



# Town of Concord

## 2022 Annual Town Report

## CONCORD AT A GLANCE

Settled:	Incorporated 1635
Population:	Town Census as of January 2022– 15,611
Miles of Road:	107
Area:	26 square miles
Elevation:	130 feet
Residential Tax Rate:	\$14.76 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.

ANNUAL REPORT OF THE  
TOWN OF CONCORD,  
MASSACHUSETTS



FOR THE YEAR ENDING  
DECEMBER 2022

# TABLE OF CONTENTS

Town Officers .....	6
Elected Officials .....	6
Boards and Committees .....	6
Appointed Individuals .....	12
Select Board.....	13
Town Manager .....	17
Information Technology.....	19
Public Information.....	20
Facilities .....	21
2022 Annual Town Meeting.....	23
Town Budget Fiscal Year 2021-2022 .....	41
Special Town Meeting Minutes (January 20, 2022) .....	58
General Government .....	60
Town Clerk.....	60
Town Records.....	61
Board of Registrars.....	63
Personnel Board.....	74
Human Resources Department .....	76
Town Counsel .....	78
Public Safety .....	80
Fire Department .....	80
Local Emergency Planning Committee.....	83
Concord Emergency Management Agency .....	84
Police Department.....	85
Animal Control Officer .....	88
Municipal Light Plant .....	89
Concord Municipal Light Plant.....	89
Concord Public Works.....	98
Public Works Commission.....	98
Cemetery Committee.....	99
Administration .....	101
Engineering Division .....	103
Highway, Grounds, and Cemetery Division .....	107
Recycling and Waste Management Program .....	109
Water and Sewer Division .....	111
Community Development .....	118
Building Inspections .....	119
Zoning Board of Appeals.....	121
Board of Health.....	122
Health Division.....	123
Natural Resources Commission .....	125
Natural Resources Division.....	125
Planning Board.....	130
West Concord Advisory Committee.....	131
Planning Division.....	132
Community Preservation Act Committee .....	134
Historic Districts Commission.....	136

Historical Commission.....	137
Bruce Freeman Rail Trail Advisory Committee.....	138
Concord Land Conservation Trust.....	140
Agriculture Committee.....	144
Concord Housing Authority.....	145
Concord Housing Development Corporation.....	146
2229 Main Street Oversight Committee.....	148
Economic Vitality and Tourism.....	149
Minuteman Advisory Group on Interlocal Coordination (MAGIC).....	151
Comprehensive Sustainability and Energy Committees.....	152
Fiber Broadband Completion Task Force.....	152
Schools.....	154
Concord School Committee.....	154
Concord-Carlisle Regional School Committee.....	154
Minuteman Vocational Technical School District.....	156
Concord Middle School Building Committee.....	158
Human Services.....	160
Council on Aging - Senior Services.....	158
Community Services Coordinator.....	160
Hugh Cargill Trust Committee.....	163
Concord Free Public Library Committee.....	166
Concord Free Public Library Administration.....	166
Concord Free Public Library Corporation.....	169
Friends of the Concord Free Public Library.....	171
Recreation Commission.....	171
Recreation Department.....	174
Beede Center.....	176
PEG Access Advisory Committee.....	178
Veterans' Services.....	180
Registrar of Veterans' Graves.....	181
Concord Cultural Council.....	182
Finance.....	183
Finance Department.....	183
Finance Administration.....	183
Finance Committee.....	184
Board of Assessors.....	188
Trustees of Town Donations.....	191
Contributory Retirement Board.....	198
Treasurer Collector Division.....	201
Accounting Division.....	210
Telephone Directory.....	233

## LIST OF TABLES AND CHARTS

2022 Annual Town Meeting.....	23
Consent Calendar Votes by Article .....	24
Town Budget Fiscal Year 2020-2022.....	41
Capital Improvement and Debt Plan.....	44
General Government.....	60
Recorded Vital Statistics 2022 .....	60
Town Profile.....	64
Town Meeting Voter Participation 1998-2022.....	65
Concord Voter Registration History .....	66
Town Election .....	66
Concord State Election .....	68
Democratic Primary Election .....	70
Republican Primary Election .....	72
Public Safety.....	80
2022 Fire Prevention Activity.....	81
2022 Police Incidents .....	87
2022 Animal Activity by Month.....	88
Municipal Light Plant .....	89
2022 Power Supply .....	90
Non-Emitting Carbon Sources.....	90
Concord Public Works .....	98
Right-of-Way Driveway Permits Issued.....	105
Grants for Locations for Utilities.....	106
Curbside Collection Subscribers.....	109
Visits to the Composting Site.....	110
Annual Water Report Summary .....	114
Annual Sewer Report Summary .....	116
Community Development .....	118
Building Permit Information .....	120
Zoning Board of Appeals Activities.....	121
LBOH Disease Events.....	124
Concord Land Conservation Trust Financial Statement.....	142
Schools.....	154
Human Services .....	160
Finance .....	183
Payroll - All Funds.....	183
Minuteman-Nashoba Health Group Summary Financial Statement.....	185
Assessments by Property Use .....	189
Levy Limit Calculation.....	190
Motor Vehicle Commitments.....	191
Rate of Return.....	192
Trustees of Town Donations - Trust Fund Assets.....	194
Alfred Sawyer Resource Conservation Fund .....	197
PERAC Data for Concord.....	198

Retirement System - Funding Progress .....	198
Interest Earned FY22 .....	201
53G Fund Review .....	202
Debt Service Summary .....	203
Long-Term Debt Statistics.....	204
Trust Fund Treasurer's Report.....	205
Trust Fund Asset Allocation.....	206
Assets at Fiscal Year End (10-year History) .....	206
Trustees of Town Donations - Book and Market Value of Assets.....	207
Bond Anticipation Note.....	210
Bond Issuance .....	210
General Fund Budget - All Accounts FY21.....	212
FY21 Transactions and Changes in Fund Balances .....	218
Analysis of General Fund Appropriations - June 30, 2022.....	225
Telephone Directory.....	233

# TOWN OFFICERS

## ELECTED OFFICIALS

### SELECT BOARD

(Elected for three years)  
Matthew Johnson (2023)  
Mary Hartman (2024)  
Terri Ackerman (2025)  
Linda Escobedo (2024)  
Henry Dane (2024)

### MODERATOR

(Elected for one year)  
Carmin Reiss (2023)

### SCHOOL COMMITTEE

(Elected for three years)  
Cynthia Rainey (2022)  
Alexa Anderson (2022)  
Fatima Mezdad (2023)  
Courtland Booth (2024)  
Tracey Marano (2024)

### HOUSING AUTHORITY

(Elected for five years)  
Richard W. Eifler-State Appointee  
Stephanie Chrobak (2022)  
Charles Phillips (2023)  
Edward Tar Larner (2024)  
Stephan Bader (2026)

## BOARDS AND COMMITTEES

### BOARDS ESTABLISHED BY STATE STATUTE

#### RETIREMENT BOARD

(Elected/Appointed for three years)  
Peter J. Fulton (10/31/19-10/29/2022)  
Elected by Plan Members  
Brian Whitney (5/30/20-5/29/23)  
Eric Macey (12/31/2021 – 12/30/2024)  
Elected by Plan Members  
Kerry Lafleur (6/1/21-5/31/24)  
Appointed by Board of Selectmen  
Mary Barrett – Indefinite  
Ex-Officio Member

### APPOINTED BY THE MODERATOR

#### FINANCE COMMITTEE

(Appointed for three years)  
Christine Reynolds (2024)  
Dee Ortner (2022)  
Eric Dahlberg (2024)  
Parashar Patel (2024)  
Peggy Briggs (2024)  
Greg Guarriello (2022)  
Mary Hartman (2022)  
John Hickling (2022)  
Amrith Kumar (2023)  
Dean Banfield (2022)  
Lois Wasoff (2023)  
Brian Taylor (2023)  
Kathy Cuocolo (2023)  
Ray Andrews (2023)

#### MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT

(Appointed for three years)  
Steve Ledoux (2022)

**APPOINTED BY THE SELECT BOARD**

**2229 MAIN STREET ADVISORY COMMITTEE**

(Appointed for three years)  
Leonard V. Rappoli (2024)  
Pamela Rockwell (2024)  
Frederick D. Seward (2024)  
Deborah Farnsworth – BOH Appointee (2022)  
Nick Pappas – Natural Resources Representative  
Ray Bruttomesso (2024)

**AGRICULTURAL COMMITTEE**

(Appointed for five years)  
Carolyn Goethert (2024)  
Melissa Maxwell (2024)  
Liza Bemis (2023)  
Stephen Verrill (2023)  
Dan Schmid (2023)  
Associate Members  
Grace Scimone (2024)  
Joe Rogers (2022)

**BOARD OF APPEALS**

(Appointed for three years)  
Elizabeth Akehurst-Moore (2024)  
James Smith (2023)  
Theo Kindermans (2025)  
Associate Members:  
Thomas Swaim (2024)  
Ravi Faiia (2023)

**BRUCE FREEMAN RAIL TRAIL COMMITTEE**

(Appointed for three years)  
Nathaniel Welch (2023)  
Richard Fahlander (2023)  
Adrienne Boardman (2023)  
Dorcas Miller (2023)  
John Soden (2023)  
Deborah Adleman (2024)  
Sam Stearns (2024)  
Tracy Hansen (2024)

**CIVIL WAR MONUMENT TASK FORCE**

Rick Frese  
Matthew McGrath  
Beth VanDuzer  
David Wood

**CONCORD 2025 EXECUTIVE COMMITTEE**

John Arena III  
Gary Clayton  
Diana Clymer  
Holly Cratsley  
Henry Dane  
Patricia Hopkins  
Richard Loughin  
Geoffrey Love  
Robert Munro  
Diane Proctor  
Frederick Ryan  
David Wood

**CONCORD LOCAL CULTURAL COUNCIL**

(Appointed for three years)  
Amy Beamer (2025)  
Thomas Martin (2024)  
Betsy Levinson (2024)  
Ha Richmond (2025)  
Leli Sudler (2023)  
Arthur Rogers (2023)  
Hilary Taylor (2024)  
Anita Tekle (2025)

**CONCORD HOUSING DEVELOPMENT CORP.**

(Appointed for three years)  
Douglas Bacon (2025)  
Dan Drazen (2025)  
Peter Lowitt (2025)  
Lee Smith (2023)

**CONCORD MIDDLE SCHOOL BUILDING COMMITTEE**

Alexa Anderson  
Dawn Guarriello  
Patricia Nelson  
Matthew Johnson  
Courtland Booth  
Heather Bout  
Frank Cannon  
Laurie Hunter  
Charles Parker  
Chris Popov  
Peter Fischelis  
Matthew Root  
Steven Stasheski

**CONCORD MUNICIPAL AFFORDABLE HOUSING TRUST**

Keith Bergman (2023)  
Linda Escobedo (2023)  
Michael Lawson (2023)  
Frank Feeley (2023)  
Kerry Lafleur (2023)

**CONSERVATION RESTRICTION STEWARDSHIP COMMITTEE**

(Appointed for three years)  
Arthur Schwope (2024)  
Richard Higgins (2025)  
Michelle Wiggins (2022)  
Neil Ryder (2022)  
Annemarie Altman (2023)  
Mary Ann Lippert (2023)

**DIVERSITY, EQUITY, AND INCLUSION COMMISSION**

Rose Cratsley (2024)  
Alexander Fernandez (2022)  
Andrea Foncerrada (2024)  
Kristinn Hagerty (2025)  
Josh Lee (2025)  
Robert Munro (2023)  
Ji Orloff (2023)  
Ha Richmond (2023)  
Jimi Two Feathers (2024)

**ECONOMIC VITALITY COMMITTEE**

(Appointed for three years)  
Cato Anderson (2025)  
John Boynton (2022)  
Marie Foley (2024)  
Remon Karian (2026)  
Michael Lawson (2025)  
Mark Martines (2026)  
Jennifer McGonigle (2026)  
Dawn Rennert (2025)  
Jennifer Schunemann (2024)  
Jan Turnquist (2025)  
Debra Stark (2022)  
Steven Verrill (2026)  
Beth Williams (2026)

**FIBER BROADBAND COMPLETION TASK FORCE**

Gordon Brockway (2022)  
Scott Hopkinson (2022)  
David Hesel (2022)  
Gail Hire (2024)  
Mark Howell (2022)

**FINANCIAL AUDIT ADVISORY COMMITTEE**

Courtland Booth (2023) School Rep.  
Matthew Johnson (2023) SB Rep.  
Carol Wilson (2022)  
Arthur Fulman (2024)  
Wendy Rovelli (2022) CMLP Rep.

**HANSCOM FIELD ADVISORY REP.**

(Appointed for one year)  
Mark Giddings

**HISTORIC DISTRICTS COMMISSION**

(Appointed for three years)  
Peter Nobile (2023) Library  
Luis Berrizbeitia (2024) Planning Board  
Abigail Flanagan (2027) Museum  
Paul Ware (2024) NRC  
Melinda Shumway (2026) Select Board  
Associate Members:  
Kate Chartener (2022) Museum  
Katherine Mast (2024) Planning Board  
Dennis Fiori (2023) Select Board  
Henry Moss (2025) Natural Resources

**HUGH CARGILL TRUST COMMITTEE**

(Appointed for three years)  
Robert Abraham (2024)  
Katharine Berger (2025)  
Lucy Rosborough (2025)  
Judith A. Terry (2022)  
Deena Whitfield (2023)  
Elisabeth Elden (2023)

**JUNCTION VILLAGE OPEN SPACE TASK FORCE**

(Appointed for one year)  
Carlene Hempel (2023)  
Christa Collins (2023)  
Sue Felshin (2023)  
Robert Hartman (2023)  
Stephen Irza (2023)  
Harry Bartlett (2023)

**LIBRARY COMMITTEE**

(Appointed for three years)

Krysten Morganti (2025)

Laura Klein (2024)

Sara Pacelle (2024)

Kathleen Reidy (2023)

Farhanah Sheets (2025)

Lindsay Howard (2025)

Mary-Wren vander Wilden (2025)

**PERSONNEL BOARD**

(Appointed for three years)

Elizabeth Cobbs (2025)

Nancy Crowley (2022)

William Mrachek (2024)

Katherine Ryan (2025)

Joe Emerick (2025)

**PERSONNEL STUDY TASK FORCE**

(Appointed through annual town meeting 2023)

Bruce Button

Claude Cicchetti

Ruth Lauer

Paul Macone

Anne Rarich

**PLANNING BOARD**

(Appointed for five years)

Sue Felshin (2027)

Nathan Bosdet (2023)

Mark Giddings (2027)

Kate McEneaney (2024)

Haley Orvedal (2024)

Linda Miller (2025)

Andrew Boardman (2026)

**POLLINATOR HEALTH ADVISORY COMMITTEE**

(Appointed for one year)

Isabel Bailey (2024)

Mark Hanson (2023)

Janet Rothrock (2024)

Steven Verrill (2024)

Christina Scherer (2024)

Lois Suarez (2025)

Stanley Lucks (2023)

**PEG ACCESS ADVISORY COMMITTEE**

(Appointed for three years)

Cory Atkins (2024)

Karlen Reed (2024)

Scott Hopkinson (2022)

Vince Carlson (2025)

Cynthia Rainey (2025)

**PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE**

(Appointed for five years)

Julissica Navarro-Norton (2022)

David Bell (2024)

Sue McCrory (2024)

Robert Norton (2025)

Michael Benn (2027)

Nancy Crowley (2027)

Alyssa Erhartic (2026)

Margaret Laneri (2025)

Nicholas Purinton (2027)

Timothy Taylor (2023)

**BOARD OF REGISTRARS**

(Appointed for three years)

Anne Fortier (2024)

Connell A Benn (2023)

James Littlefield (2025)

Kaari Mai Tari, Town Clerk

**TAX FAIRNESS COMMITTEE**

(Appointed for three years)

Reinier Beeuwkes (2021)

Walter Birge (2021)

Nancy Cronin (2021)

Jonathan Keyes (2021)

Bill Kemeza (2023)

David Karr (2023)

Farhanah Sheets (2024)

**TAX RELIEF COMMITTEE**

(Appointed for three years)

Jack Clymer (2024)

Virginia McIntyre (2025)

Eric Van Loon (2023)

**TRUSTEES OF TOWN DONATIONS**

(Appointed for three years)

Christine Ayotte-Brennan (2022)

Frederick Miller (2023)

Gavin Morrissey (2023)

Jennifer Ubaldino (2023)

Eric Macy (2024)

**WEST CONCORD ADVISORY COMMITTEE**

(Appointed for three years)

Geoffrey Walton (2022)

Susan Mlodozienec (2025)

John Cooley (2023)

Amy Robinson (2024)

Ann Sussman (2024)

Barbara Morse (2025)

Laura Payne (2025)

Sue Felshin – Planning Board Liaison

Bradley Hubbard-Nelson (2024)

Sharon Jones (2024)

Bob Shatten (2024)

Karen Gibson (2024)

Janet Miller (2025)

Jerry Frenkil (2025)

Douglas Sharpe (2023)

Hany Teylouni (2023)

Michael McDonald (2024)

Cheryl Baggen (2025)

Nathan Bosdet – Planning Board Liaison

**WEST CONCORD JUNCTION CULTURAL DISTRICT COMMITTEE**

(Appointed for three years)

Carolyn Bottum (2024)

Helene Clayton (2025)

Lisa Evans (2022)

Jennifer Montbach (2022)

Kate Yoder (2023)

Margot Kimball (2023)

Edward Feather (2024)

Jennifer Hurley-Wales (2024)

**COMMISSION ON DISABILITY**

(Appointed for three years)

Robert Andrews (2025)

Marybeth Barker (2022)

Meryl Schwartz (2022)

Janet Beyer (2022)

Lloyd Price (2023)

Jean Goldsberry (2023)

Jennifer Brooke (2023)

Karen Young (2025)

**WHITE POND ADVISORY COMMITTEE**

(Appointed for three years)

Josh Galper (2024)

Cheryl Baggen (2022)

Beth Kelly (2023)

Jeff Parker (2023)

Jim Ricker (2024)

**HISTORICAL COMMISSION**

(Appointed for three years)

Thomas Beardsley (2022)

Michael Capizzi (2025)

Robert Gross (2022)

Rebecca Lemaitre (2022)

Melissa Saalfield (2023)

Nancy Nelson (2022)

Alan Bogosian (2025)

Associate Member (Appointed for one year):

Francesca Cataldo (2023)

Ryan Hanley (2023)

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

**ASSESSORS, BOARD OF**

(Appointed for three years)

Arry Charles (2025)

Yanni Tsitsas (2024)

Thomas Matthews (2022)

David Karr (2025)

Brendan O’Neil Kemeza (2023)

Mera Tilley (2024)

**NATURAL RESOURCES COMMISSION**

(Appointed for three years)

Gary Kleiman (2024)

Edward Nardi (2024)

Nick Pappas (2024)

Gregory Higgins (2022)

Sarah Grimwood (2023)

Bill Kemeza (2025)

Lynn Huggins (2022)

**COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE**

(Appointed for three years)

**TRANSPORTATION ADVISORY COMMITTEE**

(Appointed for three years)

Norman Abbott (2024)

Kathleen Fasser (2024)  
Dan Schragger (2024)  
Laura Davis (2024)  
Phil Posner (2024)  
Michele Cardinal (2024)  
Nick Pappas (2024)  
Mark Gailus (2025)

### **APPOINTED BY TOWN MANAGER**

#### **CEMETERY COMMITTEE**

(Appointed for three years)  
Jerry Soucy (2025)  
Leo Carroll (2022)  
Brian Davidson (2025)  
Rebecca Purcell (2024)  
Rod Riedel (2024)  
Geoff Walton (2024)

#### **CLIMATE ACTION ADVISORY BOARD**

(Appointed for three years)  
Benjamin Slayden (2025)  
Bradley Hubbard-Nelson (2025)  
Gavin Colbert (2025)  
Paul Kirshen (2024)  
Jake Swenson (2024)  
Courtney Eaton (2024)  
Brian Crouse (2024)  
Michael McAteer (2022)  
Warren Leon (2023)  
John Bolduc (2023)

#### **CONCORD MUNICIPAL LIGHT BOARD**

(Appointed for three years)  
Alice Kaufman (2025)  
Gordon Brockway (2022)  
Pam Hill (2023)  
Brian Foulds (2023)  
Wendy Rovelli (2023)  
Leon Warren (2025)

#### **COUNCIL ON AGING BOARD**

(Appointed for three years)  
Grazia de la Cruz (2025)  
Kathryn Hanley (2025)  
Susanna Bedell (2025)  
Patty Keane (2022)  
Michael Rudd (2022)  
Carole Cushing (2022)  
Kristin Nelson (2022)

Teri Stokes (2023)  
Carol Ann Hannan (2023)  
Christina Kendrick (2023)  
Rod Reidel (2023)  
Margaret Hoag (2024)

#### **HEALTH, BOARD OF**

(Appointed for three years)  
Mark Haddad (2024)  
Deborah Greene, MD (2022)  
Ray Considine (2022)  
Jill Block (2024)  
Alma Healey (2023)  
James Whalen (2023)

#### **PUBLIC WORKS COMMISSION**

(Appointed for three years)  
James Terry (2024)  
K.C. Winslow (2022)  
Jef Fasser (2023)  
David DeLong (2023)  
Andrea Solomon (2024)  
Sven Weber (2025)

#### **RECREATION COMMISSION**

(Appointed for three years)  
Matt Boger (2025)  
Philip Griffiths (2025)  
James Howard (2024)  
Casey Atkins (2025)  
Jennifer Lutz (2022)  
Paul Boehm (2025)  
Peter Funkhouser (2023)

# APPOINTED INDIVIDUALS

## GENERAL GOVERNMENT

Town Manager	Stephen Crane/Kerry Lafleur
Deputy Town Manager	Kate Hodges
Inspector of Animals	Gabrielle P. White
Building Commissioner	Raymond Matte
Inspector of Wires	Robert Prescott
Plumbing & Gas Inspector	Ken McConnell
Public Health Director	Susan Rask
Town Counsel	William L. Lahey
Workers' Compensation Agent	Amy Foley

## PUBLIC SAFETY

Emergency Management Director	Thomas Judge
Chief of Police/Constable	Joseph F. O'Connor
Constable	Joseph Topol
	Robert P. DiRenzo, Jr.
Animal Control Officer	Jennifer Condon
Assistant Animal Control Officer	Donna DeWallace
Fire Chief/Fire Warden	Thomas Judge
Municipal Right to Know Coordinator	Thomas Judge

## PUBLIC WORKS & LIGHT PLANT

Public Works Director	Alan Cathcart
Superintendent of Light Plant	David G. Wood
Town Engineer	Steve Dookran
Water & Sewer Superintendent	Jeff Murawski
Highway & Grounds Superintendent	Aaron Miklosko
Environmental Services Program Administrator	Melissa Simoncini

## COMMUNITY DEVELOPMENT

Hanscom Field Advisory Committee Rep.	Linda Escobedo
MAPC Representative	Susan Bates
MBTA Advisory Board	Henry Dane
Tree Warden	Aaron Miklosko

## SCHOOLS

Superintendent of Schools	Dr. Laurie Hunter
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## HUMAN SERVICES

Senior Services Director	Virginia Quarles/Lauren Barretta
Library Director	Emily Smith
Recreation Director	Anna McKeown
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/Kellie Hebert
Community Services Coordinator	Bonnie Wilbur

## FINANCE

Town Appraiser	R. Lane Partridge
Town Accountant	Mary Barrett
Assistant Town Accountant	Erin Mulcahy
Town Clerk	Kaari Mai Tari
Assistant Town Clerk	MaryLou Carney
Treasurer/Tax Collector/Finance Director	Kerry Lafleur/Gail Dowd
Assistant Treasurer	Richard P. Delorey

# SELECT BOARD



*Select Board Members from left to right: Clerk Matthew Johnson, Henry Dane, Chair Terri Ackerman, Linda Escobedo, and Susan Bates.*

## General Business

The Select Board is composed of five members elected for staggered three-year terms by the voters at the annual Town election. Following Annual Town Meeting, Matthew Johnson succeeded Terri Ackerman as Chair and Ms. Ackerman became Clerk. Linda Escobedo continued to serve her second term and Henry Dane continued to serve his first term. Mary Hartman joined the board after her election in March.

The Select Board is responsible for overseeing the development and implementation of Town policy for all Town matters other than the management of the schools and issues that state laws delegate to other commissions. Some specific responsibilities of the Select Board are:

- Appoint and evaluate the Town Manager, and work closely with them to set annual goals and objectives.

- Approve the calendar and Warrant for Annual and Special Town Meetings, propose matters to be considered and implement the decisions of Town Meeting.
- Make appointments to most Town boards, committees, and task forces, and approve appointments made by the Town Manager.
- Act as the authority for granting of numerous permits and licenses.
- Review the development of the Town's operating and capital budgets.
- Represent the Town in a variety of roles with federal, state, regional and other local government agencies.
- Acknowledge the many gifts, grants, and recognitions Concord gratefully receives.

## Select Board Goals and Initiatives

The Concord Select Board annually affirms its values and guiding principles to align its goals and objectives

for improving the operation of our Town government. These include effective governance, financial stability, sufficient and sustainable infrastructure, Town-wide recreation facilities, diversity, equity, and inclusion, historic and cultural heritage preservation, enhancement of agricultural and natural resources, economic vitality, and advancing Concord's interests in the region and the Commonwealth.

The Board also interacts with the Town Manager, other boards, committees, and task forces, Concord residents, and other units of government to establish strategic priorities and provide support, guidance, and encouragement. Some significant initiatives taken in 2022 included:

- Hired a new Town Manager: Kerry Lafleur served as Interim Town Manager from January through June of 2022. The Select Board was quite impressed with her initiative and job performance; therefore by unanimous vote, the Board appointed Ms. Lafleur to be Concord's Town Manager.
- Sponsored a focused meeting on the American Rescue Plan Act (ARPA) with presentations, brainstorming and public input.
- Sponsored a focused meeting on the Town's Transportation challenges and initiatives with the Transportation Advisory Committee, Director of Public Works, and Director of Planning/Land Management, including presentations, brainstorming and public input.
- Called a Special Town Meeting to authorize \$7.2 million of additional borrowing for the new Concord Middle School for a total project cost not to exceed \$110 Million. The Special Town Meeting to approve this additional borrowing is scheduled for January 19, 2023, followed by a Town Election on February 16, 2023, to authorize the debt exclusion.
- Updated the Charge for the Concord 250th Executive Committee, participated in Executive Committee forums, and heard reports from Mike Lawson of the State 250th Commission.
- Continued to face challenges with affordable housing: Following the developer's withdrawal from the Christopher Height project at Junction Village, the Select Board took no further action on that project. The Board actively participated in the development of the Housing Production

Plan, endorsed the Assabet River Bluff project, approved guidelines for the Concord Municipal Housing Affordable Trust, and sent official comments regarding the proposed MBTA Communities Requirement for Multi-family Housing Zoning.

- Adopted a Small Cell 5G policy. Received a report and timetable from the PEG Access Committee on the upcoming franchise renewal.
- Worked with the Bruce Freeman Rail Trail Advisory Committee and the Department of Planning and Land Management on a short-term conceptual redesign for Junction Park.
- Learned operational details of major town departments including Police, Fire, Public Works, Finance and Accounting, Broadband/Information Technology, and Planning/Land Management, as well as Minuteman National Park and Minute Man ARC.
- Reviewed progress to date on town committee policies and structure, volunteer recruitment practices and orientation procedures.
- Continued to work with the Town of Acton on the creation of a joint regional emergency dispatch center.

## **Communications**

Meetings are open to all interested Concord citizens and time is allotted for public comment. Copies of agendas, minutes, and supporting materials for meetings of the Board are posted on the Town website. Minuteman Media Network records and broadcasts the Board meetings on Concord's local access cable channel 9 and online at minuteman.media. The Town's Public Information and Communications Manager oversees regular postings on the Town's website and social media.

When necessary, the Board meets in Executive Session to discuss issues of litigation, land acquisition, and labor negotiations.

Members of the Board also meet with neighboring officials and the Town's representatives in the Massachusetts legislature, as well as with representatives of the MBTA as necessary. Representative Tami Gouveia and State Senator Mike Barrett serve as our current legislative leadership.

To further engage citizens and to help ensure transparency, boards, committees, and commissions hold public hearings, forums and workshops throughout the year on a variety of matters. When not constrained by pandemic conditions, the Town also hosts several public events and celebrations each year.

## **Boards and Committees**

Citizen participation has been a hallmark of Concord's governance since its founding. The Town's elected officials, as well as citizen members of over 60 other boards, committees and commissions are all volunteers, exemplifying the extraordinary democratic process of the Town. Over 300 citizens serve and annually donate hundreds of hours of personal time to benefit Concord.

During 2022, the Board revised the Charge for both the White Pond Task Force and the Public Ceremonies and Celebrations Committee.

The Board also received final reports from three committees and then voted to dissolve these committees. The Board gratefully extends its thanks to the members of these 3 committees:

- Tax Fairness Committee
- Fiber Broadband Completion Task Force
- Personnel Bylaw Study Task Force

The Board hosts a monthly Chairs' Breakfast, which provides an overview of recent or planned activities from each of the Town's boards, committees and commissions in an informal information-sharing format that is an open and recorded meeting.

## **Notable Issues**

The COVID-19 pandemic continued to affect everyone – residents, students, employees, business owners, and visitors – with only temporary respites during the year. That placed greater demands on Town staff and many local businesses as they continued work under difficult conditions.

The judge's ruling in the long-running Estabrook Road trial established that "Estabrook Road was laid out as a public way and also became a public way by

prescription, and that the 1932 order of the Middlesex county commissioners adjudicating Estabrook Road to become a private way ended the Town's obligation to maintain Estabrook Road, but did not end the right of the public to access and use Estabrook Road, which the public retains." The defendants have indicated that they plan to appeal the judge's ruling. Legal costs in 2022 for this issue and in total, were significantly less than in the previous few years.

## **Gifts and Acknowledgements**

Concord's citizens, visitors and organizations continued their history of remarkable generosity to the Town. Concord was very fortunate to receive numerous gifts, and the Select Board formally acknowledges all gifts in excess of \$500.

The Board acknowledges, among many others, the following generous and greatly appreciated gifts in 2022:

- Eric Green and Carmin Reiss: \$25,000 to the Affordable Housing Trust Fund
- Mr. & Mrs. John J. Langan: \$800 to the Council on Aging,
- The Umbrella Arts Center: \$1500.00 for the Drive-in Movie Event
- The Rotary Club of Concord: \$1500.00 for the Drive-in Movie Event,
- Concord-Carlisle Youth Baseball: donation of backstop padding worth approximately \$2,500.00 for Rideout Field
- Michael B. and Mary S. Fox Fund: \$2500.00 to the Council on Aging Gift Account
- The Friends of Sleepy Hollow Cemetery Inc.: \$4,000 to the Town of Concord for the revitalization of the H. Thurston Handley Commemorative Garden in Sleepy Hollow Cemetery
- The Boston Foundation: \$2,500.00 to the Nanae Gift Account
- Rotary Club of Concord: gift totaling \$8,786.22 in partnership with the Concord Garden Club for the following work on the Veterans' Memorial Site – Water Fountain \$3,529.06, Landscaping \$5,127.00, and New Service Flags \$130.16
- Friends of Sleepy Hollow gift through donation

- by Mary McGuire Tyler and Family: \$10,000.00 to the Cemetery Trees Account for the replacement and replanting of trees and bushes near the intersection of Ripley and Bartlett Avenues in Sleepy Hollow Cemetery
- James Terry and Judith Terry: gift of \$55,000.00 to the Police Department Sustainable Vehicles Account for the purchase of a Tesla Model Y to be used as a patrol vehicle
- James Terry and Judith Terry: gift of \$5,000.00 to the Community Services Support Account to create a gift fund to be used to assist Concord residents under the age of 60 that are not otherwise covered by other support organizations
- Concord-Carlisle Community Chest, Inc.: gifts to the Council on Aging totaling \$17,696.50 and \$2,247.50 to the Volunteer Coordinator Account and \$10,901.00 to the Outreach Worker Account and \$4,548.00 to the Social Services Coordinator Account
- Concord-Carlisle Youth Baseball: gift to the Parks & Trees Division of the Concord Public Works Department and \$7,700.00 to the Ripley Field Baseball Account to support FY22 Ripley maintenance expenses
- His Presence Christian Fellowship: gift of \$1,000.00 to the Council on Aging Gift Account
- Middlesex School: total of \$75,000.00 for support of emergency equipment - \$50,000.00 to the Police Department, \$25,000.00 to the Fire Department,
- Mr. & Mrs. Langan: gift of \$1,000.00 to the Council on Aging Gift Account
- Concord Land Conservation Trust: gift of \$25,000 for the acquisition of the Emerson Land Conservation Restriction
- Friends of Concord Carlisle Fields: gift of \$50,000.00
- Concord Carlisle Community Chest: \$17,696.50 to the Council on Aging Gift Accounts
- Susanna E. Bedell Foundation: \$10,000.00 to the Council on Aging.

The Select Board wishes to thank all of the employees of the Town of Concord for their professionalism and dedication in serving the residents of Concord in these challenging times. We also wish to acknowledge and thank the hundreds of citizen volunteers willing to devote their time and skills to Town affairs, without whom the Town could not function.

# TOWN MANAGER

For the Town of Concord, the year 2022 was a year of transition. The year opened with the appointment of Kerry A. Lafleur to the position of Interim Town Manager. Prior to her appointment, Ms. Lafleur had been serving as the Town's Chief Financial Officer, a position to which she was appointed in September 2016. The year also opened with widespread transmission of both the Omicron and Delta variants of Covid-19, which prolonged transition back to "business as usual," though our municipal offices were finally able to reopen to normal hours in the early Spring. This reopening was welcomed by all!

While the pandemic challenged us all on numerous fronts, we were also able to learn new ways of conducting business, through remote and electronic means. Though we may not have liked these changes initially, the benefits were soon obvious, and necessary in order to continue operations. Many of these practices continued into 2022, even though we were able to resume in-person service delivery and meetings, providing greater accessibility to and inclusion in the Town's decision-making processes. The implementation of hybrid meetings, where participation is allowed either in person or from a remote location through an online platform, will likely forever change the governance process, opening it up to a wider audience, and providing the opportunity for broader community engagement, which can only result in a strong, more resilient community.

As we reflect back upon the year, we are grateful for the process and advancements made in many areas, but specifically:

**Affordable Housing:** through a partnering of our land preservation and affordable housing advocates, the Town, in conjunction with the Commonwealth of Massachusetts, was able to purchase the Assabet River Bluff property- a seven-acre parcel, tucked in a bend of the Assabet River in West Concord. Six acres will be preserved for open space, while one acre will be developed into five units of affordable housing.

**Diversity, Equity, and Inclusion (DEI):** continuing the work begun in 2021, the Town strengthened its relationship with the newly formed DEI Commission, whose charge is to increase cooperation, understanding, and dialog among residents of diverse cultural, religious, socio-economic, racial and ethnic backgrounds, and to promote inclusion throughout the town. To that end, the Town committed complete strategic action plan and provide training to board and committee members and for staff in all departments.

We are also appreciative of the extensive work of the Personnel Study Task Force which presented its final report to the Select Board in September 2022. Of particular interest were the results of the employee survey aimed at measuring employee satisfaction. Several themes were clear throughout the results, including:

- Need for more regular communication;
- High cost of health insurance;
- Concern that compensation is not "on par" with comparable communities;
- Lack of job satisfaction or feeling less satisfied than in the past; and
- Interest in better benefits package, including flex time, paid parental leave, student loan forgiveness, and employer contribution to deferred compensation plan (401, 457).

Partially in response to this feedback, the Town Manager's Office resumed distribution of a weekly status report, highlighting both important project and events, as well as the critical, everyday work being done by the Town's workforce in support of the quality of life valued by residents.

We were also able to launch the long overdue Classification and Compensation Study, funded in 2019, but put on hold due to the pandemic. Through the help of consultant GovHR, and in conjunction with the Personnel Board, the Town began a process to update the 2008 Plan, with an anticipation completion date in Spring 2023 for review and adoption at the 2023 Annual Town Meeting.

In 2022, we also solidified a plan to consider spending requests for the approximately \$5.6M in grant funding received by the Town through the American Rescue Plan Act, funding to aid in the recovery from the pandemic. While the Select Board acknowledged that the funds were to be expended under the direction of the Town Manager, it asked that approximately 25% of funding be programmed each year, FY23 – 26, in conjunction with the annual operating and capital budget review processes. The Board further agreed to consider some limited spending in FY22 to address immediate and urgent needs. A total of \$800,000 was committed for the following items:

<b>FY</b>	<b>Amount</b>	<b>Description</b>	<b>Committed</b>
22	\$400,000	Lost Revenue/ Parking Meter Receipts: meters shut off during significant portion of pandemic resulting in loss of revenue; contractual and other fixed costs must be paid. Approved by 2021 Annual Town Meeting.	Yes
22	\$300,000	Premium/ Hazard Pay, as allowed under ARPA combined with up to \$150,000 of local funds (FY22) for a total program expenditure of \$450,000.	Yes
22	\$100,000	Trolley Demonstration Project: seasonal transportation generally targeted at tourists, following a fixed route, 7-days per week. Collecting ridership data to support FLAP grant to create permanent service in time for 2025.	

We are thankful that in April, we were able to resume the time-honored tradition of our Patriots Day Parade. Though the number of parade entrants was fewer than in pre-pandemic years, the number of spectators exceeded predictions due to the fantastic Spring weather on that day. This provided a terrific opportunity for our Public Safety and Public Works personnel to test new traffic and crowd management protocols in preparation for the 250th Celebration in 2025. Throughout the year, we saw the return of many other treasured community events including a modified “Drop-off, Swap-off,” Porchfest, Stow Street Block Party, Egg Hunt, Shamrock Ball, Trunk or Treat, Turkey Trot, and finally our very popular holiday events: Tree Lighting with Santa; the Holiday Stroll; and Chanukah Celebration.

From a staffing perspective, we note that Kerry A. Lafleur was appointed to the position of Town Manager on July 1, 2022, after a successful six-month stint as Interim Town Manager. The Town Manager’s Office also welcomed the following new staff members:

- Shannon McAndrew to the position of Senior Administrative Assistant;
- Donna McIntosh to the position of Communication Manager; and
- Eric Simms to the position of Director of Sustainability.

We also bid a fond farewell to Deputy Town Manager Kate Hodges, who left in April 2022 to accept the position of Town Administrator in Lancaster, MA. We thank Ms. Hodges for her service to the Concord community and wish her much success in her future endeavors.

As we look forward to 2023, we are encouraged and inspired by Concord’s continued resilience and our collective commitment to working together to ensure our community remains one that is responsive, inclusive, healthy and safe.

## INFORMATION TECHNOLOGY

Jason Bulger, Chief Technology Officer

### The Technology department's mission is to:

1. Provide strategic technology vision and leadership to the Town of Concord
2. Provide secure, reliable information systems and technology to support all Town entities
3. Work with all departments and enterprises to support and improve business functions through the adoption and advancement of technology

### IT Operations

In 2022, the Department continued to expand the services offered to Town Departments and Divisions by enhancing partnerships and setting up dedicated on-site resources. This allowed staff to have point-people where they could turn when they needed assistance and get speedier resolutions to their issues. While we continue to have a third-party Managed Service Provider to assist the Town with helpdesk tickets, internal staff played a larger role in performing adds, moves, and changes throughout the year.

Despite a steady move toward cloud operations, the Town of Concord maintains approximately 50 on-premise servers and 400 end-user devices in support of operations. We saw the replacement or retirement of 10 servers in the last year, and the deployment of over 90 workstations (laptops, desktops, or all-in-one computers). The Information Systems Technicians have done a fantastic job supporting end users by providing equipment in a timely manner and supporting these devices throughout their lifecycle and when issues arise. Around 5,000 tickets were managed by internal staff and our managed service provider partner, with the Town maintaining its own service board to track work by staff.

Security continues to be an area of concern as malicious actors increasingly see state and local governments as easy targets for network penetration and ransomware. Concord staff participated in a second year of cybersecurity awareness training, which both lowered our insurance liability and helped end users better identify threats they face. The Town also continued its migration to Microsoft 365, which, through data loss prevention tools and

other security policies, will better secure the Town's data and ensure resilience in the face of equipment failure or a cyber attack.

### GIS

Concord GIS (Geographic Information Systems) hired a new GIS Program Manager and saw the official retirement of our full-time GIS Analyst, who will remain on as part-time project specialist. The division has strengthened its partnership with Concord Public Works to ensure continuity of operations and improve planning and coordination.

GIS staff held several staff and public workshops and training sessions to help people better understand and utilize these resources, and they responded to many requests for maps and data in a timely manner. The work of the GIS staff is hugely appreciated by the Technology Department and other Town staff.

### Minuteman Media Network

Minuteman Media Network (MMN), which was formally rolled into the Technology Department in 2022, consists of a Production Manager, two Lead Producers, and 5 part-time videographers. This group exists to fulfill the mission of PEG by producing – and supporting the production of – local content focused on Concord and Carlisle. On the Government side of PEG, MMN staff directly produced coverage of many board and committee meetings in both communities, and they edited and published hundreds of other virtual meetings recorded on the Zoom platform. Since the pandemic, members of the public have grown accustomed to being able to watch nearly every public meet as a result of the virtual attendance made possible by the changes to Open Meeting Law. It is only through the hard work and dedication of MMN staff that this is ultimately possible.

MMN's YouTube channel has increased in popularity as more and more content is posted there. 2022 saw almost 7,000 hours of content consumed from the channel, and the number of subscribers is approaching 1,000. Visitors find this service incredibly helpful as they look to learn more about the community or catch up on public meetings.

It's important to note that some of the most beloved content released each year is not just the public meetings, but coverage of special events – like Town Meetings, school concerts, sporting events, parades, tree lightings – and produced content that highlights some aspect of the community. This requires a high level of coordination, planning, filming, and editing, which can take a good deal of time. We are incredibly grateful for the staff using this type of content to increase the public's awareness about what is happening in Concord and Carlisle.

Full-time staff also work hard to ensure that the equipment and staff abilities keep up with technology and procedures used in the industry. In 2022, MMN made steady progress on replacing or adding hardware that allows for a higher degree of professionalism in the production of content. Residents or Town Staff in Concord and Carlisle can make use of this equipment and are welcome to contact the studio to find out how.

We are grateful for the PEG Access Advisory Committee's hard work and dedication to ensure that Concord fulfills the mission of PEG, and we look forward to working with them as the franchise agreement renegotiation moves forward next year.

In addition to supporting operations and staff, we always welcome collaboration, input, and feedback from citizens. Feel free to look up our contact details on the Town website to get in touch.

## **PUBLIC INFORMATION**

Erin Stevens, Public Information and Communications Manager (PICM)

The Public Information Office is tasked with communicating with the public and helping to make information both easier to find and communicated in more useful ways for changing lifestyles. The Public Information Office shifted away from primarily working on COVID-19 pandemic related work and began to focus more on general communication and information dissemination in 2022.

The PICM assisted several departments revamp older website pages to create more dynamic and

visual pages to make information easier to find. An example of this was assisting the Health Division create a landing page for the White Pond Algae Bloom information and creating a system to inform interested community members when there was a water quality issue.

The Town was fortunate to have a group of international students from the US Air War College come to Concord for a brief presentation and lively discussion on the importance of local government and how citizen involvement is crucial to local government set up by the Public Information office. The group spoke with Deputy Town Manager Kate Hodges, Chief of Police Joseph O'Connor, and former Select Board member Alice Kaufman. Afterwards, the group attended a tour of the Minute Man National Historical Park and the Concord Museum.

The Public Information Office continued to assist various film makers and producers find locations within Concord and make connections between sites and productions.

Public Information continued to keep the community informed of Town related events, information, and more through social media, news and notices, the Town website, and Minuteman Media Network local cable.

The Public Information Office continues to work with various departments, boards and committees, and individuals to problem solve and get information about the Concord community out to people in creative methods and using creative design.

After 5 years in the role, Public Information and Communications Manager Erin Stevens stepped back from the role in September of 2022 to transition into a Senior Planner position in the Planning Division. Donna McIntosh began as the Communications Manager shortly after Ms. Stevens left the position.

## **FACILITIES MANAGEMENT**

Ryan Orr, Director

Facilities Management is responsible for maintaining, preserving, and improving the Town's buildings, open spaces, public bathing beach, and recreational playgrounds. The department is organized into the following divisions:

- **Facilities Administration:** The work of Facilities Administration is to maintain and improve upon the Town Government's twenty-one major buildings and an additional 17 small storage structures. The Division manages funding for the operation and maintenance of many of the Town's major structures.
- **Parks and Playgrounds:** This Division assists with the maintenance and improvements of the Town-owned land dedicated to active recreation, exercise, and play.

### **Accomplishments**

The Facilities Division was again able to provide a high level of service to all departments in FY22. In August 2022, the Facilities Division completed 1000 work orders since implementing Facility Dude as our computerized maintenance management system in March 2019. Facilities completed another 325 work orders during the past year. Over the course of FY22, Facilities coordinated many projects. These projects included:

### **Renovations and Improvements**

The Facilities Division renovated a portion of the Planning Department adding one office. At the Hunt Recreation Center two new offices were created from space in the multipurpose room. The Emerson Pool filtration system was re-piped. A new water service and backflow preventer were added. A persistent pool leak was located and patched resulting in significant water savings and no water loss during the pool operating season. White Pond beach and park improvements including accessible path, boardwalk, storm water management and plantings are 98% complete. Exterior repairs and painting were completed at the Assessor Building, Cemetery Building and 37 Knox Trail Building.

### **Sustainability**

Installed an EV charging station at 133 Keyes Road, Installed two EV chargers for the Tesla and Mach E police vehicles at 219 Walden Street. Installed a dual EV charging station at 55 Church Street. Installed new fully electric HVAC system and electric hot water heater at 141 Keyes Road (141 Keyes Road in now 100% reliant on electricity). Installed fully electric HVAC system for third floor training room at the Police/Fire station. Installed bottle filler stations at 133 Keyes and 55 Church Street.

### **Maintenance**

Replaced a circulator pump and garage unit heaters at 133 Keyes Road and replaced garage doors at 135 Keyes Road. A new air source heat pump was installed for the Police Dispatch area. On the Fire side of the station, a new stove and dishwasher, and new washer and dryer were installed. At Station 2 a new gear dryer was installed. Repurposed the breathing air compressor from Station 1 for Station 2 to refill the SCBA (Self Contained Breathing Apparatus.)

An indirect hot water heater utilizing existing boiler was installed at the Hunt Recreation Center. At the Beede Swim and Fitness Center work was completed controls on Lap Pool hot water scavenger loop, CO2 tank was relocated and touchless faucets were installed at all sinks. During the annual Beede Center shutdown, walls in Women's Locker Room were rebuilt, multiple pumps and motors were replaced for pool filtration system and the hot water mixing valve replaced. The building's card access system was also upgraded. At Rideout Park, lighting was added to pavilion extending use for community events. Two sewage injector pumps and alarm system were installed at 55 Church Street.

Facilities Management Best practices suggest that an annual maintenance budget goal should be about 2% of a building's replacement value. All major building renovations include the addition of energy efficient and sustainable infrastructure. With the 2% funding goal in mind, Departmental initiatives surround the Town's desire to develop strategies to respond to Concord's changing work environment and building needs. Utilizing the Comprehensive Facilities Master

Plan completed in 2019, the Department works to implement innovative building programs to reduce energy consumption and develop environmentally effective alternatives. The Department established an online database that assisted in the Town's efforts to reduce overall building operating costs by identifying outdated and/or potentially inefficient systems and infrastructure. This technology also helped Concord's Facilities Director to compile accurate building systems and utility data, which was incorporated into each renovation project and plan to ensure the Town's sustainability goals were properly aligned with the relevant industry space standards for public buildings and office spaces. The Facilities Management Department is responsible for the following buildings:



*Facilities Division completes repairs to trim and clapboards at 37 Knox Trail prior to painting.*

Year Built	Latest Renovation	Building	Replacement Value	Budget Goals	Other Funds
1826	2017	249 Harrington Ave	309,839	6,197	Revolving
1851	2020	Town House	3,064,914	61,298	
1903	2018	Harvey Wheeler Commuity Center	5,911,245	118,225	
1904	2019	141 Keyes Road	1,268,795	25,376	
1919	2018	Marshall Farm House	569,699	11,394	Revolving
1929	2002	101 Everett St.	271,401	5,428	MMN
1932	1996	West Concord Fire Station	976,359	19,527	
1935	1987	Hunt Recreation Center	2,400,846	48,017	Recreation
1950		CPW Garage	661,610	13,232	
1950		CPW Highway Dept. (133 Keyes Road)	348,824	6,976	
1950		CPW Office (133 Keyes Road)	2,763,837	55,277	
1950		CPW Water & Sewer Garage	1,002,930	20,059	
1959		Planning and Land Management Shed	11,317	226	
1959	2019	Police/Fire Station (Walden)	4,526,731	90,535	
1960		Gun House	156,394	3,128	
1960		Police Dept. Storage 203 Walden Rd.	105,525	2,111	
1992		135 Keyes Road (CPW)	2,442,236	48,845	Water & Sewer
1995	2019	McGrath Farm House	917,879	18,358	Revolving
1996	2020	Field House (Lawsbrook)	71,100	1,422	
1998	2019	Municipal Light Plant	5,218,502	104,370	CMLP

### FY23 Goals

- Ensure Town buildings are maintained in a manner that provides a safe working environment for staff and an accessible and inviting atmosphere for residents and guests to conduct business.
- Safeguard public recreational facilities by maintaining to the highest standard of care while ensuring equal access for all persons regardless of age and ability.

- Continue to support sustainability director's efforts to achieve the Town's sustainability goals.
- Continue to maintain and improve the Town's existing public buildings, facilities, parks, and infrastructure at a level consistent with the Town's fiscal resources.
- Maintain the Town's sustainability goals by advocating for green energy projects and retrofits.
- Ensure that facilities planning, and practices reflect the best practices identified through the municipal vulnerability plan.

# 2022 ANNUAL TOWN MEETING

May 1, 2022

The Annual Town Meeting of 2022 was held in the Gymnasium and Auditorium of the Concord Carlisle Regional High School on May 1, 2022, pursuant to a Warrant signed by the Select Board on February 7, 2022 with the signed return of service on February 7, 2022 as inspected by the Town Moderator. The Warrant was posted at the required locations at least seven days before the meeting.

Town Moderator Carmin Reiss called the meeting to order at 1:01 pm, having determined that the return of service on the Warrant was in order and a sufficient number of voters were present. A total of 644 voters were in attendance on Sunday, May 1st.

Ms. Reiss thanked Superintendent Hunter, Principal Mastrullo and faculty of the High School for accommodating the meeting. The meeting was broadcast live over Minuteman Media Network and WIQH 88.3 FM radio.

Fire Chief Tom Judge reviewed evacuation procedures in the gymnasium and auditorium in the event of an emergency. Ms. Reiss thanked Chief Judge and Chief O'Connor and the Officers of the Police Department present during the meeting.

Upon a motion made by Ms. Ackerman and duly seconded, Ms. Flood was elected as Deputy Moderator who would carry out the duties of the Moderator if she was unable to serve. She was duly sworn in by the Moderator.

Ms. Reiss introduced Elise Woodward as the Town Meeting resource person.

Ms. Reiss appointed Mr. Fisher as Head Teller, Mr. Carr was appointed as Head Ballot Supervisor, and Mr. Wells was appointed as Assistant Ballot Supervisor. Tellers and Ballot Counters were sworn in by the Moderator and thanked for their service.

Ms. Reiss thanked Town Staff, Town Counsel, Minuteman Media Network, Boston Light and

Sound, Stephanie Farrell (Stenographer for closed captioning), and gave special thanks to Chris Carmody as Town Meeting Coordinator.

Ms. Reiss asked all in attendance to stand as she shared thoughts on Town Meeting from the publication, Town Meeting Time.

On a motion duly made by Ms. Ackerman and seconded, it was voted that reading of the warrant and the return of service be omitted.

On a motion duly made by Ms. Ackerman and seconded, it was voted that no new business be taken up after 6 pm and that when the meeting is adjourned, it be adjourned to Monday, May 2nd at the Concord Carlisle High School beginning at 7:00pm.

## **Town Officers**

Town election was held on April 12, 2022.

Terri Ackerman and Mary Hartman were elected as Select Board members.

Alexa Anderson and Cynthia Rainey were elected to the School Committee.

Stephanie Chrobak was elected to the Housing Authority.

Carmin Reiss was elected as Moderator.

ARTICLE	SUBJECT	ACTION TAKEN
1	Choose Town Officers	Officers chosen at Town Election: 4/12/2023
2	Hear Reports	Passed by well more than 2/3 majority under the Consent Calendar
CC	Consent Calendar	Passed unanimously
3	Meeting Procedure	Passed by well more than 2/3 majority under the Consent Calendar
4	Ratify Personnel Board Classification Actions	Passed by well more than 2/3 majority under the Consent Calendar
5	Classification & Compensation Plan for Regular-Status Positions	Passed by well more than 2/3 majority under the Consent Calendar
6	Personnel Bylaw Amendment	Passed by well more than 2/3 majority under the Consent Calendar
7	Use of Free Cash	Passed by well more than 2/3 majority under the Consent Calendar
8	FY22 Budget Line Item Adjustments	No action taken
9	FY23 Town Budget	Passed unanimously
10	Capital Improvement and Debt Plan	Passed unanimously
11	Senior Means-Tested Property Tax Exemption	No action taken
12	Appropriation for Senior Means-Tested Property Tax Exemption	Passed by well more than 2/3 majority under the Consent Calendar
13	OPEB Trust Fund Appropriation	Passed by well more than 2/3 majority under the Consent Calendar
14	OPEB Trust Fund Expense	Passed by well more than 2/3 majority under the Consent Calendar
15	Establishing an Electrification Trust	No action taken

ARTICLE	SUBJECT	ACTION TAKEN
16	Five-Year Moratorium on the Installation of Synthetic Turf on Town Land – by Petition	Passed by a clear majority
17	Minuteman Regional Technical High School District Budget	Passed by well more than 2/3 majority under the Consent Calendar
18	Concord Public Schools Budget	Passed by a clear majority
19	Concord Public Schools Capital Projects	Passed by well more than 2/3 majority under the Consent Calendar
20	Appropriation to Middle School Stabilization Fund	Passed by well more than 2/3 majority under the Consent Calendar
21	Concord-Carlisle Regional High School Budget	Passed by well more than 2/3 majority under the Consent Calendar
22	Concord-Carlisle Regional High School Capital Projects	Passed by well more than 2/3 majority under the Consent Calendar
23	Ranked Choice Voting for Concord Elections	Passed by a clear majority
24	Appropriate Funds for Affordable Housing Development	Passed by well more than 2/3 majority under the Consent Calendar
25	Assabet River Bluff Preservation Project	Passed by well more than 2/3 majority under the Consent Calendar
26	Community Preservation Committee Appropriation Recommendations	Passed by well more than 2/3 majority under the Consent Calendar
27	Amend Departmental Revolving Funds Bylaw Concord Public Schools Budget	Passed by well more than 2/3 majority under the Consent Calendar
28	Authorize Expenditure of Revolving Funds Under Mass. Gen. Laws c. 44, §53E ½	Passed by well more than 2/3 majority under the Consent Calendar
29	Annual Appropriation of Parking Meter Receipt	Passed by more than 2/3 majority and nearly unanimously
30	Scenic Roads General Bylaw	Passed by a clear majority
31	Zoning Bylaw Amendment: Additional Dwelling Unit	Passed by well more than 2/3 majority under the Consent Calendar

ARTICLE	SUBJECT	ACTION TAKEN
32	Zoning Bylaw Amendment: Formula Business	Passed by a clear majority
33	Zoning Map & Thoreau Depot business District	Motion failed
34	Zoning Bylaw Amendment: Residence A & Industrial Park B Zoning District Boundary	Passed by well more than 2/3 majority under the Consent Calendar
35	Zoning Bylaw Amendment: Section 10 Planned Residential Development Update	No action taken
36	Adopt Local Ballot Option Pursuant to Mass. Gen. Laws 53	Passed by well more than 2/3 majority under the Consent Calendar
37	Authorize Select Board to Petition to Impose a Check-out Bag Charge	Passed by a clear majority
38	Development Plan for Municipal Solar Generation	Passed by a clear majority
39	Light Plant Expenditures and Payment in Lieu of Taxes	Passed by well more than 2/3 majority under the Consent Calendar
40	Solid Waste Disposal Fund Expenditures	Passed by well more than 2/3 majority under the Consent Calendar
41	Sewer System Expenditures	Passed by well more than 2/3 majority under the Consent Calendar
42	Sewer Improvement Fund Expenditures	Passed by well more than 2/3 majority under the Consent Calendar
43	Water System Expenditures	Passed by well more than 2/3 majority under the Consent Calendar
44	Authorize Expenditure from PEG Access and Cable-Related Fund	Passed by well more than 2/3 majority under the Consent Calendar
45	Beede Swim & Fitness Center Enterprise Fund Expenditures	Passed by a clear majority
46	Reformatory Branch Trail Feasibility Study	Motion failed
47	Preserve Concord's Reformatory Branch Trail	Passed by a clear majority

ARTICLE	SUBJECT	ACTION TAKEN
48	Unpaid Bills	No action taken
49	Debt Rescission	No action taken

MOTION TO ADVANCE FOR CONSIDERATION AND TAKE ACTION ON  
CERTAIN ARTICLES WITHOUT DEBATE  
(2022 CONSENT CALENDAR)

On a MOTION made by Ms. Reynolds and duly seconded, it was VOTED unanimously that the 2022 Annual Town Meeting advance for consideration and take affirmative action upon the Articles printed in the Finance Committee Report as Appendix Four: 2022 Consent Calendar without debate on any of the listed Articles, provided that upon request by ten voters at the Meeting, made before the vote is taken on this Motion, an Article, or, in the Moderator's discretion, a portion thereof, shall be dropped from the Consent Calendar and taken up in the ordinary course of business at this Meeting.

**Article 2 HEAR REPORTS**

**Affirmative Action Recommended By:** Select Board

**Motion:** That the Town accept the 2021 Annual Report.

**Reason:** Routine, non-controversial action.

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**Article 3**

**MEETING PROCEDURE**

**Affirmative Action Recommended By:** Finance Committee, Select Board

**Motion:** That in order to assure compliance with the requirements of the Mass. Gen. Laws c. 59, § 21C, the Meeting adopt the following Rule of the Meeting:

**RULE OF THE MEETING**

1. Articles for appropriations supported from current taxation and/ or available funds. Any motion made under a warrant article or a motion to amend that would increase the appropriation amount over the amount recommended by the Finance Committee and designated by it as the “allocation at levy limit,” or that would provide for an appropriation where the Finance Committee is recommending NO ACTION, must specify the following:
  - a. the original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and the source of funding- whether from available funds, taxation within the levy limit, or contingent upon approval of an override ballot vote following the conclusion of Town Meeting if such ballot is voted by the Board of Selectmen in accordance with state law;
  - b. if the proposed increased appropriation is proposed to be funded from taxation within the levy limit, the original motion or motion to amend shall specify the source of funding as:
    - o a reduction in the appropriation amount already voted under a previous article or within the article currently being considered; or
    - o a maximum amount that may be appropriated within the levy limit under a subsequent article in the warrant.
2. Articles for appropriations supported from borrowing. The Finance Committee shall report to the Meeting summarizing its recommendations for new tax-supported borrowing authority to be offered at this Meeting and for which the debt service is proposed to be funded within the levy limit.

Any motion made under a warrant article or a motion to amend that would increase the appropriation amount to be met by a borrowing authorization over the amount recommended by the Finance Committee or that would provide for an appropriation to be met by a borrowing authorization where the Finance Committee is recommending NO ACTION, must specify the following:

- a. The original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and shall make the increase contingent upon approval of a debt exclusion or capital outlay exclusion ballot vote following the conclusion of Town Meeting if such ballot is voted by the Select Board in accordance with state law; or
- b. The original motion or motion to amend shall include a corresponding and offsetting reduction in another borrowing authorization from among those listed by the Finance Committee, either by a reduction in the amount already voted under a previous article or by setting a maximum amount of debt that may be authorized within the levy limit under a subsequent article in the warrant.

3. Articles making appropriations to be kept open. Any Article making appropriations shall be kept open until the final adjournment of the Meeting.

**Reason:** Routine and non-controversial at hearing; the motion is identical to Meeting Procedure motions passed annually and unanimously for more than fifteen years.

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**Article 4      RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**

**Affirmative Action Recommended By:** Select Board

**Motion:** That the Town take affirmative action on Article 4 as printed in the Warrant, with the following additional changes to the Classification and Compensation Plan voted by the Personnel Board between January 27, 2022, and May 1, 2022:

1.      Remove the title “IT Services Manager” from Grade MP-5 grade and replace it with the title “IT Operations Manager” assigned to Grade MP-5 effective 2/24/2022
2.      Add the title “GIS Program Manager” to Grade MP-3 effective 2/24/2022
3.      Add the title of “Business Systems Analyst” to Grade MP-2 effective 2/24/2022

**Reason:** Routine annual ratification action; non-controversial at hearing.

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**Article 5      CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**

**Affirmative Action Recommended By:** Select Board

**Motion:** That the Town take affirmative action on Article 5 as printed in the Warrant.

**Reason:** Routine and non-controversial at hearing.

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**Article 6      PERSONNEL BYLAW AMENDMENT**

**Affirmative Action Recommended By:** Select Board

**Motion:** That the Town take affirmative action on Article 6 as printed in the Warrant.

**Reason:** Non-controversial at hearing; amendments to conform Bylaw to State law with respect to Holidays, increase flexibility of Vacation provisions, increase bereavement leave, and include gender-neutral language throughout Bylaw

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**Article 7      USE OF FREE CASH**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town authorize and direct the Assessors to transfer \$1,000,000 from the Certified Free Cash Balance as of June 30, 2021 to reduce the tax levy for the fiscal year ending June 30, 2023.

**Reason:** Routine transfer of surplus funds to reduce tax levy; non-controversial at hearing. Surplus results from revenue collection exceeding estimates and/or actual expenditures being less than appropriations.

**ARTICLE 5 - CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITION**

**CLASSIFICATION AND COMPENSATION PLAN**

Effective February 24, 2022

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**ADMINISTRATIVE-CLERICAL**

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
AC-1 Receptionist/Clerk Recreation Clerk	Hourly	18.17	21.86	25.54
AC-2 Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk	Hourly	20.30	24.41	28.52
AC-3 Customer Services Representative Senior Account Clerk Senior Department Clerk	Hourly	23.02	27.68	32.33
AC-4 Administrative Assistant Assistant to the Town Clerk Collections Assistant Retirement Assistant Treasury Assistant	Hourly	24.87	29.91	34.95
AC-5 Human Resources Assistant Project & Procurement Coordinator Senior Administrative Assistant	Hourly	26.59	31.96	37.32
AC-6 Finance Assistant Senior Human Resources Assistant	Hourly	27.50	33.07	38.63

**TRADES-CRAFTS-LABOR**

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
TCL-1 Building Custodian	Hourly	17.94	21.69	25.43
TCL-2 Building Maintenance Custodian	Hourly	20.26	24.49	28.72
TCL-3 Facilities Maintainer Maintenance & Inventory Coordinator Water/Sewer System Maintainer	Hourly	22.30	26.96	31.62
TCL-4 Custodial Maintenance Supervisor Equipment/Line Operator Master Craftsperson	Hourly	24.95	30.19	35.42
TCL-5 Assistant Public Works Supervisor Crew Leader Licensed Electrician/Skilled Carpenter Senior Master Mechanic Treatment Systems Operator	Hourly	27.62	33.40	39.18
TCL-6 Senior Treatment Systems Operator	Hourly	31.03	37.53	44.02
TCL-7 Public Works Supervisor HVAC Technician	Hourly	34.41	41.63	48.85

**MANAGERIAL-PROFESSIONAL**

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

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
MP-1 Associate Engineer Engineering Technician Library Innovation & Communications Specialist Media Technician Recreation Supervisor Station Manager Tourism & Visitor Services Manager	Annual	49,387	61,943	74,499

		Minimum	Mid-Point	Maximum
MP-2	Annual			
Administrative & Special Projects Coordinator				
Administrative Manager		55,735	69,902	84,068
Administrative Systems Analyst				
Assistant Local Inspector				
Assistant Natural Resources Director				
Budget Analyst				
Business Systems Analyst				
Energy Specialist				
Environmental Health Inspector				
Environmental & Regulatory Coordinator				
Facilities Operations Coordinator				
Field Lister				
GIS Technician/Analyst				
Information Systems Technician				
Land Manager				
Office Accountant				
Public Health Inspector				
Water Conservation Coordinator				
MP-3	Annual	65,763	82,483	99,202
Assistant Assessor				
Assistant Human Resources Director				
Assistant Public Health Director				
Assistant Public Works Engineer				
Assistant Senior Services Director				
Assistant Town Accountant				
Assistant Town Clerk				
Assistant Treasurer				
Associate Financial Manager				
Childcare Services Manager				
Customer Service Supervisor				
Energy Conservation Coordinator				
GIS Program Manager				
Local Inspector				
Management Analyst				
Municipal Archivist/Records Manager				
Operations Manager				
Recreation Programs & Events Manager				
Retirement System Administrator				
Senior Budget & Operations Analyst				
Senior Environmental & Regulatory Coordinator				
Senior Information Systems Technician				
Senior Planner				
MP-4	Annual	70,307	88,182	106,056
Assistant Highway & Ground Superintendent				
Assistant Recreation Director				

		Minimum	Mid-Point	Maximum
Customer Service Administrator				
Environmental Services Program Administrator				
GIS & Application Integration Program Manager				
Operations Engineer				
Public Information & Communications Manager				
Public Works Engineer				
MP-5	Annual	75,625	94,850	114,075
Assistant Library Director				
Assistant Town Engineer				
Budget & Purchasing Director				
Deputy Treasurer/Collector				
Director of Sustainability				
IT Operations Manager				
Financial Manager/Accountant				
Natural Resources Director				
Police Lieutenant				
Public Health Director				
Senior Services Director				
Town Clerk				
Town Planner				
MP-6	Annual	87,814	110,136	132,458
Assistant Fire Chief				
Building Commissioner				
Facilities Director				
Highway & Grounds Superintendent				
Police Captain				
Recreation Director				
Town Accountant				
Town Assessor				
Town Engineer				
Water/Sewer Superintendent				
MP-7	Annual	95,430	119,690	143,950
Director of Planning & Land Management				
Human Resources Director				
Library Director				
MP-8	Annual	106,319	133,348	160,376
Assistant Town Manager				
Chief Information Officer				
Fire Chief				
Police Chief				
Public Works Director				
MP-9	Annual	116,520	146,144	175,767
Deputy Town Manager				
Finance Director				

## ELECTRICAL LABOR

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
EL-1 (Reserved for future use)	Hourly	19.77	23.91	28.05
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	25.70	31.09	36.47
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	32.62	36.87	41.12
EL-4 Lineworker, Grade 1	Hourly	40.49	45.79	51.09
EL-5 Lead Lineworker	Hourly	42.40	47.95	53.49
EL-6 Line Supervisor	Hourly	45.67	51.64	57.60

## ELECTRICAL MANAGEMENT

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

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
EM-1 Meter Supervisor Senior Engineering Technician	Annual	67,513	81,030	94,547
EM-2 Electrical Engineer	Annual	86,285	103,521	120,756
EM-3 Lead Electrical Engineer	Annual	92,703	111,277	129,851
EM-4 Power Supply & Rates Administrator	Annual	108,314	129,956	151,598
EM-5 Assistant CMLP Director	Annual	113,730	136,454	159,177
EM-6	Annual	131,165	157,443	183,720

### MEDIA SPECIALISTS

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
MS-1 Education Coordinator Lead Producer	Hourly	18.82	25.10	31.37

### SWIM & FITNESS

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
SF-1 Swim/Fitness Specialist	Hourly	13.50	37.35	61.20

### HUMAN SERVICES

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
HS-A Human Services Assistant	Hourly	13.50	22.05	30.60
HS-1 Human Services Specialist	Hourly	15.94	30.92	45.90
HS-2 Child Care/Education Specialist	Hourly	15.94	29.39	42.84

### TELECOMMUNICATIONS TECHNICIANS

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
TT-1 Telecommunications Technician	Hourly	30.70	36.07	41.43
TT-2 Senior Telecommunications Technician	Hourly	35.09	41.25	47.40
TT-3 Lead Telecommunications Technician	Hourly	36.84	43.31	49.78

**TELECOMMUNICATIONS MANAGEMENT**

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

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
TM-1 Network Administrator	Annual	77,051	90,500	103,949
TM-2 Network Engineer Telecommunications Coordinator	Annual	87,768	103,146	118,523
TM-3 Telecommunications Director	Annual	101,428	119,187	136,946

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**Article 12      APPROPRIATION FOR SENIOR MEANS-TESTED PROPERTY TAX EXEMPTION**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town transfer the sum of \$150,000 from the Overlay Surplus to fund the Senior Means-Tested Property Tax Exemption program for the Fiscal Year ending June 30, 2023.

**Reason:** Non-controversial at hearing; appropriation to provide continuity during Fiscal Year 2023 of the Senior Means-Tested Property Tax Exemption that was in place for three years and expired in June 30, 2021, in the event that the state legislature has not yet acted upon pending legislation to reauthorize the program before the Town must set its FY23 tax rate. 2021 Annual Town Meeting voted to fund the program during FY2022 from the Overlay Surplus.

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**Article 13      OPEB TRUST FUND APPROPRIATION**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town raise and appropriate \$1,401,347; and transfer \$50,761 from the Light Fund and \$15,743 from Broadband; for a total appropriation of \$1,467,851 to fund the Town's FY23 contribution to the Other Post-Employment Benefits Liability Trust Fund (OPEB Trust) established under Mass. Gen. Laws. c. 32B, § 20.

**Reason:** Routine General Fund appropriation to meet the Town's OPEB obligations made in prior years as part of the Town's Budget article, now being appropriated for all funds (General, Enterprise, and Other) in a stand-alone article consistent with best practice as recommended by the Town's auditors and MA Department of Revenue; non-controversial at hearing.

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**Article 14      OPEB TRUST FUND EXPENSE**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town appropriate \$275,000 from the OPEB Trust Fund established under Mass. Gen. Laws c. 32B, § 20 for FY 23 expenses, and further to authorize the Trustee of the OPEB Trust to employ reputable and knowledgeable investment consultants to assist in determining appropriate investments and pay for those services from the OPEB Fund.

**Reason:** Non-controversial at hearing; administrative change in method of paying OPEB Fund expenses recommended by the Town's advisors to be by direct payment from the Fund instead of by deduction from earnings.

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**Article 20      APPROPRIATION TO MIDDLE SCHOOL STABILIZATION FUND**

**Affirmative Action Recommended by:** Finance Committee, Select Board, Concord Public Schools Committee

**Motion:** That the Town transfer the sum of \$1,000,000 from Overlay Surplus and \$500,000 from the Certified Free Cash Balance as of June 30, 2021, for a total appropriation of \$1,500,000 to the Middle School Stabilization Fund.

**Reason:** Non-controversial at hearing; Action to distribute over time the impact on the tax levy

of the Middle School Building Project that was approved by a substantial majority at 2022 Special Town Meeting and at the subsequent vote at the polls on debt exclusion of the capital expense.

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**Article 27 AMEND DEPARTMENTAL REVOLVING FUNDS BYLAW**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 27 as printed in the Warrant.

**Reason:** Non-controversial at hearing; action to add a Visitor's Center & Tourism Revolving Fund to the Town's Revolving Fund Bylaw for the purpose of depositing program receipts and paying program expenses with the approval of the Town Manager.

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**Article 28 AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER MASS. GEN. LAWS. C. 44, § 53E1/2**

**Affirmative Action Recommended by:** Finance Committee, Select Board

**Motion:** That the Town take affirmative action on Article 28 as printed in the Warrant.

**Reason:** Routine authorization of annual spending limits for Revolving Funds, expenditures made pursuant to the Town's Revolving Fund Bylaw with the approval of the Town Manager; non-controversial at hearing.

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**Article 31 ZONING BYLAW AMENDMENT – ADDITIONAL DWELLING UNIT**

**Affirmative Action Recommended by:** Select Board; Planning Board

**Motion:** That the Town take affirmative action on Article 32 as printed in the Warrant, adding a clause shown in bold italics below so that the new provision reads:

(n) Any additional dwelling unit that is subject to a special permit recorded with the Middlesex South Registry of Deeds prior to September 2020 shall be exempt from the requirements in Items (a), (b), (g), and (l) of this Section 4.2.2.2 ***provided that the dimensions of the additional dwelling unit conform to the dimensional requirements in the recorded special permit.***

**Reason:** Non-controversial at hearing; protects ADUs permitted and recorded before 2020 which upon application for renewal may not comply with currently existing ADU dimensional requirements.

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**Article 34 CITIZEN PETITION: ZONING BYLAW AMENDMENT – RESIDENCE A & INDUSTRIAL PARK B ZONING DISTRICT BOUNDARY**

**Affirmative Action Recommended by:** Select Board; Planning Board TBD

**Motion:** That the Town take affirmative action on Article 34 as printed in the Warrant.

**Reason:** Non-controversial at hearing; amends Zoning District boundaries to bring into use compliance a residence constructed in 1692 currently located within the Industrial Park B Zoning District.

**Article 39 LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES**

**Affirmative Action Recommended by:** Finance Committee, Select Board  
**Motion:** That the Town take affirmative action on Article 39 as printed in the Warrant.

**Reason:** Routine annual action; non-controversial at hearing. Authorizes the Light Plant to expend its income for operations and provides for the transfer of \$444,000 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, 2023.

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**Article 40 SOLID WASTE DISPOSAL FUND EXPENDITURES**

**Affirmative Action Recommended by:** Finance Committee, Select Board  
**Motion:** That the Town take affirmative action on Article 40 as printed in the Warrant.

**Reason:** Routine annual authorization; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue from the fiscal year ending June 30, 2023 and cash on hand in the Solid Waste Disposal Fund to operate the Town's curbside solid waste and recycling collection and disposal program.

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**Article 41 SEWER SYSTEM EXPENDITURES**

**Affirmative Action Recommended by:** Finance Committee, Select Board  
**Motion:** That the Town take affirmative action on Article 41 as printed in the Warrant.

**Reason:** Routine annual enterprise fund authorization; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2023 and cash on hand in the Sewer Fund for the operation, maintenance, and improvement of the Town's sewer system.

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**Article 42 SEWER IMPROVEMENT FUND EXPENDITURES**

**Affirmative Action Recommended by:** Finance Committee, Select Board  
**Motion:** That the Town take affirmative action on Article 42 as printed in the Warrant.

