
- Sports equipment
- Clothing

2. Donating funds - tens of thousands of dollars were contributed by dozens of generous Concordians, and were raised through yard sales and countless dances run with great dedication by Sam and Jane Alexander at the Concord Scout House - for:

- The improvement of San Marcos recreational facilities
- The provision of countless scholarships to young children so they could purchase uniforms, educational supplies, and transportation services and access to schooling

- The construction of a well in an outlying rural community of the municipality, El Uval, where clean water had never been accessible
- The capitalization of a micro-lending bank with \$27,000, a fund that began circulating in 1996 to encourage small enterprise and improve families' incomes

### 3. People-to-people visits:

- Individual and group delegations from Concord began traveling to San Marcos in the 1980s, and Concord had the pleasure of hosting visiting San Marqueños at the beginning of the relationship in the mid-80s and again to celebrate the 20th anniversary of the relationship.
- Several Concord residents also lived in San Marcos for extended periods of time, including, most memorably, Megan Sandel and Cedric Bien, both of whom consequently pursued medical professions oriented to serving the dispossessed.
- Large groups of Concord young people traveled to San Marcos, including: a community-service visit by the youth group, 40 strong, of the Trinitarian Congregational Church of Concord in 2005; sports-and-service trips in 2008 and 2010; a trip by Concord Carlisle High School Spanish-language students for language learning, cultural immersion, and service, also in 2010; and a third sports-and-service trip in 2012.

However, over the last three years the partnership began to fray. An apparent paradox occurred: with the idea of ensuring the viability of a continuing relationship over a long future, after years of concern over a "personalistic" rather than more formal institutional approaches to funding and implementing projects, the Concord Sister-Cities Committee urged the formation in San Marcos of a small, private not-for profit legal entity that would receive and disburse funds as well as initiate ideas for new activities. As the institution, FUNDISMAR, was being born, internal conflicts arose in San Marcos over its institutional leadership and the appropriation of Sister Cities funds already residing in San Marcos. Consequently, the long-time partnership, long held in high esteem, withered.

As a result, after much reflection, and with great sadness, but with a sense of responsibility to the Town, the Concord side of the Concord-San Marcos Sister Cities relationship asked the Select Board at its meeting on November 2, 2015, to recognize the dissolution of the Committee and to offer the balance of the committee's funds, some \$1,200, to the Concord-Carlisle Human Rights Council. The Select Board unanimously supported these proposals. The Committee simultaneously communicated news of the termination to its partners in San Marcos, a result that came after a few years of foreshadowing and discussing with them this likely end.

## CONCORD-NANAE NETWORK

Tom Curtin, Chair  
 Junko Kargula  
 Nancy McJennett  
 David Nurenberg

It is gratifying to know that Concord has just completed its twenty-third year of friendship and eighteenth year as a sister city with Nanae.

In August, David McLean Shoup finished his second year as Assistant Language Teacher (ALT) in Nanae. He has taught in numerous elementary and junior high school classrooms, greatly endearing himself to the students, teachers, and parents in Nanae.

David has been replaced by Ben Lee. He had an excellent orientation from his predecessors and is fully engaged in his classroom activities.

In October, Chris Howell, University of Massachusetts 2014, finished his first year as Coordinator of International Relations (CIR) in Nanae. His work in the Nanae Town Office includes teaching adult education English classes and participating in community events. He accompanied the October Nanae delegation to Concord and did a great job overseeing the students and translating on several occasions.

Many Concordians have been to Nanae over the years, but mostly students and teachers. This June a delegation of twenty adults went to Nanae, including three Select Board members and members of other Town committees. Nanae welcomed them with a community potluck that included taiko drumming and traditional dance and music. Tours were made of

local farms, the new Shinkansen and fire stations, a state-of-the-art hydroponic farm, and many tourist sites such as the Onuma lakes. A highlight was a conference about agriculture with many Nanae officials.

Nanae Mayor Nakamiya, Town Council Chair Sakata, and International Section member Emi Kimura came to Boston to celebrate the 25th Anniversary of the Massachusetts Hokkaido Sister State Relationship at the State House on October 19. They came to Concord for two days and were greeted warmly by both new and old friends.



*Concord Visitors in Nanae, Japan.*

This year's annual Nanae October delegation to Concord included six adults and eight students. They had home stays, visited the North Bridge and Orchard House, toured Boston and Cambridge, and attended the annual Concord Nanae Friendship event. Students enjoyed attending classes at CCHS, joining a Sci Fi Club meeting, and participating in CCTV and CCHS Radio Station productions. Farming was the main theme of the adults' itinerary. Both the adults and students enjoyed home stays with Concordians.

As 2015 was the 25th Anniversary of the Massachusetts Hokkaido Sister State Relationship, a "Hokkaido Pioneers" concert was held at CCHS on November 1 that featured the Concord-Carlisle High School Concert Band, the Longmeadow High School Lyrics, and Kunitachi Boston.

## CCTV, INC.



500 Walden Street  
Concord, MA 01742  
978-369-5038

[www.concordtv.org](http://www.concordtv.org) [www.carlisle.tv.org](http://www.carlisle.tv.org)

~Communication, Collaboration, Community~

Tamarah Green, Executive Director  
Kester Krueger, Education and Outreach Manager  
Sam Krueger, Production Manager  
Sue Merlino, Studio Manager

*Directors*

Marilyn Cugini, President  
Heather Bout  
Stanly Black  
John Gorecki  
Jim Leahy  
Sid Levin  
Chuck Palmer  
Carmin Reiss  
Neville Webb

CCTV is 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. Major services include programming on Channels 8, 9 and 99, devoted to Public, Government and Education programming respectively.

Our mission has always been to give local residents, students and people who work in Concord and Carlisle the resources to express their opinions, share their talents or communicate an idea. CCTV is a membership-based organization, which means the future of this media center is truly in the hands of the people who join. More importantly, it is the people who join in that matter.

2015 was quite the year for CCTV. It was a year of change, a year of growth, a year we got a new studio.

We now boast a fully upgraded high definition studio with new HD cameras, a digital switcher and new computers equipped with digital editing stations.

With all of the new equipment, we spent a considerable amount of time bringing our more seasoned producers up to speed as well as training new producers. That's because part of the CCTV mission is to empower our members by teaching them skills in video, television production and related computer technology so that they may create original programming. And do they ever! We are extremely fortunate to have so many active, engaged producers who, through their programs, highlight our community, educate our citizens and keep us informed and engaged. Community events, government meetings, music and lectures abounded.

Thanks largely to increased student and faculty participation, CCTV continues to provide the Concord community with quality educational and curricula based programming. Our educational programs give unique technical training to our young people and helps build students' self-esteem and confidence in their own skills, while also inspiring creativity and imagination. Students were involved in numerous productions this year, including school concerts, plays, and public access programs. This past June, CCTV saw 15 of our students, who had been with us all four years of their high school careers, graduate. A significant number went on to pursue a college degree in communications or video production.

All our training seems to be paying off: between our three channels, we cablecast over 4,000 hours of original programming. New programs included Canine Confidential with host Judy Bernard, Expanded Education with Court Booth, Joy of Life, a documentary on the Bruce Freeman Rail Trail and so much more.

Due to our expanded streaming over the internet, our three channels can be viewed by anyone. Never again will anyone have to miss a Select Board Meeting, as long as they have access to a computer and Internet connection. By logging onto CCTV's website ([www.concordtv.org](http://www.concordtv.org)), anyone - near or far - can

watch CCTV live with just one click. And so many of you have: in 2015, CCTV's website had almost 3,000 unique visitors where people viewed everything from municipal meetings to lectures, political forums and more.

CCTV remains committed to the use of our cable access facilities and channels to improve civic participation. We broadcast gavel-to-gavel coverage of Town Meeting, the Select Board and School Committee meetings, and recently started covering the Finance Committee. In addition, we were grateful to have several municipal leaders such as the Fire Chief, Police Chief and the High School Principal among others give our viewers an in-depth look at what they do and offer critical information to those they serve through these programs.



*A CCTV Volunteer Directs a Studio Production.*

In FY15, Comcast franchise fees totaled \$649,305.74 with operating expenses totaling \$443,550. Over the next 10 years CCTV will invest upwards of \$315,000 of its income from cable revenues to support Concord and Carlisle's growing Community Media Center. This investment has begun, not only in the studio area itself, but will continue outside of our four walls with new field equipment and upgrades to the broadcast equipment in the Select Board meeting room.

CCTV invites all residents to join their community television project. Come in and learn how to operate a camera, edit a program, and share the fascinating activities of Concord and Carlisle with an enthusiastic and interested audience.

For more information, a membership form, and to volunteer, please visit our website, email [manager@concordtv.org](mailto:manager@concordtv.org), or call the station at 978-369-5038.

As we move forward into 2016, CCTV will be announcing even more exciting changes and offering more classes for all members to keep up with the digital times.

As we continue to grow and welcome new members to our CCTV community, we thank everyone who helped make 2015 a success. We thank you for your time, creativity, generosity and commitment. Most of all, we thank you for using CCTV to make Concord a better place to live.

## THOREAU FARM TRUST

Birthplace of Henry David Thoreau  
P.O. Box 454, Concord, MA 01742  
978.451.0300

[www.thoreaufarm.org](http://www.thoreaufarm.org)  
[info@thoreaufarm.org](mailto:info@thoreaufarm.org)

Ken Lizotte, President  
Nancy McJennett, Vice President  
Molly Eberle, Treasurer  
Debbie Bier, Director  
Courtland Booth, Director  
Lawrence Buell, Director  
Brian Donahue, Director  
Dick Walton, Director  
Joe Wheeler, Director  
Robert Pinsky, Honorary Chair  
Bill McKibben, Honorary Director  
Margaret Carroll-Bergman, Executive Director

Thoreau Farm Trust, a nonprofit organization, serves as steward of the Henry David Thoreau birthplace at 341 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 responsibilities are as relevant today in the 21st century as

they were during his lifetime. And so we view his birthplace is a source of inspiration for living deliberately, practicing simplicity, and exploring new ideas for positive change.



*Board members Ken Lizotte and Joe Wheeler welcome new Executive Director Margaret Carroll-Bergman on the front steps of Thoreau Farm.*

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 2015, Thoreau Farm Trust continued its educational and programming and offered special evening programs with actors portraying Nathaniel Hawthorne and Henry David Thoreau himself.

In addition, as participants in the Concord Solar Challenge, a Town-wide effort to increase the amount of solar power generated in Concord, we signed a contract with Solect Inc. to install a solar photovoltaic system in 2016 which will power 100% of our building's electric needs once the system is fully up and running. This installation is significant given Henry Thoreau's stature as an environmental pioneer and should result in an increase of educational, environmental, and economic benefits for the organization.

In addition, other achievements and developments in 2015 include:

- The hiring of a new executive director Margaret Carroll-Bergman who began work for us on September 15

- A comfortably furnished “writers studio” located in the Thoreau birthplace room available for rent by day, week or month; over a dozen writers took advantage of this resource in 2015
- Final payment of a longstanding capital improvements loan to Middlesex Bank
- Expert docents available for guided tours every Saturday from April through October, and by appointment (on other days and months)
- Continued transcendental insights from volunteer bloggers Sandy Stott and Corinne Smith posting entries on our blog “The Roost”
- Participation in Agricultural Day aka “Ag Day” in Concord center
- Support as needed for Gaining Ground’s one-day barn-raising event
- Hosting a Sunday picnic for attendees of the Thoreau Society’s Annual Gathering. This year’s theme: “Thoreau’s Sense of Place”
- Participation in a special collaboration of Thoreau-related organizations working to create a series of celebratory events in 2017, the year of Henry’s 200th birthday

As Henry Thoreau himself once said, “If you have built castles in the air, your work need not be lost; that is where they should be. Now put the foundations under them.” In that spirit, Thoreau Farm Trust continued its mission of solidifying the foundation in 2015 while planning new improvements on the castle itself.

## VETERANS’ SERVICES

Richard Krug  
Veterans’ Services Officer

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.



*Veterans’ Services Officer Richard Krug (left) during the Flag Retirement Ceremony on Veterans Day 2015.*

The Office of Veterans’ Services, located at 105 Everett Street, advocates and provides critical services to those who have worn the uniform and their loved ones. For decades, the Department of Veterans’ Services has been the leading advocate for veterans and their families in the Commonwealth. 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. However, we have tens of thousands of new veterans in the Commonwealth including 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 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](mailto:dkrug@concordma.gov). For information about services, events, and other veterans' organizations please visit Concord's web page at [http://concordma.gov/pages/Concord-MA\\_Veterans/index](http://concordma.gov/pages/Concord-MA_Veterans/index).

The following is a list of applications applied for or services requested from Concord Veterans' Services during the year 2015:

<b>2015 APPLICATIONS FOR VETERANS' SERVICES</b>	
<b>Prescription Benefits</b>	<b>31</b>
<b>Death Benefits</b>	<b>12</b>
<b>Housing Benefits</b>	<b>18</b>
<b>Assisted Living</b>	<b>11</b>
<b>Transportation</b>	<b>15</b>
<b>Aid &amp; Attendance</b>	<b>23</b>
<b>Chapter 115</b>	<b>54</b>
<b>Clothing Donation</b>	<b>3</b>
<b>VA Forms</b>	<b>38</b>
<b>Financial Assistance</b>	<b>108</b>
<b>Social Security</b>	<b>18</b>
<b>Hugh Cargill Trust</b>	<b>5</b>
<b>Military Medals and Flags</b>	<b>43</b>
<b>Military Records</b>	<b>24</b>
<b>Health Benefits</b>	<b>32</b>
<b>Employment</b>	<b>27</b>
<b>SNAP Food Assistance</b>	<b>16</b>
<b>Disability Filing</b>	<b>7</b>
<b>Disability Tax Abatement</b>	<b>65</b>
<b>Veterans' Outreach</b>	<b>12</b>
<b>Annuities</b>	<b>6</b>
<b>Post GI Bill</b>	<b>4</b>

## REGISTRAR OF VETERANS' GRAVES

Harold Nichols,  
Registrar

There were 34 interments of United States Veterans in Concord cemeteries in 2015. The names of the Veterans, their respective wars, date of burial and places of burial are as follows:

<u>VETERAN'S NAME</u>	<u>PERIOD OF DUTY</u>	<u>INTERMENT DATE</u>	<u>CEMETERY</u>
Robert R. O'Connell	World War II	January 24, 2015	Sleepy Hollow
William S. Nichols	Korea	February 7, 2015	Sleepy Hollow
Charles Craig	Korea	March 13, 2015	St. Bernard's
George A. Haynes	Korea	March 17, 2015	St. Bernard's
John J. Hickey	Korea	March 20, 2015	St. Bernard's
Dana R. Levine	Vietnam	April 10, 2015	Sleepy Hollow
Edward T. Hughes Sr.	World War II, Korea	April 13, 2015	St. Bernard's
Joseph Arendt	Vietnam	April 28, 2015	St. Bernard's
Mortimer B. Hermel	World War II	May 6, 2015	Sleepy Hollow
Walter F. Foley	Korea	May 7, 2015	Sleepy Hollow
James T. McMahon	Korea	May 9, 2015	St. Bernard's
John J. Casey Jr.	World War II	May 15, 2015	St. Bernard's
James A. Ford Jr.	Vietnam	May 16, 2015	Sleepy Hollow
David C. Cable	World War II	June 19, 2015	Sleepy Hollow
Peter Mackay	World War II	June 24, 2015	Sleepy Hollow
Arthur L. Benson	Korea	June 30, 2015	Sleepy Hollow
Ulrich G. Von Dran Jr.	Korea	July 14, 2015	Sleepy Hollow
Brooks Hoar	World War II	July 15, 2015	Sleepy Hollow
Myrtle M. Kennedy	World War II	July 16, 2015	Sleepy Hollow
John E. Jones Jr.	Korea	July 25, 2015	Sleepy Hollow
Robert Carmichael Sr.	Korea	August 5, 2015	St. Bernard's
Henry H. Hill Jr.	Korea	August 12, 2015	Sleepy Hollow
Ralph E. Wesinger Sr.	Korea	August 29, 2015	Sleepy Hollow
Francis D. Curran	Korea	September 9, 2015	St. Bernard's
Elinor M. Condon	World War II	September 16, 2015	St. Bernard's
Arcade G. Boivin	Vietnam	September 18, 2015	St. Bernard's
Gardner W. Hubbard	World War II	September 22, 2015	Sleepy Hollow
Michele G. Lombardo	World War II	September 25, 2015	Sleepy Hollow
Madeleine E. Venti	World War II	September 28, 2015	St. Bernard's
Alden T. Brown	World War II	October 16, 2015	Sleepy Hollow
Terzo G. Sablone	World War II, Korea	October 26, 2015	St. Bernard's
Frank B. Counihan	World War II	October 31, 2015	Sleepy Hollow
David B. Arnold Jr.	World War II	November 1, 2015	Sleepy Hollow
Alfred Dentino Jr.	Korea	December 14, 2015	St. Bernard's

# FINANCE

## FINANCE COMMITTEE

Richard Giles, Chair	Wendy Rovelli
Mark Garvey	Thomas A. Tarpey
Pat Nelson	Paul O. McGinn
Scott Randall	Linda Miller
June Rzepczynski	Philip C. Swain, Jr.
Daniel P. Cassidy	Triveni Upadhyay
Terri Ackerman	Richard Jamison
Karle S. Packard	

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. No member shall serve concurrently as an officer of the Town or as a member of any board of the Town. 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.

Concord's Bylaws require that when the warrant for a Town Meeting contains any article where an appropriation or expenditure of money or the disposition of any property of the Town may be made, the Finance Committee shall consider such article or articles after holding one or more public hearings and shall report its recommendations 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 first produced this projection in 2012, and has continued to refine the model to simulate the impact of various assumptions on both the current guideline recommendations and future tax levy increases.

In addition, it is the Finance Committee's charge to consider any or all municipal questions for the purpose of making reports or 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 also observe other Town committees and follow issues of financial importance to the Town, contributing to financial oversight by asking questions of the appropriate bodies regarding the financial analyses being conducted.

### *FY17 Operating Budget Guidelines*

Every fall, the Finance Committee considers the upcoming spending needs of our Town departments, and school systems in order to set operating budget guidelines for the following fiscal 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. Salary requirements, regular capital spending, operating expenses and other budget drivers are all considered.

The Finance Committee evaluates these needs against a variety of other considerations. What is the economic outlook, especially for our State and town? What is the likely availability of resources other than property taxes (such as, State aid, other local taxes and new property growth in town)? What is the recent trend in the overall levy and property taxes assessed on existing taxpayers and what is projected to be the impact on taxes of budget increases in the coming year and for five years forward? What is the additional impact of already-approved, excluded debt on taxpayers? What unfunded liabilities does the Town have and what funding schedule is established to meet these liabilities? What are the effects of shifting demographics – between Concord and Carlisle regarding relative assessments by the Regional School District, regarding enrollment changes within the Concord Public Schools, and regarding needs for new or enhanced Town services? How do different categories of households -- by income group or household age -- perceive Concord's "affordability"? How do Concord's tax bills and spending levels compare with those in other

reference communities? How do they compare with growth rates and levels of household income?

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.

Over the last eleven years, the rate of increase in Concord's property taxes has varied reflecting the effects of the national and local economic slowdown. For the period of FY06 – FY10, the average taxes levied on existing taxpayers rose 3.78% per year, while the increases for FY11 through FY15 averaged 1.87% per year. However, recent increases suggest this trend is beginning to reverse, with the FY15 and FY16 rates at 3.2% and 3.5% respectively. The FY17 rate is projected to increase 2.99% (based on the FY17 Operating Budget Guideline and related assumptions). While this increase is lower on a percentage basis than the past two years it still reflects an increase of approximately \$3.3 million. The Select Board, Town Manager, School Committees and Superintendent of Schools work collaboratively with the Finance Committee to reach consensus on budgets without impairing any important Town services or the quality of public education in Concord.

