

**TOWN OF CONCORD
SELECT BOARD
AGENDA
DECEMBER 7, 2020
4:00 PM
VIDEO CONFERENCE CALL**

Join Zoom Meeting

<https://us02web.zoom.us/j/84092395810?pwd=TnMyWmprWHBla21CczdQM0EvWVVFZz09>

Meeting ID: 840 9239 5810

Passcode: 865209

One tap mobile

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Dial by your location

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Meeting ID: 840 9239 5810

Find your local number: <https://us02web.zoom.us/j/kcwFtQro3l>

1.	Call to Order
2.	Consent Agenda - Minutes to approve: November 2, 2020 Executive Session (not to be released); November 9, 2020
3.	Town Manager's Report
4.	Chair's Remarks
5.	APP #63 Update: New Fleet Electrification Policy
6.	Public Hearing: Application by National Grid for Grant of Location to install and maintain approximately 2173 feet of 12-inch gas main on Walden Street.
7.	Discussion of Transportation Initiatives
8.	Official Annual Town Meeting Calendar
9.	Select Board FY21 Action Plan Discussion
10.	Committee Nominations
11.	Committee Appointments: Christa Collins of 55 Highland Street, Sue Felshin of 19 Sunnyside Lane, Robert Hartman of 16 Concord Greene, and Harry Bartlett of 95 Conant Street to the Junction Village Open Space Task Force for terms to expire on April 30, 2021.
12.	Committee Liaison Reports
13.	Miscellaneous Correspondence
14.	Public Comments
15.	Adjourn

**TOWN OF CONCORD
SELECT BOARD
MINUTES
November 9, 2020
4:00PM
VIDEO CONFERENCE CALL**

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting via video conference call on November 9, 2020 at 4:00pm.

Present were Linda Escobedo, Chair; Susan Bates, Clerk; Terri Ackerman, Jane Hotchkiss, and Matthew Johnson. Also present was Stephen Crane, Town Manager.

Call to Order

Select Board Chair Linda Escobedo called the meeting to order at 4:00pm.

Roll call vote

Ms. Escobedo: Present
Ms. Ackerman: Present
Ms. Bates: Present
Ms. Hotchkiss: Present
Mr. Johnson: Present

Consent Agenda

- Town Accountant Warrants – November 5, 2020

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to approve the consent agenda.

Roll call vote

Ms. Escobedo: Aye
Ms. Ackerman: Aye
Ms. Bates: Aye
Ms. Hotchkiss: Aye
Mr. Johnson: Aye

Town Manager's Report

Town Manager Stephen Crane reported that the state's ranking for community risk levels for COVID-19 are now factoring for population. As a result, Concord moved from the green, to now having no color on the map.

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The MBTA is making adjustments and having discussions amongst member communities on how to adjust services due to the budgetary impact caused by the dramatic decrease in ridership during the pandemic.

Each election year, 3% of districts are randomly picked for an audit by the state. Precinct 2 in Concord was picked for audit.

There was a holiday shopping event on Saturday, November 7th that was well attended.

Chair's Remarks

Select Board Chair Linda Escobedo thanked the Town Clerk, her staff, the Board of Registrars and the many volunteers for ensuring that the election was smoothly executed.

Election Follow-up

Mr. Crane noted that the election was free of conflict and problems. 86% of Concord voters cast their votes in this election.

Review Library Committee Administrative Code

Library Committee Chair Tara Edelman attended. Ms. Edelman explained that the agreement between the Library Corporation and the Town approved last summer by the Select Board raised the role of the Library Committee. In response, the Library Committee created a subcommittee to review the Administrative Code which had not been updated since 1997. For most part, the document was well representative, but the committee is requesting changes with the aim to provide opportunities to bring increased representation and diversity to committee when those opportunities arise, as well as more transparency in work involving the Town and Library Corporation. These requested changes are included in the [meeting materials](#).

Ms. Edelman will incorporate the Select Board's feedback, consult with the Library Committee, and come back to the Select Board with a finalized draft at a future date.

Minuteman Technical Regional High School Playing Field Project and Assessment

Minuteman Technical Regional School Superintendent Bouquillon attended, along with Minuteman Finance Director Bob Garardi to present their athletic fields' project and assessment. The complete presentation containing details of the project are available in the

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[meeting materials](#). Minuteman will return to the Select Board on Monday, November 16 for further review and a vote on this project.

Delegation of Signature Authority for Housing Administrative Matters

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to delegate signature authority for housing administrative matters to the Town Manager as outlined in the memo dated October 29, 2020.

Roll call vote

Ms. Escobedo: Aye

Ms. Ackerman: Aye

Ms. Bates: Aye

Ms. Hotchkiss: Aye

Mr. Johnson: Aye

Committee Volunteer Subcommittee Update

Mr. Johnson reported that the subcommittee met once and developed a draft outline of recommendations, which was included in the [meeting materials](#). The subcommittee will meet again in the coming weeks and finalize the document for the Select Board's review at a subsequent meeting.

Committee Nominations:

Susan O'Shea-Folgar of 72 Shore Drive, and Jeff Parker of 315 Plainfield Road to the White Pond Advisory Committee for a term to expire on April 30, 2023.

Committee Appointments:

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED to appoint Adrienne Boardman of 110 Hillcrest Road to the Bruce Freeman Rail Trail Advisory Committee for a term to expire on April 30, 2023.

Roll call vote

Ms. Escobedo: Aye

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Ms. Ackerman: Aye
Ms. Bates: Aye
Ms. Hotchkiss: Aye
Mr. Johnson: Aye

Committee Reappointments:

Upon a motion duly made and seconded, it was UNANIMOUSLY
VOTED to reappoint James Burns of 1515 Main Street to the Concord Housing
Development Corporation for a term to expire on April 30, 2023.

Roll call vote

Ms. Escobedo: Aye
Ms. Ackerman: Aye
Ms. Bates: Aye
Ms. Hotchkiss: Aye
Mr. Johnson: Aye

Committee Liaison Reports

Ms. Bates attended the Board of Registrars, where they reported unofficial election results. The Cemetery Committee met on November 4th, and have identified 3 parcels in the old part of the cemetery where they are planning to build three mausoleums. They will hold a rate hearing on 12/2.

Ms. Hotchkiss attended the Natural Resources Commission, where they reviewed an ongoing application for approval to build a garage at 43 Old Bedford Road, and continued to review the Fenn School's dock application. The Commission on Disability continued to discuss library parking concerns. The Commission on Disability does not believe that the current parking plan, while meeting ADA requirements, would be safe or appropriate for current or future needs and uses. The Historic Districts Commission met and discussed the Library Committee's application, and voted 4-1 to approve the application, which includes on-street handicap parking.

Mr. Johnson attended the Housing Authority Board, and reported that member Todd Benjamin is resigning. There is also a subcommittee pursuing hiring of a new Executive Director, and they are hoping to hire someone in March to start in April or May. They also approved their budget for the year. The NMI-Starmet Reuse Committee met to discuss their draft report, where they expect to have a more complete draft in early December. Mr. Johnson also attended MAPC's

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MAGIC, where they discussed regional transportation issues. MAGIC is also planning a winter placemaking design charrette in order to help municipalities understand what winter-friendly programming options may look like.

Ms. Ackerman attended the Capital Planning Task Force, where they continue to prepare for their public hearing, and are looking for a new member. The MBTA will hold a public forum titled "Forging Ahead" to address proposed service cuts.

Ms. Escobedo attended the Tax Fairness Committee, where it was reported that the home rule petitions following Town Meeting were submitted to the state legislature.

Miscellaneous Correspondence

The Select Board received correspondence regarding Estabrook Road.

Public Comments

Diane Proctor of 57 Sudbury Road asked who has the final say over the library parking issue. Ms. Escobedo responded that the goal is get committees to communicate with each other to work out differences, but the determining placement of the spaces are the responsibility of the Historic Districts Commission with input from Police, Fire, and the Commission on Disability, with the dimensions subject to federal regulations.

Adjourn

Upon a motion duly made and seconded, it was UNANIMOUSLY
VOTED to adjourn.