**Reason:** Routine annual action; non-controversial at hearing. The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of fees paid by certain properties connecting to the sewer system; the Article authorizes expenditure from the Fund for construction and expansion of sewer lines and treatment facility capacity.

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**Article 43 WATER SYSTEM EXPENDITURES**

**Affirmative Action Recommended by:** Finance Committee, Select Board  
**Motion:** That the Town take affirmative action on Article 43 as printed in the Warrant.

**Reason:** Routine annual action; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2023 and cash on hand in the Water Fund for the operation, maintenance, and improvement of the Town's water system.

**Article 44      AUTHORIZE EXPENDITURE FROM PEG ACCESS AND CABLE-RELATED FUND**

**Affirmative Action Recommended by:** Finance Committee, [Select Board TBD], PEG Access Committee

**Motion:** That the Town transfer from the PEG Access and Cable-Related Fund the amount of \$435,302 to be expended under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Comcast licensing agreement during the fiscal year ending June 30, 2023.

**Reason:** Routine transfer; non-controversial at hearing.

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**Article 9**      On a **MOTION** made by Ms. Ackerman and duly seconded, it was **VOTED** unanimously that the Town take affirmative action on Article 9, as printed in the handout pertaining to the Article.

**FY23 Town Budget, (Interim Town Manager)**

That the Town raise and appropriate the sum of \$46,640,917, transfer \$218,955 from the Cemetery Fund, transfer \$266,362 from the Sewer Fund, transfer \$735,872 from the Water Fund, transfer \$612,326 from the Light Fund, transfer \$139,431 from the Solid Waste Fund, transfer \$28,611 from the Telecom Fund, transfer \$2,187 from PEG Access Fund, transfer \$1,501,370 from the Pension Reserve Fund, transfer \$139,427 from the Recreation Fund, transfer \$3,500 from the Transportation Network Fund, and transfer \$600,000 from Article 10 of the 2021 Annual Town Meeting (FY22 Budget), for a total appropriation under Article 9 of \$50,889,958, as printed in the warrant, as Fiscal 2023 Proposal, Items 1 – 16, for the necessary and expedient purposes of the Town for the Fiscal Year ending June 30, 2023, and that the same be expended only for such purposes under the direction of the Town Manager; and further, that the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment; and that the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's Rabies Clinic; and further that the Town appropriate \$115,376 from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2023.

**WARRANT ARTICLE**

To determine whether the Town will vote to raise and appropriate or transfer from available funds, the sum of \$50,889,958, or any other sum, for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2023:

<b>Town Government Operating Budget</b>				
<b>Item No.</b>	<b>Department</b>	<b>Fiscal 2021 Expenses</b>	<b>Fiscal 2022 Appropriation</b>	<b>Fiscal 2023 Proposal</b>
<b>General Government</b>				
<b>\$4,644,241 is 9.4% of Total</b>				
1	A. Town Manager's Office	\$734,348	\$739,926	\$ 686,197
	B. Human Resources	478,622	573,349	595,606
	C. Information Systems	1,090,576	1,244,882	1,348,980
	D. Town Meeting and Reports	101,225	123,096	117,919
	E. Facilities Administration	890,179	1,003,243	1,026,590
	F. Parks & Playgrounds	130,657	150,205	215,776
	G. Resource Sustainability	162,280	162,949	165,203
	H. Visitor's Center and Restroom	29,765	34,342	37,970
	<b>Subtotal</b>	<b>3,617,652</b>	<b>4,031,991</b>	<b>4,194,241</b>
2	A. Legal Services	344,585	425,000	450,000
	<b>Department Subtotal</b>	<b>3,962,237</b>	<b>4,456,991</b>	<b>4,644,241</b>
<b>Finance</b>				
<b>\$2,386,111 is 4.7% of Total</b>				
3	A. Finance Administration	\$619,860	\$562,252	\$555,491
	B. Treasurer-Collector	528,371	525,485	505,631
	C. Town Accountant	352,437	339,722	340,945
	D. Assessors	456,387	457,391	444,387
	E. Town Clerk	379,147	399,720	439,831
	F. Elections	76,176	53,068	89,374
	G. Registrars	7,971	6,220	10,452
	<b>Department Subtotal</b>	<b>2,420,349</b>	<b>2,343,858</b>	<b>2,386,111</b>
<b>Planning and Land Management</b>				
<b>\$2,213,816 is 4.0% of Total</b>				
4	A. Planning Administration	\$568,129	\$ 564,214	\$583,522
	B. Natural Resources	348,162	421,751	449,396
	C. Inspections	465,056	480,311	479,288
	D. Health	448,669	466,952	462,035
	E. Economic Vitality & Tourism	112,400	186,697	190,735
	F. 141 Keyes Road	48,199	49,995	48,840
	<b>Department Subtotal</b>	<b>1,990,615</b>	<b>2,169,920</b>	<b>2,213,816</b>
<b>Human Services</b>				
<b>\$3,536,272 is 7.0% of Total</b>				
5	A. Library	\$ 2,330,702	\$2,333,663	\$ 2,398,544
	B. Senior Services			
	B1. Senior Services	667,605	609,998	630,527
	B2. Harvey Wheeler Community Center	94,209	99,923	101,276

	C. Recreation Services			
	C1. Recreation Services	118,882	114,569	114,569
	C2. Hunt Recreation Center	104,375	101,482	93,375
	D. Human Services	71,934	74,700	74,286
	E. Veterans Services	75,134	77,974	78,734
	F. Ceremonies and Celebrations	29,631	39,628	44,960
	<b>Department Subtotal</b>	<b>\$ 3,492,472</b>	<b>\$ 3,451,937</b>	<b>\$ 3,536,272</b>
<b>Public Safety</b>				
<b>\$10,992,462 is 22.6% of Total</b>				
6	A. Police Department	\$4,828,191	\$5,479,289	\$ 4,864,484
	B. Animal Control Officer	27,500	27,500	28,500
	C. Police-Fire Station	231,869	252,057	278,317
	D. Fire Department	5,499,333	5,734,791	5,783,853
	E. Emergency Management	16,000	16,000	16,000
	F. West Concord Fire Station	20,738	20,059	21,309
	<b>Department Subtotal</b>	<b>\$10,623,631</b>	<b>\$ 11,529,696</b>	<b>\$10,992,462</b>
<b>Public Works</b>				
<b>\$4,627,600 is 8.8% of Total</b>				
7	A. Public Works Administration	\$ 449,200	\$ 414,468	\$ 403,332
	B. Engineering	691,413	507,441	506,999
	C. Highway Maintenance	1,545,047	1,527,876	1,638,237
	D. Winter Maintenance	640,000	640,000	650,000
	E. Parks and Trees	787,628	797,852	901,592
	F. Cemetery	259,031	304,806	312,235
	G. 133/135 Keyes Road	124,923	124,923	183,580
	H. Capital Assets			
	H1. Road Improvements	-	-	-
	H2. Drainage Program	-	-	-
	H3. Sidewalk Management	-	-	-
	H4. Heavy Equipment	-	-	-
	I. Street Lighting	27,500	27,500	31,625
	<b>Department Subtotal</b>	<b>\$ 4,524,742</b>	<b>\$ 4,344,865</b>	<b>\$ 4,627,600</b>
<b>Unclassified</b>				
<b>\$734,543 is 2.1% of Total</b>				
8	Employee Wellness			
	A. Unused Sick Leave	\$ 65,000	\$ 65,000	\$ 23,061
	B. Public Safety Disability	2,500	2,500	887
	C. Employee Assistance Program	7,500	7,500	2,661
	<b>Subtotal</b>	<b>75,000</b>	<b>75,000</b>	<b>26,609</b>
9	Reserve Fund	225,000	225,000	225,000
10	Salary Reserve	(374,236)	(114,374)	1,057,934
11	Land Fund	10,000	10,000	25,000

	<b>Total Unclassified</b>	<b>\$ (64,236)</b>	<b>\$ 195,626</b>	<b>\$ 1,334,543</b>
<b>TOWN GOVERNMENT SUBTOTAL Account 1-10</b>		<b>\$26,949,810</b>	<b>\$ 28,492,894</b>	<b>\$29,735,046</b>
<b>Joint (Town - CPS)</b>				
<b>\$20,168,372 is 41.4% of Total</b>				
12	A. Group Insurance	\$ 6,383,694	\$ 6,639,042	\$ 7,468,322
	B. OPEB	1,500,000	-	-
	C. Property/Liability	300,000	315,000	378,000
	<b>Insurance Subtotal</b>	<b>8,183,694</b>	<b>6,954,042</b>	<b>7,846,322</b>
13	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	110,000	120,000	120,000
	B. Workers' Comp.	110,500	133,575	142,450
	<b>Subtotal</b>	<b>220,500</b>	<b>253,575</b>	<b>262,450</b>
14A	Retirement, General Fund	4,064,734	3,412,844	3,381,101
14B	Pension, Reserve		1,338,816	1,501,370
15	Social Security and Medicare	866,864	910,207	942,064
16	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	3,187,205	3,424,300	3,423,349
	CPS Principal and Interest	811,807	743,070	741,752
	<b>Subtotal</b>	<b>3,999,012</b>	<b>4,167,370</b>	<b>4,165,101</b>
	Interest on Notes			70,000
	Other Debt Expense			
	<b>Subtotal Within Levy Limit</b>	<b>3,999,012</b>	<b>4,167,370</b>	<b>4,235,101</b>
	B. Excluded Debt			
	Town Principal and Interest	343,794	335,044	326,294
	CPS Principal and Interest	3,032,073	2,915,095	2,660,210
	Less: Use of Stabilization Funds			
	<b>Subtotal Excluded Debt</b>	<b>3,375,867</b>	<b>3,250,139</b>	<b>2,986,504</b>
	<b>Total Debt Service</b>	<b>7,374,879</b>	<b>7,417,509</b>	<b>7,221,605</b>
	<b>Total Joint (Town - CPS)</b>	<b>\$20,710,671</b>	<b>\$ 20,286,993</b>	<b>\$21,154,912</b>
	<b>Total Appropriation</b>	<b>\$47,660,481</b>	<b>\$ 48,779,887</b>	<b>\$50,889,958</b>

That the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment;

That the Town appropriation and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's Rabies Clinic;

That the appropriation for Salary Reserve under Line Item 10 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established effective July 1, 2022 and thereafter pursuant to the salary schedules adopted under Article 5, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfer shall be

reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year; and

That the Town authorize the funds to be expended from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2023:

<u>Amount</u>	<u>Loan Number</u>	<u>Original Loan</u>	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Town Authorization</u>
\$ 33,275.00	T5-05-1243-D	\$ 665,490	10/24/19	FY40	Art. 42 (2009)
\$ 29,884.00	T5-05-1243-A	\$ 296,830	06/13/12	FY23	Art. 50 (2004)
\$ 32,471.00	T5-05-1243-B	\$ 324,715	05/22/13	FY23	Art. 42 (2009)
\$ 19,745.70	T5-05-1243-C	\$ 197,457	01/07/15	FY25	Art. 42 (2009)

**Article 10** On a **MOTION** made by Ms. Ackerman and duly seconded, it was **VOTED** unanimously that the Town take affirmative action on Article 10, as printed in the handout pertaining to the Article.

**Capital Improvement and Debt Plan**

Ms. Ackerman moves that the Town raise and appropriate the sum of \$1,200,000, transfer the sum of \$309,700 from Article 3 of the 2017 Special Town Meeting (Technology Improvements), transfer the sum of \$105,000, from Article 13 of the 2021 Annual Town Meeting (Fire Breathing Apparatus), representing unexpended bond proceeds remaining in this authorization, and to authorize the Town Treasurer with the approval of the Select board to borrow by the issuance of bonds or notes under the provisions of Mas. Gen. Laws c. 44, §7 or §8, or any other enabling authority, the sum of \$4,395,000 for a total appropriation of \$6,009,700, to fund the FY23 Capital Improvement and Debt Plan, as printed in the warrant, said funds to be expended under the direction of the Town Manager.

**WARRANT ARTICLE**

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, § 7, the sums of money specified in the FY23 Capital Improvement Plan, or any other sum, to be expended under the direction of the Town Manager, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Mass. Gen. Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

General Government

1C.	Information Systems	Technology Upgrades	\$200,000
1E.	Facilities Administration	Building Improvements	\$40,500
1E.	Facilities Administration	Feasibility Study – Carousel Pre-School	\$25,000
1G.	Resource Sustainability	Resource Sustainability Fund	\$100,000

3D. Assessors	Recertification & Revaluation	\$35,000
<u>Planning &amp; Land Management</u>		
4A. Planning	Subdivision Rules & Regulations Update	\$75,000
4B. Natural Resources	Pond, Stream, & Field Management & Improve.	\$20,000
<u>Public Safety</u>		
6A. Police Department	Vehicles, Equipment, & Training Rm. Upgrades	\$259,200
6D. Fire Department	Vehicles and Equipment	\$135,000
<u>Public Works</u>		
7B. Engineering	Asset Mgt., Safety, Stripping, Signage, & Signals	\$235,000
7C. Highway Maintenance	Small Equipment	\$7,500
7E. Park and Trees	Small Equipment and Shade Trees	\$37,500
7H4. Heavy Equipment	Vehicles & Heavy Equipment	\$340,000
<b>Capital Outlay Total</b>		<b>\$1,509,700</b>

**Capital Outlay** **FY23 Proposed**

**Borrowed Funds** **FY23 Proposed**

General Government

1E. Facilities Administration	Municipal Buildings, General	\$52,750
1E. Facilities Administration	Municipal Buildings, 133/135 Keyes Rf. Replace.	\$581,250
1G. Parks & Playgrounds	Park Improvements, Emerson Basketball Court	\$150,000
1G. Parks & Playgrounds	Park Improvements, Gerow Park	\$200,000

Public Works

7H1. Road Improvements	Traffic Improvements	\$382,000
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7H1. Road Improvements	Pavement Management	\$2,000,000
7H2. Drainage Program	Culvert & Bridge Repairs	\$772,000
7H4. Heavy Equipment	Vehicles & Heavy Equipment	\$362,000
<b>Borrowed Funds Total</b>		<b>\$4,500,000</b>

**FY23 Capital Outlay and Borrowed Funds Total \$6,009,700**

**Article 16 Five-Year Moratorium on the Installation of Synthetic Turf on Town Land**  
 On a **MOTION** made by Ms. Bryant and duly seconded, it was **VOTED** by an overwhelming majority that the Town adopt a moratorium on the construction or installation of any synthetic turf (defined as monofilament carpet with loose infill) on any land, of any size, owned by the town, for a five-year time period starting on May 1, 2022 and ending on May 1, 2027.

**Article 17 Minuteman Regional Technical High School District Budget**  
 On a **MOTION** by Dr. Bouquillon and duly seconded, it was **VOTED** by well more than two-thirds majority that the Town take affirmative Action on Article 17 as printed in the warrant.

**WARRANT ARTICLE**

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$1,508,544, or any other sum, for the following necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2023, or take any other action relative thereto.

<b>MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET</b>			
<b>Department/ Description</b>	<b>Fiscal 2021 Adopted</b>	<b>Fiscal 2022 Adopted</b>	<b>Superintendent's Proposed Budget &amp; Fiscal 2023 Assessment</b>
Minuteman Regional High School Budget	\$ 25,502,946	\$ 27,640,588	\$ 29,010,622
Concord's Assessment	\$ 1,213,873	\$ 1,289,284	\$ 1,508,544

**Article 18 Concord Public Schools Budget**  
 On a **MOTION** by Ms. Marano and duly seconded, it was **VOTED** by a near unanimous majority that the Town raise and appropriate the sum of \$43,010,486 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2023 and that the same be expended only for such purposes and under the direction of the Concord School Committee.

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**Article 19****Concord Public Schools Capital Projects**

On a **MOTION** by Ms. Marano and duly seconded, it was **VOTED** by well more than a two-thirds majority that the Town authorize the Town Treasurer with the approval of the Select Board to borrow money by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, §7, the sum of \$900,000, to be expended under the direction of the School Committee for remodeling, construction, reconstructing or making extraordinary repairs, including original equipment and related work at various Concord Public School buildings.

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**Article 21****Concord-Carlisle Regional High School Budget**

On a **MOTION** by Mr. Booth and duly seconded, it was **VOTED** by more than a two-thirds majority that the Town raise and appropriate the sum of \$24,962,356 as the Town's apportioned share of the Concord-Carlisle Regional School District for the fiscal year ending June 30, 2023, and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.

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**Article 22****Concord-Carlisle Regional High School Capital Projects**

On a **MOTION** by Mr. Booth and duly seconded, it was **VOTED** by well more than a majority that the Town approve \$853,665 of debt authorized by the Concord-Carlisle Regional School Committee for repair and repaving of the access road, including sidewalk repairs, drainage, and lighting, as determined by the School Committee; provided, however, that this approval shall be contingent upon passage of a Proposition 2 1/2 debt exclusion referendum under Mass. Gen. Laws c. 59, § 21C(k) to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing.

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**Article 23****Ranked Choice Voting for Concord Elections – By Petition**

On a **MOTION** by Ms. Kavanagh and duly seconded, it was **VOTED** by a majority that the Town take affirmative action on Article 23 Ranked Choice Voting for Concord Elections (as printed in the handout).

Ms. Kavanagh moves that the Town take affirmative action on Article 23 Ranked Choice Voting for Concord Elections as printed in the handout.

**HANDOUT**

Ms. Kavanagh moves that the Town take affirmative action on Article 23 to authorize the Select Board to petition the General Court to enact Home Rule legislation to implement a Ranked Choice Voting system for local elections substantially in the following form *with the “definitions” section moved to paragraph (a) and additional changes from the language as printed in the Warrant shown in bold italics and strike-through.*

**AN ACT RELATIVE TO RANKED CHOICE VOTING IN THE TOWN OF CONCORD**

**SECTION 1.** ~~The Charter of the Town of Concord, is hereby amended by inserting the following section:~~

**RANKED CHOICE VOTING**

(a) The terms below shall have the following meanings in this section.

**Article 23  
(continued)**

“Batch elimination” is the simultaneous defeat of multiple candidates *for whom it is mathematically impossible to be elected*.

"Concluded ballot," a ballot that does not rank any continuing candidate or contains an overvote at the highest-ranked continuing candidate.

"Continuing candidate," a candidate who has not been defeated or elected.

“Election threshold,” the number of votes sufficient for a candidate to be elected in a multi-seat election. It is calculated by dividing the total number of votes counting for continuing candidates in the first round by the sum of the number of seats to be elected and 1, disregarding any fractions, and then adding 1.

"Highest-ranked continuing candidate," the continuing candidate with the highest ranking on a voter's ballot. *Where a ballot omits one or more rankings, the next highest ranking shall be used for determining the highest-ranked continuing candidate.*

*“Plurality voting,” the voting system in which the candidate receiving the most votes is declared the winner, even if such candidate does not receive a majority of the votes cast in the election.*

“Ranked choice voting,” a method of casting and tabulating ballots in which voters rank candidates for office in order of preference.

"Last-place candidate," (i) the candidate with the lowest vote total in a round of the ranked-choice voting tabulation; or (ii) a candidate that is defeated in batch elimination.

"Overvote," a circumstance in which a voter ranks more than 1 candidate at the same ranking.

"Ranking" means the number or the *numeric ranking assigned* on a ballot by a voter to a candidate to express the voter's preference for that candidate. Ranking number 1 shall be the highest ranking, ranking number 2 shall be the next-highest ranking, and so on.

“Surplus fraction,” the number equal to the difference between an elected candidate’s vote total and the election threshold, divided by the candidate’s vote total.

“Transfer value,” the proportion of a vote that a ballot will count to its highest-ranked continuing candidate. Each ballot shall begin with a transfer value of 1. If a ballot counts to the election of a candidate under subsection **(d)**, it receives a lower transfer value.

**(b)** All town offices shall be elected by ranked choice voting, except for a single-seat office when the number of certified candidates is less than or equal to 2, or a multi-seat office when the number of certified candidates is less than or equal to the number of seats to be elected. *Plurality voting shall be used when ranked choice voting cannot be conducted.* Ranked choice voting elections shall be tabulated in rounds pursuant to this section.

**(c)** In any single-seat election with ranked choice voting, each round shall begin by counting the number of votes for each continuing candidate. Each ballot shall count as 1 vote for its highest-ranked continuing candidate. Concluded ballots shall not be counted for any continuing candidate. *If no candidate receives a majority of the first-choice votes cast, an instant runoff shall be conducted.* In each round of the instant runoff, the vote on each continuing ballot for each

continuing candidate shall be counted. Each continuing ballot shall count as one vote for the highest-ranked continuing candidate on that continuing ballot. Each round shall end with 1 of the following 2 outcomes:

- (1) If there are more than 2 continuing candidates, the last-place candidate shall be defeated or the last-place candidates shall be defeated in batch elimination and a new round shall begin; or
- (2) If there are 2 continuing candidates, the candidate with the fewest votes shall be defeated, the candidate with the most votes shall be elected, and tabulation shall be complete.

(d) In any multi-seat election with ranked choice voting, each round shall begin by counting the number of votes for each continuing candidate. Each ballot shall count for its highest-ranked continuing candidate. Concluded ballots shall not count for any continuing candidate. In the first round only, the election threshold shall then be calculated. *If no candidate reaches the election threshold, an instant runoff shall be conducted. In each round of the instant runoff, the vote on each continuing ballot for each continuing candidate shall be counted at its current transfer value. Each continuing ballot shall count as one vote for the highest-ranked continuing candidate on that continuing ballot.* Each round shall end with 1 of the following 3 outcomes:

- (1) If at least 1 continuing candidate has more votes than the election threshold, then all such candidates shall be elected. Each ballot counting for an elected candidate shall be assigned a new transfer value by multiplying the ballot's current transfer value by the surplus fraction for the candidate. Each elected candidate shall be deemed to have a number of votes equal to the election threshold in all future rounds. *If the number of elected candidates is equal to the number of seats to be filled then tabulation is complete.* Otherwise, a new round shall begin;
- (2) If no continuing candidate has more votes than the election threshold and the sum of the number of elected candidates and continuing candidates is more than the sum of the number of seats to be elected and 1, the last-place candidate shall be defeated or the last-place candidates shall be defeated in batch elimination, and a new round shall begin; or
- (3) Otherwise, the continuing candidate with fewest votes shall be defeated, all other continuing candidates shall be elected, and tabulation is complete.

(e) Batch elimination shall apply to the largest possible group of continuing candidates such that the sum of the votes of candidates in the group is less than the individual number of votes of every continuing candidate not in the group, and provided that the number of continuing candidates not in the group is at least 1 more than the remaining number of positions to elect.

*(f) If there is a tie between the continuing candidates receiving the fewest votes in any round other than the first round, the candidate with the fewest votes in the prior round shall be defeated. If the continuing candidates remain tied, this process shall be repeated using the votes from the next closest previous round, until either one continuing candidate has fewer votes or there are no more previous rounds to examine.*

(g) The Town Clerk may make any changes to the ranked choice voting ballot and tabulation process necessary to ensure the integrity and smooth functioning of the election, provided that ranked choice voting shall still be used and the fewest number of changes are made to achieve such purpose.

SECTION 2. This act shall take effect upon its passage, *with the provision there are at least 64 days till the next election, to allow for proper implementation.*

**Article 24      Appropriate Funds for Affordable Housing Development**

Upon a **MOTION** made by Ms. Ackerman and duly seconded, it was **VOTED** by well more than a two-thirds majority that the Town transfer \$500,000 from the Certified Free Cash Balance of June 30, 2021 to the Concord Municipal Affordable Housing Trust (CMAHT) for the purpose of developing or supporting affordable housing within the Town.

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**Article 25      Assabet River Bluff Preservation Project**

Upon a **MOTION** made by Ms. Ackerman and duly seconded, it was **VOTED** by well more than a two-thirds majority that the Town authorize the Treasurer with the approval of the Select Board to borrow the sum of \$500,000 under Mass. Gen. Laws c. 44, § 8C or any other enabling authority, for the purpose of purchasing for community housing, conservation, and passive recreation purposes a certain property together with buildings thereon known as the Assabet River Bluff and further described in the Warrant on the conditions and terms set forth in the Warrant.

**WARRANT ARTICLE**

To see if the Town will vote to appropriate, and authorize the Treasurer with the approval of the Select Board to raise and appropriate, transfer from available funds, or borrow the sum of \$500,000 under Mass. Gen. Laws c. 44, § 8C or any other enabling authority, for the purpose of purchasing for community housing, conservation, and passive recreation purposes, by eminent domain, purchase or otherwise, a certain property together with buildings thereon, known as the Assabet River Bluff at 2B Upland Road and 406 Old Marlboro Road, Assessor's Parcels 2731 and 2732, consisting of 7 acres, more or less, as shown on a plan entitled "81X Plan of Land, Existing Boundaries, 2B Upland Road and 406 Old Marlboro Road" prepared by GCG Associates, Inc., dated 1/24/22 (the "Property"); that 6 acres, more or less, of the Property shown as Lots 3, 4, 5, 6, and the proposed right-of-way as shown on a plan entitled "Subdivision Plan" prepared by GCG Associates, Inc. dated 1/27/22 be conveyed to the Town pursuant to Mass. Gen. Laws c. 40, § 8C, to be managed and controlled by the Natural Resources Commission, with a Conservation Restriction over the land to be held by the Concord Land Conservation Trust and the Sudbury Valley Trustees or any other suitable entity as determined by the Natural Resources Commission, and that the Natural Resources Commission, the Town Manager, or the Town Manager's designee, be authorized to file on behalf of the Town any and all applications deemed necessary for grants and/or reimbursements from the Commonwealth of Massachusetts deemed necessary under the Land and Water Conservation Fund Act (P.L. 88-578, 78 Stat. 897) or any other authority in any way connected with the scope of this Article, and that the Town Manager and the Natural Resources Commission be authorized to enter into all agreements and execute any and all instruments as may be necessary on behalf of the Town to effect said purchase, or take any other action relative thereto.

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**Article 26      Community Preservation Committee Appropriation Recommendations**

Upon a **MOTION** made by Ms. Proctor and duly seconded, it was **VOTED** by well more than a two-thirds majority that the Town take affirmative action on Article 26 as printed in the handout pertaining to the article.

## HANDOUT

### Prepared by the Community Preservation Committee April 25, 2022

**Motion:** Ms. Proctor moves that the Town appropriate the sum of \$2,153,741, from the Concord Community Preservation Fund, of which up to \$100,826 shall be appropriated from the Land Acquisition reserve Fund; up to \$237,142 shall be appropriated from the prior year undesignated fund balance as of June 30, 2021; and up to \$1,815,773 shall be appropriated from projected Fiscal Year 2023 Fund Revenues, in accordance with Chapter 44B of the Massachusetts General Laws, to be expended under the direction of the Town Manager, for the eleven appropriation recommendations as printed in the Warrant.

### WARRANT ARTICLE

To determine whether the Town will vote to appropriate the sum of \$2,153,741, or any other sum, from the Concord Community Preservation Fund, of which up to \$237,142 shall be appropriated from the prior year undesignated fund balance as of June 30, 2021; and up to \$1,815,773 shall be appropriated from projected Fiscal Year 2023 Fund Revenues, in accordance with Mass. Gen. Laws c. 44B, to be expended under the direction of the Town Manager as follows, or take any other action relative thereto:

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#### Article 29      **Annual Appropriation of Parking Meter Receipts**

Upon a **MOTION** made by Ms. Ackerman and duly seconded, it was **VOTED** by a majority to appropriate the sum of \$300,000 from Parking Meter Receipts to fund expenses related to parking enforcement or public transportation initiatives for the fiscal year ending June 30, 2023.

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#### Article 30      **Scenic Roads General Bylaw**

Upon a **MOTION** made by Ms. Saalfeld and duly seconded, it was **VOTED** by well more than a majority that the Town take affirmative action on Article 30 as printed in the Warrant.

### WARRANT ARTICLE

To determine whether the Town will vote to (1) adopt a Scenic Roads Bylaw and designate certain public roads as scenic roads in accordance with Mass. Gen. Laws c. 40, § 15C (commonly referred to as the Scenic Roads Act); and (2) amend the Non-Criminal Disposition Bylaw Appendix A (Fines) to add a fine for violations of the Scenic Road Bylaw, as follows, or take any other action relative thereto:

1. Adopt the following Scenic Roads Bylaw:

#### **Scenic Roads Bylaw**

In accordance with Mass. Gen. Laws c. 40, § 15C, the Town designates the following roads as Scenic Roads:

- Balls Hill Road
- Barretts Mill Road
- Garfield Road
- Liberty Street
- Monument Street
- Old Road to Nine Acre Corner (“ORNAC”)
- Strawberry Hill Road
- Sudbury Road
- Westford Road

Item	Project/Description	Category	Land Acquisition Reserve Fund	Prior Year Fund Balance	FY23 CPA Fund Revenues	Total Amount Recommended
A	Town of Concord – Regional Housing Services Office	Community Housing			\$28,000	\$28,000
B	Concord Home for the Aged – 110 Walden St. Preservation Project	Historic Preservation			\$135,000	\$135,000
C	Trustees of Reservations – The Old Manse Exterior Preservation	Historic Preservation			\$38,500	\$38,500
D	Wright Tavern Legacy Trust and the Trustees of Parish Donations, First Parish Church – Wright Tavern Structural Repairs	Historic Preservation			\$234,400	\$234,400
E	Concord Free Public Library – Concord Oral History Preservation and Access Project	Historic Preservation			\$22,841	\$22,841
F	Town of Concord – Assabet River Bluff Preservation and Housing – Land Acquisition	Open Space	\$100,826		\$599,174	\$1,000,000
		Community Housing			\$300,000	
G	Town of Concord – Junction Village Open Space	Open Space		\$125,000		\$250,000
		Recreation		\$112,142	\$12,858	
H	Town of Concord – Bruce Freeman Rail Trail	Open Space			\$15,000	\$30,000
		Recreation			\$15,000	
I	Town of Concord – Assabet River Pedestrian Bridge	Open Space			\$150,000	\$300,000
		Recreation			\$150,000	
J	Concord Recreation Department – Recreation Facilities Strategic Plan	Recreation			\$75,000	\$75,000
K	Staff and Technical Support	Administration			\$40,000.00	\$40,000
	<b>TOTAL</b>		<b>\$100,826</b>	<b>\$237,142</b>	<b>\$1,815,773</b>	<b>\$2,153,741</b>

**Article 30 (continued)** Anyone who fails to comply with the provisions of Mass. Gen. Laws c. 40, § 15C shall be subject to a fine as specified in Appendix A of the Regulations for the Enforcement of Town Bylaws under Mass. Gen. Laws Chapter 40, § 21D and the Bylaw for Non-Criminal Disposition of Violations adopted under Article 47 of the 1984 Town Meeting, as amended.

This Bylaw shall not apply to cutting or removal of trees by the Town in connection with right of way maintenance or to mitigate, eliminate or avoid hazardous conditions as determined by the Tree Warden.

2. Amend the Non-Criminal Disposition Bylaw, Appendix A, by adding the following row:

<b>BYLAW</b>	<b>FINE SCHEDULE</b>	<b>FINE ALLOWED</b>	<b>ENFORCEMENT AGENCY</b>
Scenic Roads Bylaw	1st offense 2nd offense 3rd and subsequent offenses	\$100 \$200 \$300 per violation	The Town Planner is authorized to enforce the provisions of this General Bylaw. Any other legal enforcement action shall be determined by the Planning Board in consultation with the Town Planner and Town Counsel.

**Article 32 Zoning Bylaw Amendment: Formula Business**

Upon a **MOTION** made by Ms. Miller and duly seconded, it was **VOTED** by well more than a two-thirds majority that the Town take affirmative action on Article 32 as printed in the Planning Board’s Recommendation Report dated April 26, 2022, as amended by counted vote: 251 yes / 179 no, that the limit of formula businesses was reduced from 14 to 12.

**PLANNING BOARD RECOMMENDATION**

**Zoning Bylaw Amendment Section 3.3 – Formula Business Bylaw**

**Recommendation:** The Planning Board recommends affirmative action (4-1) on Article 32. For the reasons explained in the Warrant, the Planning Board believes adding the Thoreau Depot Business District to the Formula Business Bylaw helps to preserve the existing character, diversity, variety, and scale of this district and a maximum of 14 formula businesses allows for the organic growth of existing businesses should they become a formula business or to allow for a couple new formula businesses. To address concerns raised about consistency in the language of the existing Bylaw, the Board is moving this Article with minor changes to the text as printed in the Warrant as follows:

**Motion:** Ms. Miller moves that the Town take affirmative action on Article 32 as printed in the Warrant with the following changes in the second paragraph under Section 3.3.2 so it is consistent with the existing language so that the paragraph reads as follows:

The total number of formula businesses in the Concord Center Business District is limited to 12. *The total number of formula businesses allowed in the Thoreau Depot Business District is limited to 14.* The total number of formula businesses in the West Concord Business District and the West Concord Village District combined is limited to 10. When *either the* applicable limit is reached, no new formula businesses may be established in the applicable district until and unless an existing formula business closes, adapts so that it no longer qualifies as a formula business,

or relocates outside of the affected business district. If a business in current operation becomes a formula business by means of additional locations being established, this business shall count toward the total number of formula businesses, but shall not be considered as a formula business being established.

## WARRANT ARTICLE

To determine whether the Town will vote to amend Section 3.3 of the **Zoning Bylaw (Formula Business)** to add the Thoreau Depot Business District so that the following sections read as follows (changes shown in bold italics for clarity purposes only); or take any other action relative thereto:

### 3.3 Formula Business

**3.3.1 Purpose.** The purpose of regulating the number, location, and visual features of formula businesses in the Concord Center, *Thoreau Depot*, West Concord Business and West Concord Village Districts is to maintain the unique, small-scale, small-town character and the quality of life for all Concord residents by preserving the individuality and distinctive appeal of its village centers, which are among the Town's most recognized features. Preservation of the existing character, diversity, variety and scale of these districts is vital to the continuation of Concord's ability to attract both residents and visitors.

The Concord Center Business District is the historic heart of the Town, serving as a commercial, cultural, and government center for the community and visitors from around the world. It was established over three centuries ago and continues to maintain a design and form that represents the quintessential New England town center. The Concord Center Business District also offers abundant cultural resources, including galleries, bookshops, a theatre and other performance venues. It is fully contained within the Concord Center Cultural District, one of the first Cultural Districts to be designated under G.L. c. 10, § 58A in Massachusetts, and falls within the American Mile, Main Street and North Bridge/Monument Square Historic Districts.

West Concord's Business and Village Districts currently provide a mix of unique businesses, architecture, signage, and graphic and other design

elements, which gives West Concord a distinctive visual appearance and small-scale eclectic ambiance. The West Concord Junction Cultural District was designated as a Massachusetts Cultural District under G.L. c. 10, § 58A in 2016.

*The Thoreau Depot Business District is evocative of Concord's early industrial period when the Fitchburg railroad was constructed with a small freight/lumber yard/commercial focus around the Depot. Emerging from the Town's Comprehensive Long-Range Plan Envision Concord: Bridge to 2030, the Town's goal is to promote "smart growth development" in the Thoreau Depot Business District to increase opportunities to diversify the Town's housing stock and create a mixed-use district that enhances the Town's efforts to create a vibrant village district, while supporting independent businesses, cultural and historic organizations, and the character of the Thoreau Depot Business District.*

The Town's preservation goals are evidenced in the Comprehensive Long Range Plans of 2005 and 2018, the Village Centers Study of 2007, the Call to Action of 2008, the West Concord Task Force Public Survey of 2009, in committee and public comment in public meetings and public forums of the Comprehensive Long Range Plan Committee and the West Concord Task Force, and in the West Concord Master Plan of 2010.

**3.3.2 Limitation on the number of formula businesses in the Concord Center, Thoreau Depot, West Concord Business and West Concord Village District:** Limiting the number of formula businesses will allow the Concord Center, Thoreau Depot, West Concord Business and West Concord Village Districts to avoid a proliferation of businesses that are homogenous and visually obtrusive, will safeguard Concord's historical relevance, and will ensure that Concord residents and tourists continue to have unique dining, retail and service experiences in its village centers.

The total number of formula businesses in the Concord Center Business District is limited to 12. *The total number of formula businesses allowed in the Thoreau Depot Business District is 14.* The total number of formula businesses in the West Concord Business District and the West Concord Village

District combined is limited to 10.

When either applicable limit is reached, no new formula businesses may be established in the applicable district until and unless an existing formula business closes, adapts so that it no longer qualifies as a formula business, or relocates outside of the affected business district. If a business in current operation becomes a formula business by means of additional locations being established, this business shall count toward the total number of formula businesses, but shall not be considered as a formula business being established.

*3.3.3 Special permit required:* The establishment of a new formula business, expansion, or relocation of an existing formula business in the Concord Center, *Thoreau Depot*, West Concord Business, and West Concord Village Districts shall require the grant of a special permit as defined in Section 11.6 from the Planning Board.

*3.3.4 Additional criteria for establishment, expansion, or relocation of a formula business in the Concord Center, Thoreau Depot, West Concord Business, and West Concord Village Districts:*

- (a) The formula business is designed and operated in a manner that preserves the community's distinctive small-town character, as detailed in Section 3.3.1;
- (b) The formula business contributes to the diversity of users to assure a balanced mix of businesses available to serve residents and visitors;
- (c) The formula business does not result in an over-concentration of formula businesses in its immediate vicinity;
- (d) The formula business use, together with the design and any improvements, is compatible with the existing architecture and unique aesthetic appearance of the district;
- (e) The formula business shall not increase the intensity of use on the site to a level that will adversely impact land uses in the area, pedestrian or motor vehicle traffic or the public welfare; and
- (f) No drive-through facilities are allowed.

*3.3.5 Determination:* A formula business may adapt its business activities in consultation with the Building Inspector so that the proposed establishment no longer qualifies as a formula business as defined in subsection 1.3.10.

## **Proposed Amendments to Article 32**

### **AMENDMENT 1 (FAILED)**

The following **MOTION** was made by Mr. Martinez and was duly seconded but **FAILED** by a substantial majority:

Add to the end of 3.3.2, "provided that a formula business shall not include a franchise."

**AMENDMENT 2 (PASSED** by counted vote: 251 in favor / 179 opposed)

Upon a **MOTION** made by Mr. Patel and duly seconded it was **VOTED** by a majority to reduce the total number of formula businesses allowed in the Thoreau Depot Business District from 14 to 12.

At 6:02pm Town Meeting adjourned until 7:00pm on May 2, 2022.

**ANNUAL TOWN MEETING**, Adjourned Session  
Concord Carlisle High School Gymnasium & Auditorium  
May 2, 2022, 7:00pm

Town Moderator Carmin Reiss called the adjourned session of the Annual Town Meeting to order at 7:02pm, having determined that a sufficient number of voters were present. A total of 725 voters were in attendance on Monday, May 2nd.

Ms. Reiss announced that terms of five out of 15 Finance Committee members were ending following the conclusion of the meeting and that Dee Ortner was reappointed for a second three-year term. Sharesh Bhatia was appointed to her first three-year term and there are now three vacancies on the Finance Committee. Ms. Reiss thanked all Finance Committee members for their dedicated service on this committee.

Ms. Reiss appointed Mr. Fisher as Head Teller, Mr. Carr was appointed as Head Ballot Supervisor, and Mr. Wells was appointed as Assistant Ballot Supervisor. Tellers and Ballot Counters were sworn in by the Moderator and thanked for their service. Ms. Reiss reminded voters that, "Our Town seal bears our motto: *Quam Firma Res Concordia* ... which translates to How strong is harmony. How strong is harmony? Voices in harmony are not the same, but they find a way to work together, as we

deliberate tonight on the articles, let us make values of voices heard, recognize the voices other than our own and find the voice of our community.”

### **Article 33 – Zoning Map & Thoreau Depot business District**

The following **MOTION** was made by Mr. Flint and duly seconded, but **FAILED** for lack of majority by counted vote (305 in favor / 366 opposed):

*That the Town take affirmative action on Article 33 as printed in the Warrant.*

### **Amendment 1**

The following **MOTION** was made by Ms. Fury and duly seconded, but **FAILED** for lack of majority:

*To amend Section 4.2.9, Table I to change from Yes to No instead of Yes to SP*

### **Article 36 – Adopt Local Ballot Option Pursuant to Mass. Gen. Laws 53**

Upon a **MOTION** made by Ms. Ackerman and duly seconded, it was **VOTED** by well more than a majority of the voters present that the Town adopt the provisions of Mass Gen. Laws c. 53, §18B, which would allow the Town to provide Concord voters with information related to ballot questions.

### **Article 37 – Authorize Select Board to Petition to Impose a Checkout Bag Charge – by petition**

Upon a Motion made by Mr. Stein and duly seconded, it was **VOTED** by a clear majority that the Town take affirmative action on Article 37 as printed in the handout.

### **ARTICLE 37: CITIZEN PETITION:**

#### **AUTHORIZE SELECT BOARD TO PETITION TO IMPOSE A CHECK OUT BAG CHARGE**

**Mr. Stein moves that the Town authorize** the Select Board to petition the General Court to adopt legislation, as set forth below with changes from the language printed in the Warrant shown in bold italics and strike-through, to implement a minimum charge of \$0.10 for all new checkout bags distributed in the Town of Concord, which legislation would have the underlying purposes of 1) incentivizing consumers to reuse checkout bags, the most environmentally sustainable and economical option, 2) allowing consumers to have the choice of not paying for unwanted or unneeded new checkout bags, 3) allowing collected money to be retained by

the retailer so as to help businesses defray the costs of switching to more environmentally sustainable checkout bag options, and 4) reducing the generation of waste and associated costs of disposal and recycling that must be borne by the Town and its residents; provided, however, that the General Court may make clerical and editorial changes of form only to said bill, unless the Select Board approves amendments to the bill prior to enactment by the General Court; and provided further that the Select Board shall be authorized to approve any such amendments which shall be within the scope of the general public purposes of this petition.

### **AN ACT AUTHORIZING THE TOWN OF CONCORD TO ESTABLISH A FEE FOR CHECKOUT BAGS**

SECTION 1. The following words, unless the context clearly requires otherwise, shall have the following meanings:

“Checkout Bag” shall mean a bag provided by a retail establishment to a customer at the point of sale. Checkout bags shall not include: **(i) bags, whether plastic or not, in which loose produce or products are placed by the consumer to deliver such items to the point of sale or check out area of the store; (ii) a paper bag provided by a pharmacy to a customer purchasing a prescription medication; (iii) a non-handled bag used to protect items from damaging or contaminating other purchased items; or (iv) a non-handled bag that is designed to be placed over articles of clothing on a hanger.**

“Retail Establishment” shall mean any business facility that sells goods directly to the consumer whether for or not for profit, including but not limited to, retail stores, restaurants, pharmacies, convenience and grocery stores, liquor stores, and seasonal and temporary businesses.

SECTION 2. (a) Notwithstanding any general or special law to the contrary, any retail establishment which makes available checkout bags in the Town of Concord shall charge for each such bag equal to or greater than \$0.10 per checkout bag, as established by regulations to be duly promulgated by the ~~Concord Board of Health~~ **Town Manager** or his/her designee.

(b) All monies collected pursuant to this section shall be retained by the retail establishment.

(c) Any charge for a checkout bag shall be separately stated on a receipt provided to the customer at the time of sale and shall be identified as the “checkout bag charge” thereon.

~~SECTION 3. (a) The health agent for the Concord Board of Health~~ **Town Manager or his/her designee** shall have authority to enforce this law and any regulations promulgated thereunder. This law may be enforced through any lawful means in law or in equity, including but not limited to, noncriminal disposition pursuant to G.L. c. 40 § 21D.

~~(b) The health agent for the Concord Board of Health~~ **Town Manager or his/her designee** may adopt and amend rules and regulations to effectuate the purposes of this law.

SECTION 4. If any provision of this law is declared to be invalid or unenforceable, the other provisions shall be severable and shall not be affected thereby.

SECTION 5. This act shall take effect three months after its passage.

### **Article 38 – Development Plan for Municipal Solar Generation**

Upon a **MOTION** made by Mr. Banfield and duly seconded, it was **VOTED** by an overwhelming majority that the Town urge the Concord Municipal Light Plant to develop an action plan and schedule for the achievement of the Town’s 2030 solar capacity targets focused on development of new power generation on Town-owned properties and present the plan and schedule to both the Select Board and Finance Committee before the end of 2022. The plan should prioritize open sites and include a public process to evaluate any possible tree removal.

### **Article 45 – Beede Swim & Fitness Center Enterprise Fund Expenditures**

Upon a **MOTION** made by Ms. Atkins and duly seconded, it was **VOTED** by a substantial majority that the Town appropriate \$1,793,000 in enterprise fund receipts and transfer \$552,340 from Certified Retained Earnings as of June 30, 2021, for a total appropriation of \$2,345,340 for the Community Pool Enterprise Fund for the fiscal year ending June 30, 2023 for the operation of the Community Pool,

in accordance with Mass. Gen. Laws c. 44, §53F ½ to be expended under the direction of the Town Manager.

### **Article 46 – Reformatory Branch Trail Feasibility Study**

The following **MOTION** was duly made by Mr. Posner and seconded, but **FAILED** for lack of majority:

*Mr. Posner moves that the Town recommend the Select Board allocate \$75,000.00 of such funds as may be made available to the Town from the ‘Infrastructure Investment and Jobs Act,’ Public Law 117-58 of the 117th Congress of the United States, provided such expenditure is appropriate and permissible under the Act, to conduct public forum(s) and a feasibility study or needs assessment, to be undertaken by a consulting firm to be selected by the Town Manager or his or her designee, relating to grading and drainage improvements on and to the Reformatory Branch Trail, including the sections owned by the Natural Resources Commission and the Town of Concord and the section which is a public way, appropriate to current uses, natural resource protection, accessibility for persons with mobility challenges, and public safety and convenience, all as consistent with the Town’s Sustainability Principles, and that the funds thus allocated be administered by the Town Manager or such person or agency as the Town Manager shall designate.*

### **Article 47 – Preserve Concord’s Reformatory Branch Trail**

Upon a **MOTION** made by Mr. Gailus and duly seconded, it was **VOTED** by a clear majority that the Town recommend, to the owners of the various portions of the Reformatory Branch Trail in Concord and to the individuals and entities and all other parties responsible for the care thereof, that the Trail continue to be maintained in an unpaved natural condition for walking, hiking, jogging, dog walking, nature immersion, nature observation, photography, and cycling; ...  
... and that any future changes made to drainage, to features affecting individuals with reduced mobility, or to other aspects of the Trail, be done in a way that causes the least injury possible to existing trees, does not clear-cut trees to make the trail wider, and preserves to the greatest extent possible the existing natural characteristics of the Trail.

**Meeting dissolved at 10:53pm having no further business to attend to.**



# Town of Concord

Office of the Town Clerk  
22 Monument Square  
Concord, Massachusetts 01742-0535

## **SPECIAL TOWN MEETING** **January 20, 2022**

Town Moderator Carmin Reiss called the Special Town Meeting to order at 7:01 pm on Thursday, January 20, 2022 at the Concord-Carlisle High School (CCHS). Voters were checked in from the cafeteria, and from their cars. Voters using the option to attend from their cars were able to tune into WIQH Radio at 88.3 FM and vote by raising their paper ballots. Voters attending in the gymnasium, cafeteria, and auditorium voted by holding up their ballots.

Ms. Reiss declared that she had inspected the Return of Service of the Warrant and found it to be in order. The warrant was mailed to every household. There were 515 registered voters in attendance, of whom 103 voted from their cars.

Ms. Reiss thanked school and town staff for accommodating space at CCHS and all the work done to prepare for the Meeting. She noted that Minuteman Media Network would be broadcasting the meeting on cable through channel 9 and online, and on WIQH Radio 88.3 FM.

Ms. Flood served as Deputy Moderator who would step in for the Moderator if she was unable to perform her duties. Ms. Flood also assisted with moderating from the auditorium, Michael Lawson served as Assistant Moderator for the cafeteria, and Alice Kaufman was Assistant Moderator for the voters outside.

Abe Fisher was appointed Head Teller, Jim Summer, Assistant Teller, Jim Carr served as Ballot Supervisor and Richard Wells served as Assistant Ballot Supervisor.

A special thanks was expressed to Town Meeting Coordinator Chris Carmody for leading Town staff in preparation for Town Meeting. The Select Board, Finance Committee, School Committee, and Middle School Building Committee were praised for their work on the Middle School Building project Warrant Article that was before the voters.

On a motion made by Ms. Ackerman and duly seconded, it was VOTED unanimously to omit the reading of the warrant and return of service.

January 20, 2022  
Special Town Meeting

## ARTICLE 1. CONCORD MIDDLE SCHOOL BUILDING PROJECT

Upon a **MOTION** made by Ms. Pat Nelson and duly seconded by Ms. Dawn Guarriello, it was **VOTED** by well more than a two-thirds majority that the Town appropriate the sum of one hundred two million eight hundred sixteen thousand dollars (\$102,816,000) to be expended under the direction of the Town Manager, in consultation with the Concord Middle School Building Committee, for the construction of a new middle school, to be located at 835 Old Marlboro Road, Concord, Massachusetts (the present site of the Sanborn Middle School), including, without limitation, the costs of engineering, design, site preparation, construction, landscaping, paving, furnishing and equipping, demolishing the existing school, construction of recreational fields, parking lots and driveways, and all other costs incidental or related thereto; that to meet this appropriation the Treasurer, with the approval of the Select Board, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(1), or pursuant to any other enabling authority; provided, however, that this vote shall not take effect until the Town votes to exempt from the limitation on total taxes imposed by G.L. c.59, §21C (Proposition 2½) amounts required to pay the principal of and interest on the borrowing authorized by this vote.

Having no further business to take up, the Special Town Meeting of 2022 adjourned and dissolved at 8:02 pm.

Respectfully submitted,

Kaari Mai Tari  
Town Clerk

# GENERAL GOVERNMENT

## TOWN CLERK

Kaari Mai Tari, Town Clerk  
 MaryLou Carney, Assistant Town Clerk  
 Arlene Fitzpatrick, Assistant to the Town Clerk  
 Laurie Austin, Senior Department Clerk

### Customer Service and Staffing

We welcomed our newest staff member, Laurie Austin, to the Town Clerk's Office on Election Day in April.

### Vitals

The presence of Emerson Hospital in the community results in a high number of birth recordings in Concord. Arlene Fitzpatrick who registers births and deaths reported slight increases in the total number of births and deaths as shown above. MaryLou Carney who manages Marriage Intention filings and registration of marriages reported that the total number of marriages recorded fell back to pre-COVID levels as other town and city clerk's offices resumed filing marriage intentions.

In addition to registering vital records, staff processed 56 Affidavits & Corrections of Vital Records, and issued 334 burial permits. Online payment continued to be the primary method for obtaining certified copies of vital records.

## Recorded Vital Statistics for Concord 2011-2022 (Numbers include babies born to Concord parents at other Massachusetts hospitals) (# of Concord residents is in parenthesis)

Year	Births	Deaths	Marriages
2022	1,487 (109)	370 (166)	62 (25)
2021	1,460 (144)	326 (157)	94 (33)
2020	1,340 (96)	354 (172)	217 (66)
2019	1,357(114)	286 (147)	65 (29)
2018	1,299 (89)	310 (154)	45 (14)
2017	1,301 (109)	351 (172)	62 (29)
2016	1,329 (113)	347 (164)	70 (30)
2015	1,215 (104)	356 (163)	83 (40)
2014	1,229 (100)	349 (160)	77 (32)
2013	1,194 (126)	397 (174)	81 (35)
2012	1,175 (103)	371 (169)	67 (32)

### Committee-related activities

During the year, the staff swore in well more than 180 new committee and board appointees and posted 1,003 public meetings and agendas for 75 committees. The COVID-related exemption to allow for fully remote participation in meetings continued through 2022. The Town Clerk's Office took over the task of managing committee appointments from the Town Manager's Office. Laurie Austin who manages committee-related activities, including appointments and legal compliance with ethics and open meeting law requirements worked with committees and appointing authorities to bring appointments and terms of office up to date.

ACTIVITIES	2018	2019	2020	2021	2022
Business Certificates	96	135	154	151	90
Dog Licensing	1,933	1,910	1,804	2,005	1,953
Public Meetings Posted	905	823	710	947	1,003
Raffle Permits Issued	18	18	5	11	8
RECORDINGS	2018	2019	2020	2021	2022
Board of Appeals Filings	46	34	40	30	29
Historic Districts Commission Filings	83	76	60	76	65
Cemetery Deeds	42	53	57	71	70

### Other Business

The Town Clerk’s Office issued 20 flammable storage certificates that are renewed annually. Notary Public services (excluding real estate-related transactions) are offered for customers with proper identification. A nominal fee is charged, and appointments are recommended for complex documents. In addition, several staff members have been appointed by the Governor’s Office to serve as “Commissioners to Qualify,” which authorizes us to administer the Oath of Office to individuals appointed as a Notary Public or Justice of the Peace in Massachusetts.

### Town Meetings and Elections

The Board of Registrars report includes information about elections and town meetings in Concord.

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

## TOWN RECORDS

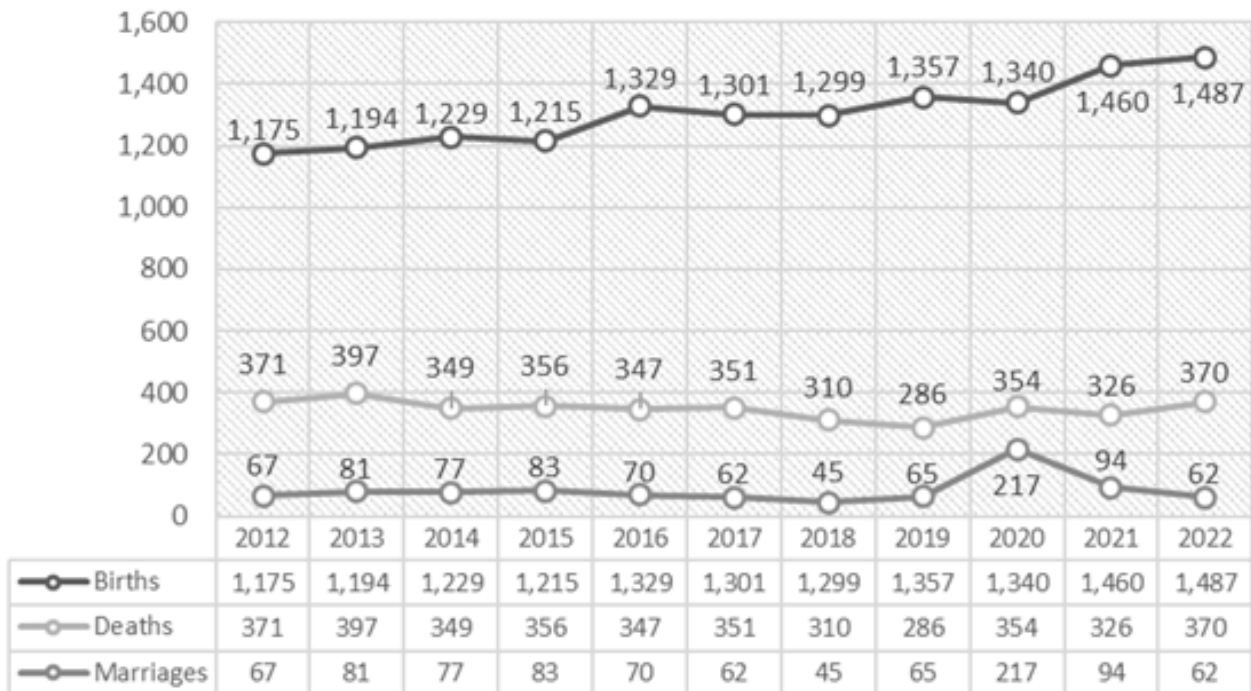
Nathanial Smith,  
Municipal Archivist/Records Manager

Town Records form the institutional history/record/memory of the town’s actions through its departments, committees and boards. It is the responsibility of the Town Clerk’s Office to preserve the Town’s permanent records and schedule non-permanent records for destruction with State approval. Town records are public records and access is governed by the Public Records Law.

### Public Records Requests

Serving as Records Access Officers, the Town Clerk and Archivist registered or coordinated the Town’s response for **146 requests for access to public records**. This does not include public records requests that Town Departments respond to individually. In September of 2022, the Town revised its public records access guidelines to name the Municipal Archivist/Records Manager as the primary Records Access Officer. An updated webpage, email address, and an online form were posted to make it easier for members of the public to submit records requests to the Town.

### Total Vital Records Recorded:



## Records Management

The Municipal Archivist/Records Manager, Nate Smith, worked throughout the year with a variety of Town Departments to manage retention periods, inventory files, and digitize selected records. In addition, Nate continued work with the Town CTO, Jason Bulger, to transfer the Town's active digital files to the Microsoft 365 platform. This included training, policy development, and research. Approximately half of the Town Departments had their content migrated in 2022 and the rest are scheduled to be completed in the first half of 2023.

## Archives Management

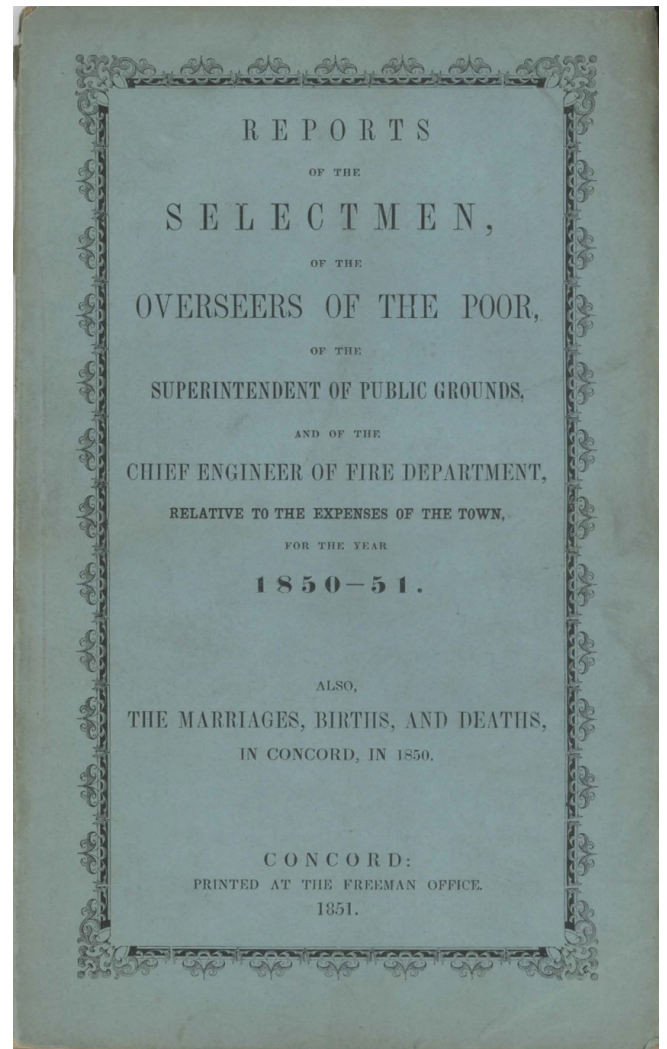
Town Archives are stored in vaults located both at the Town House and the in the Special Collections vault by agreement with the Library Corporation. The Town Archivist and Special Collections Curator, Anke Voss, work collaboratively to provide access to Town records stored in the Special Collections archives.

With increased interest in the Semiquincentennial (250th) anniversary of the Concord Fight approaching on April 19, 2025, the Municipal Archivist created a Collections Guide to the various Collections in the Town Archives and Special Collections to help researchers.

In July, while organizing collections related to the 1975 Bicentennial Celebrations, video reels were discovered of some of the activities from that celebration. With the support of the IT department, the Town Archives was able to digitize the reels and posted some of the content to our Digital Repository. Additional content was added throughout the year to The Town Archives Digital Repository. Notable additions this year included historical and modern Town Reports ranging from 1840 to 2021. We hope

to have all of the Town Reports digitized and posted within the next year or two.

In September, the Town Archives submitted an application for Community Preservation Act funding for the conservation treatment and digitization of two plans of the Concord Water Works drawn by William Wheeler (1874 & 1875) and seven sheets comprising the Town Plans of Concord (1907-1910). These items were selected due to their historical value, current condition, and potential for future use.



## Submitting a Request

Method	Contact Information
Email (Preferred)	<a href="mailto:PRR@ConcordMA.gov">PRR@ConcordMA.gov</a>
Online Form	<a href="#">Town of Concord Public Records Request Form</a>
In Person	Town Clerk's Office, 22 Monument Square, Concord MA 01742
First Class Mail	Public Records Request, Town Clerk's Office, PO Box 535, Concord MA 01742

## BOARD OF REGISTRARS

Connell Benn, Chair (R)  
Anne Fortier (D)  
Bart Littlefield (R)  
Kaari Mai Tari (U), Town Clerk

### Membership

The four-member Board of Registrars consists of not more than two members from each of the major political parties--three members appointed by the Select Board, plus the Town Clerk. By virtue of the position, the Town Clerk is a participating and voting member of the Board of Registrars. Bart Littlefield was welcome to the Board of Registrars in April.

### Voter Registration

The Town Clerk's Office registers voters through the state's Voter Registration Information System. Voters are automatically registered to vote when they conduct business at the following agencies, unless they opt out: the Registry of Motor Vehicles, the Division of Medical Assistance, and the Commonwealth Health Insurance Connector Authority.

**Voter registrations & changes** include new voter, address, and name changes.

Total Voters	Voter registrations & changes	Change of party	Inactivated	Deleted	Nomination papers & Petitions certified
13,752 13,302 ( <i>active</i> ) 450 ( <i>inactive</i> )	966	188	1,250	1,356	1,660

**Change of party** refers to party enrollment, generally higher in even-numbered years when primaries are held.

**Inactivated:** annual census response not received. Law requires inactivation and affirmation of continuous residence at the next election to keep our database up to date. Confirmation mailings are sent upon inactivation.

**Deleted:** voters who have moved or are deceased are deleted. Inactive voters are deleted after 4 years of inactivity.

**Nomination papers & Petitions signed** refers to certification of signatures for candidates, ballot questions and town meeting articles, conducted by the Town Clerk's Office.

## Census

The Annual Town Census is conducted exclusively by mail. Census forms were distributed to residents in late December. The 2022 population based on census returns received through December 31, 2022, was 16,746. Note that the town census does not include inactive voters of the prison population, while the federal decennial census includes that in its population count.

### Town Caucus—February 7, 2022

The Town Caucus of 2022 was held in the Hearing Room of the Town House. The following nominations were made by the Caucus: for Moderator: Carmin Reiss; For Select Board: Terri Ackerman and Mary Hartman; for School Committee: Alexa Anderson and Cynthia Rainey; and for Housing Authority: Stephanie Chrobak. Special thanks to Michael Lawson who presided as Chair of the Caucus and to Ruth Lauer who was elected Clerk of the Caucus. A total of 37 voters attended the Caucus. All participants in the Caucus and especially the candidates are applauded for their commitment to public service and the election process in Concord.

### Special Town Meeting—January 20, 2022

Due to social distancing needs because of COVID restrictions, voters were able to participate in Special Town Meeting in the gymnasium, where Moderator Carmin Reiss presided while Deputy Moderator Carrie Flood oversaw deliberation in the auditorium, Assistant Moderator Michael Lawson assisted in the cafeteria and Alice Kaufman braved the cold with great humor from the front of the building, where voters attended in their cars. Special thanks to Amanda Kohn, Director of Sustainability for enduring the cold while checking in voters from the parking lot and counting ballot slips held up by automobile voters when it came to a vote. Minutes of the meeting are included elsewhere in the report.

**Annual Town Meeting—May 1, 2022**

The Annual Town Meeting was held at the Concord Carlisle Regional High School over two days, concluding at 10:05pm on Monday, May 2nd. Town Meeting featured 49 Warrant Articles and was conducted in the gymnasium and the auditorium. A total of 644 voters attended the indoor meeting over two days.

**Elections**

Five Elections were held in 2022. They are listed below and election results by precinct are included elsewhere in this report. Minor voting precinct changes that went into effect in 2022 required notice to voters early in the year, in advance of the February 3rd Special Town Election. State Representative District changes voted by the State Legislature in 2021 impacted two of our five precincts for state primaries and elections. Precincts 3 and 4 were moved from the 14th to the 13th Middlesex State Representative District. Several notices were mailed to voters and the Concord-Carlisle League of Women Voters made the extra effort of reaching out to voters to let them know of the district changes, for which we are grateful.

The VOTES Act was passed by the State Legislature in June (Chapter 92 of the Acts of 2022) to allow for voting by mail for all elections and shortened the voter registration deadline for all elections and town meetings to 10 days prior at 5:00pm. Voting by mail changed the length and volume of activity particularly

for elections at the state level. The double election held on September 6th consisting of the Special Town Election and State Primary on two separate ballots in Concord had a large impact on the Town Clerk’s Office, effectively doubling the volume of ballots to be mailed to voters. This was further complicated with two district ballots to manage. Election workers took on the considerable task of ballot packet production and mailing preparation beginning six weeks prior to the State Primary. A special note of thanks is due to Karlen Reed, who managed the pre-election worker recruitment and ballot packet preparation and mailing activities.

**Voter Information Mailing**

Annual Town Meeting adopted the provisions of G.L. c. 53, § 18B that allows information about local ballot questions to be mailed to voters. This provision was utilized for the September 6, 2022 Special Town Election.

**Ranked Choice Voting**

Annual Town Meeting approved a petition for the Select Board to forward to the legislature that would provide for ranked choice voting in local elections when certain criteria is met. Registrars worked with the petitioner during several meetings to ensure that the legislation could be implemented if passed. The Town Meeting approved petition included a 64-day provision for implementation, to avoid conflict with election laws should the legislation be approved.