The Finance Committee issued its FY17 guidelines on November 30, 2015, as required by our town's bylaw. Those guidelines provide for modest growth in operating budgets for the Town, Concord Public Schools and the Concord-Carlisle Regional School District. The guidelines recognize, among other things, anticipated changes in student enrollment, costs associated with special education, student transportation, staffing and support associated with the new educator evaluation system and resources to support increased demand for Town services. The 3.31% increase in operating budgets contemplated by the guideline would result in a forecasted 2.99% overall increase in the property tax in FY17 for existing taxpayers, inclusive of the debt service on excluded debt. The total levy projected for FY17 remains well within the Proposition 2½ levy limit.

Looking ahead, the Committee foresees a number of upcoming demands for fiscal resources. The burden of the debt service for the high school building project began to impact taxpayers in FY14 and will peak in FY18. Other possible future expenditures have been identified, though the details to address these needs are not yet fully defined. These include possible shifts in Concord's assessment for CCHS costs due to changes in enrollment ratios, construction of a new school bus transportation facility, replacement of our aging buses (which have been deferred in recent years), and remediation of the old landfill site under the present CCHS student parking lot. Utility and other public works infrastructure decisions are also on the horizon. In addition, the anticipated new building project at Minuteman Vocational High School, if approved, could have a significant impact on Concord taxpayers. The Finance Committee's five-year projection will be updated as new information is received with respect to these factors, along with operating needs and projected resources, to provide up-to-date projections of the current and future tax impacts to existing citizens.

### TAX FAIRNESS COMMITTEE



*From left: Jonathan Keyes, Walter Birge, Nancy Cronin, Vice Chair & Secretary; Jim Phelps, Chair; and John Mannheim.*

The Tax Fairness Committee (TFC) is the direct descendant of the Local Option Local Income Tax Committee (LOLIT). Concord's proposed legislation on a local income tax, approved for filing by the 2012 Town Meeting, did not pass the legislature in 2013 due to it being considered unconstitutional. There-

fore, in January 2014, the Board of Selectmen reappointed that Committee as the Tax Fairness Committee with a more general goal of developing methods of ensuring the fair allocation of the property tax and encouraging economic diversity among the citizens of Concord.

## BOARD OF ASSESSORS

Cynthia Rainey, Chair  
Tory Lambert, Vice Chair  
David Karr  
Christian Fisher  
Jim Sommer

The Board of Assessors began Calendar Year 2015 by processing 57 abatement applications, completing all by the deadline of May 6, 2015. The Board granted abatements in whole or in part for 22 applications.

The remainder of the year was devoted to the FY16 interim year revaluation program. Property valuation for FY16 tax purposes (the tax year beginning July 1, 2015) is based on a valuation date of January 1, 2015. Market value as of this valuation date is derived from the analysis of calendar year 2014 sales.

The Board of Assessors revalues all properties in the town every year in accordance with the State law requirement that property valuations must be at 100% of market value each year. The values are certified by the Massachusetts Department of Revenue (DOR) once every three 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. The DOR has approved Concord's FY16 assessed values. This year was the first of two interim years, with FY15 being our last 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 368 sales with 230 qualified sales in calendar year 2014,

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 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.

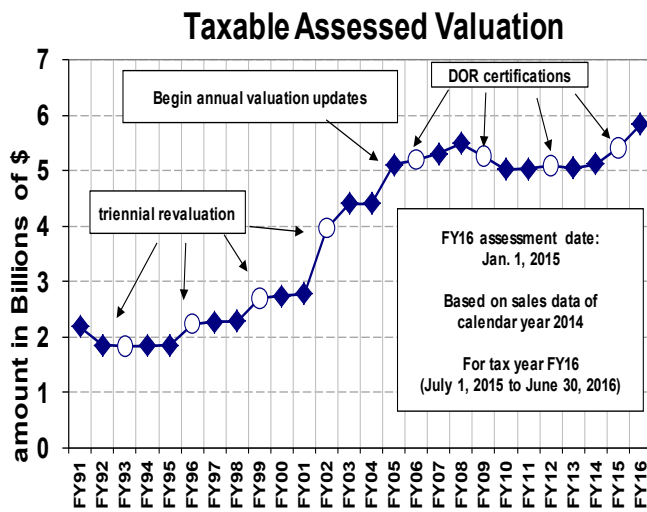
State law also requires that the median Assessment to Sales Ratio (ASR) fall within required parameters each year:

- 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 0.94 for FY16. 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 FY16, Concord's average Single Family Residence (SFR) is valued at \$969,130 (up 7.46% from FY15) and the median SFR is valued at \$798,000 (up 8.20%). The overall valuation of the Town indicates that property values have had a significant increase for the first time in several years. Assessed values are 2 years behind the actual real estate market, because State law requires a valuation date of January 1 of the prior fiscal year using the sales information from the previous calendar year. Therefore the downturn in the real estate market of Calendar 2007 was not seen in

assessment value until FY09. The real estate market and therefore the assessments remained fairly stable with only slight changes through FY15. For FY16, sales of Calendar 2014 were used, in an overall taxable assessed value increase of 7.94%. This change reflected the improved residential real estate market in Calendar 2014. The Industrial segment of the market had a downturn in value of 13.92%, which accounts for the overall town increase of 7.94% being lower than the residential class increase of 8.40%. See the graph below for the overall change in taxable value from FY91 to FY16



The FY16 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 greater than the percent increase in the levy, the tax rate decreased 2.59%, from \$14.29 to \$13.92 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, 2014 through June 30, 2015. The new growth amount for FY16 is attributable primarily to building permits from additions and new construction of mostly single-family dwellings. Concord had 67 new homes started in the past year. There were also two major projects started or completed in the past year. This year we had Brookside Commons apartment complex, which contributed the largest single amount to the growth and the approved condominium land on

Forest Ridge Road also was a large single contributor. The personal property growth was up this year, due to the utilities addition of new infrastructure. Together, all these components account for the increase in growth from FY15 to FY16.

**NEW GROWTH BY CLASS - FISCAL 2016 TAX LEVY**

Property Class	Value	Levy Limit Adjustment	% of Total New Growth
Class One, Residential	\$78,130,670	\$1,116,487	87%
Class Two, Open Space	\$0	\$0	
Class Three, Commercial	\$0	0	
Class Four, Industrial	0	0	
Personal Property	<u>\$11,722,680</u>	<u>\$167,517</u>	13%
Totals	\$89,853,350	\$1,284,004	
Prior Year Growth, FY15	\$57,819,956	\$835,499	

*Classification Hearing*

The Board of Assessors recommended to the Select Board that for FY16 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 Board of Selectmen has adopted a uniform tax rate for all classes of property. A public hearing was held on November 16, at which time the Select Board voted a uniform tax rate for FY16. The full report of the Board of Assessors is available on the Town's website.

**VALUATION, TAX RATES, AND TAX LEVY FY06 TO FY16**

FY	Assessed Valuation	Tax Rate	Tax Levy	% Change Tax Levy	Tax Levy as % of Assessed Value
2006	\$5,207,535,371	10.23	\$53,273,087	6.20%	1.02%
2007	\$5,309,253,833	10.56	\$56,065,720	5.20%	1.06%
2008	\$5,498,736,316	10.72	\$58,946,453	5.10%	1.07%
2009	\$5,264,591,702	11.90	\$62,648,641	6.30%	1.19%
2010	\$5,026,552,229	13.09	\$65,797,569	5.00%	1.31%
2011	\$5,045,140,030	13.19	\$66,545,397	1.10%	1.32%
2012	\$5,090,058,629	13.58	\$69,122,996	3.90%	1.36%
2013	\$5,054,970,094	14.07	\$71,123,429	2.90%	1.41%
2014	\$5,130,493,662	14.45	\$71,135,633	4.20%	1.45%
2015	\$5,412,298,562	14.29	\$77,341,746	4.32%	1.43%
2016	\$5,841,889,295	13.92	\$81,319,099	5.14%	1.39%

*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 to be taken for this purpose rather than voting each year. Beginning in FY10, several of these exemptions have had 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 that accepted this provision of State law. Exemptions granted for FY15 and the related State exemption reimbursements to the Town are shown in the table below.

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.

FY15 EXEMPTIONS GRANTED							
Exemption Type	MGL Ch. 59, S.5,	# Granted	State Base Amount	Total Base	Actual* Abated	State Reimbursement	Net Town Funds
Veterans	22	49	\$400	\$19,600	\$39,200	\$11,025	\$28,175
Veterans	22A	0	0	0	0	0	0
Veterans	22D	3	Various	18,188	18,188	18,188	0
Veterans	22E	6	1,000	6,000	12,000	4,950	7,050
Elderly & Surviving Spouse	17D	6	175	1,050	2,100	900	1,200
Elderly	41C	7	500	3,500	7,000	0	7,000
Blind	37A	12	500	6,000	12,000	1,050	10,950
<b>TOTALS</b>		<b>83</b>			<b>\$90,488</b>	<b>\$36,113</b>	<b>\$54,375</b>

\* 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.

Due to a change in listing requirements from the DOR/Bureau of Local Assessment, the overall chapter values now include the mixed use chapter properties. The previous listing method placed the count and house value in the 101 classification code (single family residential). The listings of 48 properties were changed this year.

**FY16 FOREST, AGRICULTURAL, AND RECREATION LAND – VALUES & DISCOUNTS**

Chapter	Class	# of Parcels	Market Value	Taxable Value	Exempted Value	Tax Levy Impact
61	Forest Land	16	\$30,731,100	\$6,292,956	\$24,438,144	\$340,179
61A	Agricultural Land	61	\$94,186,300	\$50,584,047	\$43,602,253	\$606,943
61B	Recreation Land	35	\$90,607,100	\$69,102,586	\$21,504,514	\$299,343
	Totals	112	\$215,524,500	\$125,979,589	\$89,544,911	\$1,246,465

**FY16 TAXABLE ASSESSED VALUE**

Class	Assessment Date:		\$ Change FY15-16	% Change FY15-16	FY16 % Share	Last Year FY15 % Share	10 Years FY06 % Share
	January 1, 2014	January 1, 2015					
Budget Year:		7/1/15 - 6/30/16					
	FY15 Valuation	FY16 Valuation					
Class 1 Residential	\$4,925,995,175	\$5,339,204,392	\$413,209,217	8.40%	91.40%	91.02%	90.96%
Class 2 Open Space	\$0	\$0	\$0	n/a	91.40%	0.00%	0%
R/O Subtotal	<u>\$4,925,995,175</u>	<u>\$5,339,204,392</u>	<u>\$413,209,217</u>	<u>8.40%</u>	<u>91.40%</u>	<u>91.02%</u>	<u>90.96%</u>
Class 3 Commercial	\$411,733,207	\$428,233,033	\$16,499,826	4.01%	7.33%	7.61%	7.51%
Class 4 Industrial	\$27,724,000	\$23,865,400	(\$3,858,600)	-13.92%	0.40%	0.50%	0.67%
Class 5 Personal Property	<u>\$46,846,180</u>	<u>\$50,586,470</u>	<u>\$3,740,290</u>	<u>7.98%</u>	<u>0.87%</u>	<u>0.87%</u>	<u>0.86%</u>
C/I/P Subtotal	<u>\$486,303,387</u>	<u>\$502,684,903</u>	<u>\$16,381,516</u>	<u>3.37%</u>	<u>8.61%</u>	<u>8.99%</u>	<u>9.04%</u>
TOTAL	\$5,412,298,562	\$5,841,889,295	\$429,590,733	7.94%			
Class 9 Exempt	\$757,809,200	\$842,403,700	\$84,594,500	11.16%			

**TRUSTEES OF TOWN DONATIONS**

REPORT FOR THE FISCAL YEAR ENDING

June 30, 2015

Thomas Doe, Chair  
James Dohoney  
Robert Donelan  
Janet Friedman  
Ann Noyes

Anthony T. Logalbo, Treasurer

Citizens of Concord 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 have been established according to the wishes of the donor. Generally, these wishes address 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 or adding to an existing fund.

During FY15 the Trustees received \$222,644 (including \$78,620 from the sale of Cemetery lots) and recorded \$155,869 of realized capital gains. The Trustees transferred \$35,560 of cemetery lot sale proceeds to the Town's Cemetery Fund, disbursed \$88,972 from income according to the terms of the various trusts, made special disbursements from temporarily restricted assets totaling \$21,800 (permitted expenditures from accumulated capital gains), and incurred administrative expenses of \$13,153 and investment management fees of \$33,305. Administrative expenses are primarily for the services of the Concord Finance Department. Investment management fees were paid to BNY Mellon Wealth Management, the portfolio manager. Fees paid to the investment manager were 75 basis points on the monthly market value.

BNY Mellon Wealth Management is retained to manage the portfolio. The annualized rate of return to June 30, 2015 (fiscal year reporting period), net of fees, is as follows:

**PORTFOLIO RATE OF RETURN  
AS OF JUNE 30, 2015 - ANNUALIZED, NET OF FEES**

	One Year	Three Years	Five Years
Concord	1.67%	+ 7.80%	+ 7.47%
Benchmark	1.41%	+ 8.81%	+ 8.63%

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, 2015, the market value of assets was recorded at \$6,898,049, an increase of 0.4% from the year earlier.

A partial listing of disbursements made by the Trustees during FY15 includes:

- \$20,000 from the Silent Fund transferred to the Select Board, distributed by the Select Board to individuals in need (Fund #1);
- \$15,000 from the Hugh Cargill Trust transferred to the Select Board and administered - along with various other direct donations - through the Hugh Cargill Trust 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 Concord-Carlisle High School (Fund #5);
- \$3,900 from the William M. Prichard bequest (1899) to benefit students in Concord public schools (Fund #6);
- \$2,070 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);

- \$3,975 from the Anna Holland Fund for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Funds #8 and #9);
- \$8,915 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);
- \$46,500 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);
- \$500 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);
- \$5,000 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 Select Board.

**2. Hugh Cargill Fund**

Income paid annually to the Select Board 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 Select Board.

**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 Select Board.

**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 Select Board 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.

A. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 1985 and at each 100 years thereafter;

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 Select Board 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. Helsner 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 expended 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 vol-

untary 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 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 Select Board 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 Select Board.

### **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 Select Board on December 27, 2007 with further condition of the Sawyer Trustee that use of the endowment income would be restricted to capital expenses.

Other funds under management by the Trustees of Town Donations:

### **Alfred H. Sawyer Trust Gift**

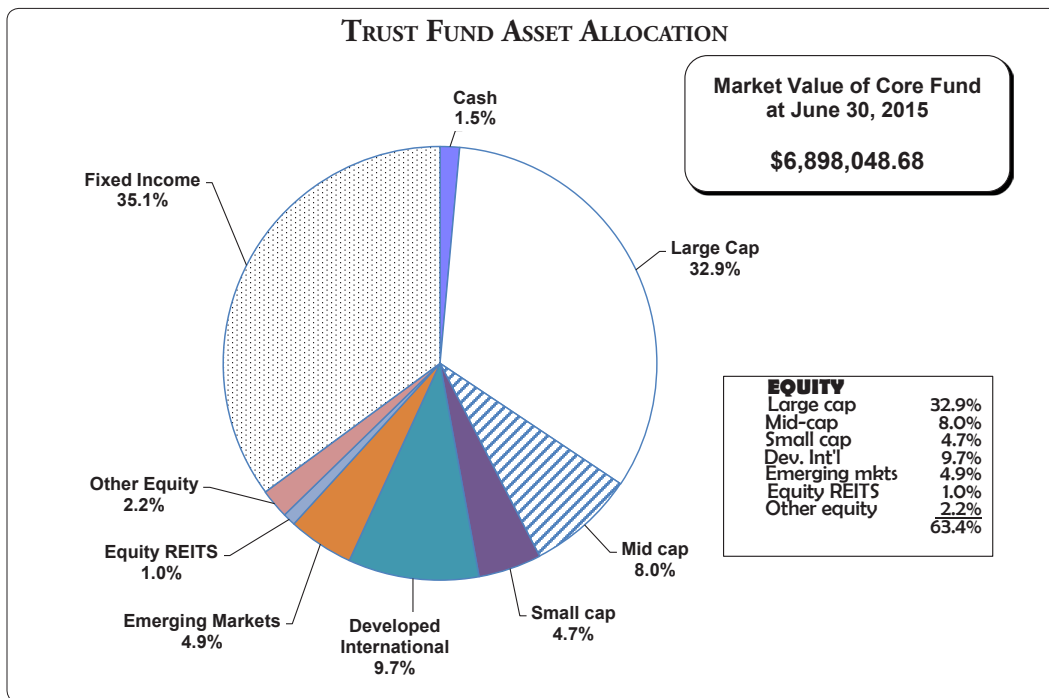
Article 4 of the Special Town Meeting of November 5, 2007 transferred to the custody of the Trustees of Town Donations "the sum of \$1,700,000 or any other sum that may be accepted by the Select Board from the Trustees of the Alfred Sawyer Trust to create an expendable fund for sustainable energy and 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 Select Board and the trustees of the Alfred Sawyer Trust."