Roll call vote

Ms. Escobedo: Aye
Ms. Ackerman: Aye
Ms. Bates: Aye
Ms. Hotchkiss: Aye
Mr. Johnson: Aye

Minuteman Media Network Coverage:

<https://www.youtube.com/watch?v=FqJoT6kEofk&list=PL1TTzrWEKOOkHKXNLQprEz0f0ofHYKj8-&index=1>

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Meeting Documents: <https://concordma.gov/DocumentCenter/View/26852/November-9-SB-Packet>



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

TEL: 978-318-3000
FAX: 978-318-3002

Stephen Crane, Town Manager

MEMORANDUM

To: Chair Escobedo and Members of the Board

From: Stephen Crane, Town Manager
Kate Hodges, Deputy Town Manager

Date: December 7, 2020

Re: Town Manager Report

Transportation Grants

Attached please find a memo from Marcia Rasmussen summarizing the recent grants pursued by the Town related transportation initiatives.

Liquor License Home Rule Petition

Attached is a packet for a hearing regarding the home rule petition approved at the 2020 Annual Town Meeting (Article 50) at the Joint Committee on Consumer Protection and Professional Licensure. The hearing will be at 10AM on Thursday, December 10 virtually. The Chair and Town Manager will be present to offer testimony and answer questions.

Finance Department

FY21 Tax Rate certified at \$14.72 this week. This results in an estimated increase in property tax bills of 2.42%. Estimated bills (Q1 and Q2) have already assumed an increase of 2.5%, so assuming no change in individual assessed value, property owners should see a slight reduction in the Q3 and Q4 tax bills.

Board of Assessor's will be reviewing the Residential Exemption at next week's meeting, 4PM on Thursday, 12/10/20. This is a good opportunity for anyone interested in learning more about how the program would work (if accepted). This same presentation will also be made to the Select Board sometime in January.

Library Service Change

It is with disappointment that the Concord Free Public Library is announcing that due to rising COVID-19 cases in Concord and the surrounding region, the Library will be taking a step back in the reopening process. Effective Monday, December 14 the Main Library and Fowler Branch Library will suspend in-person browsing and the ability to pick-up reserves within the buildings until further notice.

Fortunately, the Library will continue to offer many of the same services through curbside pickup service, which will be available at both locations Monday – Friday from 10:00 a.m. –

6:00 p.m. where patrons will be able to receive book recommendations, borrow and return materials and benefit from curbside printing by request. The Library's digital media will continue to be available 24/7 along with an array of virtual programs for all ages, including the library's popular story times and book discussion series. The Library will reopen when public health data shows that it is safe for patrons and employees.

Police Department Reminders

Reminder with first storm approaching:

<https://concordmapdnews.com/2020/11/16/reminder-no-all-night-parking-2/>

Other news:

<https://concordmapdnews.com/2020/12/01/concord-police-share-tips-to-prevent-package-theft-this-holiday-season/>

<https://concordmapdnews.com/2020/11/17/autism-awareness-seatbelt-covers-available-at-concord-police-department/>



TOWN OF CONCORD

Department of Planning and Land Management

141 Keyes Road - Concord, MA - 01742

Phone: 978-318-3290

MEMORANDUM

To: Stephen Crane, Town Manager
From: Marcia Rasmussen, Director DPLM
Re: **Update of various Transportation-related grants/programs**
Date: December 3, 2020

- 1. Route 2A improvements in Lincoln and Concord** – In 2019, MassDOT District 4 staff and MassDOT Consultant Toole Design began meeting with stakeholders from Lincoln, Concord, MMNHP, Hanscom and the Battle Road Scenic Byway committee, among others, to discuss design options and next steps for Route 2A improvements. This past summer, stakeholders were informed that MassDOT has determined to move the improvement projects forward, which will be implemented in phases. It is anticipated that Phase 1 would consist of resurfacing the corridor and implementing several of the traffic calming elements. Currently that project is scheduled for 2024. Phase 2 will consist of the larger improvements (such as re-alignment of Lexington Road at By-Pass Road (a.k.a. Route 2A)).
- 2. Complete Streets:** The MassDOT Complete Streets funding program awarded Concord Public Works \$399,852 in 2020 for Town-wide multimodal accessibility improvements, which includes: adding sidewalks and grass buffers on Hubbard Street along with curb extensions, high visibility crosswalks, signage and curb ramps. A second project focused on pedestrian improvements is slated for the Sudbury Road/Oxbow Road/Seven Star Lane intersection, which is being further developed by CPW-Engineering. A third project included in this funding is improved accessibility and traffic-calming on Commonwealth Ave. Additional design and construction funds from the Brookside Square and 13B Commonwealth Ave. developments will supplement these funds. Construction/implementation has been delayed due in part to the pandemic, but at this time is expected to be completed in 2021.
- 3. Workforce Transportation Grant:** In February 2020, the Town and CrossTown Connect were awarded \$160,860 for a Concord Shuttle anticipated to provide more reliable and convenient travel options for workers. This grant was to be matched with local funds in the amount of \$38,000, which was available in the Planning Division FY19 budget. Town staff coordinated the contract with the State and began development of an RFP for an outside consultant to implement the program, but did not want to move forward too quickly given the pandemic and changes in people's commuting patterns. The Planning Division was informed in September that MassDOT Rail & Transit Division would not consider an extension of time for this project and would be taking back funds that had not been expended or encumbered.
- 4. CrossTown Connect:** The Town of Concord has been a participating member community in the CrossTown Connect Transportation Management Association since 2017. CrossTown Connect TMA serves the residents and businesses in the seven participating communities, providing

programs and services designed to reduce traffic, maximize local mobility options, coordinate transportation resources, and improve economic vitality. CTC staff was a partner in preparing the Workforce Transportation Grant application.

5. **MinuteMan National Historical Park – Shuttle Feasibility Study:** In the spring of 2020 the Volpe Center staff began working with the towns of Concord, Lincoln and Lexington to conduct a feasibility study for a town-led shuttle service that would bring visitors to and through the Minute Man National Historical Park. The initial draft study has been completed and the three towns are providing feedback on the information presented this December.
6. **Shared Streets and Spaces Program:** In June 2020 the Town submitted a grant application to the MassDOT Shared Streets and Spaces Program, requesting funds of \$247,285 to convert on-street parking spaces to outdoor dining locations, add tables, chairs and shade-sails to existing open spaces in the village centers, add stable surfacing to open spaces at the main branch of the Concord Free Public Library and in Kenneth Dunn Square and to purchase plant materials and signage to supplement these spaces. The application was not funded.
7. **Assabet River Pedestrian Bridge:** Community Preservation funds for design and permitting in the amount of \$250,000 were approved at the 2020 Annual Town meeting for this project. In June 2020 the Town was awarded an additional \$135,000 from the 2020 MassTrails Grant program, for a total of \$385,000 for design and permitting. The contract has been awarded to Greenman-Pedersen, Inc. who is working with architectural firm LaDallman to design and permit this future bridge over the Assabet River. GPI is currently preparing a project notification form (PNF) for consideration by the Metropolitan Planning Organization (MPO) for inclusion of this project on the Transportation Improvement Plan (TIP). Town staff has also been in discussion with the new owners of 300 Baker Ave. (as of spring 2020) about a trail easement that would connect to Baker Ave. just north of the current Baker Ave. commuter rail crossing.
8. **Community Connections Grant:** In November the Boston Region Metropolitan Planning Organization (MPO) announced the opening of the application period for the **Community Connections Program** grants. Applications will be accepted up to December 11, 2020. Funds will be awarded during the federal fiscal year 2022, which begins on October 1, 2021. After attending the introductory workshop and following up with MPO staff, it was determined that an application to purchase automatic counters to record the numbers of cyclists and pedestrians using the BFRT would likely not be approved. However, the Central Transportation Planning Staff (CTPS) Traffic Analysis and Design Group and the Community Transportation Technical Assistance Program staff may be able to provide some technical assistance in obtaining traffic counts on the trail.
9. **Additional grants being considered:** “Shared Winter Streets and Spaces Program” – application due December 4th, seeking funds for winter outdoor dining and activities opportunities. Also, DHCD Local Rapid Recovery Planning grant application is for planning purposes only, but anticipated to address projects that could assist in local economic recovery. This is a technical assistance grant where funds need to be expended by June 30, 2021.