TOWN OF CONCORD TOWN ELECTIONS					
Date	Event	Voter Turnout/ %	Vote by mail	Early in Person	In person on Election Day
February 3, 2022	Special Town Election	2,636 / 18.73%	469 (AV)	N/A	2,167
April 12, 2022	Annual Town Election	761 / 5.42%	334 (AV)	N/A	427
September 6, 2022	Special Town Election	4,774 / 34%	2,275 (EV) 449 (AV)	312	1,738
September 6, 2022	State Primary	5,099 / 37%	2,330 (EV) 416 (AV)	311	2,664
November 8, 2022	State Election	9,732 / 69%	4,315 (EV) 597 (AV)	840	3,980

TOWN MEETING VOTER PARTICIPATION 2000-2022

YEAR	# Nights	Highest One Night Attendance	Total Attendance all nights	Total Individual Voters	Registered Voters in Attendance
2000 ATM	4	925	2,613	1,290	11.0%
2000 STM (May)	1	923	923	923	7.9%
2001 STM (Jan)	1	448	448	448	3.9%
2001 ATM	5	1,277	3,416	1,727	15.0%
2002 ATM	4	930	2,321	1,215	10.5%
2003 ATM	6	912	3,109	1,368	12.2%
2003 STM (Aug)	1	883	883	883	7.9%
2004 STM (Mar)	1	405	405	405	3.5%
2004 ATM	4	1,330	3,524	1,977	17.2%
2005 ATM	3	816	1,616	1,032	9.0%
2006 ATM	5	888	2,537	1,297	11.0%
2007 ATM	3	1,390	2,402	1,568	13.6%
2007 STM (Apr)	1	565	565	565	4.9%
2007 STM (June)	1	1,819	1,819	1,819	15.8%
2007 STM (Nov)	1	1,283	1,283	1,283	11%
2008 ATM	3	816	1,509	925	7.7%
2009 ATM	3	539	1,382	802	6.7%
2010 ATM	4	528	1,926	946	7.9%
2011 ATM	3	843	1,904	1,147	9.5%
2011 STM (Apr)	1	514	514	514	4.3%
2011 STM (Nov)	1	1,664	1,664	1,664	13.6%
2012 ATM	4	831	2,311	1,183	9.7%
2012 STM (Apr)	1	651	651	651	5.4%
2013 ATM	3	1,352	2,878	1,795	14.2%
2013 STM (Dec)	1	1,043	1,043	1,043	8.2%
2014 ATM	3	684	1,589	894	7.0%
2014 STM (May)	1	684	684	684	5.4%
2015 ATM	4	840	2,001	1,171	9.4%
2015 STM (Apr)	1	842	842	842	6.7%
2016 STM (Feb)	1	168	168	168	1.5%
2016 ATM	3	416	1,093	595	4.9%
2016 STM (Dec)	1	220	220	220	1.6%
2017 ATM	4	921	1,959	1,110	8.4%
2018 ATM	4	524	1,791	955	7.0%
2018 STM (Oct)	1	387	387	387	2.9%
2019 ATM	3	927	1,849	955	7.1%
2020 ATM	1	381	381	381	2.8%
2021 ATM	1	412	412	412	3.0%
2022 STM (Feb)	1	N/A	N/A	2,636	18.73%
2022 ATM	1	N/A	N/A	761	5.42%

ATM = Annual Town Meeting; STM = Special Town Meeting

**TOWN OF CONCORD VOTER REGISTRATION HISTORY -- 1960 TO 2022 (as of January 1)**

YEAR	Democrats	%	Republicans	%	Unenrolled/ Independents	%	Other	%	Total
2021	4,513	36.42%	1,040	8.39%	6,782	54.73%	56	0.45%	12,391
2020	4,493	36.93%	1,133	9.31%	6,481	53.27%	60	0.49%	12,167
2019	4,744	35.74%	1,446	10.89%	6,998	52.72%	85	0.64%	13,273
2018	4,726	35.74%	1,447	10.94%	6,964	52.67%	85	0.64%	13,222
2017	4,586	34.90%	1,623	12.35%	6,858	52.19%	74	0.56%	13,141
2016	4,359	34.49%	1,672	13.23%	6,518	51.58%	88	0.70%	12,637
2015	4,331	34.42%	1,693	13.46%	6,506	51.71%	51	0.41%	12,581
2010	4,311	35.64%	1,774	14.66%	5,970	49.35%	42	0.35%	12,097
2005	3,988	34.47%	2,067	17.87%	5,425	46.89%	90	0.78%	11,570
2000	3,393	29.65%	2,110	18.44%	5,907	51.62%	34	0.30%	11,444
1995	3,268	31.61%	2,088	20.20%	4,975	48.12%	7	0.07%	10,338
1990	3,320	32.74%	2,335	23.03%	4,486	44.24%	0	0.00%	10,141
1985	3,446	32.67%	2,478	23.49%	4,624	43.84%	0	0.00%	10,548
1980	3,088	32.62%	2,393	25.28%	3,986	42.10%	0	0.00%	9,467
1975	2,863	31.58%	2,576	28.41%	3,628	40.01%	0	0.00%	9,067
1970	1,941	26.94%	2,724	37.81%	2,540	35.25%	0	0.00%	7,205
1965	1,391	20.01%	2,825	40.65%	2,734	41.85%	0	0.00%	6,950
1960	805	12.32%	2,574	39.40%	3,154	48.28%	0	0.00%	6,533

**TOWN OF CONCORD**

Special Town Election, February 3, 2022

	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	Total
<b>School Committee (Vote for not more than One)</b>						
Blanks	21	25	28	34	14	122
Todd L. Benjamin	136	82	129	149	94	590
Carrie James Rankin	33	415	431	413	326	1,918
Write-Ins	3	0	0	2	1	6
<b>TOTALS</b>	<b>493</b>	<b>522</b>	<b>588</b>	<b>598</b>	<b>435</b>	<b>2,636</b>
<b>Question 1</b>						
Blanks	10	6	10	7	4	37
Yes	397	437	479	458	353	2,124
No	86	79	99	133	78	475
<b>TOTALS</b>	<b>493</b>	<b>522</b>	<b>588</b>	<b>598</b>	<b>435</b>	<b>2,636</b>
<b>Total Registered Voters</b>	<b>2,393</b>	<b>2,912</b>	<b>2,870</b>	<b>3,143</b>	<b>2,753</b>	<b>14,071</b>
Precinct Totals	493	522	588	598	435	2,636
Total Voter Turnout	20.60%	17.93%	20.49%	19.03%	15.80%	18.73%

**TOWN OF CONCORD**

Annual Town Election, April 12, 2022

	<b>Precinct 1</b>	<b>Precinct 2</b>	<b>Precinct 3</b>	<b>Precinct 4</b>	<b>Precinct 5</b>	<b>Total</b>
<b>Moderator</b>						
Blanks	10	7	13	14	18	62
Carmin C. Reiss	11	1	168	158	138	697
Write-Ins	2	122	0	2	1	6
<b>TOTALS</b>	<b>123</b>	<b>130</b>	<b>181</b>	<b>174</b>	<b>157</b>	<b>765</b>
<b>Select Board</b>						
Blanks	45	44	56	59	38	242
Terri S. Ackerman	100	108	154	140	131	633
Mary Hartman	100	107	152	148	142	649
Write-Ins	1	1	0	1	3	6
<b>TOTALS</b>	<b>246</b>	<b>260</b>	<b>362</b>	<b>348</b>	<b>314</b>	<b>1,530</b>
<b>School Committee</b>						
Blanks	52	42	65	48	49	256
Alexa Boland Anderson	100	112	151	144	132	639
Cynthia J. Rainey	91	105	145	146	131	618
Write-Ins	3	1	1	10	2	17
<b>TOTALS</b>	<b>246</b>	<b>260</b>	<b>362</b>	<b>348</b>	<b>314</b>	<b>1,530</b>
<b>Housing Authority-5 yrs</b>						
Blanks	15	14	25	21	19	95
Stephanie Chroba	107	116	156	151	138	668
Write-Ins	1	0	0	2	0	3
<b>TOTALS</b>	<b>123</b>	<b>130</b>	<b>181</b>	<b>174</b>	<b>157</b>	<b>765</b>
<b>Total Registered Voters</b>	<b>2,410</b>	<b>2,894</b>	<b>2,878</b>	<b>3,135</b>	<b>2,733</b>	<b>14,050</b>
Precinct Totals	123	130	181	174	157	765
Total Voter Turnout	5.10%	4.49%	6.29%	5.55%	5.74%	5.44%

**TOWN OF CONCORD**

Special Town Election, September 6, 2022

	<b>Precinct 1</b>	<b>Precinct 2</b>	<b>Precinct 3</b>	<b>Precinct 4</b>	<b>Precinct 5</b>	<b>Total</b>
<b>Question 1</b>						
Blanks	5	6	10	7	4	37
Yes	480	437	479	458	353	2,124
No	390	79	99	133	78	475
<b>TOTALS</b>	<b>875</b>	<b>522</b>	<b>588</b>	<b>598</b>	<b>435</b>	<b>2,636</b>
<b>Total Registered Voters</b>	<b>2,393</b>	<b>2,881</b>	<b>2,855</b>	<b>3,113</b>	<b>2,688</b>	<b>13,930</b>
Total Voter Turnout	37%	34%	33%	31%	37%	34%

**TOWN OF CONCORD**

**State Election**

November 8, 2022

**OFFICIAL RESULTS**

	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
<b>GOVERNOR and LIEUTENANT GOVERNOR (Vote for One)</b>						
Blanks	16	20	24	23	30	113
DIEHL and ALLEN, Republican	340	354	401	408	339	1842
HEALEY and DRISCOLL, Democratic	1285	1553	1599	1672	1530	7639
REED and EVERETT, Libertarian	20	32	24	28	31	135
Write-Ins	2	0	0	1	0	3
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>ATTORNEY GENERAL (Vote for One)</b>						
Blanks	41	52	39	50	56	238
ANDREA JOY CAMPBELL, 37 Groveland St., Boston, Democratic	1243	1506	1549	1622	1475	7395
JAMES R. McMAHON, III, 14 Canal View Rd., Bourne, Republican	379	400	460	460	397	2096
Write-Ins	0	1	0	0	2	3
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>SECRETARY OF STATE (Vote for One)</b>						
Blanks	38	35	36	47	33	189
WILLIAM FRANCIS GALVIN, 46 Lake St., Boston, Democratic	1281	1555	1607	1673	1525	7641
RAYLA CAMPBELL, 397 High St., Whitman, Republican	303	309	350	342	327	1631
JUAN SANCHEZ, 40 Suffolk St., Holyoke, Green-Rainbow Party	40	60	54	69	44	267
Write-Ins	1	0	1	1	1	4
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>TREASURER (Vote for One)</b>						
Blanks	154	155	171	161	155	796
DEBORAH B. GOLDBERG, 37 Hyslop Rd., Brookline, Democratic	1273	1558	1606	1678	1513	7628
CHRISTINA CRAWFORD, 100 Prospect St., Sherborn, Libertarian	236	245	270	293	261	1305
Write-Ins	0	1	1	0	1	3
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>AUDITOR (Vote for One)</b>						
Blanks	110	108	137	116	125	596
ANTHONY AMORE, 247 Washington St., Winchester, Republican	453	451	532	524	465	2425
DIANA DIZOGLIO, 30 Olive St., Methuen, Democratic	1017	1290	1277	1355	1246	6185
GLORIA A. CABALLERO-ROCA, 5 Whiting Ave., Holyoke, Green-Rainbow Party	53	52	59	69	30	263
DOMINIC GIANNONE, III, 69 Birchbrow Ave., Weymouth, Workers Party	8	26	18	19	20	91
DANIEL RIEK, 9 Breezy Point, Yarmouth, Libertarian	22	32	25	46	44	169
Write-Ins	0	0	0	3	0	3
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
z						
<b>REPRESENTATIVE IN CONGRESS - THIRD DISTRICT (Vote for One)</b>						
Blanks	63	62	51	62	63	301
LORI LOUREIRO TRAHAN, 9 Weetamoo Way, Westford, Democratic	1266	1547	1599	1662	1527	7601
DEAN A. TRAN, 44 Tibbett Cir., Fitchburg, Republican	334	350	397	407	340	1828
Write-Ins	0	0	1	1	0	2
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>COUNCILLOR (Vote for One)</b>						
Blanks	422	450	515	557	429	2373
MARILYN M. PETITTO DEVANEY, 98 Westminster Ave., Watertown, Democratic	1232	1498	1520	1561	1487	7298
Misc. Write-Ins	7	4	8	6	9	34
Mara Dolan	2	7	5	8	5	27
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>SENATOR IN GENERAL COURT (Vote for One)</b>						
Blanks	377	387	427	464	364	2019
MICHAEL J. BARRETT, 7 Augustus Rd., Lexington, Democratic	1282	1569	1612	1663	1558	7684
Write-Ins	4	3	9	5	8	29
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>

	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
<b>REPRESENTATIVE IN GENERAL COURT-13th MIDDLESEX (Vote for One)</b>						
Blanks	N/A	N/A	495	517	N/A	1012
CARMINE LAWRENCE GENTILE, 33 Surrey Ln., Sudbury, Democratic	N/A	N/A	1543	1603	N/A	3146
Misc. Write-Ins	N/A	N/A	7	5	N/A	12
Simon Cataldo			3	7		10
<b>TOTALS</b>	<b>N/A</b>	<b>N/A</b>	<b>2048</b>	<b>2132</b>	<b>N/A</b>	<b>4180</b>
<b>REPRESENTATIVE IN GENERAL COURT-14th MIDDLESEX (Vote for One)</b>						
Blanks	58	69	N/A	N/A	74	201
SIMON CATALDO, 40 Hosmer Rd., Concord, Democratic	1319	1570	N/A	N/A	1537	4426
RODNEY E. CLEAVES, 35 Robert Bigelow St., Chelmsford, Republican	285	320	N/A	N/A	317	922
Write-Ins	1	0	N/A	N/A	2	3
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>N/A</b>	<b>N/A</b>	<b>1930</b>	<b>5552</b>
<b>DISTRICT ATTORNEY (Vote for One)</b>						
Blanks	392	380	462	497	385	2116
MARIAN T. RYAN, 8 Bradford Rd., Belmont, Democratic	1267	1574	1577	1632	1538	7588
Write-Ins	4	5	9	3	7	28
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>SHERIFF (Vote for One)</b>						
Blanks	417	404	487	509	426	2243
PETER J. KOUTOUJIAN, 33 Harris St., Waltham, Democratic	1243	1552	1553	1618	1495	7461
Write-Ins	3	3	8	5	9	28
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>QUESTION 1: Proposed Amendment to the Constitution - Additional tax on Income over \$1 Million.</b>						
Blanks	37	52	56	37	59	241
Yes	833	1201	1103	1143	974	5254
No	793	706	889	952	897	4237
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>QUESTION 2: Law Proposed by Initiative Petition - Dental Benefits</b>						
Blanks	61	54	89	74	90	368
Yes	1221	1550	1520	1591	1449	7331
No	381	355	439	467	391	2033
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>QUESTION 3: Law Proposed by Initiative Petition - Alcohol Retail Reform</b>						
Blanks	86	75	110	112	104	487
Yes	881	1105	1061	1129	1020	5196
No	696	779	877	891	806	4049
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>QUESTION 4: Referendum on an Existing Law - Repeal Driver's License Law</b>						
Blanks	45	50	48	47	68	258
Yes	1133	1389	1442	1492	1327	6783
No	485	520	558	593	535	2691
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>2048</b>	<b>2132</b>	<b>1930</b>	<b>9732</b>
<b>QUESTION 5: Public Policy Question - 14th Middlesex - Single Payer Health Care</b>						
Blanks	223	236	N/A	N/A	221	680
Yes	928	1234	N/A	N/A	1186	3348
No	512	489	N/A	N/A	523	1524
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>N/A</b>	<b>N/A</b>	<b>1930</b>	<b>5552</b>
<b>QUESTION 6: Public Policy Question - 14th Middlesex - Committee Votes Online</b>						
Blanks	225	212	N/A	N/A	233	670
Yes	1303	1615	N/A	N/A	1564	4482
No	135	132	N/A	N/A	133	400
<b>TOTALS</b>	<b>1663</b>	<b>1959</b>	<b>N/A</b>	<b>N/A</b>	<b>1930</b>	<b>5552</b>
Total Registered Voters	2411	2917	2867	3139	2727	14061
Precinct Totals	1663	1959	2048	2132	1930	9732
Total Voter Turnout	69%	67%	71%	68%	71%	69%

**TOWN OF CONCORD**  
**Democratic State Primary**  
**September 6, 2022**

Official Results

	1-Total	2-Totals	3-Total	4-Total	5-Totals	TOTAL
<b>Governor (Vote for One)</b>						
Blanks	33	19	14	21	23	110
Sonia Rosa Chang-Diaz	79	81	59	90	70	379
Maura Healey	715	847	781	729	833	3,905
Write Ins	0	0	0	1	0	1
TOTALS	827	947	854	841	926	4,395
<b>Lieutenant Governor (Vote for One)</b>						
Blanks	66	46	51	49	62	274
Kimberley Driscoll	171	180	198	163	192	904
Tami Gouveia	450	580	482	492	544	2,548
Eric P. Lesser	140	141	123	137	128	669
Write Ins	0	0	0	0	0	0
TOTALS	827	947	854	841	926	4,395
<b>Attorney General (Vote for One)</b>						
Blanks	77	66	64	57	88	352
Andrea Joy Campbell	430	500	440	467	458	2,295
Shannon Erika Liss-Riordan	188	225	210	186	226	1,035
Quentin Palfrey	132	156	140	131	154	713
Write Ins	0	0	0	0	0	0
TOTALS	827	947	854	841	926	4,395
<b>Secretary of State (Vote for One)</b>						
Blanks	50	33	28	33	58	202
William Francis Galvin	513	581	575	541	578	2,788
Tanisha M. Sullivan	264	333	251	266	290	1,404
Write Ins	0	0	0	1	0	1
TOTALS	827	947	854	841	926	4,395
<b>Treasurer (Vote for One)</b>						
Blanks	168	145	154	159	164	790
Deborah B. Goldberg	659	799	699	681	762	3,600
Write Ins	0	3	1	1	0	5
TOTALS	827	947	854	841	926	4,395
<b>Auditor (Vote for One)</b>						
Blanks	156	133	130	122	152	693
Christopher S. Dempsey	327	427	374	396	414	1,938
Diana DiZoglio	344	387	350	323	360	1,764
Write Ins	0	0	0	0	0	0
TOTALS	827	947	854	841	926	4,395
<b>Representative in Congress (Vote for One)</b>						
Blanks	107	104	104	107	107	529
Lori Loureiro Trahan	719	843	746	731	817	3,856
Write Ins	1	0	4	3	2	10
TOTALS	827	947	854	841	926	4,395
<b>Councillor (Vote for One)</b>						
Blanks	122	93	101	105	122	543
Marilyn M. Petitto Devaney	168	170	171	159	185	853
Mara Dolan	537	684	582	577	619	2,999
Write Ins	0	0	0	0	0	0
TOTALS	827	947	854	841	926	4,395
<b>Senator in General Court (Vote for One)</b>						
Blanks	153	147	127	138	145	710
Michael J. Barrett	673	800	727	703	781	3,684
Write Ins	1	0	0	0	0	1
TOTALS	827	947	854	841	926	4,395
<b>Representative in General Court 14th Middlesex District (pcts 1, 2, &amp; 5)</b>						
Blanks	31	22			37	90
Vivian Birchall	151	189			131	471
Simon Cataldo	619	706			735	2,060
Patricia Wojtas	26	30			22	78
Write Ins	0	0			1	1
TOTALS	827	947			926	2,700

**TOWN OF CONCORD**  
**Democratic State Primary**  
**September 6, 2022**

Official Results

	1-Total	2-Totals	3-Total	4-Total	5-Totals	TOTAL
<b>Representative in General Court 13th Middlesex District (pcts 3 &amp; 4)</b>						
Blanks			185	183		368
Carmine Lawrence Gentile			668	656		1,324
Write Ins			1	2		3
TOTALS			854	841		1,695
<b>District Attorney (Vote for One)</b>						
Blanks	179	166	167	169	168	849
Marian T. Ryan	646	781	686	671	758	3,542
Write Ins	2	0	1	1	0	4
TOTALS	827	947	854	841	926	4,395
<b>Sheriff (Vote for One)</b>						
Blanks	205	200	201	184	190	980
Peter J. Koutoujian	620	747	652	656	733	3,408
Write Ins	2	0	1	1	3	7
TOTALS	827	947	854	841	926	4,395

**TOWN OF CONCORD**  
**Republican State Primary**  
**September 6, 2022**

Official Results

	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
<b>Governor (Vote for One)</b>						
Blanks	2	2	2	1	1	8
Geoff Diehl	47	53	67	62	52	281
Chris Doughty	68	71	94	100	82	415
Write Ins	0	0	0	0	0	0
TOTALS	117	126	163	163	135	704
<b>Lieutenant Governor (Vote for One)</b>						
Blanks	11	20	18	18	19	86
Leah V. Allen	46	44	60	61	49	260
Kate Campanale	60	61	85	84	67	357
Write Ins	0	1	0	0	0	1
TOTALS	117	126	163	163	135	704
<b>Attorney General (Vote for One)</b>						
Blanks	22	30	43	45	35	175
James R. McMahon, III	95	94	120	118	99	526
Write Ins	0	2	0	0	1	3
TOTALS	117	126	163	163	135	704
<b>Secretary of State (Vote for One)</b>						
Blanks	23	36	42	49	38	188
Rayla Campbell	94	88	121	114	97	514
Write Ins	0	2	0	0	0	2
TOTALS	117	126	163	163	135	704
<b>Treasurer (Vote for One)</b>						
Blanks	115	126	163	161	134	699
Write Ins	2	0	0	2	1	5
TOTALS	117	126	163	163	135	704
<b>Auditor (Vote for One)</b>						
Blanks	26	42	51	54	44	217
Anthony Amore	91	82	112	109	91	485
Write Ins	0	2	0	0	0	2
TOTALS	117	126	163	163	135	704
<b>Representative in Congress (Vote for One)</b>						
Blanks	29	38	48	55	43	213
Dean A. Tran	87	87	115	108	92	489
Write Ins	1	1	0	0	0	2
TOTALS	117	126	163	163	135	704
<b>Councillor (Vote for One)</b>						
Blanks	115	125	162	162	134	698
Write Ins	2	1	1	1	0	5
Frederick Glynn	0	0	0	0	1	1
TOTALS	117	126	163	163	135	704
<b>Senator in General Court (Vote for One)</b>						
Blanks	116	124	162	163	135	700
Write Ins	1	2	1	0	0	4
TOTALS	117	126	163	163	135	704
<b>Representative in General Court 14th Middlesex District (pct 1, 2, &amp; 5)</b>						
Blanks	27	41			48	116
Rodney E. Cleaves	89	83			86	258
Write Ins	1	2			1	4
TOTALS	117	126			135	378

**TOWN OF CONCORD**  
**Republican State Primary**  
**September 6, 2022**

Official Results

	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
<b><i>Representative in General Court 13th Middlesex District (pct 3 &amp; 4)</i></b>						
Blanks			162	163		325
Write Ins			1	0		1
TOTALS			163	163		326
<b><i>District Attorney (Vote for One)</i></b>						
Blanks	116	124	161	163	135	699
Write Ins	1	2	2	0	0	5
TOTALS	117	126	163	163	135	704
<b><i>Sheriff (Vote for One)</i></b>						
Blanks	115	124	162	163	135	699
Write Ins	2	2	1	0	0	5
TOTALS	117	126	163	163	135	704

## PERSONNEL BOARD

William Mrachek, Chair  
Liz Cobbs  
Nancy Crowley  
Joe Emerick  
Kate Ryan

The Personnel Board has responsibility for administration of the Personnel Bylaw, which applies to approximately 195 of the Town's 335 budgeted regular-status positions and a few hundred temporary and limited-status employees.

2022 brought renewed interest in the work of the Personnel Board and, despite the departure of Jim Richardson in June, all five seats on the Board were filled by the end of the year. Liz Cobbs joined the Board in March, Kate Ryan in November, and Joe Emerick in December.

### **Classification and Compensation – FY23 Structure Adjustments & Appeal.**

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 and budget conditions.

The 2022 Town Meeting ratified seven job title and classification actions. Furthermore, with adoption of the Classification and Compensation Plan effective July 1, 2022 (FY23) the following structural changes were made:

1. the Electrical Labor grades 2 and 3 were split into 2 grades each such that lineworker salary ranges were separated from those of other positions,
2. all salary range minimums, midpoints and maximums were increased by 3.0%, and further increased for EL-2B, EL-3B, EM-2, EM-4, EM-5, and EM-6 to be 9% higher than FY22,
3. the minimums of any range with a rate below \$14.25 per hour were further increased in accordance with the new Massachusetts minimum wage and midpoints were adjusted accordingly.

Adjustments to Electrical Labor and Electrical Management grades and salary ranges raised concern for some employees. Five employees

brought a related appeal to the Personnel Board for consideration; they questioned why the EL-2 and EL-3 grades were split and the 9% salary range increase was not applied to all EL and EM grades. The employees requested 1) "Independent review of the analysis that led to the decision to exclude the employees" and 2) "Ability to continue our long-tenured, proud service to the ratepayers of Concord and strive to earn raises within our salary structures."

The human resources director explained the reasons behind management's recommendations for the structural adjustments, including the Town's continuing effort to address market factors unique to the light plant with attention to town-wide internal equity. Those positions in EM and EL grades which could not be easily identified as unique in terms of skill, effort, responsibility and working conditions would require further consideration best addressed through the planned Classification & Compensation Study.

The Board decided, with three votes in favor and one opposed, that the FY22 structural adjustments for EM and EL job grades were reasonable. The Board also decided, with all four votes in favor, to recommend that the Town Manager substantially enhance employee communication processes and quality to ensure that there is timely and transparent information shared regarding any changes that will impact employees.

### **FY23 Salary Increase Policies**

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. The adopted FY23 Salary Increase Plan provided a 3.0% increase effective July 1, 2022, and an additional 1.0% increase for those employees whose pay rate was still progressing through the salary range. All such increases were contingent on satisfactory performance.

### **Classification & Compensation Study and Development of New Plan**

Consistent with the Personnel Bylaw's purpose of maintaining an equitable and efficient system of personnel administration, the Town engaged

GovHR to undertake a comprehensive study and redesign of our Classification & Compensation Plan to ensure that 1) uniform salary ranges are based on responsibilities and requirements of each job; 2) equal pay is provided for equal work; and 3) employee compensation is both internally equitable and externally competitive. GovHR consultants worked with Concord staff to conduct a comprehensive process with employee, Personnel Board, and citizen input. A new scoring methodology for job classification was used to evaluate and analyze positions. Market data from comparable communities and light plants was gathered and analyzed to develop a compensation plan. The classification and compensation plan developed by GovHR will be considered by the Personnel Board and presented for 2023 Town Meeting vote with the intent of implementing it on 7/1/2023.

### **Personnel Bylaw and Policy Amendments**

Upon Personnel Board recommendation, the 2022 Town Meeting approved the following amendments:

1. Holidays – added Juneteenth Independence Day as a paid leave day; added Indigenous Peoples’ Day reference where Columbus Day is listed.
2. Vacation – removed restriction on using vacation time in first six months of service.
3. Bereavement – increased the amount of leave that may be granted via policy to 5 days.
4. Non-Binary Terms – within Bylaw sections listed above, gender-specific language were replaced with non-binary terms.

Holiday policies were also updated to reflect how employees may take time off to observe special or religious holidays that don’t fall on a legal holiday.

**Identification of Personnel Board Role and Priorities**  
Using the Personnel Study Task Force report, the Personnel Board identified prioritized key areas to focus its efforts:

1. Communication – enhance communications across the town related to personnel governance, employee engagement and transparency of Personnel Board information.
2. Governance – adhere to requirements stipulated in, and support an evaluation and necessary changes to, the Personnel Bylaw to meet the needs of the employees and the Town.

3. Human Resources – work with GovHR on comprehensive review of compensation, classification and benefits of non-unionized employees.
4. Employee Relations – ongoing engagement to address employee satisfaction with Town governance and build confidence that there are efficient, effective, transparent and known processes for feedback.

As 2022 came to a close, the Personnel Board began to review the relationship between the 1985 Administrative Code and the role of the Personnel Board outlined in Massachusetts General Laws and Concord’s Personnel Bylaw. This was a first step to aid in developing recommendations to the Select Board regarding an updated Charge for the Personnel Board.

### **Acknowledgement 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 of regular service as of December 2022 (next page).

## HUMAN RESOURCES

Amy Foley, Human Resources Director

The Human Resources (HR) Department provided services to approximately 700 regular, limited, and temporary employees on issues relating to: administering the Personnel Bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers' compensation case management and administrative services; and designing and administering employee benefits programs. HR advised the Personnel Board and Town Manager on related issues; advised managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

The 2022 job market was unlike any seen in recent years, and HR staff worked on finding new strategies to recruit and retain employees. This included identifying new sources for job advertising, updating ad language, increasing the Town's presence on LinkedIn (gaining 140 new followers in 6 months), partnering with local technical/vocational schools and career centers, and working on ways to better communicate the value proposition and benefits of employment with the Town. HR staff posted 132 jobs (30 of which were seasonal positions), and processed 2,626 applications for employment.

HR staff continued work on Diversity, Equity, Inclusion and Belonging (DEIB) initiatives by attending professional training, reviewing and updating job descriptions through a DEIB lens to eliminate unnecessary barriers, making changes to the holiday schedule, continuing to review and

### Employees with 20 or more Years of Service Names noted with \* are employees who retired in 2022

<b>Facilities</b>	<b>Human Resources</b>	<b>Planning &amp; Land Mgmt</b>	<b>Public Works</b>
Robert Landry*	Amy Foley	Karen Byrne	Alan Cathcart
Jonathan Straggas		Tracy LaPierre	Scott Chalmers
<b>Finance</b>	<b>Human Services</b>	Marcia Rasmussen	Susan Clark
Carolyn Dee	<b>/Recreation</b>	Gabrielle White	Thomas Ford
Jonathan Harris	T.J. Liakos		Peter Hardy
	Anita Stevanazzi-Hill	<b>Police</b>	Richard Hathaway
<b>Fire</b>		Michael Burgess	Michael Haynes*
Keith Cotoni	<b>Library</b>	Robert Capone	John Hesdorff
David Curran	Kemal Bounar	Denise Caruso	Adrian Hone
Kevin Fagerquist	Cynthia DiRenzo	Joseph Connell	Patricia Hopkins
Bradford Ferrie	Caroline Nie	Brian Goldman	Timothy Jones
Marcus Jackson	Valerie Gay Weiss	Keith Harrington	Jeffrey Koranda
Thomas Judge		Richard Landers	Todd Manchuso
Brian Lefebvre	<b>Light Plant</b>	Timothy Landers	Joel Stevens
Jeffery Lex	Martin Boermeester	Anthony Marabella	Anna Trout*
Sean Murphy	Ann Breitenwischer	Kevin Monahan	
Eric Nelson*	Rhonda Buscemi	Thomas Mulcahy	
Eric Pelkey	James Coakley	Sylvia Toumayan	
James Redmond	Jeffery Cosgrove		
Arthur St. John*	Beverly McCaul		
Brian Whitney	John McGarry		
	John Simeone		
	David Wood		

recommend compensation actions with consideration to pay equity, removing gendered language from communications and documents, and exploring DEIB training options for employees and considering ways to make all employees feel welcome. We look forward to continued progress in this area.

**Most significantly in 2022, Human Resources coordinated and participated in the comprehensive classification and compensation study conducted by GovHR consultants.**

In addition to COVID-related requests, 52 leaves of absence were administered in accordance with the Family and Medical Leave Act and/or medical leave policies. HR responded to numerous unemployment claims, processed 28 work-related injury cases, coordinated 51 random DOT-required drug and alcohol tests, and verified and processed 1,117 compensation changes for employees.

The 2022 open enrollment for health insurance process was particularly complicated due to a change in carrier due to Fallon's exit from the commercial health insurance market. This required a great deal of employee education and communication as well as coordination with various stakeholders. HR staff ultimately processed 75 migrations from the Fallon plans, along with additional 45 other enrollment changes.

HR held monthly virtual policy orientations for new employees and coordinated in-person harassment and workplace violence prevention trainings for new employees and supervisors. All employees were reminded of their biennial obligation to complete training on the Massachusetts conflict of interest law. Furthermore, the Town's harassment prevention policy and the Massachusetts conflict of interest law summary was distributed Town-wide, along with an advisory reminding employees of their obligation to remain aware of all Town policies.

HR arranged an ice cream truck visit enjoyed by 298 employees in July and assisted with the employee appreciation picnic attended by approximately 200 employees in September. HR staff also continued to administer the GEM (Go the Extra Mile) program, which provides gift-certificate awards in recognition of employee actions that were noted and appreciated by others.

## TOWN COUNSEL

Mina S. Makarious, Anderson & Kreiger LLP

The following is a description of the lawsuits by or against the Town filed or pending during calendar year 2022 and handled by Town Counsel:

### *Archstone Builders, LLC v. Town of Concord*

#### *Historic District[s] Commission*

(Middlesex Superior Court). Applicant filed suit appealing denial of certificate of appropriateness by the Historic Districts Commission to construct a residence in the Barretts Mill Historic District in July 2022. Although Town Counsel has not formally filed an appearance in the case, Town Counsel negotiated with applicant's counsel to stay the litigation to permit the applicant to provide revised plans to the Historic Districts Commission. The Historic Districts Commission will begin its review of those plans in January 2023.

### *Town of Concord v. Rasmussen, et al.*

(Massachusetts Land Court). The Town sought a declaration and judgment affirming the right of the public to access Estabrook Road, as well as an injunction preventing the Defendants from interfering with the public's right to access the road. The Town obtained a preliminary injunction in July 2020 preventing the Defendants from interfering with public access while the case is pending, after the Defendants attempted to close the road. Trial took place in June 2021, and closing arguments took place in October 2021. In November 2022, the Court issued a decision in the Town's favor on all issues in dispute, finding that the public retained a right to access Estabrook Road. Defendants in the case filed a Notice of Appeal of the Land Court's decision in December 2022.

### *Kay, M.D. and Read v. Town of Concord*

(Middlesex Superior Court). Plaintiffs, who are both defendants in *Town of Concord v. Rasmussen et al.*, filed suit in March 2022 alleging that they were improperly denied production of records on the basis of attorney-client privilege, despite not having challenged the Town's assertion of privilege with respect to those same records in the *Rasmussen* litigation itself. Plaintiffs filed a similar suit with respect to additional records in May 2022.

The cases were consolidated in July 2022. In January 2023, the parties filed a Joint Motion to submit the records in question, and briefing regarding the issues in dispute, to the Court for its review.

### *Lyczkowski, et al. v. Keuka Road, LLC, et al.*

(Massachusetts Land Court). Title action between private parties regarding access rights on private road. The plaintiffs named as defendants all persons owning land abutting a former paper street, Keuka Road, which includes the Town. The Town is a nominal defendant, and as in other quiet title actions where it is named as a nominal defendant, does not anticipate taking an active role. The actively-litigating parties filed cross-motions for summary judgment in the fall of 2020, and a hearing on those motions is scheduled for June 2023. The other parties are currently conducting discovery while waiting for that hearing date. The Town has not had a need to be involved in any of these actions to date.

### *Mandrioli et al. v. Whitney S. Hamnet, II et al.*

(Massachusetts Land Court). Action to remove cloud on title. The Town determined that it does not have an interest in the property, and entered into an Agreement for Partial Judgment dismissing it from the case in April 2019. Final judgment entered on August 1, 2022.

### *Rizzitano v. Lynn DeConto, et al.*

(Massachusetts Land Court). Partition action concerning property located at 34X Rear Walden Avenue. The Court asked the plaintiff to join the Town of Concord as a defendant in the case because the Town owns most of the abutting property, and there is an access easement to the disputed property that passes over Concord-owned land. At the Court's request, the Town appeared at status conferences for the matter and noted its interest in purchasing the property following the Court's determination that it would be sold. The property was sold by auction to a private purchaser at a price that exceeded the Town's maximum purchase price, in August 2022. The lawsuit is still being wound up, but the Court no longer requires the presence of Town Counsel at status updates.

***Symes Development & Permitting LLC v. Town of Concord, et al.***

(Symes II) (U.S. District Court for the District of Massachusetts). Complaint against the Town for allegedly violating the Takings Clause of the Fifth Amendment to the U.S. Constitution in connection with Planning Board's approval, with conditions for a conventional subdivision. Shortly after filing a separate case in the Land Court ("Symes I" which was decided in the applicant's favor in 2021), the plaintiff also filed suit in federal court alleging that the conditions imposed by the Planning Board effected a taking of Symes's property. The Town filed a motion to dismiss in May 2021, which was denied in January 2022. The parties have agreed to delay any discovery or further action on the case until after Symes III (below) is resolved, and the matter is currently stayed.

***Symes Development & Permitting, LLC v. James Smith, et al., in their capacities as members of the Town of Concord Zoning Board of Appeals (Symes III)***

(Massachusetts Land Court). Appeal of a ZBA decision denying a special permit for earth removal. During the pendency of Symes I, the plaintiff filed its application for an earth removal special permit, which it requires to construct the subdivision as approved by the Planning Board (including as amended after remand from the Land Court in Symes I). That application was denied. The parties conducted discovery in 2022, and exchanged expert reports in early 2023. The Town expects to take two to three depositions of the plaintiffs' experts, and defend one deposition of the Town's expert, after which we anticipate the matter will be scheduled for trial. Symes suggested in late 2021 that it would make a settlement offer to resolve the matter, but to date no settlement offer has ever been extended to the Town.

# PUBLIC SAFETY

## FIRE DEPARTMENT

Tom Judge, Fire Chief

The Concord Fire Department (CFD), with forty-seven uniformed staff, provides fire, rescue, and EMS services to the community. Our dedicated staff is committed to delivering a high level of service in the all-hazards role of a modern fire department.

2022 saw departmental operations begin to return to a pre-pandemic regimen, as the numbers reflecting the incidence of COVID-19 in town stabilize.

However, all fire department personnel remained vigilant with regard to federal, state, and local preventative measures in place to combat the exposure to, and the spread of, COVID-19. These measures have included physical contact limitations, wearing of personal protective equipment (PPE) including facemasks, as well as cleaning and sanitizing of equipment and facilities.

Firefighters continued to conduct COVID testing for Town employees, upon request, to aid in keeping town operations in service.

Our administrative staff, Wanda Rupelt and Timalyn Rassias, have worked to recoup fund through reimbursement from FEMA for COVID-related expenditures.

As the department continued to transition into this “new normal”, the 2022 call response volume increased from 2021, to a volume higher than ever seen in years past.

On the afternoon June 21, 2022, fire companies responded to a report of gas leak on Bedford St. It was determined upon arrival that workers excavating in the area had ruptured an underground natural gas pipe. Fire crews immediately began to evacuate occupants in surrounding homes, and water streams were set up to direct and disperse gas vapors. Bedford firefighters assisted with this operation, arriving at the easterly side of the rupture. National Grid personnel arrived, shut off the flow gas, and

made repair. There were no injuries and no personal property damage reported.

On the evening of July 24, 2022, fire companies responded to a report of a structure fire in a residential dwelling on Sudbury Rd. Upon their arrival, the enclosed porch at the rear of the house was on fire, and the fire began to extend into the house itself. As fire crews began their work, it was quickly determined that due to the excessive heat and humidity that night with the temperature in the 80's, many more firefighters would be needed to rotate crews in and out rapidly due to fatigue. Multiple alarms were called for, which brought fire companies from many area communities. A total of six alarms were needed to maintain personnel safety. There was only on minor injury to a firefighter.

This fire was a great example of how are mutual aid system works; in a very short period of time, in addition to Concord personnel there were 65 firefighters and EMS personnel on scene from Bedford, Lincoln, Lexington, Weston, Acton, Maynard, Sudbury, Hanscom, Wayland, Littleton, Carlisle, Boxboro, Burlington, Stow, Westford, Chelmsford and Billerica EMS.

## FIRE PREVENTION

Despite the many challenges brought on by the pandemic with regard to maintaining our community risk reduction goals, the Fire Prevention staff remains on track to provide optimum customer service and is dedicated to proactively ensuring fire and life safety for Concord's residents and visitors. Residential and commercial construction continues to be a major focal point addressed by Assistant Chief Walter Latta and Lt./Fire Inspector David Nichols. Many hours are devoted to working closely with the Town's Building and Planning Divisions, reviewing plans, conducting site inspections, and attending meetings with property owners and contractors during all phases of construction, alteration, and demolition to ensure the best possible level of protection of life and property.

## Fire Prevention Activity

<u>Inspections</u>	<u>Total</u>
Residential Smoke/CO Alarms (Sale/Transfer)	263
Residential Smoke/CO Alarms (Construction/Alteration)	194
Commercial Fire Alarm/Suppression System	42
LP Gas Storage	31
Oil Burning Equipment	8
Oil Tank Installation	22
Oil Tank Removal	29
Liquor License	20
Day Care Facilities	8
Summer Camps	6
Hotels/Inns	12
Historic/Museums	13
Assembly Occupancies	18
Correctional Facilities	2
Healthcare Facilities	16
Schools/Dormitories	17
Construction Sites	18
Other, not classified	19
Re-inspection/Corrective Action	65
<u>Plan Reviews</u>	
Residential	65
Commercial	22
<u>School Fire Drills</u>	
Public	29
Private (including dormitories)	8
Business/Group Home/Day Care Ctr	5
<u>Permits issued</u>	
Open Air Burning	355
Blasting	2
Cannon or Mortar Firing	10
Dumpster	26
Fire protection system	98
LP Gas Storage	34
Flammable/Combustible Storage	26
Oil burning equipment	51
Tank Removal	45
Cutting/Welding/Hot Work	15
Other, not classified	21



*Members of the CCHS Football Team, along with CFD members displaying a sampling of the toys that were collected in a team effort!*

All members of the Concord Fire Department actively participate in pre-incident planning of buildings and structures in town. These planning activities include meeting with and speaking to property owners, managers, and employees, becoming familiar with the building's layout, any alterations, and potential hazards. Data is gathered and recorded which can be used to great advantage in the event of an emergency response at these locations.

The Concord Fire Department participates in a program sponsored by the Massachusetts Department of Fire Services called S.A.F.E. (Student Awareness of Fire Education). Captain Sean Murphy manages this program and its companion program, Senior SAFE, which provides fire prevention services to the senior community.

Captain Murphy along with other staff visit schools in Concord to present programs to students on fire safety. The Senior SAFE program gives us an opportunity to provide fire safety education and install smoke and carbon monoxide detectors for seniors that need assistance.

## COMMUNITY

The Concord Firefighters Relief Association (CRFA) sponsored a very successful toy drive just before the holidays again this year. Both the Concord Carlisle High School (CCHS) Football Team, as well as the students and staff of the Willard Elementary School, provided a great deal of help in collecting toys along

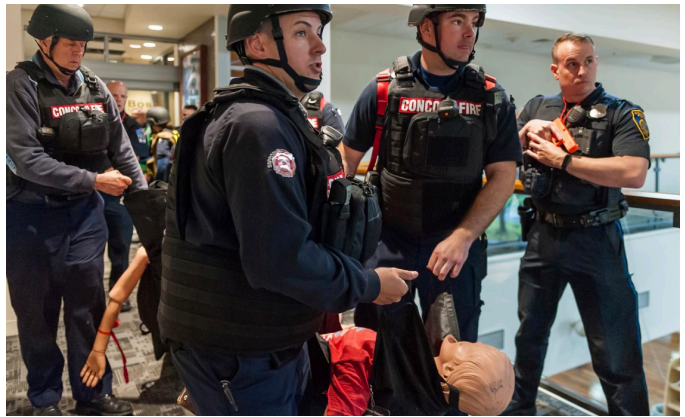
with the association. The members of the Concord Fire Department were proud to be able to provide support and assistance to families in need and make their holidays a little better.

Other events that Concord Firefighters were able to participate in this past year include Picnic in the Park, Veteran's Day Flag Retirement, Concord Community Network fire truck wash, and the annual Holiday Parade and Tree Lighting delivering Santa down Main St. to Monument Square in CFD Engine 5.

## TRAINING

The department's training program is a year-round effort on a variety of all-hazards responsibilities. These include basic and advanced firefighting skills, emergency medical services, technical rescue, hazardous materials response, water/ice rescue, auto extrication, and many other potential incident types that we will encounter.

Additionally, several of our staff are members of regional response teams specializing in hazardous materials, technical rescue, fire investigation, emergency communications, dive/rescue, and incident support. The Massachusetts Firefighting Academy is a training resource for all departments in the state; not only does Concord Fire take advantage of the opportunities, but we are also fortunate that many of our staff are instructors at the academy.



*FF Eric Nelson, Lt. Peter Ostroskey, and Firefighter Todd Niemi practicing evacuation techniques during this year's multi-agency ASHER drill.*

New Firefighters Connor Finerty, Daniel DeRoche, Elsa Heil, and Samantha McChesney all graduated this year from the Career Recruit Firefighter Training Program at the Massachusetts Firefighting Academy.

In May, Concord Fire and Police participated in a large scale, multi-day Active Shooter/Hostile Event Response (ASHER) exercise in Sudbury, along with fire and police personnel from Sudbury, Wayland, and Lincoln. Members learned new skill sets, techniques, and terminology. This drill focused in on organizing and deploying a rescue task force, which mainly deals with treating and evacuating people from a hostile environment. The exercise was funded through grant money made possible by the U.S. Department of Homeland Security.

## APPARATUS AND EQUIPMENT

This year the Fire Department took delivery of a new shift commander vehicle (C3). This vehicle will serve as the primary emergency response vehicle for the on-duty Captain. C3 is equipped to operate as the mobile Command Post at all emergency scenes. The department was very fortunate to be awarded a Federal Assistance to Firefighters Grant (AFG) in 2022. This grant award will be used to purchase new portable radios for fire department personnel, replacing older radios and equipping each firefighter with their own radio. This will assist us in maintaining accountability and safety on an emergency scene.

## PERSONNEL

### Retirements and others moving on:

Firefighter Arthur St. John, Engine 3 driver, retired after serving the Town of Concord for over 36 years.



*Ice Rescue training on a frozen pond off of Baker Ave.*



*Concord Firefighters participating in a Swift Water Rescue training exercise on the Assabet River.*

We wish Artie and his wife Justine many more happy and healthy years.

Firefighter Eric Nelson, Engine 3 driver, retired after serving the Town of Concord for over 32 years. We wish Eric and his wife Pam many more happy and healthy years as well.

Firefighter Chris Hunter resigned to pursue an opportunity with the Pembroke Fire Department. Firefighter Mike Tedesco resigned to pursue an opportunity with the Nashua, NH Fire Department. We wish both Chris and Mike every success!

**New Firefighters:**

We welcomed the following new Firefighters to the department in 2022: Benjamin Lewis, Jamie Henderson, and Paul Armann.



*New hire training  
(Left to right: Jamie Henderson, Benjamin Lewis, Paul Armann)*

**DEPLOYMENT**

In October, Assistant Chief Walter Latta and Firefighter Todd Niemi deployed with Massachusetts Task Force One to Florida to assist with search and rescue efforts in the wake of Hurricane Ian. Both members were deployed for 12 days. AC Latta serves as a logistics manager and FF Niemi serves as a hazmat specialist with the FEMA Urban Search and Rescue (USAR) team based out of Beverly, MA.



*Firefighter Todd Niemi and Asst. Fire Chief Walter Latta serving in Florida following Hurricane Ian.*

**LOCAL EMERGENCY PLANNING COMMITTEE**

Thomas Judge, Fire Chief /  
Emergency Management Director, Chair  
Donald Kingman, Co-Chair

Our Local Emergency Planning Committee, following Federal law definition, creates response plans for hazardous materials spills within the Town of Concord. The Committee also accepts Tier II reports from sites that store hazardous substances. Concord is a member of the Mystic Regional Emergency Planning Committee (MREPC). The MREPC provides training opportunities for town staff with emergency management responsibilities and being a member community aids Concord in staying in compliance with the Emergency Planning and Community Right-to-Know Act (42 U.S.C. 11011 et seq. (1986)).

## **CONCORD EMERGENCY MANAGEMENT AGENCY (CEMA)**

Thomas Judge, Emergency Management Director  
Walter Latta, Deputy Emergency  
Management Director  
Deputy Emergency Management Director  
Don Kingman, Deputy Director

CEMA maintains the Town's State-mandated Comprehensive Emergency Preparedness Plan (CEMP), a document that outlines the roles and responsibilities of different agencies during a significant emergency and provides a resource guide. These could be emergencies involving a broad spectrum of All-Hazard topics such as incidents caused by weather (floods, ice storms, etc.), public health crises, hazardous materials spills, and other human-created events.

Over the summer of 2022 the town, in conjunction with Metropolitan Area Planning Council, drafted the new and revised Hazard Mitigation Plan. Numerous stakeholders addressed the various hazards that the town faces, including climate change. The plan was last updated in 2017. The plan has been submitted to the Massachusetts Emergency Management Agency (MEMA) for final review.

During 2022, the agency was able to obtain bulk shipments of COVID home testing kits free through

the Massachusetts Department of Public Health. By year's end over 1,200 test kits were dispersed to local community organizations to distribute to members of the public.

The Emergency Operations Center is the town's conduit to MEMA and the resources available at the State Government level. The EOC is also where the various Concord agencies such as all the departments under DPLM, Public Works, Police, Concord Municipal Light, Fire, Facilities, Town Managers Office, Finance, and Human Resources coordinate the town's response to different emergency incidents affecting the town.

## CONCORD POLICE DEPARTMENT

Chief Joseph F. O'Connor

The Concord Police Department is committed to ensuring the confidence and trust of the public by delivering professional, respectful, quality services to our community. The Concord Police Department delivers a wide range of public safety services to the community with an authorized staff of 36 sworn officers, 6 Special Police Officers, 9 Public Safety Dispatchers, 6 School Crossing Guards, 1 Senior Administrative Assistant, 1 Senior Department Clerk and 10 Civilian Traffic Officers. The Department continues to be proactive 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: jail diversion program/mental health clinician, crime prevention, youth services, elder services, School Resource Officers, child passenger safety seat installations, as well as processing a variety of permits, licenses, and applications.

The Department continues the Craigslist Safe Exchange Program, which allows members of the community to come to the Police station parking lot to complete on-line purchases and sales. Police are encouraging citizens to utilize the Police station, which is equipped with surveillance cameras and staffed 24 hours a day, 7 days a week, as a safe and secure meeting place. Additionally, the Department has utilizes a "First Responder Student Information" sheet to assist officers who might respond to or encounter certain students throughout town, who may require special assistance. This is in addition to an existing service, "Concord Resident Emergency Services," an informational form which increases awareness of the senior population in town, who officers also may be called upon to assist. The Department continues to utilize CodeRed and social media to keep residents informed in a timely fashion as to ongoings in the community. The Department maintains kiosks in the Police Department lobby, which collect unwanted medications and used hypodermic sharps.



*CPD Honor Guard at the 2022 Patriots Day Parade*

The Department remains committed to the changes that have come about under the Police Reform Act, pursuant to the Law that the Governor Charles Baker signed into effect in 2020, "An Act Relative to Justice, Equity, and Accountability in Law Enforcement in the Commonwealth". The Department routinely reviews and updates its policies and procedures to ensure they are in compliance with the law and that the department adheres to best practices within the profession. The Department achieved compliance with the Massachusetts Peace Officer Standards and Training Commission (POST-C) by submitting paperwork for its' officers, and continues to work with the commission. POST-C reviewed required information submitted, and deemed the officers certified in accordance with Massachusetts law. The Department co-hosted a coffee gathering with the Town's Diversity, Equity, and Inclusion (DEI) Commission at the Concord Free Public Library. The event provided officers and members of the community an opportunity to meet and get to know each other on an informal level.

The Concord Police Department continues to be an active member of the Central Middlesex Assessment for Safety Team (CMAST). The program was developed through the collaboration of stakeholders who recognized the need for a

community approach to better protect and serve victims of domestic violence. CMAST is one of 9 Domestic Violence High Risk Teams within Middlesex County and continues to be successful.

Partnerships with Federal, State and Local Agencies are important parts of the Department's strategy to ensure the safety of the community through resource sharing and mutual aid. The Concord Police Department continues to be an active member of the Northeastern Massachusetts Law Enforcement Council (NEMLEC). NEMLEC is a regional consortium comprised of 59 Police Departments and the Sheriff's Departments of Middlesex and Essex Counties. Concord Police Officers are assigned to various functions in NEMLEC, including SWAT, Regional Response Team (RRT), Motorcycle Unit, and the STARS Team (School Threat Assessment and Response System). The Department collaborates with 8 Middlesex County Police Departments and the Concord District Court and continues work with a "Jail Diversion" Grant to address mental health issues. The Massachusetts Executive Office of Health and Human Services' Department of Mental Health awarded the grant to this coalition. As part of the coalition's innovative model, officers work with a Clinical Coordinator, who manages the Jail Diversion Program. The role of the Jail Diversion Clinical Coordinator is to train Officers in mental health, first aid, and to serve on the Crisis Intervention Team (CIT). The Clinical Coordinator also works with the Department Officers to create strategies, which are appropriate for any individual who comes in contact with the police.

The Department continues to maintain strong partnerships with our community-based services agencies, The Domestic Violence Services Network (DVSN) and The Communities for Restorative Justice (C4RJ). Both agencies, along with our mental health liaison, continue to provide resources for our referral network. Concord Police Officers and Public Safety Dispatchers continue to participate in trainings for both programs. When new officers are hired by the Department, they receive 40 hours of training in Crisis Intervention (CIT), along with Integrated Communication and Tactics Training (ICAT). Officers also participate in the education of new drivers in the CCHS Driver's

Education Program, providing valuable information to assist new drivers as they travel on the roadways.

2022 was one that made history for the Department. On July 7, 2022, The Department had its first shift comprised of all female officers. Sergeant Manchuso, Officers Paladino, Olansky, and Rudolph worked the shift together. Five of our female officers attended the Massachusetts Association of Women in Law Enforcement (MAWLE) Conference this past year. Several members of the Department participated in Active Shooter/Hostile Event Response (ASHER) Program Training along with area Police and Fire Departments. The Department reimplemented the Summer Youth Police Academy, which provides young adults with the opportunity to learn about public safety and policing. At the beginning of the school year, the School Resource Officers (SRO's) began conducting Alert, Lockdown, Inform, Counter, and Evacuate (ALICE) training and drills at all the public and private schools in town. This was the first time since before the pandemic that the Department was able to conduct these events and trainings.

The Department purchased a new less-lethal tool, BOLO Wrap, and provided training to all Officers. BOLO Wrap allows officers to safely restrain uncooperative individuals. The Department also purchased a Drone in 2022, which will be essential in search and rescue efforts and scene documentation. Several Officers were trained on its operation, rules, and procedures, and the drone has proven to be helpful in locating missing people and documenting scenes.

In June, the Department became a fully accredited agency with the Massachusetts Police Accreditation Commission, Inc. (MPAC). The Department continues to work on becoming an accredited agency recognized by the National Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The Statewide and Federal Standards for accreditation impact officer and public safety, address high liability/risk management issues, promote operational efficiency throughout the agency and ensure compliance under the Police Reform Act. All department policies were reviewed during this process to ensure best practices in policing.



**First all-female staffed shift in CPD history- July 4, 2022**

(L to R.) Officer Cara Paladino, Officer Leah Olansky, Sgt. Tia Manchuso, Officer Brianna Rudolph

support missing person searches, high-risk warrant services, and Town events such as, the Patriot's Day Parade and Holiday Tree lighting ceremony. In 2022 Concord joined the MA Telecommunications Emergency Response Team (TERT), which is a new State-wide interoperability initiative enabling all 911 public safety answering points to access trained mutual aid personnel and resources in the event of local, man-made, or natural disasters. The Department welcomed 4 new Public Safety Dispatchers in 2022; Samantha Simpson, Elle Brennan, Cole Lasco, and Selina Gibbons. Dispatchers Brittany O'Neil and Edward Brown resigned from the Department.

Captain Thomas Mulcahy, a 23 year veteran of the Department, was appointed as Interim Police Chief in December upon Chief Joseph O'Connor's retirement. The Department promoted Michael

The Department continues to enhance its sustainable energy practices with the continued use of hybrid vehicles and continues to replace its fleet with more fuel-efficient vehicles. This past year the Department purchased three fully electric vehicles, and a marked TESLA, which was donated and is utilized as one of our patrol vehicles. The Department is continuing with its anti-idling initiatives, including the "Park and Walk" Program, with Officers walking or riding bicycles in districts, on trails, and recreational areas. These practices aid considerably in achieving the goals of reducing fuel consumption.

Our Public Safety Dispatchers answer emergency and non-emergency calls, dispatch public safety personnel, and monitor computer equipment as part of their duties. Concord Public Safety Dispatchers maintain certifications as emergency tele-communicators 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. Concord Public Safety Communications has implemented a comprehensive training program that includes more than 233 hours of combined, multi-disciplinary training, and exceeds the Massachusetts State 911 Training Standards. Several Dispatcher are also trained as Tactical Communications Specialists and utilize Concord's Tactical Communication Unit to

**2022 Incidents Report**

Arrests (various)	105
Summons	283
Assaults	19
Suspicious Activity	515
Motor vehicle crashes	527
Motor vehicle v. Deer	35
Operating Under the Influence	43
Protective Custody	4
Traffic Citations	5,709
Criminal Traffic Summons	329
Larceny Investigations	175
Domestic Violence Investigations	63
Narcotics, Drug Investigations	4
Medical Assists	1787
Animal Control	311
Vandalism Complaints	31
Alarms-Commercial/Residential	745
Breaking and Entering Investigations	12
<b>Total Log Items</b>	<b>42,946</b>

Bordenca to the rank of Acting Sergeant and assigned Officers Caroline Paladino and Derek Rodriguez as Detectives, in addition to their duties as School Resource Officers (SRO). The Department welcomed 5 new Officers in 2022; Daniel, Lordan, Juliana DiRamio, Charles Femino, Corey Lopez, and Michael Sellards. Officers Matthew Plausse, Anthony Salvucci, Matthew McEvelly, and Nicholas Benoit resigned from the Department.

Sergeant Michael Burgess and Officer Gregory Mailloux continue to serve as members of the NEMLEC Motorcycle Unit. Sergeant Luke Rennie remains a member of the NEMLEC SWAT Team, and Dispatcher Anthony Marabella serves as part of the Incident Management Team (IMT) as a Tactical Dispatcher for NEMLEC.

The Department maintains an anonymous 24-hour Tip Line (978-318-3407), and State and Federal Grant funding continue to provide the Department with opportunities to purchase new equipment and technology, and to fund existing programs. The Department also continues to receive and administer a grant funded through the Massachusetts State 911 Department for Dispatcher training and personnel support services.

## ANIMAL CONTROL OFFICER

Jennifer A. Condon

The Town contracts with a private vendor to provide dog and animal control services. The Animal Control Officer responds to all animal complaints (domestic or wild), which includes the humane removal of certain animals. The Animal Control Officer is required to provide a vehicle for the transporting of dogs, as well as a licensed kennel for the temporary housing of any dogs taken into their custody. The Animal Control Officer and assistant(s) are on call 24 hours a day and are contacted by pager through the Public Safety Communications Center.

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

2022 Animal Activity by Month											
	Total # Calls	Complaint Calls	Lost Dog	Lost Cat	Other Cat Related	Wildlife	Misc Calls	Pickups	Human / Animal Bite	Quarantine Orders Issued / Released	# Submittals to State Lab
JANUARY	20	1	4	1	0	5	8	0	1	0	0
FEBRUARY	16	2	6	0	0	4	3	0	1	0	0
MARCH	23	5	3	0	2	5	5	1	1	0	0
APRIL	26	7	2	0	2	5	6	0	2	2	0
MAY	22	4	0	2	2	7	4	0	1	1	1
JUNE	33	5	3	2	2	10	8	0	1	1	1
JULY	33	4	5	0	2	11	7	2	1	0	1
AUGUST	18		2	4	1	9	2	0	0	0	0
SEPTEMBER	28	8	0	0	2	11	6	0	0	1	0
OCTOBER	27	6	4	1	1	8	2	1	2	2	0
NOVEMBER	17	1	2	0	0	6	4	0	2	2	0
DECEMBER	15	3	2	2	1	2	3	0	1	1	0
<b>TOTAL</b>	<b>278</b>	<b>46</b>	<b>33</b>	<b>12</b>	<b>15</b>	<b>83</b>	<b>58</b>	<b>4</b>	<b>13</b>	<b>10</b>	<b>3</b>

# MUNICIPAL LIGHT PLANT

David Wood, Director

Concord Light (“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. Our mission is to partner with our customers, civic institutions, and employees to foster a vital community, in the near and in the long term, in which to live, raise a family, work, and operate a business. Our 2018 – 2025 Strategic Plan, available at [www.concordma.gov/cmlp](http://www.concordma.gov/cmlp), describes our goals:

- Maintain service reliability at a very high level;
- Maintain or increase customer satisfaction and perception of value;
- Provide energy-related services to as many customers as possible;
- Increase revenue and net operating income modestly;
- Reduce greenhouse gas emissions

Our work in 2022 focused on several initiatives designed to achieve those goals.

The Town Manager appoints a five-member, volunteer Light Board comprising local residents. Current Light Board members include (in alphabetical order) Gordon Brockway (Clerk), Brian Foulds (Chair), Pamela Hill (Clerk), Alice Kaufman, and Wendy Rovelli. The Board meets monthly to discuss and/or vote on topics such as rates, power supply and renewable energy options. The Board encourages customers to attend.

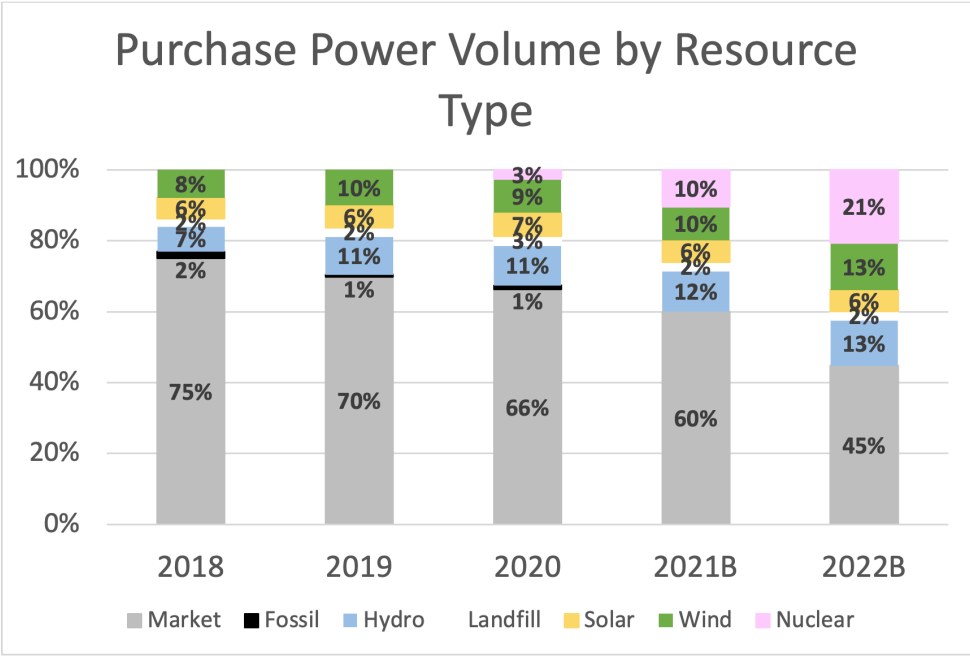
The Concord Municipal Light Plant (CMLP) operates as an Enterprise Fund within the Town government. No property tax money is required or used to operate the Light Plant. All operating expenses including electricity purchases, capital investments, and debt service are paid by the Light Plant customers. In addition, the Light Plant contributes to the Town’s operating budget via a Payment-in-Lieu-of Taxes (PILOT). For 2022, this formula-based payment was \$444,000

## Power Supply

All power supply expenses are passed to CMLP’s customer-owners at cost. Power Supply includes the cost of energy, capacity, and transmission. Capacity and transmission are two market services provided by the regional Independent System Operator at Federal Energy Regulatory Commission regulated rates. Energy supply, including the reliable provision of electricity and its price, are managed by CMLP. CMLP has developed a power supply portfolio from multiple sources under a power supply strategy that best suits our community’s needs. The power supply selection strategy included the following tenets:

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

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



CMLP is actively replacing fossil-based generating resources with carbon-free sources in a fiscally responsible manner. Below is a list of recent power purchases from non-carbon emitting sources. In 2018 CMLP began collecting an extra \$0.01 per kilowatt hour from customers on all energy sales in order to establish a fund to pay for the purchase of Massachusetts Class 1 renewable energy certificates (“MA Class 1 RECs.”) In September 2020

#### Non-Carbon Emitting Sources

Project	Location	Year Purchased	% of needs
Canton Mountain Wind	Canton, ME	2017	2%
Seabrook Nuclear	Seabrook, NH	2017	20%
Granite Wind	Coos County, NH	2018	1.5%
Existing Hydro	Housatonic River, CT	2019	3.4%
Chariot Solar	Hinsdale, NH	2019	2.7%
Cabot/Turners Falls	Connecticut River, MA	2020	12.5%
Seabrook Nuclear	Seabrook, NH	2020	15%
Rox Wind	Roxbury, ME	2020	3.6%
Gravel Pitt Solar	CT, MA or NH	2020	1.9%
Nuclear Energy & Capacity	Seabrook, NH	2020	8.0%
Broadleaf Solar	CT, MA or NH TBD	2021	4.3%
Spruce Mt Wind Extension	Woodstock, ME	2022	3.1%

the charge was increased to 0.015 per kilowatt hour, and on January 1, 2021 the charge was increased to 0.02 per kilowatt hour. The table below shows how many RECs were retired by generation year and where the RECs came from – whether they were associated with the purchase of physical energy or purchased separately. Note, CMLP will not complete the purchase of non-associated 2022 RECs until June 15, 2023. The figures provided for 2022 are only estimates.

2.5% in 2021 growing to 12.5% in 2023  
 Beginning in 2025  
 Beginning in 2023  
 Beginning in 2023  
 Beginning in 2023 Beginning in 2024  
 Beginning in 2026

Generation Year	Associated RECs Retired	Purchased RECs Retired	Total RECs Retired	% of Sales
2022	75,472	95,586	171,057	97%
2021	56,756	84,623	141,379	84%
2020	39,519	42,475	81,994	51%
2019	35,620	55,703	91,323	56%
2018	26,658	74,256	100,914	58%

Despite the increase in REC prices, CMLP is on track to meet its goal of 100% non-emitting electricity by 2030. In 2023 new wind and solar supply contracts will increase the total amount of MA Class 1 RECs. The renewable energy surcharge can be increased to broaden the funds available to offset the cost of either non-associated MA Class 1 REC purchases or renewable energy contracts. As CMLP's purchases of energy from resources with certificates increase further in 2023 and beyond, it is expected that CMLP will be able to retire RECs equal to 100% of its sales with REC prices remaining at current levels.

CMLP will continue expanding its percentage of non-carbon emitting power as market economics allow without increasing rates substantially.

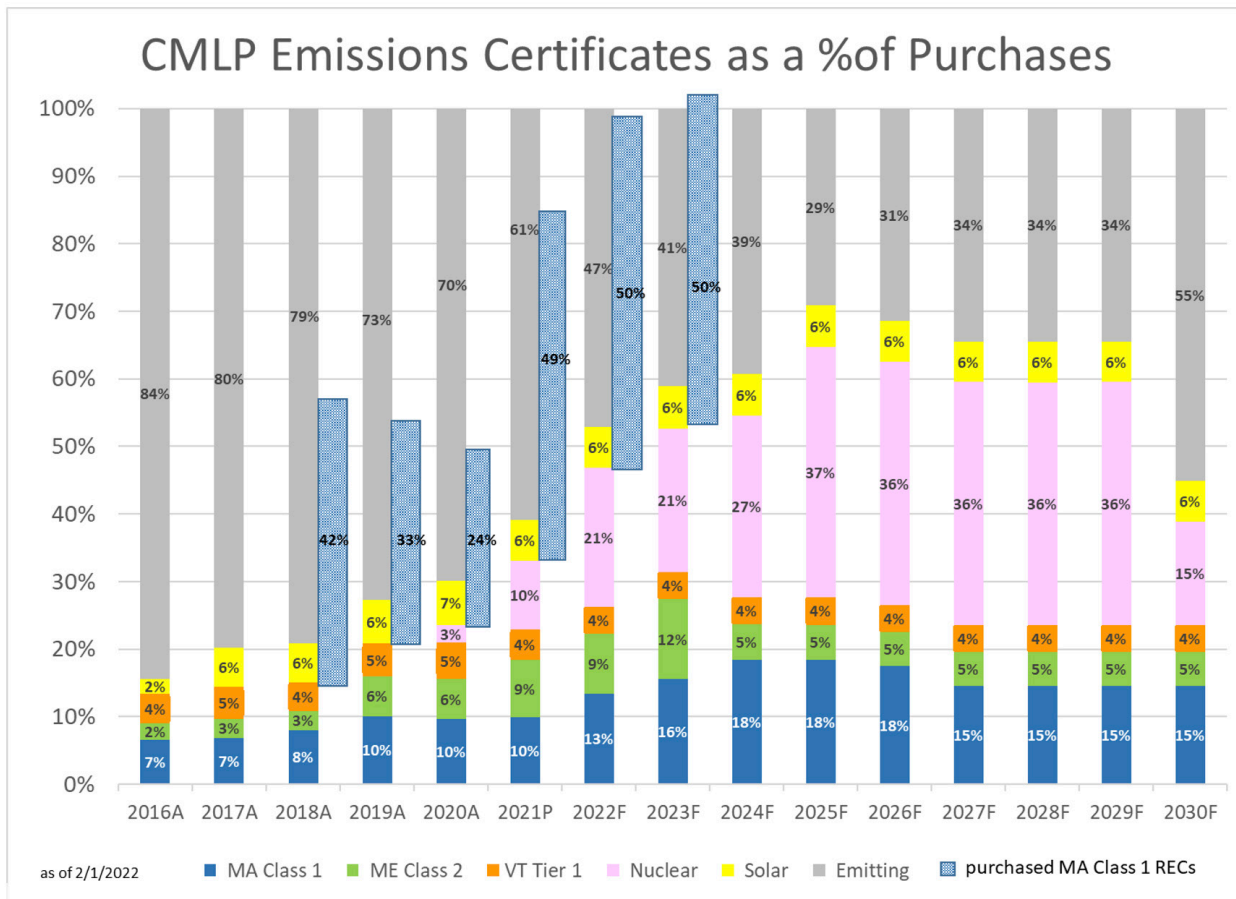
### Energy Management

CMLP's energy management services help our customers manage their energy costs and reduce their carbon emissions through electrification, improved efficiency, and generation of carbon-free solar power at their home or business.

CMLP staff, EV Specialists, heating/cooling coaches, and local EV and heat pump owners participated in ten community events this year, talking with attendees about the rebates and services that CMLP offers to help them reduce their energy use and electrify home heating and transportation.

### Electric Vehicles

Registry of Motor Vehicles records showed 545



electric vehicles (EVs) garaged in the Town of Concord in early 2022, 3.7% of all vehicle registrations in Concord, and an increase of 16% compared to 2021.

In 2022, CMLP launched a Commercial EV Charging Station Rebate Program to help our customers provide electric vehicle charging at workplaces, apartments, condominiums, schools, shops and more. Concord businesses and multi-unit dwelling properties can get a rebate of up to \$6,000 for the installation of a Level 2 electric vehicle (EV) charging station. CMLP's commercial EV charging station rebate is in addition to rebates available from the state through the MassEVIP Program.

The level of CMLP funding is designed, when combined with a MassEVIP rebate, to cover a substantial portion of the cost of installing a typical \$30,000 dual port charging station.

CMLP's free Electric Vehicle Toll-Free Support Line and Email, which allows Concord residents to ask questions about all things EV, handled over 70 interactions with 44 unique customers in 2022.

CMLP's DriveEV Rebate Program offers rebates ranging from \$350 to \$1,000 upon purchase or lease of a new or pre-owned EV. This range includes higher rebates for Concord families earning less than 80% or 120% of Boston metropolitan area median income. In 2022, its first full year of operation, 27 rebates were distributed through the DriveEV program. Two of those rebates were provided to households earning less than 80% of Boston Metropolitan Area Median Income.

Fifty-seven customers received a \$250 Level 2 home charging system rebate in 2022. Over 270 CMLP customers have programmed 290 EVs to charge off-peak since the EV Miles Program began in 2018, qualifying for bill credits.

### **Heat Pumps**

In 2022, CMLP began offering \$10,000 air source heat pump rebates and \$15,000 ground source heat pump rebates to Concord households that switch from oil, propane, electric resistance or ETS to heating their whole home with heat pumps. For households that switch partially to heat pump heating from those same fuels, CMLP introduced rebates of \$1,250 or \$2,000 per ton of capacity for air source or ground

source heat pumps respectively in 2022. Mass Save began offering the same rebates to gas-heating households that switch to heat pump heating.

CMLP documented 173 heat pump installations in Concord in 2022, up from 71 in 2021. 102 heat pump projects received rebates from CMLP in 2022.

In its first full year of operation, the Concord Clean Comfort Program continued to offer our customers a list of vetted heat pump installers and heating/cooling coaches, who help customers decide if a heat pump is right for them and make the process of switching to heat pumps easier.

The Concord Clean Comfort Program received 310 coaching requests in 2022, averaging almost one per day, and representing 50% more than the number of coaching requests received in 2021. About 90% of those who requested coaching services followed through and meet with a coach, for 282 coaching engagements in 2022. 61% of the heat pump installations in 2022 involved assistance from a coach, up from 35% in 2021.

CMLP rebates also supported installations of 17 heat pump water heaters in 2022, a 70% increase from 2021.

### **Lawn Mower Rebates**

Thanks to funding from a generous Concord resident, CMLP began offering rebates in June 2022 to residents who replace gas-powered lawn mowers with new electrically-powered lawn mowers. Twelve residents each received a \$100 electric lawn mower rebate this year.

### **Home Energy Assessments**

159 customers received home energy assessments from CMLP in 2022, a 94% increase from 2021.

### **Residential Energy Efficiency Rebates**

In mid-2022, CMLP began making larger weatherization rebates available to lower income households. While standard income households are eligible for up to \$1,000 per calendar year, lower income households are eligible for \$1,500 to \$2,000 per year, depending on household size and income. 31 weatherization rebates were distributed to customers in 2022, a 55% increase over the number distributed in 2021. Four households earning less

than 120% of the Boston Metropolitan area median income received the larger rebates.

Beginning in 2022, CMLP also made a Participating Weatherization Contractor List available to our customers. The list is administered by Abode Energy Management. It consists of four contractors who are active in the Mass Save program but are willing to do projects for non-gas heating households in Concord, at standard Mass Save pricing. In the past, when customers have asked for help finding weatherization contractors, we have pointed them to lists on the Mass Save website. However, many of those contractors are not willing to do projects for non-gas customers, which is why we felt it was important to identify contractors who would. These contractors have appropriate insurance, licenses and building science expertise.

### **Commercial Energy Efficiency Rebates**

In 2022, business customers received almost \$6,000 in rebates through CMLP's High Efficiency Lighting Program.

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

Thirty-four customers received CMLP's solar rebate in 2022. There are now a total of 456 PV systems on residential and commercial rooftops in Concord with a combined capacity of 4.6MW DC.

## **COMMUNITY SERVICE**

### **125th Anniversary in 2023**

CMLP will celebrate 125 years of service next year in April 2023 and the planning and preparations for the celebration are already underway. Rough plans include hosting a mini open house for customers to come and share birthday cake in April and a larger-scale open house held during Public Power Week in October 2023. Other happenings are being planned as well to make the anniversary celebration complete.

### **Annual holiday tree lighting**

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

### **Residential Rate Assistance**

CMLP offers a Residential Rate Assistance program to Concord residents in financial need. On this rate,

customers can receive a credit of \$0.1000 per kilowatt hour on their first tier of usage. Eligible customers can lower their bills by as much as 50% if they qualify for this rate. Customers must complete an application and be re-certified annually to stay on this program. As of December 2022, there were 166 customers enrolled in the program -- 138 Electric and 28 Water customers.

### **COVID-19 Assistance**

For Concord residents and businesses in financial need during the COVID-19 pandemic, Concord Utilities continued to allow customers extra time to catch up on payment of their bills or to work with Customer Service to devise payment plans and review assistance packages in conjunction with other Town services.

## **CONCORD MUNICIPAL UTILITIES CUSTOMER SERVICE**

The Concord Municipal Utilities Customer Service team is centrally housed at CMLP and provides service and support to residential and commercial services for electric, water, sewer, and broadband. Customers can contact Customer Service at 978-318-3101 or [concordutilities@concordma.gov](mailto:concordutilities@concordma.gov).

## **ENTERPRISE SOFTWARE**

CMLP partnered with NISC (National Information Solutions Cooperative) to implement enterprise software beginning in May 2019 and completing it in 2021. The implementation included the new billing system and SmartHub®, the customer self-service portal. Many Concord Utilities customers have signed up for a SmartHub account since mid-2019, and there are 5,780 customers enrolled with a SmartHub account as of December 2022.

Customers can register for a SmartHub account or download the free app for their smartphone or tablet to access information, receive updates, pay bills and more. Customers can now report an outage, line down or other power-related emergency using SmartHub.

Customers can opt for paperless billing and our payment options including making a payment via SmartHub, credit card, Internet banking, or with our

automated phone system. Customers can also choose to receive one bill for all their utilities or to have multiple accounts mailed together in one envelope.

## ADVANCED METERING SYSTEM PROJECT (AMS)

Concord Municipal Light Department (CMLP) and Concord Public Works (CPW) are replacing their existing obsolescing meter systems with a system that will allow two-way communication with customers for improved reliability, efficiency, billing, and customer service. The new metering system will also support Town-wide conservation goals.

More specifically, CMLP and CPW anticipate the Advanced Metering System will:

- 1. Reduce the frequency and duration of outages** by allowing CMLP to isolate outages faster, dispatch repair crews more precisely, and detect equipment in need of repair or replacement.
- 2. Improve operational efficiency** by reducing meter reading costs from a mixed system spanning software and support;
  1. ensuring accurate meter readings especially for water meters by replacing older, end-of-life meters in the field;
  2. reducing labor and vehicle costs for meter reconnects, meter checks, move in and out for final billing;
  3. improving detection of tampering and theft to capture unbilled revenue;
  4. reducing the need for estimated bills due to inaccessible meters;
  5. avoiding expensive power purchases during peak pricing periods by expanding energy management and rate programs to all customers;
  6. reducing the cost of vegetation management by targeting areas with voltage issues using voltage alerts; and
  7. improving safety for employees at risk with on-site premise visits.
- 3. Reduce greenhouse gas emissions** by
  1. decreasing distribution losses (energy waste) through the rightsizing of transformers and voltage management;
  2. promoting solar by enabling net metering;
  3. promoting electric vehicles with the option to charge at off-peak rates;
  4. reducing the use of non-electric company vehicles

- with fewer visits to customers; and
5. enhancing the value of customer-sited battery storage from Time-of-Use rates.

### 4. Improve customer service by

1. providing a self-service portal to customers containing detailed electric and water usage data for better insight to manage bills,
2. offering Customer Alert Services such as a high bill alert, high usage alert, water leak alerts or usage exceeding a customer set threshold;
3. enabling customers to schedule start and stop service at customer-directed dates and times since a service visit from a technician will not be needed;
4. delivering better outage services by getting targeted notifications from all meters and providing up-to-date outage information on a web portal or mobile application

**5. Enable Direct Load Control**, automated load control, and customer-driven load control of heating systems, hot water heaters and electric vehicles to lower customer bills and reduce greenhouse gas emissions.

**6. Enable time-of-use rates that will:** lower customer bills through the improved utilization of infrastructure; promote fairness in revenue recovery; enhance the economics of battery installations; and encourage the charging of electric vehicles during low cost time periods.

CMLP issued a Request for Proposal (RFP) for Consulting Services for a Metering and Communication System(s) Specification and Selection to identify and hire an expert to assist CMLP and CPW select a new system. CMLP hired Lemmerhirt Consulting as the technical lead on the AMS vendor selection project.

With Lemmerhirt Consulting's help in developing the RFP, CMLP issued a Request for Proposal for an Advanced Metering System (AMS) and received nine proposals in response. After a very thorough evaluation process, the RFP Evaluation Team selected the Eaton Corporation AMS solution in November 2021. The RFP Evaluation Team members included a Light Board member, Lemmerhirt Consulting, CMLP senior management and Metering staff, and CPW management.

CMLP executed the Advanced Metering System contract and Purchase Order with Eaton in September 2022. In early November, Eaton was onsite with CMLP

and CPW for the project kickoff and requirements gathering. Eaton and CMLP have begun the procurement process for electric meters, equipment, and water nodes. Due to ongoing supply chain delays, the approximate delivery times for the various meters and water nodes range from 26 weeks to 61 weeks. Communication equipment and software is preliminarily projected to arrive in March 2023 with the first set of residential meters preliminarily scheduled to arrive in May 2023 and integration testing to begin.

For more information about the Advanced Metering System project, the RFP evaluation process, expected benefits of the new system, and project status, go to: <https://concordma.gov/3192/AMS-Project-Status>.

## **OPERATIONS AND ENGINEERING**

Last year was another challenging year for the Town and CMLP. COVID-19 forced the Light Plant to continue our safety and health protocols well into 2022. Despite several challenges, CMLP was able to accomplish many significant undertakings. Physical repairs, software upgrades and a functional transfer trip test on the Emerson Hospital Automatic Transfer Switch were completed. These actions restored the redundancy and reliability of Emerson Hospital's electric service. We also replaced the aged streetlights along Commonwealth Avenue, between the railroad crossing and Laws Brook Road, in West Concord. The new lights are an upgrade to the previous lights and will provide years of safe, energy efficient light to the area. CMLP Operations also completed a comprehensive chainsaw training course. This course increases the safety and efficiency of our crews when responding to storm damage or performing routine tree trimming work. Our main focus was, and continues to be, providing safe and reliable electric power and broadband service to our customers. Below is a list of some of our other highlighted items.

### **Underground Direct Buried Upgrades**

Bartkus Farm subdivision direct buried replacement project was completed as part of CMLP's direct buried replacement program. As part of this and other direct buried projects, CMLP crews installed a new underground primary and secondary electrical and communication duct bank, new underground primary and secondary conductors, devices, and transformers.

All of this work enhances reliability and resiliency. CMLP has started to collect data and has started preliminary planning for the conversion of Wright Farm Road. Of note, the associated direct buried services are privately owned and are the responsibility of the owner to maintain and replace at their expense.

### **Underground Conversion Projects**

As part of the Cambridge Turnpike Improvement Project (CPW Project), CMLP has committed to converting Cambridge Turnpike's electrical distribution from overhead to underground. Currently approximately half of the house services have been converted. This conversion, along with the entire Cambridge Turnpike Project, greatly improves electric reliability, expansion of broadband services and visual impact in the area. CMLP plans to continue work on Cambridge Turnpike this year, converting the remaining overhead section from overhead to underground.

### **Overhead Reconductoring**

Due to the age and condition of the existing primary conductors along Strawberry Hill Road Area, CMLP plans to start the strategic replacement. This project will afford CMLP engineering the opportunity to update this section to current industry standards. These updates will increase the resiliency and reliability of the overhead distribution system, resulting in fewer outages for customers. The remainder of the Fairhaven Area was converted from 4kV to 13.8kV (standard distribution voltage for CMLP) this year. All components, conductors, transformers, poles, etcetera were inspected and upgraded as necessary. This work will greatly improve the reliability and safety in the Fairhaven Area.