On December 21, 2007, the Select Board 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 \$15,197.12 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 initially placed the funds in a short-term bond fund account. In 2013, the remaining funds were transferred into a money market account, an action taken in view 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, 2015, \$69,106.42 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 2015, 64 energy conservation projects in various Town-owned buildings have been funded. Activity since inception and for the most recent fiscal period ended June 30, 2015 is as follows:

ALFRED SAWYER RESOURCE CONSERVATION FUND		
	FY15	Since Inception
Market Value, BEGINNING	\$214,873.61	\$1,730,437.58
Additions to trust capital	\$9,134.40	\$15,197.12
Income	\$411.06	\$199,692.01
Realized gains	\$1,100.89	\$53,909.30
<i>Less:</i>		
Project funding – transfer to Town	\$12,998.00	\$1,787,814.94
Market value, ENDING	<u>\$211,421.07</u>	<u>\$211,421.07</u>



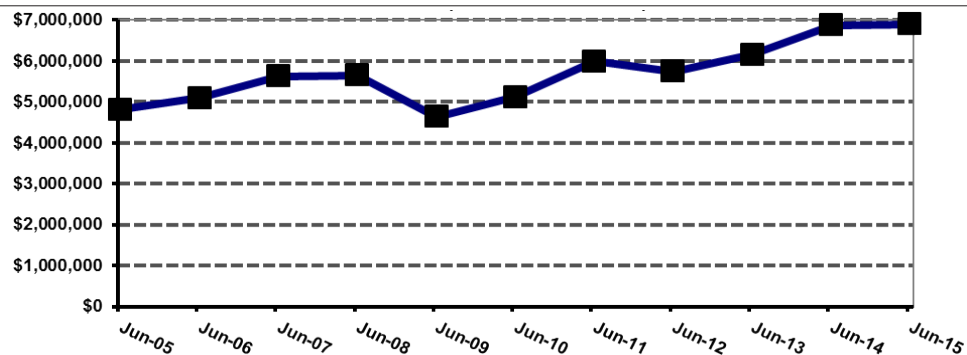
CHANGE IN ASSET ALLOCATION (TOTALS MAY NOT SUM DUE TO ROUNDING)					
	6/30/12	6/30/13	6/30/14	6/30/15	FY15 Change (% of total)
Cash	2%	2%	1%	2%	1%
Equities	58%	62%	64%	63%	-2%
Fixed Income	39%	35%	34%	35%	1%
Other Assets	1%	0%	0%	0%	nc

## TRUST FUND TREASURER'S REPORT FOR THE YEAR ENDED JUNE 30, 2015

### Combined statement, all funds

	Book Value	Market Value
<b>Beginning Balance @ June 30, 2014</b>		
Bank of America	\$15,604.49	
Mellon Cash Reserves	\$31,278.33	
Mass. Municipal Depository	\$10,980.95	
Total cash accounts	\$57,863.77	\$57,863.77
Equity - stock and mutual funds	\$3,637,068.43	\$4,471,078.16
Fixed Income	<u>\$2,330,516.65</u>	<u>\$2,343,374.61</u>
<b>TOTAL ASSETS @ June 30, 2014</b>	<b>\$6,025,448.85</b>	<b>\$6,872,316.53</b>
<b>FY15 RECEIPTS:</b>		
interest	\$77.18	
dividends	\$139,820.11	
Total interest and dividends	\$139,897.29	
Other receipts:		
Cemetery lots	\$38,560.00	
Cemetery Perpetual Care	\$40,060.00	
Realized gains	\$155,869.09	
Other	\$4,126.75	
Total Other Receipts	<u>\$238,615.84</u>	
Total Gross Receipts	\$378,513.13	
<i>Less</i>		
General expense	(13,153.01)	
Investment mangement fees	(33,305.46)	
<b>TOTAL NET RECEIPTS</b>	<b>\$332,054.66</b>	
<b>FY15 DISBURSEMENTS</b>		
Distributions from income	\$88,972.00	
Distributions from temporarily restricted assets	\$21,800.00	
Cemetery lot sales proceeds to Town	\$35,560.00	
Cemetery lot buybacks	<u>\$9,000.00</u>	
<b>TOTAL DISBURSED</b>	<b>\$155,332.00</b>	
<b>Ending Balance @ June 30, 2015</b>		
Bank of America	\$16,583.65	
Mellon Cash Reserves	\$73,578.43	
Mass Municipal Depository	\$10,447.81	
Total cash accounts	\$100,609.89	\$100,609.89
Equity - stock and mutual funds	\$3,661,044.97	\$4,376,406.28
Fixed Income	<u>\$2,440,516.65</u>	<u>\$2,421,032.51</u>
<b>TOTAL ASSETS @ June 30, 2015</b>	<b>\$6,202,171.51</b>	<b>\$6,898,048.68</b>

**ASSETS AT FISCAL YEAR END  
TO JUNE 30, 2015  
(10-YEAR HISTORY)**



**TRUSTEES OF TOWN DONATIONS - BOOK AND MARKET VALUE OF ASSETS, JUNE 30, 2015**

	Identification	Book Value	Face Value or # shares	Book Value per share	@ price	Market Value	% of Core portfolio
Bank of America	830-40809	16,583.65				16,583.65	
Mellon	CON00433000	73,578.43				73,578.43	
MMDT	44-201242	10,447.81				10,447.81	
<b>Total cash accounts</b>		<b>\$100,609.89</b>				<b>\$100,609.89</b>	<b>1.46%</b>
<b>US large cap</b>							
Individual stock holdings							
Dreyfus S&P Index	DSPIX	\$829,069.88	24,793.174	33.326	42.47	\$955,066.92	13.85%
Dreyfus US Equity Fund	DPUYX	197,015.38	13,347.925	14.760	19.61	1,052,966.10	15.26%
<b>US mid cap</b>							
Plains gp Holdings LP	PAGP	10,655.92	440.000	24.218	25.84	11,369.60	0.16%
ISHARES TR	IJH	391,037.81	3,625.000	107.872	149.98	543,677.50	7.88%
<b>US small cap</b>							
Dreyfus Select Mgrs Small Cap Growth	DSGYX	111,680.44	6,563.489	17.015	25.92	170,125.63	2.47%
Dreyfus Select Mgrs Small Cap Value	DMVYX	127,467.64	6,659.356	19.141	23.30	155,162.99	2.25%
<b>Developed international</b>							
Mellon International Fund	MPITX	166,125.93	14,076.573	11.802	12.19	171,593.42	2.49%
Dreyfus Int'l Small Cap Fund	DYYPX	140,000.00	10,122.921	13.830	13.80	139,696.31	2.03%
Dreyfus/Newton Int'l Equity	NIEYX	170,000.00	8,356.578	20.343	20.04	167,465.82	2.43%
Dreyfus Int'l Stock Fund	DISYX	81,384.65	6,450.556	12.617	15.14	97,661.42	1.42%
Strategic Global Stock Fund	DGLYX	49,861.34	5,006.284	9.960	19.03	95,269.58	1.38%
<b>Emerging markets</b>							
Dfa Emerging Markets Core	DFCEX	247,047.29	12,662.598	19.510	19.29	244,261.52	3.54%
Virtus Emerging Markets	HIEMX	95,987.24	9,346.372	10.270	9.93	92,809.47	1.35%
<b>Equity reits</b>							
New Residential Investment Corp	NRZ	21,383.95	1,615.000	13.241	15.24	24,612.60	0.36%
Outfront Media	OUT	19,812.38	609.000	32.533	25.24	15,371.16	0.22%
Starwood Property Trust	STWD	26,346.16	1,190.000	22.140	21.57	25,668.30	0.37%
<b>Other equity</b>							
American Tower Corp Preferred		15,546.64	144.000	107.963	101.95	14,680.81	0.21%
American Tower Corp Preferred		8,845.97	90.000	98.289	100.00	9,000.00	0.13%
Dominion Res Inc VA Preferred		21,360.92	410.000	52.100	53.83	22,070.30	0.32%
Dynegy		17,124.10	160.000	107.026	99.41	15,905.60	0.23%
Exelon Corp Preferred		19,311.13	370.000	52.192	45.36	16,783.20	0.24%
Nextera Energy Preferred		16,080.00	320.000	50.250	61.71	19,747.20	0.29%
Southwestern Energy Co. Preferred		14,569.70	260.000	56.037	49.37	12,836.20	0.19%
Stanley Black & Decker Preferred		14,759.98	142.000	103.944	118.21	16,785.82	0.24%
United Tech Corp Preferred		22,309.80	420.000	53.119	57.30	24,066.00	0.35%
<b>Total Equity</b>		<b>\$3,661,044.97</b>				<b>\$4,376,406.28</b>	<b>63.44%</b>
Mellon Intermediate Bond Fund		2,440,516.65	192,145.437	12.701	12.60	2,421,032.51	35.10%
<b>Total Fixed Income</b>		<b>\$2,440,516.65</b>				<b>\$2,421,032.51</b>	<b>35.10%</b>
<b>Subtotal, Core</b>		<b>\$6,202,171.51</b>				<b>\$6,898,048.68</b>	<b>100%</b>
Sawyer Trust/MMDT money market		211,421.07				211,421.07	
<b>GRAND TOTAL</b>		<b>\$6,413,592.58</b>				<b>\$7,109,469.75</b>	

**TRUSTEES OF TOWN DONATIONS - TRUST FUND ASSETS, JUNE 30, 2015**

Fund #	Fund	Book Value 6/30/14	Market Value 6/30/14	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/15	Market Value 6/30/15
1	Silent Fund	198,250.92						198,250.92	
	Principal	170,954.10						166,382.57	
	temp restricted	1,197.29	<b>516,128.13</b>	5,870.72		14,000.00	9,428.47	1,068.00	<b>500,217.78</b>
	Expendable	600.00				6,000.00		600.00	
2	Hugh Cargill Fund	883.73						927.66	
	Principal	212.90	<b>1,922.49</b>	27.51	0.00		43.93	240.41	<b>1,951.12</b>
	temp restricted	117,519.88						117,519.88	
	Expendable	158,475.58	<b>330,047.16</b>	4,441.59		4,000.00	7,109.46	161,585.03	
3	Hugh Cargill Trust	11,611.05						5,052.64	
	Principal	22,384.65						22,384.65	
	temp restricted	32,179.24	<b>62,804.11</b>	886.20		875.00	1,415.29	33,594.53	
	Expendable	91.11						102.31	<b>62,846.90</b>
5	High School Donations	24,523.72						24,523.72	
	Principal	35,253.99	<b>68,853.06</b>	971.66		1,000.00	1,551.77	36,805.76	
	temp restricted	147.75						119.40	<b>68,860.18</b>
	Expendable	98,010.76						98,010.76	
6	Manual Training	140,895.87	<b>275,018.58</b>	3,880.74		3,900.00	6,197.67	147,093.54	<b>275,138.91</b>
	Principal	432.06						412.80	
	temp restricted	52,601.49						52,601.49	
	Expendable	75,625.06	<b>147,592.41</b>	2,082.60		2,000.00	3,325.97	78,951.04	<b>147,748.30</b>
7	Sarah E. A. Richardson fund	214.37						296.96	
8	Anna M. Holland Fund #1	38,586.13						38,586.13	
	Principal	5,517.58	<b>57,602.18</b>	711.84		1,625.00	1,147.18	5,039.76	
	temp restricted	229.85				800.00		141.68	<b>55,782.94</b>
	Expendable	24,129.42						24,129.42	
9	Anna M. Holland Fund #2	3,683.14	<b>37,523.46</b>	448.13		1,100.00	722.30	3,305.43	<b>36,327.78</b>
	Principal	101.39				450.00		99.52	
	temp restricted	1,946.50						1,946.50	
	Expendable	2,798.92	<b>5,464.44</b>	77.11		70.00	123.15	2,922.07	<b>5,474.21</b>
10	Mary E. Gross	10.24						17.35	
	Principal	409.14						409.14	
	temp restricted	588.27	<b>1,163.90</b>	16.45		0.00	26.28	614.55	
	Expendable	17.29						33.74	<b>1,180.72</b>
11	Shade Tree Donations	1,128.70						1,128.70	
	Principal	2,754.95	<b>6,131.77</b>	90.17		0.00	144.00	2,898.95	<b>6,229.30</b>
	temp restricted	1,677.40						1,767.57	
	Expendable	1,207.80						1,207.80	
12	Adelaide Fowler Tree Fund	6,393.38						6,762.59	
	Principal	6,656.66	<b>15,739.29</b>	231.18		0.00	369.21	6,887.84	<b>15,988.97</b>
	temp restricted	1,000.00						1,000.00	
	Expendable	4,844.78						5,144.96	
13	Hapgood Wright Semi-Centennial	5,747.22	<b>12,781.60</b>	187.96		0.00	300.17	5,935.17	<b>12,984.92</b>
	Principal								
	temp restricted								
	Expendable								
14A	Hapgood Wright Centennial Trust (1985 and each 100 years)								

**TRUSTEES OF TOWN DONATIONS - TRUST FUND ASSETS, JUNE 30, 2015 (CONTINUED)**

Fund #	Fund	Book Value 6/30/14	Market Value 6/30/14	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/15	Market Value 6/30/15
14B	Hapgood Wright Centennial Trust (2035 and each 150 years)	1,000.00 403,122.40 516,832.19	1,015,471.57	14,932.76	0.00	0.00	23,848.09	1,000.00 426,970.49 531,764.95	1,031,624.54
15	Nineteenth of April Donations	2,000.00 7,924.72 2,868.25	18,507.17	207.43	0.00	0.00	331.27	2,000.00 8,255.99 3,075.68	18,635.97
16	Melvin Fund	291.42 691.97 281.30	1,610.04	20.51	0.00	0.00	32.75	291.42 724.72 301.81	1,627.54
17	Colonel James Barrett Fund	1,000.00 2,169.61 1,497.57	5,146.17	75.68	0.00	0.00	120.86	1,000.00 2,290.46 1,573.24	5,228.03
18	Charles Hosmer Walcott Fund	122.72 736.23 743.09	1,766.46	25.98	0.00	0.00	41.48	122.72 777.72 769.07	1,794.56
19	Fanny E. Wheeler Fund	3,000.00 32,256.18 37,575.81	80,306.68	1,180.93	0.00	0.00	1,885.98	3,000.00 34,142.16 38,756.74	81,584.11
20	Martha Hunt Legacy	251.78 361.97 10.47	641.04	10.12	0.00	0.00	16.16	251.78 378.14 20.60	653.01
21	Mary Stone Eaton Fund	6,447.74 12,300.44 7,486.16	28,926.76	425.37	0.00	0.00	679.34	6,447.74 12,979.78 7,911.54	29,386.90
22	Harriet Louise Eaton Fund	5,087.90 10,074.84 6,380.93	23,754.68	349.32	0.00	0.00	557.87	5,087.90 10,632.71 6,730.25	24,132.54
23	George F. Flavin Scholarship	5,658.13 919.78 31.65	8,474.25	106.01	0.00	0.00	171.02	5,658.13 800.80 27.66	8,167.30
24	Edward B. Caiger Fund	1,000.00 238.73 24.67	2,106.26	20.49	0.00	0.00	32.72	1,000.00 271.45 45.15	2,112.93
25	Edward B. Caiger Library Fund	2,113.52 3,038.41 9.00	5,930.37	83.68	85.00	85.00	133.64	2,113.52 3,172.05 7.68	5,932.08
26	Edith F. Sellors Library Fund	1,053.75 1,515.26 4.25	2,957.00	41.72	40.00	40.00	66.63	1,053.75 1,581.89 5.97	2,960.19
27	Political Science Scholarship	1,210.62 307.79 29.89	2,432.09	25.10	0.00	0.00	40.09	1,210.62 347.88 54.99	2,443.51

**TRUSTEES OF TOWN DONATIONS - TRUST FUND ASSETS, JUNE 30, 2015 (CONTINUED)**

Fund #	Fund	Book Value 6/30/14	Market Value 6/30/14	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/15	Market Value 6/30/15
28	Ruth E. Helsher Scholarship	5,132.29 856.91 21.16	12,487.84	96.52		225.00 100.00	155.53	5,132.29 787.43 17.68	12,588.66
29	Eleanor Baldwin Fenn Memorial	1,710.62 472.67 36.83	3,721.28	36.00		0.00	57.49	1,710.62 530.16 72.83	3,732.57
30	Anne B. Chamberlin Park Fund	20,000.00 149,691.39 72,633.78	272,965.80	3,872.78		8,915.00	6,197.44	20,000.00 155,888.83 67,591.56	268,156.48
31	John Upshire Smith Memorial	485.00 751.70 273.56	1,698.87	24.49		0.00	39.11	485.00 790.80 298.05	1,724.62
32	Sleepy Hollow Cemetery Fund	3,692.83 4,184.76 125.41	8,530.91	129.76		225.00	207.24	3,692.83 4,392.00 30.17	8,456.34
33	Sleepy Hollow Burial Lot Fund	1,800.00 13,438.52 356.30	17,143.83	401.65		700.00	607.34	0.00 14,045.86 57.94	15,553.23
34	Cemetery Donations - perp. care	1,553,567.45 1,286,969.02 4,519.69	3,206,056.27	46,290.57		46,500.00	73,891.61	1,589,427.45 1,360,860.63 4,310.26	3,244,620.30
35	Cemetery Don. - St. Bernard's	18,409.81 26,466.49 81.93	51,660.80	728.97		725.00	1,164.19	18,409.81 27,630.68 85.90	51,690.86
36	Maureen Taggart Memorial	7,972.66 12,106.73 40.61	23,136.52	325.54		300.00	520.90	7,972.66 12,427.63 66.14	22,975.41
37	Concord Scholarship Fund	1,200.00 288.57 115.91	2,315.27	26.02		0.00	41.55	1,200.00 330.12 141.93	2,331.55
38	Concord's 350th Birthday	3,386.39 4,774.87 44.10	10,472.93	133.05		360.00 177.00	212.48	3,386.39 4,627.35 0.15	10,057.68
39	Guy P. DiGiovanni Fund	110,500.00 75,804.36 3,018.02	173,675.15	3,055.31		5,000.00	4,900.78	110,500.00 80,705.14 1,073.33	172,793.55
40	Beede Center Endowment	300,000.00 612.99 8,740.12	351,648.00	5,015.99		0.00	8,010.69	300,000.00 8,623.68 13,756.10	356,844.85
	<b>TOTAL</b>	6,025,448.85	6,872,316.58	97,565.57	78,620.00	155,332.00	155,869.09	6,202,171.51	6,898,048.68

**TRUSTEES OF TOWN DONATIONS - TEN-YEAR ANALYSIS 2006-2015**

<i>fiscal year</i>	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
2006	\$4,811,828.84	\$227,948.60	\$168,379.08	\$265,328.74	(\$37,631.22)	\$5,099,095.88	5.97 %
2007	5,099,095.88	193,217.66	206,028.97	369,984.76	175,040.07	5,631,309.40	10.44 %
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 %
<i>Total, 10 years</i>		\$2,099,099.33	\$1,520,393.86	\$1,478,476.16	\$29,038.16		

*detail, net receipts:*

	Interest, Dividends & Misc.	Cemetery Lots	Cemetery Perpetual Care	Gifts/Bequests & other	General Admin.	Inv. Mgmt. Fees	Net receipts (without gains)
2006	\$144,283.79	\$64,090.00	\$67,340.00	\$0.00	\$10,800.18	\$36,965.01	\$227,948.60
2007	165,309.81	36,425.00	39,650.00	0.00	8,194.26	39,972.89	193,217.66
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
<i>Total, 10 years</i>	\$1,492,592.51	\$404,833.00	\$422,970.50	\$300,512.82	\$114,081.80	\$407,727.70	\$1,922,913.76

*detail, disbursements:*

	from income & gains	transfer to Town	Lot buybacks and other	Total Disbursements
2006	\$100,089.08	\$55,890.00	\$12,400.00	\$168,379.08
2007	168,403.97	34,825.00	2,800.00	206,028.97
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
<i>Total, 10 years</i>	\$1,087,698.36	\$362,995.50	\$69,700.00	\$1,365,061.86

## CONTRIBUTORY RETIREMENT BOARD

Peter J. Fulton, Chair (*elected member*)

Mary Barrett, Town Accountant (*ex officio member*)

Anthony Logalbo, Finance Director (*Select Board appointed member*)

Arnold Roth (*Retirement Board appointed member*)

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, 2014, reported the following data regarding Concord's system:

PERAC DATA REGARDING CONCORD		
Annualized Rate of Return	Concord Board	Composite (All Boards)
1 year (2014)	9.63%	7.82%
5 years (2010-14)	10.52%	9.70%
10 years (2005-14)	7.00%	7.00%

As of the most recent actuarial valuation (1/1/15), Concord's funded ratio (assets compared to system actuarial liabilities) was 81.0%, unchanged from the year earlier 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, 2015 and 2014 were reported as follows:

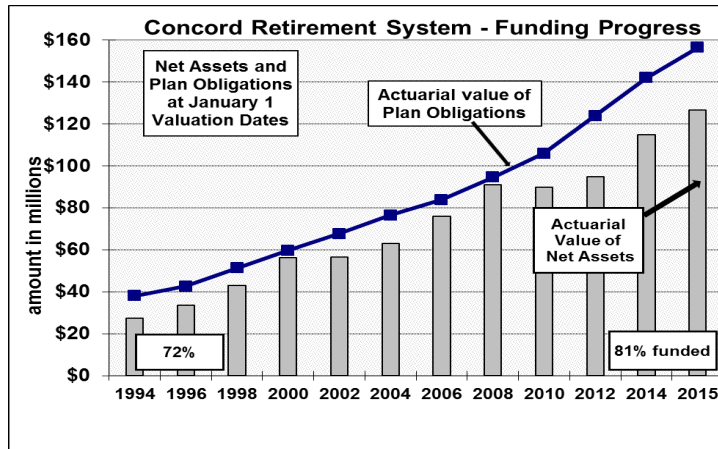
	January 1, 2015	January 1, 2014
Actuarial Accrued Liability (AAL)	\$156,552,131	\$142,404,644
Actuarial Value of Assets (AVA)	\$126,816,839	\$115,339,593
Unfunded Actuarial Accrued Liability (UAAAL = AAL-AVA)	\$29,735,292	\$27,065,051
Discount rate (assumed earnings rate)	7.25%	7.50%
Funded ratio (AVA/AAL)	81.01%	80.99%

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 2014 that resulted from exceeding the 7.25% discount rate are divided equally into four parts, with one-quarter (one part) recognized in calendar year 2014 results and the other quarter parts recognized in 2015, 2016 and 2017. 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  $\pm 10\%$ .

