



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

Select Board Meeting Agenda

Monday, March 24, 2025 at 6:00 PM
Town House, Select Board Room, 22 Monument Square and via Zoom

Join Zoom Meeting

<https://us02web.zoom.us/j/83839152920?pwd=O6xl6OysacFGYm6jvJTlynEBTmo7RM.1>

Meeting ID: 838 3915 2920

Passcode: 165600

Dial In Toll-Free: 833 548 0276

	Time	Agenda Item
I.	6:00 PM	<i>Public Comment:</i> Public Comment is an opportunity for the public to address the Select Board on matters under consideration by the Select Board. Therefore, comments related to political campaigns are not appropriate. Public Comment is limited to up to 15 minutes, with no more than 3 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
II.	6:15 PM	Consent Agenda: <ul style="list-style-type: none"> i. Town Accountant Warrants: February 27, 2025; February 28, 2025 ii. Proclamations: <ul style="list-style-type: none"> - 100 Year Birthday Proclamation Honoring Frances “Fran” Gardella iii. Gift Acceptances: <ul style="list-style-type: none"> - Voyager Publishing (Discover Concord Magazine) donating 100 copies of the 250th Commemorative Issue, Discover the Battle Road, to the Concord250 Gift Fund, valued at \$2,500 to be used by the 250 Hospitality Subcommittee for VIPs - Concord Council on Aging from Shelley Metzenbaum & Steve Kelman in the amount of \$1,000.00 - Concord Independent Battery to the Concord 250 Gift Fund for an enlarged American Flag for Monument Square valued at \$689 iv. One Day Liquor Licenses: <ul style="list-style-type: none"> - Jennifer Burkart of J. McLaughlin for Wines & Malt Beverages Only for the 10 Year Anniversary of J. McLaughlin Store at 14 Walden Street from 4:00 PM – 7:00 PM


		<ul style="list-style-type: none"> - Sarah Sweeney of the Military Friends Foundation for All Alcoholic Beverages for the Tough Ruck 26.2 for the Fallen at The Fenn School, 516 Monument Street from 11:00 AM to 7:00 PM - All Alcoholic Beverages for Sara Killelea of Concord Country Club for events held at Concord Country Club, 246 ORNAC: <ul style="list-style-type: none"> ▪ Saturday, June 28, 2025 from 11:00 AM – 11:00 PM ▪ Wednesday, July 23, 2025 from 12:00 PM – 10:00 PM ▪ Wednesday, August 27, 2025 from 12:00 PM – 10:00 PM ▪ Thursday, September 4, 2025 from 11:00 AM – 11:00 PM ▪ Friday, September 5, 2025 from 11:00 AM – 11:00 PM - Jennifer Verrill of Verrill Farm for Wines & Malt Beverages Only for events to be held at Verrill Farm, 11 Wheeler Road: <ul style="list-style-type: none"> ▪ Saturday, June 28, 2025 from 2:00 PM – 5:00 PM ▪ Saturday, May 3, 2025 from 4:00 PM – 6:00 PM
III.	6:15 PM	<p>Select Board Appointment and Reappointments:</p> <ul style="list-style-type: none"> - <i>Reappointment</i> Joseph Rogers of 20 Tracy Street to the Agricultural Committee as an Associate Member for a second term to expire April 30, 2028
IV.	6:15 PM	<p>Discuss and Approve 2025 Concord Independent Battery Compliance Package</p> <p>Presenter: Philip Kenny, Concord Independent Battery Chair</p>
V.	6:30 PM	<p>Discuss and Vote to Approve Ratification of 2025 Annual Town Meeting Warrant</p> <p>Presenter: Mary Hartman, Select Board Chair</p>
VI.	6:40 PM	<p>Discuss Concord250 Executive Committee Update on Public Safety</p> <p>Presenters: Gary Clayton and Rob Munro, Concord250 Executive Committee Co-Chairs</p>
VII.	6:55 PM	<p>Discuss and Approve Fiscal Year 2026 Budget:</p> <ul style="list-style-type: none"> -General Fund Final Recommendation Presenter: Kerry Lafleur, Town Manager -FY Budget Update Presenter: Anthony Ansaldi, CFO
VIII.	7:15 PM	<p>Discuss Town Reserve Policy</p> <p>Presenter: Eric Dahlberg, Finance Committee Chair</p>

IX.	7:45 PM	Discuss and Approve Recommendation to Remove Inaccurate Scipio Brister Oval Historical Street Marker at Brister's Hill Road. Presenters: Alan Bogosian, Historical Commission Chair
X.	7:55 PM	Chair's Report
XI.	8:00 PM	Town Manager's Report
XII.	8:05 PM	Select Board Liaison Reports
XIII.		Adjournment

** Times are approximate and subject to change*

Upcoming Meetings:

Monday, April 14, 2025 (ATM Public Hearing) Monday, April 28, 2025 Monday, May 12, 2025


 The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at jporter@concordma.gov or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.