### **CMLP Pole Inspection, Maintenance and Replacements**

This year we completed a comprehensive inspection of the utility poles that CMLP is responsible for maintaining. The inspection is used to allow CMLP engineers to determine the overall condition and health of our utility poles individually and system wide. The information gathered give us the ability to repair or replace poles and upgrade electrical facilities as required. This adds to the resiliency of our distribution system.

## **Verizon Pole Inspection, Maintenance and Replacements**

Verizon conducted pole inspections on several utility poles that they are responsible for maintaining in Concord. Approximately fifty poles have been scheduled for replacement. As a result, CMLP has started the process of transferring the electric primary wires, electric secondary wires and broadband fiber on each pole. This work will continue for the foreseeable future in coordination with Verizon.

## **Substation Equipment Maintenance**

During 2022, basic routine maintenance was performed as part of normal operations. In 2023, CMLP will perform comprehensive maintenance on Substations 219 and 223. This maintenance evolution will encompass circuit breaker maintenance, relay testing and repairs of any deficiencies discovered. Again, this type of deep maintenance is very important and required for a safe and reliable distribution system.

## **Tree Trimming**

This past year, CMLP worked with Davey Resource Group to finalize our tree trimming standards and procedures. Our previous tree trimming specification was updated with current methodology, technologies, regulations and standards. Utilizing our new specification, we plan to begin large-scale tree trimming again this year. Of note, line crews performed tree trimming and removal of branches and trees as necessary throughout the system, to keep our system safe and reliable in 2022.

## **Substation Metering Upgrade Project / SCADA**

Power quality meter replacement is required at both of CMLP's Substations. Several of the existing meters either provide unreliable information or are not supported by their respective manufacturers any longer. These meters are needed to measure power consumption, loss, efficiency, etcetera on all distribution feeders. Currently, the meters and equipment needed to begin this project have been identified, and a plan is being formulated. We expect to take delivery and begin installation later this year or early next year.

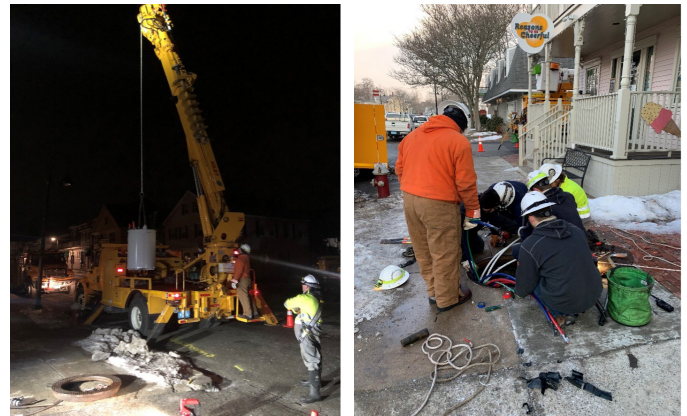
## **Emergency Response**

CMLP responded to numerous emergencies in 2022. These emergencies included severe storms, motor vehicle crashes, wildlife-caused outages, and several

other unforeseen events. Below are some photographs of planned and unplanned events.

## **TELECOMMUNICATIONS**

2022 was the eighth full year of operation for the CMLP's Broadband service. Operating today as Concord Broadband, the demand for service has remained steady, and community support and feedback has been excellent. CMLP launched the Broadband service in March 2014 after the 2013 Annual Town Meeting passed Article 48, which authorized borrowing to fund startup expenses. The 2017 Annual Town Meeting renewed support for the service by passing Article 24, which authorized CMLP to borrow an additional \$1 million to fund additional expansion of telecommunications service offerings.



*Deborah's Natural Gourmet – February*



*Motor Vehicle Crash (Crosby's) - April*

The principal and interest expense from this borrowing will be repaid exclusively from future telecommunication revenue.

Service continues to be in demand with subscriptions growth to 1,635 residential and business accounts between January and December 2022, a net increase of 76 subscribers for the year. Revenues in 2022 exceeded \$1.5 million, with a 6.4% increase over 2021. Since the end of 2016, Concord Broadband has been generating sufficient operating income to cover the expected operating expenses.

Concord Broadband has continued to offer no-nonsense pricing with no hidden fees or unexpected price hikes. Our pricing has remained steady in 2022 with no price increases since 2014. Residential service starts at \$49.95 per month for 45 Mbps while offering a true symmetrical service. Our business offerings provide speeds from 70 Mbps to 1 Gbps. Information about the offerings is on the Town's web site at [www.concordma.gov/broadband](http://www.concordma.gov/broadband).



*Peter Spring Road – August*



*Verrill Farm – August Heat Wave*

*Storm - December  
23rd-24th*



Concord Broadband has a staffed help desk that answers calls and provide technical assistance 24 hours a day, seven days a week.

Concord Broadband is committed to Net-Neutrality and the privacy of our customers. We do not monitor, collect or maintain any of our customer's information for any marketing or resale purposes.

In 2022, we continued to provide additional "dark fiber" leases to 3rd parties for point-to-point services. These lease agreements provide access to CMLP fiber telecommunication providers or businesses who wish to gain access to premises in Concord. CMLP earns revenue from the fiber leases and customers benefit from faster, less-expensive installations and access to advanced telecommunication services.

Concord Broadband looks forward to additional improvements as we continue to provide a straightforward service to the community.



*Border Road Storm – November*



*Hand Setting Poles Fairhaven Wood and MASSPORT  
Hanger Project Virginia Road*

# PUBLIC WORKS

## PUBLIC WORKS COMMISSION

David DeLong, Chair  
Andrea Solomon, Vice Chair  
Jef Fasser  
James Terry  
Sven Weber

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

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

The ongoing activities of the Commission can be found throughout the year on the web at [www.concordma.gov](http://www.concordma.gov)

Highlights of the Commission's activities for 2022 included (in chronological order):

- Conducted a Roads Program briefing including details regarding the five year plan for appropriate levels of funding for roads and associated infrastructure needs.
- Discussed articles for Town Meeting including the Scenic Roads Bylaw sponsored by the Historic Commission and how Concord Public Works will be involved in this process going forward. Subsequent meetings went into more detail about the Scenic Roads Bylaw, including Commissioner Solomon being appointed to

represent the Commission at a Planning Board Public Hearing and regulation updates provided by the Town Planner. Other articles discussed at multiple meetings included the Capital Improvement and Debt Plan, Establishing an Electrification Trust, Reformatory Branch Trail Study and Preservation, and a Zoning bylaw amendment for the Zoning Map and Thoreau Depot Business District.

- Reviewed the Enterprise Fund Capital Plan, focusing on Water/Sewer supported by user fees or special service charges. Integrated water resource planning represents a program of interest which includes balancing environmental impacts of drinking water, stormwater and wastewater services. Within the next five years the Water Division will add new debt relating to the Nagog Pond Water Treatment Plant construction. The long-term plan for the Water fund is healthy. A Enterprise Budget Draft Plan was also presented at a subsequent meeting.
- Reviewed and voted affirmatively to approve a Water Main Extension on Pond Street extending the existing dead-end water main along the paved public portion of the street.
- Reviewed the snow and ice removal policy for Sunnyside Lane relative to an extension of the road being created. It was determined that this portion of the private way will continue to be eligible for snow removal.
- Conducted the Water and Sewer Rate public hearing and approved the FY23 rate schedules.
- Conducted a Roads Program update relating to current budget and costs affecting this program. A subsequent review was also conducted detailing the alternative road treatment methods.
- Expressed appreciation to KC Winslow for her years of service as a Public Works Commissioner.
- Conducted a Public Hearing and approved curbside collection and disposal rates effective October 1, 2022. There was no change in the cost of weekly disposal tags or six-month barrel stickers.
- Conducted an update regarding the Nagog Pond surface water system where Concord has been preparing for the installation of a federally compliant filtration facility for the past thirty years.

Preparations are underway to pull together a more detailed design of the facility at an alternative location, due to the difficulties encountered with the original location.

- Reviewed and voted to prepare a memorandum for signature by the Public Works Commission outlining groundwater protection and mitigation recommendations to be considered for the Concord Public School's waiver request to exceed the "impervious cover" threshold as specified within the Groundwater Conservancy District Bylaw for Concord's Middle School located at 8 35 Old Marlborough Road.
- Presented a capital budget overview as part of the first step in a formal long-range Town-wide budget planning process for FY 2024-28.
- Reviewed and voted affirmatively to approve an increase in peak sewer design flow of 2,463 gallons per day as requested by 13B WC Acquisitions LLC, owner of 13B Commonwealth Avenue with outlined recommendations.
- Reviewed and approved recommendations for letters of support for Community Preservation Committee applications for the Sleepy Hollow Cemetery Stone Wall Restoration and Civil War Soldiers' Monument Conservation and Preservation Project.
- Conducted a review of the General Fund Capital Improvement Plan for FY24.
- Heard a presentation on winter storm response planning and logistics performed by Concord Public Works.
- Presented a National Pollutant Discharge Elimination System Wastewater Permit update.
- Conducted a discussion regarding a Water & Sewer appeal for 185 Central Street which was postponed to a future meeting.
- Reviewed the draft 2023 Roads Program with a recap of the 2022 program, including the pavement management strategies that were put in place.
- Reviewed upcoming Town Meeting warrant articles. Thus far the only articles of interest are those included in the consent calendar.

The Public Works Commission and Concord Public Works continue to focus on their joint goal of promoting greater community involvement in Concord Public Works projects and programs. This deliberate strategy has resulted in greater responsiveness to all stakeholders and positive project

outcomes. Examples of these efforts include neighborhood on-site meetings for large infrastructure improvement projects, and outreach meetings for the Roads Program. In addition, the Director continues to review the activities of Concord Public Works through the monthly Director's report and the Public Works Commission sets aside time for public comment during each meeting.

## **CEMETERY COMMITTEE**

Mr. Brian Davidson, Chair  
Mr. Rod Riedel, Vice Chair  
Mr. Jerry Soucy  
Mr. Geoffrey Walton

Concord cemeteries are an important asset to the Town of Concord. Visitors, historians and residents use them as a window to the past, pleasant places for solitude and contemplation, as well as a final resting place. Concord cemeteries, including Old Hill (1635), South Burying Ground (1697), and Sleepy Hollow (1855) total about 55 acres. Concord Public Works staff manages the Town's cemeteries, facilitating burials and cemetery upkeep, while also conducting plot purchases and sales. Concord is fortunate to have such hard-working public servants in the positions they devotedly fill.

The Concord Cemetery Committee consists of five members responsible for oversight of the operation and maintenance of all Town owned cemeteries and burial grounds, and for establishing policies and procedures for the cemeteries. The Committee saw two important members; Chair Leo Carroll and Ms. Rebecca Purcell, depart in 2022 and the Committee wishes to convey their appreciation for all they accomplished. Mr. Geoffrey Walton joined the Committee as its newest member, and the Committee continues its search for a fifth member.

### **Cemetery Grounds Maintenance**

Concord Public Works Staff and the Cemetery Supervisor manage the operations and maintenance for the grounds throughout the year. In addition, Einstein's Landscaping was contracted to provide another year of cemetery lawn care and seasonal cleanups in Sleepy Hollow Cemetery. Mayer Tree Services, contracted by the Town, conducted tree maintenance, addressing a number of dead and hazardous trees.

## **Cemetery Subcommittees: Columbarium and Cemetery Landscape and Groundcover**

- The Columbarium Subcommittee continued to study building a columbarium in Sleepy Hollow’s Knoll section. Since a 2018 public hearing on gravesite supply, the Committee has been aware of a demand in Concord for a structure for the inurnment of cremated remains. The Subcommittee identified an area in the Knoll Section that was ideal for a columbarium, a Town engineering review was conducted, a Request for Proposals (“RFP”) for the design and construction of a columbarium was issued, and these RFPs are currently under review.
- The Cemetery Landscape and Groundcover Subcommittee concluded its work to address the issue of soil erosion, which has long plagued Sleepy Hollow Cemetery. Sleepy Hollow’s topography, combined with a lack of irrigation and poor vegetation growth, has created areas of significant soil erosion. The Town has placed fresh loam in many sections with varying degrees of success. The Subcommittee members provided a presentation to the Committee suggesting certain trees and groundcover that they thought may mitigate erosion in certain areas. The Committee will work to implement the Subcommittee’s recommendations over the course of several years.

## **Master Plan Project Update**

- Stone Wall Repair – Old Hill, South Burying Ground, and Sleepy Hollow: Town staff and Wright-Pierce, one of the engineering firms utilized by Concord Public Works Engineering Division, conducted an inspection and assessment of the stone walls on all cemetery properties. The detailed report identified the stone wall conditions (good, fair, poor), providing some options and probable repair costs. In particular, large sections of the Old Hill stone walls were deemed to be in poor condition. The Committee is supporting a Community Preservation Application that requests funding to repair these historic cemetery walls.
- Records Scanning: Boston Computer Scanning completed its project for the scanning and recording of the Cemetery’s hand-written paper records into a secure accessible electronic

format. In addition to being more secure, the electronic records, coordinated via GPS, show a mapped location of each grave. Access to the database can be found at <https://concordma.gov/1956/Sleepy-Hollow-Cemetery>. Boston Computer Scanning was hired in 2020 to do the work with a contract bid for \$9,547.

- Headstone Restoration Project: Amos Doolittle’s 1775 plate, depicting the events of the April 19th Alarm, includes an early image of the Town’s burial ground with broken and leaning headstones. Almost two and half centuries later, the fight against time and elements continues with a number of older headstones that are in need of repair or restoration. Cemetery staff did a superlative job of photographing all such headstones and creating an inventory and priority repair list. In 2022, Concord Public Works solicited bids for this work, and a contract for \$19,800 was awarded to Historic Gravestone Services. To date, 16 of the 33 stones identified have been repaired and/or restored. The remaining 17 stones will be restored in the spring of 2023.
- Mausoleum Lots: At the end of 2020, the Committee celebrated the approval of six mausoleum lots, three lots near the Pope Tomb, and three lots in the Knoll section. The Committee endorsed the name, Juniper Path, for the mausoleum section of the Knoll, keeping with the past tradition of naming roads in the Knoll alphabetically using tree names. The Committee approved a conceptual plan from a prospective mausoleum buyer, which would be the first mausoleum built in Town in over a century. The project is moving forward with multiple Town departments participating in the final design and construction plan.

## **Cemetery Woodlands and Trails**

The Committee spent time reviewing the important woodlands and trails that are part of the Sleepy Hollow Cemetery’s property. This area is fundamental to supporting the goal of a garden cemetery. It contains Cat Pond, the Cemetery’s water feature, is part of the Authors Ridge vista, it provides visitors an area of reflection, and incorporates the nature concept that was such an integral part of the cemetery’s transcendentalist residents. The Committee monitored proposed changes to,

and studies of, the Reformatory Branch Trail on its northern border. It also encouraged the distribution of the 2021 Reformatory Branch Trail map, which includes information regarding the cemetery, throughout Concord.

### **Memorial Day/Veteran's Day**

American flags were installed on the veterans' graves in Sleepy Hollow Cemetery in preparation for Memorial Day with the assistance of volunteers. At the end of the year, the flags are removed by Cemetery staff and are retired at the annual flag burning ceremony during the Veterans' Day Observance.

### **Statistics**

For 2022, there were 109 interments at Sleepy Hollow Cemetery. 48 of these interments were Concord residents at the time of their death. 41 of the interments were full burials and 68 were cremations. Lot sales for the year totaled 109 with 26 of those being sold to eligible former residents.

### **Friends of Sleepy Hollow**

The Friends of Sleepy Hollow Cemetery, Inc. (FOSHC) is a private, non-profit organization whose purpose is promoting the preservation, beautification and appreciation of the historic burial grounds in Concord. The FOSHC's Board of Directors, led by President Kevin Plodzik, contributed new iron bollards in front of the Melvin Memorial, and received approval to enhance the Knoll Gate. The Committee was delighted to recognize the FOSHC's 20th Anniversary in existence this year and appreciate the history of generous and thoughtful contributions the FOSHC has made to Sleepy Hollow Cemetery. FOSHC member and former Committee member, Andrea Solomon, is serving as the FOSHC liaison to the Committee.

## **ADMINISTRATION**

Alan H. Cathcart  
Director of Public Works

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 the Town's Infrastructure/Providing Essential Services**

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

These assets include Concord's roads and roadsides; curbs and sidewalks; catch basins, storm drains, culverts and outfalls; traffic islands; guardrails; street signs and traffic signals; public shade trees and park trees; Town parks, common areas, playgrounds, ball fields, and recreation equipment; Town cemeteries; the Town's compost site and closed landfill, including the earth products and snow storage facility; the public water supply including its storage, pumping, and distribution systems; the Town's sewer collection, pumping, and treatment systems; and CPW buildings and equipment.

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

### **CPW Team, Programs & Organization**

Concord Public Works is made up of 53 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. In January of 2022, the Highway & Grounds Division took over the day-to-day management and administration for the municipal Curbside Solid Waste and Recycling Program. The Department also wished Anna Trout, Administrative & Special Project Administrator, and Paul Reinhardt, Management Analyst, two valued and dedicated, long-standing team members, happy retirement.

### **Infrastructure Improvements and Initiatives**

Once again, the team at Concord Public Works is pleased to provide the Town of Concord with quality and responsive service. The Divisional Reports that follow summarize a series of initiatives and accomplishments in 2022.

## **ENGINEERING DIVISION**

Stephen Dookran, P.E. Town Engineer

Concord Public Works (CPW) Engineering Division is responsible for the planning, design, engineering and construction administration of the Town's roadways, sidewalks, bridges, and stormwater/drainage infrastructure assets. Engineering provides a wide range of professional engineering, construction management, and permitting administration for other CPW divisions as well as for other Town departments and divisions. These responsibilities are carried out by a team led by the Town Engineer and includes the Assistant Town Engineer, the Public Works Engineer, two Assistant Public Works Engineers, the GIS Technician/Analyst and the Administrative Assistant. During 2022, the changes in staffing included the resignation of the GIS Technician/Analyst in September and this position remained unfilled through the end of the year and also the hiring in December of the vacant Assistant Public Works Engineer position whose duties are primarily related to environmental/stormwater engineering.

### **Roadway Improvement Projects**

Selection of streets for pavement improvements was based on the pavement management program, StreetScan. A field survey by StreetScan conducted in the summer of 2021 determined that the average

pavement condition (PCI) of the 108-mile road network was 67 out of 100. A review of the pavement management program by Stantec at the end of 2022 estimated the average PCI was 68.

### **Final Construction of the 2021 Roadway Improvement Project**

The 2021 Roads Improvement Project with work primarily in the Prescott Road neighborhood was substantially completed in 2021, but the items that remained for final completion including addressing drainage issues on property frontages, re-grading impacted front yards, seeding, and street sign replacement were completed in 2022.

### **Design, Bidding and Construction of the 2022 Roads Program Projects**

Engineering staff prepared final design and bid documents. The program was broken up into three phases of work and the three separate phases were put out for bid in the winter and spring of 2022. Phases I and II of the project were new trial preservation treatments aimed at improving the road PCI while being less expensive than standard pavement rehabilitation and reclamation. Staff provided inspections and contract administration for all the phases of the program.

#### **Phase I - 2022 Roadway Improvement Project**

This portion of the 2022 Roads Program incorporated asphalt rubber pavement preservation on Barretts Mill Road, College Road, Annursnac Hill Road, Hildreth Lane, and Farmers Cliff Road totaling approximately 3 miles.

#### **Phase II - 2022 Roadway Improvement Project**

This portion of the 2022 Roads Program incorporated pavement preservation using microsurfacing on Prairie Street, Pleasant Street, Wright Road, and Hildreth Lane, which totaled approximately 1 mile. Also included was fog sealing preservation on Lowell Road and a portion of Monument Street (a remainder of Monument Street will be completed in 2023), which totaled approximately 3.37 miles.

#### **Phase III - 2022 Roadway Improvement Project**

This portion of the 2022 Roads Program incorporated the traditional mill and overlay rehabilitation methods and pavement reclamation. In 2022, reclamation and reconstruction were

performed on Raymond Road, Alden Road, and Anson Road, which totaled approximately 0.73 miles. Pavement mill and overlay rehabilitation was performed on Old Mill Road, Stacey Circle, Autumn Lane, Pheasant Lane, and Monument Street (at Sawmill Brook), which totaled approximately 0.87 miles. Remaining work on the Phase III contract consists mainly of the Commonwealth Avenue Complete Streets project that was pushed to spring 2023 due to delays by National Grid on its gas main work and from material shortages.

### **Road Crack Sealing**

In 2022, Engineering prepared bid documents and executed a contract that implemented 20 lane miles of crack sealing on selected streets throughout the town. This was an important part of the total pavement management program.

### **Hubbard Street Improvements Project**

Following the completion of drainage, sewer and underground utility work in 2021, the installation of granite curbs, reconstruction of the roadway and sidewalks, striping and signing were completed in 2022. The project has addressed persistent drainage problems and improved pedestrian safety by adding curbed bump-outs and installing ADA curb sidewalk ramps. Final completion will be achieved in 2023 when the punch list items are performed.



*Hubbard Street Final Paving*

### **Sidewalks/ADA Compliance/Crosswalks**

Curb Ramps Improvements – Reconstruction of sidewalk curb ramps to meet ADA requirements was incorporated into paving projects. These reconstructed curb ramps include 9 ramps on

Hubbard Street, 1 ramp at the Stow Street Parking Lot, 4 ramps on Prairie Street, 1 ramp on Pleasant Street, and 2 ramps on Wright Road for a total of 17 new curb ramps.

**Crosswalks** – Existing painted crosswalks were repainted. One new painted crosswalk located at the intersection of Hubbard Street and Devens Street was added in 2022.

### **Pavement Markings**

Engineering in conjunction with the Community Safety Officer of the Police Department implemented the annual town-wide pavement markings project using two contracts in 2022. The project included the remarking of centerlines, shoulder lines, parking, crosswalks and stop bars. About 50% of the work was completed because of reported personnel and material shortages affecting the contractor's ability to perform all the work. The Highway and Grounds Division also completed a portion of the restriping.

### **Parking Lots**

The Stow Street Parking Lot adjacent to the Concord Free Public Library and the Umbrella Arts Center was reconstructed in 2022. The work included regrading of the lot surface, curbing, repaving, ADA walkways and signage. The pavement striping was reconfigured to obtain an additional 12 spaces including an additional handicap parking space. This project also included the installation of underground conduits for a future electric vehicle charging station as well as an improvement to drainage by collecting and infiltrating more stormwater.



*Stow Street Parking Lot Reconstruction Completed*

The municipal parking lot at the intersection of Stow Street and Hubbard Street was milled, repaved, and the pavement markings were redone in 2022.

### **Guardrail Projects**

Engineering prepared design plans and construction details for the replacement of approximately 2,000 linear feet of existing roadside guardrail that are in disrepair and subjected to a significant volume of traffic. The locations for this project include Sudbury Road, Elm Street, Barretts Mill Road, and Old Road to Nine Acre Corner. This project will be advertised for constructed in spring of 2023.

### **Stormwater/Drainage Improvements**

Under the Roads Programs and the Stow Street Parking Lot reconstruction, Engineering designed and implemented asphalt berms and regrading of the finished paved surface to direct stormwater to existing drainage structures or to vegetated roadsides. This work helped to prevent erosion of the edges of roadways, reduce puddling in the street and promoted groundwater recharge.

Multiple drainage infrastructure improvements included replacement of 14 failed catch basin structures, and the installation of 1 new leaching catch basin, 94 feet of new concrete pipe, and 25 feet of new plastic pipe.

### **Town-Wide Culvert and Bridge Assessment**

The Engineering Division selected a consultant, Wright-Pierce using the qualifications-basis process to perform the Town-wide Culvert and Bridge Asset Management Plan. The goals of this study on the 176 culverts and 8 Town-owned bridges are first to identify any critical needs on these structures and then to develop a maintenance and repair plan for the short and long terms. The consultant has performed their field assessment on the culverts and bridges and has made progress on the analysis of the priority repair work. The study will be completed in early 2023. CPW Engineering will use this report to plan future projects.

### **National Pollutant Discharge Elimination System (NPDES) MS4 Permit**

The Town with the assistance of its consultant, filed the Year Four Annual report in September 2022 on the year's activities. These activities included:

- Mapping update of the Town's stormwater

infrastructure including outfalls and conveyance systems, and refined catchment delineation. While not yet available, this map will become available to the public.

- Annual training to employees involved in the Illicit Discharge Determination and Elimination (IDDE) program completed on June 23, 2022 and included classroom instruction and field component which involved assessing drainage structures and using field test kits and equipment.
- Maintaining of the Town's MS4-related activities for municipal reporting.
- Assabet River Phosphorus Water Quality Impairment – Since the Assabet River has a phosphorus water quality impairment, the Town is required to complete the requirements in Part II of Appendix H to the MS4 Permit as owner of 99 outfalls to the Assabet River Watershed. Engineering staff worked with the consultant to complete one key component of this requirement, a Phosphorus Source Identification Report which included:
  - ◇ Calculation of total MS4 area draining to the Assabet River and associated outfall catchments
  - ◇ Incorporation of screening and monitoring results from the IDDE Plan, which staff will continue
  - ◇ Calculation of impervious area and directly connected impervious area (DCIA) for target catchments
  - ◇ Identification, delineation, and prioritization of potential catchments with high phosphorus loading
  - ◇ Identification of potential retrofit opportunities for installation of structural BMPs within the Assabet River watershed

### **Public Participation and Education –**

- Engineering staff continued the public participation and education program to educate the Town's residents on stormwater issues. Brochures were distributed among residents educating on the importance of Stormwater Best Management Practices, proper lawn care to minimize impairments to rivers, lake and streams, and proper disposal of pet waste and management of septic systems to mitigate pollutant loading of stormwater. During the Cooler Concord Sustainability

Series (4/30/2022), staff took the opportunity to engage with the public about issues affecting the Town's waterways. Staff used an Enviroscape model, which is an educational tool that shows water pollution from residential, recreational, agricultural and transportation areas. The model also shows prevention through shared responsibility and public awareness.

- Modification of the Town's Stormwater Management Plan and regulations was also started. The documents updated include: Phosphorus Source Identification Report provided to Town for review and implementation, Street Design and Parking Lot Guidelines Analysis, and Green Infrastructure Feasibility Analysis memo provided to Town for review and implementation, Municipal Operations and Maintenance Manual, and Illicit Discharge Detection and Elimination (IDDE) Plan.

**Right of Way/Driveway Permitting**

Engineering staff issued a total of 255 permits - 168 Right-of-Way permits and 87 Driveway permits utilizing the new Full Circle platform for digitally executing the permit. R-O-W permits were typically issued for the installation or repair of utility mains, structures or service lines or for impacts caused by private development work to infrastructure in the public right-of-way. Driveway permits were typically issued for the reconstruction of or the installation of a new driveway that accessed the public right-of-way. Staff also performed pre-, during- and post-inspections of the work sites for each permit.

166 Main Street. Staff also performed field observations of soil testing for stormwater management.

**Town-Requested Engineering Services**

- Performed AutoCAD work for Concord Cemetery to help incorporate a new database and interactive map
- Surveys to determine if various trees that require removal are located inside the Town's Right-of-Way or are inside private property
- Aided DPLM in preparation of grant requests
- Engineering support on the phases of the Bruce Freeman Rail Trail under development and further reviews of the NPS Battle Road Trail.
- Engineering services and communications for the Traffic Management Group

**GIS**

GIS staff continued to provide support for the Work Order System for the Highway & Grounds Division and started the development of a similar system for Water/Sewer to aid in routine operations and tracking resident requests. CPW mobile technology and applications continued to be leveraged to complete tasks such as: hydrant winterization and flushing, catch basin cleaning, sewer manhole inspections, registered irrigation, chlorine sampling and compost stickers. GIS staff continued to provide support for the electronic permitting system (Full Circle) for driveway and right-of-way permits and for mapping required by the Federal EPA MS4 permit.

<b>Right-of-Way and Driveway Permits by Year</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Right-of-Way Permit Applications</b>	110	117	177	128	169
<b>Driveway Permit Applications</b>	90	96	101	71	87

**Private Development Plan Reviews**

Staff reviewed a total of thirteen private development projects in 2022 but those that required a more significant effort were: Sunnyside Lane Definitive Subdivision Plan being developed at the end of the existing Sunnyside Lane, Concord Middle School at 835 Old Marlborough Road, Concord Academy Centennial Arts Center at

### Grants of Location for Utilities in Public Ways

Engineering staff performed reviews on plans and documents submitted to the Select Board by utility companies petitioning for approval to locate new utility lines, services and appurtenances overhead or underground in the public right-of-way. For the completed reviews, Engineering forwarded its comments and conditions of approval to the Select Board prior to the scheduling of the public hearings. The projects are listed below with the status of the GOL. Upon approval, the utility company will file for a right-of-way permit for the installation of the new line.

<b>Utility Company</b>	<b>Location</b>	<b>Status</b>
National Grid	Walden Street Main Reinforcement Project	Approved
National Grid	Monument Street request	Approved
National Grid	Commonwealth Ave, Bradford Street, and Beharrell Street request	Approved
National Grid	150 Lexington Road request	Pending
National Grid	Main Street from Edgewood Road to Winslow Street request	Pending
National Grid	Crescent Road, Hosmer Road, Garland Road, Wilson Road, Nashoba Road request	Pending
National Grid	Simon Willard Road request	Pending
National Grid	Lowell Road request	Pending
National Grid	Davis Court request	Pending
Comcast	Elm Street request	Approved
Comcast	Main Street	Approved
Comcast	Monument Street request	Approved
Comcast	Old Bedford Road request	Approved
Comcast	Lexington Road request	Approved
Comcast	Bedford Street/Old Bedford Road request	Approved
Comcast	Barrett's Mill Road request	Pending
Comcast	Laws Brook Road request	Pending
Comcast	Plainfield Road request	Pending
Comcast	Monument Street GOL request	Pending
Comcast	Court Lane request	Pending
Verizon	T.85/E.85 (Monument St) Petition for Joint Pole Location request	Pending

## HIGHWAY AND GROUNDS

Aaron Miklosko  
Highway & Grounds Superintendent

### Highway & Grounds Division

The Highway & Grounds Division of Concord Public Works maintains approximately 107 miles of public streets, along with the associated drainage systems consisting of approximately 62 miles of drain lines, 3,630 catch basins, 216 culverts, 1,640 drainage manholes, 431 outfalls, 162 leaching structures, 15 detention basins, 7 bio-retention areas, and 3 dams. The Highway & Grounds Division also maintains 58 miles of sidewalks, 3,055 signs, over 90 vehicles and pieces of equipment and the Town's compost site. The Division is also responsible for 82 acres of public parks and grounds that consist of 50 acres of active recreation areas. The Highway & Grounds Division maintains all 23,000 public shade trees and park trees under the direction of the Town's Tree Warden.

### WINTER MAINTENANCE PROGRAM

Concord's winter maintenance program requires accurate prediction of winter weather events and formulating strategic plans for the deployment of staff and resources. CPW relies on many resources to achieve this, including real-time weather forecasting information provided by the Town's contracted weather service, Precision Weather Forecasting. Concord Public Works also utilizes roadway weather information system technology in five strategic locations in Concord to help provide the real time data necessary to prepare and respond to winter events.

Winter maintenance activities include de-icing, roadway plowing, sidewalk clearing and snow removal from municipal lots and business districts. Concord's winter maintenance program has many components, including an anti-ice pre-treatment in which CPW crews apply a brine solution to designated roadways in Concord when conditions allow. This is an environmentally sustainable technique that prevents snow and ice from bonding to the roadway. This allows for a reduction in salt use before and after a weather event, saving time and money, as well as reducing environmental impacts.

The first significant winter response during the

2021-2022 season occurred on December 8, 2021, with an accumulation of ice. The largest accumulation event was January 29-30th, 2022 which resulted in 18 inches of snow accumulation and required a 45.5 hour operation for the CPW crews. Throughout the season, CPW responded to 31 winter weather events and the Town saw a total of 45.5 inches of snow.

### ROADS, SIDEWALK and DRAINAGE MAINTENANCE

CPW's Highway & Grounds Division completed routine maintenance and improvements to Concord's roads and sidewalks throughout the year.

Concord Public Works crews began preparations for the annual Patriots' Day Parade in early March. This included sweeping the streets and sidewalks, leveling stone dust sidewalks and raking out the open space areas along the route.

The spring town-wide street sweeping program was completed by July 1st this past year. CPW continued to perform additional sweeping of arterial roads again in November and December to remove leaves and other debris from catch basin grates in an effort to prevent clogging in the stormwater drainage system and prevent street flooding during heavy rain events. Staff also continued weekly sweeping in the business districts, which include Concord Center, Thoreau Depot and West Concord.

Street sign maintenance was prioritized by CPW via the Town's Traffic Management Group. This group includes representatives from Highway & Grounds, Engineering, and the Concord Police Department. CPW prioritized improvements affecting sightlines for signage and pedestrian safety.

During the spring season, roadside mowing began. Concord Public Works staff utilized its boom-mounted rotary mower, which was designed to be used with a front loader. This specialized piece of equipment has greatly improved the efficiency of this process. CPW staff prioritized trimming in areas where vegetation and affected traffic sightlines and pedestrian safety.

Full-depth roadway patching, sidewalk reconstruction and drainage infrastructure repairs

continued to be a major priority for the Highway & Grounds Division during the construction season. Many of the repairs were identified during routine inspections that were conducted as part of the catch basin cleaning program. CPW cleaned over 500 catch basins in 2022, removing over 130 cubic yards of material from the storm drain system. Ongoing monitoring and maintenance of other environmental infrastructure including bio-retention areas, detention basins, drain swales, culvert headwalls and outfalls continued in 2022.

### **COMPOST SITE MANAGEMENT**

The Town's compost site at 755 Walden Street was open seasonally Wednesdays and Saturdays for residents to access the site for the disposal of brush, leaves and invasive species. In 2022, this facility was visited over 17,500 times by residents during the months of April – December. CPW continued to utilize the compost site for equipment storage and as a staging area for surplus wood debris generated from tree maintenance activities. During the winter season, the site is used for snow storage, which is hauled to this location from parking lots and business district areas following snow plowing events.

### **PARKS AND GROUNDS**

CPW's Highway & Grounds Division continued to provide a high level of maintenance service at the Town's parks, athletic fields, traffic islands and outdoor facilities in 2022.

Regular maintenance schedules continue to be a priority for the Highway & Grounds Division. Maintenance activities were completed in an environmentally sensitive and sustainable manner. Frequent mowing, ball field preparation and field painting was completed with a goal of providing high quality and consistent playing conditions for Concord's youth sports programs and other users within the community. The Highway & Grounds Division also continued to support public-private partnerships with local organizations, such as the West Concord Green Thumbs, to maintain the hanging flower baskets that lined the streets in West Concord and the community gardens.

In June of 2022, the Emerson Park Improvements: Phase I project was completed. This included improvements to ADA access, a new irrigation

system and irrigation wells, a new playground surface and swing set, new drinking fountains, and additional infrastructure upgrades.

### **TREES**

CPW's Highway & Grounds Division and the Town's Tree Warden continued the implementation of the urban forestry management plan, which was developed by Davey Resource Group. In 2022 the Town planted 63 new trees, ranging from Kousa Dogwoods to Elm Trees. These included public shade trees, set-back plantings, and Cemetery trees. CPW tree crews performed routine right-of-way tree maintenance throughout the roadway network in 2022. Trees were trimmed up to a height of 15 feet and over-hanging hazards were removed. The CPW Highway & Grounds Division also responded to several severe storm events, in which trees were damaged or fell into the right of way and required removal.

The Town renewed the tree maintenance services contract in 2022 with Mayer Tree Services. In addition to providing cost effective pruning and general forestry maintenance, this contract also provides for storm and emergency responses for time sensitive hazardous tree issues.

### **CEMETERY**

CPW's Cemetery Division provided burials year-round and properly maintained the Town's three cemeteries. A great deal of pride is taken in the professional and compassionate service that is provided to residents. In 2022 there were 109 interments at Sleepy Hollow Cemetery. 48 of these interments were Concord residents at the time of their death. 41 of the interments were full burials and 68 were cremations. Lot sales for the year totaled 109 with 26 of those being sold to eligible former residents.

The use of contracted landscaping services continued for the mowing and seasonal cleanup needs of Sleepy Hollow Cemetery with a renewed contract with Einstein's Solutions, Inc. CPW's Cemetery Supervisor, with assistance from the Highway & Grounds Division, provided mowing and spring/fall cleanups for the Old Hill Burying Ground and South Burying Place. CPW crews performed all other maintenance for the cemetery including pothole patching, tree and stump removal and water system maintenance.

## RECYCLING AND WASTE

Melissa Simoncini

Environmental Services Program Administrator

### Curbside Collection, Disposal, and Processing

The municipal curbside collection program provided trash and recycling services to 3,622 households. Subscribers to the municipal curbside collection program set out 861 tons of mixed paper, 601 tons of commingled containers, and 2,162 tons of solid waste for collection.

## DropOff SwapOff Participants

Year    May    October

2016	918	749
2017	894	947
2018	945	865
2019	930	842
2020	-	425
2021	630	790
2022	685	546

### Curbside Collection Subscribers (as of June 30)

Year	Number of Subscribers	Recyclables collected(tons)	Trash collected (tons)	Recycling Rate
FY17	3,639	1,716	2,548	40%
FY18	3,671	1,720	2,637	39%
FY19	3,663	1,618	2,619	39%
FY20	3,564	1,616	2,563	39%
FY21	3,639	1,660	2,648	37%
FY22	3,622	1,462	2,162	40%

### Curbside Recycling Rate

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

### Reuse and Recycling DropOff & SwapOff Events

In 2022, Concord Public Works held DropOff events on Saturday May 14th, with 685 participants and Saturday October 15th, with 546 participants. Pre-registration was required, which assisted with crowd control and traffic flow. The October 15th event brought the return of SwapOff after a two-year hiatus, with new guidelines. These events supported CPW's goal of reducing the number of items in the Town's waste stream. Many volunteers helped make these events possible.

### Hazardous Products Collection

Subscribers to the curbside collection program receive one free pass per year to the Minuteman Household Hazardous Products Facility in Lexington (for up to 25 lbs. or 25 gallons of hazardous waste). The facility is generally open one weekend day a month from April – November. 172 residents visited the Minuteman facility during the April-November 2022 events.

### Composting Site-755 Walden Street

From April through December 2022, residents made more than 17,000 visits to the 755 Walden Street Compost Site, dropping off leaves, grass clippings and brush. The paint shed on site made it possible for 295 residents to drop off paint and 253 residents to pick up paint for reuse. Styrofoam™ block, string lights and Christmas Trees were also accepted for recycling at the facility after the December holidays.

### Landfill Inspection & Reporting

MassDEP requires an annual landfill inspection by a third-party MassDEP-approved inspector for closed landfills in the Commonwealth. Concord Public

Works coordinated the annual landfill inspection with Weston & Sampson. The inspection was conducted in October of 2022. The annual landfill inspection report included a summary of the 2022 monitoring results at the landfill. There were no deviations from applicable performance standards in water or air quality identified.

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

**Keeping Mercury Out of the Environment**

During 2022, Concord Public Works collected 9,920 linear feet of fluorescent light bulbs, 2,296 pounds of nickel cadmium, lithium, and lead acid batteries, and 2,163 compact fluorescent bulbs from residents and municipal facilities, for recycling.

**Grants**

Concord Public Works obtained a Recycling Dividends Program (RDP) grant from MassDEP in the amount of \$8,400. The grant can be utilized to purchase recycling-related equipment including but not limited to curbside recycling bins, compost bins, public space recycling bins, etc.

**Textile & Mattress Waste Ban**

In 2022, the Commonwealth implemented new regulations for mattresses and textiles which require they be kept out of the solid waste stream and instead recycled or donated for reuse. This is part of the Massachusetts statewide plan to reduce waste by 30% by 2030. In 2021, the Town of Concord received access to a MassDEP Mattress Recycling Incentive (MRI) grant program for the collection and recycling of residential mattresses. The Town procured a container for the collection of mattresses for \$6,415.50, which was placed at the Compost Site at 755 Walden Street. The Town recycled 50 mattresses at a cost of \$1,700 before the grant expired in November of 2022. For information on how to recycle a mattress visit: [www.concordma.gov/mattress](http://www.concordma.gov/mattress).

Concord residents can recycle their textiles by participating in Concord's textile recycling program, which is supported by Baystate Textiles and offers 8 donation bins at the following school locations: Alcott Elementary School, Concord/Carlisle High School, Ripley Administration Building, Sanborn Middle School and Willard Elementary School.

**Visits to the Composting Site**

Year	Leaves & Grass	Brush	Paint Drop-Off	Paint Pickup
2016	6,558	590	267	183
2017	9,968	684	437	178
2018	8,459	5,250	492	177
2019	6,871	4,367	410	116
2020	14,257	7,040	<i>closed</i>	<i>closed</i>
2021	12,883	6,243	448	143
2022	12,272	5,671	295	253

## **WATER AND SEWER**

Jeffrey A. Murawski, P.E., Superintendent

In 1974 and 1976, Annual Town Meeting established separate Water and Sewer Enterprise Funds, to ensure that the operation, maintenance and capital investments in Concord's water and sewer systems would be financially viable. Expenses incurred for each system are covered by revenues from customers of each respective enterprise. Monthly billing is performed, and dozens of requests for new, replacement and rehabilitated water and sewer services are reviewed for conformance with system standards and policies. The Water and Sewer Division of Concord Public Works (CPW) is responsible for managing the day-to-day operations of drinking water and sanitary sewer infrastructure.

### **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 (Nagog Pond), seven water pumping stations, two water treatment facilities, and a high-pressure water main network consisting of over 135 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 5,690 accounts receiving potable water service and fire protection from this supply. This represents approximately 95% of Concord residents and businesses, along with a small number of properties along the Route 2A water main from Nagog Pond that are in the Town of Acton.

### **Regulations and Policies**

State Water Management Act (WMA) – On August 9, 2021, MassDEP issued Concord an “Order to Complete” (OTC) initiating a formal WMA renewal process. The OTC included new management and operating provisions relating to drinking water withdrawal “allowances” with consideration of demand management practices to balance environmental protection goals. On April 21st, 2022, the Town submitted WMA renewal application

documents, in response to DEP's Order to Complete. As of December 31st, 2022, Concord has yet to receive an updated Water Management Act Registration Statement.

### **Federal Lead and Copper Rule Revisions (LCRR)**

– EPA has made notable regulatory revisions to the Lead and Copper Rule, effective as of December 16, 2021 with a compliance deadline of October 16, 2024. Several notable developments associated with this new rule include: development of lower lead action levels, development of a public-facing lead service line (LSL) inventory, as well as an LSL replacement plan; increased education outreach and an annual notification requirement to customers with LSLs or service lines of unknown material; annual testing of schools and early education and childcare facilities, and updated sample site selection and sample collection procedures. Staff will continue to monitor developments as they relate to the LCRR and take steps to proactively address the impending new requirements ahead of the 2024 compliance deadline. Concord Water continues to work diligently on developing a comprehensive water service inventory. As part of required triennial sampling, Division staff will be working with 30 homeowners with known lead water services to collect and analyze water samples for both lead and copper during Summer 2023.

### **Water Use and Demand Management**

Concord's WMA registration and permit presently provides a cap on “authorized” water withdrawals of up to 2.51 million gallons per day (MGD) on average, or 916 million gallons per year, to meet all residential, commercial, institutional, and municipal needs. Conservation limits identified within the permit include an allowance of 65 gallons per day per capita (RGPCD) for residences and a 10% allowance for system losses (primarily attributed to leaks). In 2022, the total water production required to meet our system demands was 1.91 million gallons per day or 696.0 million gallons for the year. A peak day demand of 3.29 million gallons was recorded on July 29, 2022. The RGPCD and total system losses (or “unaccounted” for water use) were calculated to be 63.6 gals/day and 8.5%, respectively.

**Massachusetts Drought Management Plan:** During 2022, the Commonwealth experienced

lower-than-normal precipitation. Following the Massachusetts Drought Management Plan, the Drought Management Task Force provided the Energy and Environmental Affairs (EEA) Secretary with the following drought conditions recommendations for the Northeast Region:

<b>Normal</b>	<b>Before June 16</b>
<b>Level 1 (mild)</b>	<b>November 14</b>
<b>Level 2 (significant)</b>	<b>June 16, July 13, Dec. 12</b>
<b>Level 3 (critical)</b>	<b>August 9, August 24, September 9, October 7</b>
<b>Level 4 (emergency)</b>	<b>(N.A.)</b>

While record low groundwater and streamflow levels have been reported across the Commonwealth, Concord’s water supplies remain within safe operating levels with no notable water quality or quantity challenges. With that said, the Water & Sewer Division will be performing rehabilitation on the Nagog Pond Intake during early Spring 2023, so will most likely need to place restrictions on outdoor water use in the spring to control peak seasonal demands during this period of work. For more details on the Nagog Pond Intake Replacement Phase 2 Project work, see below.

**Integrated Water Resource Planning Initiative:** Working collaboratively with CPW’s Engineering and Administrative Divisions, as well as with the Town’s Sustainability Director and Department of Planning and Land Management, CPW continued the process of identifying programmatic gaps in our understanding and compliance goals associated with long-term water supply, wastewater, and stormwater programs.

As Concord’s water treatment needs evolve, with daunting changes in drinking water quality requirements anticipated within the near future - specifically associated with Per- and Poly-fluoroalkyl (PFAS) compounds (more auspiciously identified as “forever chemicals”), and escalating cost estimates for the construction of the Nagog Pond Water Treatment Facility, the Division is conducting a long-term water supply assessment as part of the integrated planning process. With local drinking water treatment costs estimated to reach upwards of 50 to 75 million dollars, the Town will

need to make an informed decision about when and if it is appropriate to invest significant resources into local treatment plant upgrades at the Nagog Surface Water Treatment Plant as well as our other water supply sources, or if feasible, would it be more appropriate to connect to the Massachusetts Water Resources Authority (MWRA).

**Water Main Leak Detection:** New England Water Distribution Services LLC (Windham, NH) performed a water main leak detection survey on approximately 50% of the water distribution system. The acoustic survey targeted water mains, hydrants, select gate valves, and select service lines located in the northern half of the distribution system. Two leaks, including one major service leak and one minor hydrant leak, were identified, accounting for an estimated loss of approximately 9.20 million gallons per year. The large leak (service leak at CMLP campus) was repaired on December 22nd, 2022, and the small leak (hydrant in Commerford Road is to be scheduled in early 2023.

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

**Water Quality and Drinking Water Compliance** In compliance with Federal and State drinking water requirements, Concord tests and reports for a wide range of regulated substances, with routine and non-routine activities. The water quality parameter “Bromate”, regulated with a Maximum Contaminant Level (MCL) of 10 parts per billion (ppb) averaged over 12-months operations, resulted in 11 ppb from Nagog Pond. EPA’s strict adherence to a questionable interpretation of regulatory language fails to provide for a notification “exemption” when a source such as Nagog Pond is used seasonally. As such, on October 11, 2022, a direct mailing was sent

to all customers in Concord and Acton. While staff will continue to work with our consulting engineers and MassDEP to evaluate treatment optimization practices at the existing ozone facility to determine if the low levels of Bromate can be mitigated when Nagog Pond is in operation, we anticipate that Bromate exceedance notices will be mailed to customers in the spring and fall for the foreseeable future.

**Per- and Poly-fluoroalkyl (PFAS) Substances:** In accordance with recently adopted drinking water standards established by MassDEP (2020), beginning in spring of 2021, “quarterly” sampling for these substances began at all groundwater supply sources. To date, all sample results have been below the 20 parts per trillion (ppt) MassDEP MCL, and all ground water supplies have been reduced to annual monitoring. Nagog Pond was sampled in 2022, with sample results below the 20 parts per trillion (ppt) MassDEP MCL.

On June 15, 2022, the U.S. Environmental Protection Agency (EPA) released new health advisories for certain PFAS substances, replacing prior EPA health advisories from 2016. EPA is developing a proposed National Drinking Water Regulation for 2 PFAS contaminants (PFOA and PFOS), with the initial publication goal of fall 2022 and finalizing the rule by the end of 2023. The proposal will include both a nonenforceable Maximum Contaminant Level Goal (MCLG) and an enforceable standard, or Maximum Contaminant Level (MCL) or Treatment Technique.

**Lead Service Line Replacement Program:** CPW’s Water Division continues to eliminate lead service lines in Concord, which account for less than 5% of the active services in Concord. The typical cost for a private contractor to replace a lead service line is \$5,000 or more per the American Water Works Association (AWWA). To incentivize property owners to replace their lead service lines, the Public Works Commission approved a Lead Service Line Replacement Program (LSLRP) in May 2017. This program enables Division personnel to perform work on private property, subject to certain requirements and restrictions, at a cost not to exceed \$1,500. Participating customers are also offered an interest-free 12-month payment plan. Over three

dozen lead service lines have been replaced since the program’s inception, including three lead services being replaced in 2022.

### **Nagog Pond Update**

Environmental Partners Group (EPG) continued to partner with staff and special counsel (Mackie Shea Durning PC) to advance permitting and design needs associated with the Nagog Pond Filtration Plant upgrade. EPG has advanced the site survey and geotech investigations of the preferred alternate site in Concord, on the #1175 Elm Street town-owned property, and has advanced alternate Treatment Facility design layouts in the Preliminary Design phase, incorporating feedback from various representatives and officials from the Town and regulatory agencies. In December 2022, the Division was provided the Draft Preliminary Design Report for review.

In 2021, D&C Construction, of Weymouth, MA completed the replacement of the deep section of the existing 16-inch, cast iron raw water intake pipeline (circa 1909). D&C’s work included the installation of approximately 1,100 linear feet of new 16-inch High Density Polyethylene (DR11). This new section of intake, which extends beyond the limits of the Nagog Pond Cove, was furnished with a new screen assembly equipped with a mechanical cleaning system. The second phase of the Nagog Pond Intake Project was designed in 2022 by Environmental Partners, and was publicly bid on October 19th, 2022, and was again awarded to D&C Construction, of Weymouth, MA on December 9th, 2022. The Nagog Pond Intake Replacement Phase 2 Project will involve the cleaning and lining of the remaining approximate 1,400 linear feet of 16-inch diameter, cast iron raw water intake pipeline. The Phase 2 Project is scheduled to be completed by May 1st, 2023.

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

Division crews continued to perform routine operation and maintenance of the seven water production facilities and related treatment systems which make up our total water supply. In addition to these routine inspection and service activities, capital upgrades are also planned and performed on the millions of dollars of assets including associated mechanical, electrical, plumbing and instrumentation and control systems housed within these facilities.

Notable improvements performed within the past year include:

- **Well Rehabilitation, White Pond Well (04G):** During the Winter of 2022 (Jan. 10th – Feb. 10th, 2022), Denis L. Maher Co., of Sterling, MA, performed well cleaning, well redevelopment, and inspection and assessment of mechanical components of the White Pond Well (Well 04G). Redevelopment restored the well capacity to 31 gallons per foot (gpf) while pumping at 406 gallons per minute (gpm), improved from pre-redevelopment specific capacity of 19.45 gpf while pumping at 230 gpm.
- **Well Rehabilitation, Deaconess Well Site, Front-Well (03G):** During the Winter of 2022 (Feb. 28th – Mar. 25th, 2022), Denis L. Maher Co., of Sterling, MA, performed well cleaning, well redevelopment, and inspection and assessment of mechanical components of the Deaconess Well Site, Front Well (Well 03G). Redevelopment restored the well capacity to 43.82 gpf while pumping at 383 gpm, improved from pre-redevelopment specific capacity of

34.04 gpf while pumping at 224 gpm.

- **Well Rehabilitation, Deaconess Well Site, Rear-Well (10G):** During the Winter of 2022 (beginning December 14th, 2022), Denis L. Maher Co., of Sterling, MA, commenced the well cleaning, well redevelopment, inspection and assessment of mechanical components of the Deaconess Well Site, Rear Well (Well 10G).

#### Water Mains

The water distribution system consists of approximately 136 miles of water main ranging in size from 6-inch to 16-inch. A replacement/rehabilitation program has been developed to maintain and improve upon system service reliability. Improvement/replacement projects are prioritized based on age, condition, and material of pipe. Plans and schedules are further refined with consideration to other public works initiatives such as drainage improvements, annual CPW Roads Program or CMLP underground initiatives. Each year, new mains may also be added to the system to allow for service to new or existing properties where frontage to the municipal water distribution system

**Annual Water Report Summary Table**

Water Statistics	2022	2021	2020	2019	2018
Miles of Main	136.1	135.9	135.7	134.7	133.6
Hydrants	1,339	1,336	1,330	1,330	1,328
Main Pipe - New (linear feet)	1,025	1,002	1,000	500	442
Main Pipe - Replaced or Rehabilitated (lf)		0	7,932	3,337	6,735
Main Breaks		4	4	3	4
Number of Service Accounts	5,690	5,651	5,641	5,634	5,623
Total Water Demand (million gal.)	696	647	722	664	673
Daily Average Demand (million gal.)	1	1.77	1.97	1.82	1.84
Peak Day Demand (million gal.)	3	3.04	3.85	3.36	3.18
Unaccounted for Water (percent)		12.2	9.9	6.0	6.0
Residential per Capital per day (gal.)	63	62.2	75	66	66
Annual Precipitation (inches)	39.73	54.91	42.26	51.18	57.53
Mean Annual Precipitation (inches)	42.19	42.23	42.16	42.15	42.09
<b>Residential Rate per Unit (unit = 7.48 gal.)</b>					
Base Rate- Step 1	\$0.0677	\$0.0654	\$0.0592	\$0.0564	\$0.0537
Conservation Rate – Step 2 (May 1 – Oct. 31)	\$0.1422	\$0.1367	\$0.1243	\$0.1184	\$0.1128
Conservation Rate – Step 3 (May 1 – Oct. 31)	\$0.1795	\$0.1726	\$0.0583	\$0.1495	\$0.1423
<b>General Service Rate per Unit of 7.48 gallons</b>					
Step 1 - (<50 Units)	\$0.0677	\$0.0651	\$0.0592	\$0.0564	\$0.0537
Step 2 - (>50 Units)	\$0.0859	\$0.0826	\$0.0751	\$0.0715	\$0.0681

had not otherwise existed. During 2022, designer services was procured and awarded to Environmental Partners, for the next planned water distribution system renewal project, where approximately 4,000 linear feet of 8-inch diameter transite water main will be replaced in Butternut Circle, Minot Road, Mallard Drive, Black Duck Road, and Fox Lane. The project is expected to bid in early Spring 2023, for Summer and Fall 2023 construction.

**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 cause sudden pressure drops or water discoloration that can affect a few customers or larger neighborhoods. Depending on the nature and location of each break, individual water service interruptions can also occur and last for several hours. This past year, the Division performed emergency repairs at the following locations:

- Commerford Road service leak, on January 2nd, 2022 (Water & Sewer Operations Crews also responded to a sewer issue on the same day, at Stow Street sewer main blockage, on January 2nd, 2022)
- Harrington Avenue water main leak, on February 19th, 2022
- MCI Concord water service leak, on March 5th, 2022
- Annursnac Hill Road shared water service line break, on June 22nd, 2022
- Barrett's Mill Road water main leak, on July 14th, 2022
- #53 Church Street water service leak, on August 16th, 2022
- #217 Great Road, Acton, MA water service leak, on September 14th, 2022
- #349 Old Marlboro Road water service leak, on September 20th, 2022
- Bedford Street water main leak, on December 20th, 2022
- CMLP Campus water service leak, on December 22nd, 2022

## SEWER SYSTEM

Concord was provided with legislative authority to create a municipal sewer system in 1894. By early 1900 a small, centralized collection system carried wastewater from Concord center via a network of gravity mains to a collection chamber located at 141 Keyes Road where it was then pumped to a cluster

of filter beds located approximately one mile away on fields located adjacent to Great Meadows. The present system consists of approximately 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 1,913 customers, or approximately 35% of the community.

## Regulations and Policies

**Sewage Release Notification Bill:** The Massachusetts legislature enacted a new state-wide sewage notification bill signed into law on January 12, 2021. The purpose of the bill is to increase public notice and awareness of antiquated sewer infrastructure which, based on the original design, can allow for untreated or partially treated sewage discharges to be introduced to public waterbodies. Tasked to develop regulations that will establish specific release triggers and notification procedures, MassDEP promulgated state regulation 314 CMR 16.00 – “Notification Requirements to Promote Public Awareness Of Sewage Pollution” on January 7th, 2022 and became effective on January 21st, 2022. The regulation addresses requirements for public notification for “partial treatment” events at treatment facilities and Sanitary Sewer Overflow (SSO) discharge releases that overflow into the surface waters of the Commonwealth. Provisions set forth in regulation 314 CMR 16 became “required and enforceable” as of July 6th, 2022.

**NPDES Permit:** Concord submitted a Notice of Intent (NOI) on December 1st, 2022 to EPA to operate and discharge its wastewater treatment facility under a new medium-size treatment facility National Pollutant Discharge Elimination System (NPDES) General Permit. With consideration of long-standing wastewater capacity interests of the Town, the NOI submission included the Town's reiterated request for an increase in permitted discharge from 1.2 MGD to 1.4 MGD. Aside from EPA acknowledgement of NOI submission receipt, to date, the notification of authorization approval to discharge via the medium-size treatment facility NPDES General Permit has not yet been received from EPA.

## Sewer Pumping Stations

Sewer pumping stations carry wastewater from local networks of gravity flowing pipes (collection system) and then pump this wastewater to a central wastewater treatment facility located off of Bedford Road. The size and complexity of each pumping station depends upon local land elevations, topography, and the volume of wastewater handled. The Lowell Road and Assabet Sewer Stations are the two largest facilities in Concord, designed to handle flows from the most densely populated and commercialized neighborhoods of West Concord and Concord Center. Six smaller neighborhood lift stations serve less populated areas of Town, with much more modest physical footprints.

The Lowell Road and Assabet Sewer pumping station upgrade designs, completed by Kleinfelder in 2020, was publicly bid and awarded to D&C Construction (D&C) of Weymouth, MA, and the upgrades were constructed from late 2020 and

concluded in 2021. These stations were last upgraded in the mid-1980s and were well beyond their anticipated design life. In 2022, Division Operations personnel have been working to optimize the operation and function of the upgraded Lowell Road and Assabet Sewer pumping stations.

Division crews continued to perform routine operation and maintenance of the eight operating sewer facilities.

## Collection System

The sewer collection system is composed of over 34 miles of gravity and low-pressure collection main (ranging in size 2-inch to 27-inch diameter) with manholes that allow for access and maintenance of this system. Approximately 50% 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

<b>Sewer Statistics</b>	2022	2021	2020	2019	2018
<b>Assabet Pumping Station</b>					
Total Pumped (million gallons)	89.50	Unavail-	62.38*	88.18	94.28
Monthly Average (million gallons)	7.46	able at	6.24*	7.35	7.86
Daily Average (million gallons)	0.25	time of	0.20*	0.24	0.26
		report			
<b>Lowell Road Pumping Station</b>					
Total Pumped (million gallons)	312.76	Unavail-	297.27	314.07	350.37
Monthly Average (million gallons)	26.06	able at	24.77	26.17	29.20
Daily Average (million gallons)	0.86	time of	0.81	0.86	0.96
		report			
<b>Bedford Street</b>					
Total Pumped (million gallons)	7.84	7.90	7.41	7.33	7.92
Monthly Average (million gallons)	0.65	0.66	0.62	0.61	0.66
Daily Average (million gallons)	0.02	0.02	0.02	0.02	0.02
<b>Collection System</b>					
Number of Service Accounts	1,913	1,905	1,649	1889	1876
Miles of Sewer Main	34.03	34.03	34.03	34.03	34.03
Main Pipe Inspected (lf.)	0	2,342	48,941	48,000	4,515
Main Pipe Replaced/Rehabilitated (lf.)	0	2,342	12	0	0
Rate per Unit (unit = 7.48 gallons)	\$0.1236	\$0.1212	\$ .1188	\$ .1165	\$ .1153

*\*Based on 10 months – station flow meter bypassed for rehabilitation project*

investigate the condition of this infrastructure and repair or replace it as needed to reduce preventable inflow and infiltration (I/I). Inflow and infiltration refers to stormwater and groundwater that flows into the sanitary wastewater collection system through illicit connections or leaking pipes.

### **Infiltration and Inflow Program**

Inflow & Infiltration Plan:

In accordance with a MassDEP approved Infiltration/Inflow (I/I) Control Plan (2018), the Division completed a trenchless sewer rehabilitation project in the Hubbard Street area of Town, which cured-in-place lined approximately 2,342 linear feet of sewer main. Within 2022, no additional sewers were CCTV-inspected, or smoke tested. Division crews do routinely conduct sewer cleaning using the Division's jetter/vacuum truck, as a part of capacity, management, operations and maintenance (CMOM) best management practices for sewer system operations.

In 2022, one short duration reportable sanitary sewer overflows (SSOs) occurred in the gravity sewer system upstream of the Assabet Sewage Pump Station, on September 26th, 2022. It was discovered that inappropriately disposed rags/wipes caused the Assabet Pump Station's wetwell level control operation system to fail, leading to sewage surcharging up the gravity sewer, to where sewage overflowed a sewer manhole and into Nashoba Brook near to #70 Beharrell Street, in Concord. The SSO event was quickly confirmed, and resolved by manually overriding the compromised level controller. The SSO event resulted in discharge of approximately 3,900 gallons of sewage to Nashoba Brook. This event was the first engagement of the Concord "SSO Public Notification" plan, required by Massachusetts regulation 314 CMR 16.00. The public can sign up to receive notifications of SSOs through the "NotifyMe" function of the Concord town website.

The 12-month (rolling average) of wastewater flow processed through Concord's wastewater treatment plant (through the November 2022 reporting period) was 0.87 MGD, below the 1.2 MGD permitted capacity assigned to this facility. The combined total of the infiltration rate (of groundwater) and the inflow rate (stormwater) into

the collection system was estimated at approximately 30.3% of the total sewer flow for the year. This rate falls within acceptable industry limits and well below the USEPA "excessive" rates benchmark value.

### **Wastewater Treatment Plant Operations**

Woodard & Curran, Inc. (Portland, ME) continues to operate the Concord Wastewater Treatment Plant (WWTP), located off of Bedford Street. They are operating in the 1st year of a 4-year service contract. The CPW – Water & Sewer Division oversees the plant and the services provided by Woodard & Curran to ensure day to day operation and maintenance is performed in a quality manner and according to federal and state regulations. Within the past year, the facility and associated equipment ran reliably and in compliance with federal and state issued permits and perform all necessary facility upgrades and equipment replacements.

# COMMUNITY DEVELOPMENT

## DEPARTMENT OF PLANNING AND LAND MANAGEMENT

Marcia Rasmussen, Director of Planning  
and Land Management

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

## **BUILDING INSPECTIONS**

Paul Creedon, Building Commissioner/  
Zoning Enforcement Officer  
Kevin Pickering, Local Building Inspector  
Gary Smith, Local Building Inspector  
Tracy LaPierre, Administrative Assistant  
John Alesse, Electrical/Wiring Inspector  
Wayne Caldwell, Plumbing/Gas Inspector

### **Building and Zoning Activity**

The Building Inspections Division issued 950 build-ing permits in 2022, compared to 1103 last year. The overall construction value increased in the year 2022 to \$ 86.3 million compared to \$84.4 million in 2021. This is an increase in the value of construction by 2.2%. Of this total, \$71.1 million was for residential construc-tion with \$15.2 million in commercial work.

The value of “new residential dwelling units” built in Concord went from \$23.9 million last year to \$22.5 million in 2022. This new residential construction val-ue represents thirty-two new detached single-family homes, and two additional dwelling units (ADU), one commercial to residential unit for a total of 43 new housing units. Of these 32 new homes, twenty, or 60% were the result of “tear downs” (an act of demolishing a building, usually to build a new one on the same site)

In 2022, the issuance of Mechanical permits increased by 50.5%, the number of Electrical Permits increased by .3% and Plumbing/Gas per-mits decreased by 3%. Overall, 2970 permits were issued with a 4.3% decrease. The Building Inspections Division collected \$1,329,495 total in permit fees in 2022 versus \$1,148,245 col-lected in 2021. This is a 15.78% increase from last year.

### **Staffing/Operations**

Our staff is com-posed of four full-time and two part-time personnel and is strongly committed to pursuing diligent Zoning and Sign Bylaw enforcement, as well as enforcement of the State Building code, which includes, but is not limited to handicap accessibility, structural integrity, fire safety, energy codes and many other regulations relative to

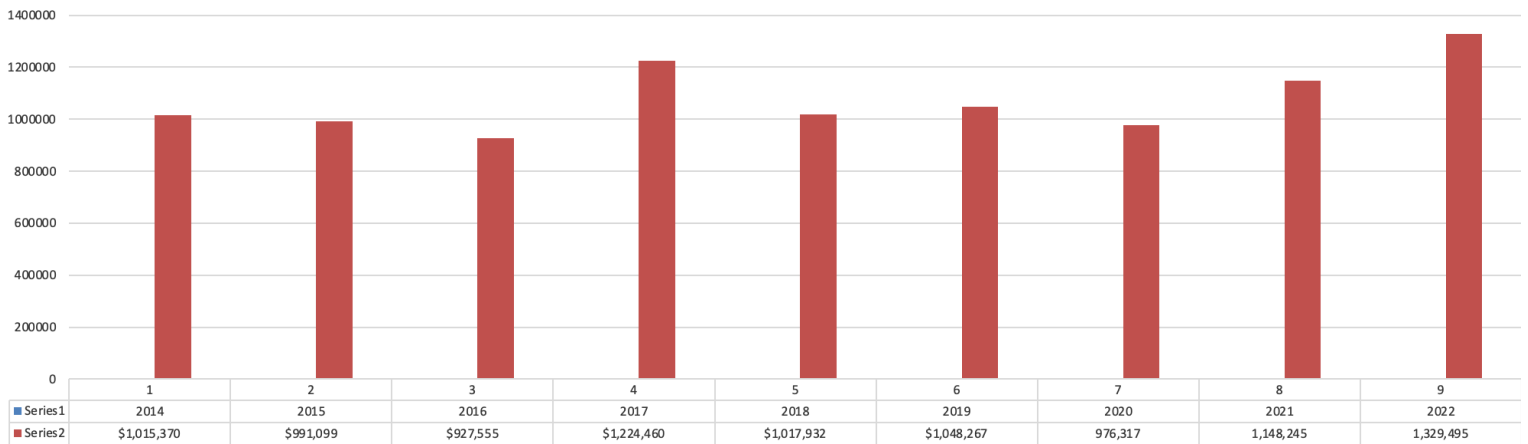
public safety. Our staff provides technical assistance to property owners, builders, real estate professionals, other Town departments and staff, as well as boards and committees in town. In addition to issuing building permits and conducting re-quired onsite inspections, the Building Inspections division staff spends an increasing amount of time reviewing sub-division proposals, special permits, site plans, variance requests, making zoning determinations and addressing zoning complaints. Staff also provides review and comment to the Select Board for annual license renewals, which include licensing for alcohol and beverage facilities and livery licenses.

### **Noteworthy projects completed and under construction this year include the following:**

Completion of Chase Bank located at 1134 Main Street, Holy Family Parish at 70 Monument Square, Landmark Recovery of Concord at 785 Main Street, Millrun condominiums, and 240 Fairhaven Hill Road (the house had been destroyed by fire in 2020). Construction and completion of West Village Tavern at 13 Commonwealth Avenue. A new building permit was issued for Concord Children’s Center facility at 250 Old Bedford Road.

	2015	2016	2017	2018	2019	2020	2021	2022
New single family homes	51	43	39	44	20	26	34	32
Multi-family attached units	6	6	4	6	6	0	8	2
Additions/Alterations	866	760	719	748	710	749	945	808
Commercial	115	100	88	86	97	61	116	108
Total Building Permits:	1038	909	850	884	833	836	1103	950
Electrical	751	865	996	945	916	780	1010	1013
Mechanical	122	108	93	141	126	81	97	146
Plumbing	478	542	524	507	488	397	493	483
Gas	391	428	433	437	422	340	377	361
Signs	62	29	32	31	29	7	24	17
Total all Permits:	2824	2881	2928	2945	2814	2441	3104	2970
Value of Const. (millions)	80.7	84.7	96.7	72.2	70.9	74.8	84.4	86.3
Permit Fee Revenue	\$991,099	\$927,555		\$1,017,932	\$1,017,932	\$976,317	1148245	1329495

Permit revenue



## ZONING BOARD OF APPEALS

Elizabeth Akehurst-Moore, Chair  
Theo Kindermans, Vice Chair  
James Smith, Clerk  
Ravi Faiia, Associate Member  
Thomas Swain, Associate Member

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

In June, Elizabeth Akehurst-Moore was elected as Chair and Theo Kindermans was elected as Vice Chair. The Board is currently in need of on additional associate member.

In 2022, the Board held 12 public hearings and

conducted 1 official site visit. The board heard applications for 2 Variances and 39 Special Permits which included 1 Planned Residential Development and 2 renewals for previously granted Special Permits. Of these applications, 30 Special Permits were granted, 2 applications were withdrawn without prejudice at the request of the applicant, and 9 applications are pending. Please note, some of these applications included multiple activities; therefore, the activity totals below may exceed the number of applications.

### Zoning Board of Appeals Application Activities

Zoning Boundary	1
Private Recreation	1
Two Family	2
Additional Dwelling Unit	4
Educational	2
Philanthropic	1
Stables	1
Special Home Occupation	1
Fairs, Bazaars, antique shows, suppers and dances	2
Front Yard Setback	1
Height Waiver	3
Maximum Floor Area Ratio	4
Change, Alteration or Extension of a Non-Conforming Use and/or Structure	20
Increase Gross Floor Area by more than 50%	10
Work within the Groundwater Conservancy District	1
Parking Waiver	9
Planned Residential Development	1
Special Permit	39
Variance	2
Site Plan Review	5

## BOARD OF HEALTH

Jill Block, MPH, Chair  
Ray Considine, MSW  
Deborah Greene, MD  
Mark Haddad, Esq.  
Alma Healey, RN

The year began with challenging conditions for the Board of Health, with the retirement of Health Director Susan Rask in December 2021 and surging rates of Covid infection due to the Omnicron variant. An emergency meeting of the Board of Health held at the very end of December reinstated mask mandates, which lasted through the end of February.

During the first quarter of the year, BOH Chairperson Jill Block attended weekly staff meetings to stay abreast of conditions and support staff as public frustration with the pandemic mounted. There was ongoing need to communicate about mask mandates, requests for masking waivers (or stronger restrictions), availability of vaccines (for children and others), and infection rates. As the pandemic evolved, so did our understanding of guidance on isolation and quarantine, and the Board or Department was being asked to weigh in on safety precautions for Town Meeting, preschoolers, local performers, and users of the Beede Center. The school department looked to the Board for direction on student masking specific to school vacation periods, as did local businesses.

In addition to new department leadership, the Board of Health underwent a number of personnel transitions this year. Alma Healy, RN, from the board in March, leaving one unexpected opening; Ray Considine, a public health leader, completed his second term in June; and Deborah Greene, MD completed her term in November. It has been the practice to have a variety of skills represented on the BOH, and these departures were a loss of both professional knowledge and working relationships that had developed over the previous 4 or 5 years. Volunteer information cards at the Town Office were reviewed to find candidates with the skills suited to board business – medicine, public health, and environmental engineering. In June, James Whalen, RN joined, and in December, Dr.

Ryan Kring and Kurt Herman were newly appointed and will attend their first meeting in January 2023. Dr. Kring will help us continue to have a strong linkage to Emerson Hospital, as works with Dr. Greene in the Emergency Department, providing us with insight to local health trends.

The BOH held a number of waiver hearings on septic plans, as per usual, but twice this year we were tasked with weighing in on the onsite wastewater system plans for the Concord Middle School. Other continuing business was an update on of the remediation work at 2229 Main Street, with presentations by De Maximus, Inc., the property clean-up contractor.

New requirements from the MA Executive Office of Energy and Environmental Affairs' of Environmental Protection required that towns Opt-out of mosquito spraying for protection against Eastern Equine Encephelitis (EEE) infection. The BOH held discussion of previous mosquito control efforts, reviewed historical surveillance and response data, and the MDPH 2022 projected Risk level for Middlesex County (and for adjacent counties). Given this data, the BOH recommended to the Select Board that Concord continue participation in the spraying program.

Though the variance hearings for the use of returnable containers at Debra's Next Door were held in 2021, the new business required an additional variance for their sushi service, more specifically for the use of acidification for bacterial control in sushi rice. Between these two issues, multiple meeting agendas included Debra's expansion. We are pleased that the business is fully operating and are proud of the signage in the store guiding the safe use of reusable containers. The unexpected death of business owner Debra Stark was sad news for the Board. Her passions for a sustainable and healthy world may have created work for us, but her intentions were aligned with our hopes for a healthy community.

## HEALTH DIVISION

Susan Rask, MS, RS, Public Health Director (retired)  
Stanley Sosnicki, CEHT, Assistant Public Health  
Director (retired)  
Casey Mellin, Assistant Public Health Director  
(joined the staff in October 2021)  
Gabrielle White, Public Health Inspector  
Karen Byrne, Administrative Assistant

New opportunities, adaptation and refocus defined 2022 for the Health Division. The new year began with the search for a new Public Health Director. Long-term employees Senior Administrative Assistant Karen Byrne and Public Health Inspector Gabrielle White worked with Director Rasmussen and Board Chair Jill Block to keep the day-to-day operations of the Health Division afloat while the Public Health Director recruitment process was underway. Contact tracing ended for Covid-19 and the world began to open to a “new normal”. The Health Division was tasked with statutory environmental and public health nursing responsibilities while dealing with continued information and variant changes with the Covid-19 virus. In the early spring, the Health Division worked with the state to provide booster clinics to school-aged children. Melanie Dineen was hired as the Public Health Director at the end of April and shortly after, an opening for an Assistant Public Health Director occurred in May with a new employee search initiated. The summer was busy, with work extending into the fall on food, animal, summer camp, swimming pools, bathing beach and Title 5 inspections. Michael Funaiolo started working for the Town in November as an Environmental Health Inspector. Contract negotiations with Emerson Home Care in June for public health nursing services were challenging as the cost of services had significantly increased. Ultimately, Emerson Home Care requested to terminate its’ contract with the town, effective November 4, 2022. At that time, the Public Health Director and Senior Administrative Assistant worked to develop a new Public Health Nursing contract with the Great Meadows Regional Public Health Collaborative to extend nursing services for the Town which will greatly help to start off 2023.