The ratio of the Market Value of Assets to the Actuarial Value of Assets at January 1, 2015 was 1.049. That is, the market value of assets, at \$133,074,229, was 4.9% above the actuarial value of assets used to determine the funded ratio.

Approximately one-third or \$4.1 million of the total \$14.4 million increase in the AAL was due to the Board's decision to reduce the assumed rate of return by one quarter of 1% - from 7.50% to 7.25%. The updating of mortality assumptions was done in the previous valuation of January 1, 2014 (to the RP2000 sex-distinct table projected with scale BB and Generational Mortality, which will make sense only to the actuaries reading this, but which means that folks - both our retirees and spousal beneficiaries - reaching a certain age are living longer than was the case 10 and 20 years ago and thus the payouts from the defined benefit system are receiving benefits for a longer time period from the point of retirement).

Pursuant to this valuation, the Retirement Board adopted a revised funding schedule to amortize the remaining unfunded liability by 2030 (no change from the prior schedule) using a 2% increasing annual amortization (also no change from the prior schedule). 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 7th highest on the listing published as of October 1, 2015 on PERAC's website. As of that date, just 3 of the 104 board's in the MGL Chapter 32 public employee pension system were using a discount rate lower than 7.25% and 100 boards were using discount rates ranging from 7.50% to 8.25%. Of the six boards with higher funded ratio, the discount rates used in the most recent actuarial valuation range from 7.75% to 8.00%. 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 7.25% 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 2015 will be reflected in the next planned valuation with an effective date of January 1, 2016. Preliminary unaudited calendar year 2015 investment results indicate an earnings rate in the range of 0% to 2%.

At December 31, 2015, system membership was 524 active members and 279 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 State 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 (2012-2014) of total assets by fund is shown on the following page:

**3-YEAR COMPARISON OF TOTAL ASSETS BY FUND AT DECEMBER 31**

Fund	2012	2013	2014
Annuity Savings	\$25,757,015	\$27,130,580	\$28,041,994
Annuity Reserve	\$4,809,082	\$5,227,530	\$5,967,211
Military Service	\$4,470	\$4,475	\$4,479
Pension	\$2,133,913	\$230,444	\$1,734,956
Pension Reserve	<u>\$73,135,534</u>	<u>\$89,562,335</u>	<u>\$97,325,589</u>
Total @ Market Value	\$105,840,014	\$122,155,364	\$133,074,229

**FINANCE DEPARTMENT**

Anthony T. Logalbo, 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 HR 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**

Anthony T. Logalbo, Finance Director & Treasurer-Collector  
Jonathan Harris, Budget & Purchasing Administrator

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. The Finance Director is delegated by the Town Manager to act as the Chief Procurement Officer for all non-school departments. These functions are conducted under the direction of the Budget and Purchasing Administrator with the assistance of the Budget 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 ben-

efit 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 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.

*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 follows:

<b>PAYROLL - ALL FUNDS</b>			
	Year Ended 6/30/14	Year Ended 6/30/15	Percent Change
Town Manager Departments	\$ 22,536,149	\$ 23,996,636	6.5%
Concord Public Schools	\$ 26,030,279	\$ 26,672,633	2.5%
Total	\$ 48,566,429	\$ 50,669,269	4.3%

*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 4,028 employee and retiree members and approximately 6,600 covered persons (including dependents) as of December 2015. Financial operations for the group are handled by the Administration Division of the Finance Department. The Group's financial performance is independently audited annually.

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, 2014 and May 31, 2015, the following information was reported.

<b>MINUTEMAN-NASHOBA HEALTH GROUP SUMMARY FINANCIAL STATEMENT</b>		
	<b>Year Ending 5/31/14</b>	<b>Year Ending 5/31/15</b>
<b><u>Assets, Liabilities and Fund Balances</u></b>		
Cash & Investments	\$15,571,359	\$12,018,766
Other current assets	<u>352,155</u>	<u>781,716</u>
Total assets	\$15,923,514	\$12,800,482
Claims Liabilities	\$3,648,127	\$2,954,309
Participants advance contributions	1,567,129	687,487
Other	<u>15,890</u>	<u>7,837</u>
Total Liabilities	\$5,231,146	\$3,649,633
Unrestricted/Total Net Position	<u>\$10,692,368</u>	<u>\$9,150,849</u>
<b><u>Revenues, Expenses and Change in Net Position</u></b>		
<b>OPERATING REVENUES</b>		
Participants' contributions	\$43,393,915	\$40,686,325
Other revenues	<u>72,566</u>	<u>107,937</u>
Total Operating Revenues	\$43,466,481	\$40,794,262
<b>OPERATING EXPENSES</b>		
Claims expense	\$33,338,060	\$32,833,528
Fixed premiums	4,931,754	5,463,417
<i>(Medicare supplement plans)</i>		
Claims administration expense	2,603,517	2,576,939
Stop-loss insurance premiums	549,603	727,243
Other group expenses	<u>396,729</u>	<u>759,532</u>
Total operating expense	\$41,819,663	\$42,360,659
<b>OPERATING INCOME (LOSS)</b>	\$1,646,818	(\$1,566,397)
<b>NON-OPERATING REVENUES</b>		
Investment income	\$25,740	\$24,878
Change in net position	<u>\$1,672,558</u>	<u>(\$1,541,519)</u>
Net position, beginning of year	<u>\$9,019,810</u>	<u>\$10,692,368</u>
Net position, end of year	<u>\$10,692,368</u>	<u>\$9,150,849</u>

## 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, and debt management. The Division serves as custodian-treasurer for the Concord Retirement System and manages the funds of the Trustees of Town Donations.

### Short-term Investments

For the year ended June 30, 2015, interest earnings on short-term investments of all Town funds totaled \$175,396.39. The General Fund, which supports the Town and Schools operating budgets, earned \$82,545.65. These earnings represent an average return for the fiscal year of 0.24%, up from the previous year's return of 0.22%. Interest earnings funded approximately 0.09% of the \$90 million General Fund budget for the fiscal year that ended June 30, 2015. Interest earnings funded about 0.1% of the \$86.2 million General Fund budget for the previous fiscal year.

INTEREST EARNED FY15 Allocated by Fund	Amount
General Fund	\$82,545.65
Municipal Light Operating Fund	20,132.95
Land Acquisition Fund	18.85
Water Fund	16,017.65
Sewer Fund	16,807.13
CPA Fund	3,513.55
CMLP Depreciation Fund	4,581.91
CMLP Underground Fund	2,032.12
Pension Reserve Fund	5,821.51
Contributory Retirement Fund	5,151.32
Stabilization Fund	1.15
Group Insurance Claims Trust Fund	163.59
Student Activity Fund	363.58
Beede Swim & Fitness Center Fund	8,333.29
53G Fund	37.65
CPS Capital Stabilization Fund	1,922.93
CPS Tech Stabilization Fund	148.01
Elementary School Debt Fund	3.65
High School Debt Stabilization Fund	6,096.85
Emergency Response Stabilization Fund	1,695.74
Arts Lottery Fund	7.31

### Tax Collection

Property tax collections during FY15 totaled \$76,674,367 net of refunds. This is 4.62% more than the previous year. The delinquency rate on the FY15 tax levy was 0.52% as of June 30, 2015, the twentieth 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 \$648,206 at the end of FY15.

FIVE-YEAR HISTORY PROPERTY TAXES OUTSTANDING AT JUNE 30	
Year	Amount
2015	\$648,206
2014	698,212
2013	695,291
2012	865,766
2011	840,210

During FY15, \$145,391 of unpaid property taxes was transferred to Tax Title accounts, along with \$14,170 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. \$503,973 was collected during the year on Tax Title accounts, along with \$210,912 in penalty interest. Tax Titles bear a penalty interest rate of 16% per annum. At June 30, 2015, 37 properties were in Tax Title status, amounting to accumulated unpaid taxes of \$463,984 (compared to 51 parcels and \$808,397 at June 30, 2014).

FIVE-YEAR HISTORY TAX TITLE ACCOUNT BALANCE AT JUNE 30	
Year	Amount
2015	\$463,984
2014	808,397
2013	817,491
2012	793,028
2011	732,315

*Debt and Credit Rating*

One Bond Anticipation Note and one bond were issued during FY15. Each borrowing is detailed below.

Moody's Investors Services rated the Note with its highest rating of MIG-1 and reaffirmed Concord's Aaa credit rating prior to the bond issuance. The Town's credit rating has retained this Aaa rating since 1987.

<b>BOND ANTICIPATION NOTE</b>	
<u>\$400,000 BAN</u>	
Issue date: May 21, 2015	
Maturity date: May 20, 2016	
Interest rate: .45% net interest cost	
<hr/>	
Purpose:	
Article 48 of 2013	
Telecommunications (CMLP)	\$400,000
<b>BOND ISSUANCE</b>	
<u>\$8.185 million Bond</u>	
Issue date: May 21, 2015	
Payable Sept. 15, 2015 through Sept. 15, 2024	
Maturity date: 10 years	
Interest rate: 1.406067% true interest cost	
<hr/>	
Purpose:	
Article 50 of 2013	
Recreation Improvements (51 Laws Brook Road)	\$75,000
Article 52 of 2013	
Land Acquisition (McGrath Farm)	\$25,000
Article 9 of 2014	
CPS School Building Renovations	\$450,000
Article 34 of 2014	
Town Government Building Renovations	\$275,000
Article 55 of 2014	
Road Improvements (2015 Road Program)	\$1,300,000
Article 1 of 2014 STM	
Land Acquisition, Site Work (37 Knox Trail)	\$700,000
Article 36 of 2012	
W.R. Grace Site Acquisition	<u>\$800,000</u>
TOTAL NEW FUNDS	\$3,625,000
Refunded Bonds:	
Alcott School	\$3,358,500
<i>(Current Refunding of 9/15/04 Bond Issuance)</i>	
Thoreau School	<u>\$1,201,500</u>
<i>(Advance Refunding of 9/15/16 Bond Issuance)</i>	
TOTAL REFUNDING	\$4,560,000

**FY15 DEBT SERVICE SUMMARY BY ISSUE**

Issue	Detail	Amount	True Interest Cost	Final Maturity	FY15 Total			
					Principal	Interest	TOTAL debt service	WPAT admin fee
12-Jun-2014	CMLP \$3.9m, telecom \$100k, General \$3.985m	\$7,985,000	1.757%	06/01/27	915,000	287,610	1,202,610	
4-Jun-2013	Water \$400k, General \$2,960k	\$3,360,000	0.857%	06/01/21	490,000	53,800	543,800	
22-May-2013	WPAT T5-05-1243-B	\$324,715	zero	01/15/23	32,472		32,472	
13-Jun-2012	WPAT T5-05-1243-A	\$296,830	zero	07/15/22	29,527		29,527	
29-May-2012	Willard \$10k, General \$2,775k	\$2,785,000	0.942%	05/15/19	465,000	48,450	513,450	
17-May-2011	CMLP \$4m, Water \$1.5m, Willard \$375k	\$8,750,000	2.314%	05/15/26	870,000	167,875	1,037,875	
15-Jan-2010	Willard \$12.9m	\$15,100,000	3.093%	01/15/29	850,000	332,600	1,182,600	
18-Mar-2009	WPAT T5-05-1243	\$703,170	zero	07/15/18	70,317	0	70,317	
15-Mar-2009	Willard \$11.9m, Thoreau \$140k, Alcott \$15k	\$14,465,000	3.609%	03/15/28	855,000	344,750	1,199,750	
1-Apr-2008	Willard \$1.84m	\$6,301,000	3.016%	04/01/18	540,000	68,425	608,425	
15-Sep-2007	Thoreau School	\$6,800,000	3.992%	09/15/25	380,000	179,338	559,338	
1-Mar-2007	Alcott \$2.35m	\$8,700,000	3.912%	03/01/27	435,000	153,075	588,075	10,938
14-Dec-2006	WPAT CW-06-01	\$10,863,334	2.000%	07/15/26	513,557	145,836	659,393	
15-Sep-2006	Thoreau School	\$10,000,000	3.858%	09/15/24	555,000	231,713	786,713	
1-Mar-2006	Thoreau \$35k	\$4,800,000	3.540%	03/01/16	430,000	30,588	460,588	
16-Nov-2005	WPAT CW-04-01	\$4,190,000	2.000%	07/15/25	202,796	52,432	255,228	3,932
1-Mar-2005	General	\$3,365,000	3.176%	03/01/15	200,000	7,750	207,750	
15-Sep-2004	Alcott School	\$7,000,000	3.702%	09/15/24	350,000	146,519	496,519	
15-Feb-2004	HWCC \$2.35m	\$4,450,000	2.703%	02/15/16	250,000	18,563	268,563	
24-Jul-2003	WPAT T5-97-1070	\$195,089	zero	02/01/21	10,829	0	10,829	
					\$8,444,497	\$2,269,322	\$10,713,819	\$14,870

*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 five project applications proposed in FY15 necessitated the expertise of outside consultants. Consulting services for seven projects proposed in prior years continued through FY15.

The following summarizes the activity in the 53G Review Fund for the fiscal year ending June 30, 2015:

<b>53G REVIEW FUND FOR THE FISCAL YEAR ENDING JUNE 30, 2015</b>				
<u>Project</u>	<u>Balance 7/1/2014</u>	<u>Funds received</u>	<u>Funds disbursed</u>	<u>Balance 6/30/2015</u>
Review underground lining, 1112 Main Street	\$1,708.58	\$2.83	\$0.00	\$1,711.41
Solar panels, 755 Walden Street	\$4,778.15	\$1.78	\$3,778.59	\$1,001.34
Construction review, Granite Post Rd.	\$797.28	\$1.34	\$0.00	\$798.62
Environmental review, Anrad/Keuka Rd.	\$0.94	\$0.00	\$0.00	\$0.94
Peer review, 300-330 Baker Avenue	\$907.83	\$8,141.21	\$8,138.00	\$911.04
Traffic study, 50 Beharrel Street	\$439.81	\$0.72	\$0.00	\$440.53
Project review & inspections, Monsen Farm	\$10,011.17	\$15.58	\$755.00	\$9,271.75
Traffic review, 140 Commerford Rd.	\$1,703.19	\$2.82	\$0.00	\$1,706.01
Wetlands delineation, 385-405 Cambridge Tpk.	\$0.13	\$0.00	\$0.00	\$0.13
Site Plan Review, 1888 Main Street	\$0.00	\$7,102.54	\$3,920.00	\$3,182.54
Site Plan Review, 385-405 Cambridge Tpk.	\$0.00	\$5,003.69	\$0.00	\$5,003.69
Site Plan Review, Black Birch/Forest Ridge Rd	\$0.00	\$4,700.78	\$0.00	\$4,700.78
Site Plan Review, 1400 Lowell Road	<u>\$0.00</u>	<u>\$7,102.36</u>	<u>\$6,500.00</u>	<u>\$602.36</u>
<b>TOTAL</b>	<b>\$20,347.08</b>	<b>\$32,075.65</b>	<b>\$23,091.59</b>	<b>\$29,331.14</b>

## ASSESSING DIVISION

R. Lane Partridge, Town Assessor

The Assessing Division 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 FY16, 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 Town Assessor and three full-time staff members assist the Board of Assessors. The Board 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 three 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 two intervening years are “Interim” years, during which DOR review of required annual valuation adjustments is done by desk review of the required submitted documentation. FY16 was an Interim year. For the Division the work is the same in an interim year, but without the process of on-site DOR examination.

On November 16, 2015, following a public hearing, the FY16 uniform tax rate was adopted by the Select Board, acting upon the recommendations of the Board of Assessors. The FY16 property tax rate was approved by the Department of Revenue on November 17, 2015. The FY16 values are based on an assessment date of January 1, 2015 and a market value analysis using calendar year 2014 “arms-length” sales. The Town’s total taxable property value increased 7.94% from FY15 to FY16.

The goal of the Board is to value properties as equitably and consistently as possible. The following table summarizes the Town’s values by property use.

<b>ASSESSMENTS BY PROPERTY USE (FORM LA-4)</b>					
Class Type	Class Code	FY15		FY16	
		Parcel Count	Total Value	Parcel Count	Total Value
Single Family	101	4,586	\$4,136,771,400	4,576	\$4,434,742,801
Condominium	102	780	310,037,259	782	336,750,035
Miscellaneous	103,109,140	68	142,793,000	63	138,447,600
2-Family	104	114	69,743,100	113	74,837,100
3-Family	105	2	1,412,200	2	1,489,100
Apartments	111-125	30	189,294,900	26	187,760,900
Vacant Land	130-132,106	326	50,835,350	305	49,961,100
Commercial	300-393	340	385,283,400	336	375,646,200
Industrial	400-452	32	27,724,000	29	23,865,400
Forest Land (Ch. 61)	601-602	14	113,423	16	331,528
Agricultural (Ch. 61A)	700	36	565,350	61	1,196,961
Recreation Land (Ch. 61B)	800	15	9,623,100	35	11,211,200
Mixed Use	012-043	33	41,255,900	29	1,55,062,900
Personal Property	501-508	<u>215</u>	<u>46,846,180</u>	<u>234</u>	<u>50,586,470</u>
<b>Total</b>		<b>6,591</b>	<b>\$5,412,298,562</b>	<b>6,602</b>	<b>\$5,841,889,295</b>

*Tax Levy*

At the 2015 Annual Town Meeting, taxpayers voted appropriations totaling \$94,969,939 for the Fiscal Year July 1, 2015 through June 30, 2016, a 7.08% 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. The FY16 total General Fund budgeted amount is \$96,322,217, a 6.97% 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 FY16, the total amount of money that can be raised through real and personal property taxes in accordance with State law, is \$84,522,842. This includes a levy of \$5,810,834 for excluded debt service. The actual FY16 property tax levy is \$81,319,099. Thus, \$3,203,743 of the maximum permitted levy limit remains unused. The Annual Levy Limit is calculated as follows:

LEVY LIMIT CALCULATION	
FY15 Levy Limit	\$ 75,539,516
FY15 New Growth Adjustment (form LA-13a)	\$ -
2½% allowed increase	1,888,488
New Growth (form LA-13)	128,400
<b>TOTAL (before debt exclusion and override)</b>	<b>\$ 78,712,008</b>
DEBT EXCLUSION Levy for FY16 (principal and interest due on debt authorized to be repaid from taxation above the levy limit)	\$ 5,810,834
Override	\$ -
<b>Maximum Permitted Levy for FY16</b>	<b><u>\$ 84,522,842</u></b>
FY16 Property Tax Levy	\$ 81,319,099
Unused Levy Limit	\$ 3,203,743

The FY16 tax levy increased from FY15 by 5.14%. Of this total, 1.66% was derived from new growth. The increase on the base prior year levy without new growth was 3.48%.

*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 \$969,130. The median single family residential valuation is \$798,000.