The Commonwealth of Massachusetts
 JOINT COMMITTEE ON CONSUMER PROTECTION AND
 PROFESSIONAL LICENSURE
 STATE HOUSE, BOSTON 02133

Joint Committee on Consumer Protection and Professional Licensure

Rep. Tackey Chan
 House Chair

Sen. Paul R. Feeney
 Senate Chair

PUBLIC HEARING NOTICE

Date of Hearing: Thursday, December 10, 2020

Time: 3:00 PM-5:00 PM

Location: Virtual Hearing

The virtual hearing will be livestreamed via the Facebook pages of House Chair Tackey Chan and Senate Chair Paul Feeney at the following URLs:

<https://www.facebook.com/RepTackeyChan>

<https://www.facebook.com/SenatorPaulFeeney/live>

Written testimony may be e-mailed to Al Anzola in Chairman Chan's office and Matthew Amato in Chairman Feeney's office with subject line "CPPL HEARING TESTIMONY." Written testimony is preferred even in addition to oral testimony. Oral testimony will be limited to those who sign up in advance using the following Google Form:

<https://forms.gle/eWX44nfKwVyCfTkf7>. Those who wish to provide oral testimony must do so by Wednesday, December 9th at 5:00 PM.

If you have any questions or concerns pertaining to the virtual hearing or any other Committee matter, please do not hesitate to contact Al Anzola at alberto.anzola@mahouse.gov or Matthew Amato at matthew.amato@masenate.gov.

Bill No.	Sponsor	Title
H5144	Gouveia, Tami L. (HOU)	An Act to grant additional liquor licenses for the sale of wines and malt beverages to be drunk on the premises in Concord

Please be advised that the schedule and agenda are subject to change at the discretion of the chair per committee rules. You may contact committee staff with any questions at (617) 722-2014 or (617) 722-1222.

Joint Committee on Consumer Protection and Professional Licensure

Bill Summary

<u>BILL NUMBER</u>	House, No. 5144
<u>TITLE</u>	An Act to grant additional liquor licenses for the sale of wines and malt beverages to be drunk on the premises in Concord
<u>SPONSORS</u>	Representative Gouveia of Acton; Senator Barrett
<u>CURRENT LAW</u>	<p>Chapter 138 of the Massachusetts General Laws governs alcohol in the Commonwealth.</p> <p>Section 12 of Chapter 138 of the General Laws regulates the on-premises alcohol consumption in the Commonwealth.</p> <p>Section 15 of Chapter 138 of the General Laws regulates the off-premises alcohol consumption in the Commonwealth.</p> <p>Section 17 of Chapter 138 of the General Laws regulates the number of available licenses within each city or town. The number of licenses available within each city or town is based on population and set by a statutory formula provided under this section.</p>

SUMMARY

This legislation seeks to grant the town of Concord (6) additional licenses for the sale of wine and malt beverages to be drunk on the premises pursuant to section 12 of chapter 138.

HOUSE No. 5144

The Commonwealth of Massachusetts

PRESENTED BY:

Tami L. Gouveia and Michael J. Barrett

To the Honorable Senate and House of Representatives of the Commonwealth of Massachusetts in General Court assembled:

The undersigned legislators and/or citizens respectfully petition for the adoption of the accompanying bill:

An Act to grant additional liquor licenses for the sale of wines and malt beverages to be drunk on the premises in Concord.

PETITION OF:

NAME:	DISTRICT/ADDRESS:
<i>Tami L. Gouveia</i>	<i>14th Middlesex</i>
<i>Michael J. Barrett</i>	<i>Third Middlesex</i>

HOUSE No. 5144

By Representative Gouveia of Acton and Senator Barrett, a joint petition (accompanied by bill, House, No. 5144) of Tami L. Gouveia and Michael J. Barrett (by vote of the town) that the town of Concord be authorized to grant additional liquor licenses for the sale of wines and malt beverages to be drunk on the premises. Consumer Protection and Professional Licensure. [Local Approval Received.]

The Commonwealth of Massachusetts

In the One Hundred and Ninety-First General Court
(2019-2020)

An Act to grant additional liquor licenses for the sale of wines and malt beverages to be drunk on the premises in Concord.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

1 SECTION 1. (a) Notwithstanding sections 11 and 17 of chapter 138 of the General Laws,
2 the licensing authority of the town of Concord may grant not more than six (6) general on-
3 premises licenses for the sale of wines and malt beverages pursuant to section 12 of chapter 138.
4 The licenses shall be subject to prior approval of the Alcoholic Beverages Control Commission.
5 The licenses shall be subject to all of chapter 138, except section 17.

6 (b) Notwithstanding any general or special law to the contrary, the licensing authority
7 shall not approve the transfer of the licenses after they are granted to any other location but it
8 may grant any of the licenses to a new applicant at the same location as the original license if the
9 applicant files with the licensing authority a letter from the department of revenue and a letter
10 from the department of unemployment assistance indicating that the applicant is in good standing
11 with those departments and that all applicable taxes, fees and contributions have been paid.

12 (c) If a license granted pursuant to this act is cancelled, revoked, or no longer in use at the
13 location of original issuance, it shall be returned physically, with all of the legal rights,
14 privileges, and restrictions pertaining thereto, to the licensing authority, which may then grant
15 the license to a new applicant under the same conditions as specified in this act.

16 SECTION 2. This act shall take effect upon its passage.

Date Adopted: **TBD**

Town of Concord
APP #XX
Sustainable Fleet Policy

Effective Date: **TBD**

Revisions: October 2020

Approval Date: **TBD**

BACKGROUND

The Town of Concord Select Board have approved the following policy to govern the replacement and purchase of all non-exempt municipal vehicles with the most sustainable vehicle option, as defined below.

This policy replaces APP #63, "Fuel Efficient Vehicle Policy" adopted in October of 2013.

POLICY STATEMENT

Whereby unanimous declaration of the Select Board the Town has pledged to reduce its municipal energy use by realistic and measurable means of 20% using a 2011 baseline as required by Concord's participation in the Green Communities Program as established by the Green Communities Act M.G.L. Chapter 25A Section 10.

Whereby as part of the Town's overall goal to conserve natural resources, reduce our dependence on foreign oil, reduce greenhouse gas emissions, and promote the use of clean technologies, as directed by the 2011 adoption of Sustainability Principles.

Whereby the Town committed to a goal of 80% reduction in community-wide greenhouse gas (GHG) emissions by 2050 in 2017.

Whereby the Town's 2020 Climate Action and Resilience Plan calls for the Town to lead by example and implement a plan to electrify town vehicle fleets.

It is recognized that all departments will take action to minimize greenhouse gas emissions from Town operations by adopting a Sustainable Fleet Policy including:

- **The purchase or lease of exclusively battery electric vehicles for all light-duty fleet replacements by FY22;**
- **Pilot, evaluate, and, where feasible, acquire electric vehicles for medium- and heavy-duty vehicle and equipment categories;**
- **Minimize vehicle miles travelled and minimize idling.**

Therefore the Select Board hereby adopts this Policy to inform and guide all Town employees regarding the purchase and efficient use of town vehicles. Town departments shall make efficient use of municipal vehicles in order to minimize the cost of town operations to taxpayers, to protect and preserve the natural environment and quality of life in Concord, and reduce GHG emissions.

Further, this Policy is adopted in order to:

- Reduce GHG emissions as directed by Article 51 at the 2017 Annual Town Meeting
- Comply with the DOER Green Communities Program requirements
- Demonstrate leadership in electrifying transportation as called for in the 2020 Climate Action and Resilience Plan
- Reduce life-cycle cost of vehicle ownership
- Enforce environmentally-responsible fleet maintenance
- Minimize the Town's consumption of natural resources
- Improve local air quality and public health

We the Select Board do hereby approve the following Sustainable Fleet Policy dated this XX day of XXXX 2020.