## 10 Essential Services

The Concord Health Division seeks to provide, protect, and promote the health of all people in our community. Staff is assessing the needs of the community post pandemic and is looking to work with partners in the community to create, champion, and implement policies and actions to support and improve public health.

All stakeholders recognize the impact on mental health in our community resulting from the Pandemic and the need to move towards supporting the health and wellbeing of all residents. In more recent years, the Covid-19 pandemic exposed many challenges in Local Health Departments across Massachusetts, but limited staffing had been a challenge for local public health offices throughout the state for quite some time. Now, as the Health Division’s work to return to traditional services, shared services are available to provide that additional support to local health departments. Shared Services can provide pandemic response activities (such as case investigation and tracing) while also helping to bolster essential core public health services in our communities such as inspections, health promotion, and immunizations.

Concord is a member of the Great Meadows Public Health Collaborative, which consists of Carlisle, Concord, Bedford, Lincoln, Sudbury, Wayland and Weston. Founded in 2021 as part of a state-wide initiative to promote public health on a regional basis, this Collaborative is part of the Public Health Excellence Grant Program and a Contact Tracing Grant program. The Great Meadows Collaborative supports a Regional Inspector and 2 part-time public health nurses, one full time nurse and a regional epidemiologist and is looking to hire a health communications staff.  
[www.greatmeadowspublichealth.org](http://www.greatmeadowspublichealth.org)

## Environmental Health

Environmental Health responsibilities continued in 2022 with 114 septic permits for Concord and Lincoln and 160 Title 5 Building Review Applications (Septic/Sewer). The Health Division conducted inspections on 71 properties with Permits to Keep Farm Animals, 24 Semi-Public Swimming Pools and 8 Recreational Camps Sites for Children. There are 120 Food Establishments in Concord with

routine inspections being conducted by both an outside contractor and the Public Health Inspector. The Health Division contracts with an outside laboratory to monitor water quality analysis for the 4 Semi-Public Bathing Beaches from Memorial Day through Labor Day each year. The program is managed by the Administrative Staff in the Health Division. Health Division staff works closely with the Northeast Mosquito Control Program to treat catch basins, monitor the mosquito species, viruses present, and report back to the Town of any imminent public health threats. The Senior Administrative Assistant and the Finance Department continue to oversee the contract for weights and measures with the Commonwealth of Massachusetts Division of Standards. In 2022, 92 scales were calibrated, 155 gas pumps/octane meters were inspected, 8 scanners, and 17 Delivery Vehicles. The Health Division is also responsible for overseeing the Tobacco Control Program in collaboration with the towns of Bedford and Wilmington for compliance with local and state regulations.

**White Pond Cyanobacteria Monitoring and Collection Project.**

In response to an ongoing cyanobacteria bloom in 2021 with potential impact on animal, human and overall water quality at White Pond, Consultant Nancy Leland was hired in 2022 to execute a comprehensive monitoring program. This program was developed to provide information related to the seasonal ecology of cyanobacteria populations in White Pond. The addition of a collection device, called APOD technology, was deployed to reduce bloom-forming bacteria. This project was funded by the Town and managed in collaboration with the Natural Resource Division. Weekly reports were reviewed by the Health Division and details provided to interested parties and posted online. In summary, the 2022 Summer Beach Season was successful with minimal closures.

**Public Health Nursing FY23**

The Public Health Nursing focus is to prevent disease and decrease the development and transmission of health conditions that impact our residents, while assisting with the management of the overall health of our community. In conjunction with the Town of Concord four vaccine clinics were

offered by West Concord Pharmacy, two through the Council on Aging and two for Town employees. The Great Meadows Public Health Collaborative also offered a Regional Influenza and Covid-19 clinic for the Town of Concord, and for the Town of Lincoln.

In November of 2022, a second contract was initiated with the Great Meadows Public Health Collaborative (GMPHC) for an additional 5 hours per week specifically geared to augment public health nursing services that were vacated with the termination of the Town’s relationship with Emerson Hospital Home Care. The GMPHC and will continue to provide services covered by the grant, such as Covid-19 case management and support to residents, other nursing options are currently being investigated by the Public Health Director for FY24.

Public Health Nursing Services have always included monitoring and reporting cases of communicable diseases which 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 Nurse and Administrative Assistant and routed to MDPH for appropriate follow-up action through the MAVEN (Massachusetts Virtual Epidemiologic Network).

**LBOH Count - Events Per Disease and Classification in Jurisdiction**  
**Classification: confirmed**  
**Event Dates from 01/01/2022 to 12/31/2022**

Disease	Num of Cases
Babesiosis	2
Campylobacteriosis	4
Cryptosporidiosis	4
Giardiasis	2
Group A streptococcus	1
Group B streptococcus	2
Hepatitis C	2
Human Granulocytic Anaplasmosis	4
Influenza	57
Malaria	1
Novel Coronavirus (SARS, MERS, etc.)	1702
Salmonellosis	1
Streptococcus pneumoniae	1
Tuberculosis	6
West Nile Infection	1

## NATURAL RESOURCES COMMISSION

Edward Nardi, Chair  
Sarah Grimwood  
William Kemeza  
Gary Kleiman  
Nicholas Pappas

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 and protection pursuant to its authority under the Conservation Commission Act (MGL Chapter 40 Section 8c).

**Wetlands Protection Act:** The majority of Commission time is dedicated to administering and enforcing state and local wetland regulations. The NRC held 23 public meetings, which included review of 34 Notices of Intent, one Amended NOI, four Abbreviated Notice of Resource Area Delineation, and 20 Requests for Determinations of Applicability, for a total of 59 applications. The NRC closed out many completed projects, issuing 30 Certificates of Compliance and four Partial Certificates of Compliance. Division staff reviewed 15 Administrative Approvals for very minor projects including limited tree and invasive species removal. Two Emergency Certificates were issued for beaver related flooding. The decision expected from DEP on the MBTA appeal filed in 2020 was not issued.

Projects of interest reviewed by the NRC this year included the limited dredging project at Warner's Pond, the Sawmill Brook culvert repair work on Monument Street, an ADA compliant trail and stormwater management improvements project at White Pond Beach, and construction of three new hangars at Massport.

## NATURAL RESOURCES DIVISION

Delia R. J. Kaye, Natural Resources Director  
Colleen M. Puzas, Natural Resources  
Assistant Director  
William J. Holden, Land Manager  
Karen T. Bockoven, Administrative Assistant

### NATURAL RESOURCES MANAGEMENT

In addition to providing technical and administrative support to the Natural Resources Commission, Division staff are responsible for the stewardship of more than 1,500 acres of Town conservation and other town-owned land (such as White Pond Reservation), maintaining over 37 miles of trails, and mowing 84 acres to maintain trails and open meadows. The Emerson-Thoreau Amble received a significant trail infrastructure improvement through the installation of new rot-resistant bog bridges near Hugh Cargill Ditch. Planning and project implementation was done in collaboration with the Appalachian Mountain Club staff, AmeriCorps service members, and volunteers. Heywood Meadow also received primary focus for the 2022 season. Continuing efforts from 2021, over an acre of targeted invasive vegetation removal along Mill Brook was conducted by multiple volunteer groups and a local contractor, the Backyard Invasives Project. Volunteer capacity was expanded through planning and carrying out the annual Garlic Mustard Pull, together with the Concord Land Conservation Trust, and Concord Cleanup, along with smaller projects including an Eagle Scout project to construct and install eight wood routed property and rules signs at White Pond, and several invasive vegetation removal projects on conservation lands. Additionally, we maintained relationships and worked with our dedicated trail stewards to handle downed trees across trails, trail map and mutt mitt refilling at kiosks, trail vegetation trimming, and general monitoring and reporting on conservation lands.

Natural resources management also includes staff support to three NRC subcommittees, as well as coordinating with other local and regional stewardship initiatives.

**Warner's Pond:** Federal, state, and local permits were obtained this year for limited dredging at War-

ner's Pond to improve the ecological health and recreational values of the pond. Once permits were in hand, the Division issued an Invitation to Bid for the dredging. Only one bid was received, and was more than three times the allocated funding and 2002 cost estimates. Given the high costs (attributed to sediment dewatering and removal, inflation, and labor shortages) the Division began to evaluate two additional potential alternatives: dam removal and modified dredging to deepen some areas of the pond and relocate sediments to others.

**White Pond:** Working closely with the Health Division, the Division oversaw the contract for the innovative A-Pod technology to collect and remove harmful aquatic blooms (HABs) from White Pond. Division staff were also trained on water quality monitoring efforts.

**Pollinator Meadows:** The Division worked with community members on several recently established pollinator meadows at Barrett's Mill Farm, Cousins Field, Heywood Meadow, West Concord Park, Baker Avenue, and Harrington Park. Staff and volunteers installed 500 pollinator plants of nine different species along the Walden Street side of Heywood Meadow, and also worked with the Willard Elementary School 5th graders to clear areas to install 150 pollinator plants of three species along the serpentine access trail to the Bruce Freeman Rail Trail.

**Old Calf Pasture Restoration:** Division staff continued invasive species control oversight at Old Calf Pasture. Spot treatments of previously managed areas were again treated by Native Plant Trust, expanding areas of improved habitat for native flora and fauna, including the rare Britton's violet.

**Grant Applications:** The Division submitted and was granted a \$500,000 Land & Water Conservation Fund grant towards the 6 acre Assabet River Bluff conservation land acquisition. The Division also submitted two Community Preservation Act grants; the first for a consultant to assist with the Open Space and Recreation Plan update, and the second to secure additional funds for restoration opportunities at Warner's Pond, both of which were favorably recommended by the CPC for 2023 Town Meeting approval.

**Conservation Crew and Rangers:** Rangers DeAnna Collins and Vanessa Vallee educated multiple visitors to Estabrook Trail, White Pond, Punkatasset, Town Forest, and other lands for compliance with posted rules and regulations. Shelby Guinard and Kaelyn Gormley joined the Division as the Conservation Crew for the 2022 summer season. Their primary duties consisted of mowing, trail maintenance, invasive vegetation removal, and general maintenance on conservation lands throughout Town. The Crew continued monitoring and hand pulling efforts to remove water chestnut from Macone Pond, Warner's Pond, and Hutchins Pond, and continued the cooperative effort with the Conservation Land Conservation Trust, Town of Lincoln, and OARS to remove water chestnut from Fairhaven Bay and the Sudbury River. Nearly six miles of trails were maintained through crew mowing, providing public access that otherwise would be difficult to navigate through brush, tall grass, and poison ivy. Twelve new wood routed signs were created this year by the crew and are now posted around Sachem's Cove at White Pond to indicate sensitive restoration areas.

**Cooperative Invasive Species Management Area (CISMA):** 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.

**Conservation Restriction Stewardship Committee:** The Conservation Restriction Stewardship Committee continued to assist the Division of Natural Resources with its land management responsibilities of more than 85 parcels with Conservation Restrictions. This year committee members completed eight monitoring reports and one Baseline Documentation Report. Members of the CRSC are Mary Ann Lippert (chair), Annemarie Altman, Richard Higgins, Neil Ryder, Arthur Schwoppe (secretary), Jane Wells, and Michelle Wiggins.

**Heywood Meadow Stewardship Committee:** The Heywood Meadow Stewardship Committee continued reworking its primary document, the 2005 Landscape Preservation plan for Heywood Meadow, and how best to evoke and preserve the Meadow's historic and

agrarian past, while also protecting and improving the ecological health of its diverse ecosystems. The Committee also focused attention on the neglected parcel between Walden Street and the Mill Brook, with extensive invasive removal and over 500 plugs of desirable native wildflowers planted. Two sugar maples were planted on the gun-house side of the Meadow to replace dead trees. A small group inventoried herbaceous plants on all parcels, identifying 267 species; an outside expert did early and late surveys of grasses, sedges, and rushes. The Committee consists of nine members: co- chairs Susan Clark and Joanne Gibson, Clerk Sandy Smith, and members Lola Chaisson, Mary Clarke, Peter Lee, Stan Lucks, Murray Nicolson, and Cris Van Dyke.

**Trails Committee:** The Trails Committee concentrated on its core mission of overseeing the maintenance and improvement of conservation trails, keeping them in good condition for walker's enjoyment. The attention given to the Reformatory Branch Trail through 2022 Town Meeting Warrant Articles 46 and 47 culminated in rejection of its development as a bicycle path, but did point out the need for improvements in its natural state. Future study and planning are recommended to achieve these goals. The Baker Avenue area received much attention with relayering stone over the parking area, development of pollinator habitat gardens, and removal of invasive growth. Trail entrances at West Concord Park and Barrett's Mill both benefited from volunteer projects that removed invasive growth, and replaced it with native perennials. Being vigilant of trail needs and correcting obstructions to assure walkers' safe access is a never-ending task handled by dedicated Stewards and Trail Committee members, as well as Division staff. Committee members include Spencer Borden, David Clarke, Carlene Hempel, Bill Kemeza, Jonathan Keyes, Ken Miller and Bob White (Chair).

**Conservation Land Use Permits:** A total of 20 permits were issued to various groups using Town conservation land for research projects, nature programs, and art installations.

#### **FARMING AND COMMUNITY GARDENS**

**Agricultural Farming Agreements:** The Division continues to work with local farmers to retain land

in agriculture, overseeing 19 agreements over more than 220 acres of actively farmed land.

**Marshall Farms:** A new larger greenhouse was completed with a life expectancy of four years. Tomatoes had less loss as the weather was more conducive to the crop as well as using cedar bark mulch instead of plastic between the rows. We harvested half of Rogers field for its first substantial crop of butternut squash and used the other half of the field for rotational grazing of egg birds, this rotational grazing of the chickens to various locations in the fields is vital to the soil nutrient levels. Our previous older flock of egg laying hens were replaced with new birds of different breeds to facilitate harvesting of different colored eggs, and we added ten new brood bays to raise the new chickens in and updated the mobile chicken tractors. Two acres of land was strictly allocated for fresh cut flowers which were in high demand. Our raspberry crop ramped up toward the end of the summer allowing us to sell a substantial amount from our farm and markets. We also painted two buildings on the farm. Our watermelon and melon crop was a total loss due to deer and coyote breaking them open for water due to the drought. Overall 2022 was a big maintenance, replenishment with some needed improvements for Marshall farm.

**McGrath Farmstead:** Barrett's Mill Farm completed their ninth year on the McGrath Farmstead and the seventh season on the parcel at 41A Barrett's Mill Rd. All crops grown on the farm were certified organic including vegetables, fruit, and flowers grown in the fields and high tunnels.

Barrett's Mill Farm continued to operate a farm stand open to the public 5 days a week and had 259 CSA members. Vegetables were sold from April until December. Barrett's Mill Farm continued to donate vegetables weekly to the Boston Area Gleaners. In addition, seven local families with SNAP benefits received deeply discounted CSA memberships. Two CSA memberships were donated to the non-profit Dignity in Asylum and one was donated to Minute Man ARC. In 2022, Barrett's Mill Farm employed twelve people, eight of whom were returning crew members. 2022 was notable for its hot weather and sustained drought that made growing difficult. Fortunately, irrigation was possible

on both parcels. Water for irrigation on the McGrath Farmstead was provided by a bedrock well installed in 2017 using a MA Department of Agriculture grant and supplemented by Town funding. The Assabet River was used to irrigate the 41A parcel due to its size and distance from the main farmstead. Highlights of the season included a bumper crop of sweet potatoes, beautiful fall beets, and continued success with growing cucumbers and tomatoes in high tunnels for early and high-quality harvests.

**Thoreau Birthplace:** Gaining Ground, a non-profit farm that grows food for hunger relief with the help of community volunteers, cultivates land at the Thoreau Birthplace and adjacent Massport land. In 2022, its 28th growing season, the farm donated 115,000 pounds of organic produce and over 1,500 cut flower bouquets to 15 food pantries, shelters, emergency meal programs and schools in Concord, Lowell, Boston, and throughout the MetroWest. Gaining Ground supports 1,200 food-insecure households each week during the growing season. As of 2022, there are five hoop houses, ten caterpillar tunnels, and 14 hedgerows on the property in addition to our timber frame barn. Gaining Ground continues to take part in the New England tradition of maple sugaring in February and March, this year harvesting 175 buckets of sap and finishing 50 gallons of syrup to be donated. Typically farm staff work alongside 2,500 volunteers throughout the growing season, educating schools, corporate, religious and community groups, as well as individuals and families, about its hunger relief mission and organic, no-till farming methods.

### **Community Gardens:**

The long standing tradition of the organic community gardens continues to thrive under the helpful guidance of volunteer coordinators Terry Marzucco, Rebecca Sheehan Purcell, and Michelle Wiggins at the Hugh Cargill Community Garden, Dale and Sally Clutter, and India Rose at the East Quarter Farm Community Garden, Sabrina Haber at Cousins Community Garden, and Carol Aronson and Mark Del Guidice at Rogers Community Garden. Coordinators assign garden plots, coordinate annual meetings and cleanups, and offer guidance to gardeners to produce beautiful and bountiful harvests. New gardeners are always welcome!

**Cousins Field:** This year was another successful year for Cousins Community Gardens. Our 35 gardeners grew an astounding variety of vegetables and flowers, which attracted a variety of insect, bird, and animal life to the gardens all summer long. For the third year in a row a snapping turtle came up from the river to lay her eggs in one of our aisles! Local farmer Ricky Marshall again helped us with the spring plowing so we could be working in our gardens by late April. Next year we will have four gardeners (up from one) trying out no-till gardening. Our greatest challenge was from the relentless drought and accompanying heat. It took a toll on all the crops, but especially those that love and demand water and cooler weather. Keeping the community crops alive this summer really did take everyone's help. Our raspberry crop was smaller this year, but still delicious. The new pollinator garden that was started last summer grew and thrived. The rhubarb continued to grow and our second year of garlic was a great success. The back compost area is over-grown with invasives, and efforts to smother them with cardboard have had mixed results.

**East Quarter Farm:** East Quarter Farm Community Garden (EQF) experienced a successful summer season. Our gardener population remains steady at around twenty-eight with families or individuals working various plots including annual, perennial, and no-till. This summer because of drought conditions we encouraged aggressive water conservation, weed barrier application and heavy mulching. Added to this maintenance, many gardeners put up fencing in various arrangements to prevent deer from entering their plot. Some gardeners protected individual plants or sections of their plots isolating the plants deer love most. With the help of the Land Manager, we worked in the spring and in the fall to repair the boardwalk into the garden area which had deteriorated considerably during last season's flooding. We were particularly grateful for the dedication of all the gardeners to keep EQF and their individual plots healthy and vigorous in spite of challenging conditions. Everyone enjoyed a plentiful harvest.

**Hugh Cargill Community Garden:** This year offered a dry growing season, in sharp contrast to last year's heavy rains. Fortunately, our high water table allows for the installation of hand pumps. Gardeners get a workout at the pumps to fill buckets

to water their vegetables, fruits, flowers, and herbs. This year saw very few invasive jumping worms, most likely due to the dry conditions. New this year, gardeners were able to put up temporary fencing around their plots or individual crops to protect against the increasing deer population. We welcomed nine new gardeners and had several empty plots which we cover cropped to improve the soil. Gardeners did a great job of keeping the garden tidy with regular mowing of the garden paths and edges. Young volunteers from First Parish pitched in to help us with our fall cleanup.

**Roger Community Garden:** 2022 was our 7th season and all plots were occupied. We actively worked to manage our compost pile instead of treating it as a refuse pile. Gardeners included 25 individuals or families and despite a season of drought the garden was well tended and productive.

#### 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 NRC continues to support Dr. Bryan Windmiller's research and head-starting efforts on the Blanding's turtle, a threatened species with a population at Great Meadows which he has studied in depth since 2003.

## PLANNING BOARD

Burton Flint, Chair  
Nathan Bosdet, Vice Chair  
Kate McEneaney, Clerk  
Kristen Ferguson  
Linda Miller  
Haley Orvedal  
Andrew Boardman

Elizabeth Hughes, Town Planner  
Nancy Hausherr, Administrative Assistant

The Planning Board's authority is contained in MGL Ch. 41 "Improved Methods of Municipal Planning" and MGL Ch. 40A "The Zoning Act". The Board is responsible for making rules and regulations relating to subdivision control, initiating Zoning Bylaws, holding public hearings on all Zoning Bylaws submitted to the Select Board, evaluating various developments through Site Plan Review, revising and updating the Comprehensive Long Range Plan, and from time to time making studies of the resources and needs of the Town.

Additional responsibilities are in the Town Bylaws and the Town Charter.

The Board met twenty-three times in 2022. Six of the meetings were hybrid (in-person and virtually), the rest were virtually. Meetings were recorded for broadcast on Minuteman Media Network's YouTube channel. In addition to their regular meetings, a public hearing was held in March for Zoning Bylaw amendments considered at Annual Town Meeting.

Kristen Ferguson and Burton Flint's terms ended, and Kate McEneaney left the Board prior to her term ending. The Board thanks them for their years of dedication and welcomed new members, Susan Felshin and Mark Giddings and one vacancy remained at the end of 2022.

### Residential development

Nine "Approval Not Required" (ANR) plans were submitted to the Board for endorsement. Six plans approved changes of lot lines that did not create additional lots. Three endorsed plans created a total of three new lots.

The Board granted approval of the Definitive

Subdivision Plan submitted by AWMW, LLC for the improvement of Sunnyside Lane which will allow for the creation of four new lots. Review of the Definitive Subdivision Plan submitted by Quarry North Road LLC to create a one-lot subdivision with access from the Town of Sudbury for the Concord portion of the tract at 48Y Fitchburg Turnpike was still ongoing at the end of year.

### Commercial, institutional, and other development

The Board received an application for Site Plan Review at 191 Sudbury Road which was later withdrawn after it was determined that the water and sewer improvements were too extensive and costly to make this a viable location for the proposed business. The Board granted site plan approval for two modular buildings, each containing two 3-bedroom units, for faculty housing at 1400 Lowell Road, Middlesex School.

The Board made affirmative recommendations to the Zoning Board of Appeals for Special Permits to: construct a 6-unit Planned Residential Development at 48Y Fitchburg Turnpike; to extend the dimensional requirements of the Residence C Zoning District 30 feet into the Residence B District at 23-25 Lang Street; to construct a Centennial Arts Center, relocate and rehabilitate two existing dwellings, convert an existing attached garage into a dwelling unit, and other associated site improvements at Concord Academy (166 Main Street); to demolish the existing Sanborn Middle School and construct a new Middle School which includes a height waiver, relief from parking, and allow impervious coverage greater than 15% in the Groundwater Conservancy District at 835 Old Marlboro Road and; to construct a retaining wall and perform landscaping improvements within the Flood Plain Conservancy District at 286 Barrett's Mill Road.

### Zoning amendments and Town Meeting actions

The Board reviewed draft language for potential Zoning Bylaw amendments at several meetings throughout the year for the 2022 and 2023 Annual Town Meetings. The Board submitted three Zoning Bylaw Amendment warrant articles for 2022. The motions for Article 31 (Additional Dwelling Unit) and Article 32 (Formula Business) passed and the motion for Article 33 (Zoning Map & Thoreau

Depot Business District) failed. The Board co-sponsored with the Historical Commission a warrant article for the adoption of a Scenic Roads Bylaw, which was passed by Town Meeting.

**Other Actions throughout the year, the Board:**

- Developed goals and objectives for 2022-2023
- Elected officers and assigned liaisons for various Boards and Committees
- Recommended to the Select Board that the Town not exercise the right of first refusal under M.G.L. Ch. 61A for the Hutchins Farm parcel at 754 Monument Street.
- Recommended that Town Meeting take affirmative action on 2022 Annual Town Meeting Articles 24 and 25.
- Discussed the Potential for an Architectural Review Board
- Recommended that the Select Board support additional funding for the Christopher Heights Assisted Living project.
- Discussed MBTA Communities Zoning Requirement Guidelines
- Unanimously voted to adopt the 2022 Housing Production Plan
- Authorized the release of Lot 2 and 3 (38 and 41 McCallar Lane)
- Began drafting Site Plan Rules & Regulations and Scenic Road Bylaw Rules & Regulations

In addition, the Board recommends members to the West Concord Advisory Committee for nomination by the Select Board and nominates a member for the Community Preservation Committee and the Historic Districts Commission. Members of the Planning Board serve on the following regional committees: MAGIC (Minuteman Advisory Group on Interlocal Coordination) and HATS (Hanscom Area Towns) and participate on other Town Committees by providing liaisons to the Comprehensive Sustainable Energy Committee, West Concord Advisory Committee, Community Preservation Committee, and Climate Action Advisory Board.

**WEST CONCORD ADVISORY COMMITTEE (WCAC)**

John Cooley, Chair  
Susan Mlodozeniec  
Barbara Morse  
Laura Payne  
Ann Sussman

Vacant: 2 full members and 2 Associate members

The West Concord Advisory Committee (WCAC), is a subcommittee of the Planning Board (PB), comprised of seven regular and two associate members appointed by the Select Board. It serves as a resource for the PB by providing input to developers, property owners and the PB itself when development or renovation plans are proposed for West Concord. Village business owners and residents use the WCAC to discuss ideas, communicate to Town administration, and pose questions. All members of the WCAC also have liaison responsibilities with other Town boards and committees and report back about issues related to the Village and its surrounding neighborhoods. This year, with the approval of the Select Board and assistance from Concord Public Works, WCAC installed four signs identifying the West Concord Junction Cultural District at entry points to the District. Additional signs for the District are planned on the Bruce Freeman Rail Trail. We discussed the scope of Complete Streets improvements on Commonwealth Ave. and our vision for an improved pedestrian and bicycle experience in West Concord with Concord Public Works. We liaised with concerned residents about changes to Rideout Park that were suggested by a town baseball league and ultimately established better communication with the Recreation Commission. We tracked the progress on the pedestrian bridge over Rt. 2 for the Bruce Freeman Rail trail, construction on Gerow Park, and planning for a future Assabet River Bridge from the Baker Ave. business park to the Junction.

## PLANNING DIVISION

Marcia Rasmussen, Director of Planning  
& Land Management  
Elizabeth Hughes, Town Planner  
Heather Gill, Senior Planner  
Nancy Hausherr, Administrative Assistant  
Heather Carey, Administrative Assistant

The Planning Division provides professional and administrative staff support to multiple standing boards and committees including: the Zoning Board of Appeals (ZBA), Planning Board, Historic Districts Commission (HDC), Historical Commission and Community Preservation Committee (CPC). Planning Division staff coordinated the town staff review of all development proposals submitted for regulatory approval to the HDC, ZBA and the Planning Board. Planning Division staff assisted the Community Preservation Committee with the required Community Preservation Act (CPA) Plan update and the CPA application and funding distribution processes. This year the Division continued to provide staff support to the Bruce Freeman Rail Trail Advisory Committee (BFRTAC), the West Concord Advisory Committee (WCAC), a subcommittee of the Planning Board, as well as the Concord Center Cultural District Committee and West Concord Junction Cultural District Committee, as well as supporting the Transportation Advisory Committee. Planning staff participated in the Battle Road Scenic Byway Task Force and provided support to the HOME Consortium and Regional Housing Services Office (RHSO). The Division's agenda includes initiatives in 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.

Director Marcia Rasmussen continued to serve as Concord's project manager for construction of the Bruce Freeman Rail Trail Phase 2B, the bridge over Route 2, which will connect the community to the currently completed portion of the trail, as well as working with the engineering consultant to finalize the design of the last ½ mile in Concord (from Powder Mill Road south to the Sudbury town line) that is now under construction as part of the Sud-

bury extension of the trail. She also attended meetings of the Economic Vitality Committee and the Junction Village Open Space Task Force. Ms. Rasmussen provided oversight of the Housing Production Plan, working with the RHSO staff and housing consultant, JM Goldson, LLC, as well as the Housing Plan Steering committee to prepare the Plan for Concord, which was approved by the Planning Board and Select Board prior to submittal to the State in December. Working with CPW Highway and Grounds crews, Ms. Rasmussen completed a project funded by a MDOT Community Connections grant to install 3 bicycle shelters and racks adjacent to the BFRT in West Concord. Ms. Rasmussen also worked with the BFRTAC, Commission on Disability and the West Concord Green Thumbs to design an implementation program for short-term safety improvements to Junction Park and the BFRT.

Town Planner Elizabeth Hughes provided professional support to the Planning Board and the ZBA in addition to shepherding the plan review process for all development proposals submitted to these boards. Ms. Hughes worked closely with the Planning Board on the presentation of Zoning Bylaw amendments at the 2022 Annual Town Meeting (ATM) and the development of three warrant articles for the 2023 ATM. Ms. Hughes continued her role as project manager, working with a consultant from the UMass Edward J. Collins, Jr. Center for Public Management, multiple Town departments and the selected vendor on the implementation of on-line permitting software, which was implemented by various Town departments throughout 2022 and will continue in 2023. She also continued to oversee the progress on the engineering and design of the Assabet River Bridge and Trail in West Concord. Ms. Hughes worked with the Historical Commission and the Planning Board on the development of a warrant article for the adoption of a Scenic Roads Bylaw that was passed at the 2022 ATM.

In May, the Planning Division said good-bye to Senior Planner Heather Gill, who left to take care of her growing family. Before her departure, Ms. Gill worked with the Historical Commission to submit additional amendments to the Demolition Review Bylaw for the 2022 Annual Town Meeting and

supported the Community Preservation Committee on the preparation and presentation of the annual CPA funding warrant article for the 2022 ATM.

In June, the office welcomed a new Senior Planner Ann Clifford who provides professional support to the Historical Commission, Historic Districts Commission and Community Preservation Committee. In her first six months, Ms. Clifford has prepared and submitted a grant application to fund a Historic Preservation Plan, last updated in 2001, assisted the Historical Commission on the submission of a warrant article for the 2023 ATM to extend the review deadline under the Demolition Review Bylaw, worked with the CPC on the creation of a separate Procedures Manual document to improve and clarify the Community Preservation Act (CPA) funding application process, coordinated the acceptance and review of 11 applications to the CPC for CPA funding created a spreadsheet to improve tracking of all CPA projects on a running basis, and assisted the CPC in the development of four warrant articles for the 2023 ATM and Special Town Meeting.

In July, the new Senior Planner for Transportation & Mobility Erin Stevens started. Ms. Stevens transitioned over from the Town Manager's Office as the Public Information and Communications Manager to staff this newly created position. In her first five months, she has provided support to the Transportation Advisory Committee, including maintaining the TAC webpage, worked with the CPW Engineering Division on a successful Shared Streets Grant for increasing pedestrian safety at the intersection of Main and Walden and provided the operational oversight for the implementation of a successful shuttle pilot project, The Concord Trolley. Additionally, Ms. Stevens has begun the process of hiring a consultant to work with the Town to complete a comprehensive transportation & mobility plan for Concord and working on safer crossings for Route 2 with the help of the State's Transportation Staff.

At the end of March, the Planning Division also said good-bye to Administrative Assistant Nancy Hausherr, who retired after 15 years with the Town and in June said welcome to new Administrative Assistant Hayleigh Walker. Ms. Walker took over the

administrative duties supporting the HDC, Historical Commission, Board of Appeals, and the Senior Planner.

This year of staff transition was held together due to the work and dedication of Administrative Assistant Heather Carey, who for three months did the work of both Administrative Assistant positions before transitioning to just supporting the Division, the Planning Board, the Town Planner and the DPLM Director. Besides taking care of all the Planning Division administrative functions, Ms. Carey provides support to the Regional Housing Services Office.

Ms. Carey and Ms. Walker continued to post as much information as possible on current applications before the Planning Board, ZBA, Historical Commission and HDC and update the information and materials on the five other board and committees supported by the Planning Division.

## COMMUNITY PRESERVATION COMMITTEE

2021/2022 Town Meeting Funding Cycle – CPC Members

Diane Proctor, Chair [Select Board Appointee]  
Peter Ward, Vice Chair [Select Board Appointee]  
Burton Flint, Secretary [Planning Board Appointee]  
Nancy Nelson, Treasurer [Historical Commission Appointee]  
Sarah Grimwood [Natural Resources Commission Appointee]  
Charles Phillips [Concord Housing Authority Appointee]  
Paul Boehm [Recreation Commission Appointee]  
Tom Kearns [Select Board Appointee]  
John Cratsley [Select Board Appointee]

Established under MGL c 44B, the Community Preservation Act (CPA) helps Massachusetts communities preserve open space and historic resources, create affordable housing, and develop outdoor recreational facilities to benefit the public. One of 189 Massachusetts communities that has adopted the CPA, Concord typically distributes grants for CPA-eligible projects from the Concord Community Preservation Fund once per year. The Community Preservation Committee (CPC) makes recommendations to the Select Board for appropriations from Concord Community Preservation Fund and accepts applications for projects in September for distribution the following July. Under extraordinary special circumstances, like those that occurred in 2022, the CPC considers “out of cycle” funding.

### 2022 Annual Town Meeting – Recommendations Approved

In the fall of 2021, the Committee received thirteen (13) new applications, eleven (11) of which were eligible for CPC funding. There was a significant increase of \$383,850 in available funding over the prior year, allowing the Committee to meet most eligible requests. However, the nearly \$2.19 million in CPA funds requested still exceeded the projected available funding of \$2,153,741.

On January 18, 2022, the CPC voted to recommend an allocation of \$2,153,741 in CPA funds to eleven

(11) projects, which were included in a warrant article for the 2022 Annual Town Meeting. These funding recommendations were approved at the Town Meeting without alteration, as noted below. Grant Agreements and Memoranda of Understanding are in place for the following projects:

#### Community Housing Projects:

Town of Concord - Regional Housing Services Program - \$28,000 for the Town’s participation in the Regional Housing Services Program.

#### Historic Preservation Projects:

Concord Home for the Aged - 110 Walden Street Preservation Project Phase IV - \$135,000 for the exterior and structural preservation of 110 Walden Street, as recommended in the Historic Structures Report.

**The Trustees of Reservations** - The Old Manse Exterior Preservation - \$38,500 for the exterior preservation of the Old Manse, including carpentry work and painting of the entire structure.

Wright Tavern Legacy Trust and Trustees of Parish Donations First Parish Church - Wright Tavern Structural Repairs - \$234,400 for consultation and design services; the installation of moisture barriers in crawl space; updating wiring; installing new subfloor and plaster in attic; supporting ridge beams in annex; removal of spalling brick in the basement; and repointing the foundation of Wright Tavern.

**Concord Free Public Library** - Concord Oral History Preservation and Access Project - \$22,841 for the digitization and transcription of a collection of almost 500 recordings of Concord Oral Histories.

#### Open Space and Community Housing Projects:

Town of Concord - Assabet River Bluff Preservation & Housing – Land Acquisition. \$1,000,000 for the acquisition of a parcel of land for both open space and community housing purposes.

#### Open Space and Recreation Projects:

Town of Concord - Junction Village Open Space - \$250,000 for the creation of passive open space on 6.5 acres of land along the Assabet River over multiple years, beginning with general design and

invasive plant removal and evolving to a developed parkland with interpretive signage, a pollinator meadow, gathering spaces, and public art.

**Town of Concord - Bruce Freeman Rail Trail,** \$30,000 for enhancements to the Trail including a connection to the prison cemetery, additional landscaping, screening, benches, signage and other amenities to enrich and enhance the visitor experience.

**Town of Concord - Assabet River Pedestrian Bridge** - \$300,000 for the development of drawings, specifications, estimates and final permitting needed for the construction of the Assabet River Pedestrian Bridge, as per Mass DOT requirements.

### **Recreation Projects**

Town of Concord - Recreation Facilities Strategic Plan - \$75,000 to hire a consulting firm to update the Town Recreation Facilities Strategic Plan in conjunction with Town and community stakeholders through a collaborative public participation process.

### **Administration**

Town of Concord - Staff and Technical Support, \$40,000 for administration of the CPA. Funding provides staff support, legal and consulting services, public notices, copying and other administrative expenses.

### **Ongoing Projects**

At year end, there are 39 ongoing projects from previous years in addition to the eleven (11) new appropriations in 2022. Eleven (11) projects were completed and closed out in 2022.

### **Community Preservation Plan and Procedures Manual**

The updated Community Preservation Plan was adopted on November 29, 2022 and a new Procedures Manual was adopted on January 3, 2023.

### **Warrant Articles relating to Junction Village, Special Town Meeting (January 2023) and Annual Town Meeting (May 2023)**

Since the Junction Village/Christopher Heights community housing project is not moving forward, the CPC submitted a warrant article for the

Special Town Meeting in January 2023 to rescind prior appropriations for that project in the sum of \$1,044,255.76 and to appropriate that amount to the CPC Community Housing Reserve Fund. On January 3, 2023, the CPC voted to submit two related warrant articles for the Annual Town Meeting in May. One would appropriate \$1,044,255.76 for the development of affordable community housing to be expended under the direction of the Concord Municipal Affordable Housing Trust. The second would rescind prior appropriations for the Junction Village/ Open Space project in the sum of \$250,000 and to appropriate that amount to the CPC Open Space Reserve Fund.

### **2023 Annual Town Meeting Recommendations – Pending**

The CPC held informational meetings in June and August for potential applicants. In September, the Committee received eleven (11) new applications, ten (10) of which were eligible for 2023 Annual Town Meeting funding. One of the eleven applications was withdrawn. Another applicant significantly revised its request to address the unexpected and urgent need for affordable housing in Concord, in accordance with the Special Circumstances clause of the Concord Community Preservation Plan.

Atypically, the funding projection of \$1.850 million exceeded the \$1.847 million in CPA funds requested by applicants. The Committee met eleven (11) times between September and January 2022 to interview applicants and evaluate projects. On January 3, 2023, the CPC voted to recommend that \$1,847,153 in CPA funds be appropriated for 10 applications as a warrant article for the upcoming 2023 Annual Town Meeting.

## HISTORIC DISTRICTS COMMISSION

Commission Members:  
Luis D. Berrizbeitia, Chair  
Peter Nobile, Vice Chair  
Abigail Flanagan, Secretary  
Melinda Shumway  
Paul Ware

Associate Commission Members:  
Kate Chartener  
Dennis Fiori  
Katharine Mast  
Henry Moss

As an early leader in the preservation movement in this state so rich with history, the Concord Historic Districts Commission (HDC) was established by the Massachusetts Legislature in May 1960 by a Special Act and charged with promoting “the educational, cultural, economic and general welfare of the public through the preservation and protection of buildings, places and districts of historic or literary significance...” within the districts. The HDC strives to preserve, maintain, and create physical structures and spaces that enhance Concord’s reputation as one of the most historically significant towns in the United States. Its six historic districts—the American Mile, Barrett Farm, Church Street, Hubbardville, Main Street, and Monument Square/North Bridge--deserve special attention because they contribute to our shared understanding of American history and quality of life.

The HDC is unusual in that it is a local community resource responsible for assets with national significance. It works cooperatively with applicants to discover, unveil, and apply design elements that preserve the unique historical and architectural character of the districts. This process is assisted by frequent consultations with the Concord Historical Commission such that actual historic references are considered. The Senior Planner assigned to the HDC provides insights into historic sites and structures, and the implications of the proposed changes from the perspective of Local, State, and Federal guidelines and regulations. The HDC also works constructively with prospective applicants from the public, private and non-profit sectors who bring preliminary designs for informal

discussions with HDC Commissioners. These conversations assist the applicant in understanding the opportunities and constraints relevant to the historic site, and the considerations that make an application successful. HDC meetings are always open to the public who are encouraged to comment on the applications.

The HDC follows objective standards from the Concord Historic Districts Act, Design Guidelines, Rules and Regulations, and Guidelines for Administration, as well as national guidelines for the treatment of historic properties. All these are public documents available on the HDC web site. Its volunteer members are appointed by the Select Board from nominees forwarded by the Select Board itself, the Planning Board, the Commission of Natural Resources, the Concord Free Public Library, and the Concord Museum. This process allows the HDC to represent a broad spectrum of the Concord community and to reflect its values and its aspirations for the historic present and the historic future of Concord.

As part of its mandate under the Historic Districts Act, the HDC regularly reviews applications for changes to exterior features which are visible from a public street, way or place, and issues Certificates of Appropriateness. In 2022, the HDC held 22 regularly scheduled public meetings at which 72 applications for Certificates of Appropriateness were reviewed. The Commission approved 57 Certificates, four of which were for extensions of existing Certificates. Three applications were denied and twelve were amendments to previous approvals. The Commission also conducted nine official (and many informal) site visits during the year.

During 2022, commission Member Luis D. Berrizbeitia served as Chair, Peter Nobile as Vice-Chair, and Abigail Flanagan as Secretary. Ann Clifford joined the Town of Concord as Senior Planner to the HDC. At the end of the year the Commission bid farewell to Peter Nobile, and Abigail Flanagan, whose years of commitment, hard work, expertise, and contributions to the HDC are recognized and appreciated.

## **HISTORICAL COMMISSION**

Members:

Melissa Saalfield, Chair

Alan Bogosian

Michael Capizzi

Robert Gross (expired - May 2022)

Ryan Hanley (appointed - Dec 2022)

Rebecca Lemaitre

Nancy Nelson

Associate Members:

Francesca Cataldo

Ryan Hanley (associate member - June 2022, full member - Dec 2022)

### **Demolition Review Permits**

The Concord Historical Commission (Commission/CHC) received 18 applications for Demolition Review in 2022. 4 of these structures were found to be “historically significant” and required a public hearing. One application was withdrawn, and the other 3 structures were determined to be “preferably preserved,” with a one-year delay imposed from the date of their public hearing. Properties currently under a one-year delay are 38 Davis Court, 1053 Davis, 653 Main Street, 86 Prairie Street and 87 Prairie Street.

### **Demolition Review Bylaw Amendments**

The Commission proposed an amendment to the existing Demolition Review Bylaw, Sections 3.4 and 3.6 for the 2023 Annual Town Meeting. This change under Section 3.4 will extend the length of time from 45 days to 60 days between receipt of a Demolition Review application and the public hearing. Under Section 3.6, the Building Commissioner may grant a demolition permit should the CHC fail to make any determination within 60 days rather than the current 45-day limit. The longer time frame is necessary in part because the Commission meets only once a month, and the new paper of record has an earlier deadline for posting legal ads.

### **Historic Preservation Plan**

The Commission applied to the Community Preservation Committee for funds to create an historic preservation plan for Concord that supports integrated, cross-disciplinary goals set forth in

**Envision Concord** – Bridge to 2030 long-range plan (e.g., better collaboration among town groups and business, promotion of education and awareness, review of effectiveness of regulatory tools, identification of historic resources, etc.) and reflect national preservation priorities. This grant request will be decided at the 2023 Annual Town Meeting.

### **Scenic Roads Bylaw**

After nearly 40 years of effort by past Historical Commissions and private citizens, a Scenic Roads Bylaw was successfully adopted at the 2022 Annual Town Meeting. The intent of the new bylaw is to help the town maintain its rural, historic character by ensuring that the removal of trees and stone walls in the road right-of-way of designated “scenic roads” is determined through a public process. Included in the passage of the bylaw were nine designated scenic roads: Balls Hill Road, Barrett’s Mill Road, Garfield Road, Liberty Street, Monument Street, Old Road to Nine Acre Corner (ORNAC), Strawberry Hill Road, Sudbury Road, and Westford Road. At year’s end, the Commission along with Concord Public Works were developing the rules and regulations that will govern the implementation of the new bylaw. Deliberations will continue into 2023.

### **Section 106 Review– Route 2A/The Battle Road**

The Commission continued its review of the Mass DOT and Federal Highway Administration (FHWA) plans to provide traffic calming measures and pedestrian accommodations as part of the resurfacing of Route 2A/The Battle Road. The CHC submitted multiple letters to local, state, and national officials seeking to minimize changes that could compromise the structures and landscapes associated with Minute Man National Historical Park and archaeological sites yet to be excavated. Despite reductions in scope by MassDOT and FHWA, at year’s end the Commission continued to challenge the modified plans.

### **Squaw Sachem Trail**

Residents of this private road and other concerned citizens discussed with the Commission efforts to rename it. In late 2021, the U.S. Secretary of the Interior formally declared the term “squaw” as derogatory, and no longer acceptable. The trail derives its name from the very powerful female

leader of native tribes who negotiated the terms of the 1635 land transfer with Concord founders, Peter Bulkeley and Simon Willard. The Commission has reached out to area historians and native scholars to help identify the proper name of this important woman and to work with residents of the street to determine a more appropriate name.

### **Wright Tavern - Preservation Restriction**

On behalf of the town, the Commission oversees preservation restrictions for several historic properties in Concord: Thoreau Farm, Our Ladies Church/Concord Youth Theater, 309 Garfield Road, and the West Concord Depot. New in 2022 was the addition of the Wright Tavern which is undergoing repairs to stabilize and rehabilitate the structure. The Commission held several meetings with Wright Tavern representatives to finalize the terms of the agreement and ensure public access to its historic interior. Discussion will continue into 2023.

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

Richard Fahlander, Co-Chair  
Nat Welch, Co-Chair  
Deborah Adleman  
Marybeth Barker  
Adrienne Boardman  
Tracy Hansen  
Dorcas Miller  
John Soden  
Sam Stearns

The Bruce Freeman Rail Trail Advisory Committee advises the Select Board and Town Manager on the design, development, and long-term maintenance of the rail trail in Concord. The Committee works with other town committees and community organizations to ensure safe access for all users. Since its opening in September 2019, the rail trail has become a valued community asset. Users of all ages and abilities experience the natural beauty and historic nature of the West Concord route. Where trains once huffed and puffed, people now pedal, jog, walk, and wheel.

Highlights from the trail construction and the Committee's work in 2022 include

- The Route 2 bridge has been almost fully completed except for some landscaping and a final asphalt coat. The official opening of the trail was pushed from July 2022 to sometime in 2023 at which time the Committee plans to acknowledge this milestone with a community celebration.
- Phase 2D of the BFRT construction took a major step forward with the awarding of a contract by MassDoT. Phase 2D includes the completion of the trail in Concord ("the last half mile") and the extension of the trail 4 miles through Sudbury to Rt 20, where the BFRT will connect with the Mass Central Rail Trail. Phase 2D should be completed by 2025
- In June, the Committee delivered a set of recommendations to the Select Board that included short-term and long-term recommendations that ensure safety while maintaining the park's character. The Committee invested a significant amount of time and effort in at the end of 2021 and the first 6 months of

2022 to carry out the request of the Select Board. The work included holding over 20 hours of public meetings, taking a survey that included responses from 600 residents, facilitating site visits in the Park, receiving, reviewing and discussing ideas submitted by residents, holding meetings with the MBTA. The short-term recommendations were modified and the Select Board has asked town staff to carry out the recommendations, which will happen in 2023.

- The Committee worked with abutters and residents near White Pond to finalize the plans for fencing, landscaping, and access in the “last half mile” (Phase 2C) of the BFRT between Powder Mill Rd. and the Sudbury town line.
- The Town completed installing bike shelters and bike racks along the trail near the commuter rail station in West Concord.
- Work continued throughout 2022 on the design for a viewing area of the Prison Cemetery near MCI Concord including interpretive signs and plantings.
- Work is continuing on Gerow Park between the trail and Warner’s Pond. This will be a great destination for trail users and the park is connected to the trail facilitating access.

Sudbury. Construction expected to begin in spring 2023 and completed by 2025.  
-Phase 3 - Sudbury finalized the purchase of 1.4 miles of CSX rail corridor from just north of Route 20 to the Framingham line. Framingham completed the purchase of the remaining 3.2 miles of the CSX corridor at the end of 2022.

### **Trail Construction History/Timetable**

The Bruce Freeman Rail Trail is expected to become a 25-mile-long rail trail through the communities of Lowell, Chelmsford, Westford, Carlisle, Acton, Concord, Sudbury, and Framingham. The accessible trail is open to non-motorized uses such as cycling, jogging, walking, rollerblading, and skiing. The trail honors the memory of Bruce N. Freeman, a State Representative from Chelmsford and early advocate for the development of the rail trail.

-Phase 1 - Lowell, Chelmsford, Westford - 6.9 miles. Opened in 2009.

-Phase 2A – Westford, Carlisle, Acton - 4.9 miles. Opened in April 2018.

-Phase 2B – Route 2 Bridge. Construction began June 2020 and is expected to be officially completed in 2023

-Phase 2C – Concord (Commonwealth Avenue to Powdermill Road) – 2.5 miles and formally opened on September 27, 2019.

-Phase 2D - Powder Mill Road to Route 20 in Sudbury - 0.5 mile in Concord/4.4 miles in

## CONCORD LAND CONSERVATION TRUST

### *Concord Land Conservation Trust Trustees:*

Polly Reeve, Chair  
John M. Stevens, Jr.  
Jeff Wieand, Treasurer  
Joan D. Ferguson  
Lynn G. Huggins, Secretary  
Frederic H. Mulligan  
Jonathan M. Keyes  
Gordon H. Shaw, Trustee Emeritus

### *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. Membership is open to all. The Land Trust'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 as well as other nonprofit organizations. The Land Trust works closely with its affiliate, the Concord Open Land Foundation.

A major accomplishment of 2022 was the preservation of Assabet River Bluff, a lovely riverfront woodland in West Concord, for conservation in addition to affordable housing. Bounded by the Assabet River and the Bruce Freeman Rail Trail with frontage on Old Marlboro and Upland Roads, this land has been among the Land Trust's highest priorities for decades because of its value to the West Concord community and its ecological significance as part of the river corridor. Neighbors, land conservationists, affordable housing proponents, and the Town of Concord worked collaboratively to structure an acquisition that advances two community priorities: conserving natural lands and providing affordable housing. The six-acre Bluff is now owned by the Town and will be additionally protected with a conservation restriction held by the Land Trust and Sudbury Valley Trustees (under review by the State at the

time of publication). Funding for this acquisition came from the Town, a federal grant, and generous contributions from hundreds of Land Trust members, neighbors, and donors.

During 2022, the Land Trust also continued its active stewardship of more than 1,000 acres of protected land and 25 miles of trails. Volunteer Trail Stewards helped maintain trail systems by installing bog board bridges over wet areas, clearing downed trees and limbs, and updating signage. A major trail reroute was undertaken along the "red" trail in Wright Woods by a professional trail crew from the Appalachian Mountain Club with the aid of Land Trust volunteers. Invasive plant removal, including glossy buckthorn, Asian bittersweet, porcelain berry, and water chestnut, continued by licensed contractors and volunteers in areas under ecological threat. Trustees and staff conducted annual monitoring of conservation restrictions, which protect natural resources such as forests, agricultural fields, meadows, and wildlife.

Hundreds of people participated throughout the year in Land Trust walks, workshops, and volunteer programs. With grant funding from the Cooperative Invasive Species Management Area (CISMA), the Land Trust partnered with Parterre Ecological to present a workshop at Brooks-Hudson Meadow on invasives management and native plant restoration. A new pilot River Stewardship program removed 550 bushels of water chestnut from the Sudbury River thanks to generous equipment donations and dedicated volunteer support. The Land Trust joined the SuAsCo CISMA Weed Warrior program to train volunteers to become certified in identifying and removing invasive plants, and joined the New England Beecology Project to study plant-bumblebee interactions on several Land Trust properties to document species diversity. Plant ID volunteers helped by recording flora found at Brooks-Hudson Meadow and Newbury Field, building on data previously collected.

Special projects included a new publication titled, "Deciphering Concord's Old Stone Walls and What They Indicate: A Field Guide" researched and written by retired Harvard professor and eminent landscape ecologist Richard T.T. Forman. Lucas Herrero, a local high school student and Boy Scout,

worked with the Land Trust to install four bat houses at Corey Meadow. His project helped earn him the rank of Eagle Scout.

The Land Trust is governed by a volunteer board and our operations are supported almost exclusively by annual membership donations. The Land Trust is grateful for 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. As one of the oldest local land trusts in the country, we are proud and grateful that Concord has long placed a high value on maintaining a balance of land uses characteristic of the traditions of a New England town. The Land Trust is committed to continuing this tradition by protecting and stewarding these special places, for Concord residents and all to enjoy in perpetuity.



*View from Assabet River Bluff, West Concord*

**Concord Land Conservation Trust**  
**Statements of Financial Position**  
**September 30, 2022 and 2021**

	<b>2022</b>	<b>2021</b>
<b>Assets</b>		
Current assets		
Cash and cash equivalents	\$ 418,078	\$ 98,512
Investments	3,263,851	3,823,890
Promises to give - net - current	1,142	-
Prepaid expenses	4,134	4,134
Total current assets	3,687,205	3,226,536
Non-current assets		
Land - held as open space	31,298,275	30,644,903
Website costs	-	7,778
Deposits	600	600
Total non-current assets	31,298,875	30,653,281
Total assets	\$ 34,986,080	\$ 34,579,817
<b>Liabilities and Net Assets</b>		
Current liabilities		
Accrued expenses	\$ 21,219	\$ 33,116
Accrued payroll	-	1,207
Total current liabilities	21,219	34,323
Net assets		
Without donor restrictions		
Undesignated net assets	3,734,626	3,315,162
Board-designated net assets	10,000	10,000
Total net assets without donor restrictions	3,744,626	3,325,162
With donor restrictions	31,220,235	31,220,332
Total net assets	34,964,861	34,545,494
Total liabilities and net assets	\$ 34,986,080	\$ 34,579,817

**Concord Land Conservation Trust**  
**Statements of Activities**  
**For the Years Ended September 30, 2022 and 2021**

	<u>2022</u>	<u>2021</u>
<b>Revenue and Support</b>		
Cash contributions	\$ 1,033,519	127,207
Land contributions	-	\$1,257,000
Investment income	(558,968)	572,498
Membership dues	173,556	171,878
Rental income	10,077	10,061
Trail guide fees	20	-
Total revenue and support	<u>658,204</u>	<u>2,138,644</u>
<b>Expenses</b>		
Program Services		
Salaries and wages	27,764	21,366
Property maintenance	58,013	59,078
Office rent and utilities	2,655	2,595
Insurance	-	6,245
Printing and postage	6,085	8,732
Office supplies and services	3,297	649
Payroll taxes	2,458	1,812
Professional fees	3,200	9,995
Donations	27,500	-
Education studies	3,900	1,000
State filing fees, permits and other taxes	-	515
Organizational dues	600	600
Annual meeting and events	42	-
Conference fees and training	1,680	375
Supporting Services		
Salaries and wages	20,764	16,395
Property maintenance	50	-
Accounting and payroll services	9,204	16,756
Office rent and utilities	5,310	5,190
Amortization	7,778	9,333
Real estate taxes and other taxes	10,178	8,723
Insurance	7,667	803
Printing and postage	796	370
Office supplies and services	3,455	2,368
Payroll taxes	1,646	1,391
Telephone	2,168	2,270

State filing fees, permits and other taxes	50	250
Bank and credit card interest and fees	736	761
Annual meeting and events	222	150
<b>Fundraising</b>		
Salaries and wages	20,764	8,775
Office rent and utilities	2,655	2,595
Printing and postage	3,794	4,827
Office supplies and services	2,585	1,647
Payroll taxes	1,630	748
Professional fees	-	413
Bank and credit card interest and fees	191	101
<b>Total expenses</b>	<b>238,837</b>	<b>196,828</b>
<b>Change in net assets</b>	<b>419,367</b>	<b>1,941,816</b>
<b>Net assets at beginning of year</b>	<b>34,545,494</b>	<b>32,603,678</b>
<b>Net assets at end of year</b>	<b>\$ 34,964,861</b>	<b>\$ 34,545,494</b>

## AGRICULTURE COMMITTEE

Liza Bemis, Co-Chair  
 Melissa Maxwell, Co-Chair  
 Member, Treasurer  
 Member, Vice-Chair  
 Member, Member

The Agriculture (Ag) Committee provides a forum for matters of interest to farmers in Concord and reports to the Select Board on how best to support farming in Concord. The Ag Committee is comprised of 5 members, 3 of whom are actively engaged in the business of farming and 2 community members who have an active interest in farming referred to as “friends of farming”. The committee also has 2 associate members. Liza Bemis and Melissa Maxwell co-chaired the committee in 2022.

The severe drought in 2022 provided a challenge for Concord farmers. Access to enough water for irrigation, as well as the time needed to execute all of the irrigating necessary made it a difficult season. However, when water was applied, yields and quality of produce were good as dry weather means less disease pressure.

2022 was a year of dramatically rising costs in many sectors and this included agriculture. Many of the inputs farmers rely on such as potting soil, fertilizer, fuel, machine parts and seeds went up in price significantly. Additionally, the cost of living for farmers and farm crew members also increased, necessitating higher hourly wages to be paid to farm workers and increased pressure on farm budgets.

The Ag Committee hosted a Spring Forum “Farm Movie Night” under the tent at Verrill Farm. Short films made by Minuteman Media over the course of the previous year were shown to showcase Concord farms during different seasons. The event was held outdoors under the tent with heaters, blankets, and thanks to Verrill Farm- freshly popped popcorn! The video project is ongoing and recently a film featuring Saltbox Farm was completed and is now available on YouTube.

The 17th annual Ag Day Farmer’s Market was hosted by the Ag Committee in September of 2022. Ten farms participated as well as fourteen Concord non-profits. The event was very well attended and operated smoothly thanks to the Concord Police and Town offices coordination. With the help of volunteers from the community as well as horticulture students from Minuteman High School,



*A busy veggie car decorating and racing station at the Agriculture Committee's annual Ag Day Farmers' Market.*

the expanded veggie race track and veggie decorating activities were able to be enjoyed by more families than ever before. In addition to the festivities on Main Street, the Concord Free Public Library partnered with the Concord Conservatory of Music to host a free outdoor concert on the library lawn in celebration of Ag Day.

## CONCORD HOUSING AUTHORITY

Board of Commissioners  
 Stephanie Chrobak, Chair  
 Stephan Bader, Vice-Chair  
 Edward Larner, Treasurer  
 Richard Eifler, Vice-Treasurer  
 Charles Phillips, Member

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 goals of the CHA are consistent with the Town's historical commitment to foster a heterogenous and integrated community.

The Concord Housing Authority (CHA) was established in 1961 under M.G.L. Section 121.B as a local municipal agency for providing low-income housing and is subject to state, federal and local regulations. The CHA is governed by a Board of

Commissioners, four of whom are locally elected and one of whom is a state Appointee. This year, a waiver was granted for one of our elected members to be considered the "Tenant Board Member". All programs are dependent on state, federal, and vital local sources of funding and support.

The CHA operates 221 subsidized units in both Public Housing and Section 8 programs and currently serves more than 375 people. Our family and elderly units are scattered throughout the Town in over 20 locations. Tenant turnover rates for CHA units remain low and waiting lists for available units remains high, translating into lengthy times for the next unit availability.

### Repositioning

In May 2022, the CHA converted its 18 federally subsidized family units to a Section 8 Project-Based Voucher Program providing more financial stability for future operational and maintenance costs. This repositioning of CHA's ownership of the units was accomplished by establishing a new non-profit limited liability company (LLC) that will own the units and lease them back to the CHA. The housing authority, as the sole member of the LLC, will continue to have full control over the 18 units. The conversion was approved by the U.S. Department of Housing and Urban Development (HUD). The CHA is one of just three local housing authorities in Massachusetts that have adopted this unique arrangement under HUD's Section 18 Demolition/Disposal Program, available to agencies with fewer than 50 federal units. Under this repositioning, instead of direct federal operating subsidies, HUD is making Housing Assistance Payments (totaling \$422,762 for fiscal 2022) to the LLC as part of HUD's Section 8 voucher program. Tenants will pay rent to the LLC, with the Concord Housing Authority as its sole managing member. Completion of the financial and legal restricting transaction was a two-year process and cost the CHA approximately \$42,000 for consulting and legal fees as well as closing costs

### Commonwealth Avenue

Rapidly increasing construction costs through 2021 required the CHA to change its Commonwealth Avenue development strategy. Rather than building the project with public funds, the CHA

issued an RFP to transfer the development rights for the proposed 2-bedroom affordable house to a private non-profit. The project was awarded to Habitat for Humanity of Greater Lowell in April. We were extremely excited that Habitat broke ground on November 30th, and we are looking forward to the completion of a new home for a deserving family in 2023.

### Capital Improvements 2022

- Bathroom Renovation at Everett Gardens Expansion
- Carpeting and hallways at Everett Gardens
- Stairs at Peter Bulkeley Terrace
- Boilers at Powder Mill Rd.

### Upcoming Funded Projects

- 3 units to be rehabbed at Bedford St.
- Handicap Unit to be rehabbed at Thoreau St.

### Staff

The CHA welcomed two maintenance staff this year – Ken Hatfield, Maintenance Laborer/Mechanic and Matthew Boleski – Maintenance Laborer/Groundskeeper. We are also contracting for services for a Resident Service Coordinator with Minuteman Services in early 2023.



*Habitat for Humanity ground breaking:  
November 30, 2022*

## CONCORD HOUSING DEVELOPMENT CORPORATION

Lee Smith, President  
Peter Lowitt, Treasurer  
Douglas Bacon  
Dan Drazen

The Concord Housing Development Corporation (CHDC) is a non-profit corporation established by a special act of the Massachusetts Legislature in August, 2006, as a successor entity to the Concord Housing Trust, and the Concord Affordable Housing Committee before that.

All Board members are appointed by the Select Board, and are volunteers and Concord residents. The CHDC works under the charge developed by the Concord Select Board to investigate and implement alternatives for the provision of affordable housing for persons of low, moderate and middle income and others whose needs may be identified from time to time in the Town. The corporation works closely with all Town boards, Committees and Departments to support the Town's goal of housing diversity.

Over the last 16 years, the CHDC has made great strides in the pursuit of its mission. The CHDC has constructed and sold eight income-restricted units in the Lalli Woods mixed income housing development, contributed funds to create a lower level of affordability for several new housing units, allowing them to be counted on the town's subsidized housing inventory (SHI), and preserved the affordable housing restrictions on several units at Emerson Annex by purchasing, renovating and reselling the units. Most recently, the CHDC, in partnership with the Town and Concord Housing Foundation, purchased a single family home in Concord for conversion to a duplex of affordable housing as a Habitat for Humanity project – each home purchased by an eligible family in 2022.

The CHDC acquired a 1-acre property in 2022 as part of the Assabet River Bluff initiative, partnering with the Town and the open space organizations of Sudbury Valley Trustees and the Concord Land Conservation Trust. The property is adjacent to the Bruce Freeman Rail Trail and demonstrates a rare

opportunity to purchase the land for both housing and open space purposes. The housing project was funded by the Concord Housing Foundation, the Concord Municipal Affordable Housing Trust and the CPA funding received enthusiastic funding support at town meeting. The project plans to create 5 units of affordable housing - 3 new units and an improvement of an existing 2 family house This project demonstrates how property can successfully be acquired and used for both housing and protection of valuable open space in cooperation between stakeholders and the residents.

After many years of effort, unfortunately the Christopher Heights of Concord at Junction Village terminated in 2022 due to financial and political constraints. The CHDC continues to own the property, and is now turning to moving forward towards new proposals. By way of background, the Commonwealth gave the property to the CHDC specifically for affordable housing and open space purposes.

The CHDC has also continued its Small Grants Program in 2022, which helps low to moderate-income residents of Concord make repairs to their homes to improve health and safety. The Small Grant Program has two grant cycles annually, with a maximum grant amount of \$4,000. The grants are awarded based on the health and safety justifications of the requests, subject to availability of funds which has become an increasing challenge. Over the life of the program, the CHDC has awarded 63 grants for \$196,746, half to senior residents. Further information regarding the CHDC Small Grant Program is available on the Town website or from the Town Planning Office. The Small Grant Program has no current funding source, and is in jeopardy of having to pause until additional funds become available to CHDC.

The CHDC is an important part of Concord's housing "family", collaborating with the Concord Housing Authority, the Concord Housing Foundation and the newly constituted Concord Municipal Affordable Housing Trust to promote affordable housing in Concord and increase housing diversity. Concord remains an increasingly expensive town in which to live, and the need for

affordable housing remains constant. We will continue to seek out and support responsible additions to the Town's affordable housing inventory to help maintain and increase our housing choice diversity.

The CHDC is well positioned to advance Concord's housing agenda, and looks forward to new initiatives and activities.

The Board typically meets monthly with meeting agendas and minutes posted on the Town's website. Interested residents are welcome to attend meetings and get a sense of how the Board operates. The Board is also currently seeking new members.

## 2229 MAIN STREET OVERSIGHT COMMITTEE

Ray Bruttomesso  
Board of Health representative Deborah Farnsworth  
NRC representative Nick Pappas  
Len Rappoli  
Pam Rockwell  
Fred Seward

### Introduction

The 2229 Main Street Oversight Committee (committee) was formed to monitor the cleanup at the site previously occupied by defense contractor Starmet, formerly Nuclear Metals, Inc. (NMI). The site was placed on the Environmental Protection Agency (USEPA) National Priorities List in 2001 and is now a Superfund site. The consulting firm de maximis has been retained by the responsible parties to manage the cleanup of the NMI site. In 2019 USEPA lodged a Consent Decree for the NMI site. The Consent Decree and associated Statement of Work (SOW) describes the Remedial Design/ Remedial Action projects to be implemented at the NMI site.

### Planned Remedial Projects

The planned remedial activities consist of the following five projects to be completed over the next several years.

- 1) Site-wide sediments and soils (SSS). Excavation and off-site disposal of contaminated sediments, underground drain lines and debris, and non-Holding Basin soil,
- 2) In-situ stabilization (ISS). Stabilization of depleted uranium (DU) in Holding Basin soil, and DU and natural uranium in overburden and bedrock groundwater,
- 3) Holding Basin containment. Containment of soil within the Holding Basin with a low permeability vertical wall and horizontal sub-grade cover,
- 4) Hydraulic containment and ex-situ treatment of volatile organic compounds (VOCs) and 1,4-dioxane in overburden groundwater, and
- 5) Hydraulic containment and ex-situ treatment of VOCs and 1,4-dioxane in bedrock groundwater.

In order to effectively design remediation and address data gaps, the SOW provides for the completion of a series of pre-design investigations (PDI) by de maximis for the above-referenced remedial projects.

### Committee Activities

During 2022, the committee engaged in the following activities: reviewing PDI reports prepared by de maximis and their subcontractors, and attending virtual and in-person meetings with de maximis and other stakeholders. Additionally, committee chair Pam Rockwell prepared a letter to the Select Board reviewing hazards and risks connected with present and future remedies at the NMI site. The letter will serve as background and reference as the Town considers whether or not to assume ownership of the NMI site. The committee favors the Town taking ownership of the property and redeveloping it. The committee believes that Town ownership is the best way to ensure that the most complete cleanup is implemented and maintained.

On March 16, 2022, de maximis hosted a meeting at the NMI site to discuss the SSS PDI report. Several committee members were in attendance. This report describes methodology and results for areas of surface and near-surface contamination across the NMI site including the old landfill, drain outfalls, and sweepings pile. After the meeting, attendees were invited on a NMI site walk with de maximis. During the meeting and site walk, committee members posed questions to de maximis regarding the old landfill, further sampling under building E, containing storm water runoff during remediation, protecting the sphagnum bog, and the proposed groundwater treatment plant.

Several committee members were present at virtual meetings sponsored by de maximis on July 13 and August 3, 2022, to further discuss the SSS PDI, Holding Basin PDI, and ISS Treatability reports. The Holding Basin PDI was performed to collect geotechnical, seismic, and hydrogeologic data necessary to design a containment wall that prevents DU from migrating downgradient. The ISS Treatability report presents methodology and results to identify products and doses to treat DU impacted soils in the Holding Basin and DU impacted groundwater downgradient of the Holding Basin.

### What Happens Next

According to a USEPA NMI site update prepared in November 2022, off-site soil removal began in mid-November and will continue for about eight

weeks. Air monitoring and as needed dust suppression will be performed for worker protection and public health. USEPA estimates approximately 250 truck trips or about 10 trucks per day leaving the site by the predetermined safest truck route.

More information about the 2229 Main Street cleanup can be found at the following websites. The committee does not have control over the content of these sites.

[www.nmisite.org](http://www.nmisite.org) is the website created by de maximis. It includes a list of current activities at the site, including data and maps from the sampling that has been completed and pictures of the building removal. There are also links to the USEPA Record of Decision and feasibility study.

More information from USEPA about the 2229 Main Street Superfund site can be found online at <http://www.epa.gov/superfund/nmi>.

## ECONOMIC VITALITY AND TOURISM

Beth Williams, Economic Vitality & Tourism Manager

Overall staffing numbers at the Visitor Center grew to 17 with the addition of 2 new tour guides and 1 new part-time clerk. Staff serve in several different capacities as attendant, tour guide, clerk and Ambassador at the Minute Man National Historical Park (MMNHP). New staff members include Joe Palumbo and Mary Bierman as tour guides and Cindy Keene as clerk.

2022 sales and attendance matched the Visitor Center's 2021 numbers with attendance over 14,000 and revenue at \$43,000, far exceeding the \$18,000 from 2020. Daily tours ran over 90% of the time and both bus and private tours were very popular exceeding past years' bookings. We hosted 12 bus tours and 55 private tours, more than in any past year.

In July 2022, we migrated tour sales from Myrec to FareHarbor, a free, accessible, and easy to use program that allows for online sales 24/7. Since launch in July, over \$5,000 was processed in online sales. Prior year online advanced sales were zero as we did not have this functionality.

Advance sales for 2023 are the strongest yet, including a new contract for 20 bus tours with Collette Tours, 20 educational tours with Worldstrides and a new series of 6 bus tours/literary retreat. The EVT Division is working with bus companies to spread out tour dates so that all have a great experience with dining and shopping in Concord. There is a monthly newsletter going out to all Concord businesses with the bus arrivals that we have scheduled so that they can plan staffing as many hospitality vendors continue to struggle with this aspect of their businesses.

In spring 2022 the Economic Vitality and Tourism (EVT) launched a new bike share program with a new vendor, Tandem. Able to reuse the old racks from a former company, Tandem provided a turnkey service with maintenance included. Over 500 riders rode over 600 miles between April and November! The highlight of the year was the addition of 2 adaptive bikes, to make bike riding more

accessible for persons with disabilities. These bikes were funded by a Mass DOT Shared Streets grant and are owned by the Town. Funding for 2023 is through a prior donation from Concord Rotary with the balance from the EVT revolving account.

In collaboration with the towns of Lexington and Arlington, Concord applied, received, and completed a Technical Assistance Grant (TAP) from the Metropolitan Area Planning Council (MAPC) to determine the economic impacts of tourism to our region.

The Economic Vitality and Tourism division was thrilled to extend tour offerings with new topics and more partners in 2022.

Three Visitor Center staff continued to serve as Ambassadors at the MMNHP North Bridge Visitor Center. This partnership has provided benefits to the Town in the opportunity to talk to the many visitors at the North Bridge Visitor Center. Our staff can provide information which directs them to explore more of Concord, recommending shopping, dining and other attractions' offerings.

The monthly tourism huddle has grown to include an average of 15 participants across all sectors with the most noted reason for attending is "partnerships with other organizations"! By increasing opportunities for sharing and dialog, we can pair up for more successful events and promotions such as partnering between Concord Academy and the Umbrella Arts Center or between the Concord Museum and the Old Manse.

In the spring of 2022 a new tour, "Women of Art in Concord" was launched around the 100th anniversary of the Concord Art Association. The tour began at Concord Art and continued to Main Street, visiting the Albright Art Supply, Lucy Lacoste Gallery, Three Stones Gallery and ending at Barrow Bookshop.

In the fall, our "Three Cemeteries Tour" was reimagined and renamed, "Memories, Monuments and Mortality" and focused on the links and stories of those that once walked Concord's hallowed roads. A new partnership was formed with Dee Funeral Home so tour groups were able to view the carriage that carried the bodies of Hawthorne Family members to their final resting spot.

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*TAP is supported by the District Local Technical Assistance (DLTA) program which is funded through appropriations by the State Legislature and Governor in the annual state budget, the annual assessment paid by member cities and towns, and private foundation funds. TAP grants allow municipalities to work with MAPC on a diverse range of projects to advance shared local, regional, and state goals*

*Based on the input-output model analysis (RIMS II), we estimate that direct tourism output (visitor*

*spending on tourism commodities) in Arlington accounts for 11.3% or \$18.5 million of its total annual sales of commodities of tourism and allied sectors. For Concord and Lexington, it accounts for 33.1% or \$72.3 million and 26.9% or \$58.6 million respectively. These percentages increase to 18.9%, 53.1%, and 43.4% for Arlington, Concord and Lexington respectively, for total tourism output which includes indirect and induced impacts in addition to the direct impacts.*

## MINUTEMAN ADVISORY GROUP ON INTERLOCAL COORDINATION (MAGIC)

The Minuteman Advisory Group on Interlocal Coordination (MAGIC) includes the towns of Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Lincoln, Littleton, Maynard, Stow, and Sudbury. MAGIC 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 Highlights

MAGIC held annual elections at its September 13th meeting. MAGIC's three leadership positions are one Chair and two Vice Chair positions. Together, they work with the MAGIC Coordinator to steer the ship and ensure MAGIC encourages regional collaboration and discussion of issues of regional interest and concern. Congratulations and thanks to Bill Nemser, Maynard Planning Director, who will serve as Chair; Jennifer Glass, Chair of the Lincoln Select Board, who will be a Vice Chair; and to Franny Osman, the Planning Board Representative for the Town of Acton who will be a Vice Chair. Each of these officers has been re-elected to their second term in leadership.

We also welcomed new MAGIC members and participants this year: Himaja Najireddy, Select Board member for the Town of Acton, Todd Miller, Town Planner for the Town of Bolton, Valerie Oorthuyz, Town Planner for the Town of Stow (and previously a MAGIC representative for the Town of Bolton), and Ingeborg Hegemann Clark, Select Board member for the Town of Stow.

MAPC staff member Julie Curti served as the Subregional Coordinator to MAGIC through December 2022 and Georgia Barlow and Sasha Parodi became the new Subregional Coordinators in January 2023.