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 FY16 is:

$$\begin{aligned} & \$81,319,099 / \$5,841,889,295 = .01392 \\ & \text{or } \$13.92 \text{ per thousand dollars of assessed valuation} \end{aligned}$$

Property taxes are billed quarterly. For FY16 the first two tax payments were due August 3 and November 2, 2015. These were estimated based on the previous year’s taxes plus 2.98%, a preliminary adjustment allowed by State rules, based on the permitted 2.5% increase plus any increase attributable to the FY16 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 FY16 tax rate at a Uniform Tax Rate, which has been their practice for the past 19 years. The third and fourth quarter tax payments are due on February 1, 2016 and May 2, 2016, 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 preceding the designated year of manufacture
- 90% the year of manufacture
- 60% 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 law) and subject to a minimum bill of \$5.00.

The Assessing Division committed the following excise tax amounts to the collector during FY15:

<b>MOTOR VEHICLE COMMITMENTS JULY 1, 2014 TO JUNE 30, 2015</b>			
<b>Tax Year</b>	<b># of Commitments</b>	<b># of Bills</b>	<b>Amount Committed</b>
<b>2014</b>	<b>6</b>	<b>1,818</b>	<b>\$293,262</b>
<b>2014</b>	<b>8</b>	<b>15,128</b>	<b>\$2,645,548</b>
<b>Totals</b>	<b>14</b>	<b>16,946</b>	<b>\$2,938,810</b>

The total amount of motor vehicle excise tax collected in FY15, net of refunds, was \$2,866,353, 4.74% higher than the prior year.

## ACCOUNTING DIVISION

Mary Barrett, Town Accountant

The Accounting Division 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 5,568 water/sewer accounts and 8,178 electric accounts for the Town's utilities.

During the fiscal year ended June 30, 2015, the division issued 33,911 monthly/bimonthly water/sewer bills, 55,352 monthly/bimonthly electric bills and 8,966 vendor checks.

Financial results from operations of municipal enterprises and for the General Fund for the most recently completed fiscal period are shown below and on the following page.

<b>FINANCIAL RESULTS FROM OPERATIONS OF MUNICIPAL ENTERPRISES YEAR ENDED 6/30/15, ELECTRIC YEAR ENDED 12/31/14</b>				
	<b>Electric Fund</b>	<b>Water Fund</b>	<b>Sewer Fund</b>	<b>Beede Center</b>
<b>Operating Revenues</b>	\$26,378,663	\$4,945,876	\$2,934,142	\$2,283,710
<b>Operating Expenses</b>	24,078,883	2,814,120	2,772,565	2,159,452
<b>Operating Income (loss)</b>	\$2,299,780	\$2,131,756	\$161,577	\$124,258
<b>Non-operating Income (expense)</b>	(780,782)	(131,907)	(162,553)	238,333
<b>Transfer from Other Funds</b>			79,292	
<b>Transfers to Other Funds</b>	(458,650)	(664,812)	(219,399)	(139,172)
<b>Change in net position</b>	\$1,060,348	\$1,335,037	(\$141,083)	\$223,419
<b>Net Position at Beginning of Year, as restated</b>	\$44,546,802	\$22,029,612	\$18,979,365	\$11,198,217
<b>Net Position at End of Year</b>	\$45,607,150	\$23,364,649	\$18,838,282	\$11,421,636

**GENERAL FUND  
STATEMENT OF REVENUES, EXPENDITURES AND  
CHANGE IN FUND BALANCE  
YEAR ENDING JUNE 30, 2015**

**Revenues:**

Property Taxes	\$77,422,884
Excise Taxes	3,826,437
Penalties, interest and other taxes	459,477
Departmental	1,591,195
Licenses and permits	1,034,287
Fines and forfeitures	128,779
Intergovernmental	4,114,129
Investment income	473,251
Other	<u>115,509</u>
<b>Total Revenues:</b>	<b>\$89,165,948</b>

**Expenditures:**

General government	\$5,526,509
Public safety	8,599,841
Education	50,409,949
Public works	4,516,385
Health and human services	481,793
Culture and recreation	2,181,110
Employee benefits	10,088,531
Debt service	11,351,077
Intergovernmental	<u>476,551</u>
<b>Total Expenditures:</b>	<b>\$93,631,746</b>

Excess (deficiency) of revenues over expenditures	\$(4,465,798)
Other financing sources	<u>\$2,590,903</u>
Change in fund balance	\$(1,874,895)

<b>Fund Balance Beginning</b>	<b>\$37,282,658</b>
<b>Fund Balance Ending</b>	<b>\$35,407,763</b>

**CLASSIFICATION OF ENDING FUND BALANCE (GAAP Basis, GASB Statement #54)**

	<u>At 6/30/14</u>	<u>At 6/30/15</u>	
Restricted	\$13,572,753	\$10,291,652	MSBA Thoreau Grant and Pension Reserve Fund
Committed	6,987,412	6,957,438	Stabilization and Insurance Reserve funds
Assigned	4,408,403	5,792,430	Encumbrances and Certified Free Cash use
Unassigned	<u>12,314,090</u>	<u>12,366,243</u>	
	<b>\$37,282,658</b>	<b>\$35,407,763</b>	

*Notes on abbreviations used:*

GAAP: Generally Accepted Accounting Principles  
GASB: Government Accounting Standards Board  
MSBA: Massachusetts School Building Authority

**LONG-TERM DEBT STATISTICS**  
**DIRECT DEBT - JUNE 30, 2006 TO JUNE 30, 2015**

as of June 30	Assessed Value	Outstanding Long-term Debt		Population <i>decennial census</i>	per capita income <i>decennial census</i>	% of Assessed value		Debt per capita		Debt per capita as % of per capita income	
		Gross	Net			gross debt	net debt	gross debt	net debt	gross debt	net debt
2006	\$5,207,535,371	\$29,542,533	\$19,758,290	16,993	\$51,477	0.57%	0.38%	\$1,739	\$1,163	3.38%	2.26%
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%

*"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 outstanding debt as of June 30, 2015 is 1.13% of EQV.

**GENERAL FUND BUDGET - ALL ACCOUNTS FY13-FY16**

Line #		FY13 Budget	FY14 Budget	FY15 Budget	FY16 Adopted	Dollar Change	Percent change	Percent of Total
<b>Town Government</b>								
1	personal services	\$ 13,937,691	\$ 14,494,368	\$ 15,181,707	\$ 21,114,013	\$ 750,000	3.68%	21.92%
2	O & M	3,126,322	3,234,645	3,332,306	21,214,013	(100,000)		0.10%
3	capital outlay	1,435,000	1,520,000	1,625,000	34,542,735	\$ 2,102,197	6.48%	35.86%
4	Reserve Fund	225,000	225,000	225,000	16,556,221	\$ 700,000	4.41%	17.19%
5	<i>Total General Fund</i>	\$ 18,724,013	\$ 19,474,013	\$ 20,364,013	\$ 21,114,013	\$ 750,000	3.68%	21.92%
<b>Emergency Services Stabilization Fund</b>								
<i>Total Town Government</i>								
6	Concord Public Schools	\$ 29,755,538	\$ 31,140,538	\$ 32,440,538	\$ 34,542,735	\$ 2,102,197	6.48%	35.86%
7	Concord-Carlisle RSD	\$ 15,066,221	\$ 15,356,221	\$ 15,856,221	\$ 16,556,221	\$ 700,000	4.41%	17.19%
9	<b>Total Operating Budgets</b>	\$ 63,545,772	\$ 65,970,772	\$ 68,860,772	\$ 72,312,969	\$ 3,452,197	5.01%	75.07%
<b>JOINT TOWN &amp; CPS ACCOUNTS</b>								
9	Group Insurance	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000			4.83%
9a	OPEB Trust	400,000	650,000	900,000	1,150,000	250,000	27.78%	1.19%
10	Retirement	2,945,000	3,035,000	3,125,000	3,220,000	95,000	3.04%	3.34%
11	Debt Service	3,300,000	3,400,000	3,500,000	3,605,000	105,000	3.00%	3.74%
11a	Refunding savings, required levy				114,217	114,217		0.12%
12	Social Security/Medicare	625,000	640,000	685,000	740,000	55,000	8.03%	0.77%
13	Other Fixed & Mandated	375,000	400,000	425,000	425,000		0.00%	0.44%
14	<i>subtotal</i>	\$ 12,295,000	\$ 12,775,000	\$ 13,285,000	\$ 13,904,217	\$ 619,217	4.66%	14.44%
15	Minuteman Voc Tech	\$ 437,910	\$ 227,033	\$ 191,689	\$ 407,041	\$ 215,352	112.34%	0.42%
16	High School Debt Exclusion	254,128	1,551,843	1,858,841	3,514,429	1,655,588	89.07%	3.65%
17	Town Debt Exclusion	4,719,471	4,624,457	4,495,632	4,206,283	(289,349)	-6.44%	4.37%
	<i>subtotal</i>	\$ 5,411,509	\$ 6,403,333	\$ 6,546,162	\$ 8,127,753	\$ 1,581,591	24.16%	8.44%
	Appropriations from Free Cash				\$ 625,000			0.65%
18	<b>TOWN MEETING VOTE</b>	\$ 81,252,281	\$ 85,149,105	\$ 88,691,934	\$ 94,969,939	\$ 6,278,005	7.08%	98.60%
19	State assessments	\$ 468,736	\$ 429,403	\$ 511,384	\$ 497,843	\$ (13,541)	-2.65%	0.52%
20	Snow/Ice & other deficits	0	101,951	285,362	310,772	25,410	8.90%	0.32%
21	Overlay	538,810	539,880	555,513	543,663	(11,850)	-2.13%	0.56%
22	<i>subtotal</i>	\$ 1,007,546	\$ 1,071,234	\$ 1,352,259	\$ 1,352,278	\$ 19	0.00%	1.40%
23	<b>TOTAL BUDGET PLAN</b>	\$ 82,259,827	\$ 86,220,339	\$ 90,044,193	\$ 96,322,217	\$ 6,278,024	6.97%	

\*Concord-Carlisle RSD\* (line 7) is Concord's share of the assessable portion of the High School budget.

\*Other Fixed & Mandated\* (line 13) includes: Property & Liability Insurance, Unemployment and Worker's Compensation.

**GENERAL FUND BUDGET - ALL ACCOUNTS FY13-FY16 (CONTINUED)**

**Financing the Budget Plan**

Line #	FY13 Budget	FY14 Budget	FY15 Budget	Change from FY15 Budget			
				FY16 Adopted	Dollar Change	Percent change	Percent of Total
24	state aid \$ 3,717,120	\$ 3,792,628	\$ 4,147,519	\$ 4,272,640	\$ 125,121	3.02%	4.44%
25	motor vehicle excise tax 2,225,000	2,400,000	2,600,000	2,850,000	250,000	9.62%	2.96%
26	investment earnings 175,000	125,000	100,000	100,000	0	0.00%	0.10%
27	other local revenue 2,899,400	3,094,400	3,436,400	3,723,200	286,800	8.35%	3.87%
28	<b>Appropriations financed from:</b>						
29	Elem. Debt Stabilization Fund \$ 475,000	\$ 735,000					
30	CCHS Debr Stabilization Fund	230,000	500,000	1,500,000	1,000,000	200.00%	1.56%
31	Emergency Services Stab. Fund		200,000	100,000	(100,000)	-50.00%	0.10%
32	Free Cash			625,000			0.65%
33	<b>Transfers to General Fund:</b>						
34	from CMLP (Light Fund) \$ 385,000	\$ 447,800	\$ 458,650	\$ 472,400	\$ 13,750	3.00%	0.49%
35	Thoreau School MSBA grant 409,878	409,878	409,878	409,878	0	0.00%	0.43%
36	"free cash" transfer 850,000	850,000	850,000	950,000	100,000	11.76%	0.99%
37	<i>subtotal</i>	\$ 11,136,398	\$ 12,084,706	\$ 15,003,118	\$ 2,300,671	18.11%	15.58%
<b>Property Tax:</b>							
38	property tax base \$ 65,851,372	\$ 68,113,587	\$ 71,061,652	\$ 74,224,261	\$ 3,162,609	4.45%	77.06%
39	new growth 1,183,336	1,220,624	835,499	1,284,004	448,505	53.68%	1.33%
40	<i>total within the Levy Limit</i>	\$ 67,034,708	\$ 71,897,151	\$ 75,508,265	\$ 3,611,114	5.02%	78.39%
41	debt service excluded from Levy Limit 4,088,721	4,801,422	5,444,595	5,810,834	366,239	6.73%	6.03%
42	<i>total property tax</i>	\$ 71,123,429	\$ 77,341,746	\$ 81,319,099	\$ 3,977,353	5.14%	84.42%
<b>TOTAL RESOURCES</b>				\$ 96,322,217	\$ 6,278,024	6.97%	

**FY15 TRANSACTIONS AND CHANGES IN FUND BALANCES**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2014 Balance	Adjusts & Transfers in	Adjusts & Transfers out	Revenues & other credits	Expenses & other debits	6/30/2015 Balance
Fund 10	<b>Community Preservation Fund</b>	1,236,225.10			1,337,697.33	746,182.49	1,827,739.94
Fund 15	<b>Parking</b>	160,230.28		62,943.00	312,458.64	235,608.72	174,137.20
Fund 16	<b>Cemetery</b>	369,806.38		124,809.10	153,487.05	0.00	398,484.33
Fund 17	<b>PEG Access</b>	0.00			277,170.83	0.00	277,170.83
Fund 18	<b>Reserved for Appropriation</b>						
000-000-610	Dog Fund	975.57				0.00	975.57
000-000-612	Dog inoculation fees	8,134.25	179.85	500.00		0.00	7,814.10
455-455-660	Title 5 C Betterments	155,582.62			136,747.75	0.00	292,330.37
455-455-667	Title 5 A Betterments	100,933.15				10,828.73	90,104.42
455-455-671	Title 5 B Betterments	439,920.76			57,901.68	132,316.00	365,506.44
455-455-763	MWPAT Title 5 Septic Loan Program	(109,332.70)			197,457.44	80,795.72	7,329.02
610-610-611	State aid to Libraries	11,310.00		11,000.00	16,186.50	0.00	16,496.50
	<b>Subtotal Fund 18</b>	607,523.65	179.85	11,500.00	408,293.37	223,940.45	780,556.42
Fund 19	<b>53G Review Fund</b>	17,302.28			32,075.65	20,726.79	28,651.14
Fund 20	<b>Other Special Revenue</b>	75,189.19			79,743.91	87,732.51	67,200.59
Fund 22	<b>School Lunch</b>	121,805.60			591,081.56	547,742.52	165,144.64
Fund 23	<b>Gifts</b>						
	<b>Town Manager:</b>						
122-123-180	Environmental Improvement	0.00			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				7,215.44	270.00
122-123-221	McGrath Farm Affordable Housing Gift	13,867.95					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
122-123-319	San Marcos Sister City	2,028.46					2,028.46
122-123-320	Saint Mande Sister City	317.20					317.20
122-123-617	Energy Efficiency Improvements	500.00					500.00
122-123-637	Junction Park	50.00			1,000.00	1,050.00	0.00
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	Nanae Sister City	3,475.57			2,500.00	2,202.72	3,772.85
122-123-809	Boston Foundation Curtin Kargula Nanae	700.00			3,141.03	231.55	3,609.48
122-123-852	Youth Coordinator	4,793.91				4,793.91	0.00
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	3,702.14			43,000.00	46,702.14	0.00
122-123-925	Visitors Center	20,975.00					20,975.00
122-123-1077	Concord Center Cultural District	0.00			6,000.00	6,000.00	0.00

**FY15 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2014 Balance	Adjusts & Transfers in	Adjusts & Transfers out	Revenues & other credits	Expenses & other debits	6/30/2015 Balance
<b>Finance Department</b>							
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	49,605.82			5,000.00		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
<b>Planning &amp; Land Management Department</b>							
180-171-211	White Pond Management Plan	1,625.00					1,625.00
180-171-217	Conservation Restriction Baseline Doc	625.00			625.00		0.00
180-171-400	Tree Restorative School	50.00					50.00
180-171-563	Bruce Freeman Rail Trail	400.00					400.00
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	8,973.44			3,516.00	1,005.08	11,484.36
180-171-674	Memorial Tree	114.00					114.00
180-171-754	Garden Club	1,028.26			500.00		1,528.26
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	1,166.99			806.00	750.84	1,222.15
180-171-893	Conservation Land Management	86,200.98					86,200.98
180-171-915	Conservation Land Trail Guide	210.42					210.42
180-171-953	Warner's Pond	10,547.14					10,547.14
180-171-974	Conservation & Wetland Protection	2,597.12				175.00	2,422.12
180-171-977	121&131 Harrington Ave Easement	0.00			11,158.00	11,158.00	0.00
180-171-1084	Concord Housing Foundation	0.00			2,937.60	1,152.00	1,785.60
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	0.00			60,000.00		60,000.00
180-175-894	Transportation Demand Prog	10,000.00					10,000.00
180-175-961	Academic Support Services	851.93					851.93
<b>Board of Health</b>							
180-510-758	Board of Health	402.38			3,000.00		3,402.38

**FY15 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2014		Revenues &		Expenses &		6/30/2015
		Balance	Adjusts & Transfers in	Adjusts & Transfers out	other credits	other debits	Balance	
<b>Police Department</b>								
210-210-150	CPD Community Svs, Gift Fund	340.96			325.00	485.13		180.83
210-210-579	Police Department	352.56			150.00			502.56
210-210-912	K9 Police	15,560.91			89.00	2,529.91		13,120.00
<b>Fire Department</b>								
220-220-224	New Ambulance Equipment Gift	18,369.72			37,500.00	55,625.32		244.40
220-220-614	Fire Department	9,132.10			400.00	50.00		9,482.10
220-220-819	Fire S.A.F.E. Program	10,030.00						10,030.00
220-220-827	Local Emergency Plan	6,880.43						6,880.43
<b>Concord Public Schools</b>								
300-300-215	Concord Integrated Preschool	2,746.79			4,609.37	2,983.50		4,372.66
300-300-225	Mac Gift - MA Agriculture In Classroom	0.00			100.00			100.00
300-300-619	Boston Univ. Proposals	2,916.18			7,811.76	6,078.12		4,649.82
300-300-645	Willard PTG	(2,599.79)			8,164.64	4,818.80		746.05
300-300-657	Middle School PTG	(2,741.73)			29,624.10	24,364.10		2,518.27
300-300-658	Music Program	3,254.74			579.70	597.89		3,236.55
300-300-659	Alcott PTG	3,386.45			6,350.00	4,550.00		5,186.45
300-300-661	Public Schools	113,304.83			63,212.98	75,317.98		101,199.83
300-300-749	Thoreau PTG	9,515.11			7,900.00	3,300.00		14,115.11
300-300-1073	Field Trip Donations	9,784.05			1,145.25	10,929.30		0.00
300-300-1075	Teen Buddy Program	14,494.73			12,500.00	11,309.81		15,684.92
<b>Public Works Department</b>								
410-410-209	Willard Water Fill Station	884.00						884.00
410-410-1072	Public Drinking Fountain Gift	50.00			918.38			968.38
410-411-731	General Drainage Improvements	0.00			26,550.00			26,550.00
410-411-954	Baker Ave Extension Gift	66,881.78						66,881.78
410-490-208	Ripley Baseball Field	0.00			7,700.00	7,161.33		538.67
410-490-321	Public Shade Tree Gift	400.10			600.00	527.00		473.10
410-490-509	W. Concord Beautification	943.50				935.65		7.85
410-490-743	FCCF Field Maintenance	106,653.09				48,279.87		58,373.22
410-491-896	Cemetery Trees	1.28			333.20	38.00		296.48
414-414-846	Sidewalk Management	0.00			93,489.00			93,489.00
<b>Council on Aging</b>								
541-541-214	John J. Florio COA Bequest Gift	93,810.00				13,363.20		80,446.80
541-541-219	Comm Chest Worker Benefit Costs	2,284.00			2,403.00			4,687.00
541-541-329	COA Van Drivers	7,459.85						7,459.85
541-541-586	Social Services Coordinator	2,232.14			10,000.00	11,190.84		1,041.30
541-541-623	COA Gift Account	59,421.75			66,077.71	48,967.21		76,532.25
541-541-680	COA Outreach Worker	11,297.66			15,808.00	15,523.45		11,582.21
541-541-742	H.E.A.L. Gift	349.59						349.59