SELECT BOARD

NAME, Chair

NAME

NAME

NAME

NAME

Date Signed:

Sustainable Fleet Policy

I. POLICY OBJECTIVES

It is the intent of this policy to create guidelines for the purchase and operation of town fleet vehicles in order to reduce municipal GHG emissions and demonstrate leadership in achieving the town's community-wide sustainability goals.

It is not the intent of this policy to require a department to take any action which conflicts with local, state, or federal requirements. Nor is it the intent of this policy to mandate the procurement of products that do not perform adequately for their intended use, to exclude adequate purchasing competition, or to require a purchase when a vehicle is not available at a reasonable price.

The objectives of this policy are to:

- Increase the use of all-electric vehicles in the town fleet
- Increase the average fuel economy of each vehicle
- Optimize the fleet size and minimize vehicle size, weight, and other factors affecting fuel use when appropriate
- Minimize vehicle miles traveled (VMT)
- Reduce total cost of ownership over the lifetime of the vehicle
- Reduce GHG emissions from the town's fleet vehicles
- Maximize the use of grant funding and incentives to convert and purchase electric and emissions-reduction technology for the town fleet

II. APPLICABILITY

This policy applies to all departments of the Town of Concord and is adopted in conjunction with a similarly-worded policy adopted by the Concord School Committee.

III. DEFINITIONS

- a) Electric Vehicle: a vehicle that gets all or part of its energy from electricity instead of gasoline
- b) BEV: Battery Electric Vehicles, also known as All-electric or Full-electric, have a rechargeable battery and rely on electricity as their sole source of fuel
- c) PHEV: Plug-in Hybrid Electric Vehicles have a rechargeable battery as well as a gasoline tank, which can be used if the battery is depleted.
- d) Combined city and highway MPG (EPA Combined fuel economy) – The fuel economy from driving a standard combination of 43% city and 57% highway miles, calculated as follows:
$$= (1 / ((0.43 / \text{City MPG}) + (0.57 / \text{Highway MPG})))$$
- e) Drive System – The manner in which mechanical power is directly transmitted from the drive shaft to the wheels. The following codes are used in the vehicle inventory drive field:
 - a. AWD = All Wheel Drive: four-wheel drive automatically controlled by the vehicle powertrain system
 - b. 4WD = 4-Wheel Drive: driver selectable four-wheel drive with 2-wheel drive option

- c. 2WD = 2-Wheel Drive
- f) GVWR – Gross Vehicle Weight Rating refers to the vehicle’s weight and class.
- g) Heavy-duty vehicle – A vehicle with a manufacturer’s gross vehicle weight rating (GVWR) of more than 8,500 pounds. Note: If a vehicle can be found on www.fueleconomy.gov, then it has a GVWR of less than 8,500 pounds and is therefore NOT a heavy-duty vehicle and is NOT exempt from Green Communities fuel efficiency standards.
- h) Light duty – A vehicle with a GVWR of less than 8,500 pounds.
- i) Medium duty – A vehicle with a GVWR between 8,500 and 10,000 pounds.

IV. VEHICLE INVENTORY

a. Maintain inventory of all Town vehicles

As required by the DOER Green Communities Program, the Town will maintain an inventory of all Town- and School-owned vehicles.

This inventory will include the following information: model, make, model year, month and year purchased, VIN, drive system, weight class, miles per gallon, annual miles driven, total fuel consumption, department, vehicle function.

b. Early retirement program for the least efficient vehicles

Departments shall develop a plan to replace all non-exempt vehicles with fuel-efficient vehicles. Said plan shall prioritize vehicle replacement according to the life cycle cost, outline the process by which the Town will replace vehicles, and set goals for when the existing fleet will be replaced. The early retirement plan shall be reviewed and revised, if necessary, on an annual basis.

V. VEHICLE PROCUREMENT

a. Electric-first procurement

Vehicle procurement should be prioritized as follows:

1. Battery-electric vehicle (BEV)
2. Plug-in hybrid vehicle (PHEV)
3. Hybrid-electric vehicle or other alternative fuel vehicle
4. Standard vehicle

The fleet policy is electric-first, meaning that electric vehicles shall be prioritized when the Town purchases or leases motor vehicles for its municipal operations. Beginning in FY22, all light-duty passenger vehicles purchased or leased are required to be BEVs.

Departments may request an exemption from the EV replacement. All exemptions shall require approval by the Town Manager after a recommendation is made by the Director of Sustainability.

Police cruisers and the Fire Command Center vehicles are exempt from this policy. Police and Fire Department administrative vehicles must comply with the vehicle purchasing policy.

Heavy-duty vehicles, such as fire trucks, ambulances, and public works trucks are exempt from this policy. If equivalent and cost-effective models become available, the Town will procure fuel-efficient and electric vehicles for these categories.

All other vehicles, including pickup trucks and vans, must comply with this policy. For vehicles where the Town contracts for use, such as school buses, the Town will allow for consideration of contracts and seek out companies for competitive bidding that offer the use of fuel-efficient and/or alternative fuel vehicles, when available.

b. Fuel-efficient requirements for standard vehicles

If it is determined that an electric vehicle (BEV or PHEV) does not meet the Town's needs, the purchased or leased vehicles must be the most fuel-efficient class, drive train, and model available that will fulfill the intended municipal function;

When determining the most fuel-efficient vehicle for a given class, the Town will utilize the fuel efficiency limits contained in the most recent guidance for Criteria 4 published by the MA Department of Energy Resources' Green Communities Division (<https://www.mass.gov/guides/becoming-a-designated-green-community>). These limits are based on the most recently published U.S. Environmental Protection Agency combined city and highway MPG ratings (see www.fueleconomy.gov). Using this EPA data, vehicles are to have a combined city and highway MPG no less than the following:

- 2 wheel drive car: 30 MPG
- 4 wheel drive car: 29 MPG
- 2 wheel drive van: 22 MPG
- 4 wheel drive van: 20 MPG
- 2 wheel drive pick-up truck: 21 MPG
- 4 wheel drive pick-up truck: 18 MPG
- 2 wheel drive sports utility vehicle: 24 MPG
- 4 wheel drive sports utility vehicle: 21 MPG

In addition, many vehicles that meet the above criteria can be found on statewide contract VEH98: "Purchase of Light Duty Vehicles – Passenger Cars, SUVs, Trucks, Vans, SSVs and PPVs located on www.commbuys.com .

The EPA maintains a database on vehicle fuel efficiency that is updated throughout the year as new models are released. As increasing numbers of fuel efficient vehicle models are released, the minimum combined MPG requirements of the Green Communities Program may be revised. This policy may be updated from time to time to reflect these changes.

The Green Communities' Criteria 4 Guidance must be checked for updates prior to ordering replacement vehicles.

These fuel efficiency rules are set to ensure that at least five or more automatic transmission models of mass production (excluding luxury models) are available for sale in Massachusetts.

Nothing contained herein shall be construed to derogate from the authority and discretion of the procurement officers of the Town or Schools acting pursuant to the Uniform Procurement Law, Chapter 30B of the General Laws.

c. Transfers between departments

Vehicles may not be recycled from one municipal department to another unless the recycled replacement meets the fuel efficiency ratings outlined in this Policy and is more efficient than the vehicle it is replacing. All vehicle transfers must be approved by the Town Manager after a recommendation is made by the Director of Sustainability.

d. Exempt vehicles

Vehicles exempt from the fuel efficiency requirements above include:

- Any vehicle with emergency response capabilities (i.e. vehicles with radios, computers, emergency lights, and sirens)
Note: Police cruisers are exempt, **only if** fuel efficient cruisers are not commercially available
- Heavy-duty trucks, such as fire trucks, ambulances, and public works trucks
- Off-road vehicles

All other vehicles, including pickup trucks, vans, and police/fire administrative vehicles are not exempt and therefore must comply with the policy.

While exempt vehicles are not required to meet the specific MPG requirements listed above (item b), exempt vehicles should prioritize the most fuel efficient model available and consider fuel-reduction and emissions-reduction technology, such as diesel particle filters, selective catalytic reduction systems, exhaust gas recirculation, NOx adsorbers, oxidation catalysts, anti-idling devices, etc.

Where opportunities exist, particularly if grants and new technologies are or become available, the Town should pilot electric options for heavy-duty and other exempt vehicles.