### MAGIC Meetings

MAGIC held 8 regular business meetings virtually in 2022. Highlight meeting topics included the following:

- January 11, 2022: Electric Vehicle (EV) Charging

- Station Procurement, Legislative Updates: Budget Process and ARPA, MAPC Technical Assistance Program (TAP) Funding Overview
- March 1, 2022: Downtown Business District Revitalization presentation from the Town of Hudson and Hybrid Meetings Presentation and Discussion
- May 3, 2022: Climate Roadmap Bill Implementation Updates, Stow Acres Project Share, and Nashoba Regional Greenways (NRG) Coalition Overview
- June 21, 2022: Fiscal Year (FY)2023 Work Planning Discussion
- September 13, 2022: FY23 Work Plan Review, Metropolitan Planning Organization (MPO) election updates, and Community Exchange
- October 4, 2022: MPO Presentation and Discussion, Transportation Electrification Projects and Opportunities, and Community Exchange
- November 15, 2022: Making the Connections, Legislative Priorities Discussion, and Hybrid Meetings Best Practices
- December 6, 2022: MA Municipal Diversity, Equity and Inclusion (DEI) Coalition and Racial Equity Municipal Action Plan (REMAP) Presentation from the Town of Bedford

### Regional Projects

MAGIC communities make a voluntary annual contribution to a Special Assessment Fund, to increase the region's capacity to pursue projects of regional interest. FY2021 and FY2022 MAGIC Special Assessment allocations to regional projects are as follow:

#### Fiscal Year 2022 (\$25,643.26)

- Racial Justice and Municipal Governance Trainings for MAGIC
- EV Charging Infrastructure: Collective Procurement Models (ongoing into FY23)
- MAGIC Legislative Breakfast
- Hybrid Meeting Models Research and Best Practices
- MAGIC Stakeholder Assessment (ongoing into FY23)

#### Fiscal Year 2023 (\$25,656.14)

- Equitable Main Streets
- MBTA Communities Communications Technical Assistance

- Diversity, Equity, and Inclusion Support for MAGIC Communities
- MAGIC Legislative Breakfast
- Net Zero Stretch and Specialized Code Implementation and Communications

**Special Events**

MAGIC held the following special events in 2022: 2022 MAGIC Legislative Breakfast: Over 50 local officials, municipal staff, and other members of the MAGIC gathered on June 3 at The Sanctuary in Maynard to hear from and ask questions of their state representatives. The breakfast included a robust panel discussion with Senator Eldridge and Representatives Hogan, Gentile, Ciccolo, and Sena, and was facilitated by MAPC's Deputy Executive Director Lizzi Weyant. The legislators shared their perspective and legislative work on equitable economic development, climate change, and transportation.

**MBTA Communities Presentation and Q&A with DHCD:** On November 8, MAGIC and MetroWest members gathered virtually with Chris Kluchman, the Deputy Director of DHCD's Community Services Division to hear a presentation on the finalized MBTA Communities 3A Guidance and have an opportunity to ask questions related to compliance, technical assistance and community engagement.

**FIBER BROADBAND COMPLETION TASK FORCE**

- Gordon Brockway - Light Board Rep
- Scott Hopkinson - PEG Access Advisory Committee Rep
- David Hesel - HOA (Home Owners Association) Rep
- Gail Hire – Citizen at large Rep
- Mark Howell – Citizen at large Rep, Task Force Chair

The Fiber Broadband Completion Task Force (FBCTF) was created due to the passage of Article 41 at the 2021 Annual Town Meeting. The article required that the Select Board appoint a citizen committee to conduct a targeted, focused effort to study and recommend possible solutions and funding sources for expediting completion of the Town's fiber optic communications network. The

task force is required to prepare a report in time for the 2022 Annual Town Meeting.

The Select Board approved a charge and appointed the members of the Task Force in August 2021. The Task Force met almost every week from September through April of 2022. A public forum occurred on April 14, 2022 to receive input on the draft report. The final report was published on June 3, 2022 and presented to the Select Board at the June 13, 2022 meeting. The Select Board dissolved the Task Force in July as the work was completed. The report and recommendations are available on the Town Web site on the Fiber Completion Task Force committee page. Implementation of the recommendation has gone primarily to the Light Board and CMLP Broadband staff.

**COMPREHENSIVE SUSTAINABILITY & ENERGY COMMITTEE**

- Sharon Jones (Chair)
- Karen Gibson (Clerk)
- Jerry Frenkil
- Mike McDonald
- Janet Miller
- Douglas Sharpe
- Hany Teylouni

The Comprehensive Sustainability Committee (CSEC) consists of up to nine members appointed by the Town Manager with the approval of the Select Board. The Committee assists the Town by identifying, designing, and implementing programs and projects to foster energy conservation, energy efficiency, and renewable energy generation, and to track and report on the financial and environmental impacts of such programs.

CSEC's role is complementary to that of the Climate Action Advisory Board, whose role is to develop new sustainability policies, whereas CSEC engages citizens and helps put these policies into action. CSEC's efforts make residents of Concord more aware of the role that we all must play in reducing greenhouse gas emissions and to act accordingly. The Committee works closely with Concord's Sustainability Director.

CSEC's major focus in 2022 was the development and production of the Cooler Concord Sustainability Series, a program directed at encouraging Concord residents to take action to reduce their carbon footprints. The program, consisting of a series of events on a range of sustainability topics, kicked off with a Keynote Address, cohosted with the CCHS Sunrise Hub. MIT Professor Kerry Emanuel gave an inspiring presentation on Climate Change Risks and Opportunities. Subsequent events included an Arbor Day and tree planting celebration cohosted with the Garden Club of Concord, a forum on using heat pumps for heating and cooling, an EV Open House co-hosted with CMLP, a workshop on making your home sustainable now, and a Cooler Concord Climate Festival co-hosted with the Concord Free Public Library and Mothers Out Front. Overall, the series of events attracted 175 residents.

CSEC was also involved with a number of other sustainability efforts in Concord. CSEC worked to develop relationships with key organizations in town including the Concord Free Public Library, the Concord Business Partnership, and Newbury Court assisted living. These efforts focused on reaching particular segments of the Concord community to educate and open dialogs on how their organizations can begin to reduce their carbon footprint.

CSEC also became involved with the Concord Public Schools in addressing the replacement of the Alcott school boiler. CPS's proposed budget included the replacement of the original gas-fired boiler, as it neared its nominal end of life, with another gas fired boiler. CSEC invited CPS administration to report to CSEC the issues and considerations about the replacement plans as installing another gas-fired boiler would effectively lock-in gas heating at Alcott for another 25 years or more. Superintendent Laurie Hunter briefed CSEC on the details and, partially as a result of the CSEC's expressed concerns, reported that the CPS administration had altered plans in order to first conduct a feasibility study of less carbon intensive options before proceeding with the actual replacement.

The Alcott situation highlighted that heating system end of life considerations will be major concerns

as Concord strives to meet the town goal of 80% overall reduction in Green House Gas emissions by 2050. The Thoreau and Willard schools, as well as other municipal buildings, will face similar issues in the next few years.

CSEC also considered Town Meeting Warrant Article 38 to urge CMLP to develop an action plan and schedule for the achievement of the Town's 2030 solar capacity targets focused on development of new power generation on Town-owned properties. After discussion, CSEC members unanimously voted to support the Article which subsequently passed by a large margin at Town Meeting.

These CSEC efforts, and many others, were undertaken with support from Concord's Sustainability Director, Amanda Kohn, who resigned from this position during the summer. CSEC assisted the Town Manager's office in the search process to find her replacement and in late 2022 welcomed Eric Simms as the Concord's new Sustainability Director.

# SCHOOLS

## JOINT SCHOOL COMMITTEES

### CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

Alexa Anderson  
Court Booth  
Tracey Marano, Chair  
Cynthia Rainey  
Carrie Rankin  
Sara Wilson  
Sharon Whitt, Vice-Chair

#### **New Members of the Regional School Committee**

Sharon Whitt was welcomed to the Regional Committee as a Carlisle representative, and Carrie Rankin was welcomed as a representative from Concord.

### CONCORD SCHOOL COMMITTEE

Alexa Anderson, Chair  
Court Booth  
Tracey Marano  
Cynthia Rainey  
Carrie Rankin, Vice-Chair

#### **New Member of the Concord School Committee**

Carrie Rankin was welcomed to the Concord School Committee after a special election in February to fill a vacant seat.

#### **METCO REPRESENTATIVES**

Domingos DaRosa for CCRSD  
Ayesha Lawton for CPS

The Concord School Committee added a policy to include METCO representation on the committee in June of 2022. Domingos DaRosa was welcomed as a representative to the region, and Ayesha Lawton was welcomed as a representative to Concord.

#### **Student Representatives, CCHS Students**

Zariah Alves  
Harry Crowley  
Felicity Zhang

#### **Statement of Appreciation from the Joint School Committees**

As School Committee members, we want to share our deep and genuine gratitude for the time, effort, creativity, determination, and thoughtful care that our Superintendent, district leaders, teachers, and staff dedicate to our students every day.

We also wish to share our appreciation for the efforts of the METCO Representatives who were added to the Committees as well as the CCHS Student Representatives.

In addition, we extend our thanks Carlisle resident Eva Mostoufi for her service to the Regional School Committee as well as to Jared Stanton for his dedication and contributions while serving as the Assistant Superintendent for Finance and Operations for both CPS and CCRSD.

Most of all, members want to thank the citizens of Carlisle and Concord for their ongoing support of the schools, and to all the parents and community members who volunteer their time on behalf of Concord-Carlisle High School (CCHS) and Concord Public Schools.

#### **Mission and Core Values**

Members of the School Committee use the vision articulated in the District's mission statement and core values to guide decisions. The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become independent lifelong learners, creative thinkers, caring citizens, and responsible contributors to our increasingly diverse global society. The core values of excellence, engagement, perseverance, inclusion and innovation are reflected in the 2018-2023 District Strategic Plan and the programs, services and activities which support student learning.

#### **Continued Implementation of the 2018-2023 District Strategic Plan; Planning Process Begins for the Next Five-Year Strategic Plan**

Following a comprehensive planning process that was driven by a 50-member stakeholder group

that included faculty, students, school committee members, parents, community members and school administrators, a strategic plan was formed to shape a shared vision for both Districts. The plan features efforts in key areas such as reducing student stress, maintaining academic excellence and work related to cultural proficiency and awareness.

The strategic plan is utilized to guide and prioritize decision making regarding teaching and instruction, curriculum, budgets, and planning for facilities amongst other matters. Also, it will include provisions for analysis and review of the plan's on-going success as well as for on-going input from the public.

Planning and stakeholder groups started meeting in the fall of 2022 to begin the process of formulating the 2023-2028 District Strategic Plan which will be implemented in the fall of 2023.

### **Diversity, Equity, Inclusion and Belonging 2022-2027 Strategic Plan**

Following a year-long process that included multiple stakeholder meetings and roundtable discussions, the Districts created and adopted a Five-Year Strategic Plan for Diversity, Equity, Inclusion, Belonging.

The work to create an equitable, inclusive, and anti-racist environment in CPS and CCRSD goes back many years including the establishment of the PreK-12 Cultural Competency Committee in 2017. The strategic objectives in this area are included in the Districts' Five-Year Strategic Plan.

### **New Assistant Superintendent of Finance and Operations for CPS, CCRSD**

Robert Conry was appointed to serve as the Assistant Superintendent of Finance and Operations for Concord Public Schools and the Concord-Carlisle Regional School District. He started on July 1, 2022.

### **School Enrollments (As of 10/1/22)**

Concord Public Schools enroll 1,891 total students, with 1,240 in grades K-5 enrolled at the three elementary schools, and 651 enrolled in grades 6-8 at Concord Middle School. This represents a decrease in enrollment from 1,948 students in 2021. The Superintendent and School Committee carefully monitor enrollment projections. There are a total 120 students participating in METCO with 71 students in grades K-8 and 49 at CCHS.



*Members of the Concord and Concord-Carlisle Regional School Committees  
Left to right – back: Domingos DaRosa, Alexa Anderson, Court Booth, Ayesha Lawton  
Left to right – front: Cynthia Rainey, Tracey Marano, Sara Wilson, Dr. Laurie Hunter, Carrie Rankin, Sharon Whitt*

The Concord-Carlisle Regional High School enrolls 1,309 students, with 941 students from Concord and 293 from Carlisle. These figures reflect a decrease of 22 students from Concord and an increase of 12 students from Carlisle from the 2021 enrollments. These levels set the percentages for the regional agreement at 76% Concord and 24% Carlisle.

The total number of students in grades K-12 for the two Districts totals 3,200 which includes some staff enrollments but doesn't include out of district special education students.

### **FY23 Operating Budgets**

The School Committees seek to develop budgets that meet the needs of our students and teachers while being sensitive to the impact on taxpayers. The School Committees work with District leaders to discuss funding priorities and cost drivers as well as to discuss budget recommendations with the Finance Committees in Concord and Carlisle as appropriate. Ultimately, Concord and Carlisle residents approve the budgets at Town Meetings.

During 2022, the FY23 operating budget of \$43,010,486 was approved for Concord Public Schools which represents a 3.12% percent increase from the previous year's budget. For the Regional District, an FY23 operating budget of \$36,541,181 was approved which represents a 2.19% percent increase from the previous year's budget.

The approval of the budgets for both CPS and CCRSD is the culmination of a multi-month process that begins with the submission of the annual School Improvement Plans that are developed and guided by the Districts' strategic plan and includes input from teachers, parents, and administrators.

Concord Public School Sustainability Investments  
As part of the FY24 Capital Improvement Budget, the Concord School Committee approved funding for electrical upgrades at the Ripley Building that will allow the installation of electric heat pumps to service a portion of the building and will facilitate future electrification improvements at the site. Committee members and the Superintendent were pleased to take this latest step in their efforts to move away from the use of fossil fuels by the District.

## **MINUTEMAN VOCATIONAL TECHNICAL SCHOOL**

Dr. Kathleen A. Dawson, Superintendent



### **Leadership Transition**

Dr. Kathleen A. Dawson became the Superintendent-Director of the Minuteman Regional Technical School District on July 1, 2022, following the retirement of Dr. Edward Bouquillon, who led the district for 15 years.

Dr. Dawson was hired following a unanimous vote by the Minuteman School Committee on January 26, 2022. She arrived at Minuteman from her most recent position as Deputy Superintendent of the Orange County Schools in North Carolina. During her tenure with Orange County Schools, the district had the highest number of schools exceeding academic growth in the state, even during a pandemic. She also was integral in increasing the graduation rate and increasing the number of underrepresented students in advanced courses as part of her equity work. Her extensive professional background includes launching five career technical education academies in less than a year and increasing the number of students graduating with associate degrees during her tenure as Chief Innovation Officer for the Guilford County Schools in Greensboro, North Carolina. Dr. Dawson previously served as a public-school teacher and administrator in the Boston Public Schools, along with public school districts in Duluth, Minnesota, and Nashville, Tennessee. She received her master's degree in School Leadership from Harvard University in 2001 and her Ed.D. in Educational and Organizational Leadership from the University of Pennsylvania in 2015.

Minuteman Achieves All In-District Enrollment

For the first time in the Minuteman district's history, all ninth-grade students resided within the nine district member towns at the start of the 2022-23 school year. Across grades 9-12, in-district enrollment is at 88%, an increase from 59% during the 2017-18 year.

According to the official October 1, 2022, figures, total student enrollment was 692 students, which included 36 from Concord. There are 18 freshmen, eight sophomores, five juniors, and five seniors.

The total enrollment of 692 is over the school building's design capacity of 628 (at 85% capacity).

Minuteman is progressing with the north building project which will house the larger and noisier advanced manufacturing equipment.

The administration is exploring options for the renovation of the east campus building. The renovation of the east campus building will allow the school to increase its capacity to approximately 800 students; it will involve no additional borrowing to the member towns.

### **Expanding Future-Ready Programming**

In July 2022, Governor Charlie Baker visited Minuteman, where he announced the allocation of \$32 million in grants from the Workforce Skills Cabinet for high school and adult career technical education programs statewide, which included more than \$1.2 million for Minuteman. This funding is being used for the high school's welding program, along with the Minuteman Technical Institute's adult evening programs in carpentry, CNC (computer numeric control) machine operation, facilities management, plumbing code, and welding. These grant-funded programs are free to individuals who are unemployed or qualify as "under-employed;" most recent high school graduates qualify.

Additionally, Minuteman continues to expand its new Animal Science career major that launched in the fall of 2021. Veterinary medicine is one of the fastest-growing industries in America with employment opportunities growing 16% by 2029, according to the U.S. Bureau of Labor Statistics. With program advisory partners such as Blue Pearl Pet Hospital and Zoo New England, students receive both classroom and hands-on field training.

### **Athletics Expansion**

Minuteman launched the girls' volleyball team in the fall of 2022, following the full opening of the outdoor athletic complex in the spring of 2022 and a complete return to student athletics following the height of the pandemic. The boys' and girls' soccer teams qualified for their respective state tournaments in the fall of 2022.

The entire athletic complex, located at the former site of the old school building, is a state-of-the-art addition to the Minuteman campus. The multisport field includes an adjacent competitive running track. Two additional fields host a baseball complex with a multipurpose field, as well as a softball complex with an additional multisport field.

Minuteman has capitalized on rental opportunities with the new outdoor sports facilities, which are regularly used by the Boston Bolts, Leslie University, and other organizations.

### **Positive Student Outcomes**

Each year for the past several years, about two-thirds of Minuteman graduates entered college/university and about one-third entered employment in their fields of study. Every student is required to graduate with at least one industry-recognized credential to demonstrate proficiency and/or certification to future employers; most students obtain multiple credentials.

Class of 2022 graduates enrolled in many distinguished higher education institutions, including Arizona State University, Bentley University, Clemson College, Colorado State, Emerson College, Johnson & Wales, Merrimack College, Regis College, Rochester Institute of Technology, Texas A&M, Tufts University, and many others.

### **Concord Student Success**

There were nine Concord graduates in the Class of 2022, including these standouts:

- Layla Lubin studied Health Assisting and is attending Curry College after being accepted to 11 additional colleges/universities. She has already received her Certified Nursing

Assistant Certificate and worked at an assisted living facility. She was active in cheerleading, received three scholarships, and earned six credentials in the healthcare field.

- Grace McNiff also studied Health Assisting and is attending Merrimack College; she was accepted to an additional eight colleges/universities. She worked part-time in an assisted living facility, was a member of the National Honor Society, and received two scholarships and eight credentials in the healthcare field.
- Alton Winkler studied Electrical Wiring and is attending Montana State University; he was accepted to four additional colleges/universities. He received five scholarships and three credentials in construction safety.

### **District Budget**

The approved District Operating and Capital Budget for Fiscal Year 2023 is \$29 million, a 4.96% increase over the previous year. Concord's share is \$1,508,544, which is an increase from the previous year (of \$219,260) and includes operating, capital, and debt assessments.

## **CONCORD MIDDLE SCHOOL BUILDING COMMITTEE**

- Dawn Guarriello, Co-Chair – Community Volunteer
- Pat Nelson, Co-Chair – Community Volunteer
- Alexa Anderson - School Committee Representative
- Court Booth – School Committee Representative
- Heather Bout – Community Volunteer
- Frank Cannon – Community Volunteer
- Peter Fischelis – Community Volunteer
- Matt Johnson – Concord Select Board Representative
- Charlie Parker - Community Volunteer
- Chris Popov - Community Volunteer
- Matt Root - Community Volunteer
- Stephen Stasheski - Community Volunteer with construction experience

The Concord Middle School Building Committee (CMSBC) was charged by the Select Board to undertake a feasibility study that explores the construction of a single new middle school building to replace the two existing facilities. The Committee completed the feasibility study and Schematic Design process for a new school building which provided Concord residents with the analysis, a detailed design, project budget, and the information necessary to make an informed decision on funding the middle school construction project. In January of 2022, residents overwhelming approved moving forward with the project at Town Meeting and the Special Election.

Following those approvals, the CMSBC started the Design Development phase of the project. As they began the next phase, the Committee welcomed new members Stephen Stasheski, who is a community volunteer with construction experience, and Kelly Lafleur who is serving as the Town Manager. The Concord Select Board also extended the term of Heather Bout for the duration of the project as she originally served on the CMSBC as a member of the School Committee.

At the completion of the Design Development phase, The Committee and project team developed a Design Development and a later 60% Construction Drawings cost estimate packages that was reviewed by independent estimating firms to ensure that the project remains on track to achieve its approved

budget. Due to inflation and supply chain issues, those estimated construction costs were more than \$5 million higher than the costs approved at Town Meeting and the Special Election.

As a result of those estimates, the CMSBC met a dozen times to undertake a comprehensive value engineering exercise to identify ways to reduce construction costs, so they were closer to the values that were previously approved by residents. While these efforts resulted in finding cost reductions, the CMSBC remained steadfast in the commitment not to make cuts that would have significant adverse impact on the project's educational plan and the community's expressed desire for athletic and performance space if the construction cost estimates remained higher than the previously approved values.

In addition to their value management efforts, the member of the CMSBC kept an open dialogue with the Concord Select Board and the Concord Finance Committee to discuss an approach for the construction budget issue as well as the establishment of a Special Town Meeting and Special Election so that Concord residents can weigh in and make a final decision on budget and scope of the project. On October 28, the Select Board voted Warrant Article language that would increase the construction budget by up to \$7.2 million. The amount outlined in the Warrant Article is a "not to exceed" cost and may not be the final amount voted if the project's 90% Construction Drawings cost estimates reveal lower costs. The Warrant Article is also meant to account for inflation between the time of the votes and the date that the project will be formally put out to bid.

Residents will have the option to vote to maintain the original construction budget previously approved at Town Meeting and the Special Election or to vote additional funding for the CMSBC recommended project. The construction cost estimates for the 90% Construction Drawings will be returned prior to the Town Meeting scheduled for January 19th which will allow for reducing the \$7.2 million called for in the warrant article if possible. CMSBC also voted to create a list of deduct/alternative items should the construction bids exceed the construction budget which could be

achieved with the additional \$7.2 million if that warrant article is approved at Town Meeting as well as the Special Election.

In order to provide residents with the most updated information, members of the CMSBC have implemented a comprehensive communications plan that includes multiple forums, coffees, information sessions and outreach to local media leading up to Town Meeting.

### **Project Schedule**

Committee members reviewed the project schedule and necessary milestones going forward as they undertake the work to complete the project. The schedule includes the following phases:

- 90% Construction Drawings presented to CMSBC on January 13, 2023
- Design Development and Construction Drawings: February of 2022-February of 2023
- Pre-qualifying vendors, bidding and awarding of bids: October of 2022-April of 2023
- Construction: May of 2023-December of 2024
- Punch list and Move in: December of 2024-February of 2025; and,
- Demolition of existing buildings and installation of new fields: February of 2025-September of 2025; following two full growing seasons, fields ready for use on September 1, 2026.

# HUMAN SERVICES

## SENIOR SERVICES DIVISION / COUNCIL ON AGING

The mission of the Senior Service Division and the Council on Aging (COA) is to enhance the quality of life for Concord seniors (age 60 and older) by promoting dignity, self-esteem and personal independence so that they may participate fully as members of the community. The COA strives to fulfill this mission by offering comprehensive programs and services that provide opportunities for seniors to enhance their physical, emotional, intellectual, and economic well-being. This is accomplished through education, support, and advocacy.

According to the January 2022 Town Census, there are 5,107 Concord residents over the age of 60 and representing approximately 33.5% of the total population of Concord, more than double the state average of 16.2%.

The following is a sampling of service statistics for FY2022:

- 2,927 seniors were active at the COA
- 204 new seniors began participating for the first time
- 176 seniors used the van service and received 4,112 rides
- 711 seniors were assisted by Outreach/Social Services with nearly 10,000 service interactions

### **Coronavirus Impact**

COA operations continued to be impacted by the Coronavirus (COVID-19) during 2022. We initially reopened with a mask mandate in place, eventually making masks optional for full vaccinated individuals. The COA participated in the vaccination process by hosting vaccination clinics for Concord residents over the age of 60 in partnership with West Concord Pharmacy. We required proof of vaccination in order to be unmasked, allowing us to more safely offer congregated meals and indoor activities. Many of our popular activities and programs became hybrid, offered in-person as well as online. The COA purchased Owl technology to improve the

experience for the seniors that choose to stay home. The COA continued to offer transportation services that were slowly expanded throughout the year as vaccination rates increased.

### **Outreach and Social Services**

Our professional staff provides advice, assessment, consultation, and referrals to seniors and their support network (family, friends, and neighbors) while adhering to strict standards of confidentiality. Their extensive and specialized knowledge of resources helps to assist seniors to live independently as long as possible. Strong working relationships with various town departments, hospitals, home health care agencies, aging service access points, housing authorities, and businesses provide the best comprehensive service.

### **Wellness and Fitness**

The COA offers a wide diversity of fitness opportunities such as aerobics, tai chi, qigong, yoga, and strength & flexibility, that contribute to the overall health of Concord seniors. We offer regular health clinics and screenings, as well as educational programs with a variety of speakers on an assortment of health topics. We continue to offer the free loan of durable medical equipment, and 310 people borrowed over 701 pieces of equipment. Our geriatric health nurse is available for seniors who have complicated medical situations that need extra support and advice. In FY21 we started a Patient Navigator program to assist seniors with their medical appointments, and this year the program has built momentum.

### **Social, Recreational, and Educational Opportunities**

The opportunity to interact with peers, stay intellectually active, and feel valued and needed by the community is key to emotional and physical health. We offer day trips, speaker's series, movies, parties, computer tutoring, discussion groups, craft workshops, book groups, cooking classes, games, and music classes, just to name a few. We continue to produce a 12-page monthly newsletter that details the many choices of activities to engage in and explains the services that we offer. Seniors who opt to receive the newsletter may do so by e-mail or postal mail delivery.

## **Transportation**

Our vans provide local transportation Monday through Friday for seniors who no longer drive or who have temporary limitations. In addition to providing transportation around town to medical appointments, banks, pharmacies, grocery stores, hospitals, etc. we continue to provide transportation to the Annual Town meeting and for voting on Election Day. We typically have two vans on the road daily in order to meet demand.

## **Lockboxes and File of Life**

The COA continues to offer the installation of a lock box on the residence of any senior who requests it. This box allows the resident to place a key to their home outside their residence in case of emergencies. Only the Fire/Ambulance Service and the COA have master keys. In the case of any emergency, the locked home can be entered without breaking a door or window. The COA also continues to encourage the use of "File of Life", which is a red plastic folder for the refrigerator and the wallet with important medical information in case of emergency. The COA provides these free of charge to all Concord seniors.

## **Additional Support Services**

Working with community partners we are able to offer additional support services including; Ask a Lawyer, SHINE (Serving the Health and Information Needs of Everyone), Ask a Pharmacist, AARP tax return assistance program, fall clean up days, flowers for homebound seniors, and the delivery of buckets of sand for winter. We continue to offer a Caregiver Support group and have added a series of support groups on relevant issues such as anxiety, loneliness and isolation, and the social emotional effects of the pandemic.

## **Social Media**

The COA Facebook page provides an opportunity for seniors to follow the activities of the COA and to read important and relevant tips for successful aging. We encourage readers to Like our page and share our story with their family and friends.

## **Volunteers and Public Relations**

Volunteers greatly enhance and support the work of the staff and, thanks to their efforts and talents, we are able to offer a rich mixture of programming. We

are always looking for new volunteers for a variety of opportunities, and encourage residents to step forward and see where they may help.

## **Financial Support**

In addition to receiving funding from the Town's General Fund, the COA is grateful to the following funding sources for their commitment to Concord seniors and the financial support of our work: Concord-Carlisle Community Chest: Grant allocations provide partial funding for the following positions: Volunteer Coordinator, Social Service Supervisor, and Outreach Coordinator Executive Office of Elder Affairs: The Formula Grant, based on the number of seniors in our community, provides full or partial funding for the following positions: Geriatric Health Nurse, Outreach Coordinator, and Activity Coordinator.

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 used to support many COA programs.

COA Gift Account: We are grateful to the many people who choose to donate to the COA gift account. Most offerings at the COA are free of charge, but with the assistance of the gift account, we are able to provide scholarships for the cost of an event or trip to seniors who could not otherwise afford to attend. The gift account also helps with program and building expenses that are not otherwise covered with in the budget.

## **COA Board**

The COA Board, which acts in an advisory capacity to the Director, consists of nine full members appointed for three-year terms and two associate members appointed for one-year terms by the Town Manager. Members of the COA Board serve as liaisons to the following committees: Disability Commission, Housing, Board of Health, Concord After Sixty, Public Works, PEG Access and Minuteman Senior Services. Board members for Fiscal Year 2022 were: Carol Ann Hannan (Chair), Gerard Riedel, Kristin Nelson, Christina Kendrick, Patty Keane, Michael Rudd, Teresa Stokes, Grazia de la Cruz-Bardenheuer, and Carole Cushing.

## COMMUNITY SERVICES

Bonny Wilbur,  
Community Services Coordinator

The Community Services Coordinator provides information and resource referrals to residents seeking financial and social service supports. She assists residents in accessing a broad range of local, state, and federal support related to parenting, food insecurity, finances and budgeting, housing, legal assistance, and physical and mental health. She also manages programs throughout the year in support of low-income families in town. Services are confidential and open to all Concord families and residents under the age of 60.

The position was established in 2005 by the Town of Concord in collaboration with the Concord-Carlisle Community Chest. Originally funded entirely by a grant from the Community Chest, in 2021 the town committed to funding the position in full.

The Community Services Coordinator works collaboratively with many local, state, and federal agencies and organizations. Locally, she partners with Concord Recreation (financial aid for children and camps), the Concord-Carlisle Community Chest (supports residents in numerous ways, including through their When In Need fund, as well as a camp scholarship program), Concord's Hugh Cargill Trust (provides financial support), Concord's Silent Fund (offers camp scholarships as well as holiday support), Open Table (combating food insecurity), Gaining Ground's Food For Families (provides fresh produce), the Freemasons of Corinthian Lodge (significant financial support during the holidays and year-round assistance to children through their Masonic Angel Fund), and Concord Cares (help with heating costs). She also works in close collaboration with Concord's houses of worship as well as the Society of St. Vincent de Paul.

Other nearby agencies working in collaboration with this office include First Connections, Household Goods, Minute Man Arc for Human Services, Domestic Violence Services Network, Eliot Community Services Jail Diversion Program, Advocates, Inc., Beacon Santa, and the Salvation Army.

At the state and federal level, the Community Services Coordinator collaborates with the South Middlesex Opportunity Council, MA Department of Transitional Assistance, the Statewide Head Injury Program, the Project for Assistance in Transition from Homelessness, MA Department of Developmental Services, National Alliance on Mental Illness, MA Women, Infants and Children Program, MassHealth, MA Rehab Commission, and MassHire.

The Community Services Coordinator manages camp scholarship programs offered by Concord's Silent Fund and the Concord-Carlisle Community Chest. In the summer of 2022, over \$11,200 was awarded in camp scholarships, allowing 19 children from low-income Concord families to attend camp.

A Back-to-School Backpack Program, providing donated school supplies and backpacks to students in need, is also managed by this office. Concord's McWalter Volunteer Insurance Agency once again donated generously to the program. A total of 40 students received a brand-new backpack and school supplies for the start of the school year.

During the holiday season, the Community Services Coordinator collaborated with the Concord-Carlisle Community Chest on the annual Holiday Gift Card Program. Town employees, local merchants, and Concord residents donated well over \$9,000 in gift cards to their low-income neighbors. As in past years, the Freemasons of the Corinthian Lodge provided over \$5,000 in gift cards for Concord's children in need. In addition, Concord's Holiday Silent Fund provided a cash gift to over 100 low-income households comprised of children and the elderly.

Meetings and trainings continued to be held via Zoom well into 2022. The Community Services Coordinator was invited to speak to Concord's Disability Commission about her role in the community. She continued her work on the Household Goods Agency Advisory Group, providing support to needy residents of Concord and neighboring communities. In addition, she was invited to join the Mental Health Team for Concord Public Schools and Concord-Carlisle High School.

She attended meetings with Open Table on food

insecurity, the Salvation Army on Camp Wonderland, and Minute Man Arc on housing. She attended the annual training for intake workers offered by the South Middlesex Opportunity Council on applying for fuel assistance. She attended, via Zoom, the White House Conference on Hunger, Nutrition and Health, as well as a training on Inclusive Evidence-Based Practices in Gender Non-Binary Mental Health Services. She also attended a training on The Intersection Between Trauma and Addiction, offered by the National Association of Social Workers.

The Town of Concord Social Services Resource Guide, produced by this office, is available on the Town's website at <http://www.concordma.gov/> community and hard copies are available in various locations throughout the town.

The Community Services Coordinator's office is located at 55 Church Street. Residents are welcome to contact Bonny Wilbur, Community Services Coordinator, via email at [bwilbur@concordma.gov](mailto:bwilbur@concordma.gov) or by phone at 978-318-3034 for assistance.

## HUGH CARGILL TRUST COMMITTEE

Robert Abraham - Co Chair  
Elisabeth Elden - Co Chair  
Katharine Berger  
Lucy Rosborough  
Deena Whitfield

In 2022, the Hugh Cargill Trust Committee (HCTC) continued to implement the mission of the Trust, established over 213 years ago by Concordian Hugh Cargill. The Trust's purpose is to provide short-term emergency financial assistance to residents of the town. The Committee acts on behalf of the Select Board in receiving and reviewing requests for assistance and in distributing funds in accordance with the provisions of the Trust. Concord residents request aid by leaving a phone message at the Town House: 978-318-3100, ext. 2030. Calls are returned promptly. The Committee can also be contacted through email at [hctc@concordma.gov](mailto:hctc@concordma.gov). All requests are confidential.

In 2022 the HCTC was responsible for distributing financial support from the following funds: Hugh Cargill Trust (HCT), the Concord Municipal Light Plant (CMLP), Concord Cares, Tax Relief Fund, and Silent Fund. The HCTC met monthly in 2022. A total of \$211,209 was received in 2022 for these funds and a total of \$121,296 was distributed from them in 2022. These generous contributions were crucial to the Committee's efforts to meet the ever-increasing needs of Concord's residents. The breakdown for each fund follows:

Hugh Cargill Trust: \$101,354 was received as a result of annual appeals. The Committee approved 80 grants in 2022 totaling \$31,380. Grants were typically made for the payment of rent, medical expenses, water, telephone, and car insurance.

CMLP Fund: The Concord Municipal Light Plant donated \$11,147 to the CMLP Fund. The Committee approved 7 grants in 2022 totaling \$4,969.

Concord Cares: A total of \$1,868 was granted to 5 Concord citizens in need of emergency fuel assistance. Requests are granted by the Committee and other Concord services such as the Community

Services Coordinator, the Police Department, the Fire Department, and the COA.

## CONCORD FREE PUBLIC LIBRARY COMMITTEE

**Tax Relief Fund:** The Committee is designated by the Select Board to administer the Tax Relief Fund from monies raised in response to the Tax Relief Committee's annual appeal. Donations to this fund totaled \$81,617 in 2022. Of this amount, \$19,015 was from the 2021 appeal and \$62,602 from the 2022 appeal. 48 Concord residents received a reduction in their real estate tax bills, for a total tax relief granted in 2022 of \$67,176.

*Members*  
Lindsay Howard  
Laura Klein  
Krysten Morganti  
Sara Pacelle  
Kathleen Reidy  
Farhanah Sheets  
Mary-Wren vanderWilden

**Silent Fund:** In 2017 the Select Board designated the HCTC to administer the Silent Fund. This fund supports summer camp tuition for Concord children as well as gifts during the winter holiday season. In 2022, \$17,770 was distributed to 101 families by the Silent Fund.

The Committee continues to make known its existence and its mission through local communications such as the Concord Bridge, Concord Journal, Adult & Continuing Education publications, contacts with the Community Services Coordinator, the Concord Housing Authority, the Council on Aging, the Recreation Department, the Community Chest, Open Table, the libraries, local clergy, and other local groups.

In light of the current economic conditions, the Committee anticipates 2023 to 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.

The Library Committee is appointed by the Select Board. Committee members serve for staggered three-year terms and work with the Library Director to help maintain the Library's financial stability and well-being, provide short-term and long-range planning support, support policy development and update existing policies, as needed. The Library Committee also works to enhance patrons' experience using the Library, consider and implement new technologies to enhance services, and facilitate the work of the Library staff. The Committee promotes the Library's leadership in organizing active programming for all ages and supports community sustainability efforts through education and organizational practice.

### **Director/Assistant Director**

In December 2021, we welcomed Emily Smith as the new Library Director. We appreciated Emily's enthusiasm and expertise throughout 2022, particularly as the Library moved back to full programming and staffing after pandemic-related reductions, and expanded into its new and renovated spaces. In June 2022, we also welcomed Ricky Sirois as the Library's new Assistant Director and recognize the experience and depth he brings to the administration of the Library.

### **Expansion/Construction**

After a brief closure early in 2022 to allow for project completion, patrons were welcomed into the Library's new and improved spaces. The Library Committee has been proud to collaborate with the Library Corporation and Library staff in this effort, which will allow the Library to serve its patrons more fully through expanded resources and programming options.

## **Library Hours**

In December, the Library reopened on Sundays. This returns the Library fully to pre-Covid operating hours. The Library Committee congratulates all Library staff on the tremendous job everyone has done supporting the community during this difficult time.

## **Library Policies**

In our role as an advisory board to the Library Director, the Library Committee reviewed and approved revisions to several Library policies in 2022. Policies were updated in order to reflect current best practices and to ensure that policies evolve with the changing physical space of the Library space, emerging technologies, and the Concord community.

In 2022, the Committee supported the Library's efforts to go fine-free permanently. We also approved updates to policies related to behavior in the Library, usage of the Library's bulletin boards, and the posting of signs outside on Library property. We also collaborated with Library staff on the development of a new Collection Development policy. This serves as the basis for Library decisions related to selecting, curating, and weeding items from the Library's collection.

**All Library policies are published on the Library's website.**

## **Strategic Plan**

The Library Committee plans to begin work on a new Strategic Plan for the Library in 2023. This will allow time for the Committee and Library staff to gather feedback from the community on programming and services available in the new Library space.

## **Committee Members**

In 2022, Sue Curtin and Tara Edelman rolled off the Library Committee after completing one term and two terms respectively. We extend our deepest gratitude to Sue and Tara for their work with the Committee and their dedication to the Library and the town of Concord. Mary-Wren vanderWilden became a full Committee member, after serving as an associate member, and in September, we welcomed new Committee member Farhanah Sheets.

We are grateful to the Library Corporation for continuing to participate in our monthly meetings through a Trustee representative. This collaboration between the Corporation and Committee ensures that the Library is best positioned to meet the needs of our community, which was especially important throughout the expansion project. They are welcome guests and valued partners.

We are also grateful to the community members, observers, and speakers who have attended our meetings this year to ensure that the Library continues to meet the needs of our patrons and our Town. Open meetings are held on the third Tuesday of the month at 7:00 by Zoom or in the Trustees Room at the Main Library when possible. We welcome and encourage interested members of the community to attend.

# CONCORD FREE PUBLIC LIBRARY ADMINISTRATION

Emily Smith, Library Director

## Overview

This year saw the opening of an entirely new and exciting chapter in the Concord Free Public Library's (CFPL) 149 year history. The Main Library's expansion project was completed, providing a 30% increase in square footage. The former Children's Room was extended to become the Goodwin Forum, which provides a dedicated large meeting room space that can accommodate an audience of 144 people and contains state of the art audiovisual technology. The brand new 3700 square foot Children's Library features an outdoor garden, an indoor activity room, and many spaces to read, play, and socialize. The renovated Library House was outfitted to include The Workshop makerspace, opening in 2023, as well as additional office and meeting spaces.

Every department in the Library accomplished so much during the past year as we completed a major construction project, continued to restore in-person services and Library hours, hired many new staff to fill vacancies, and launched a new administrative team including Library Director Emily Smith and Assistant Library Director Ricky Sirois. The following report highlights some of the key achievements in each department in 2022.

## Circulation

The bustling Circulation Department had a wonderful 2022 full of creativity, development, and of course, circulation! At the Main Library, over 155,000 items were checked out and enjoyed by patrons of all ages. The Circulation Team developed a variety of displays to highlight collections and services, and thought outside the box with exciting initiatives like the puzzle swap and community puzzle table, the magazine exchange, and summertime theme weeks.

## Reference Services

The Reference Department continued to deliver valuable services to patrons of all ages in 2022, offering research assistance, in-person and virtual programming, technology assistance, and more.

Reference staff answered 3825 reference questions, booked 1207 meeting room reservations for patrons, and assisted 877 patrons with technology questions. The Reference Department offered 114 in-person and virtual programs, which were attended by 2829 participants. The Reference Department was very excited to partner with the Ashland Public Library in September to offer the Library's first ever romance convention, "Rom"Concord. The event was attended by 150 enthusiastic romance readers. In addition, Reference staff members played a leading role in the planning and execution of the 30th annual Concord Festival of Authors. Finally, Reference staff deepened their commitment to the Library's sustainability efforts, as one staff member became the chair of the Library Corporation's Sustainability Implementation Committee and led Climate Prep Week programs alongside other libraries and community partners.

## Innovation and Communication

Upon the hire of Makerspace Coordinator Christiana Urbano in October, the brand new Innovation and Communication team was excited to begin work on their first big project - The Workshop. Set to open in Spring 2023, The Workshop is a makerspace designed to let Concord residents get hands-on experience with 3D printing, laser cutting, sublimation printing, sewing, embroidering, A/V editing, and more.

## Youth Services Teen Lounge

Since its opening in April, the Teen Lounge was defined by excitement and creative use, serving youth from ages 11 to 18. High school students consistently used the Lounge as a quiet place to study, decompress, or just hang out after school. Weekly programming dedicated to teens expanded to include a variety of opportunities like Bullet Journaling, College Essay Prep, and Cyanotype Photographs with artist Becky Behar. Over all, 102 teens attended programs during the summer.

In the fall, daily attendance averaged 25 as the Teen Lounge became study central. Students could be found working steadily from the time school ended to dinner time. A wildly successful weekly Dungeons and Dragons program, launched in the fall, currently has over 15 dedicated members and two high school mentors.

## **Children's Library**

The new Children's Library opened on March 4. In March 2021, 294 patrons attended programs; in only the first two weeks of the opening in 2022, 581 patrons attended Children's programs. The pattern continued in April, with 277 patrons attending programs in 2021, whereas 1272 patrons attended programs in 2022. In June 2022, a whopping 2213 patrons attended Children's programs. One of the most popular uses of the Children's Library continues to be the use of the Children's Activity Room, where families and little ones color, draw, and craft.

The annual Summer Reading Program was extremely popular, with 770 child participants. The 2022 theme was "Read Beyond the Beaten Path," and included a "Read to Bead" incentive program for children to track their reading using beads - which was a big hit. Children's staff also said goodbye to beloved Children's Supervisor Royce McGrath, who relocated to Vermont.

## **Fowler Branch Library**

In 2022, Fowler staff threw themselves into fulfilling the Branch's role as a community space for West Concord, creating opportunities for people of all ages, needs, and interests. Working with West Concord businesses, local organizations, and the Concord Visitor Center, staff participated in new and time-honored seasonal events, including "Discover West Concord Day."

To complement this community engagement, Fowler staff offered a range of new and continuing programs. Conscious of a range of comfort levels regarding program attendance, programs gathered outdoors when possible, including meeting in the newly improved Fowler Backyard, doing storytimes at the West Concord Union Church, and discussing books while walking along the Bruce Freeman Rail Trail.

Focusing on the Library's commitment to sustainability, Fowler staff collaborated with others doing similar work locally. With support from other organizations, Fowler strengthened the Seed Lending Library and planted a pollinator garden. Fowler staff also introduced an ongoing houseplant cuttings swap, similar to the puzzle and magazine swaps.

## **Special Collections**

Special Collections staff served over 850 patrons on-site and answered over 750 total reference questions. Staff presented at the Thoreau Society's 80th Annual Gathering, Kerem Shalom's "Food-for-Thought" series, and more. In honor of Women's History Month, Concord's Visitor's Bureau featured a tour celebrating "Concord's Art Legacy: Women in Art Revealed." Special Collections was one of the stops along the tour, and staff introduced visitors to art pieces and manuscripts about Concord's women artists. Special Collections also hosted numerous research visits from participants in the Thoreau Society and academics.

Special Collections announced that the entire Library Corporation's Art Collection is available to view online after a two-year effort to improve the accessibility and documentation of the pieces and a thorough cleaning of our busts. Throughout 2022, Special Collections staff met weekly with the Concord Museum's curatorial team to develop and design a joint 2023 exhibit featuring highlights from the Library's art collection, and to prepare for the Daniel Chester French exhibit, also planned for 2023. On view in the Main Library Gallery in December were selected portraits from the Special Collections' Art Collection.

Special Collections received several noteworthy donations, including scrapbooks of the Bicentennial Celebration. Special Collections also received \$22,841 of Community Preservation Act funds for the Concord Oral History Preservation and Access project. Finally, the CFPL Corporation and the Town approved a formal agreement to store Town Archives in the Special Collections vault.

## **Technical Services**

The Main Library and the Fowler Branch Library received a major public printing and PC access management system upgrade. The new system includes a user-friendly flatbed and high-speed duplex scanner, a ScanEz touchscreen station, a credit card/cash/Paypal print payment kiosk, a fax function, and a mobile printing feature. Patrons found the new system easy to use.

Technical Services staff continued to work hard to order, receive, catalog, add, and process print and

non-print materials. A total of 10,597 new items were added to the Library collections for patrons to enjoy. In addition, the Library continued to invest in streaming and downloadable subscriptions to meet the needs of Concord residents, seeing a steady increase in the use of OverDrive, Hoopla, and Kanopy by patrons.

### **Conclusion**

On a more personal note, as I reflect on my first year as Library Director, I would like to extend my gratitude for the generous support of the Concord community, as well as our Library partner organizations and many volunteers including the Concord Free Public Library Corporation, the Friends of the Concord Free Public Library, and the Library Committee. I also want to acknowledge the patience, talent, creativity, and persistence of the dedicated group of Library staff that kept this organization moving during all of the challenges and changes this year. As we look forward to the Library's 150th year in 2023, I am filled with optimism and gratitude for all that we have accomplished and all that we plan to achieve together. It is a very exciting time to be in the place "where ideas develop."

## CONCORD FREE PUBLIC LIBRARY CORPORATION

Sherry F. Litwack, President  
Richard D. Briggs, Jr., Treasurer  
Pamela Gannon, Clerk  
Jeffrey W. Adams  
Cristina Coletta Blau  
John W. Boynton IV  
Diana W. Clymer  
Theodore Hanselman  
Erika Prahl

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. For more information on how the Library works, go to the Library's website: <https://concordlibrary.org/about/how-we-work>

The primary responsibility of the Library Corporation is to preserve, maintain, protect, improve, and enhance the buildings and grounds of the Main Library in Concord Center and the Fowler Branch in West Concord as well as to preserve, protect, develop, interpret, and share its Special Collections. In FY 2021-2022 the Corporation contributed over \$600,000 to the Library, including more than \$117,000 to supplement the Town Budget for library books and materials. The majority of these funds come from the Annual Fund and income from the Corporation's Endowment. Funding for large projects, such as a major expansion, are raised through a capital campaign.

One of the most significant activities for the Library Corporation has been the Library Expansion project. In the fall of 2021 many of the new spaces opened, including the new Children's Library, Children's Garden, Commons, and Teen Lounge, and they have been enthusiastically embraced by the community. In 2022 we dedicated and opened the Goodwin Forum, named after distinguished Concord authors Richard and Doris Kearns Goodwin. This meeting room can seat 144 people and enables us to host programs and meetings for large groups. It can also be divided

into two smaller spaces for meetings, programs, and studying, and collaborative work. A special feature of the room is the personal research book collection of the Goodwins, including extensive volumes on Lincoln, Theodore Roosevelt, the Civil War, and leadership which were generously donated by Doris Kearns Goodwin. Doris was able to join us for the dedication of Goodwin Forum and spoke eloquently about how important the town of Concord and the Library were to both her and her late husband. Next year, we look forward to the opening of the Makerspace – an innovative space for hands-on learning.

Our Sustainability Implementation Committee has been working on the initiatives in the Library's Sustainability Plan. We are proud to be a member of the Sustainable Libraries Initiative. You can view the 10-year plan and the progress being made on the Library website: <https://concordlibrary.org/news-events/library-news/the-library-corporations-sustainability-plan>

The William Munroe Special Collections continues to be an outstanding resource not only for the community but for researchers from around the world. To increase accessibility of the collections, an inventory of the Corporation's extensive art collection is now available on-line. The Corporation's collection of busts displayed around the Main Library were cleaned and conserved this year. We received several notable gifts, including materials relating to the history of Belknap House; a collection about Jean Hill, who led Concord's plastic bottle ban effort; and papers from the Munroe, Damon, Macone, and Ballou families.

As Trustees of the Williams Scholarship Fund, made possible by a bequest from Charles H. S. Williams in the 1800s, we continue to award grants to several college students pursuing studies in the arts. This year's recipients included scholarships for Ruby Massengale (Visual Arts), Samara Reid (Visual Arts), and Honorable Mention to Samuel Lyczkowski (Music) as well as continuing scholarships for Thomas Kim (Visual Arts), Rebecca Pasley (Music), Kincaid DeBell (Visual Arts), and Laurel Sharakan (Music). We were thrilled to be able to resume our annual salon in person to highlight and celebrate the talents of these arts scholars.

The annual Leslie Riedel Lecture for Young People featured Newbery-award winning author and Concord resident, Rajani LaRocca.

It is wonderful to see people using the Library again in person and enjoying both the traditional and new spaces. We are able to be flexible and offer programs in person, virtually, and a hybrid of both. The Library is thriving as a democratic community resource -- free and open to all.

Next year, we look forward to celebrating the Library's 150th Anniversary.

Respectfully submitted,

Sherry F. Litwack  
President, CFPL Corporation



*CFPL Corporation Trustees*

*Left to Right – Back: John Boynton, Di Clymer, Jeff Adams,  
Rick Briggs, Ted Hanselman*

*Left to Right – Front: Pam Gannon, Sherry Litwack,  
Erika Prahl, Cristina Blau*

## **THE FRIENDS OF THE CONCORD FREE PUBLIC LIBRARY**

The Friends of the Concord Free Public Library is a nonprofit, charitable organization that supports the library's vital role in our community. For over 50 years and through the generosity of our community, the Friends have helped the library offer a variety of enhanced services and creative programs for all ages.

Friends members enjoy year-round benefits, including booksale pre-sales, highlights of library happenings, special program announcements, invitations to member events, and voting at our annual meeting. The Friends welcome new volunteers to help carry on our traditions.

Our year-round book shelves - The Friends Book Shop - are open at both our Main & Fowler branch libraries. Self check-out your choice of both children's and adult assortment of gently used books for sale year-round.

The Friends Holiday Sale will take place in the new Library Forum on December 2-4th, 2022.

The Friends' Holiday and June book sales are our biggest sources of revenue as well as being much loved community events. The heart and soul of this year-round operation is a team of over a dozen enthusiastic volunteers who sort the many volumes donated to the Friends each year and prepare them for the book sales.

The Sorters select books for our sales based on many criteria including condition, demand, and quantity. Books not chosen for the sales are further donated to other community organizations in Concord and surrounding towns.

As a library patron, please enjoy some of what the Friends make possible, watch a movie in the comfort of your home via Kanopy followed by a lively discussion; enjoy a cup of tea and a cookie on a winter afternoon while listening to established and up and coming poets; enter a new perspective by listening to thought provoking authors year-round and during the Concord Festival of Authors each October; immerse yourself

in worldly music on our lawn or inside the rotunda; or step outside of Concord into New England museums with a discounted pass.

To learn more, or to join the Friends, please pick up a brochure at the Library or visit us online at: <http://www.cfplfriends.org/>

Follow us on Facebook:  
[www.facebook.com/concordlibraryfriend](http://www.facebook.com/concordlibraryfriend)

E-mail us at: [friends@concordlibrary.or](mailto:friends@concordlibrary.or)

## **RECREATION COMMISSION**

Casey Atkins (chair)  
Jennifer Lutz  
James Howard  
Peter Funkhouser  
Paul Boehm

The Recreation Commission is a Town Manager-appointed, volunteer Committee of Concord residents that support the Recreation Department by providing advice and guidance on topics relevant to the town's recreational pursuits. Currently, the committee consists of five volunteers: Phil Griffiths (chair), James Howard, Peter Funkhouser, Paul Boehm and Matt Boger. This year, the Commission played a critical role in supporting the Department as it navigated a variety of opportunities and challenges.

### **Recognition of Service**

We want to thank Casey Atkins for her six years of service as a Commission member. During Casey's time on the Commission, she played a critical role in supporting the Department as it navigated a variety of opportunities and challenges including the COVID-19 pandemic, a department leadership change, development of inclusion programs, and more. Casey provided the Commission with invaluable input that propelled and strengthened the Recreation Department's operations. We thank Casey for her years of service to the Concord community.

### **New Concord Recreation Team Members**

The Recreation Commission would like to congratulate the Town on hiring a new Recreation Clerk, Aquatics Program Manager, and Beede Center General Manager this year amongst various part time positions.

Jodie Surprenant joined the Beede Center team as a full time Recreation Clerk in May of 2022. In her prior administrative roles she was responsible for many office duties including reception, telephones, mail, copying, word processing and database and spreadsheet management. Jodie directly supervised more than 20 employees and volunteers while overseeing their daily assignments. In these leadership roles, Jodie often served as the supervisor on duty handling customer service issues, observing associate engagement, and leading by example. Jodie is known for her exemplary customer service skills and an ability to creatively problem solve any issues that arise.

Mary Holland joined the Beede team in August of 2022 with nearly a decade of experience in aquatics and recreation planning as well as membership sales, recruitment, and retention. A marathon runner, avid swimmer, and collegiate athlete, Mary's diverse background of professional and personal experiences has brought a fresh perspective to Beede Center Aquatics Programs. Her past work experiences offered her the opportunity to work with diverse students and staff while also providing the administrative oversight of budgets, staff scheduling, and customer relations.

After a nationwide search, Cathi Ellis relocated from Oregon to lead the Beede Center team in September 2022. Cathi is a Certified Parks and Recreation Professional and Certified Pool Operator with over 15 years of experience in the recreation, fitness and aquatics industry. In her most recent role, she managed a Recreation and Aquatics Center with a \$3M budget, 9 full time employees and over 40 FTEs. A leader that focuses on innovation and creativity, Cathi has a proven track record of successfully running high quality recreation programs supported by data-driven decision making. Cathi's professional and personal mission in parks and recreation is to work towards a community that is a better place to work, live and visit.

### **Recreation Commission Subcommittees**

**Beede Center Financial Health Subcommittee**  
The Commission voted to create a subcommittee that will focus on the future financial health of the Beede Swim and Fitness Center. The subcommittee is proud to announce that the Beede Center emerged from the COVID-19 pandemic stronger than anticipated with memberships increasing, programming thriving, and rentals growing in FY22.

Financially, the Beede Center ended FY22 in the black and anticipate FY23 to end strong as well. As the Center continues to evaluate ways to be more efficient and reduce expenses, the Commission has encouraged the Recreation Department to explore the installation of solar panels on the roof and/or parking lot to offset growing electricity costs. The Recreation Department hopes to have a solar feasibility study done in FY24, a new roof installed to support the solar panels in FY25 and solar panels installed in FY26. The Commission will work with the Recreation Department to explore grant opportunities to offset installation costs and will continue to encourage the Department to explore other mechanisms for reducing the Center's utility costs.

### **Recreation Facilities Strategic Planning Subcommittee**

The Recreation Department was awarded \$75,000 from the Community Preservation Committee at the 2022 Annual Town Meeting. These funds will be used to pay for a consulting team to update the Town's 2014 Recreation Facilities Strategic Plan. In October of 2022, the Recreation Department awarded the contract to Weston and Sampson who will oversee the project. Maintenance and upkeep of the Recreation Facilities Strategic Plan is imperative in assuring the Town is not only aware of the lands and spaces available for active and passive recreational use but the steps and costs that must be prioritized to ensure ongoing accessibility and functionality of such spaces. The selected consultant will work with recreation staff, Recreation Commission members, Town Departments, and other community stakeholders to plan and execute a robust assessment of needs while engaging in a hands on, collaborative, inclusive, and holistic public participation process. The result of the planning effort and the Plan that will be produced by the

consultant will provide the Town with a roadmap that prioritizes and guides annual capital project planning through a lens of strategic, purposeful, and prioritized (high, medium, low) needs and actions. The Commission is excited to aid in the development of the Recreation Facilities Strategic Plan and anticipate it being completed in the Fall of 2023.

### **Community Service Awards**

Since 1985, the Maureen Taggart Community Service Award has been presented annually to a high school student, public or private, who is a resident of Concord or Carlisle that has demonstrated a loving and giving spirit through voluntary service in the community. Maureen Taggart was a dedicated Concord Recreation Department employee for many years. She was passionate about giving back to the local community and volunteered frequently.

The 2022 Maureen Taggart Community Service Award was presented to Madeline “Maddie” Pitas. Maddie is a standout student, loyal Concord Recreation employee, and Carousel Preschool graduate (15 years ago). Maddie has provided the Concord community with hours of volunteer service, many of which have been done here at Concord Recreation. Most notably, Maddie was an outstanding member of our summer Workreation Program for two years supporting campers grades K-6 as she navigated the camp day. Maddie always went above and beyond and often was the person we would find cleaning up camp rooms, organizing supplies, and sorting lost and found at the end of a long, hot camp day. Maddie has shown us that Concord and its community is an important part of her life and she is willing to give back to it.

The main feature of this award is that the recipient has the privilege of designating a deserving organization to receive a financial grant in Maureen’s name. Maddie has chosen South Sudanese Enrichment for Families Inc., an organization committed to enhancing strengths, building self-sufficiency, and promoting community. SSEF assists with navigating systems, accessing resources, building skills, and creating opportunities to share South Sudan's history and distinct cultural heritage. Congratulations, Maddie!

### **Community Support**

A large thank you to our community sponsors and supporters that join in assuring our events, programs and initiatives continued to thrive in 2022. Concord-Carlisle Community Chest and the Alcott School Turkey Trot both continued to support Concord Recreation with funding allocations that provide financial assistance to residents in need. Additionally, the Recreation Commission and Recreation Department would like to thank other Town Departments and Committees (Facilities, Public Works, Fire, Police, Town Manager’s Office, Finance, Health, etc.) that have supported our operation this year.

## RECREATION DEPARTMENT

The Recreation Commission is a Town Manager-appointed, volunteer Committee of Concord residents that support the Recreation Department by providing advice and guidance on topics relevant to the town's recreational pursuits. Currently, the committee consists of five volunteers: Phil Griffiths (chair), James Howard, Peter Funkhouser, Paul Boehm and Matt Boger. This year, the Commission played a critical role in supporting the Department as it navigated a variety of opportunities and challenges.

### Recognition of Service

We want to thank Casey Atkins for her six years of service as a Commission member. During Casey's time on the Commission, she played a critical role in supporting the Department as it navigated a variety of opportunities and challenges including the COVID-19 pandemic, a Department leadership change, development of inclusion programs, and more. Casey provided the Commission with invaluable input that propelled and strengthened the Recreation Department's operations. We thank Casey for her years of service to the Concord community.

### New Concord Recreation Team Members

The Recreation Commission would like to congratulate the Town on hiring a new Recreation Clerk, Aquatics Program Manager, and Beede Center General Manager this year amongst various part time positions.

Jodie Surprenant joined the Beede Center team as a full time Recreation Clerk in May of 2022. In her prior administrative roles she was responsible for many office duties including reception, telephones, mail, copying, word processing and database and spreadsheet management. Jodie directly supervised more than 20 employees and volunteers while overseeing their daily assignments. In these leadership roles, Jodie often served as the supervisor on duty handling customer service issues, observing associate engagement, and leading by example. Jodie is known for her exemplary customer service skills and an ability to creatively problem solve any issues that arise.

Mary Holland joined the Beede team in August of 2022 with nearly a decade of experience in aquatics and recreation planning as well as membership sales, recruitment, and retention. A marathon runner, avid swimmer, and collegiate athlete, Mary's diverse background of professional and personal experiences has brought a fresh perspective to Beede Center Aquatics Programs. Her past work experiences offered her the opportunity to work with diverse students and staff while also providing the administrative oversight of budgets, staff scheduling, and customer relations. After a nationwide search, Cathi Ellis relocated from Oregon to lead the Beede Center team in September 2022. Cathi is a Certified Parks and Recreation Professional and Certified Pool Operator with over 15 years of experience in the recreation, fitness and aquatics industry. In her most recent role, she managed a Recreation and Aquatics Center with a \$3M budget, 9 full time employees and over 40 FTEs. A leader that focuses on innovation and creativity, Cathi has a proven track record of successfully running high quality recreation programs supported by data-driven decision making. Cathi's professional and personal mission in parks and recreation is to work towards a community that is a better place to work, live and visit.

## RECREATION COMMISSION SUBCOMMITTEES

### Beede Center Subcommittee

The Commission voted to create a subcommittee that will focus on the future financial health of the Beede Swim and Fitness Center. The subcommittee is proud to announce that the Beede Center emerged from the COVID-19 pandemic stronger than anticipated with memberships increasing, programming thriving, and rentals growing in FY22. Financially, the Beede Center ended FY22 in the black and anticipate FY23 to end strong as well. As the Center continues to evaluate ways to be more efficient and reduce expenses, the Commission has encouraged the Recreation Department to explore the installation of solar panels on the roof and/or parking lot to offset growing electricity costs. The Recreation Department hopes to have a solar feasibility study done in FY24, a new roof installed to support the

solar panels in FY25 and solar panels installed in FY26. The Commission will work with the Recreation Department to explore grant opportunities to offset installation costs and will continue to encourage the Department to explore other mechanisms for reducing the Center's utility costs.

### **Recreation Facilities Strategic Planning Subcommittee**

The Recreation Department was awarded \$75,000 from the Community Preservation Committee at the 2022 Annual Town Meeting. These funds will be used to pay for a consulting team to update the Town's 2014 Recreation Facilities Strategic Plan. In October of 2022, the Recreation Department awarded the contract to Weston and Sampson who will oversee the project. Maintenance and upkeep of the Recreation Facilities Strategic Plan is imperative in assuring the Town is not only aware of the lands and spaces available for active and passive recreational use but the steps and costs that must be prioritized to ensure ongoing accessibility and functionality of such spaces. The selected consultant will work with recreation staff, Recreation Commission members, Town Departments, and other community stakeholders to plan and execute a robust assessment of needs while engaging in a hands on, collaborative, inclusive, and holistic public participation process. The result of the planning effort and the Plan that will be produced by the consultant will provide the Town with a roadmap that prioritizes and guides annual capital project planning through a lens of strategic, purposeful, and prioritized (high, medium, low) needs and actions. The Commission is excited to aid in the development of the Recreation Facilities Strategic Plan and anticipate it being completed in the Fall of 2023.

### **Community Service Awards**

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## **BEEDE SWIM & FITNESS CENTER**

The Beede Swim & Fitness Center, located on the campus of the Concord-Carlisle Regional High School, hosts an 8-lane lap pool, a warm water pool, a children's pool, a diving well, and plentiful poolside spectator seating. There are two 1,600-square-foot fitness rooms; one for weight training and one for cardiovascular exercise. In addition, the facility includes men's and women's locker/shower rooms, family changing rooms, and staff office space. The facility is open approximately 100 hours each week throughout the year welcoming an average of 250 members per day. The Beede Center strives to balance the recreational needs of the community with its obligation to be financially self-supporting.

### **Membership**

The Beede Center's varied membership plans offer unlimited access to state-of-the-art aquatic and fitness facilities. Annual, monthly, 3-month and 10-visit options let users create the perfect membership to fit their individual or family needs. Additionally, members receive up to a 40% discount on aquatics and fitness programs, year-round. As of December 31, 2022, the Beede Center has 1570 monthly recurring memberships along with 1251 3-month sales, 312 10-punch pass sales, and 2295 guest pass sales.

### **New Employees**

As noted in the Concord Recreation Annual Report, the Beede Swim and Fitness Center welcomed three new full-time employees in 2022.

Jodie Surprenant joined the Beede Center team as a full-time Recreation Clerk in May of 2022. In her prior administrative roles she was responsible for many office duties including reception, telephones, mail, copying, word processing, and database and spreadsheet management. Jodie directly supervised more than 20 employees and volunteers while overseeing their daily assignments. In these leadership roles, Jodie often served as the supervisor on duty handling customer service issues, observing associate engagement, and leading by example. Jodie is known for her exemplary customer service skills and an ability to creatively problem-solve any issues that arise.

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### **Lifeguard Shortage**

2022 was dramatically impacted by a shortage of lifeguards. In the fall of 2022, the Beede Center was able to staff 30% of the standard quantity of lifeguards required to support programs and rentals. Beede management made the decision to alter facility hours, cut programs, and reduce pool capacities when necessary to ensure the activities in the natatorium remained safely guarded. In an effort to solve this problem, the Beede Center offered three FREE lifeguard classes between October- December 2022 and worked with Town management to adjust the pay rates. Regionally, the Beede Center feels a responsibility to offer training classes to certify more lifeguards and took pride in successfully teaching 31 participants the lifesaving skills to become an American Red Cross certified lifeguard. By the end of December 2022, the Beede Center was proud to announce that we were able to staff 60% of the standard quantity of lifeguards required to support programs and rentals

in the natatorium and had hired 24 new lifeguards to join the Beede team.

### **Beede Swim and Fitness Center Highlights 2022:**

- Beede introduced a new pricing structure for personal training programs, encouraging users to have small group training and 25- or 55-minute sessions. (January 2022)
- All monthly recurring rates we increased by \$2.00/month with approval from the Recreation Commission. (February 2022)
- Beede transitioned from a manually created pool schedule to an online pool schedule maximizing use of our Recreation software, MyRec, while streamlining the schedule processes and enhancing the member experience. (March 2022)
- The Recreation Department worked with the Select Board to approve a formal parking restriction for the Beede Swim and Fitness Center parking lot. The new restriction allows lot use by Beede customers, staff, and certain school department vehicles, only. Concord Police are now able to ticket vehicles that should not be parked in the lot. (March 2022)
- The Beede Swim and Fitness Center celebrated its 16th birthday by offering a month of promotions and raffles, including a reduced joining fee. (April 2022)
- The Beede Center implemented digital ID cards for use at all Town aquatics sites including Beede, White Pond, and Emerson Pool reducing the need for plastic ID cards. This change aligns with the Town's goals to be more sustainable in our practices. (May 2022)
- Optima Synchro, a group that specializes in synchronized swimming for all ages, joined the Beede Center as a new, recurring pool rental. (June 2022)
- In an effort to reduce paper use, the Beede team implemented a digital sign-in process for all programs. This change aligns with the Town's goals

to be more sustainable in our practices and allows the front desk to function more efficiently. (July 2022)

- Successfully completed the annual maintenance shutdown week focusing on various large projects including but not limited to pool cleaning, replacing locker room drywall, revitalizing outdoor garden beds, installation of a water bottle filling station, and new paint in lower lobby and family changing rooms. (August 2022)
- The Beede Center hosted the 21st annual Nick Ressler Blood Drive. 70 donors participated in the drive on 9/17/22 contributing 53 units of blood. In the 21 years that the drive has been happening, over 3000 individuals have been helped by the blood donated in Nick's name. The Beede Center is proud to continue supporting the Ressler family and this community event. (September 2022)
- The Beede fitness team offered its first yoga classes at White Pond. The classes were well received with nearly 30 participants participating and enjoying the newly renovated outdoor space. (October 2022)
- With approval from Town Management, the Beede Center aligned its holiday closure schedule with the rest of the Town to promote better employee work-life balance. (November 2022)
- The Beede Center rolled out three, FREE lifeguard training classes to combat the nationwide lifeguard shortage. (November-December 2022)
- Beede hosted a popular Winter Break Vacation Program, offering a fun experience for 70 children over the school break. (December 2022)
- Installation of a new Smith Press machine in the strength room. (December 2022)

## Facility Updates

Throughout 2022, the Beede Center continued to focus on ways to be more sustainable and efficient in its practices. Most notably, 2022 was a year of various large maintenance projects including the replacement of all filter sand in the pools; new pumps and motors in the kiddie pool; a new heat exchanger in the warm water pool; new main drain covers in the lap pool, warm water pool, and kiddie pool to be Virginia Graeme Baker compliant; a new CO2 tank to hold sufficient quantities of gas to sustain the needs of all four pools PH levels inclusive of a remote telemetry system; installation of a new air compressor that supports the filtration process in the lap pool and dive well; revitalization of various HVAC components including locker room ventilation; and new water-saving shower heads in the women's locker rooms that produce 2 gallons of water per minute as compared to 4 gallons of water per minute. Lastly, the Center was proud to complete a project with Viking Systems that will allow the Beede Center to recirculate the hot water coming from the roof top units into the pool heat exchangers to save on the energy and electricity that is required to heat the water to temperature. We expect to see significant cost savings over time with this new system in place.



*Participants and staff enjoying swim time at our Beede Winter Vacation Program. Beede gave 70 kids the ability to participate in fun, engaging activities the week between Christmas and New Year's Day 2022.*

*Seamus Rudolph (staff), Maddie Chagnon, Keaton Lacy, Colbi Hanson, Henry O'Donnell, Taylor Hanson, Dave Alessi (staff), Rowan Famous, Max Chagnon, Brooke O'Reilly, Clara Mcateer, Miles Oliver, Jimmy Hance, Avery Yusup, James Bandi, Olivia Feng, Ari Abramson, Jenna Rigon (staff), Lukas Kocis*

## PEG ACCESS ADVISORY COMMITTEE

Karlen Reed, Chair  
Vince Carlson, Clerk  
Scott Hopkinson  
Cory Atkins  
Court Booth/Cynthia Rainey, School Committee  
Representatives  
Henry Dane/Terri Ackerman, Concord Select Board  
Liaisons  
Erin Stevens/Jason Bulger, MMN Liaisons  
Mark Pauley, MMN Interim Station Manager

Tim Goddard, Carlisle Ex-Officio Member  
Carole Cushing, Concord Council on Aging Liaison

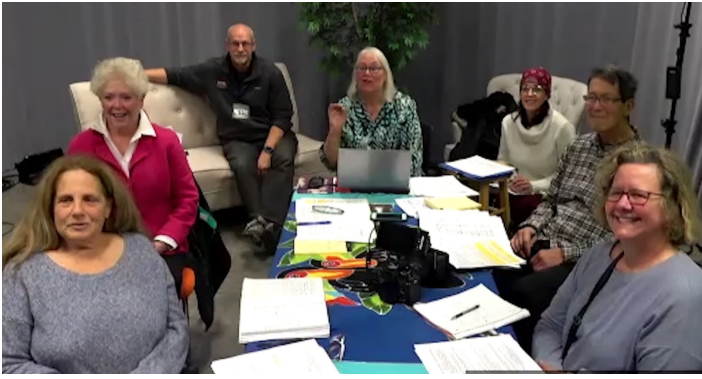
### The Purpose of the PAAC

This report by the PEG Access Advisory Committee (PAAC) covers the PAAC's efforts from January 1, 2022, to December 31, 2022. This committee's meetings were held virtually, in-person, and hybrid, and were recorded by Minuteman Median Network (MMN) as part of Governor Baker's executive orders to address COVID-19 virus precautions and the Open Meeting Law. MMN is the Town-run local public access cable TV studio and service which brings public, education, and government (PEG) local programming to Concord and Carlisle. See the related annual town report for MMN for more details.

### Purpose of the PAAC

The charge of the PAAC is to:

1. Monitor the effectiveness of Concord's PEG access services, now provided by MMN;
2. Help the Select Board ensure that PEG access services conform to requirements of the Comcast / Concord franchise agreement;
3. Safeguard the public's interest in community television through policies promoting fairness, equal access, and non-discrimination;
4. Promote quality telecommunication services that reflect the interests and concerns of



*PEG Access Advisory Committee meeting,  
Dec. 1, 2022, members and liaisons*

*PAAC members Karlen Reed (Chair), Vince Carlson (Clerk), Cory Atkins, and Cynthia Rainey, with liaisons Terri Ackerman (Select Board), Mark Pauley (Minuteman Media Network) and Christina Kendrick (Council on Aging)*

Concord residents; and

5. Assist the Select Board in adapting to new technologies – from traditional local cable TV to current telecommunication services.

### **2022 PAAC Updates**

2022 saw a gradual return to “normal” after COVID, yet the communities of Concord and Carlisle continued to value the services of MMN and PEG programming quite highly. Town committees relied heavily on MMN to record and post Zoom-enabled committee meetings for their members’ and the public’s benefit. Committee clerks continued to rely on MMN videos to help them take meeting minutes. Concord citizens found engagement with Town government easier because they could watch and participate in Town and committee meetings from their living rooms. MMN posted the meeting videos on the Internet quickly, making committee research easier than waiting 30+ days for minutes to be approved. MMN maintained playlists for its YouTube channel organized by committee, making the search for a video relatively simple. MMN’s YouTube subscribership base rose above 950 subscribers by the end of 2022.

In 2022, the PAAC supported the Fiber Broadband Task Force, which included PAAC member Scott Hopkinson. The PAAC reviewed the MMN 2022 budget and capital plan, supported the 2022 PEG Budget Warrant Article 44 at Town Meeting, and adopted new 2022-23 goals. PAAC members

provided input to the Town on its new 5G small cell wireless installation policies, a new residential assistance program for municipal broadband services, and on the Town’s efforts to promote assisted hearing services for Town meetings. The PAAC continued to analyze Comcast subscribership and complaint data, celebrated the fourth anniversary of the founding of MMN (2018 – 2022), issued an RFP for a cable TV consultant, interviewed two applicants, awarded the contract to the Buske Group, met with Sue Buske, reviewed the needs assessment timeline / plan, and prepared this report.

### **2022 PEG Access Program Awards**

At its June 2, 2022 meeting the PAAC presented its 2022 PEG Access Program Awards, in the form of signed certificates, to the staff of Minuteman Media Network in recognition of their fine efforts to bring public, education, and government videos to Concord and Carlisle. Community-created public access TV videos are the heart and soul of local TV programming. Watching the meetings and programs on MMN’s TV channels 8, 9, and 99, and on Concord’s YouTube web site kept people entertained and informed on local matters.

The 2022 PAPA Awards recognized the efforts by the MMN staff who worked hard to make sure the committee meetings, educational, historic, sports, artistic programs, and public events were preserved. The MMN staff were also recognized in May 2022 for their efforts to bring several significant, Town-character defining events, including Meriam’s Corner Exercise, Patriot’s Day Parade, Carlisle Town Meeting, and Concord Town Meeting. The award recipients were Mark Pauley (Production Manager), Tory Wesnofske (Lead Producer), Matthew Beren (Lead Producer), and Isabelle Germino, Arkadiy Barshteyn, Sean O’Donnell, and Andre Pohl (videographers).

MMN celebrated its fourth year of operations in October 2022 as the Town-run local television station (2018 – 2022).

For more information, visit the PAAC web page: <https://concordma.gov/2012/PEG-Access-Advisory-Committee> or the MMN web page: <https://concordma.gov/2335/Minuteman-Media-Network-MMN>

## VETERANS' SERVICES

Dick Krug, Veterans Services Officer

The Veterans' Services program is mandated by Massachusetts General Law, Chapter 115 and is administered under State guidelines to provide information, advice and assistance regarding benefits to veterans and their families. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a Veterans' Services Officer. The Veterans' Services Officer must be a war-era veteran and be available to provide assistance.

The Town is reimbursed by the State for 75% of benefits paid under this mandated program. With the support of the Commonwealth's House, Senate and Executive Office, Massachusetts is now recognized as having one of the most comprehensive veterans' programs in the nation.