**FY15 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2014		Adjusts &		Revenues &		Expenses &		6/30/2015
		Balance	Transfers in	Transfers out	other credits	other debits	Balance			
541-541-944	COA Volunteer Coordinator	0.00			5,600.00		5,600.00		0.00	
541-541-952	COA Programs Gift	7,989.26			333.00				8,322.26	
541-541-952-0620	Men's Munchkin Mtg	0.00			9.00				9.00	
541-541-963	COA Van Repairs Gift	86.63							86.63	
	<b>Veterans Services</b>									
543-544-648	Veterans Gifts	6,460.07			950.00			1,824.64	5,585.43	
	<b>Harvey Wheeler Community Center</b>									
546-546-618	HWCC Building Fund	4,537.93							4,537.93	
	<b>Library</b>									
610-610-212	Renee Gartlick Oral History	503.27							503.27	
610-610-218	Library Gifts	317.07			70.00			94.46	292.61	
610-610-226	Library Special Gifts	0.00	10,000.00					5,249.00	4,751.00	
610-610-227	First Parish Archives Library Gift	24,000.00						24,000.00	0.00	
	<b>Recreation</b>									
630-630-226	Southmeadow Playground Gift	20,000.00		10,000.00					10,000.00	
630-630-228	Recreation General Gifts	250.00							250.00	
630-630-295	Skate Park	8,600.00							8,600.00	
630-630-300	Friends of CC Playing Fields	4,566.86							4,566.86	
630-630-301	Alcott Baseball Field	10,000.00							10,000.00	
630-630-604	Sarah Rood Memorial	92.00							92.00	
630-630-750	Elsie Kennedy Scholarship	250.00							250.00	
630-630-707	Danner Destephano Scholarship	0.00			119,143.00				119,143.00	
630-630-777	J. Cushing - Soccer	18.32							18.32	
630-630-994	Playing Field Study Gift	260.39							260.39	
630-632-099	Golf Tournament	74,670.76					50,650.00	77,892.37	47,428.39	
630-632-923	Summer Camp Scholarship	1,000.00							1,000.00	
	<b>Beebe Swim &amp; Fitness Center</b>									
650-650-304	Beebe General Purpose	500.00							500.00	
650-650-778	Beebe Center Capital Reserve	39,297.68							39,297.68	
650-650-840	Beebe Center Endowment	55,000.00						55,000.00	0.00	
	<b>Ceremonies &amp; Celebrations Committee</b>									
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	

**FY15 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2014 Balance	Adjusts & Transfers in	Adjusts & Transfers out	Revenues & other credits	Expenses & other debits	6/30/2015 Balance
<b>Sawyer Trust</b>							
950-950-687	Sawyer Gift Expendable	253,356.47			12,998.00	224,327.39	42,027.08
<b>Subtotal Fund 23</b>		1,425,734.12	10,000.00	10,000.00	764,652.72	830,975.95	1,359,410.89
FUND 24	<b>Recreation</b>	602,341.75		41,006.00	1,918,369.09	1,711,209.99	768,494.85
FUND 25	<b>Revolving Funds:</b>						
<b>Town Manager:</b>							
122-123-624	Harrington House	77,426.24			6,600.00	225.31	83,800.93
<b>Finance Department</b>							
133-145-628	Insurance Reimbursement	22,055.88			65,312.95	70,347.58	17,021.25
133-145-647	Safety Code Enforcement	500.00					500.00
133-145-675	Insurance Reserve	1,662,603.36	84,894.04		0.00	99,750.00	1,647,747.40
133-145-697	Surplus Equipment	46,565.77					46,565.77
<b>Planning &amp; Land Management</b>							
180-171-634	Conservation Fund	113,336.17				13,140.00	100,196.17
180-171-634-0932	Conservation AG Rentals	0.00			2,062.50		2,062.50
180-171-634-0933	Conservation NOI Fees (Wetlands)	0.00			5,674.50		5,674.50
180-175-901	Performance Bond Default - Concord Homes	23,233.49					23,233.49
180-175-1074	Regional Housing Services	0.00			172,546.70	170,050.76	2,495.94
<b>Concord Public Schools</b>							
300-300-626	School Lost Books	94.47			627.94	386.03	336.38
300-300-630	School Athletics Fund	10,940.90			11,290.00	1,272.00	20,958.90
300-300-895	School Extra Curricular Activity	1,657.40					1,657.40
<b>Public Works Department</b>							
429-429-744	Road Repair Fund	201,328.49			52,942.08	117,874.87	136,395.70
<b>Subtotal Fund 25</b>		2,159,742.17	84,894.04	0.00	317,056.67	473,046.55	2,088,646.33
FUND 26	<b>Land Acquisition Fund</b>	2.41	15,000.00		18.85		15,021.26
FUND 27	<b>Federal Grants</b>						
<b>Police Department</b>							
210-210-156	Violence against Women	0.02					0.02
<b>Fire Department</b>							
220-220-736	Ambulance Task Force	401.00					401.00
<b>Concord Public Schools</b>							
300-300-544	Title I	1,440.81			154,718.00	151,003.65	5,155.16
300-300-545	SPED 94-142	116.97			493,525.00	493,641.97	0.00
300-300-546	Title II	355.61			33,124.00	33,124.00	355.61
300-300-549	Sped Prgm Imprvement	987.00			5,600.00	5,600.00	987.00
300-300-557	Sped Early Childhood	508.50			14,050.00	14,236.41	322.09

**FY15 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2014 Balance	Adjusts & Transfers in	Adjusts & Transfers out	Revenues & other credits	Expenses & other debits	6/30/2015 Balance
<b>Public Works Department</b>							
410-416-554	FEMA Spring Floods 2010	25,898.25					25,898.25
433-433-154	Medicine Collection	773.10				497.00	276.10
423-423-1096	FEMA Jan 26-28 Snow Storm	0.00			99,839.10	99,839.10	0.00
	<b>Subtotal Fund 27</b>	30,481.26	0.00	0.00	800,856.10	797,942.13	33,395.23
FUND 28	<b>State Grants</b>						
<b>Town Manager</b>							
122-129-1076	Doer Green Community Grant	36,850.00			110,550.00	147,000.00	400.00
122-129-1078	Doer Energy Manager Grant	0.00			50,000.00	34,626.44	15,373.56
122-129-1082	CMLP Energy Efficiency Grant	0.00			138,750.00	58,674.79	80,075.21
<b>Finance Department</b>							
133-145-625	Arts Lottery	3,744.92			4,307.31	3,350.00	4,702.23
<b>Planning and Land Management</b>							
180-175-666	Massport Intern	1,635.00			1,890.00	1,837.50	1,687.50
180-175-1058	W Concord Historic Resource Survey Update	10,000.00					10,000.00
180-510-161	BOH MAPC	167.60					167.60
180-510-164	BOH CHNA15 Grant	4,235.07			12,500.00	16,735.07	0.00
<b>Police Department</b>							
210-210-720	State 911 Training	0.00			(1,033.91)	6,752.25	(7,786.16)
210-210-745	FY09 State 911 Support	0.00			11,802.95	46,831.00	(35,028.05)
210-210-751	Ped-Bike Safety Grant	(0.02)			2,135.36	2,135.37	(0.03)
210-210-996	Traffic Safety Enforcement	0.14			10,396.37	10,396.37	0.14
210-210-997	EOPSS U/A Alcohol Enforcement	0.00			4,810.38	4,801.24	9.14
<b>Fire Department</b>							
220-220-153	EMPG	186.00					186.00
220-220-516	Mass Decontamination	0.00			2,000.00		2,000.00
220-220-584	Firefighting Equipment	3,957.80					3,957.80
220-220-819	Safe Grant	951.91			5,023.00	5,974.91	0.00
220-220-820	Senior Safe Grant	0.00			2,995.00	2,604.38	390.62
220-220-1014	Bioterrorism Preparedness	2,000.00					2,000.00
<b>Emergency Management</b>							
291-291-153	Fy09/10 EMPG Grant	180.40					180.40
291-291-160	FY15 CCP13 Grant	0.00			1,300.00	1,300.00	0.00
<b>Concord Public Schools</b>							
300-300-536	Metco	21,967.62			459,613.00	459,613.03	21,967.59
300-300-538	DOE Circuit Breaker	0.00			651,837.00	270,370.00	381,467.00
300-300-602	Stars Residency Cultural	560.60			5,000.00	5,560.60	0.00

**FY15 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2014		Revenues &		Expenses &		6/30/2015
		Balance	Adjusts & Transfers in	other credits	other debits	Balance		
<b>Public Works Department</b>								
410-422-771	Cambridge Turnpike	(57,012.66)						(57,012.66)
410-422-1071	Winter Rapid Recovery Road Program 2014	0.00		101,507.00		101,507.00		0.00
410-422-1083	Winter Recovery Assistance Program 2015	0.00		101,507.00		101,507.00		0.00
433-433-605	DEP Materials Recovery	1,250.00		1,239.00		2,489.00		0.00
455-455-916	Water Pollution Abatement Trust	1,442.19						1,442.19
<b>Council on Aging</b>								
541-541-730	MCOA Aging Mastery Program	0.00		2,084.69		2,069.71		14.98
541-541-733	COA Formula Grant	0.00		37,329.03		37,329.03		0.00
<b>Library</b>								
610-610-155	Reader's Advisory	0.28						0.28
610-610-668	LEPC Grant	1,801.00						1,801.00
610-610-715	Library Non-resident Circulation	50,717.33	15,000.00	9,358.08		0.00		45,075.41
	<b>Subtotal Fund 28</b>	84,635.18	0.00	1,726,901.26		1,323,464.69		473,071.75
<b>Fund 29</b>	<b>Highway Fund</b>	0.00		475,579.12		475,579.12		0.00
<b>Fund 30-32</b>	<b>Capital Projects</b>							
000-000-703	Department Equipment Art 11/89	8,409.80						8,409.80
000-000-795	Capital Equipment Article 13, 1987	1,737.53				1,724.21		13.32
122-123-352	Art 50 ATM13 51 Laws Brook/Rideout Field	279.00		75,000.00				75,279.00
122-123-353	Art52 ATM13 Land 449 Barretts Mill Rd	27,470.41		25,000.00		52,470.41		0.00
122-123-354	Art44 ATM 13 Town Hse Exterior Reno	20,093.19		700,000.00		13,573.61		6,519.58
122-123-364	Art1 ATM14 Land Acquisition & Improv.	0.00				625,328.29		74,671.71
215-215-343	Art 12 ATM12 Police Station Improvements	100,000.00						100,000.00
215-215-351	Art49 ATM13 Police/Fire Radio System	399,015.00				399,015.00		0.00
215-215-679	Art 51, 06 Police/Fire Station Renovations	26,578.01				26,578.01		0.00
220-220-325	Art 30, 10 Ambulance Replacement	3,438.44				3,438.44		0.00
220-220-336	Art 33, 11 Ladder Truck	17,477.65				17,434.00		43.65
220-220-347	Art 12 ATM12 Fire Station Improvements	110,403.29				35,860.03		74,543.26
300-300-341	Art 8, 12 CPS Bldg Improvements	1,530.21				1,530.21		0.00
300-300-348	Art 8 ATM 13 CPS Bldg Improvements	795,000.00				620,258.16		174,741.84
300-300-356	Art 9 ATM14 CPS Renovations	0.00		450,000.00				450,000.00
300-300-453	Thoreau Schl Art 27,04	3,055.16						3,055.16
300-300-528	Ripley Roof Art 58, 2003	12,144.60						12,144.60
300-300-531	Middle School Reno Art 57,03	43,272.01						43,272.01
300-300-559	Alcott Schl phase II	2,818.66						2,818.66
300-300-594	Art 40,06 Thoreau HVAC	3,044.16						3,044.16
300-300-695	Art 5 STM08 Willard Construction	3,958.24						3,958.24
410-411-593	Art 39, 06 Mill Dam Culvert	17,191.86						17,191.86

**FY15 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2014		Revenues &		Expenses &		6/30/2015
		Balance	Transfers in	Transfers out	other credits	other debits	Balance	
429-429-334	Art 22, 11 2011 Road Improvements	2,967.09				482.07		2,485.02
429-429-339	Main St. Road Design/Engineering	21,000.00				13,923.41		7,076.59
429-429-342	Art 26 ATM12 Road Improvements	26,281.50				24,967.42		1,314.08
429-429-349	Art 45 ATM 13 Road Improvements	345,793.12				304,038.24		41,754.88
429-429-363	Art 55 ATM14 Road Improvements	0.00			1,300,000.00	789,139.59		510,860.41
546-546-362	Art 34 ATM14 Harvey Wheeler Bldg Improv	0.00			275,000.00	269,698.75		5,301.25
610-610-337	Art 34, 11 Library RFID System	23,268.50				17,898.00		5,370.50
630-630-300	Art 30, 07 Playing Fields	1,475.00						1,475.00
630-630-338	Art 35, 11 Rideout Playground Equipment	490.92						490.92
631-631-203	Hunt Gym, Art 29,05	830.61						830.61
631-631-308	Art 24,08 Emerson Playground	1,444.55						1,444.55
631-631-681	Art 29,05 Hunt Gym Roof	4,384.00						4,384.00
32-000-000-663	Thoreau Birthplace Art 35, 1997	4,873.39						4,873.39
	<b>Subtotal Funds 30 - 32</b>	<b>2,029,725.90</b>	<b>0.00</b>	<b>0.00</b>	<b>2,825,000.00</b>	<b>3,217,357.85</b>		<b>1,637,368.05</b>
<b>Fund 63</b>	<b>Solid Waste Fund</b>	<b>184,188.54</b>		<b>131,732.00</b>	<b>1,243,043.51</b>	<b>1,065,627.18</b>		<b>229,872.87</b>
<b>Funds 78 thru 89</b>								
<b>Stabilization Funds</b>								
78	High School Debt Stabilization Fund	3,279,668.78	750,000.00		6,096.85	500,000.00		3,535,765.63
79	Emergency Response Stabilization Fund	1,004,094.37			1,695.74	200,000.00		805,790.11
80	CPS Technology Stabilization Fund	75,543.09			148.01	75,000.00		691.10
83	Stabilization Fund - General	2,266.37	12.68		1.15			2,280.20
85	CPS Capital Needs Stabilization Fund	961,328.89			1,922.93			963,251.82
86	Elementary School Debt Stabilization Fund	1,908.25			3.65			1,911.90
<b>Trust and Agency Funds</b>								
81-960-914-000	Group Insurance Trust	45,802.31			7,063,711.53	7,061,008.20		48,505.64
82-180-171-638	Shade Trees	1,884.02						1,884.02
82-210-210-635	Law Enforcement	8,510.63				5,722.11		2,788.52
82-300-300-629	Public Schools	16,299.30			875.00			17,174.30
82-300-300-636	Manual Training	79,004.48			3,900.00			82,904.48
82-610-610-639	Library	34.62						34.62
84-911-911-000	Pension Reserve (market value)	8,915,050.61	538,669.00		380,823.44	362,645.72		9,471,897.33
87	OPEB Trust	6,577,045.09	1,746,000.00		176,713.71			8,499,758.80
88-000-000-825	Middle School Activity	171,099.34			111,505.89	114,628.29		167,976.94
89	Agency Accounts	(8,359.42)						(2,561.88)
	<b>Sub-Total Fund Group #78-89</b>	<b>21,131,180.73</b>	<b>3,034,681.68</b>	<b>0.00</b>	<b>7,747,397.90</b>	<b>8,319,004.32</b>		<b>23,600,053.53</b>
<b>Grand Total - All Funds</b>		<b>30,236,114.54</b>	<b>3,144,755.57</b>	<b>396,990.10</b>	<b>20,733,712.73</b>	<b>20,076,141.26</b>		<b>33,924,419.85</b>

*\*\*State 911 Training Grant - FY14 Grant amount of \$1,416.31 accrued, but never received from the State ; accrual reversed in FY15*

*\*\*State 911 Training & Support Grant Deficits- Delay in Reimbursement from the State - No Accruals Done*

*\*\*Cambridge Turnpike Deficit - No BAN issued to cover deficit*

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2014**  
 \*OMITTED FROM 2014 TOWN REPORT\*

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)
<b>1. Town Meeting &amp; Reports (113-113)</b>								
Current:		\$81,550.00	\$0.00	\$81,550.00		\$75,366.28	\$0.00	\$6,183.72
Total								
<b>2. Town Manager's Office (122)</b>								
<b>A. Town Manager (122-123)</b>								
Current:		\$319,753.00	\$195,111.00	\$514,864.00		\$489,082.40	\$21,583.81	\$4,197.79
Prior:	Encumbrance	\$119,435.71		\$119,435.71		\$52,421.39	\$67,014.32	\$0.00
<b>B. Transfer To Stabilization (122-125)</b>								
Current:		\$750,000.00		\$750,000.00		\$750,000.00	\$0.00	\$0.00
Prior:	Encumbrance							
<b>C. Town-wide Building Maintenance (122-127)</b>								
Current:		\$180,000.00	\$0.00	\$180,000.00		\$107,127.73	\$72,872.27	\$0.00
Prior:	Encumbrance	\$76,287.43		\$76,287.43		\$35,397.21	\$40,826.69	\$63.53
<b>D. Resource Sustainability (122-128)</b>								
Current:		\$40,000.00		\$40,000.00		\$4,193.11	\$35,806.89	\$0.00
Prior:	Encumbrance	\$24,600.00		\$24,600.00		\$3,859.99	\$20,740.01	\$0.00
<b>E. Human Resources Admin (122-152)</b>								
Current:		\$192,535.00	\$122,380.00	\$314,915.00		\$284,517.00	\$29,860.00	\$538.00
Prior:	Encumbrance	\$62,147.66		\$62,147.66		\$1,241.85	\$60,905.81	\$0.00
<b>Total - Town Manager's Office</b>								
Current:		\$1,482,288.00	\$317,491.00	\$1,799,779.00		\$1,634,920.24	\$160,122.97	\$4,735.79
Prior:	Encumbrance	\$282,470.80	\$0.00	\$282,470.80		\$92,920.44	\$189,486.83	\$63.53
<b>3. Selectmen Articles (124)</b>								
Current:		\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Prior:		\$3,410.00		\$3,410.00		\$0.00	\$2,320.00	\$1,090.00
<b>4. Finance Committee (131-131)</b>								
Current:	Expense	\$3,410.00		\$3,410.00		\$2,581.00	\$0.00	\$829.00
<b>5. Finance Department (133)</b>								
<b>A. Finance Administration (133-133)</b>								
Current:		\$259,456.00	\$174,924.00	\$434,380.00		\$423,334.21	\$10,000.00	\$1,045.79
Prior:	Encumbrance	\$122,574.00	\$0.00	\$122,574.00		\$52,463.18	\$66,787.82	\$3,323.00
<b>B. Town Accountant (133-135)</b>								
Current:		\$141,822.00	\$144,961.00	\$286,783.00		\$268,406.38	\$10,000.00	\$8,376.62
Prior:	Encumbrance	\$59,205.00	\$0.00	\$59,205.00		\$10,000.00	\$49,205.00	\$0.00
<b>C. Assessors (133-141)</b>								
Current:		\$379,998.00	\$7,178.00	\$387,176.00		\$332,502.19	\$51,589.72	\$3,084.09
Prior:	Encumbrance	\$112,970.36	\$0.00	\$112,970.36		\$55,108.49	\$57,861.87	\$0.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2014 (CONTINUED)**  
 \*OMITTED FROM 2014 TOWN REPORT\*