Where the Town contracts vehicle services, the Town will allow for consideration of contracts and seek out companies for competitive bidding that offer the use of electric and/or fuel-efficient vehicles.

e. Evaluation of fleet and vehicle size

The Town will procure vehicles and equipment of minimum size according to assessed needs. Specifically, the Town will ensure that purchase plans require vehicle class and model of the smallest size and weight appropriate for each vehicle's tasks. All positions requiring vehicle use shall be evaluated as to the required vehicle class size necessary to conduct the job.

The Town will evaluate ways to reduce its fleet size. Departments will also investigate whether vehicles can be shared between departments. When retiring a vehicle from the fleet, the Town will evaluate whether replacement is necessary.

VI. POLICY IMPLEMENTATION AND ENFORCEMENT

a. Electric Vehicle transition plan

The Town will conduct a fleet baseline and develop an electric vehicle transition plan by 2022.

b. Electric vehicle charging

In conjunction with the electric vehicle transition plan, the Town will identify opportunities and needs for charging infrastructure at town facilities.

Where possible, efforts will be made to install charging equipment at locations convenient for vehicle users to minimize operational inefficiencies. However, flexibility may be required of vehicle operators and town staff to adjust procedures to accommodate charging locations.

Electric vehicles should be scheduled to charge only during off-peak hours (as defined by Concord Municipal Light Plant) unless it would negatively impact town operations. Off-peak hours are listed here: <https://concordma.gov/DocumentCenter/View/1201/Residential-Time-of-Use-Rate-PDF>

c. Funding

The purchase of policy-compliant vehicles and equipment may be more expensive in the initial years. Departments should estimate upfront investment required for vehicle purchases and budget accordingly in capital budget requests.

The Town shall evaluate existing capital requests for vehicles and evaluate opportunities to fund additional upfront costs.

The Town shall take advantage of grant funding to offset the upfront costs of electric vehicles and charging apparatus.

VII. VEHICLE OPERATION AND MAINTENANCE

Where applicable, the Town will use available resources to build awareness and educate its employees regarding responsible vehicle operation as detailed below.

a. Anti-Idling

Vehicle idling produces both excessive waste of fuel and air pollution. As a part of this policy the Town hereby recognizes the importance of enforcing the existing Anti-Idling Law, as allowed by M.G.L. Chapter 90 Section 16A. The Town will also incorporate anti-idling education into other public health and sustainability forums.

b. Reinforce operator awareness

The Town and its employees will encourage energy-saving driving habits (i.e. awareness of sudden acceleration or sudden stopping), and paying attention to the need for regular preventative maintenance of vehicles.

c. Reduce Vehicle Miles Travelled (VMTs)

The Town will reinforce employee awareness of vehicle miles travelled during work hours as well as for commuting, and will encourage alternate travel practices such as carpools, vanpools, bicycling, and walking.

d. Vehicle maintenance

A well-maintained vehicle will optimize fuel use and reduce air pollution. Preventative maintenance that ensures optimal vehicle operation shall be performed regularly for each vehicle.

Vehicles will be inspected regularly and prior to extended use to ensure correct tire pressure, oil and coolant levels, and to identify possible signs of other fluid leaks.

The Town will dispose of hazardous materials such as waste oil, lubricants, antifreeze, and batteries safely through environmentally-responsible practices and in accordance with all applicable state and federal regulations.

133 Keyes Road
Concord, MA 01742



DATE: 10/01/2020 Rev: 12/04/2020

MEMORANDUM

**TO: Jeremy Romanul, Senior Administrative Assistant
c/o Select Board**

VIA: Stephen Crane, Town Manager

VIA: Alan Cathcart, Director of Public Works

FROM: Stephen Dookran PE, Town Engineer

PREPARED BY: Justin Richardson, PE, Assistant Town Engineer

**SUBJECT: Petition by National Grid for Gas Main Location – Walden Street
(Concord Turnpike [Route 2] to Lincoln Town Line)**

Concord Public Works (CPW) Engineering Division has reviewed the attached Grant of Location petition and proposed plan from National Grid for the above referenced project in the Walden Street public right-of-way in which National Grid requests to install 2,173 feet of 12” transmission and distribution gas main all of which will replace and abandon the existing 8” main (the “Abandoned Main”) in the same corridor. National Grid stated that the existing gas main presents a bottleneck for transmission where the existing pipe north of Route 2 is already 12” in diameter. National Grid is also proposing to replace and abandon its contiguous gas main in Concord Road in the Town of Lincoln for the same reason.

CPW Engineering has been working with National Grid staff since the beginning of 2020 in reviewing the project design and providing comments. Progress was delayed by a disagreement on how the existing 8” main was to be abandoned. National Grid Clams that it is customary to install the new main along a new path in the corridor while keeping the existing main active. After the new main is activated, the old main is cut and capped and left in place. CPW requested because of the large size of the pipe, that it be filled with flowable fill to prevent future collapses when the pipe loses its structural integrity. National Grid argued that this request is unreasonable, it has not been done in other parts of the State and it can have legal ramifications. In order for the project to move forward, CPW has withdrawn its request to fill the Abandoned Main but asks that if the Select Board approves the petition, the following understandings, conditions and recommendations are made part of the approval:

- 1. Mass Gen Laws Ch. 164, §145** - In reference to the foregoing request, National Grid thereby represents to the Town that the Abandoned Main is not and will not be categorized as an “eligible infrastructure replacement” in any “plan” as such terms are defined in §145(a) of said Chapter 164 filed with or to be filed with the Department of Public Utilities. In the event that National Grid decides to include the Abandoned Main as eligible infrastructure under a plan pursuant to Section 145, National Grid will provide written notice regarding such decision to CPW within seven days of filing any such plan with the Department of Public Utilities.
- 2. Structural Failure of Abandoned Main** – The Abandoned Main is owned by National Grid or its successors in perpetuity. If the Abandoned Main fails



structurally as evidenced by sinkholes or by appreciable road settlement along the path of the main, National Grid shall excavate and remove it in its entirety.

- 3. Conflicts with Abandoned Main** – Should the Abandoned Main present conflicts with future improvements to the public street infrastructure including but not limited to sidewalk, drainage or public utilities, National Grid shall remove the Abandoned Main or portions thereof in a timely fashion upon notification to eliminate such conflicts.
- 4. End of Service Life of New Main** – National Grid will remove the new 2173-foot 12-inch CS gas main upon completion of its service life.
- 5. Right of Way Permit** – A right of way (ROW) permit issued by CPW Engineering is required to perform work in the public street. CPW Engineering reserves the right to add and/or adjust permit stipulations related to construction standards, work quality, work site maintenance, schedule adjustments, etc. when these become necessary to address new information and conditions related to the project or project site. All work shall be performed in compliance with the conditions of this memorandum and D.T.E. 98-22 (a copy of which is attached hereto). All work shall be performed in compliance with the conditions of this memorandum and D.T.E. 98-22 (a copy of which is attached hereto). In the event that any provision of this grant of location is inconsistent with the standards set forth in D.T.E. 98-22, the Town and National Grid agree that National Grid shall be required to comply with all standards in D.T.E. 98-22.
- 6. Final Plan Review** – National Grid has submitted their stamped construction plans and ROW Permit application to CPW Engineering that show topographical survey plan with the horizontal and vertical location of the proposed gas main. The plans and application will be reviewed by CPW and other Utility owners to ensure that the proposed gas main will not conflict with other utilities and meets the separation requirements from said utilities. No work shall commence until CPW has completed its review and issued the ROW Permit.
- 7. Traffic Control Plan** – As part of the ROW permit a traffic mitigation plan meeting the Manual of Uniform Control Traffic Devices (MUTCD) shall be submitted to the Concord Police Department Traffic Safety Officer and CPW Engineering. It appears from the plan provided thus far, that the work will require partial or full closure of the roadway and sidewalk. A sketch shall be provided detailing how the anticipated vehicular and pedestrian movements will be managed for the duration of the job. The construction hours shall be limited to 9 AM-4 PM, any changes to work hours shall be approved by the Town Engineer. The roadway and sidewalk shall be secured at the end of each work day to ensure safe and adequate passage. The temporary pedestrian route shall conform to ADA

Regulations. Work shall not commence until the review and approval of the traffic mitigation plan are completed.