The Office of Veterans' Services, currently located at 55 Church Street (second floor) advocates for and provides critical services to those who have served and their loved ones. Current benefits extend to "natural disasters" where benefits may apply to a loss resulting from a hurricane, blizzard or tornado. The Veterans' Service Officer will help Veterans complete their application for Chapter 115 benefits which offers a need-based program of financial and medical assistance for Veterans and their dependents. The mission of the Veterans' Services Officer has grown to encompass the full range of VA federal benefits, rehabilitation, employment and educational opportunities, military records, tax exemptions, housing and shelter assistance, annuities, funeral assistance and care and decoration of veterans' graves. Financial assistance to qualified veterans and their dependents is provided, in accordance with State and federal regulations.

Our veteran population in Concord has dropped dramatically from 2000 to 2021 however, Massachusetts has seen tens of thousands of new veterans.

### *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 due to the COVID-19 Pandemic, 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 Concord Community Services, Social Security, local food pantries and farmer markets. The Veterans' Services Officer also has been called upon to provide transportation to and from medical appointments for veterans when there is no other transportation available.

Currently there are seven individuals receiving financial assistance for qualifying Chapter 115 benefits. This number changes annually as the veteran may have moved, gained employment, change of assets or passed away.

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. The Office of Veterans' Services opened during the 2021 with the practice of mask wearing and social distancing.

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 <https://www.concordma.gov/830/Veterans-Services>

## REGISTRAR OF VETERANS GRAVES

Harold Nichols, Registrar

There were 38 interments of United States Veterans in Concord cemeteries in 2022. The names of the Veterans, their respective wars, date of burials, and place of burial are as follows:

<u>VETERAN'S NAME</u>	<u>PERIOD OF DUTY</u>	<u>INTERMENT DATE</u>	<u>CEMETERY</u>
Harold B. Mueller	Vietnam	January 25, 2022	St. Bernards
Foster J. DeGiacomo	World War II	February 18, 2022	Sleepy Hollow
Arvin H. Smith	Korea	February 23, 2022	Sleepy Hollow
Maxwell E. Lawrence Jr.	Peacetime	February 26, 2022	Sleepy Hollow
Richard W. Wright	Korea	March 12, 2022	Sleepy Hollow
James F. Wilman	Vietnam	March 23, 2022	Sleepy Hollow
Charles J. Simpson	Peacetime	March 25, 2022	Sleepy Hollow
James P. McCarthy Jr.	World War II	April 13, 2022	Sleepy Hollow
Joseph E. Curra Sr.	World War II	April 26, 2022	Sleepy Hollow
Joseph E. Curra Jr.	Vietnam	April 26, 2022	Sleepy Hollow
Francis R. Loynd Jr.	Vietnam	May 5, 2022	Sleepy Hollow
David R. Henry	Vietnam	May 12, 2022	Sleepy Hollow
Richard P. Saliga	Korea	May 19, 2022	Sleepy Hollow
Richard T. Hayes	Korea	May 26, 2022	St. Bernards
Richard E. O'Donoghue	Peacetime	May 27, 2022	Sleepy Hollow
John Macone	Korea	May 30, 2022	Sleepy Hollow
Jay M. Hellman	Vietnam	June 5, 2022	Sleepy Hollow
Joseph M. Arcidi	Korea	June 10, 2022	St. Bernards
John W. Kohl	World War II	June 17, 2022	Sleepy Hollow
Bernard A. Smith	Korea	June 21, 2022	St. Bernards
John B. Buttrick	Korea	July 9, 2022	Sleepy Hollow
Michael Marshman	Vietnam	July 13, 2022	Sleepy Hollow
James L. Phelps	Korea	July 19, 2022	Sleepy Hollow
Thomas J. Robertson	Peacetime	July 29, 2022	Sleepy Hollow
Alfred L. Bianchi	Vietnam	August 4, 2022	Sleepy Hollow
William B. Mercaldi	World War II	August 9, 2022	Sleepy Hollow
Donato J. Bracco	Peacetime	September 11, 2022	Sleepy Hollow
Nichloas Albanese	World War II	September 16, 2022	Sleepy Hollow
Ernest Cerra	Korea	September 28, 2022	St. Bernards
George E. Megin	Vietnam	October 6, 2022	Sleepy Hollow
William J. Moran	Vietnam	October 11, 2022	St. Bernards
Carl W. Sparre Jr	World War II, Korea	October 13, 2022	St. Bernards
Phillip A. Rebillard	Peacetime	October 27, 2022	Sleepy Hollow
Francis W. A'Hearn	Peacetime	November 12, 2022	Sleepy Hollow
Arthur P. Charbonneau	World War II	November 17, 2022	St. Bernards
Theodore Griesinger	Korea	November 26, 2022	Sleepy Hollow
Joseph P. Lenox Jr.	World War II, Korea	December 7, 2022	St. Bernards
Carmen F. Spinelli	Korea	December 14, 2022	St. Bernards

## CONCORD LOCAL CULTURAL COUNCIL

Council members:  
Betsy Levinson (Chair)  
Tom Martin  
Arthur Rogers  
Anita Tekle  
Amy Beamer  
Ha Richmond  
Hilary Taylor

The Concord Cultural Council (CLCC), 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.”

Individuals and organizations may apply to the CLCC 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 FY 2022 grants was publicized on Facebook, in the Concord Patch and on the Massachusetts Cultural Council website ([www.mass-culture.org/Concord](http://www.mass-culture.org/Concord)). In future years the information will also be publicized in the Concord Bridge, Patch and the CLCC is in the process of creating a Social Media presence in order to have a wider distribution of information.

This year the CLCC received thirty-four Grant applications requesting a total of \$21,155. Four applications were denied due to the lack of additional funding and thirty grants were reviewed and approved. The CLCC received \$7,200.00 from

the MCC and \$2,000.00 from the Town of Concord bringing the total initial funds available for granting in 2023 to \$9,200.00. Due to the difficulties posed by COVID-19 during the previous two years, many of the previously approved grant recipients failed to complete their projects by the extended deadline. Therefore, the CLCC had a balance of \$3,782 which brought the total available funds to \$12,982.00. The CLCC reserved \$350.00 to fund a celebration in the Spring to honor the grantees leaving a final total of \$12,632.00.

Additional information on the CCC grant program is available at:  
<https://www.mass-culture.org/Concord>

# FINANCE

## FINANCE DEPARTMENT

Kerry A. Lafleur, Chief Financial Officer  
Gail S. Dowd, Interim Finance Director

The Department of Finance and Administration consists of five divisions: Administration, Assessing, Treasurer/Collector, Accounting and Town Clerk. The Department is also responsible for budget management, Town purchasing administration, Town payroll administration, group insurance management (in collaboration with the Personnel Department) and Retirement System administration. The Town Treasurer serves as the Parking Clerk, administering the parking violation system. The Town Treasurer also serves as Treasurer for the Trustees of Town Donations. The report of the Town Clerk division appears elsewhere in this Town Report.

## ADMINISTRATION DIVISION

Kerry A. Lafleur, Chief Financial Officer  
Gail S. Dowd, Interim Finance Director  
Jonathan Harris, Budget and Purchasing Director

This division is responsible for the development and implementation of the Town Manager's budget, the Enterprise Fund budgets, and the five-year Capital Improvement Program. The division provides guidance and oversight of procurement and public bidding procedures for all town departments under the Town Manager in accordance with applicable state laws. These functions are conducted under the direction of the Budget and Purchasing Director with

the assistance of the Senior Budget & Operations Analyst. This division handles all aspects of Town payroll administration and all federal and state reporting of wages and payroll taxes for the Town departments, the Concord Public Schools (K-8) and the Concord Retirement System. The division handles retiree benefit administration and direct interaction with the Town's 335 retirees as well MTRS's 145 retirees for all group insurance matters. These functions are under the direction of the Assistant Treasurer.

The Chief Financial Officer (CFO) 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 with these activities.

The Chief Financial Officer is also appointed as the Town Treasurer-Collector. In this capacity, the Chief Financial Officer is responsible for cash management, debt management and Treasury Operations. The CFO is supported in these activities by the Deputy Treasurer/Collector (Treasury Division).

## Payroll

Total payrolls for the Town Government departments and the Concord Public Schools, for the fiscal periods ended June 30, 2021 and 2022, were as follows below:

2022 Town Managers Report					
<b>PAYROLL - ALL FUNDS</b>					
	<b>Year Ended 6/30/21</b>		<b>Year Ended 6/30/22</b>		<b>Percentage Change</b>
Town Manager Departments	\$	29,524,703	\$	30,728,907	4.08%
Concord Public Schools	\$	35,253,674	\$	37,559,645	6.54%
<b>TOTAL</b>	<b>\$</b>	<b>64,778,377</b>	<b>\$</b>	<b>68,288,552</b>	<b>5.42%</b>

## 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 15 area towns and regional school districts with 3,099 employee and retiree members, covering a total of 5,476 persons (including dependents) as of December 2022. Financial operations for the group were handled by the Concord Finance Department, Administration Division, until August 2017, at which time, these operations were transferred to another member entity. The Group's financial performance is independently audited, on an annual basis.

The primary health care networks offered are the Harvard Pilgrim Health Plan (HP), the Tufts Total Health Plan, and the Fallon Health Plan. The Plans offered to active employees, early retirees (pre-age 65) and non-Medicare eligible retirees are self-funded. The group also provides Medicare Supplement plans for eligible retirees, with premium rates set by Tufts, Harvard Pilgrim and Fallon. The MNHG Group establishes the prices for the various active employee and non-Medicare retiree plans annually based on actual claims experience and with the protection of a stop-loss reinsurance program. Harvard, Tufts and Fallon are paid an administrative fee, negotiated annually, which is based on the number of enrollees.

For the Group's Plan Years ending May 31, 2021 and May 31, 2022, the following unaudited financial information was reported. Please note at the time this report was submitted the audited statements as of May 31, 2021 and May 31, 2022 were not yet available.

## FINANCE COMMITTEE

Christine Reynolds, Chair  
Parashar Patel, Vice-Chair  
Ray Andrews  
Dean Banfield  
Peggy Briggs  
Kathy Cuocolo  
Eric Dahlberg  
Mary Hartman  
John Hickling  
Greg Guarriello  
Donald Kupka  
Amrith Kumar  
Dee Ortner  
Brian Taylor  
Lois Wasoff

### Finance Committee Membership

The Finance Committee (FinCom) consists of fifteen members who are appointed by the Town Moderator to represent a diversity of age, gender, precinct, financial circumstances and professional backgrounds. Each member is appointed for a three-year term, with five terms expiring each year at the close of the Annual Town Meeting. During their appointment, no member can serve as a Town officer or member of any other Town board.

### Finance Committee Responsibilities

The Finance Committee was established in 1922 to advise the town on financial matters. The Finance Committee fulfills this responsibility in several ways:

- Conducts public hearings on all warrant articles under which the appropriation or expenditure of money or the disposition of any property of the Town may be made.
- Develops written recommendations on these articles and any other articles the Finance Committee deems it to be in the best interests of the town to render a recommendation.
- Prints and distributes these recommendations to the voters not less than seven days before Town Meeting
- Manages the Town's appropriated Reserve Fund, voting to disburse money from this fund, upon the request of the Town Manager, when unforeseen or extraordinary events occur.

**Minuteman-Nashoba Health Group  
Summary Financial Statement**

	<b>Year Ending 5/31/21</b>	<b>Year Ending 5/31/22</b>
<b><u>Assets, Liabilities and Fund Balances</u></b>		
Cash & investments	\$ 10,681,114	\$ 5,205,570
Other current assets	<u>2,622,275</u>	<u>2,926,237</u>
Total assets	\$ 13,303,389	\$ 8,131,807
Claims Liabilities	\$ 3,770,890	\$ 4,637,309
Other liabilities	<u>903,853</u>	<u>881,040</u>
Total Liabilities	\$ 4,674,743	\$ 5,518,349
Unrestricted/Total Net Position	<u>\$ 8,628,646</u>	<u>\$ 2,613,458</u>
<b><u>Revenues, Expenses and Change in Net Position</u></b>		
<b>OPERATING REVENUES</b>		
Participants' contributions	\$ 50,961,827	\$ 45,678,272
Other revenues	<u>115,402</u>	<u>131,258</u>
Total Operating Revenues	\$ 51,077,229	\$ 45,809,530
 <b>OPERATING EXPENSES</b>		
Claims expense	\$ 38,113,690	\$ 41,660,531
Claims administration expense	2,490,513	2,207,687
Other group expenses	<u>10,155,007</u>	<u>7,969,477</u>
Total operating expense	\$ 50,759,210	\$ 51,837,695
<b>OPERATING INCOME (LOSS)</b>	\$ 318,019	\$ (6,028,165)
 <b>NON-OPERATING REVENUES</b>		
Investment income	<u>\$ 24,730</u>	<u>\$ 12,977</u>
Change in net position	<u>\$ 342,749</u>	<u>\$ (6,015,188)</u>
Net position, beginning of year	<u>\$ 8,285,897</u>	<u>\$ 8,628,646</u>
Net position, end of year	<u>\$ 8,628,646</u>	<u>\$ 2,613,458</u>

Articles voted at subsequent Town Meetings have added responsibilities. These include:

- The November 2011 Special Town Meeting voted that the Finance Committee develop a five-year projection of the total, likely tax burden on Concord taxpayers, and
- The 1976 Annual Town Meeting voted that, each year, the Finance Committee publish a budget guideline to help schools and the town develop their annual operating budgets. This requirement was further amended by a vote of the 2021 Annual Town Meeting to require publication of the annual guidelines on the Town's website no later than 5 weeks before the schedule close of the warrant.

To fulfill its responsibility of financial oversight, the Committee assigns each member to observe one or more other Town Committees. This enables FinCom observers to ask questions and gain a thorough understanding of the potential financial impact of initiatives under consideration throughout the town.

### **Operating Budget Guideline Process**

Each year, the Finance Committee publishes a budget guideline for each of our Town's three primary budgeting entities: Town Government, the Concord Public Schools, and Concord's portion of the Concord Carlisle Regional High School. The guideline specifies the increase to the current operating budgets available for the operating budget of the next fiscal year. These guidelines advise the Town and School Administrations, the Select Board, and the School Committees as to what the Finance Committee believes achieves the right balance between maintaining excellent services while also maintaining stable and sustainable property tax increases.

The process begins by consideration of select indices to gauge the regional financial environment. These include: Regional CPI, unemployment rates, tax collection rates, and the rate on a 10-year treasury note as a proxy for expected inflation. Next, internal budget drivers are explored through a round of conversations between the budgeting entities and the FinCom. Budget drivers typically

include collective bargaining agreements, incremental headcount requests and/or new programs. In 2021, the Finance Committee introduced a 'level services' rate of increase, based on two measures from the Congressional Budget Office May 2022: 80% of the Employment Cost Index plus 20% of the chained Consumer Price Index. They also introduced the taxpayer perspective by examining the rate of real personal income. After careful deliberation, FinCom publishes a preliminary guideline and awaits feedback. A second round of conversations results in a final guideline published approximately 5 weeks before the close of the Town Meeting warrant.

The Finance Committee seeks to limit operating cost increases to meet the goal of fiscal sustainability over the long term. The criteria for these limits include: maintaining adequate levy capacity to avoid Proposition 21/2 overrides; maintaining an adequate Free Cash balance to retain favorable bond ratings; and working to minimize tax increases so that taxpayers are hopefully not burdened beyond what they can reasonably afford. In addition the Finance Committee seeks to ensure a good value for its citizens in the expenditure of their taxes.

### **FY24 Operating Budget Guideline**

The town budget includes increased spending for road maintenance and adjustments to wages in anticipation of the compensation and class study currently being completed along with expenses to continue to current level of services performed throughout the Town. The upcoming school budget assumes an increase in out-of-district costs and continued in-school classes. On the revenue side, local receipts (excise, meals and occupancy taxes) are returning to previous levels. In addition, Concord has received significant pandemic related state and federal funding for issues including: lost revenue, public health and education services, affordable housing, and infrastructure. The Select Board and School Committee are overseeing the allocation of these funds.

The Finance Committee issued a preliminary FY24 guideline on October 13, 2022; the final guideline was issued on November 21, 2022.

The final guideline directs a total of \$3,528,918 (3.65% over FY21) to the General Fund operating budgeting:

- \$1,586,780 to the Town Government
- \$1,419,346 to the Concord Public Schools, and
- \$522,791 for Concord's portion of the Concord Carlisle Regional High School

The final guideline projects an increase in existing taxpayers' bills to be 3.37%, exclusive of Excluded Debt, which is decreasing by \$95,687. Assumptions embedded in the formulation of the preliminary guideline are:

- Unused levy capacity of \$3,786,352 (3.56% under the projected levy limit).
- \$1,000,000 use of Free Cash to offset property taxes.

In addition, to reviewing the budget requests the Finance Committee reviews the status of free cash. The Town's projected free cash balance will be close to 5% of the general fund budget, the floor level per Town policy. The balance has shrunk over the past several years due to reduced budget surpluses, increased uses of free cash for the creation of a Middle School debt stabilization fund and appropriations for Affordable Housing. The maintenance of healthy free cash balance ensures the maintenance of Concord's strong credit rating.

Looking forward, the Finance Committee believes continued fiscal restraint and thoughtful sequencing will be needed to fund prioritized initiatives, such as environmental sustainability and affordable housing, as well as expected necessary salary adjustments, Middle School debt and deferred road maintenance. Federal funds and private grants should be used to supplement tax resources, where possible, to keep tax growth moderate.

### **Concord Middle School**

In 2022, at a Special Town Meeting (STM) on January 20, 2022, the Town approved \$102,816,000 for a new Middle School. In October, 2022, the Concord Middle School Building Committee (CMSBC) received estimates of costs well in excess of the amount approved at the 2022 STM. The new

construction estimate was an additional \$5563,000. The National and global economic environment of inflation, supply chain issues, etc. had a significant effect on the cost estimate.

In response to this estimated cost increase, the Select Board called a Special Town Meeting for January 19, 2023. The STM warrant article presented was for and additional \$7,200,000 in funding authorization for the Middle School.

The Finance Committee spent a significant amount of effort focused on this new request and its impact on taxpayers. In addition, interest rates increased over the period of time since the 2022 STM. Overall, the Finance Committee and town staff estimated the impact of this new request for funding would impact the median home tax bill by \$73 per year. While not part of the 2023 STM vote, the Finance Committee also considered the impact of increased interest rates on the previously approved Middle School funding. The increase in interest rates applied to the previously approved funding, including debt issued in June 2022 to fund continued work through FY23 would increase the median home tax bill by \$180 per year from the assumption at STM 2022.

Following many meetings with the CMSBC, the public and holding a lengthy hearing, the Finance Committee voted 11-3-1 to recommend Affirmative Action on the 2023 STM Warrant Article 5 for the \$7,200,000 in funding. The finance committee will remain focused on the final spending under this article.

## BOARD OF ASSESSORS

David Karr, Chair  
Brendan Kemeza, Vice-Chair  
Mera Tilley  
Yannis Tsitsas  
Arry Charles

The Assessing Division of the Finance Department is responsible for the fair and accurate listing and assessment of all real estate and personal property for taxation purposes, in accordance with state statutes and regulations. The Division assists taxpayers in determining eligibility for statutory property tax exemptions and in understanding the basis for all property assessments. The Division also carries out the valuation of all real property under construction as of each June 30, determines the applicability of the Supplemental Assessment Law for newly constructed property receiving a Certificate of Occupancy during the year, and examines all property sales during the year for inclusion in the annual sales analysis. The Division is responsible for the commitment of 16,562 motor vehicle excise tax bills during the year, 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 Senior Means Tested Real Estate Tax Exemption was signed by the Governor Charlie Baker making the Home Rule Petition into law in September, Chapter 193 of the Acts of 2022. This has been a great outcome and credit to the Tax Fairness Committee. This is also the last year of the three-year trial. The Town meeting in September voted to continue the program. Absent legislative approval to continue the program, the Town funded a "Senior Means Tested Exemption- like" program through a Town Meeting appropriation. In FY22, the office processed 37 applications and granted 37 exemptions, totaling \$145,561. The exemptions were funded by the overlay account.

The Town Assessor, three full- time staff and one part-time staff member assist the Board of Assessors. The Board, consisting of five members and up to three non-voting associate members,

appointed by the Town Manager, is the decision-making body with respect to all property valuation determinations. With the resignation of Chief Assessor Lane Partridge, Mr. Richard Scanlon served the Town of Concord as the Interim Assessor during FY2022. In July 2022, Town Assessor Meredith Stone accepted the position as Chief Assessor in Concord.

**Property Valuation - FY23 Recertification Year**  
Massachusetts General Law requires the Town to value property for tax purposes as of January 1st preceding the start of the July 1 Fiscal Year for which property taxes will be levied. Once every five years, the Department of Revenue (DOR) certifies the valuation of local assessments at "full and fair cash value" with on-site examination. This process is referred to as the "Certification Year". The four intervening years are "Interim" years, during which the DOR review of required annual valuation adjustments is by a desk analysis. Fiscal Year 2023 is a Recertification year. For the Division, the work is the same for an interim year, but without the process of on-site DOR examination. The last value certification was completed in Fiscal 2018, and the DOR has approved each interim year adjustment since 2018.

On November 28, 2022, following a public hearing, a uniform tax rate of \$12.96 was adopted by the Select Board for FY2023. The FY2023 property tax rate was approved by the Department of Revenue on December 8, 2022. The FY2023 values are based on an assessment date of January 1, 2022, and a market value analysis using calendar year 2021 "arms-length" sales. The Town's total taxable property value increased 18.4 % from FY2022 to FY2023.

An assessment is the value placed upon all real and personal properties for the purpose of local property taxation. An analysis of market conditions along with the assessment level and uniformity must be performed annually as of January 1. This year was a five -year recertification review conducted by the Bureau of Local Assessment to assist assessors in the reassessment program necessary to achieve full and fair cash value. In accordance with the requirement of MGL c. 40 & 56 and MGL c 58 &1, 1A, and 3 as equitably and consistently as possible. Conforming statistics are not solely

## **Assessments by Property Use (Form LA-4)**

<b>Class Type</b>	<b>Class Code</b>	<b><u>FY 2022</u></b>		<b><u>FY 2023</u></b>	
		<b>Parcel Count</b>	<b>Total Value</b>	<b>Parcel Count</b>	<b>Total Value</b>
Single Family	101	4,611	\$5,189,205,622	4,616	\$6,226,365,918
Condominium	102	890	522,824,202	898	617,465,702
Miscellaneous	103,109,140	55	124,033,700	54	141,705,600
2-Family	104	97	73,333,050	96	83,784,050
3-Family	105	2	1,801,800	2	2,125,000
Apartments	111-125	27	210,702,100	27	237,580,900
Vacant Land	130-132,106	274	38,110,900	279	48,769,112
Commercial	300-393	323	410,959,625	321	439,551,700
Industrial	400-452	29	26,535,600	29	27,620,404
Forest Land (Ch. 61)	601-602	12	56,115	12	66,422
Agricultural (Ch. 61A)	700	29	1,090,375	29	889,466
Recreation Land (Ch. 61B)	800	12	10,234,325	9	9,734,210
Mixed Use	012-043	26	158,877,350	27	185,105,345
Personal Property	501-508	<u>248</u>	<u>59,116,970</u>	<u>239</u>	<u>64,759,520</u>
<b>Total</b>		<b>6,635</b>	<b>\$6,826,881,734</b>	<b>6,686</b>	<b>\$8,085,523,349</b>

determinative that the proposed valuations are appropriately derived or applied. The following table summarizes the Town's values by property use.

### **Tax Levy**

The Town's budget for Fiscal Year 2023 was approved at the 2022 Annual Town Meeting. Taxpayers voted the appropriation of which is funded by several sources. Many of the funds come from Real Estate and Personal Property taxes and is called the Levy. The levy is limited by Proposition 2 ½, which allows the levy to grow by only 2 ½ percent each year and new growth. The town meeting can also vote an override to the 2 ½ percent increase, but Concord has only allowed overrides for funding capital projects.

The maximum permitted property tax levy for FY2023, the total amount of money that can be raised through Real and Personal Property taxes in accordance with state law, is \$110,170,315. This includes a levy of \$7,550,660 for excluded debt service. The actual FY2023 property tax levy is \$104,788,383, resulting in \$5,381,932 of the maximum permitted levy limit remaining unused. The FY2023 tax levy increased from FY2022 by 3.99%.

### **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

**Annual Levy Limit is calculated as follows:**

FY2023 Levy Limit	\$ 98,905,503
Fy 22 New Growth Adjustment ( <i>form LA-13a</i> )	\$ 0
2 ½% allowed increase	\$ 2,472,638
New Growth ( <i>form LA-13</i> )	<u>\$ 1,241,514</u>
TOTAL ( <i>before debt exclusion and override</i> )	\$ 102,619,655
DEBT EXCLUSION	\$ 7,559,660
<i>(Principal and interest due on debt authorized to be repaid from taxation above the levy limit)</i>	
OVERRIDE	<u>0</u>
MAXIMUM PERMITTED LEVY	<u>\$110,170,315</u>
FY2023 PROPERTY TAX LEVY	\$104,788,383
Unused Levy Limit	\$ 5,381,932

single family residential valuation of \$1,348,866. The median single family residential valuation is \$1,169,500.

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 FY2023 is:

**\$104,788,383/ \$8,085,523,349 = .01296  
or \$12.96 per thousand dollars of assessed valuation**

Property taxes are billed quarterly. For FY2023, the first two tax payments were due August 1 and November 1, 2022. These were estimated based on the previous year's taxes plus 2.50%, a preliminary adjustment allowed by state law and based on the permitted 2.5% increase plus any increase attributable to the FY2023 cost of overrides or debt exclusions previously voted by town ballot. In November, the Select Board voted a "residential factor" of 1.0000, thereby setting the FY2023 tax rate at a Uniform Tax Rate, which has been their practice for the past 22 years. The third and fourth quarter tax payments are due on February 1, 2023, and May 1, 2023, 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 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 Fiscal Year 2022:

<b>MOTOR VEHICLE COMMITMENTS from January 1, 2021 to December 31, 2021</b>			
<b>Calendar Year</b>	<b>Number of Commitments</b>	<b>Number of Bills</b>	<b>Amount Committed</b>
2022	6	16,562	\$3,262,370

## **TRUSTEES OF TOWN DONATIONS**

Christine Ayotte-Brennan, Chair  
 Frederick Miller, Vice-Chair  
 Eric Macy  
 Gavin Morrissey  
 Jennifer Ubaldino

Kerry A. Lafleur, Treasurer

Citizens of Concord today continue to benefit from the remarkable generosity of those who preceded them. Our community is strengthened in important ways by the consideration of our forebears.

Beginning more than 250 years ago, various funds were established according to the wishes of the donor. Generally, these wishes addressed specific needs such as scholarship funding, library materials, health and environmental concerns, and beautification of the Town.

For those individuals making their estate plans, the Trustees would be pleased to respond to inquiries about creating a new trust and/ or adding to an existing fund.

During FY2022, the Trustees received \$142,485.87 in Interest Earnings, net of fees and \$158,910 in Receipts, including \$82,455 from the sale of Cemetery lots, \$76,455 for Perpetual Care and recorded \$2,069,977.69 due to proceeds of sales. The Trustees distributed at total of \$152,278.70, including:

- \$81,114.20 of cemetery lot sale proceeds to the Town's Cemetery Fund for FY22;
- \$7,000.00 from the Silent Fund;
- \$4,886.25 for maintenance of Chamberlin Park; and
- \$59,278.25 from income according to the terms of the various trusts, including \$26,424 for capital maintenance at Beede Pool & Fitness Center.

Additional disbursements include investment management fees of \$25,652.89 (approximately 25 basis points annually and charged on a monthly basis). Advisory and investment management fees were paid to BNY Mellon Wealth Management, who served as advisor through September, and then to Morgan Stanley, who is currently serving as the Trustees investment advisor.

Morgan Stanley is retained to manage the portfolio, in accordance with the Investment Policy adopted by the Trustees, a copy of which is available on the Town's website. The annualized rate of return to June 30, 2022 (fiscal year reporting period), net of fees, is as follows:

- to benefit students in Concord public schools. (Fund #4)
- \$1,890.00 from the bequest of Cyrus Stow (1878) to benefit the Concord-Carlisle High School (Fund #5);

**PORTFOLIO RATE OF RETURN  
as of June 30, 2022  
Annualized, net of fees**

	<u>One Year</u>	<u>Three years</u>	<u>Since Inception</u>
Concord			- 7.96
Custom One			-11.72
Custom Two			-11.68
Custom Three			-11.72

Custom One: 60% MSCI ACWI; 40% BC US Gov & Corp (%) Custom Two: 33% SPX/ 10% EAFE/ 7% EM/ 40% Bond (%) Custom Three: 43% R3000/ 10% EAFE/ 7% EM/ 40% Bond (%)
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The Trustees Investment and Distribution policies are available at <https://concordma.gov/240/Trustees-of-Town-Donations> .

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, 2022, the market value of assets was recorded at \$9,304,258.39, a decrease of 9.60% from the year earlier.

A listing of disbursements made by the Trustees during FY 2022 (the period ending June 30, 2022) includes:

- \$7,000 from the Silent Fund transferred to the Board of Selectmen, distributed by the Board of Selectmen to individuals in need (Fund #1);
- \$1,470.00 from Public School Donations, bequests of John Beaton and John Cummings

- \$6,200.00 from the William M. Prichard bequest (1899) to benefit students in Concord public schools (Fund #6);
- \$3,648.75 from the Sarah E. A. Richardson Fund (1926) and the Estate of Mary E. Gross to benefit Emerson Hospital (Funds #7 and 10);
- \$4,600 from the Anna M. Holland Funds for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Funds #8 & 9)
- \$400.00 from the George F. Flavin Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #23);
- \$257.25 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);
- \$750.00 from the Ruth E. Helsher Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #28);
- \$4,886.25 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);
- \$294.00 from earnings on the Sleepy Hollow Cemetery Fund to support the Cemetery division (Fund #32);

- \$81,114.20 in lot sales transferred to the Cemetery division and in lot repurchases from Cemetery Donations, Sleepy Hollow Cemetery (Fund #33);
- The transfer 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) occurred in July and therefore will be included in the report ending June 30, 2023;
- \$1,244.25 from earnings in Cemetery Donations, St. Bernard's Cemetery, transferred to Holy Family Parish and used to support cemetery maintenance costs (Fund #35);
- \$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);
- \$11,600 from the Guy P. DiGiovanni Family Scholarship Trust for academic scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #39) and
- \$26,424.00 from the Beede Center Endowment to support operation and maintenance of the Beede Center (Fund #40).

**The Town of Concord Trustees of Town Donations administers the following funds:**

**1. Silent Fund**

A trust fund for the benefit of the poor of Concord, established in 1731, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

**2. Hugh Cargill Fund**

Income paid annually to the Board of Selectmen of Concord and added to funds administered by the Hugh Cargill Committee for the aid of Concord residents in need.

**3. Hugh Cargill Trust**

A trust fund for the benefit of the poor of Concord, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

**4. Public School Donations**

Bequest of John Beaton and John Cumming.  
John Beaton: to improve the schooling of the youth.  
John Cumming: benefit to a school, Town of Concord and to be under the direction of the Selectmen.

**5. High School Donations**

Bequest of Cyrus Stow in 1878, the net income to be expended by the School Committee for said Town for the benefit of the high school.

**6. Manual Training School Donations**

Bequest of William M. Prichard, income to be used for the purpose of manual training, industrial arts, mechanical drawings, and domestic science and in furtherance of those subjects.

**7. Sarah E. A. Richardson Fund**

Bequest of Sarah E. A. Richardson in 1926 of \$12,000 to be held as a permanent fund, the income thereof to be used by the Trustees of Town Donations for the Town of Concord for the assistance of people suffering from physical disabilities in a hospital, or as the Trustees of Town Donations shall deem best.

**8. & 9. Anna M. Holland Fund**

Income to be used for:

A. Frederic M. Holland Scholarships: Higher Education for boys and girls over 16, who have been students in the Concord High School.

B. Anna M. Holland Scholarships: Higher education for young women over 16, residents of Concord who have attended school in Concord for at least two years.

**10. Mary E. Gross**

Income to be paid to Emerson Hospital of Concord.

**11. Shade Tree Donations**

Bequest of Reuben N. Rice in 1886 of \$2,000 and Samuel Hoar in 1904 of \$1,000, the principal to be invested and the income thereof annually expended in planting and the care of shade or ornamental trees in the public square, or on the highways and streets of Concord.

**12. Adelaide Fowler Tree Fund**

To be held as trust fund for 100 years or for such less periods as the Board of Selectmen or the Trustees of Town Donations may deem advisable, income thereof to be used by it for the setting out and care of trees and shrubs.

**13. Hapgood Wright Semi-Centennial Trust Fund**

Gift of Hapgood Wright, August 25, 1885. Income to be used for the semi-centennial celebration of the incorporation of the Town of Concord until the third centennial year of the incorporation of the Town of Concord.

**14. Hapgood Wright Centennial Trust Fund**

Gift of Hapgood Wright in 1916 for the benefit and improvement of the Town or the citizens of Concord as determined by a two-thirds vote of Town Meeting.

Part A. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 1985 and at each 100 years thereafter;

Part B. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 2035 and at each 150 years thereafter.

### **15. Nineteenth of April Donations**

Bequest of Ebenezer R. Hoar in 1895 to be safely invested and the income added to the principal, and in the year 1925, and in every 25th year thereafter, so much of the then existing accumulations of income as the town shall think fit, shall be used for the celebration of the Nineteenth of April 1775, and the surplus, if any, for such educational purposes as the Town may determine. The principal, however, to be always kept intact.

### **16. Melvin Fund**

Bequest of James C. Melvin in 1917, the sum of \$2,000 to provide income to be used in connection with the 19th of April celebrations.

### **17. The Colonel James Barrett Fund**

Bequest received in 1936. Income to be accumulated for periods of 60 years to be spent as Selectmen designate.

### **18. Charles Hosmer Walcott Fund**

Legacy from the Estate of John Walcott, income to be used by the School Committee for a prize for papers of historical or other subjects relating to Concord.

### **19. Fanny E. Wheeler Fund**

Bequest from Fanny E. Wheeler, parcel of land situated at the junction of Sudbury and Assabet rivers containing 7.9 acres more or less and having thereon "Egg Rock" so called. Bequest subject to the restriction that no building of any kind shall ever be erected or placed on said premises. Also a bequest of \$1,000 the income therefrom to be used for the care and maintenance of said premises.

### **20. Martha R. Hunt Legacy**

Remainder of the legacy from Martha R. Hunt of \$1,000 income to be expended for the improving, repairing, and renovating on grounds, fences, and structures of the Old Hill Burying Ground.

### **21. Mary Stone Eaton Fund**

For the benefit of the people of Concord who are physically disabled in a hospital.

### **22. Harriet Louise Eaton Fund**

For the benefit of the people of Concord who are physically disabled in a hospital.

### **23. The George F. Flavin Scholarship Fund**

This fund created by bequest in 1984, the income to be used exclusively for the higher education of worthy boys and girls who are graduates of the Concord-Carlisle High School.

### **24. Edward B. Caiger Fund**

The income of this fund, by bequest in 1960, is used for prizes for high school seniors.

### **25. Edward B. Caiger Library Fund**

Bequest received in March 1978. Principal to remain intact and income to be paid to the Concord Free Public Library.

### **26. Edith F. Sellors Library Fund**

Bequest by Edith F. Sellors in 1984. Trust fund to be administered by Board of Public Library Trustees, the income thereof to be expended in each year for the purchase of books for the library, in addition to those provided from town appropriations or other funds. By decision at the 1984 Annual Town Meeting (article 54) "to authorize the Trustees of Town Donations to hold, manage and administer such legacy in accordance with said will."

### **27. Political Science Scholarship Fund**

This fund created by a gift in 1963, the income to be used for the benefit of a girl, in the graduating class of Concord-Carlisle Regional High School, most interested in the science of government.

### **28. Ruth E. Helsher Scholarship Fund**

This fund created by bequest in 1965, the income to be used for the higher education of boys and girls who are graduates of the Concord-Carlisle Regional High School.

### **29. Eleanor Baldwin Fenn Memorial Fund**

Gift from the League of Women Voters of Concord, June 1980, to be supervised and invested by the Trustees of Town Donations. The gift is required to be retained as principal. The income each year will be awarded to a member of the Concord-Carlisle Regional High School graduating class who has demonstrated an ongoing personal commitment to servicing the community. The Scholarship and Awards Selection Committee at the high school shall choose the recipient. If there is no qualified recipient, the income for that year shall be divided

and presented to the award recipients over the next three years. This award is given in beloved memory of Eleanor Baldwin Fenn who devoted her life to active, informed, concerned citizenship throughout the community.

### **30. Anne B. Chamberlin Park Fund**

Gift in March 1970, from the Chamberlin family, of which a sum up to \$2,000 may be spent for plans and construction of a path from Lowell Road to the Town land on the westerly side of Mill Brook. The balance of such sum to be held in trust, the income to be expensed on direction of the Natural Resources Commission, or its successor, toward the maintenance of the path and its borders.

### **31. John Upshire Smith Memorial Fund**

A trust fund for the benefit of the needy of Concord, income therefrom to be paid to the Silent Poor Fund.

### **32. Sleepy Hollow Cemetery Fund**

Income to be paid annually to the Town Treasurer, to be used by the Cemetery Department.

### **33. Sleepy Hollow Burial Lot Fund**

Payments for lots purchased in Sleepy Hollow Cemetery; principal and income to be paid to the Town of Concord annually.

### **34. Cemetery Donations - Sleepy Hollow Cemetery**

Funds paid for perpetual care on lots in Sleepy Hollow Cemetery; income paid to the Town Treasurer quarterly for the maintenance of Sleepy Hollow Cemetery.

### **35. Cemetery Donations - St. Bernard's Cemetery**

Donations for care of lots in Saint Bernard's Cemetery. Income to be paid to St. Bernard's annually.

### **36. Maureen Taggart Memorial Award**

The Recreation Commission established the Maureen Taggart Memorial Award in January 1985. The award is open to any high school student, public or private, who is a resident of Concord or Carlisle, and who has demonstrated a loving and giving spirit through voluntary service in the community. The recipient will have the privilege of

designating a deserving organization and/or individual to receive a financial grant in Maureen's name. The recipient's name will be placed on two plaques - one at the Harvey Wheeler Community Center, and the other at the school of the chosen student. The citizens of Concord and Carlisle and any faculty member or student of the candidate's high school will make nominations. Nomination forms are available at the Concord Recreation Department, the local high schools, the two Concord libraries and the Carlisle Library. Nominations should be sent to the Recreation Department. Submittal deadline is April 1.

### **37. Concord Scholarship Fund**

A Fund established to receive gifts to be used for scholarships to further the education of Concord residents. Gifts should be made payable to the Town of Concord and the fund is to be administered by the Trustees of Town Donations to be called "Concord Scholarship Fund." Gifts are tax deductible as a charitable contribution on individual tax return.

### **38. Concord's 350th Birthday Fund**

Funds received from the Town of Concord. The Board of Selectmen voted to use remaining funds raised for the Town's 350th-birthday observance to set up a permanent trust fund for the "maintenance and improvement of the Monument Square Flagpole, related lighting, and flags." The principal and interest can be expended on the authorization of the Board of Selectmen.

### **39. DiGiovanni Family Scholarship Trust**

Initial funds received April 1999 from Guy P. DiGiovanni, the income to be paid to the Town Treasurer annually and, through June 30, 2011, to be used by the Concord Recreation Commission for the funding of summer camp scholarships for programs managed by the Concord Recreation Department. After June 30, 2011, the donor revised the purpose of the fund; income will be applied to academic scholarships for Concord students attending college.

### **40. Beede Center Endowment**

The Special Town Meeting of November 5, 2007 acted under Article 4 to transfer to the custody of the Trustees a gift of \$300,000 from the Alfred Sawyer Trust for the purpose of establishing an endowment for the Beede Swim and Fitness

Center. The Town Meeting vote further stipulated that the principal was to remain intact and the income was to be made available upon request of the Town Manager for the operation and maintenance of the Beede Center. Subsequently, the gift was accepted by the Board of Selectmen on December 27, 2007 with further condition of the Sawyer Trustee that use of the endowment income would be restricted to capital expenses. \$55,000 was applied for such purpose in fiscal year 2014.

**Other funds under management by the Trustees of Town Donations:**

**Alfred H. Sawyer Trust Gift**

Article 4 of the Special Town Meeting of November 5, 2007 also transferred to the custody of the Trustees of Town Donations “the sum of \$1,700,000 or any other sum that may be accepted by the Board of Selectmen from the Trustees of the Alfred Sawyer Trust to create an expendable fund for sustainable energy and other resource conserving initiatives for town buildings, said funds to be expended under the direction of the Town Manager, in accordance with certain terms and conditions to be agreed upon by the Board of Selectmen and the trustees of the Alfred Sawyer Trust.”

<b>Alfred Sawyer Resource Conservation Fund</b>		
	Fiscal Year 2022	Since Inception
Market Value, BEGINNING	\$ 77,859.96	\$ 1,730,437.58
Additions to trust capital	\$ 0.00	\$ 15,507.30
Income	146.01	210,658.73
Realized gains	0.00	53,909.30
<i>Less:</i>		
Project funding – transfer to town	\$ 0.00	\$ 1,932,506.94
Market value, ENDING	\$ 78,005.97	\$ 78,005.97

## CONTRIBUTORY RETIREMENT BOARD

Peter J. Fulton, Chair (elected member)  
 Mary Barrett, Town Accountant (ex officio member)  
 Kerry A. Lafleur, Town CFO (Select Board's appointed member)  
 Arnold Roth (member appointed by the Board)  
 Brian J. Whitney (elected member)

Linda Boucher, Retirement System Administrator

The Concord Retirement Board administers the Contributory Retirement System, a multi-employer pension board that includes the Town of Concord (including non-teaching staff of the Concord K-8 School Department), the Concord-Carlisle Regional School District non-teaching staff and the Concord Housing Authority. The system covers all employees working at least 25 hours per week in regular 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 Massachusetts 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, 2021, reported the following data regarding Concord's system:

<u>Annualized rate of return</u>	<u>Concord Board</u>	<u>Composite (all boards)</u>
1 year (2020):	17.51 %	19.51 %
5 years (2011-20):	10.10 %	10.86 %
Historic (1985-2020):	8.88 %	9.58 %

As of the most recent actuarial valuation (January 1, 2022), Concord's funded ratio (assets compared to system actuarial liabilities) was 93.8%, up from the prior year's 88.9%, and nearing the system 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, 2022 and 2021 were reported as follows:

The actuarial value of assets is a derivation that spreads investment gains and losses (results above and below the assumed rate of return, the rate at which future liabilities are discounted to present value) over a four-year period. Thus, for example,

<b>Total assets and accrued liabilities as of January 1, 2022 and 2021</b>		
	<u>Jan. 1, 2022</u>	<u>Jan. 1, 2021</u>
Actuarial Accrued Liability (AAL)	\$227,797,995	\$219,826,899
Actuarial Value of Assets (AVA)	\$213,727,863	\$195,329,320
Unfunded Actuarial Accrued Liability ( UAAL = AAL- AVA)	\$14,070,142	\$24,397,579
Discount rate (assumed earnings rate)	6.5%	6.75%
Funded ratio (AVA/AAL)	93.8%	88.9%

the investment gains in 2021 that resulted from exceeding the 6.50% discount rate are divided equally into four parts, with one-quarter (one part) recognized in calendar year 2021 results and the other quarter parts recognized in 2022, 2023 and 2024. 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 following changes were made in the non-economic assumptions used to prepare the January 1, 2022 actuarial valuation:

- Mortality assumption: RP-2014 adjusted to 2006, projected generationally using MP-2021. The prior valuation used the same table, projected with MP-2020. This increased the liability by \$412 thousand.
- All other assumptions and methods were maintained from the prior valuation.

The funding schedule remains the same, amortizing the remaining unfunded liability by 2028. 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 9th highest on the listing published as of January 1, 2022, down from 6th highest last year, as reported by PERAC. As of 1/1/22, just three of the 104 board's in the MGL Chapter 32 public employee pension system were using a discount rate lower than 6.5% (Andover, Leominster & Wellesley), and three others were using a discount rate of 6.50%, like Concord (GLSD, Maynard & Needham). Ninety-seven (97) boards were using discount rates higher than 6.50%. Of the eight boards with higher funded ratios, 6 reported that the discount rates used in the most recent actuarial valuation range was higher than 6.50%. 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 6.50% 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 20221 will be reflected in the next planned valuation with an effective date of January 1, 20232.

At January 1, 2022, system membership was 567 Active Members, 226 Inactive Members and 351 Retired Members.

The Retirement System maintains the following fund balances:

**The Annuity Savings Fund** contains the accumulated contributions plus earnings of active member employees and terminated employees who have not withdrawn their balances. By law, interest earnings to be credited to the individual member account within this fund (and the Annuity Reserve Fund) is set by the state for the calendar year at the average passbook savings rate of the prior year, not at the earnings rate actually realized by the System.

**The Annuity Reserve Fund** contains the accumulated contributions and earnings of members receiving retirement or disability payments. Accumulated balances are transferred to this fund from the Annuity Savings Fund upon a member's retirement.

**The Special Military Services Fund** contains employer appropriations for certain armed services veterans who qualify for additional benefits under Massachusetts law.

**The Pension Fund** receives and maintains the employer contributions. Retirement benefits funded by employer contributions are disbursed from this fund.

**The Pension Reserve Fund** receives excess investment income (if any) after allocations are made to all other funds. This fund also receives any pension assessments made against federal grants and any forfeit of accumulated interest by a member withdrawing from the system before 5 years (all annuity account interest is forfeited) or ten years

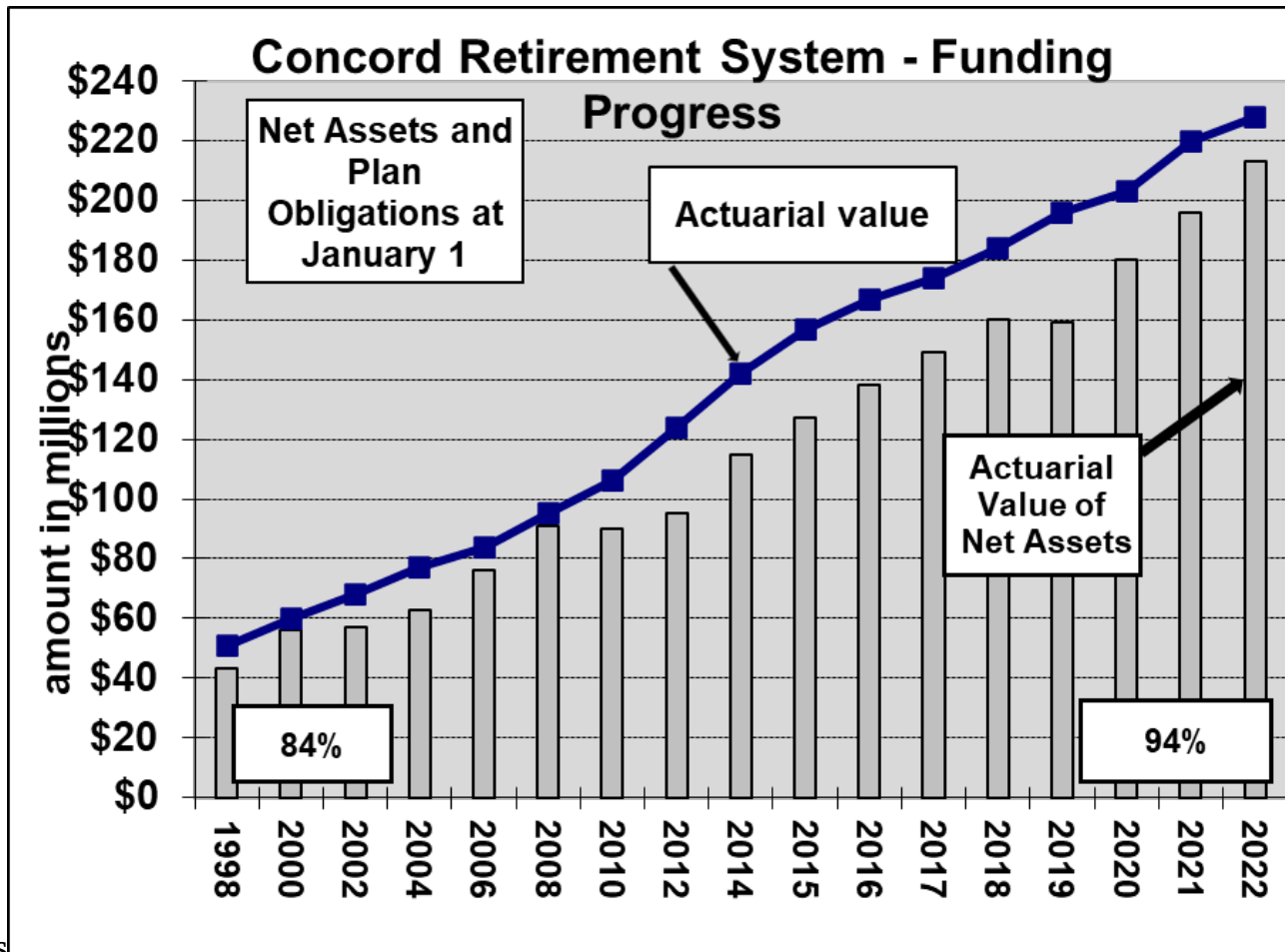
(50% of annuity account interest is forfeited).

**The Expense Fund** receives and disburses monies associated with the Retirement Board's administrative expenses.

Based upon calendar year financial statements published by the Concord Retirement Board and audited as part of the Town's annual audit, a three-year comparison (2019-2021) of total assets by fund is shown below:

**Audited Financial Date  
at December 31**

	2019	2020	2021
Annuity Savings Fund	\$ 33,447,651	\$ 33,698,719	\$ 34,120,288
Annuity Reserve Fund	9,375,601	10,246,246	11,433,578
Military Service Fund	4,502	4,506	4,510
Pension Fund	440,837	4,926,100	2,730,925
Pension Reserve Fund	141,464,017	152,757,484	185,954,060
<b>TOTAL at Market Value</b>	<b>\$ 184,732,608</b>	<b>\$ 201,633,055</b>	<b>\$ 234,243,361</b>



## TREASURER-COLLECTOR

Colleen Rhinhart, Interim Treasurer-Collector  
Rich Delorey, Assistant Treasurer

The Treasurer-Collector division of the Finance Department is responsible for the receipt, investment and disbursement of all Town funds, billing and collection of all taxes, curbside collection subscriptions, utility and parking violation collections, miscellaneous billing, and debt management. This division serves as custodian-treasurer for the Concord Retirement System.

### Short-term Investments

For the year ended June 30, 2022, interest earnings on short-term investments of all Town funds totaled \$157,226.97. The General Fund, which supports the Town and Schools operating budgets, earned \$81,759.31. These earnings represent an average return for the fiscal year of .07% down from the previous year's return of 0.16%. Interest earnings funded approximately 0.14% of the \$118.2 million General Fund budget for the fiscal year that ended June 30, 2022. Interest earnings funded about 0.26% of the \$115.8 million General Fund budget for the previous fiscal year.

### Tax Collection

Property tax collections during FY22 totaled \$99,053,583 net of refunds. This is 2.73% more collected than the previous year. The delinquency rate on the FY22 tax levy was .34% as of June 30, 2022, the twenty-seventh consecutive year in which this rate has been under 1.5% and the second consecutive year it has been under 1%.

The total dollar amount of property taxes outstanding on the tax collector's records (all years) was \$498,987 at the end of FY22.

During FY22, \$320,887 of unpaid property taxes was transferred to Tax Title accounts, including \$11,735 in utility liens. A T717363.54-2ax Title is a legal procedure involving advertisement of delinquency and the recording of a priority lien against the deed

Interest earned FY22	
Allocated by Fund	Amount
General Fund	\$81,759.31
Municipal Light Operating Fund	\$5,100.72
Land Acquisition Fund	\$27.31
Water Fund	\$13,732.76
Sewer Fund	\$10,996.33
CPA Fund	\$6,170.34
CMLP Depreciation Fund	\$13,210.60
CMLP Underground Fund	\$5,846.05
Pension Reserve	\$1,397.20
Contributory Retirement Fund	\$5,463.31
General Stabilization Fund	\$14.33
Student Activity	\$220.00
Beede Swim & Fitness Center	\$ 4,791.74
53G Fund	\$2.54
Parking Fund	\$189.69
CPS Capital Stabilization	\$ 145.29
CPS Tech Stabilization Fund	\$1.79
Emergency Response Stabilization Fund	\$365.96
Middle School Stabilization Fund	\$6,425.15
Affordable Housing	\$1,202.84
Arts Lottery Fund	\$163.71
TOTAL	\$57,226.97

to protect the Town's claim for taxes owed. \$299,838 was collected during the year on Tax Title accounts, along with \$20,511 in penalty interest. Tax Titles bear a penalty interest rate of 16% per annum. At June 30, 2022, 40 properties were in Tax Title status, amounting to accumulated unpaid taxes of \$720,292 (compared to 34 parcels and \$664,640 at June 30, 2021).

## Debt and Credit Rating

In fiscal year 2022, one Bond was issued, as detailed below:

### **\$ 18,405 million Bond**

Issue date: June 14, 2022  
 Payable: January 15, 2023 through January 15, 2042  
 Maturity date: 1 - 20 years  
 True Interest cost: 3.288188%

*Moody's Investors Services reaffirmed Concord's Aaa credit rating prior to the bond sale. The Town's credit rating has retained this Aaa rating since 1987.*

#### Purpose:

- Article 31 of 2014 ATM	141 Keyes Road Renovation	\$	400,000.00
- Article 21 of 2018 ATM	Trail Improvements	\$	25,000.00
- Article 11 of 2020 ATM	Warner's Pond Dredging	\$	500,000.00
- Article 13 of 2021 ATM	Municipal Building Improvements, 2021	\$	195,000.00
- Article 13 of 2021 ATM	White Pond Park Improvements	\$	500,000.00
- Article 13 of 2021 ATM	Warner's Pond Park Improvements	\$	1,250,000.00
- Article 13 of 2021 ATM	Ladder #1 Refurbishment	\$	250,000.00
- Article 13 of 2021 ATM	Self-Contained Breathing Apparatus	\$	245,000.00
- Article 13 of 2021 ATM	2021 Roads Program	\$	1,300,000.00
- Article 13 of 2021 ATM	Drainage & Sidewalks	\$	330,000.00
- Article 13 of 2021 ATM	Heavy Equipment (Park & Tree)	\$	245,000.00
- Article 13 of 2021 ATM	Heavy Equipment (Highway)	\$	235,000.00
- Article 1 of 2022 STM	Middle School Construction	\$	11,083,000.00
- Article 43 of 2019 ATM	Water Main Replacement	\$	1,847,000.00
	<b>TOTAL</b>	<b>\$</b>	<b>18,405,000.00</b>

## 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 a few project applications proposed in Fiscal Year 2022 necessitated the expertise of outside consultants. The following table summarizes the activity in the 53G Review Fund for the fiscal year ending June 30, 2022.

Project	Beginning Balance 7/1/2020	Funds Received	Funds Disbursed	Ending Balance 6/30/2021
250 Old Bedford Rd Site Plan	\$2,300.46	\$0	\$2,300.46	\$0
1440 Main St. Earth Removal	\$5,533.60	\$3.00	\$5,259.13	\$277.47
<b>Total</b>	<b>\$7,834.06</b>	<b>\$3.00</b>	<b>\$7,559.59</b>	<b>\$277.47</b>

FY2022 Debt Service Summary by Issue

Issue Date	Issue Detail	Amount	Interest Cost	Maturity	Principal	Interest	Total Debt Service
07/24/03	MWPAT, Title V 97-1070	\$195,089	5.041	06/30/21	\$10,829	\$-	\$10,829
11/16/05	MWPAT, Pool 11, CW-04-10	\$4,190,000	1.999	06/30/26	\$219,686	\$35,541	\$255,227
12/09/08	MWPAT, Pool 12, CW-06-01	\$9,967,780	2.000	06/30/27	\$556,331	\$103,062	\$659,393
03/15/09	Willard School (IE) non-called	\$11,900,000	3.723	06/30/19	\$625,000	\$21,875	\$646,875
03/18/09	MWPAT T5-05-1243	\$703,170	0.000	07/15/18	\$70,317	\$-	\$70,317
1/15/10	Willard School Construction (IE)	\$12,900,000	3.177	06/30/29	\$680,000	\$256,775	\$936,775
05/17/11	General Obligation Bond Issue, 2011	\$8,750,000	2.585	05/15/26	\$420,000	\$79,725	\$499,725
06/13/12	MWPAT T5-05-1243A	\$296,830	3.610	06/13/12	\$29,705	\$-	\$29,705
05/29/12	General Obligation Bond Issue, 2012	\$2,785,000	0.999	06/30/19	\$200,000	\$6,000	\$206,000
05/22/13	MWPAT T5-05-1243B	\$324,715	1.400	06/30/23	\$32,471	\$-	\$32,471
06/04/13	General Obligation Bond Issue, 2013	\$3,360,000	0.813	06/01/20	\$350,000	\$16,100	\$366,100
06/12/14	General Obligation Bond Issue, 2014	\$7,985,000	1.563	06/01/23	\$805,000	\$154,675	\$959,675
01/7/15	MWPAT T5-05-1243C	\$197,457	3.070	06/30/25	\$19,745	\$-	\$19,745
05/21/15	General Obligation Bond Issue, 2015	\$2,781,500	1.525	09/15/24	\$1,080,000	\$128,700	\$1,208,700
05/19/16	General Obligation Bond Issue, 2016	\$9,955,000	1.178	09/15/25	\$1,230,000	\$279,801	\$1,509,801
06/05/17	General Obligation Bond Issue, 2017	\$10,035,000	1.562	03/15/28	\$795,000	\$332,000	\$1,127,000
06/21/18	General Obligation Bond Issue, 2018	\$6,035,000	2.165	06/30/28	\$825,000	\$273,268	\$1,098,268
					\$7,949,084	\$1,687,522	\$9,636,606

**Authorized but Unissued as of June 30, 2021**

	Town of Concord, MA		Authorized, but Unissued Debt as of June 30, 2021			
Category	Authorization	Purpose	Authorized	Issued	Rescinded / Resized	Unissued as of 06/30/21
within levy	07-ATM-2019	Municipal Building Renovations	\$500,000.00	\$(328,500.00)	\$(171,500.00)	\$-
within levy	21(2)-ATM-2018	Trail Improvements	\$75,000.00	\$-	\$-	\$75,000.00
within levy	21(5)-ATM-2018	Library, Energy Efficient Systems	\$150,000.00	\$(150,000.00)	\$-	\$-
within levy	07-ATM-2019	Library, Furniture, Fixtures & Equipment	\$550,000.00	\$(550,000.00)		\$-
within levy	21(5)-ATM-2018	Parking Lot Improvements, HWCC	\$100,000.00	\$(100,000.00)	\$-	\$-
within levy	12-ATM-2019	Concord Public School Renovations	\$900,000.00	\$(900,000.00)		\$-
within levy	07-ATM-2019	Land Acquisition for Open Space	\$100,000.00	\$(100,000.00)		\$-
within levy	31-ATM-2014	141 Keyes Road Renovations (DPLM)	\$600,000.00	\$(200,000.00)	\$-	\$400,000.00
within levy	11-ATM-2020	Road Improvement Program 2020	\$1,250,000.00	\$(1,250,000.00)		\$-
within levy	11-ATM-2020	White Pond Improvements	\$600,000.00	\$(600,000.00)		\$-
within levy	11-ATM-2020	Warner's Pond Dredging	\$500,000.00			\$500,000.00
within levy	11-ATM-2020	Ambulance #2 Replacement	\$275,000.00	\$(275,000.00)		\$-
within levy	11-ATM-2020	Playground Improvements	\$200,000.00	\$(200,000.00)		\$-
within levy	11-ATM-2020	Electric Bus	\$150,000.00	\$(150,000.00)		\$-
within levy	26-ATM-2020	Concord Public School Renovations	\$830,000.00	\$(830,000.00)		\$-
Betterment	42-ATM-2013	Septic System Betterment	\$2,000,000.00	\$(1,487,662.00)	\$-	\$512,338.00
Enterprise	28-ATM-2016	Water System Improvements, Water Treatment Plant	\$13,665,000.00	\$(2,000,000.00)	\$-	\$11,665,000.00
Enterprise	28-ATM-2016	Water System Improvements, Reservoir Improvements	\$965,000.00	\$-	\$-	\$965,000.00
Enterprise	28-ATM-2016	Water System Improvements, Nagog Water Intake	\$1,870,000.00	\$(1,000,000.00)	\$-	\$870,000.00
Enterprise	43-ATM-2019	Water Main Replacement	\$4,000,000.00			\$4,000,000.00
Enterprise	24-ATM-2017	Telecommunications	\$1,000,000.00	\$(131,000.00)	\$-	\$869,000.00
Enterprise	26-ATM-2017	Smart Grid Improvements	\$3,000,000.00	\$-	\$-	\$3,000,000.00
		<b>Totals</b>	\$57,985,000.00	\$(33,157,287.00)	\$(1,971,375.00)	\$22,856,338.00

## Treasurer's Report for the Year Ended June 30, 2022

### Combined statement, all funds

<b>Beginning Balance @ June 30, 2021</b>			<b>Book Value</b>	<b>Market Value</b>
Bank of America	\$ 11,015.90			
Mellon Cash Reserves	154,859.31			
Mass Municipal Depository	4,761.47			
<b>Total cash accounts</b>		\$ 170,636.68	\$ 170,636.68	
Equity - stock and mutual funds		3,935,195.99	6,464,807.13	
Fixed Income		3,620,841.49	3,657,695.76	
<b>TOTAL ASSETS @ June 30, 2020</b>		<b>\$ 7,726,674.16</b>	<b>\$ 10,293,139.57</b>	

#### **FY2022 RECEIPTS:**

Interest & Dividends	\$ 168,138.76		
Asset Appreciation	\$2,069,977.69		
<b>Total Interest and Dividends</b>		\$2,238,116.45	

#### **Other receipts:**

Cemetery lots	82,455.00		
Cemetery Perpetual Care	76,455.00		
Other revenue	0.00		
<b>Total Other Receipts</b>		\$ 158,910.00	

**TOTAL Gross Receipts** \$2,397,026.45

#### **Less**

Investment mgmt. fees (25,652.89)

**TOTAL NET RECEIPTS** \$2,371,373.56

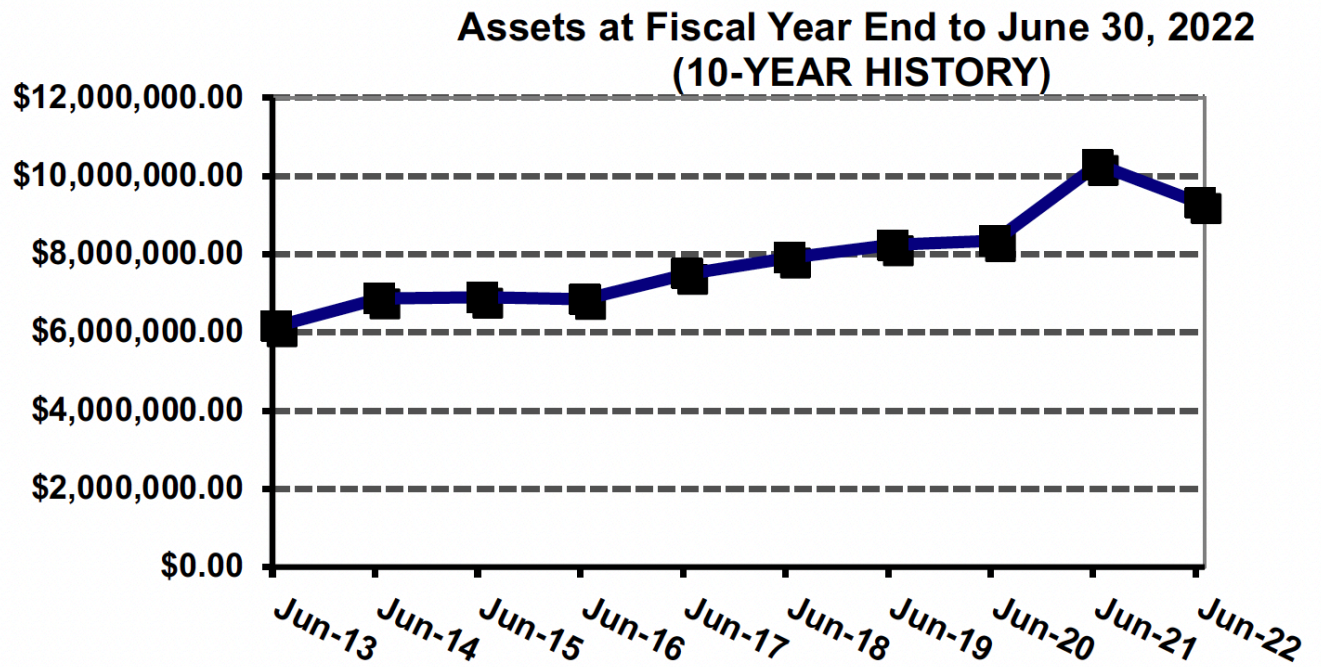
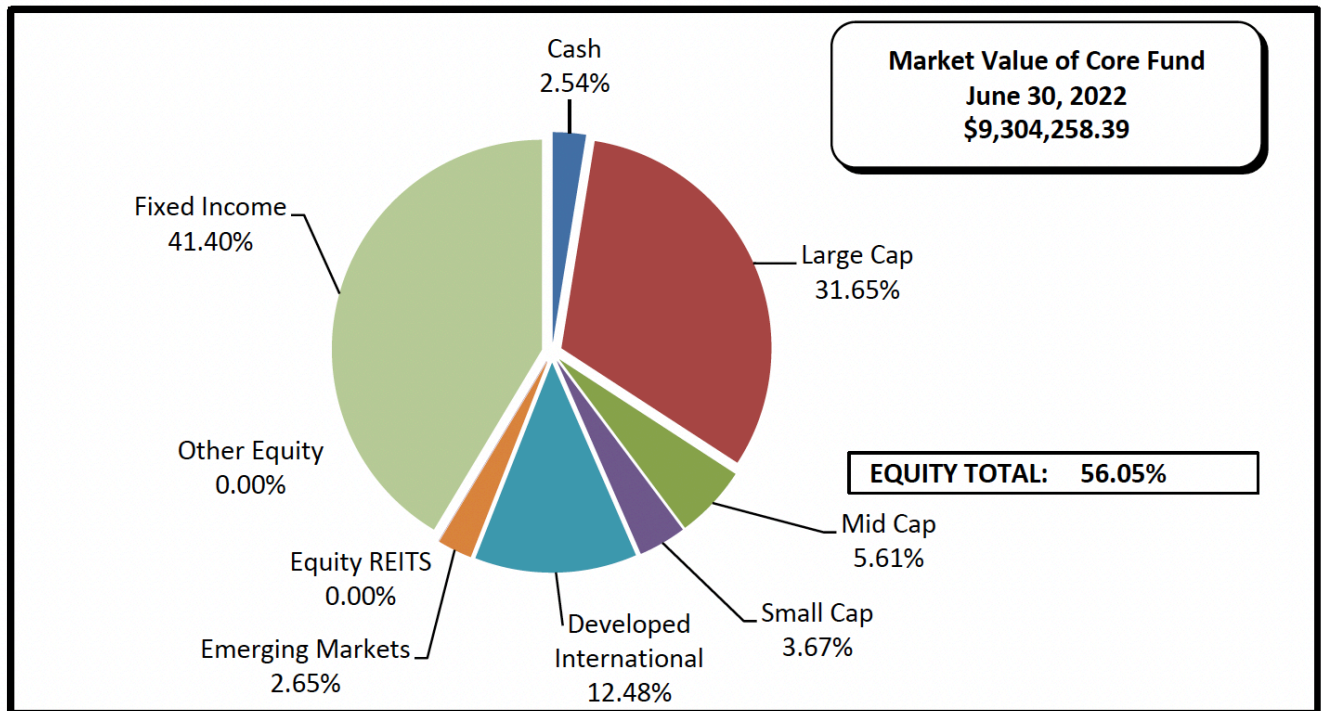
#### **FY2022 DISBURSEMENTS**

Distributions from income & gains	\$ 71,164.50		
Cemetery lot sale proceeds to Town, current year		81,114.20	

**TOTAL DISBURSED** \$ 152,278.70

**NET ACTIVITY, FY22** \$2,219,094.86

<b>Ending Balance @ June 30, 2022</b>			<b>Book Value</b>	<b>Market Value</b>
Bank of America	\$ 88,927.01			
Mellon Cash Reserves	154,859.31			
First American Government, US Bank	75,037.04			
Mass Municipal Depository	72,658.23			
<b>Total cash accounts</b>		\$ 236,622.28	\$ 236,622.28	
Equity - stock and mutual funds		5,723,631.11	5,215,852.10	
Fixed Income		3,985,515.62	3,851,784.01	
<b>TOTAL ASSETS @ June 30, 2022</b>		<b>\$ 9,945,769.01</b>	<b>\$ 9,304,258.39</b>	



## Trust Fund Assets: Transaction Summary, FY2022- as of June 30, 2022

Fund #	Fund		Book Value 6/30/21	Market Value 6/30/21	Interest MTD	Received MTD	Disbursed MTD	Realized Gain (loss)	Book Value 6/30/22	Market Value 06/30/22
1	Silent Fund	Principal	198,250.92			0.00	0.00		198,250.92	
		temp restricted	175,519.57			0.00	0.00	100,157.49	275,677.06	
		Expendable	1,328.06	<b>638,962.51</b>	6,830.36	0.00	7,000.00		1,158.42	<b>552,896.14</b>
2	Hugh Cargill Fund	Principal	600.00			0.00	0.00		600.00	
		temp restricted	1,243.31			0.00	0.00	535.04	1,778.35	
		Expendable	160.12	<b>2,734.52</b>	36.57	0.00	0.00		196.69	<b>2,473.71</b>
3	Hugh Cargill Trust	Principal	117,519.88			0.00	0.00		117,519.88	
		temp restricted	199,541.07			0.00	0.00	90,862.31	290,403.38	
		Expendable	23,157.98	<b>471,628.35</b>	6,208.56	0.00	0.00		29,366.54	<b>425,511.13</b>
4	Public School Donations	Principal	22,384.65			0.00	0.00		22,384.65	
		temp restricted	44,227.58			0.00	1,470.00	17,792.80	60,550.38	
		Expendable	9.91	<b>92,655.02</b>	1,215.77	0.00	0.00		1,225.68	<b>82,448.85</b>
5	High School Donations	Principal	24,523.72			0.00	0.00		24,523.72	
		temp restricted	47,968.55			0.00	1,890.00	19,374.86	65,453.41	
		Expendable	53.76	<b>101,034.42</b>	1,323.87	0.00	0.00		1,377.63	<b>89,668.83</b>
6	Manual Training	Principal	98,010.76			0.00	0.00		98,010.76	
		temp restricted	192,688.10			0.00	6,200.00	77,689.47	264,177.57	
		Expendable	196.56	<b>404,743.41</b>	5,308.48	0.00	0.00		5,505.04	<b>360,298.03</b>
7	Sarah E. A. Richardson fund	Principal	52,601.49			0.00	0.00		52,601.49	
		temp restricted	103,515.21			0.00	3,517.50	41,694.24	141,691.95	
		Expendable	0.60	<b>217,243.78</b>	2,848.95	0.00	0.00		2,849.55	<b>193,241.93</b>
8	Anna M. Holland Fund #1	Principal	38,586.13			0.00	0.00		38,586.13	
		temp restricted	5,444.73			0.00	2,800.00	11,797.25	14,441.98	
		Expendable	172.12	<b>71,589.46</b>	800.76	0.00	0.00		972.88	<b>60,895.59</b>
9	Anna M. Holland Fund #2	Principal	24,129.42			0.00	0.00		24,129.42	
		temp restricted	3,343.59			0.00	1,800.00	7,360.63	8,904.22	
		Expendable	106.99	<b>46,340.30</b>	499.53	0.00	0.00		606.52	<b>39,206.98</b>
10	Mary E. Gross	Principal	1,946.50			0.00	0.00		1,946.50	
		temp restricted	3,827.38			0.00	131.25	1,542.83	5,238.96	
		Expendable	2.94	<b>8,039.64</b>	105.44	0.00	0.00		108.38	<b>7,150.47</b>
11	Shade Tree Donations	Principal	409.14			0.00	0.00		409.14	
		temp restricted	833.84			0.00	0.00	374.76	1,208.60	
		Expendable	160.26	<b>1,913.73</b>	25.60	0.00	0.00		185.86	<b>1,731.44</b>
12	Adelaide Fowler Tree Fund	Principal	1,128.70			0.00	0.00		1,128.70	
		temp restricted	4,100.80			0.00	0.00	2,053.94	6,154.74	
		Expendable	2,461.09	<b>10,178.14</b>	140.34	0.00	0.00		2,601.43	<b>9,257.27</b>
13	Hapgood Wright Semi-Centennial	Principal	1,207.80			0.00	0.00		1,207.80	
		temp restricted	9,843.96			0.00	0.00	5,266.00	15,109.96	
		Expendable	8,665.92	<b>26,118.34</b>	359.82	0.00	0.00		9,025.74	<b>23,751.56</b>
14A	Hapgood Wright Centennial Trust (1985 and each 100 years)	Principal	1,000.00			0.00	0.00		1,000.00	
		temp restricted	7,650.20			0.00	0.00	4,281.40	11,931.60	
		Expendable	7,380.79	<b>21,216.26</b>	292.54	0.00	0.00		7,673.33	<b>19,296.70</b>
14B	Hapgood Wright Centennial Trust (2035 and each 150 years)	Principal	1,000.00			0.00	0.00		1,000.00	
		temp restricted	626,005.05			0.00	0.00	340,146.14	966,151.19	
		Expendable	646,616.33	<b>1,685,584.69</b>	23,241.97	0.00	0.00		669,858.30	<b>1,533,078.84</b>

## Trust Fund Assets: Transaction Summary, FY2022- as of June 30, 2022

Fund #	Fund		Book Value 6/30/21	Market Value 6/30/21	Interest MTD	Received MTD	Disbursed MTD	Realized Gain (loss)	Book Value 6/30/22	Market Value 06/30/22
15	Nineteenth of April Donations	Principal	2,000.00			0.00	0.00		2,000.00	
		temp restricted	11,020.79			0.00	0.00	4,724.97	15,745.76	
		Expendable	4,671.09	<b>28,938.65</b>	322.84	0.00	0.00		4,993.93	<b>25,429.29</b>
16	Melvin Fund	Principal	291.42			0.00	0.00		291.42	
		temp restricted	998.02			0.00	0.00	467.12	1,465.14	
		Expendable	459.53	<b>2,585.26</b>	31.92	0.00	0.00		491.45	<b>2,307.73</b>
17	Colonel James Barrett Fund	Principal	1,000.00			0.00	0.00		1,000.00	
		temp restricted	3,299.13			0.00	0.00	1,723.26	5,022.39	
		Expendable	2,155.28	<b>8,542.16</b>	115.75	0.00	0.00		2,271.03	<b>7,767.38</b>
18	Charles Hosmer Walcott Fund	Principal	122.72			0.00	0.00		122.72	
		temp restricted	1,123.96			0.00	0.00	591.71	1,715.67	
		Expendable	968.84	<b>2,932.16</b>	40.42	0.00	0.00		1,009.26	<b>2,666.87</b>
19	Fanny E. Wheeler Fund	Principal	3,000.00			0.00	0.00		3,000.00	
		temp restricted	49,882.46			0.00	0.00	26,899.84	76,782.30	
		Expendable	47,839.55	<b>133,301.35</b>	1,838.06	0.00	0.00		49,677.61	<b>121,240.72</b>
20	Martha Hunt Legacy	Principal	251.78			0.00	0.00		251.78	
		temp restricted	513.05			0.00	0.00	230.56	743.61	
		Expendable	98.45	<b>1,083.19</b>	15.76	0.00	0.00		114.21	<b>994.76</b>
21	Mary Stone Eaton Fund	Principal	6,447.74			0.00	0.00		6,447.74	
		temp restricted	18,649.50			0.00	0.00	9,689.39	28,338.89	
		Expendable	11,183.19	<b>48,015.61</b>	662.07	0.00	0.00		11,845.26	<b>43,671.31</b>
22	Harriet Louise Eaton Fund	Principal	5,087.90			0.00	0.00		5,087.90	
		temp restricted	15,288.68			0.00	0.00	7,956.97	23,245.65	
		Expendable	9,416.96	<b>39,430.50</b>	543.68	0.00	0.00		9,960.64	<b>35,862.96</b>
23	George F. Flavin Scholarship	Principal	5,658.13			0.00	0.00		5,658.13	
		temp restricted	808.10			0.00	400.00	1,748.32	2,156.42	
		Expendable	84.41	<b>10,473.57</b>	118.71	0.00	0.00		203.12	<b>8,934.17</b>
24	Edward B. Caiger Fund	Principal	1,000.00			0.00	0.00		1,000.00	
		temp restricted	544.50			0.00	0.00	466.65	1,011.15	
		Expendable	202.73	<b>3,207.52</b>	31.90	0.00	0.00		234.63	<b>2,772.95</b>
25	Edward B. Caiger Library Fund	Principal	2,113.52			0.00	0.00		2,113.52	
		temp restricted	4,102.27			0.00	131.25	1,662.44	5,633.46	
		Expendable	8.84	<b>8,670.05</b>	62.33	0.00	0.00	51.28	122.45	<b>7,679.39</b>
26	Edith F. Sellors Library Fund	Principal	1,053.75			0.00	0.00		1,053.75	
		temp restricted	2,017.69			0.00	126.00	822.06	2,713.75	
		Expendable	6.57	<b>4,303.56</b>	56.16	0.00	0.00		62.73	<b>3,782.83</b>
27	Political Science Scholarship	Principal	1,210.62			0.00	0.00		1,210.62	
		temp restricted	671.53			0.00	0.00	528.27	1,199.80	
		Expendable	95.88	<b>3,560.57</b>	36.09	0.00	0.00		131.97	<b>3,086.35</b>
28	Ruth E. Helsher Scholarship	Principal	5,132.29			0.00	0.00		5,132.29	
		temp restricted	(97.86)			0.00	750.00	1,046.80	198.94	
		Expendable	(279.22)	<b>15,264.65</b>	306.21	0.00	0.00		26.99	<b>11,872.47</b>
29	Eleanor Baldwin Fenn Memorial	Principal	1,710.62			0.00	0.00		1,710.62	
		temp restricted	1,009.98			0.00	0.00	819.99	1,829.97	
		Expendable	349.71	<b>5,661.57</b>	56.04	0.00	0.00		405.75	<b>4,891.55</b>

**Trust Fund Assets: Transaction Summary, FY2022- as of June 30, 2022**

Fund #	Fund		Book Value 6/30/21	Market Value 6/30/21	Interest MTD	Received MTD	Disbursed MTD	Realized Gain (loss)	Book Value 6/30/22	Market Value 06/30/22
30	Anne B. Chamberlin Park Fund	Principal	20,000.00			0.00	0.00		20,000.00	
		temp restricted	200,424.97			0.00	0.00	76,904.37	277,329.34	
		Expendable	69,165.39	<b>397,331.75</b>	5,250.03	0.00	4,886.25		69,529.17	<b>355,104.30</b>
31	John Upshire Smith Memorial	Principal	485.00			0.00	0.00		485.00	
		temp restricted	1,117.17			0.00	0.00	557.80	1,674.97	
		Expendable	486.40	<b>2,806.34</b>	38.13	0.00	0.00		524.53	<b>2,545.64</b>
32	Sleepy Hollow Cemetery Fund	Principal	4,892.83			0.00	0.00		4,892.83	
		temp restricted	6,172.60			0.00	294.00	2,956.66	8,835.26	
		Expendable	5.30	<b>12,854.29</b>	202.04	0.00	0.00		207.34	<b>11,761.24</b>
33	Sleepy Hollow Burial Lot Fund	Principal	5,441.74			82,455.00	81,114.20		6,782.54	
		temp restricted	229.87			0.00	0.00	4,440.33	4,670.20	
		Expendable	40.25	<b>7,243.47</b>	375.51	0.00	0.00		415.76	<b>9,023.00</b>
34	Cemetery Donations - perp. care	Principal	1,892,053.53			76,455.00	0.00		1,968,508.46	
		temp restricted	1,926,508.04			0.00	0.00	1,025,812.58	2,951,509.81	
		Expendable	1,792.56	<b>4,866,063.43</b>	71,347.30	0.00	0.00		73,118.24	<b>4,461,792.49</b>
35	Cemetery Don. - St. Bernard's	Principal	20,059.81			0.00	0.00		20,059.81	
		temp restricted	36,174.55			0.00	1,244.25	15,043.81	49,974.11	
		Expendable	94.72	<b>76,067.06</b>	1,027.94	0.00	0.00		1,122.66	<b>68,008.97</b>
36	Maureen Taggart Memorial	Principal	7,972.66			0.00	0.00		7,972.66	
		temp restricted	15,750.89			0.00	500.00	5,861.92	21,112.81	
		Expendable	104.04	<b>33,241.07</b>	-65.26	0.00	0.00		38.78	<b>28,834.63</b>
37	Concord Scholarship Fund	Principal	1,200.00			0.00	0.00		1,200.00	
		temp restricted	676.87			0.00	0.00	592.60	1,269.47	
		Expendable	342.04	<b>3,622.08</b>	40.48	0.00	0.00		382.52	<b>3,183.79</b>
38	Concord's 350th Birthday	Principal	3,386.39			0.00	0.00		3,386.39	
		temp restricted	4,320.76			0.00	0.00	2,146.68	6,467.44	
		Expendable	330.78	<b>13,921.03</b>	146.68	0.00	0.00		477.46	<b>12,131.90</b>
39	Guy P. DiGiovanni Fund	Principal	110,500.00			0.00	0.00		110,500.00	
		temp. restricted	92,764.97			0.00	11,600.00	54,458.22	135,623.19	
		Expendable	769.70	<b>233,894.77</b>	3,699.02	0.00	0.00		4,468.72	<b>209,839.31</b>
40	Beede Center Endowment	Principal	300,000.00			0.00	0.00		300,000.00	
		trmp restricted	72,238.01			0.00	26,424.00	101,676.43	147,490.44	
		Expendable	8,472.73	<b>530,141.34</b>	6,947.50	0.00	0.00		15,420.23	<b>458,164.91</b>
<b>TOTAL</b>			<b>7,726,674.15</b>	<b>10,293,139.57</b>	<b>142,485.87</b>	<b>158,910.00</b>	<b>152,278.70</b>	<b>2,070,810.19</b>	<b>9,945,769.01</b>	<b>9,304,258.39</b>

## ACCOUNTING

Mary Barrett, Town Accountant

The Accounting Division of the Finance Department is responsible for maintaining the financial records of the Town, preparing periodic and annual financial statements, overseeing, and processing the Town bills for inclusion in the disbursement warrants for approval by the Select Board, providing financial reporting services to other Town Departments, coordinating, managing the annual Town Audit, and interfacing with the Financial Audit Advisory Committee. Other duties include issuing 1099s, maintaining the chart of accounts and the vendor file, certifying availability of contract funds, monitoring, and retaining records of all contracts including State/Federal grants. In addition, the Accounting Division is designated as the systems administrator for the Town's financial reporting application. Finally, this group ensures that statutory reports follow standards set by the State, by the Government Accounting Standards Board (GASB) and local by-laws.