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)
<b>D. Treasurer-Collector (133-145)</b>								
Current:		\$259,976.00	\$201,457.00	\$461,433.00		\$445,691.43	\$15,288.68	\$452.89
Prior:	\$49,144.52			\$49,144.52		\$27,905.87	\$23,218.65	(\$1,980.00)
<b>E. Town Clerk (133-161)</b>								
Current:		\$220,106.00	\$7,797.00	\$227,903.00		\$221,410.96	\$4,850.00	\$1,642.04
Prior:	\$2,500.00	\$0.00		\$2,500.00		\$1,547.00	\$800.00	\$153.00
<b>Total - Finance Department</b>								
Current:		\$1,261,358.00	\$536,317.00	\$1,797,675.00		\$1,691,345.17	\$91,728.40	\$14,601.43
Prior:	\$346,393.88	\$0.00		\$346,393.88		\$147,024.54	\$197,873.34	\$1,496.00
<b>6. Salary Reserve and Reserve Fund</b>								
Current:		\$480,574.00		\$480,574.00	\$417,679.75	\$0.00	\$56,000.00	\$6,894.25
		\$225,000.00		\$225,000.00	\$64,388.11	\$0.00	\$0.00	\$160,611.89
Total		\$705,574.00		\$705,574.00	\$482,067.86	\$0.00	\$56,000.00	\$167,506.14
Prior:	\$122,631.28	\$0.00		\$122,631.28		\$38,000.00	\$84,631.28	\$0.00
<b>7. Legal Services (151-151)</b>								
Current:		\$225,000.00		\$225,000.00		\$216,987.52	\$800.00	\$7,212.48
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>8. Information Systems (155-155)</b>								
Current:		\$693,770.00	\$3,588.00	\$697,358.00		\$531,220.59	\$161,863.82	\$4,273.59
Prior:	\$292,074.57	\$0.00		\$292,074.57		\$87,043.97	\$204,828.10	\$202.50
<b>9. Elections &amp; Registrars (170)</b>								
<b>A. Elections (170-162)</b>								
Current:		\$17,129.00		\$17,129.00		\$15,269.88	\$0.00	\$1,859.12
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>B. Registrars (170-163)</b>								
Current:		\$8,216.00		\$8,216.00		\$2,940.12	\$2,825.00	\$2,450.88
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>Total - Elections and Registrars</b>								
Current:		\$25,345.00		\$25,345.00		\$18,210.00	\$2,825.00	\$4,310.00
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>10. Planning and Land Management Department (180)</b>								
<b>A. Natural Resources (180-171)</b>								
Current:		\$190,317.00	\$55,948.00	\$246,265.00		\$227,275.70	\$12,976.75	\$6,012.55
Prior:	\$63,297.02	\$0.00		\$63,297.02		\$31,994.56	\$30,459.74	\$842.72

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2014 (CONTINUED)**  
 \*OMITTED FROM 2014 TOWN REPORT\*

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)
<b>B. Planning Admin (180-175)</b>								
Current:		\$305,863.00	\$74,692.00	\$380,555.00		\$328,715.65	\$37,077.00	\$14,762.35
Prior:	\$19,631.61	\$0.00		\$19,631.61		\$4,757.50	\$18,947.64	(\$4,073.53)
<b>C. Board of Appeals (180-176)</b>								
Current:	\$5,600.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Prior:		\$0.00		\$5,600.00		\$0.00	\$0.00	\$5,600.00
<b>D. Inspections (180-241)</b>								
Current:		\$375,271.00	\$12,248.00	\$387,519.00		\$387,394.32	\$0.00	\$124.68
Prior:	\$10,000.00	\$0.00		\$10,000.00		\$0.00	\$10,000.00	\$0.00
<b>E. Board of Health (180-510)</b>								
Current:		\$260,433.00	\$63,592.00	\$324,025.00		\$308,488.95	\$8,500.00	\$7,036.05
Prior:	\$25,432.76	\$0.00		\$25,432.76		\$12,074.18	\$12,376.20	\$982.38
<b>Total - Planning &amp; Land Management</b>								
Current:	\$0.00	\$1,131,884.00	\$206,480.00	\$1,338,364.00		\$1,251,874.62	\$58,553.75	\$27,935.63
Prior:	\$123,961.39	\$0.00		\$123,961.39		\$48,826.24	\$71,783.58	\$3,351.57
<b>11. Land Fund (188-188)</b>								
Current:		\$10,000.00		\$10,000.00		\$10,000.00	\$0.00	\$0.00
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>12. Town House (192-192)</b>								
Current:		\$97,267.00	\$19,178.00	\$116,445.00		\$94,157.18	\$10,000.00	\$12,287.82
Prior:	\$68,670.31	\$0.00		\$68,670.31		\$15,765.21	\$52,112.63	\$792.47
<b>13. 141 Keyes Road (197-197)</b>								
Current:		\$72,796.00	\$1,323.00	\$74,119.00		\$69,789.63	\$4,305.84	\$23.53
Prior:	\$20,000.00	\$0.00		\$20,000.00		\$10,285.00	\$9,715.00	\$0.00
<b>14. Police (210-210)</b>								
Current:		\$3,956,940.00	\$164,868.00	\$4,121,808.00		\$4,103,709.28	\$17,982.71	\$116.01
Prior:	\$44,116.66	\$0.00		\$44,116.66		\$28,028.51	\$16,056.29	\$31.86
<b>15. Police &amp; Fire Station (215-215)</b>								
Current:		\$225,408.00	\$4,182.67	\$229,590.67		\$223,504.86	\$4,990.45	\$1,095.36
Prior:	\$26,971.26	\$0.00		\$26,971.26		\$26,224.10	\$531.21	\$215.95
<b>16. Fire (220-220)</b>								
Current:		\$3,681,641.00	\$131,943.08	\$3,813,584.08		\$3,794,161.04	\$3,378.07	\$16,044.97
Prior:	\$119,188.61	\$0.00		\$119,188.61		\$61,878.03	\$55,907.03	\$1,403.55
<b>17. West Concord Fire Station (225-225)</b>								
Current:		\$35,814.00		\$35,814.00		\$29,150.90	\$6,599.59	\$63.51
Prior:	\$52,121.90	\$0.00		\$52,121.90		\$30,928.32	\$21,523.58	(\$330.00)

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2014 (CONTINUED)**  
 \*OMITTED FROM 2014 TOWN REPORT\*

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)
<b>18. Emergency Management (291-291)</b>								
Current:		\$12,810.00		\$12,810.00		\$3,143.59	\$3,300.00	\$6,366.41
Prior:	\$27,175.73	\$0.00		\$27,175.73		\$26,165.73	\$1,010.00	\$0.00
<b>19. Animal Control (292-292)</b>								
Current:		\$25,100.00	\$0.00	\$25,100.00		\$23,043.31	\$0.00	\$2,056.69
Prior:	\$118.01	\$0.00		\$118.01		\$84.65	\$0.00	\$33.36
<b>20. Dog Inoculation (293-293)</b>								
Current:		\$0.00	\$500.00	\$500.00		\$482.35	\$0.00	\$17.65
<b>21. School Department (300-300)</b>								
Current:		\$31,140,538.00		\$31,140,538.00		\$30,808,762.29	\$0.00	\$331,775.71
Prior:	\$474,149.90	\$0.00		\$474,149.90		\$370,466.30	\$0.00	\$103,683.60
<b>22. Public Works (410)</b>								
<b>A. Public Works (PW)-Administration (410-410)</b>								
Current:		\$172,595.00	\$193,529.00	\$366,124.00		\$355,605.53	\$10,500.00	\$18.47
Prior:	\$17,519.56	\$0.00		\$17,519.56		\$7,524.56	\$9,575.00	\$420.00
<b>B. PW Engineering (410-411)</b>								
Current:		\$334,149.00	\$122,681.00	\$456,830.00		\$403,913.19	\$52,694.45	\$222.36
Prior:	\$136,068.70	\$0.00		\$136,068.70		\$53,410.57	\$82,658.13	\$0.00
<b>C. PW-Highway Maintenance (410-422):</b>								
Current:		\$1,226,813.00	\$50,468.00	\$1,277,281.00		\$1,141,330.04	\$125,597.31	\$10,353.65
Prior:	\$77,176.33	\$0.00		\$77,176.33		\$27,057.56	\$50,099.59	\$19.18
<b>D. PW-Park &amp; Trees (410-490)</b>								
Current:		\$641,721.00	\$35,474.00	\$677,195.00		\$594,831.74	\$77,266.67	\$5,096.59
Prior:	\$66,454.84	\$0.00		\$66,454.84		\$38,220.53	\$28,234.22	\$0.09
<b>E. PW-Cemetery (410-491)</b>								
Current:		\$60,070.00	\$114,056.15	\$174,126.15		\$153,486.31	\$20,611.89	\$27.95
Prior:	\$15,575.61	\$0.00		\$15,575.61		\$9,572.45	\$6,003.16	\$0.00
<b>Total - Public Works</b>								
Current:	\$0.00	\$2,435,348.00	\$516,208.15	\$2,951,556.15		\$2,649,166.81	\$286,670.32	\$15,719.02
Prior:	\$312,795.04	\$0.00		\$312,795.04		\$135,785.67	\$176,570.10	\$439.27
<b>23. PW Equipment (413-413)</b>								
Current:		\$277,000.00		\$277,000.00		\$254,177.96	\$22,822.04	\$0.00
Prior:	\$369.41	\$0.00		\$369.41		\$227.00	\$142.41	\$0.00
<b>24. PW-Sidewalk Mgmt (414-414)</b>								
Current:		\$100,000.00		\$100,000.00		\$3,853.22	\$96,146.78	\$0.00
Prior:	\$182,933.10	\$0.00		\$182,933.10		\$168,974.93	\$13,958.17	\$0.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2014 (CONTINUED)**  
 \*OMITTED FROM 2014 TOWN REPORT\*

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)
<b>25. PW Drainage (416-416)</b>								
Current:		\$205,000.00		\$205,000.00		\$9,775.11	\$195,224.89	\$0.00
Prior:	\$302,881.65	\$0.00		\$302,881.65		\$89,025.83	\$213,855.82	\$0.00
<b>26. PW-Snow Removal (423-423)</b>								
Current:	\$540,000.00			\$540,000.00		\$825,361.98	\$0.00	(\$285,361.98)
<b>27. PW-Street Lighting (424-424)</b>								
Current:		\$68,463.00	\$2,600.00	\$71,063.00		\$71,052.33	\$0.00	\$10.67
Prior:	\$5,041.01			\$5,041.01		\$5,041.01	\$0.00	\$0.00
<b>28. PW-133/135 Keyes Road (426-426)</b>								
Current:		\$108,748.00	\$66,637.00	\$175,385.00		\$155,522.74	\$19,847.83	\$14.43
Prior:	\$66,370.55	\$0.00		\$66,370.55		\$3,011.89	\$63,358.66	\$0.00
<b>29. PW-Road Improvements (429-429)</b>								
Current:		\$90,000.00		\$90,000.00		\$90,000.00	\$0.00	\$0.00
Prior:	\$2,150.00			\$2,150.00		\$0.00	\$2,150.00	\$0.00
<b>30. Council on Aging (541-541)</b>								
Current:		\$276,466.00	\$8,346.00	\$284,812.00		\$258,373.43	\$26,000.00	\$438.57
Prior:	\$47,205.58	\$0.00		\$47,205.58		\$1,130.87	\$46,023.47	\$51.24
<b>31. Veterans (543)</b>								
Current:		\$45,971.00	\$14,000.00	\$59,971.00		\$59,678.98	\$0.00	\$292.02
Prior:		\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>32. Harvey Wheeler C. C. (546-546)</b>								
Current:		\$144,945.00		\$144,945.00		\$106,496.64	\$38,145.00	\$303.36
Prior:	\$41,916.93	\$0.00		\$41,916.93		\$8,444.76	\$33,472.17	\$0.00
<b>33. Library (610-610)</b>								
Current:		\$1,872,206.00	\$35,553.00	\$1,907,759.00		\$1,821,976.36	\$70,998.71	\$14,783.93
Prior:	\$153,815.71	\$0.00		\$153,815.71		\$45,359.19	\$107,503.40	\$953.12
<b>34. Recreation (630-630)</b>								
Current:		\$96,742.00	\$16,081.00	\$112,823.00		\$112,821.94	\$0.00	\$1.06
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>35. Hunt Recreation Center (631-631)</b>								
Current:		\$86,922.00	\$25,795.00	\$112,717.00		\$105,199.20	\$6,997.50	\$520.30
Prior:	\$28,112.37	\$0.00		\$28,112.37		\$20,090.02	\$8,022.35	\$0.00
<b>36. Information Center (671-671)</b>								
Current:		\$24,447.00		\$24,447.00		\$20,328.55	\$4,000.00	\$118.45
Prior:	\$33,970.65	\$0.00		\$33,970.65		\$0.00	\$33,970.65	\$0.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2014 (CONTINUED)**  
 \*OMITTED FROM 2014 TOWN REPORT\*

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)
<b>37. Ceremonies &amp; Celebrations (692-692)</b>								
Current: Public Ceremonies		\$21,300.00		\$21,300.00		\$18,607.75	\$2,000.00	\$692.25
Memorial Day Flags		\$1,500.00		\$1,500.00		\$1,088.64	\$0.00	\$411.36
Street Flags		\$1,000.00		\$1,000.00		\$0.00	\$0.00	\$1,000.00
Other		\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Total	\$0.00	\$23,800.00		\$23,800.00		\$19,696.39	\$2,000.00	\$2,103.61
Prior: Encumbrance	\$4,250.00	\$0.00		\$4,250.00		\$1,470.56	\$2,779.44	\$0.00
<b>38. Debt Service (700-700)</b>								
Current:		\$7,059,457.00		\$7,059,457.00		\$6,984,404.01	\$0.00	\$75,052.99
<b>39. Assessment (800-800),(810-810)</b>								
Current: Concord/Carlisle RSD		\$16,908,064.00		\$16,908,064.00		\$16,908,064.00	\$0.00	\$0.00
Minuteman Voc Tech		\$227,033.00	\$0.00	\$227,033.00		\$227,033.00	\$0.00	\$0.00
Total		\$17,135,097.00	\$0.00	\$17,135,097.00		\$17,135,097.00	\$0.00	\$0.00
<b>40. Retirement (911-911)</b>								
Current:		\$3,035,000.00		\$3,035,000.00		\$3,035,000.00	\$0.00	\$0.00
<b>41. Social Security and Medicare (916-916)</b>								
Current:		\$640,000.00	\$7,788.11	\$647,788.11		\$647,788.11	\$0.00	\$0.00
<b>42. Employee Benefits (919-919)</b>								
Current: Unused Sick Leave at Retirement		\$90,000.00		\$90,000.00		\$0.00	\$90,000.00	\$0.00
Medical Disability (Police & Fire)		\$2,500.00		\$2,500.00		\$237.13	\$30.00	\$2,232.87
Employee Assistance Program		\$7,500.00		\$7,500.00		\$7,002.66	\$0.00	\$497.34
Total		\$100,000.00		\$100,000.00		\$7,239.79	\$90,030.00	\$2,730.21
Prior: Encumbrance	\$266,770.93	\$0.00		\$266,770.93		\$118,472.51	\$148,298.42	\$0.00
<b>43. Unemployment &amp; Workers' Compensation (930)</b>								
<b>A. Workers' Compensation (930-912)</b>								
Current:		\$100,000.00		\$100,000.00		\$80,578.60	\$5,000.00	\$14,421.40
Prior: Encumbrance	\$26,058.53	\$0.00		\$26,058.53		\$19,385.55	\$6,672.98	\$0.00
<b>B. Unemployment (930-913)</b>								
Current:		\$100,000.00		\$100,000.00		\$59,632.74	\$7,468.00	\$32,899.26
Prior: Encumbrance	\$3,531.00	\$0.00		\$3,531.00		\$1,531.00	\$2,000.00	\$0.00
<b>44. Town Insurance (960)</b>								
<b>A. Property and Liability Insurance-44B (960-193)</b>								
Current:		\$200,000.00		\$200,000.00		\$200,000.00	\$0.00	\$0.00
<b>B. Employee Group Insurance (960-914)</b>								
Current:		\$4,650,000.00		\$4,650,000.00		\$4,650,000.00	\$0.00	\$0.00
Prior: Encumbrance	\$295,787.28	\$0.00		\$295,787.28		\$295,787.28	\$0.00	\$0.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2014 (CONTINUED)**  
 \*OMITTED FROM 2014 TOWN REPORT\*

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)
<b>C. OPEB (960-915)</b>								
Current:		\$650,000.00		\$650,000.00		\$650,000.00	\$0.00	\$0.00
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>TOTAL</b>	<b>\$3,777,414.04</b>	<b>\$84,934,105.00</b>	<b>\$2,078,879.01</b>	<b>\$90,765,680.04</b>	<b>\$482,067.86</b>	<b>\$86,493,010.85</b>	<b>\$3,220,358.58</b>	<b>\$594,960.76</b>
			<i>see note #2</i>					<i>see note #3</i>

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 5D - Treasurer Collector: Funds from other Finance divisions cover this deficit
  - b. Account 10B - Planning Admin: Funds from other DPLM divisions cover this deficit
  - c. Account 17 - West Concord Fire Station: Funds from other divisions cover this deficit
  - d. 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.