- 8. Trench Plates** – CPW understands that work is to be performed during the winter months and during this time no steel plates will be allowed to secure trenches. If the use of steel plates becomes absolutely necessary because of a critical change in the work plan, CPW shall be immediately notified and the installation of the plates will strictly follow the requirements to allow safe and proper snow removal. National Grid will be held liable for any incidents due to inadequate removal of snow and ice in the work area related to improperly installed trench plates and/or obstructions caused by their work in the work area. The plates shall be in place for no more than 24 hours or the duration of a snow or ice event. They shall be monitored to make sure they remain secure.
- 9. Tree Protection** – Contractors shall adhere to the CPW Construction and Tree Protection Standard Operating Procedures including the protection of public shade trees: “No person may plant, trim, cut, or remove a public shade tree without the prior permission of the Tree Warden and Engineering Division. This control includes the cutting of roots during construction.” The contractor shall be responsible for installing wooden tree guards with orange snow fencing on public shade trees located within the work zone.
- 10. Final Project Design and Layout Meeting** – CPW requires that National Grid meet with CPW and other Town Divisions prior to the issuance of the ROW Permit. This requirement is to verify the exact location of the new gas main, to ensure that separation from other utilities, future ROW corridors and other important features of the Town are protected, and to finalize traffic control during construction. The meeting shall occur two weeks prior to commencement of construction.
- 11. Preconstruction Meeting** - National Grid shall schedule a preconstruction meeting with all Town Divisions and stake holders two weeks prior to the commencement of construction.
- 12. Trench and Pavement Restoration** – The asphalt (a minimum of 5-inches of binder placed in two lifts) patch of the proposed utility trench shall be completed with daily patching to Town standards. The patch shall be considered temporary within the 2020/2021 permit season. The asphalt concrete mix to be used during cold temperatures should be recommended for that condition by a reputable asphalt supplier. During this period any settlement or delamination of pavement within the patch or unacceptable deterioration of adjacent pavement caused by the construction shall be rectified by the contractor within two days of notice of defect. National Grid will have a Geotechnical Engineer certify that the material inside the trench and the compaction of the material meets Town of Concord



Design and Construction Standards. If construction activities occur outside of CPW Engineering's working hours, National Grid shall provide weekly reports documenting their daily progress that include photographs and sketches showing the trenching, material compaction and depth of asphalt patch and gravel being applied.

Walden Street is in good condition and the construction will result in significant destruction of the pavement. The contractor will be required to mill the top 2" of the width of the travel lane where the gas main is proposed and repave the lane during the following construction season. All work shall be completed to the satisfaction of the Town Engineer. The mill and repave work shall be completed no later than two weeks after the commencement of the 2022 ROW Permit season.

- 13. Adjustment of Structures** – The excavated trench for the new gas main is likely to settle during the freeze/thaw cycle of the winter, National Grid will adjust any structures as necessary within the temporary patch limits trench limits to prevent any issues when plowing the roadway over the winter. The structures should be re-adjusted during the mill and final paving in the 2022 season.
- 14. Pavement Markings** – All pavement markings that are damaged during construction of the new 12" CS main shall be replaced in kind both during the patching in the 2020/2021 season, and after the final mill and repave in the 2022 season.
- 15. Construction Notifications** – The applicant shall notify emergency services, the school district, the post office, CPW Solid Waste for trash pickup services via email one week prior to the start of construction. The applicant shall also notify neighborhood residents with door hangers two weeks prior to the start of construction. Additionally, the applicant is required to give prior notice to CPW Engineering regarding daily work in the ROW as specified in the ROW permit.
- 16. As-Built Plans** – An as-built plan of the new main and all appurtenances as well as a record drawing of the Abandoned Main and all its appurtenances shall be provided to CPW Engineering prior to the final closeout of the ROW Permit.

PETITION OF NATIONAL GRID FOR GAS MAIN LOCATIONS

Town of Concord / Board of Selectmen:

The Nationalgrid hereby respectfully requests your consent to the locations of mains as hereinafter described for the transmission and distribution of gas in and under the following public streets, lanes, highways and places of the **Town of Concord** and of the pipes, valves, governors, manholes and other structures, fixtures and appurtenances designed or intended to protect or operate said mains and accomplish the objects of said Company; and the digging up and opening the ground to lay or place same:

To install and maintain approximately 2173 feet more or less of 12-inch gas main in Walden Street, Concord. From the Lincoln Town line All of which to replace and abandon the existing 8-inch gas main in Walden Street and Concord Road, Concord.

Date: April 22, 2020

By: _____
Mary Mulroney
Permit Representative

Town of Concord / Board of Selectmen:

IT IS HEREBY ORDERED that the locations of the mains of the Nationalgrid for the transmission and distribution of gas in and under the public streets, lanes, highways and places of the **Town of Concord** substantially as described in the petition date April 22, 2020 attached hereto and hereby made a part hereof, and of the pipes, valves, governors, manholes and other structures, fixtures and appurtenances designed or intended to protect or operate said mains and/or accomplish the objects of said Company, and the digging up and opening the ground to lay or place same, are hereby consented to and approved.

The said Nationalgrid shall comply with all applicable provisions of law and ordinances of the **Town of Concord** applicable to the enjoyment of said locations and rights.

Date this _____ day of _____, 20 ____.

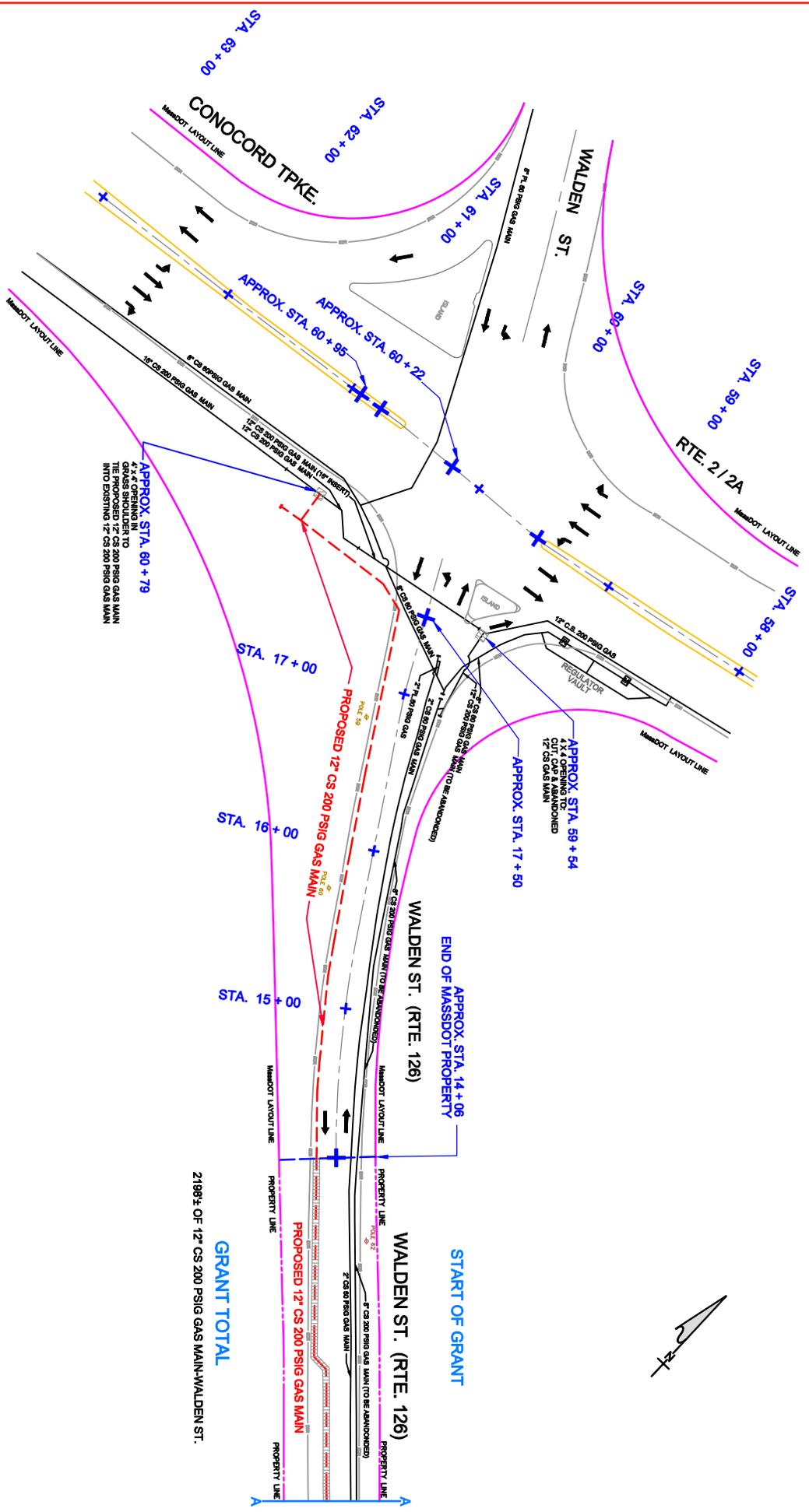
I hereby certify that the foregoing order was duly adopted by the _____ of the City of _____, MA on the _____ day of _____, 20 ____.