The Town Accountant serves as Ex-Officio board member of the Concord Contributory Retirement System.

During FY2022, the Accounting Division's workload increased related to the Town's decision to migrate to a new ERP financial reporting system (MUNIS). As key members of the project implementation team, the Accounting Division has been involved in developing a new General Ledger chart of accounts in accordance with the UMAS (Uniform Municipal Accounting System) structure. Other project conversion work has included scrubbing vendor file data and converting five years of historical general ledger data. The conversion work is on-going with an implementation target during FY2023.

In FY2022, the Accounting Division processed 42 accounts payable warrants, reviewed over 25,500 invoices, generated approximately 14,000 printed checks and wire transfers, mailed out 98 1099s, and generated over 785 journal entries.

Town of CONCORD, LONG-TERM DEBT STATISTICS

Direct Debt - FY06 to FY20											
@ June 30	Assessed Value	Outstanding Long-term Debt		Popula- tion	per capita income	% of Assessed value		Debt per capita		Debt per capita as % of per capita income	
		Gross	Net	decen- nial census	decennial census	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%
2016	\$5,841,889,295	\$58,382,966	\$39,391,306	17,668	\$67,374	1.00%	0.67%	\$3,304	\$2,230	4.90%	3.31%
2017	\$5,973,716,402	\$54,309,398	\$36,661,977	17,668	\$67,374	0.91%	0.61%	\$3,074	\$2,075	4.56%	3.08%
2018	\$6,144,650,300	\$54,911,022	\$34,086,831	17,668	\$67,374	0.89%	0.55%	\$3,108	\$1,929	4.61%	2.86%
2019	\$6,447,033,517	\$48,891,639	\$35,841,833	17,668	\$67,374	0.76%	0.56%	\$2,767	\$2,029	4.11%	3.01%
2020	\$6,685,261,125	\$46,382,640	\$33,874,331	17,668	\$67,374	0.69%	0.51%	\$2,625	\$1,917	3.90%	2.85%

*“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 the full and fair value of property in Concord and is set by the state biennially. This EQV is used in various state formulas for some state grant allocations. The value set at January 1, 2020 is \$7,134,203,400. By state law (MGL c. 44, § 10), the Town’s debt limit is capped at 5% of its EQV. The Town’s gross outstanding debt of \$46,382,640 as of June 30, 2020 is 0.65% of EQV.

## Budget - All Accounts , FY18 - FY21 Budgeted, FY22 Proposed

Line #		FY19 Budget	FY20 Budget	FY21 Budget	FY22 Budget	FY23 Proposed	Dollar Change	Percent Change	Percent of Total
	<b>Town Government</b>								
1	personal services	20,346,477	21,833,686	21,654,602	22,533,144	23,701,223	1,168,079	5.18%	19.00%
2	O & M	4,410,718	4,702,962	5,070,207	5,734,750	5,808,822	74,072	1.29%	4.66%
3	capital outlay	1,945,000	1,945,000	1,081,855	800,000	1,509,700	709,700	88.71%	1.21%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.18%
5	<b>Total Town Government</b>	<b>26,927,194</b>	<b>28,706,648</b>	<b>28,031,664</b>	<b>29,292,894</b>	<b>31,244,746</b>	<b>1,951,852</b>	<b>6.66%</b>	<b>25.05%</b>
6	Concord Public Schools	38,246,895	39,390,163	40,777,193	41,708,424	43,186,745	1,478,321	3.54%	34.62%
7	Concord-Carlisle RSD	19,146,874	19,996,874	20,436,322	21,135,593	21,782,979	647,386	3.06%	17.46%
8	Minuteman Voc Tech RSD	595,792	768,846	904,576	911,265	987,159	75,894	8.33%	0.79%
9	<b>Total Operating Budgets</b>	<b>84,916,755</b>	<b>88,862,531</b>	<b>90,149,755</b>	<b>93,048,176</b>	<b>97,201,629</b>	<b>4,153,453</b>	<b>4.46%</b>	<b>77.93%</b>
<b>JOINT TOWN &amp; CPS ACCOUNTS</b>									
9	Group Insurance	5,374,837	5,966,069	6,383,694	6,639,042	7,468,322	829,280	12.49%	5.99%
10	OPEB Trust	1,617,000	1,697,850	1,500,000	1,220,195	1,401,347	181,152	14.85%	1.12%
11	Retirement	3,777,010	3,965,861	4,064,734	4,751,660	4,882,471	130,811	2.75%	3.91%
12	Social Security/Medicare	814,713	800,000	866,864	910,207	942,064	31,857	3.50%	0.76%
13	Other Fixed & Mandated	485,000	498,750	520,500	568,575	640,450	71,875	12.64%	0.51%
14	Town & CPS Debt Service	4,025,363	4,196,145	3,999,012	4,167,370	4,235,101	67,731	1.63%	3.40%
15	Town & CPS Excluded Debt Service	3,354,151	3,221,181	3,375,867	3,250,139	2,986,504	(263,635)	-8.11%	2.39%
16	<b>subtotal</b>	<b>19,448,074</b>	<b>20,345,856</b>	<b>20,710,671</b>	<b>21,507,188</b>	<b>22,556,259</b>	<b>1,049,071</b>	<b>4.88%</b>	<b>18.08%</b>
17	CCRS D Debt Service	102,809	0	0	0	0	0	0.00%	0.00%
18	CCRS D Excluded Debt Service	3,404,345	3,348,113	3,311,646	3,241,186	3,179,377	(61,809)	-1.91%	2.55%
19	Minuteman Excluded Debt Service	146,887	297,995	354,322	378,019	521,385	143,366	37.93%	0.42%
20	subtotal	3,654,041	3,646,108	3,665,968	3,619,205	3,700,762	81,557	2.25%	2.97%
21	Other Articles	73,210	0	0	4,500	4,500	0	0.00%	0.00%
22	<b>TOWN MEETING VOTE</b>	<b>108,092,080</b>	<b>112,854,495</b>	<b>114,526,394</b>	<b>118,179,069</b>	<b>123,463,150</b>	<b>5,284,081</b>	<b>4.47%</b>	<b>98.99%</b>
23	State assessments & offsets	528,077	562,989	531,162	576,027	565,188	(10,839)	-1.88%	0.45%
24	Snow/Ice & other deficits	0	0	0	0	200,000	200,000	0.00%	0.16%
25	Overlay	527,017	599,937	522,588	516,742	500,000	(16,742)	-3.24%	0.40%

26	<b>subtotal</b>	<b>1,055,094</b>	<b>1,162,926</b>	<b>1,053,750</b>	<b>1,092,769</b>	<b>1,265,188</b>	<b>172,419</b>	<b>15.78%</b>	<b>1.01%</b>
27	<b>TOTAL BUDGET PLAN</b>	<b>109,147,174</b>	<b>114,017,421</b>	<b>115,580,143</b>	<b>119,271,838</b>	<b>124,728,337</b>	<b>5,456,499</b>	<b>4.57%</b>	<b>100.00%</b>
<b>Funding - All General Fund Accounts: FY18 - FY21 Budgeted &amp; FY22 Proposed</b>									
		FY19 Budget	FY20 Budget	FY21 Budget	FY22 Budget	FY23 Proposed	Dollar Change	Percent Change	Percent of Total
30	state aid	5,266,476	5,465,567	5,645,786	5,838,114	5,995,235	157,121	2.69%	4.81%
31	motor vehicle excise tax	3,095,601	3,316,531	2,737,923	3,100,000	3,410,000	310,000	10.00%	2.73%
32	investment earnings	500,000	700,000	850,000	200,000	400,000	200,000	100.00%	0.32%
33	other local revenue	4,295,250	4,545,519	3,206,247	3,345,250	4,395,250	1,050,000	31.39%	3.52%
<b>Transfers to General Fund</b>									
34	Enterprise and Other Funds	2,889,260	3,201,619	2,649,005	1,947,786	2,228,448	280,662	14.41%	1.79%
35	Emergency Services Stab. Fund	48,000	295,240	170,880	88,150	0	(88,150)	-100.00%	0.00%
	<b>subtotal</b>	<b>2,937,260</b>	<b>3,407,135</b>	<b>2,819,885</b>	<b>2,035,936</b>	<b>2,228,448</b>	<b>192,512</b>	<b>9.46%</b>	<b>1.79%</b>
36	Other Appropriations				1,668,791	1,896,045	227,254	13.62%	1.52%
37	CCHS Debt Stabilization Fund	275,000	0	0	0	0	0	0.00%	0.00%
38	from CMLP (Light Fund)	461,000	452,000	474,500	451,500	444,000	(7,500)	-1.66%	0.36%
39	Free Cash	1,025,000	1,000,000	1,715,000	1,867,564	1,600,000	(267,564)	-14.33%	1.28%
40	Thoreau School MSBA grant	0	0	0	0	0	0	0.00%	0.00%
42	Septic Betterment	0	89,724	0	0	0	0	0.00%	0.00%
41	Transportation Network Surcharge	0	0	3,500	3,500	3,500	0	0.00%	0.00%
43	<b>subtotal</b>	<b>17,855,587</b>	<b>18,976,476</b>	<b>17,452,843</b>	<b>18,510,655</b>	<b>20,372,478</b>	<b>1,861,823</b>	<b>10.06%</b>	<b>16.33%</b>
<b>Property Tax</b>									
44	property tax base	83,612,620	86,978,397	90,127,638	92,920,956	96,718,593	3,797,637	4.09%	77.54%
45	new growth	1,235,953	1,195,259	957,827	970,883	950,000	(20,883)	-2.15%	0.76%
46	<b>total within the Levy Limit</b>	<b>84,848,573</b>	<b>88,173,656</b>	<b>91,085,465</b>	<b>93,891,839</b>	<b>97,668,593</b>	<b>3,776,754</b>	<b>4.02%</b>	<b>78.31%</b>
47	Excluded Debt Service	6,443,014	6,867,289	7,041,835	6,869,344	6,687,266	(182,078)	-2.65%	5.36%
48	<b>total property tax</b>	<b>91,291,587</b>	<b>95,040,945</b>	<b>98,127,300</b>	<b>100,761,183</b>	<b>104,355,859</b>	<b>3,594,676</b>	<b>3.57%</b>	<b>83.67%</b>
49	<b>TOTAL RESOURCES</b>	<b>109,147,174</b>	<b>114,017,421</b>	<b>115,580,143</b>	<b>119,271,838</b>	<b>124,728,337</b>	<b>5,456,499</b>	<b>4.57%</b>	<b>100.00%</b>

**TOWN OF CONCORD**  
**FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCES**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

		6/30/2020 FUND BALANCE	ADJUSTS/ TRANSFERS IN	ADJUSTS/ TRANSFERS OUT	REVENUES	EXPENDI- TURES	6/30/2021 FUND BALANCE
Acct. #	Fund						
<b>Fund 10</b>	<b>Community Preservation Fund</b>	3,301,638.00			1,713,325.00	393,890.00	4,621,073.00
<b>Fund 15</b>	<b>Parking</b>	169,122.00			44,030.00	247,851.00	(34,699.00)
<b>Fund 16</b>	<b>Cemetery</b>	513,919.00			216,055.00	172,568.00	557,406.00
<b>Fund 17</b>	<b>PEG Access</b>	1,403,037.00			329,829.00	200,679.00	1,532,187.00
<b>Fund 18</b>	<b>Reserved for Appropriation</b>						
000-000-610	Dog Fund	976.00		1,000.00			976.00
000-000-612	Dog inoculation fees	4,314.00					3,314.00
180-175-640	DPU TNS Surcharge	10,915.00			2,092.00	3,500.00	9,507.00
455-455-660	Title 5 C Betterments	167,534.00			18,289.00	32,471.00	153,352.00
455-455-667	Title 5 A Betterments	35,961.00			0.00	11,050.00	24,911.00
455-455-669	Title 5 D Betterments	336,422.00			112,050.00	33,275.00	415,197.00
455-455-671	Title 5 B Betterments	109,081.00			0.00	29,794.00	79,287.00
455-455-781	MCWT Title V D	35,560.00			0.00	12,295.00	23,265.00
455-455-830	MCWT Title 5 E Betterments (deficit covered by Notes Payable)	(2,825.00)			1,200.00	134,806.00	(136,431.00)
610-610-611	State aid to Libraries	47,464.00		1,000.00	22,221.00	11,000.00	58,685.00
<b>Subtotal Fund 18</b>		<b>745,401.00</b>			<b>154,652.00</b>	<b>266,991.00</b>	<b>632,063.00</b>
<b>Fund 19</b>	<b>53G Review Fund</b>	330.00				330.00	0.00
<b>Fund 20</b>	<b>Other Special Revenue</b>	81,774.00			124,434.00	94,087.00	112,121.00
<b>Fund 22</b>	<b>School Lunch</b>	254,875.00			192,410.00	182,409.00	264,876.00
<b>Fund 23</b>	<b>Gifts</b>						
<b>Town Manager:</b>							
122-123-180	Environmental Improvement	33,000.00					33,000.00
122-123-210	Beharrel St Traffic Study	1,505.00					1,505.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-123-213	Solar Fair	49.00					49.00
122-123-220	Tercentary Signs Restoration Gift	270.00					270.00
122-123-221	McGrath Farm Affordable Housing Gift	6,653.00					6,653.00
122-123-233	Retirement Celebration Gift	144.00					144.00
122-123-240	Parking Management Gift	2,500.00					2,500.00
122-123-298	Drive-in Movie Events Gift	0.00			3,000.00		3,000.00
122-123-305	Public Safety Middlesex School	5,200.00					5,200.00
122-123-320	Saint Mande Sister City	317.00					317.00
122-123-617	Energy Efficiency Improvements	500.00					500.00
122-123-691	Selectmen's Budget Reduction	1,300.00					1,300.00
122-123-768	Selectmen's Gift	1,092.00					1,092.00
122-123-808	Boston Foundation Cutni Kargula Nanae	5,025.00			5,000.00		10,025.00
122-123-809	Nanae Sister City	10,660.00					10,660.00
122-123-874	Colonial Inn	3,910.00					3,910.00
122-123-879	Plantings	596.00					596.00
122-123-892	Hanscom Legal Fund	250.00					250.00
122-671-0925	Visitors Center Plantings	0.00			357.00	271.00	86.00
124-124-925	Visitors Center	24,975.00			500.00		25,475.00
	<b>Finance Department</b>						
131-131-613	Finance Committee	63.00					63.00
133-133-598	James Catterton Memorial Bench Fund	73.00					73.00
133-145-616	Concord Medal	26.00					26.00
133-145-622	Emerson Annex	1,850.00					1,850.00
133-145-789	Melvin Memorial	15,648.00					15,648.00
133-145-875	Celebration Year 2000	6,319.00					6,319.00
133-145-919	Fireworks Gift	1,069.00					1,069.00
	<b>Planning &amp; Land Management Department</b>						
180-171-107	Old Calf Pasture Restoration Gift	7,500.00				7,500.00	0.00
180-171-143	TRAILS COMMITTEE	1,155.00					1,155.00
180-171-211	White Pond Management Plan	143,507.00				24,418.00	119,089.00
180-171-239	Heyward Meadow Gift	164.00					164.00
180-171-400	Tree Restorative School	50.00					50.00
180-171-563	Bruce Freeman Rail Trail	2,325.00					2,325.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

180-171-606	Colonel Barrett/ Nat. Resources	402.00					402.00
180-171-607	Wildlife Passages Task force	5,553.00					5,553.00
180-171-615	Hanscom Gift Account	464.00					464.00
180-171-627	Community Gardens	22,794.00			3,720.00	1,266.00	25,248.00
180-171-632	Hugh Cargill Comm Garden Gift	245.00					245.00
180-171-674	Memorial Tree	114.00					114.00
180-171-754	Garden Club	1,288.00			400.00		1,688.00
180-171-790	Arena Farm	395.00					395.00
180-171-810	Hapgood Wright/Open Space Guide	532.00				532.00	0.00
180-171-880	Agriculture Committee	987.00					987.00
180-171-893	Conservation Land Management	85,951.00					85,951.00
180-171-953	Warner's Pond	10,547.00					10,547.00
180-171-1084	Concord Housing Foundation	250.00					250.00
180-175-173	Community Preservation Committee	312.00					312.00
180-175-190	Concord Market Special Permit	0.00			22,392.00		22,392.00
180-175-656	Historical Commission Gifts	975.00					975.00
180-175-773	Monument Farm subdivision	4,556.00					4,556.00
180-175-793	Affordable Housing Gift	0.00			25,000.00		25,000.00
180-175-894	Transportation Demand Prog	200.00					200.00
180-175-961	Academic Support Services	852.00					852.00
	<b>Board of Health</b>						
180-510-758	Board of Health	3,402.00					3,402.00
	<b>Police Department</b>						
210-210-105	School Resource Office Gift	7,750.00					7,750.00
210-210-150	CPD Community Svs, Gift Fund	148.00					148.00
210-210-167	Police Communications Equipment	100,000.00					100,000.00
210-210-579	Police Department	5,840.00			50,000.00		55,840.00
	<b>Fire Department</b>						
220-220-224	New Ambulance Equipment Gift	244.00					244.00
220-220-614	Fire Department	10,522.00			150.00		10,672.00
220-220-672	Lions Club Rescue Vests Gift	22.00					22.00
220-220-819	Fire S.A.F.E. Program	5,786.00				2,976.00	2,810.00
220-220-827	Local Emergency Plan	6,880.00					6,880.00
	<b>Concord Public Schools</b>						

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

300-300-215	Concord Integrated Preschool	1,806.00			129.00	1,890.00	45.00
300-300-225	Mac Gift - MA Agriculture In Classroom	100.00					100.00
300-300-619	Boston Univ. Proposals	1,893.00				96.00	1,797.00
300-300-645	Willard PTG	851.00					851.00
300-300-657	Middle School PTG	18,935.00			1,560.00	152.00	20,343.00
300-300-658	Music Program	8,825.00					8,825.00
300-300-659	Alcott PTG	5,501.00					5,501.00
300-300-661	Public Schools	57,502.00			79,858.00	36,519.00	100,841.00
300-300-749	Thoreau PTG	6,040.00					6,040.00
300-300-1075	Teen Buddy Program	11,416.00					11,416.00
	<b>Public Works Department</b>						
410-410-209	Willard Water Fill Station	884.00				866.00	18.00
410-410-759	CPW Memorial Tree Gift	792.00			520.00		1,312.00
410-410-1072	Public Drinking Fountain Gift	1,278.00				1,252.00	26.00
410-411-954	Baker Ave Extension Gift	0.00			3,529.00		3,529.00
410-422-232	Assabet & Concord River Signs Gift	542.00					542.00
410-490-208	Ripley Baseball Field	12,406.00			7,700.00	11,520.00	8,586.00
410-490-230	Rideout Baseball Field Gift	6.00					6.00
410-490-242	Emerson Field Flagpole Maintenance Gift	1,000.00					1,000.00
410-490-243	Emerson Field Landscaping Gift	1,000.00					1,000.00
410-490-321	Public Shade Tree Gift	500.00					500.00
410-490-743	FCCF Field Maintenance	169,062.00				23,193.00	145,869.00
414-414-846	Sidewalk Management	15,608.00					15,608.00
	<b>Human Services</b>						
520-521-201	Holiday Program Gifts	100.00					100.00
520-521-943	Community Service Coordinator	0.00			14,175.00	468.00	13,707.00
520-541-214	John J. Florio COA Bequest Gift	27,602.00				7,517.00	20,085.00
520-541-219	Comm Chest Worker Benefit Costs	6,698.00				657.00	6,041.00
520-541-329	COA Van Drivers	7,460.00					7,460.00
520-541-586	Social Services Coordinator	0.00			8,874.00	8,874.00	0.00
520-541-623	COA Gift Account	149,015.00			22,269.00	15,381.00	155,903.00
520-541-680	COA Outreach Worker	0.00			20,671.00	20,671.00	0.00
520-541-742	H.E.A.L. Gift	350.00					350.00
520-541-944	COA Volunteer Coordinator	0.00			6,125.00	6,125.00	0.00

**FY 2022 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

520-541-952	COA Programs Gift	11,591.00			137.00		11,728.00
520-541-963	COA Van Repairs Gift	87.00					87.00
520-541-964	Friends of the Aging Gift	863.00					863.00
520-630-099	Golf Tournament	(1.00)					(1.00)
520-630-226	Southmeadow Playground Gift	109.00					109.00
520-630-235	Carousel Preschool Scholarship Gift	23,571.00					23,571.00
520-630-295	Skate Park	8,600.00					8,600.00
520-630-300	Friends of CC Playing Fields	4,567.00					4,567.00
520-630-301	Alcott Baseball Field	10,000.00					10,000.00
520-630-707	Danner Destephano Scholarship	44,438.00					44,438.00
520-630-708	Middlesex School-Emerson Track	7,800.00					7,800.00
520-630-750	Elsie Kennedy Scholarship	250.00					250.00
520-630-924	Jazz Fest Gift	4,000.00					4,000.00
520-630-926	Pickleball Gift	110.00					110.00
520-630-927	Bicycle Program Gift	10,000.00					10,000.00
520-630-994	Playing Field Study Gift	260.00					260.00
	<b>Veterans Services &amp; Benefits</b>						
543-544-648	Veterans Gifts	4,679.00					4,679.00
	<b>Harvey Wheeler Community Center</b>						
546-546-618	HWCC Building Fund	4,538.00					4,538.00
	<b>Library</b>						
610-610-181	Libraries for Climate Change Gift	0.00			293.00		293.00
610-610-212	Renee Garrelick Oral History	503.00					503.00
610-610-218	Library Gifts	3,342.00			500.00	2,956.00	886.00
610-610-227	Archival Projects	10,609.00					10,609.00
610-610-229	Library Staff Gifts	2,341.00				10.00	2,331.00
	<b>Recreation</b>						
650-650-297	Concord Recreation Scholarship	0.00			250.00		250.00
	<b>Beede Swim &amp; Fitness Center</b>						
650-650-297	Beede Changing Table Gift	476.00					476.00
650-650-303	Beede Over 80 Members Gift	950.00					950.00
650-650-304	Beede General Purpose	3,100.00			700.00		3,800.00
650-650-778	Beede Center Capital Reserve	2,318.00					2,318.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

	<b>Ceremonies &amp; Celebrations Committee</b>						
692-692-608	375th Birthday	28,683.00					28,683.00
692-692-646	Ceremonies & Celebrations	1,000.00					1,000.00
692-692-815	HWCC Bench Gift	705.00					705.00
692-692-823	WWII Memorial	315.00					315.00
	<b>Sawyer Trust</b>						
950-950-687	Sawyer Gift Expendable	5,457.00					5,457.00
	<b>Subtotal Fund 23</b>	<b>1,257,139.00</b>			<b>277,809.00</b>	<b>175,110.00</b>	<b>1,359,838.00</b>
FUND 24	<b>Recreation</b>	793,572.00			1,806,661.00	1,397,230.00	1,203,003.00
FUND 25	<b>Revolving Funds:</b>						
	<b>Town Manager:</b>						
122-123-525	Marshall & Barrett's Mill Farms	66,128.00			32,704.00	3,110.00	95,722.00
122-123-624	Harrington House	100,953.00			13,612.00		114,565.00
	<b>Finance Department</b>						
133-145-628	Insurance Reimbursement	215,264.00			62,998.00	75,962.00	202,300.00
133-145-647	Safety Code Enforcement	500.00					500.00
133-145-675	Insurance Reserve	1,804,264.00			185,381.00	366,595.00	1,623,050.00
133-145-697	Surplus Equipment	46,566.00					46,566.00
	<b>Planning &amp; Land Management</b>						
180-171-634	Conservation Fund	2,515.00					2,515.00
180-171-634-0932	Conservation AG Rentals	56,786.00			4,638.00		61,424.00
180-171-634-0933	Conservation NOI Fees (Wetlands)	90,788.00			6,928.00	3,350.00	94,366.00
180-175-526	Tree Preservation	29,145.00			30,520.00	32,708.00	26,957.00
180-175-901	Performance Bond Default - Concord Homes	23,233.00					23,233.00
180-175-1074	Regional Housing Services	4,070.00			338,996.00	339,063.00	4,003.00
	<b>Police Department</b>						
210-210-261	Federal Asset Forfeiture Program	0.00			7,217.00		7,217.00
	<b>Concord Public Schools</b>						
300-300-270	PRESCHOOL TUITION REVOLVING FUND	0.00			79,737.00	79,737.00	0.00
300-300-626	School Lost Books	1,708.00			447.00	5.00	2,150.00
300-300-630	School Athletics Fund	57,084.00				1,654.00	55,430.00
300-300-895	School Extra Curricular Activity	1,657.00					1,657.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

	<b>Public Works Department</b>						
429-429-744	Road Repair Fund	42,440.00			38,937.00	16,641.00	64,736.00
	<b>Council on Aging</b>						
520-541-724	Senior Services	1,994.00			695.00	829.00	1,860.00
	<b>Subtotal Fund 25</b>	2,545,096.00			574,984.00	691,827.00	2,428,251.00
FUND 26	<b>Land Acquisition Fund</b>	24,146.00			46.00		24,192.00
FUND 27	<b>Federal Grants</b>						
	<b>Finance Department/Town Clerk's Office</b>						
133-161-194	Nat'l Endowment of the Humanities	0.00			8,321.00	7,203.00	1,118.00
	<b>Fire Department</b>						
220-220-144	Hurricane-FEMA Urban Search & Rescue Team	0.00			29,437.00	29,437.00	0.00
220-220-153	EMPG	186.00					186.00
220-220-736	Ambulance Task Force	401.00					401.00
	<b>Emergency Management</b>						
291-291-153	FY09/10 EMPG Grant	180.00					180.00
291-291-247	FY21 FEMA Vaccine Grant	0.00				135,377.00	(135,377.00)
291-291-248	FY21 FEMA-4496-DR-MA COVID-19 GRANT	(134,017.00)				942,133.00	(1,076,150.00)
291-291-249	CORONAVIRUS RELIEF FUND	(179,587.00)			1,016,629.00	1,161,019.00	(323,977.00)
291-291-513	FY20 EMPG19 GRANT	(4,600.00)			4,600.00		0.00
291-291-514	FY21 EMPG19 GRANT	0.00			4,600.00		4,600.00
	<b>Concord Public Schools</b>						
300-300-178	ESSR Grant	0.00			11,237.00		11,237.00
300-300-179	ESSR I CvRF School Reopening Grant	0.00			467,775.00	467,775.00	0.00
300-300-182	COVID Prevention Grant	0.00			63,625.00	63,625.00	0.00
300-300-544	Title I	0.00			159,390.00	150,054.00	9,336.00
300-300-545	SPED 94-142	20,123.00			509,388.00	483,765.00	45,746.00
300-300-546	Title II	758.00			32,990.00	32,105.00	1,643.00
300-300-549	SPED Program Improvement	0.00			14,469.00		14,469.00
300-300-551	Title IV	1,196.00			9,900.00		11,096.00
300-300-557	Sped Early Childhood	(11,495.00)			27,654.00	13,285.00	2,874.00
	<b>Public Works Department</b>						
433-433-154	Medicine Collection	276.00					276.00
	<b>Subtotal Fund 27</b>	306,579.00			2,360,015.00	3,485,779.00	(1,432,342.00)
<b>Fund 28</b>	<b>State Grants</b>						

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

	<b>Town Manager</b>						
122-128-108	MAPC Grant	1,870.00					1,870.00
122-128-191	MVP GRANT REFORESTATION&TREE RESILIENCE	123,868.00				124,947.00	(1,079.00)
122-128-290	META GRANT	12,500.00					12,500.00
122-128-504	MASS CEC Heatsmart Marketing Grant II	197.00					197.00
122-672-1129	FY2021 MOTT Travel & Tourism Recovery	0.00			28,028.00	28,028.00	0.00
	<b>Finance Department</b>						
133-145-625	Arts Lottery	6,139.00			8,005.00	4,200.00	9,944.00
	<b>Planning and Land Management</b>						
180-175-119	2020 Mass Trail Grant	0.00			135,000.00	135,000.00	0.00
180-175-256	MCC CULT DIST INITIATIVE FY20-DICDI2420	5,000.00				1,500.00	3,500.00
180-175-257	MCC CULT DIST INITIATIVE FY20-DICDI 2416	3,637.00				3,637.00	0.00
180-175-258	MCC DISTRICT INITIATIVE FY21-D	0.00			7,500.00		7,500.00
180-175-259	FY21-DI-CDI-4354 MCC CULT DIST	0.00			7,500.00		7,500.00
180-175-264	CY2021 MAPC TAXI GRANT	0.00			7,800.00		7,800.00
180-175-666	Massport Intern	344.00					344.00
180-175-1058	W Concord Historic Resource Survey Update	10,000.00					10,000.00
180-510-164	BOH CHNA Grant	11,980.00				2,879.00	9,101.00
180-510-166	BOH CHNA FY18 Grant	131.00					131.00
180-510-169	FY19 CHNA15 Training/Capacity Bldg Mini Grant	464.00					464.00
180-510-246	MHOA COVID-19 GRANT	1,071.00			10,857.00	11,875.00	53.00
180-510-281	FY21 CHNA15 COMMUNITY TRAINING	0.00			2,000.00	2,000.00	0.00
	<b>Police Department</b>						
210-210-720	State 911 Training	440.00			2,920.00	2,143.00	1,217.00
210-210-745	State 911 Support	22,084.00			65,206.00	64,853.00	22,437.00
	<b>Fire Department</b>						
220-220-265	FY21 FF Safety Equipment	0.00			10,639.00	10,639.00	0.00
220-220-512	FY2020 Firefighter Turnout Gear	0.00			1,089.00		1,089.00
220-220-584	Firefighting Equipment	3,958.00					3,958.00
220-220-819	Safe Grant	7,341.00			5,281.00	389.00	12,233.00
220-220-820	Senior Safe Grant	3,587.00			2,680.00	92.00	6,175.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

	<b>Concord Public Schools</b>						
300-300-536	Metco	0.24			577,507.00	577,507.00	0.24
300-300-538	DOE Circuit Breaker	544,997.14			808,334.00	544,997.14	808,334.00
300-300-601	Big Yellow Bus Cultural	253.60					253.60
300-300-602	Stars Residency Cultural	7,428.00			6,400.00	6,625.00	7,203.00
	<b>Public Works Department</b>						
410-422-771	Cambridge Turnpike	0.00			4,260,647.95	5,255,610.49	(994,962.54)
433-433-631	DEP SMRP RDP Grant	10,515.34			6,600.00	7,139.81	9,975.53
455-455-916	Water Pollution Abatement Trust	1,442.19					1,442.19
	<b>Human Services</b>						
520-541-730	CHNA15 FY2020 COA Programming Grant	0.00			1,000.00		1,000.00
520-541-733	MCOA Aging Mastery Program	14.98					14.98
	COA Formula Grant	0.00			55,992.00	55,992.00	0.00
520-630-502	USTA New England Grant	250.00					250.00
	<b>Library</b>						
610-610-668	LEPC Grant	1,801.00					1,801.00
610-610-715	Library Non-Resident Circulation	19,949.46		15,000.00	9,025.04	0.00	13,974.50
	<b>Subtotal Fund 28</b>	<b>624,165.71</b>		<b>15,000.00</b>	<b>6,289,753.86</b>	<b>6,835,023.43</b>	<b>63,896.14</b>
<b>Fund 29</b>	<b>Highway Fund</b>	<b>0.00</b>			<b>1,618,597.42</b>	<b>1,648,671.01</b>	<b>(30,073.59)</b>
<b>Fund 30</b>	<b>Capital Projects</b>						
000-000-795	Capital Equipment Article 13, 1987	13.00					13.00
122-123-354	Art44 ATM 13 Town Hse Exterior Reno	124.00				124.00	0.00
122-123-370	Art 54 ATM15 Town House Interior Reno	483,685.00				464,250.00	19,435.00
122-123-371	Art55 ATM15 37 Knox Trail Reno/Site Work	93,166.00					93,166.00
122-123-374	Art 15 ATM 16 CPS Bus Depot	60,036.00					60,036.00
122-123-390	Art27 ATM17 Municipal Facilities Needs Study	33,100.00				26,750.00	6,350.00
122-123-394	Art21ATM18 Town Bldg Improvements	449,434.00				212,510.00	236,924.00
122-123-401	Art7ATM 19 Town Buildings	0.00			500,000.00	96,427.00	403,573.00
122-123-402	ART7ATM19 PARK IMPROVEMENTS GEROW	600,000.00			571,010.00	115,878.00	1,055,132.00
122-123-407	ART7ATM19 PARK IMPROVEMENTS WHITE POND	576,682.00				571,010.00	5,672.00
122-123-408	ART7ATM19 PARK IMPROVEMENTS RIDEOUT	108,487.00					108,487.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-123-411	ART14ATM19 MIDDLE SCH FEASIBILITY STUDY	842,126.00				185,320.00	656,806.00
122-123-416	Art25ATM18 Gerow Land Purchase	60,110.00				42,771.00	17,339.00
122-123-418	ART11ATM2020 ELECTRIC BUS FUEL	0.00			300,000.00		300,000.00
122-137-419	ART11ATM2020 EMERSON PLAYGROUND	0.00			200,000.00		200,000.00
122-137-421	ART11ATM2020 WHITE POND IMPROVEMENTS	0.00			600,000.00		600,000.00
180-175-383	Art 57 ATM 16 Bruce Freeman Trail 2B Design	87,467.00				65,507.00	21,960.00
180-175-403	Art7ATM19 Land Acquisition	39,010.00					39,010.00
197-197-358	Art31 ATM14 141 Keys Rd Renovations	112,430.00					112,430.00
215-215-343	Art 12 ATM12 Police Station Improvements	32,346.00					32,346.00
215-215-361	Art34 ATM14 Public Safety Bldg Security Improv	52,135.00					52,135.00
220-220-347	Art 12 ATM12 Fire Station Improvements	7,397.00					7,397.00
220-220-372	Art57 ATM15 Fire Engine Replacement	1,294.00				1,294.00	0.00
220-220-377	Art24ATM16 PS Equip-Fire Engine Refurb	150,000.00				150,000.00	0.00
220-220-385	Art10 ATM17 Fire Engine 8 Replacement	1,060.00				1,060.00	0.00
220-220-386	Art11 ATM17 Ambulance 1 Replacement	2,433.00				771.00	1,662.00
220-220-396	ART21ATM18 ENG 5 & 7 REPLACEMENTS	365,000.00				3,599.00	361,401.00
220-220-422	ART11ATM2020 AMBULANCE #2 REPLACEMENT	0.00			275,000.00		275,000.00
300-300-366	Art24 ATM15 CPS Bus Depot	296,339.00					296,339.00
300-300-410	ART12ATM19 CPS CAPITAL IMPROVEMENTS	334,769.00				88,538.00	246,231.00
300-300-424	AR6ATM2020 CPS CAPITAL BUDGET	0.00			830,000.00		830,000.00
410-422-405	ART7ATM19 CAMBRIDGE TPK RECONSTRUCTION	347,850.00				121,576.00	226,274.00
410-491-391	Art46 ATM17 Cemetery Improvements	78,258.00					78,258.00
426-426-357	Art30 ATM14 Keyes Rd Facility Design	150,000.00					150,000.00
429-429-363	Art 55 ATM14 Road Improvements	2,206.00				2,206.00	0.00
429-429-367	Art42 ATM 15 Road Improvements	8,181.00				8,181.00	0.00
429-429-379	Art 26 ATM16 Road Improvements	32,270.00				16,197.00	16,073.00

FY 2021 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

429-429-392	Art47 ATM17 Road Improvements	96,663.00				69,908.00	26,755.00
429-429-397	Art21ATM18 Roads Program	602,171.00				558,033.00	44,138.00
429-429-404	ART7ATM19 ROADS PROGRAM	352,347.00				281,975.00	70,372.00
429-429-423	ART11ATM2020 ROADS-PARKING LOT	0.00			1,250,000.00	52,940.00	1,197,060.00
546-546-375	ART22ATM16 MUNICIPAL BLDG RENOVATION	0.00			50,000.00	8,992.00	41,008.00
546-546-399	HWCC PARKING LOT ART21ATM18 FD	0.00			100,000.00		100,000.00
610-610-398	LIBRARY EFFICIENT ENERGY SYS	0.00			150,000.00		150,000.00
610-610-406	LIBRARY EQUIP/FURN. ART7ATM19	0.00			550,000.00		550,000.00
631-631-375	Art22 ATM16 Hunt Bldg Renovations	50,000.00				50,000.00	0.00
	<b>Subtotal Fund 30</b>	<b>6,508,589.00</b>			<b>5,376,010.00</b>	<b>3,195,817.00</b>	<b>8,688,782.00</b>
<b>Fund 63</b>	Solid Waste Fund	570,240.00			1,921,175.00	1,478,665.65	1,012,749.00
<b>Funds 77 thru 97</b>							
	<b>Stabilization Funds</b>						
77	Middle School Stabilization Fund	0.00			2,001,978.00		2,001,978.00
79	Emergency Response Stabilization Fund	359,078.00			465.00	170,880.00	188,663.00
80	CPS Technology Stabilization Fund	742.00			1.00		743.00
83	Stabilization Fund - General	4,490.00			8.00		4,498.00
85	CPS Capital Needs Stabilization Fund	45,163.00			85.00		45,248.00
	<b>Trust and Agency Funds</b>						
82-180-171-638	Shade Trees	1,884.00					1,884.00
82-210-210-635	Law Enforcement	1,973.00				1,973.00	0.00
82-300-300-629	Public Schools	22,591.00			1,400.00		23,991.00
82-300-300-636	Manual Training	107,220.00			6,200.00		113,420.00
82-610-610-639	Library	35.00					35.00
84	Pension Reserve (market value)	9,560,386.00			4,362,652.00	1,602,948.00	12,320,090.00
87	OPEB Trust	21,288,439.00			8,924,562.00	455.00	30,212,546.00
88-000-000-825	Middle School Activity	91,527.00			1,078.00	19,833.00	72,772.00
	<b>Sub-Total Fund Group #77-97</b>	<b>31,483,528.00</b>			<b>15,298,428.00</b>	<b>1,796,090.00</b>	<b>44,985,868.00</b>
	<b>Grand Total - All Funds</b>	<b>49,992,807.00</b>		<b>1,000.00</b>	<b>34,660,975.00</b>	<b>17,245,620.00</b>	<b>66,794,008.00</b>

## Analysis of General Fund Appropriations at June 30, 2021

Account name		Balance	Original	Transfer In	Adjusted	Transfer Out			To Revenue
(account code/dept-division) - (Note 1)		Carried Fwd	Appropriation	(Note 2)	Budget	(Note 3)	Expenditures	Encumbrances	(Note 4)
<b>1. Town Meeting &amp; Reports (113-113)</b>									
	Current:	Total	\$101,225.00	\$0.00	\$101,225.00		\$60,133.11	\$2,403.49	\$38,688.40
	Prior:	Encumbrance	\$108,068.54	\$0.00	\$108,068.54		\$107,629.10	\$439.44	(\$0.00)
<b>2. Town Manager's Office (122)</b>									
<b>A. Town Manager (122-123)</b>									
	Current:		\$707,457.00	\$16,891.00	\$724,348.00		\$693,354.10	\$5,460.09	\$25,533.81
	Prior:	Encumbrance	\$19,911.94	\$0.00	\$19,911.94		\$8,498.52	\$11,068.14	\$345.28
<b>B. Transfer To Stabilization (122-125)</b>									
	Current:		\$0.00		\$-		\$0.00	\$0.00	\$0.00
	Prior:	Encumbrance	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
<b>C. Town-wide Building Maintenance (122-127)</b>									
	Current:		\$623,699.00	(\$11,463.54)	\$612,235.46		\$603,170.84	\$9,064.62	\$0.00
	Prior:	Encumbrance	\$24,654.77	\$0.00	\$24,654.77		\$14,638.78	\$9,084.85	\$931.14
<b>D. Resource Sustainability (122-128)</b>									
	Current:		\$160,995.00	(\$3,715.00)	\$157,280.00		\$116,708.84	\$39,560.54	\$1,010.62
	Prior:	Encumbrance	\$83,782.39		\$83,782.39		\$14,839.00	\$68,942.86	\$0.53
<b>E. 37 Knox Trail (122-130)</b>									
	Current:		\$19,991.00	(\$5,333.56)	\$14,657.44		\$14,657.44	\$0.00	(\$0.00)
	Prior:	Encumbrance	\$8,190.59	\$0.00	\$8,190.59		\$1,536.98	\$1,876.99	\$4,776.62
<b>F. 55 Church Street (122-132)</b>									
	Current:		\$109,376.00	(\$6,887.00)	\$102,489.00		\$67,044.46	\$12,928.00	\$22,516.54
	Prior:	Encumbrance	\$40,566.09	\$0.00	\$40,566.09		\$16,897.41	\$23,568.68	\$100.00
<b>G. Parks &amp; Playgrounds (122-137)</b>									
	Current:		\$127,560.00	(\$28,871.90)	\$98,688.10		\$91,161.64	\$717.82	\$6,808.64
	Prior:	Encumbrance	\$3,256.71	\$0.00	\$3,256.71		\$29.80	\$0.00	\$3,226.91
<b>H. Human Resources Admin (122-152)</b>									
	Current:		\$474,854.00	(\$5,401.00)	\$469,453.00		\$460,974.31	\$8,478.69	\$0.00
	Prior:	Encumbrance	\$101,294.65	\$0.00	\$101,294.65		\$2,821.65	\$98,473.00	\$0.00
<b>I. Information Center (122-671)</b>									
	Current:		\$29,765.00	\$0.00	\$29,765.00		\$22,863.70	\$0.00	\$6,901.30
	Prior:	Encumbrance	\$9,005.91	\$0.00	\$9,005.91		\$9,005.91	\$0.00	\$0.00

**Analysis of General Fund Appropriations at June 30, 2021 cont.**

J. Economic Vitality & Tourism (122-672)									
Current:			\$112,400.00	\$0.00	\$112,400.00		\$112,400.00	\$0.00	\$0.00
Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Total - Town Manager's Office									
Current:			\$2,366,097.00	(\$44,781.00)	\$2,321,316.00		\$2,182,335.33	\$76,209.76	\$62,770.91
Prior:	Encumbrance	\$290,663.05	\$0.00		\$290,663.05		\$68,268.05	\$213,014.52	\$9,380.48
3. Selectmen Articles (124)									
Current:			\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
Prior:	Encumbrance	\$29,029.38	\$0.00		\$29,029.38		\$0.00	\$29,029.38	\$0.00
4. Finance Committee (131-131)									
Current:	Expense		\$3,410.00		\$3,410.00		\$2,651.25	\$0.00	\$758.75
5. Finance Department (133)									
A. Finance Administration (133-133)									
Current:			\$610,697.00	(\$41,203.00)	\$569,494.00		\$543,203.69	\$7,500.00	\$18,790.31
Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
B. Town Accountant (133-135)									
Current:			\$347,020.00	(\$4,583.00)	\$342,437.00		\$320,977.28	\$4,100.00	\$17,359.72
Prior:	Encumbrance	\$17,698.95	\$0.00		\$17,698.95		\$7,006.73	\$10,692.22	\$0.00
C. Assessors (133-141)									
Current:			\$452,553.00	(\$6,166.00)	\$446,387.00		\$395,683.96	\$15,560.00	\$35,143.04
Prior:	Encumbrance	\$128,150.00	\$0.00		\$128,150.00		\$7,000.00	\$121,150.00	\$0.00
D. Treasurer-Collector (133-145)									
Current:			\$507,240.00	(\$60,561.00)	\$446,679.00		\$426,280.93	\$3,200.00	\$17,198.07
Prior:	Encumbrance	\$16,354.97			\$16,354.97		\$11,899.80	\$4,455.17	\$0.00
E. Town Clerk (133-161)									
Current:			\$371,934.00	\$7,213.00	\$379,147.00		\$376,089.47	\$0.00	\$3,057.53
Prior:	Encumbrance	\$1,460.00	\$0.00		\$1,460.00		\$0.00	\$960.00	\$500.00
Total - Finance Department									
Current:			\$2,289,444.00	(\$105,300.00)	\$2,184,144.00		\$2,062,235.33	\$30,360.00	\$91,548.67
Prior:	Encumbrance	\$163,663.92	\$0.00		\$163,663.92		\$25,906.53	\$137,257.39	\$500.00
6. Salary Reserve and Reserve Fund									
Current:	Salaries (148-148)		\$250,000.00		\$250,000.00	\$250,000.00	\$0.00	\$0.00	\$0.00
	Expense (147-147)		\$225,000.00		\$225,000.00	\$225,000.00	\$0.00	\$0.00	\$0.00

**Analysis of General Fund Appropriations at June 30, 2021 cont.**

		Total		\$475,000.00		\$475,000.00	\$475,000.00	\$0.00	\$0.00	\$0.00
	Prior:	Encumbrance (salaries)	\$680,751.81	\$0.00		\$680,751.81		\$409,828.44	\$270,923.37	\$0.00
<b>7. Legal Services (151-151)</b>										
	Current:			\$344,585.00	\$190,000.00	\$534,585.00		\$534,585.00	\$0.00	\$0.00
	Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00		\$0.00
<b>8. Information Systems (155-155)</b>										
	Current:			\$1,088,066.00	\$2,510.00	\$1,090,576.00		\$1,021,223.87	\$40,008.00	\$29,344.13
	Prior:	Encumbrance	\$299,923.03	\$0.00		\$299,923.03		\$91,510.77	\$207,831.50	\$580.76
<b>9. Elections &amp; Registrars (170)</b>										
<b>A. Elections (170-162)</b>										
	Current:			\$76,176.00	(\$2,738.22)	\$73,437.78		\$67,184.98	\$0.00	\$6,252.80
	Prior:	Encumbrance	\$11,112.81	\$0.00		\$11,112.81		\$3,388.88	\$7,723.93	\$0.00
<b>B. Registrars (170-163)</b>										
	Current:			\$7,971.00	(\$16.78)	\$7,954.22		\$6,954.22	\$1,000.00	\$0.00
	Prior:	Encumbrance	\$21,551.15	\$0.00		\$21,551.15		\$3,000.00	\$18,551.15	\$0.00
<b>Total - Elections and Registrars</b>										
	Current:		\$0.00	\$84,147.00	(\$2,755.00)	\$81,392.00		\$74,139.20	\$1,000.00	\$6,252.80
	Prior:	Encumbrance	\$32,663.96	\$0.00		\$32,663.96		\$6,388.88	\$26,275.08	\$0.00
<b>10. Planning and Land Management Department (180)</b>										
<b>A. Natural Resources (180-171)</b>										
	Current:			\$345,173.00	(\$30,138.86)	\$315,034.14		\$294,334.73	\$5,526.74	\$15,172.67
	Prior:	Encumbrance	\$37,363.08	\$0.00		\$37,363.08		\$17,027.59	\$18,800.00	\$1,535.49
<b>B. Planning Admin (180-175)</b>										
	Current:			\$562,302.00	\$13,377.86	\$575,679.86		\$535,129.86	\$40,550.00	\$0.00
	Prior:	Encumbrance	\$63,194.78	\$0.00		\$63,194.78		\$33,344.92	\$28,109.86	\$1,740.00
<b>C. Inspections (180-241)</b>										
	Current:			\$459,084.00	\$5,972.00	\$465,056.00		\$443,081.04	\$5,787.34	\$16,187.62
	Prior:	Encumbrance	\$21,845.00	\$0.00		\$21,845.00		\$1,925.54	\$16,350.00	\$3,569.46
<b>D. Board of Health (180-510)</b>										
	Current:			\$444,182.00	\$4,487.00	\$448,669.00		\$415,577.91	\$4,698.38	\$28,392.71
	Prior:	Encumbrance	\$43,153.09	\$0.00		\$43,153.09		\$25,866.00	\$9,207.99	\$8,079.10
<b>Total - Planning &amp; Land Management</b>										
	Current:		\$0.00	\$1,810,741.00	(\$6,302.00)	\$1,804,439.00		\$1,688,123.54	\$56,562.46	\$59,753.00

**Analysis of General Fund Appropriations at June 30, 2021 cont.**

	Prior:	Encumbrance	\$165,555.95	\$0.00		\$165,555.95		\$78,164.05	\$72,467.85	\$14,924.05
<b>11. Land Fund (188-188)</b>										
	Current:			\$10,000.00		\$10,000.00		\$10,000.00	\$0.00	\$0.00
	Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>12. Town House (192-192)</b>										
	Current:			\$126,675.00	\$621.00	\$127,296.00		\$116,440.86	\$802.33	\$10,052.81
	Prior:	Encumbrance	\$7,698.79	\$0.00		\$7,698.79		\$7,698.79	\$0.00	\$0.00
<b>13. 141 Keyes Road (197-197)</b>										
	Current:			\$48,199.00		\$48,199.00		\$45,223.97	\$0.00	\$2,975.03
	Prior:	Encumbrance	\$11,813.80	\$0.00		\$11,813.80		\$5,635.80	\$6,178.00	\$0.00
<b>14. Police (210-210)</b>										
	Current:			\$4,624,613.00	\$149,773.74	\$4,774,386.74		\$4,651,317.83	\$113,153.38	\$9,915.53
	Prior:	Encumbrance	\$259,824.84	\$0.00		\$259,824.84		\$216,054.54	\$41,584.07	\$2,186.23
<b>15. Police &amp; Fire Station (215-215)</b>										
	Current:			\$231,869.00	\$3,640.57	\$235,509.57		\$227,473.52	\$8,036.05	\$0.00
	Prior:	Encumbrance	\$90,834.52	\$0.00		\$90,834.52		\$21,480.03	\$49,365.50	\$19,988.99
<b>16. Fire (220-220)</b>										
	Current:			\$5,291,544.00	(\$155,052.31)	\$5,136,491.69		\$5,124,991.69	\$11,500.00	\$0.00
	Prior:	Encumbrance	\$274,241.76	\$0.00		\$274,241.76		\$138,460.12	\$135,781.64	\$0.00
<b>17. West Concord Fire Station (225-225)</b>										
	Current:			\$20,738.00		\$20,738.00		\$20,049.37	\$0.00	\$688.63
	Prior:	Encumbrance	\$13,334.23	\$0.00		\$13,334.23		\$4,163.56	\$9,170.67	\$0.00
<b>18. Emergency Management (291-291)</b>										
	Current:			\$16,000.00		\$16,000.00		\$10,467.59	\$0.00	\$5,532.41
	Prior:	Encumbrance	\$32,428.09	\$0.00		\$32,428.09		\$23,933.68	\$8,494.41	\$0.00
<b>19. Animal Control (292-292)</b>										
	Current:			\$27,500.00		\$27,500.00		\$26,357.13	\$0.00	\$1,142.87
	Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>20. Dog Inoculation (293-293)</b>										
	Current:			\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>21. School Department (300-300)</b>										
	Current:			\$40,777,193.00	\$0.00	\$40,777,193.00		\$39,392,489.49	\$1,274,929.32	\$109,774.19
	Prior:	Encumbrance	\$292,601.28	\$0.00		\$292,601.28		\$216,195.19	\$0.00	\$76,406.09

**Analysis of General Fund Appropriations at June 30, 2021 cont.**

<b>22. Public Works (410)</b>										
<b>A. Public Works (PW)-Administration (410-410)</b>										
Current:				\$446,983.00	\$50,681.30	\$497,664.30		\$467,771.65	\$9,803.23	\$20,089.42
Prior:	Encumbrance	\$5,000.00	\$0.00			\$5,000.00		\$4,875.00	\$125.00	\$0.00
<b>B. PW Engineering (410-411)</b>										
Current:				\$684,215.00	(\$82,803.00)	\$601,412.00		\$473,608.76	\$121,459.41	\$6,343.83
Prior:	Encumbrance	\$247,494.29	\$0.00			\$247,494.29		\$57,251.79	\$189,978.62	\$263.88
<b>C. PW-Highway Maintenance (410-422):</b>										
Current:				\$1,517,682.00	\$29,186.70	\$1,546,868.70		\$1,493,769.61	\$53,099.09	(\$0.00)
Prior:	Encumbrance	\$591,979.11	\$0.00			\$591,979.11		\$425,068.58	\$151,846.20	\$15,064.33
<b>D. PW-Park &amp; Trees (410-490)</b>										
Current:				\$774,001.00	(\$1,373.00)	\$772,628.00		\$724,963.82	\$46,343.13	\$1,321.05
Prior:	Encumbrance	\$429,288.81	\$0.00			\$429,288.81		\$184,119.58	\$245,102.25	\$66.98
<b>E. PW-Cemetery (410-491)</b>										
Current:				\$257,789.00	\$1,242.00	\$259,031.00		\$191,439.74	\$48,478.06	\$19,113.20
Prior:	Encumbrance	\$73,157.63	\$0.00			\$73,157.63		\$48,963.89	\$24,193.74	\$0.00
<b>Total - Public Works</b>										
Current:				\$3,680,670.00	(\$3,066.00)	\$3,677,604.00		\$3,351,553.58	\$279,182.92	\$46,867.50
Prior:	Encumbrance	\$1,346,919.84	\$0.00			\$1,346,919.84		\$720,278.84	\$611,245.81	\$15,395.19
<b>23. PW Equipment (413-413)</b>										
Current:				\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Prior:	Encumbrance	\$453,996.00	\$0.00			\$453,996.00		\$449,155.00	\$4,841.00	\$0.00
<b>24. PW-Sidewalk Mgmt (414-414)</b>										
Current:				\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Prior:	Encumbrance	\$497,841.34	\$0.00			\$497,841.34		\$383,510.22	\$114,331.12	\$0.00
<b>25. PW Drainage (416-416)</b>										
Current:				\$0.00	\$600,000.00	\$600,000.00		\$21,750.94	\$578,249.06	\$0.00
Prior:	Encumbrance	\$184,693.31	\$0.00			\$184,693.31		\$125,971.23	\$58,511.28	\$210.80
<b>26. PW-Snow Removal (423-423)</b>										
Current:				\$640,000.00	\$0.00	\$640,000.00		\$640,000.00	\$0.00	\$0.00
Prior:	Encumbrance	\$2,621.77				\$2,621.77		\$2,621.77	\$0.00	\$0.00
<b>27. PW-Street Lighting (424-424)</b>										
Current:				\$27,500.00	\$0.00	\$27,500.00		\$25,187.59	\$0.00	\$2,312.41

**Analysis of General Fund Appropriations at June 30, 2021 cont.**

	Prior:		\$0.00			\$0.00		\$0.00	\$0.00	\$0.00
28. PW-133/135 Keyes Road (426-426)										
	Current:			\$124,923.00	\$0.00	\$124,923.00		\$121,164.21	\$0.00	\$3,758.79
	Prior:	Encumbrance	\$129,329.66	\$0.00		\$129,329.66		\$23,318.06	\$103,926.63	\$2,084.97
29. PW-Road Improvements (429-429)										
	Current:			\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
	Prior:	Encumbrance	\$16,269.23			\$16,269.23		\$3,544.00	\$12,725.23	\$0.00
30. Human Services (520)										
A. Human Services Administration (520-521)										
	Current:			\$71,084.00	\$473.62	\$71,557.62		\$71,557.62	\$0.00	\$0.00
	Prior:	Encumbrance	\$11,136.00	\$0.00		\$11,136.00		\$8,618.00	\$1,682.00	\$836.00
B. Senior Services (520-541)										
	Current:			\$663,216.00	(\$108,683.13)	\$554,532.87		\$497,919.24	\$186.99	\$56,426.64
	Prior:	Encumbrance	\$148,875.99	\$0.00		\$148,875.99		\$2,718.68	\$145,604.66	\$552.65
C. Recreation Services (520-630):										
	Current:			\$118,882.00	\$0.00	\$118,882.00		\$118,349.58	\$0.00	\$532.42
	Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Total - Human Services										
	Current:		\$0.00	\$853,182.00	(\$108,209.51)	\$744,972.49		\$687,826.44	\$186.99	\$56,959.06
	Prior:	Encumbrance	\$160,011.99	\$0.00		\$160,011.99		\$11,336.68	\$147,286.66	\$1,388.65
31. Veterans (543)										
	Current:			\$74,646.00	\$489.00	\$75,135.00		\$71,914.18	\$0.00	\$3,220.82
	Prior:	Encumbrance	\$4,250.00	\$0.00		\$4,250.00		\$3,637.00	\$613.00	\$0.00
32. Harvey Wheeler C. C. (546-546)										
	Current:			\$93,548.00	\$661.00	\$94,209.00		\$77,468.91	\$216.02	\$16,524.07
	Prior:	Encumbrance	\$65,216.00	\$0.00		\$65,216.00		\$5,744.72	\$59,471.28	\$0.00
33. Library (610-610)										
	Current:			\$2,290,638.00	\$40,065.00	\$2,330,703.00		\$1,938,667.15	\$53,767.34	\$338,268.51
	Prior:	Encumbrance	\$147,473.43	\$0.00		\$147,473.43		\$31,717.50	\$111,020.60	\$4,735.33
34. Hunt Recreation Center (631-631)										
	Current:			\$103,628.00	\$1,900.51	\$105,528.51		\$105,528.51	\$0.00	\$0.00
	Prior:	Encumbrance	\$9,122.38	\$0.00		\$9,122.38		\$9,122.38	\$0.00	\$0.00
35. Ceremonies & Celebrations (692-692)										
	Current:			\$29,631.00		\$29,631.00		\$1,462.57	\$0.00	\$28,168.43

**Analysis of General Fund Appropriations at June 30, 2021 cont.**

	Prior:	Encumbrance	\$657.10	\$0.00		\$657.10		\$0.00	\$0.00	\$657.10
<b>36. Debt Service (700-700)</b>										
	Current:			\$7,374,879.00	\$40,000.00	\$7,414,879.00		\$7,414,813.16	\$0.00	\$65.84
	Prior:	Encumbrance	\$86,667.40	\$0.00		\$86,667.40		\$86,667.40	\$0.00	\$0.00
<b>37. Assessment (800-800),(810-810)</b>										
	Current:	Concord/Carlisle RSD		\$23,747,968.00	\$0.00	\$23,747,968.00		\$23,747,968.00	\$0.00	\$0.00
		Minuteman Voc Tech		\$1,213,873.00	\$0.00	\$1,213,873.00		\$1,213,872.00	\$0.00	\$1.00
		Total		\$24,961,841.00	\$0.00	\$24,961,841.00		\$24,961,840.00	\$0.00	\$1.00
<b>38. Retirement (911-911)</b>										
	Current:			\$4,064,734.00		\$4,064,734.00		\$4,064,734.00	\$0.00	\$0.00
<b>39. Social Security and Medicare (916-916)</b>										
	Current:			\$866,864.00	\$0.00	\$866,864.00		\$838,666.29	\$0.00	\$28,197.71
<b>40. Employee Benefits (919-919)</b>										
	Current:	Unused Sick Leave at Retirement		\$65,000.00		\$65,000.00	\$0.00	\$2,856.00	\$0.00	\$62,144.00
		Medical Disability (Police & Fire)		\$2,500.00		\$2,500.00	\$0.00	\$0.00	\$0.00	\$2,500.00
		Employee Assistance Program		\$7,500.00		\$7,500.00	\$0.00	\$16,877.98	\$18,000.00	(\$27,377.98)
		Total		\$75,000.00		\$75,000.00	\$0.00	\$19,733.98	\$18,000.00	\$37,266.02
	Prior:	Encumbrance	\$179,470.27	\$0.00		\$179,470.27		\$145,385.26	\$34,085.01	\$0.00
<b>41. Unemployment &amp; Workers' Compensation (930)</b>										
<b>A. Workers' Compensation (930-912)</b>										
	Current:			\$110,500.00	\$0.00	\$110,500.00		\$110,500.00	\$0.00	\$0.00
	Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>B. Unemployment (930-913)</b>										
	Current:			\$110,000.00	\$85,000.00	\$195,000.00		\$75,057.05	\$0.00	\$119,942.95
	Prior:	Encumbrance	\$72,819.54	\$0.00		\$72,819.54		\$72,819.54	\$0.00	\$0.00

**Analysis of General Fund Appropriations at June 30, 2021 cont.**

42. Town Insurance (960)									
A. Property and Liability Insurance-44B (960-193)									
Current:			\$300,000.00		\$300,000.00		\$255,506.26	\$1,000.00	\$43,493.74
B. Employee Group Insurance (960-914)									
Current:			\$6,383,694.00	(\$275,000.00)	\$6,108,694.00		\$5,941,087.56	\$0.00	\$167,606.44
Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00		\$0.00
C. OPEB (960-915)									
Current:			\$1,500,000.00		\$1,500,000.00		\$1,500,000.00	\$0.00	\$0.00
Prior:	Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
	TOTAL	\$6,110,456.21	\$113,399,514.00	\$414,195.00	\$119,924,165.21	\$475,000.00	\$112,968,196.34	\$5,011,437.56	\$1,469,531.31
				see note #2		see note #3			see note #4
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. "Transfers Out" includes appropriation transfers per MGL Chp 44 Sec 33B.									
4. The column "To Revenue" shows the unexpended balance of the appropriation that was returned to the General Fund at year end.									

**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
Minuteman Media Network	Local Public Access Television	318-3052
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

**TELEPHONE DIRECTORY**

	Highways/Snow & Ice Removal	318-3220
	Parks & Trees	318-3230
	Trash, Recycling & Yard Waste Information	318-3240
	Water & Sewer Operations (see Town Accountant for Billing)	318-3250
Recreation Department	Recreation Programs, After/Before School, Carousel, Terrific Tuesday, Hunt Gym	287-1050
	Beede Swim and Fitness Center	287-1000
Retirement Board	Town Retirement System Information/Benefits	318-3068
School Department	Ripley Administrative Offices/Superintendent's office	318-1500
	Alcott Elementary School	318-9544
	Thoreau Elementary School	318-1300
	Willard Elementary School	318-1340
	Peabody Middle School	318-1360
	Sanborn Middle School	318-1380
	Concord-Carlisle Regional High School	318-1400
	Concord-Carlisle Adult and Community Education	318-1432
Select Board	Committee Appointments; Alcoholic Beverage Licensing	318-3001
Town Accountant	Accounting	318-3060
	Utility Billing (Light, Water, Sewer)	318-3062
	Water & Sewer New Accounts	318-3062
Town Clerk	Births, Deaths, Marriages; Dog Licenses; Business Certificates; Elections; Voter Registration	318-3080
Town Manager's Office	General Administration	318-3000
	Public Information Officer	318-3052
	Facilities Manager	318-3132
Treasurer/Collector	Ambulance Bills; Parking Tickets; Property & Excise Tax Bills; Trash Collection & Recycling Subscriptions; Electric, Water & Sewer Bill Payments	318-3050
Youth Services Coordinator	Assists with programs and services for youth and families	318-3043
Veterans Agent	Veterans' Information/Referrals/Benefits	318-3038

To find out if a public meeting has been canceled, 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.

## CONCORD - TOGETHER AGAIN

**FRONT COVER:** Highlights from 2022 - Left to right from top left: Officer Cara Paladino, Officer Leah Olansky, Sgt. Tia Manchuso, and Officer Brianna Rudolph, West Concord Mural, CPW review of new equipment, Rob Munroe and Henry Dane of the 250 Executive Committee, yoga at White Pond, AG Day 2022, Delia Kaye, leading a student group, Concord Tour Shuttle, and Jamie Henderson, Benjamin Lewis, and Paul Armann, three CFD recruits at the North Bridge.

### CONCORD TREE LIGHTING

**BACK COVER:** An incredible sunset glowed over the start of the holiday tree lighting and parade in Concord Center

### COVER DESIGN

Donna McIntosh

### PHOTO CREDITS

Front Cover: Staff submitted photographs

Back Cover: Jim Barbere Photography

### PHOTOS CREDITS

Provided by Select Board	Pg 13	Provided by Municipal Light Plant Staff	Pg 95
Provided by Ryan Orr	Pg 22	Provided by Municipal Light Plant Staff	Pg 95
Provided by Concord Fire	Pg 79	Provided by Municipal Light Plant Staff	Pg 95
Provided by Concord Fire	Pg 80	Provided by Stephane Cherduville (CPW Staff)	Pg 101
Provided by Concord Fire	Pg 80	Provided by Joseph Cormier (CPW Staff)	Pg 101
Provided by Concord Fire	Pg 81	Provided by Joan Ferguson	Pg 139
Provided by Concord Fire	Pg 81	Provided by Melissa Maxwell	Pg 143
Provided by Concord Fire	Pg 81	Provided by Housing Authority Staff	Pg 144
Provided by Concord Police Department	Pg 85	Provided by Joint School Committee	Pg 153
Provided by Municipal Light Plant Staff	Pg 94	CFPL Corporation Trustees	Pg 168
Provided by Municipal Light Plant Staff	Pg 94	Kathy Nutter, Beede Mmbrshp. Coordinator	Pg 176
Provided by Municipal Light Plant Staff	Pg 94	Provided by Minuteman Media Network	Pg 177
Provided by Municipal Light Plant Staff	Pg 94		
Provided by Municipal Light Plant Staff	Pg 95		
Provided by Municipal Light Plant Staff	Pg 95		
Provided by Municipal Light Plant Staff	Pg 95		

Many thanks to all who have contributed to the 2022 Annual Town Report. A special thanks to the Concord Select Board, Town Manager's Office, and all those who helped to make this report a success. This report was prepared using Adobe InDesign and other software and typeset in Adobe Minion Pro. InDesign layout services provided by Mike Tusino, Capital Strategic Solutions. The Annual Town Report is also available at [www.concordma.gov](http://www.concordma.gov).

Donna M McIntosh, Editor



## CONCORD COMES TOGETHER

**FRONT COVER:** A collection of photos which highlight some of the many ways the Concord community came back together in 2022 as the pandemic eased; from touring on the Concord trolley to enjoying a yoga class on White Pond.

**BACK COVER:** A vivid winter sunset reflects the energy and excitement of the crowd enjoying the annual Tree Lighting and Parade in historic Concord center. Photo Credit: Jim Barbere Photography