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2015**

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)
<b>1. Town Meeting &amp; Reports (113-113)</b>								
Current: Total	\$81,550.00	\$81,550.00	\$0.00	\$81,550.00		\$64,522.31	\$0.00	\$17,027.69
<b>2. Town Manager's Office (122)</b>								
<b>A. Town Manager (122-123)</b>								
Current:	\$327,646.00	\$327,646.00	\$211,549.00	\$539,195.00		\$479,097.27	\$54,950.00	\$5,147.73
Prior: Encumbrance	\$88,598.13			\$88,598.13		\$16,370.14	\$72,227.99	\$0.00
<b>B. Transfer To Stabilization (122-125)</b>								
Current:	\$750,000.00	\$750,000.00		\$750,000.00		\$750,000.00	\$0.00	\$0.00
Prior: Encumbrance								
<b>C. Town-wide Building Maintenance (122-127)</b>								
Current:	\$200,000.00	\$200,000.00	\$0.00	\$200,000.00		\$96,284.24	\$103,715.76	\$0.00
Prior: Encumbrance	\$113,698.96			\$113,698.96		\$96,659.52	\$16,836.47	\$202.97
<b>D. Resource Sustainability (122-128)</b>								
Current:	\$75,000.00	\$75,000.00		\$75,000.00		\$21,881.33	\$53,118.67	\$0.00
Prior: Encumbrance	\$56,546.90			\$56,546.90		\$4,152.00	\$52,394.90	\$0.00
<b>E. Human Resources Admin (122-152)</b>								
Current:	\$198,672.00	\$198,672.00	\$129,629.93	\$328,301.93		\$301,627.76	\$23,696.19	\$2,977.98
Prior: Encumbrance	\$90,765.81			\$90,765.81		\$3,454.75	\$87,311.06	\$0.00
<b>Total - Town Manager's Office</b>								
Current:	\$1,551,318.00	\$1,551,318.00	\$341,178.93	\$1,892,496.93		\$1,648,890.60	\$235,480.62	\$8,125.71
Prior: Encumbrance	\$349,609.80	\$0.00		\$349,609.80		\$120,636.41	\$228,770.42	\$202.97
<b>3. Selectmen Articles (124)</b>								
Current:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Prior:	\$2,320.00	\$0.00		\$2,320.00		\$0.00	\$2,320.00	\$0.00
<b>4. Finance Committee (131-131)</b>								
Current: Expense	\$3,410.00	\$3,410.00		\$3,410.00		\$3,403.50	\$0.00	\$6.50
<b>5. Finance Department (133)</b>								
<b>A. Finance Administration (133-133)</b>								
Current:	\$264,659.00	\$264,659.00	\$185,554.76	\$450,213.76		\$440,307.31	\$9,228.00	\$678.45
Prior: Encumbrance	\$76,787.82	\$0.00		\$76,787.82		\$33,742.61	\$43,045.21	\$0.00
<b>B. Town Accountant (133-135)</b>								
Current:	\$142,190.00	\$142,190.00	\$141,474.00	\$283,664.00		\$241,626.16	\$22,898.50	\$19,139.34
Prior: Encumbrance	\$59,205.00	\$0.00		\$59,205.00		\$19,455.00	\$39,750.00	\$0.00
<b>C. Assessors (133-141)</b>								
Current:	\$388,916.00	\$388,916.00	\$7,717.00	\$396,633.00		\$338,674.88	\$40,500.00	\$17,458.12
Prior: Encumbrance	\$109,451.59	\$0.00		\$109,451.59		\$53,578.59	\$50,408.04	\$5,464.96

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2015 (CONTINUED)**

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)
<b>D. Treasurer-Collector (133-145)</b>								
Current:		\$270,790.00	\$200,632.00	\$471,422.00		\$440,019.20	\$29,160.34	\$2,242.46
Prior:	\$38,507.33			\$38,507.33		\$21,412.33	\$14,483.00	\$2,612.00
<b>E. Town Clerk (133-161)</b>								
Current:		\$227,847.00	\$7,580.00	\$235,427.00		\$221,314.21	\$12,967.94	\$1,144.85
Prior:	\$5,650.00	\$0.00		\$5,650.00		\$39.38	\$5,610.62	\$0.00
<b>Total - Finance Department</b>								
Current:		\$1,294,402.00	\$542,957.76	\$1,837,359.76		\$1,681,941.76	\$114,754.78	\$40,663.22
Prior:	\$289,601.74	\$0.00		\$289,601.74		\$128,227.91	\$153,296.87	\$8,076.96
<b>6. Salary Reserve and Reserve Fund</b>								
Current:		\$555,434.00		\$555,434.00	\$355,965.94	\$0.00	\$146,168.00	\$53,300.06
Expense (147-147)		\$225,000.00		\$225,000.00	\$10,000.00	\$0.00	\$0.00	\$215,000.00
Total		\$780,434.00		\$780,434.00	\$365,965.94	\$0.00	\$146,168.00	\$268,300.06
Prior:	\$140,631.28	\$0.00		\$140,631.28		\$103,041.78	\$6,500.00	\$31,089.50
<b>7. Legal Services (151-151)</b>								
Current:		\$225,000.00		\$225,000.00		\$174,280.41	\$0.00	\$50,719.59
Prior:	\$800.00	\$0.00		\$800.00		\$800.00	\$0.00	\$0.00
<b>8. Information Systems (155-155)</b>								
Current:		\$632,533.00	\$6,600.00	\$639,133.00		\$549,689.61	\$89,435.00	\$8.39
Prior:	\$366,691.92	\$0.00		\$366,691.92		\$104,722.54	\$261,969.38	\$0.00
<b>9. Elections &amp; Registrars (170)</b>								
<b>A. Elections (170-162)</b>								
Current:		\$40,368.00		\$40,368.00		\$25,569.28	\$144.88	\$14,653.84
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>B. Registrars (170-163)</b>								
Current:		\$8,031.00		\$8,031.00		\$4,645.53	\$0.00	\$3,385.47
Prior:	\$2,825.00	\$0.00		\$2,825.00		\$1,215.00	\$1,285.00	\$325.00
<b>Total - Elections and Registrars</b>								
Current:		\$48,399.00		\$48,399.00		\$30,214.81	\$144.88	\$18,039.31
Prior:	\$2,825.00	\$0.00		\$2,825.00		\$1,215.00	\$1,285.00	\$325.00
<b>10. Planning and Land Management Department (180)</b>								
<b>A. Natural Resources (180-171)</b>								
Current:		\$221,394.00	\$59,234.00	\$280,628.00		\$261,689.26	\$18,708.00	\$230.74
Prior:	\$43,436.49	\$0.00		\$43,436.49		\$20,104.65	\$22,643.24	\$688.60
<b>B. Planning Admin (180-175)</b>								
Current:		\$344,284.00	\$65,275.00	\$409,559.00		\$391,671.86	\$12,000.00	\$5,887.14
Prior:	\$56,024.64	\$0.00		\$56,024.64		\$20,317.50	\$35,507.14	\$200.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2015 (CONTINUED)**

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)
<b>C. Board of Appeals (180-176)</b>								
Current:		\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>D. Inspections (180-241)</b>								
Current:		\$386,248.00	\$9,414.00	\$395,662.00		\$401,364.45	\$0.00	(\$5,702.45)
Prior:	\$10,000.00	\$0.00		\$10,000.00		\$0.00	\$10,000.00	\$0.00
<b>E. Board of Health (180-510)</b>								
Current:		\$277,738.00	\$67,703.00	\$345,441.00		\$329,928.22	\$12,427.32	\$3,085.46
Prior:	\$20,876.20	\$0.00		\$20,876.20		\$7,532.44	\$13,343.76	\$0.00
<b>Total - Planning &amp; Land Management</b>								
Current:	\$0.00	\$1,229,664.00	\$201,626.00	\$1,431,290.00		\$1,384,653.79	\$43,135.32	\$3,500.89
Prior:	\$130,337.33	\$0.00		\$130,337.33		\$47,954.59	\$81,494.14	\$888.60
<b>11. Land Fund (188-188)</b>								
Current:		\$15,000.00		\$15,000.00		\$15,000.00	\$0.00	\$0.00
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>12. Town House (192-192)</b>								
Current:		\$103,625.00	\$17,970.00	\$121,595.00		\$98,509.84	\$23,000.00	\$85.16
Prior:	\$62,112.63	\$0.00		\$62,112.63		\$4,686.22	\$55,210.41	\$2,216.00
<b>13. 141 Keyes Road (197-197)</b>								
Current:		\$74,452.00	\$365.00	\$74,817.00		\$38,830.31	\$35,729.90	\$256.79
Prior:	\$14,020.84	\$0.00		\$14,020.84		\$155.84	\$13,865.00	\$0.00
<b>14. Police (210-210)</b>								
Current:		\$4,124,019.00	\$48,794.00	\$4,172,813.00		\$4,131,476.91	\$40,428.45	\$907.64
Prior:	\$34,039.00	\$0.00		\$34,039.00		\$17,594.41	\$13,701.41	\$2,743.18
<b>15. Police &amp; Fire Station (215-215)</b>								
Current:		\$227,034.00	(\$0.00)	\$227,034.00		\$217,301.40	\$9,732.60	\$0.00
Prior:	\$5,521.66	\$0.00		\$5,521.66		\$4,990.45	\$531.21	\$0.00
<b>16. Fire (220-220)</b>								
Current:		\$3,994,645.00	\$63,742.00	\$4,058,387.00		\$3,934,269.01	\$99,609.00	\$24,508.99
Prior:	\$59,285.10	\$0.00		\$59,285.10		\$20,984.85	\$37,529.41	\$770.84
<b>17. West Concord Fire Station (225-225)</b>								
Current:		\$36,697.00		\$36,697.00		\$26,691.81	\$9,000.00	\$1,005.19
Prior:	\$28,123.17	\$0.00		\$28,123.17		\$11,014.85	\$16,783.21	\$325.11
<b>18. Emergency Management (291-291)</b>								
Current:		\$12,810.00		\$12,810.00		\$4,215.53	\$8,000.00	\$594.47
Prior:	\$4,310.00	\$0.00		\$4,310.00		\$0.00	\$4,310.00	\$0.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2015 (CONTINUED)**

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)
<b>19. Animal Control (292-292)</b>								
Current:		\$25,100.00	(\$0.00)	\$25,100.00		\$23,451.69	\$0.00	\$1,648.31
Prior: Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>20. Dog Inoculation (293-293)</b>								
Current:		\$0.00	\$500.00	\$500.00		\$500.00	\$0.00	\$0.00
<b>21. School Department (300-300)</b>								
Current:		\$32,440,538.00		\$32,440,538.00		\$32,115,190.68	\$0.00	\$325,347.32
Prior: Encumbrance	\$338,045.08	\$0.00		\$338,045.08		\$294,839.78	\$0.00	\$43,205.30
<b>22. Public Works (410)</b>								
<b>A. Public Works (PW)-Administration (410-410)</b>								
Current:		\$178,143.00	\$195,405.00	\$373,548.00		\$361,631.71	\$10,891.30	\$1,024.99
Prior: Encumbrance	\$20,075.00	\$0.00		\$20,075.00		\$1,125.00	\$18,950.00	\$0.00
<b>B. PW Engineering (410-411)</b>								
Current:		\$358,619.00	\$127,055.00	\$485,674.00		\$385,989.62	\$99,627.43	\$56.95
Prior: Encumbrance	\$135,352.58	\$0.00		\$135,352.58		\$28,370.64	\$106,981.94	\$0.00
<b>C. PW-Highway Maintenance (410-422):</b>								
Current:		\$1,262,994.00	\$45,064.00	\$1,308,058.00		\$1,198,384.59	\$107,101.03	\$2,572.38
Prior: Encumbrance	\$175,696.90	\$0.00		\$175,696.90		\$87,655.32	\$88,041.58	\$0.00
<b>D. PW-Park &amp; Trees (410-490)</b>								
Current:		\$658,691.00	\$30,204.00	\$688,895.00		\$521,560.71	\$147,253.83	\$20,080.46
Prior: Encumbrance	\$105,500.89	\$0.00		\$105,500.89		\$18,143.39	\$87,357.50	\$0.00
<b>E. PW-Cemetery (410-491)</b>								
Current:		\$60,366.00	\$122,545.10	\$182,911.10		\$155,922.22	\$27,224.90	(\$236.02)
Prior: Encumbrance	\$26,615.05	\$0.00		\$26,615.05		\$14,488.80	\$11,915.00	\$211.25
<b>Total - Public Works</b>								
Current:		\$2,518,813.00	\$520,273.10	\$3,039,086.10		\$2,623,488.85	\$392,098.49	\$23,498.76
Prior: Encumbrance	\$463,240.42	\$0.00		\$463,240.42		\$149,783.15	\$313,246.02	\$211.25
<b>23. PW Equipment (413-413)</b>								
Current:		\$288,000.00		\$288,000.00		\$287,779.04	\$220.96	\$0.00
Prior: Encumbrance	\$22,964.45	\$0.00		\$22,964.45		\$18,842.41	\$4,122.04	\$0.00
<b>24. PW-Sidewalk Mgmt (414-414)</b>								
Current:		\$100,000.00		\$100,000.00		\$100,000.00	\$0.00	\$0.00
Prior: Encumbrance	\$110,104.95	\$0.00		\$110,104.95		\$13,260.26	\$96,844.69	\$0.00
<b>25. PW Drainage (416-416)</b>								
Current:		\$205,000.00		\$205,000.00		\$17,048.94	\$187,951.06	\$0.00
Prior: Encumbrance	\$409,080.71	\$0.00		\$409,080.71		\$201,259.10	\$207,821.61	\$0.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2015 (CONTINUED)**

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)
<b>26. PW-Snow Removal (423-423)</b>								
Current:		\$555,000.00		\$555,000.00		\$865,663.29	\$108.12	(\$310,771.41)
<b>27. PW-Street Lighting (424-424)</b>								
Current:		\$73,463.00	(\$0.00)	\$73,463.00		\$61,015.20	\$3,939.75	\$8,508.05
Prior:	\$0.00			\$0.00		\$0.00	\$0.00	\$0.00
<b>28. PW-133/135 Keyes Road (426-426)</b>								
Current:		\$109,091.00	\$67,438.00	\$176,529.00		\$150,504.39	\$26,024.61	\$0.00
Prior:	\$83,206.49	\$0.00		\$83,206.49		\$17,734.61	\$65,471.88	\$0.00
<b>29. PW-Road Improvements (429-429)</b>								
Current:		\$90,000.00		\$90,000.00		\$90,000.00	\$0.00	\$0.00
Prior:	\$2,150.00			\$2,150.00		\$0.00	\$2,150.00	\$0.00
<b>30. Council on Aging (541-541)</b>								
Current:		\$303,946.00	\$7,934.00	\$311,880.00		\$286,949.37	\$24,000.00	\$930.63
Prior:	\$72,023.47	\$0.00		\$72,023.47		\$28,663.67	\$43,359.80	\$0.00
<b>31. Veterans (543)</b>								
Current:		\$55,771.00	\$11,810.25	\$67,581.25		\$67,581.25	\$0.00	\$0.00
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>32. Harvey Wheeler C. C. (546-546)</b>								
Current:		\$116,853.00	\$864.00	\$117,717.00		\$87,348.30	\$30,000.00	\$368.70
Prior:	\$71,617.17	\$0.00		\$71,617.17		\$11,903.98	\$59,713.19	\$0.00
<b>33. Library (610-610)</b>								
Current:		\$1,898,318.00	\$130,698.00	\$2,029,016.00		\$1,924,725.68	\$79,312.32	\$24,978.00
Prior:	\$178,502.11	\$0.00		\$178,502.11		\$32,558.17	\$145,540.64	\$403.30
<b>34. Recreation (630-630)</b>								
Current:		\$100,544.00	\$18,940.00	\$119,484.00		\$77,367.94	\$40,000.00	\$2,116.06
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>35. Hunt Recreation Center (631-631)</b>								
Current:		\$90,192.00	\$20,796.00	\$110,988.00		\$108,754.50	\$1,993.00	\$240.50
Prior:	\$15,019.85	\$0.00		\$15,019.85		\$5,087.75	\$9,932.10	\$0.00
<b>36. Information Center (671-671)</b>								
Current:		\$24,924.00		\$24,924.00		\$19,989.23	\$4,500.00	\$434.77
Prior:	\$37,970.65	\$0.00		\$37,970.65		\$0.00	\$37,970.65	\$0.00
<b>37. Ceremonies &amp; Celebrations (692-692)</b>								
Current:		\$21,506.00		\$21,506.00		\$16,472.02	\$3,600.00	\$1,433.98
Public Ceremonies		\$1,500.00		\$1,500.00		\$1,872.00	\$2,000.00	(\$372.00)
Memorial Day Flags		\$1,000.00		\$1,000.00		\$0.00	\$0.00	(\$1,000.00)
Street Flags		\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Other		\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Total		\$24,006.00		\$24,006.00		\$18,344.02	\$5,600.00	\$61.98

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2015 (CONTINUED)**

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)
<b>38. Debt Service (700-700)</b>								
Current:		\$7,495,632.00		\$7,495,632.00		\$7,450,766.18	\$0.00	\$44,865.82
<b>39. Assessment (800-800),(810-810)</b>								
Current:		\$17,715,062.00		\$17,715,062.00		\$17,715,062.00	\$0.00	\$0.00
		\$191,689.00	\$0.00	\$191,689.00		\$191,689.00	\$0.00	\$0.00
Total		\$17,906,751.00	\$0.00	\$17,906,751.00		\$17,906,751.00	\$0.00	\$0.00
<b>40. Retirement (911-911)</b>								
Current:		\$3,125,000.00		\$3,125,000.00		\$3,125,000.00	\$0.00	\$0.00
<b>41. Social Security and Medicare (916-916)</b>								
Current:		\$685,000.00	\$0.00	\$685,000.00		\$660,297.03	\$0.00	\$24,702.97
<b>42. Employee Benefits (919-919)</b>								
Current:		\$90,000.00		\$90,000.00		\$0.00	\$90,000.00	\$0.00
		\$2,500.00		\$2,500.00		\$157.17	\$0.00	\$2,342.83
		\$7,500.00		\$7,500.00		\$7,176.92	\$0.00	\$323.08
Total		\$100,000.00		\$100,000.00		\$7,334.09	\$90,000.00	\$2,665.91
Prior:	\$238,328.42	\$0.00		\$238,328.42		\$147,967.67	\$90,360.75	\$0.00
<b>43. Unemployment &amp; Workers' Compensation (930)</b>								
<b>A. Workers' Compensation (930-912)</b>								
Current:		\$100,000.00		\$100,000.00		\$95,460.52	\$5,000.00	(\$460.52)
Prior:	\$11,672.98	\$0.00		\$11,672.98		\$4,819.04	\$0.00	\$6,853.94
<b>B. Unemployment (930-913)</b>								
Current:		\$100,000.00		\$100,000.00		\$49,433.08	\$5,000.00	\$45,566.92
Prior:	\$9,468.00	\$0.00		\$9,468.00		\$7,468.00	\$0.00	\$2,000.00
<b>44. Town Insurance (960)</b>								
<b>A. Property and Liability Insurance-44B (960-193)</b>								
Current:		\$225,000.00		\$225,000.00		\$225,000.00	\$0.00	\$0.00
<b>B. Employee Group Insurance (960-914)</b>								
Current:		\$4,650,000.00		\$4,650,000.00		\$4,588,000.00	\$62,000.00	\$0.00
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>C. OPEB (960-915)</b>								
Current:		\$900,000.00		\$900,000.00		\$900,000.00	\$0.00	\$0.00
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>TOTAL</b>	<b>\$3,501,856.76</b>	<b>\$88,741,934.00</b>	<b>\$2,002,487.04</b>	<b>\$94,246,277.80</b>	<b>\$365,965.94</b>	<b>\$89,433,696.31</b>	<b>\$3,718,171.79</b>	<b>\$728,443.76</b>

*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 10D - Inspections: Funds from other DPLM divisions cover this deficit  
b. Account 22E - Cemetery: Funds from other CPW 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.  
*see note #2*  
*see note #3*

**TELEPHONE DIRECTORY  
AMBULANCE, FIRE AND POLICE EMERGENCY – 911**

<b>Call this Department/Entity:</b>	<b>For questions on:</b>	<b>Phone:</b>
<b>AFTER HOURS EMERGENCIES</b>	<b>Electricity, highways, parks, sewer, snow removal, trash, trees, water</b>	<b>318-3400</b>
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

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 Programs, After/Before School, Carousel, Terrific Tuesday, Hunt Gym	287-1050
	Beede Swim and Fitness Center	287-1000
	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
	Committee Appointments; Alcoholic Beverage Licensing	318-3001
	Accounting	318-3060
Town Accountant	Utility Billing (Light, Water, Sewer)	318-3062
	Water & Sewer New Accounts	318-3062
	Births, Deaths, Marriages; Dog Licenses; Business Certificates; Elections; Voter Registration	318-3080
	General Administration	318-3000
	Public Information Officer	318-3052
	Facilities Manager	318-3132
	Ambulance Bills; Parking Tickets; Property & Excise Tax Bills; Trash Collection & Recycling Subscriptions; Electric, Water & Sewer Bill Payments	318-3050
	Assists with programs and services for youth and families	318-3043
	Veterans' Information/Referrals/Benefits	318-3038
Town Clerk		
Town Manager's Office		
Treasurer/Collector		
Youth Services Coordinator		
Veterans Agent		

To find out if a public meeting has been cancelled, visit the Town's web site at [www.concordma.gov](http://www.concordma.gov). Also visit the web site for a calendar of municipal events and meetings, and for general information about the Town.



### Photos

cover page - Front entrance of the new Concord-Carlisle High School Building, April 2015

back cover (top) - Aerial view of old CCHS building and Beede Center

back cover (bottom) - Aerial view of new CCHS campus, December 2015