By: _____

Title

WO #90000195350

**RETURN ORIGINAL TO THE PERMIT SECTION
NATIONAL GRID
40 SYLVAN RD, WALTHAM, MA 02451
RETAIN DUPLICATE FOR YOUR RECORDS**



LEGEND

- PROPOSED GAS
- EXISTING GAS
- PROPERTY LINE
- EDGE OF ROADWAY
- MASSDOT LAYOUT LINE
- PROPOSED OPENING

NOTE:
 THE LOCATION OF SURFACE AND ARE NOT WARRANTED TO BE CORRECT.
 CALL 811 BEFORE YOU DIG
 UTILITIES AND STREET LINES COMPARED FROM AVAILABLE DATA SOURCES AND NO FIELD VERIFICATION PERFORMED

NO.	DESCRIPTION	DATE	DRW	APP-BY

REVISIONS

nationalgrid
 40 SYLVAN ROAD
 WALTHAM, MA 02451

GRANT OF LOCATION
PROPOSED LOCATION OF 12" GAS MAIN (RELAY)
WALDEN ST., (RTE. 126), CONCORD, MA 01742

ENGR./DRFT/IN	DATE	SIZE	PRESSURE	MATERIAL	LENGTH	WORK ORDER NO.
JPT/JAC	04/14/2020	12"	200 PSIG	COAT STEEL, AS NOTED	8000/15550	

SCALE: N.T.S.
 SHEET 1 OF 3
 DRAWING NO. **GP-CON**
 90000195350-20-110

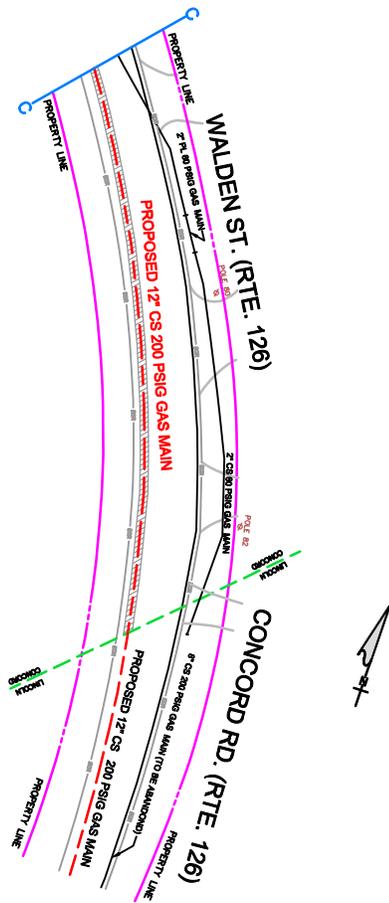
APPROX. STA. 60 + 95
 APPROX. STA. 60 + 22
 APPROX. STA. 60 + 79
 4" x 4" OPENING IN GRASS SHOULDER TO THE PROPOSED 12" CS 200 PSIG GAS MAIN INTO EXISTING 12" CS 200 PSIG GAS MAIN

APPROX. STA. 59 + 54
 4" x 4" OPENING TO EXISTING 12" CS GAS MAIN

APPROX. STA. 14 + 06
 END OF MASSDOT PROPERTY

START OF GRANT

WALDEN ST. (RTE. 126)
 GRANT TOTAL
 2198' OF 12" CS 200 PSIG GAS MAIN-WALDEN ST.



LEGEND

- PROPOSED GAS
- EXISTING GAS
- PROPERTY LINE
- EDGE OF ROADWAY
- MASSDOT LOCUST LINE
- PROPOSED OPENING

NOTE:
 THE LOCATION OF SURFACE AND UNDERGROUND UTILITIES SHOWN ARE NOT WARRANTED TO BE CORRECT. CALL 811 BEFORE YOU DIG UTILITIES AND STREET LINES COMPARED FROM AVAILABLE DATA SOURCES. NO FIELD VERIFICATION PERFORMED.

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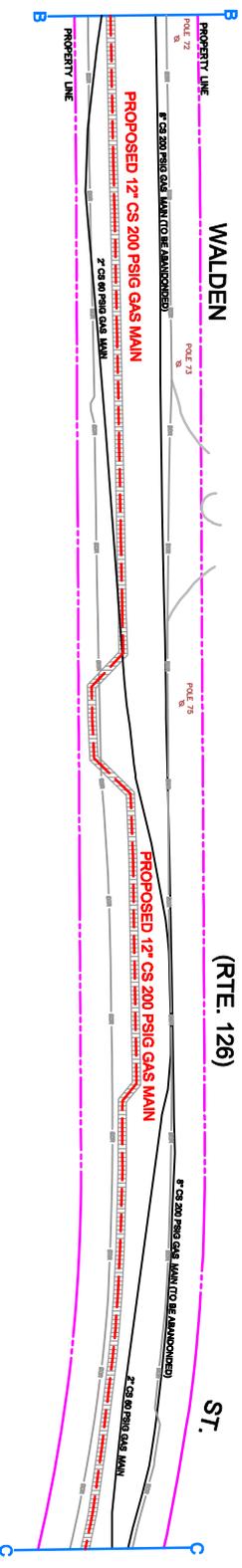
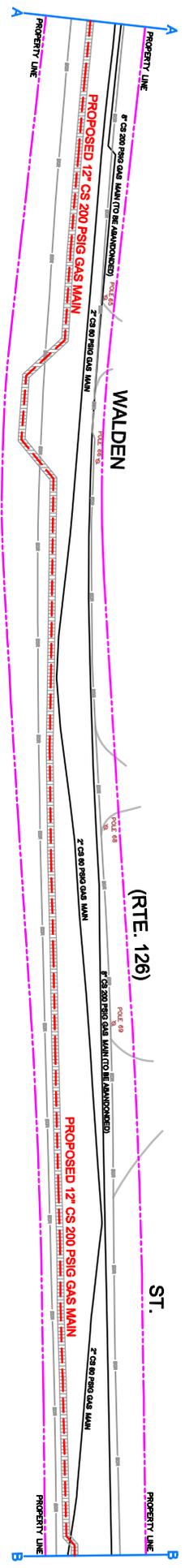
REVISIONS

nationalgrid
 40 SYLVAN ROAD
 WALTHAM, MA 02451

GRANT OF LOCATION
PROPOSED LOCATION OF 12" GAS MAIN (RELAY)
WALDEN ST. (RTE. 126), CONCORD MA 01742

ENGR / DRT/ I/ M/	DATE	SIZE	PRESSURE	MATERIAL	LENGTH	WORK ORDER NO.
J.P./T.M.C.	04/14/2020	12"	200 PSIG	COAT STEEL	AS NOTED	800078550

SCALE: N.T.S.
 SHEET 3 OF 3
 DRAWING NO. GP-CON
 90000195350-20-110



<p>LEGEND</p> <p>PROPOSED GAS</p> <p>EXISTING GAS</p> <p>PROPERTY LINE</p> <p>EDGE OF ROADWAY</p> <p>MASSDOT LAYOUT LINE</p> <p>PROPOSED OPENING</p>	<p>NOTE:</p> <p>THE LOCATION OF SURFACE AND ARE NOT WARRANTED TO BE CORRECT. CALL 811 BEFORE YOU DIG</p> <p>UTILITIES AND STREET LINES COMPARED FROM AVAILABLE DATA SOURCES AND FIELD VERIFICATION PERFORMED</p>	<p>REVISIONS</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>NO.</th> <th>DESCRIPTION</th> <th>DATE</th> <th>CREW</th> <th>APP'BY</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	NO.	DESCRIPTION	DATE	CREW	APP'BY						<p style="text-align: center;">nationalgrid</p> <p style="text-align: center;">40 STUYVAN ROAD WALTHAM, MA 02451</p>				
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<p>SCALE: N.T.S.</p> <p>SHEET 2 OF 3</p> <p>DRAWING NO. GP-CON</p> <p>90000195350-20-110</p>																	

2020-2021 Select Board Goals

Process

The Concord Select Board annually affirms its values and guiding principles to align its goals and objectives for improving government as it interacts with the Town Manager, committees, task forces, citizens and other units of government. In so doing, the Board aims to lead and establish strategic priorities, to provide support and guidance and encouragement where appropriate and to be collaborative, open and inclusive at all times.

Values and Guiding Principles

Governance: Effective, Responsive and Transparent Governance

Public Health and Safety: Exemplary of Best Practices for the Safety of All

Financial Stability: Fiscal Responsibility and Financial Stability/Sustainability

Infrastructure: Sufficient and Sustainable, Well-maintained and Reliable

Quality of Life: High Level Maintenance of Town Services for Concord Citizens

Balance and Equity: Balance and Equity among divergent individual, neighborhood and town-wide interests

Diversity: Conscious Decision Making to Support Economic and Social Diversity and Inclusion

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

Agricultural and Natural Resources: Protection and Enhancement

Sustainability and Resilience: Sustainable Management of Energy Resources, Reduction of Carbon Emissions, and Regeneration of Our Natural Environment.

Economic Resilience: To Protect the Vitality of the Town and Businesses

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

Goals and Objectives

Specifically, the Board supports short and long-term goals and objectives in the following categories:

Specific to COVID-19 Pandemic

1. Prioritize public health and public safety in decision making to protect Concord citizens and Town employees during this pandemic period.
2. Implement and monitor evolving State and Federal COVID-19 regulations as they impact municipal operations and guidance for community-wide response.
3. Acknowledge the flexibility required to traditional schedules and procedures to safely respond to the impact of COVID-19 realities on matters before the Select Board and Town, taking extra care with communications to keep everyone informed and encourage engagement.
4. Encourage Town employees and committee volunteers to be mindful of their own well-being during this pandemic as they manage both personal and professional stresses in the continued delivery of quality municipal service to Concord citizens.
5. Work with the Town Moderator to produce a safe, effective, transparent Town Meeting during the COVID-19 pandemic.
6. Support the Economic Vitality Committee and business groups to find creative ways to assist businesses during the COVID-19 pandemic.

Effective Governance, Board Organization, and Communication

1. Provide ongoing support and advice to the Town Manager on leadership opportunities and issues and conduct the annual evaluation of the Town Manager's performance.
2. Continue to support the Town Manager, town departments and town committees as they implement action steps from the *2030 Envision Concord* Comprehensive Long-Range Plan and other new priority areas in their current year goals. Identify and review progress with the Town Manager at the beginning and end of the of the fiscal year. Similarly, oversee the implementation of any additional goals identified by the Select Board.
3. Monitor progress on and approve the final project funding documents between the Town and DHCD for the Christopher Heights ALF at Junction Village.
4. Seat the Junction Village Open Space Task Force and the Concord Municipal Affordable Housing Trust.
5. Provide guidance and resources for all Town volunteers serving on boards and committees to improve consistency and efficiency of public meetings and hearings. Continue training for residents serving on boards and committees.
6. Promote open and transparent government through enhanced use of technology and increased public access television. Review the charter of the PEG Access Advisory Committee in response to rapid changes in video production technology, distribution channels and remote meeting practices.
7. Work to improve citizen communications by implementing a citizen correspondence policy and resume regular publication of a Town Manager's report.
8. Recruit new committee volunteers that reflect all segments of Concord's citizenry; review the Green Card assignment process. Ensure that all volunteers are acknowledged for their willingness to serve.
9. Support and participate in the public review of all new Public Private Partnership Agreements.
10. Review the town's wireless communications policies.

Financial Stability

1. Instill integrated fiscal policies among the Select Board, the Finance Committee, and the School Committee to manage the tax burden on Concord Citizens.
2. Support management of Town services and budgets to maintain Concord's Aaa bond rating and to avoid Proposition 2-1/2 Overrides.
3. Encourage the Capital Planning Task Force to develop a more effective long-term method for understanding and prioritizing the Capital and Facilities needs of the Town and the Schools, to include timetables, cost estimates, and environmental impacts.

Balance, Equity and Diversity

1. Continue to work with our State legislative representatives on special legislation filed for ATM'19 Articles 25 and 26 related to affordable housing.
2. File a request for special legislation for ATM'20 Article 15: Senior Means-Tested Property Tax Exemption and Article 50: Authorize Special Legislation for Additional Liquor Licenses.
3. Submit an ATM'21 warrant appropriation article for affordable housing following recommendations from the Affordable Housing Funding Committee final report to the Select Board.

4. Provide input to the housing production plan update to maximize the equity and diversity impacts of future affordable housing initiatives.
5. Support the Police Department's ongoing implementation of best policing practices that treat all people with dignity and respect, enhance reporting and monitoring, and deescalate volatile situations whenever possible.
6. Assess the capacity of existing Town social service programs to meet the needs of the town population and identify funding.
7. Support proactive planning for wastewater infrastructure, water, telecommunications, energy, parking, traffic, and outdoor lighting.
8. Continue to apply Concord's Sustainability Principles in town decision-making, where appropriate, and seek economic, social and environmental resiliency in both public and private sector development.

Maintaining Concord's Unique Character, Historic and Cultural Heritage, Agriculture and Natural Resources

1. Encourage collaboration among town departments for an integrated approach to land use planning to determine priorities, including conservation and acquisition of land to preserve Concord's rural and agricultural culture.
2. Enhance accessibility to recreation and conservation resources in Concord for all citizens.
3. Review and implement recommendations for the recreational use and long-term protection of White Pond and the Gerow land and their ecosystems.
4. Encourage the Natural Resources Department to continue working on and educating the public on the balance needed for general citizen use and dog friendly access, with ecosystem protection in our parks and on conservation lands.
5. Continue to monitor progress on Nagog Pond litigation.
6. Continue to seek resolution for public access to Estabrook Woods; this matter currently being litigated.
7. Launch town-wide planning for events celebrating the 250th anniversary of the American Revolution

Economic Vitality

1. Promote town events and commercial activity in the village business districts to ensure their continued success.
2. Provide input to the Thoreau Depot business district zoning and development processes.
3. Propose next steps for the Nuclear Metals/Starmet site based upon the recommendations in the committee report.
4. Identify and implement opportunities for transportation throughout town, such as shuttle buses, rail trail and the Assabet River Pedestrian Bridge.
5. Continue to work with the business sector to establish retail diversity support systems including intra- and inter-town transportation.
6. Execute and approve submission of all documents related to ATM'21 Article 16: Tax Increment Financing Agreement and EDIP Local Incentive-Only Application to the Massachusetts EACC.

Regional and State Interests

1. Meet regularly with state legislators.

2. Participate in regional organization of which Concord is a member such as HATS, HFAC, MPO, MAPC, MBTA, BRBSB, MAGIC, and Cross-Town Connect.
3. Maintain active relationship with Hanscom AFB.
4. Actively participate in MMA Fiscal Policy Committee.
5. Receive an update on Minuteman Regional Technical High School.

Approved: 10-19-20