Concord Select Board Meeting

AGENDA ACTION REQUEST

Monday, March 24, 2025

1

Call to Order Select Board Meeting

Requested by: SB Chair

Action Sought: Call to Order

Proposed Motion(s)

Public Comment

Public Comment: Public Comment is an opportunity for the public to address the Select Board on matters under consideration by the Select Board. Therefore, comments related to political campaigns are not appropriate. Public Comment is limited to up to 15 minutes, with no more than 3 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

2

Consent Agenda

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Approve Consent Agenda:

- i. Town Accountant Warrants: February 27, 2025; February 28, 2025
- ii. Proclamations:
 - 100 Year Birthday Proclamation Honoring Frances “Fran” Gardella
- iii. Gift Acceptances:
 - Voyager Publishing (Discover Concord Magazine) donating 100 copies of the 250th Commemorative Issue, Discover the Battle Road, to the Concord250 Gift Fund, valued at \$2,500 to be used by the 250 Hospitality Subcommittee for VIPs
 - Concord Council on Aging from Shelley Metzenbaum & Steve Kelman in the amount of \$1,000.00
 - Concord Independent Battery to the Concord 250 Gift Fund for an enlarged American Flag for Monument Square valued at \$689
- iv. One Day Liquor Licenses:
 - Jennifer Burkart of J. McLaughlin for Wines & Malt Beverages Only for the 10 Year Anniversary of J. McLaughlin Store at 14 Walden Street from 4:00 PM – 7:00 PM
 - Sarah Sweeney of the Military Friends Foundation for All Alcoholic Beverages for the Tough Ruck 26.2 for the Fallen at The Fenn School, 516 Monument Street from 11:00 AM to 7:00 PM
 - All Alcoholic Beverages for Sara Killelea of Concord Country Club for events held at Concord Country Club, 246 ORNAC:
 - Saturday, June 28, 2025 from 11:00 AM – 11:00 PM
 - Wednesday, July 23, 2025 from 12:00 PM – 10:00 PM
 - Wednesday, August 27, 2025 from 12:00 PM – 10:00 PM
 - Thursday, September 4, 2025 from 11:00 AM – 11:00 PM
 - Friday, September 5, 2025 from 11:00 AM – 11:00 PM
 - Jennifer Verrill of Verrill Farm for Wines & Malt Beverages Only for events to be held at Verrill Farm, 11 Wheeler Road:
 - Saturday, June 28, 2025 from 2:00 PM – 5:00 PM
 - Saturday, May 3, 2025 from 4:00 PM – 6:00 PM

Board Action

COMMONWEALTH OF MASSACHUSETTS
TOWN OF CONCORD
BOARD OF SELECTMEN

PROCLAMATION

Frances “Fran” Merrill Gardella
Centennial Birthday

WHEREAS Frances Merrill Gardella was born on April 4, 1925, in her grandfather’s parsonage in Leverett, Massachusetts.

WHEREAS Frances married Ronald Gardella in March of 1947, and raised three children, seven grandchildren and eight great-grandchildren and

WHEREAS She has lived through 18 presidencies, the Great Depression, two World Wars, the Women’s Suffrage movement, the Civil Rights movement, and space travel, and

WHEREAS She served on the town cable committee, was a five-time president of the West Concord Women’s Club and was a longtime delegate to the Massachusetts Federation of Women’s Clubs.

Now therefore,
We, the Selectmen of the Town of Concord, wish her hearty congratulations and continued success in her long and fruitful life.



CONCORD BOARD OF SELECTMEN



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: March 24, 2025

Re: Gift Acceptance to the Town 250 Gift Account

The Select Board must accept gifts in the amount of \$500.00 or more. Included in the Consent Agenda of your meeting packet is a donation from Voyager Publishing (*Discover Concord* magazine) of 100 copies of the 250th Commemorative Issue, *Discover the Battle Road*, to the Town 250 Gift Fund, valued at \$2,500.00. The copies will be used by the Concord250 Hospitality Subcommittee with VIPs for upcoming celebrations.

Town 250 Gift Account

100 copies of *Discover Concord Magazine*

Concord250 Hospitality Subcommittee

Valued at \$2,500.00

Accepted: _____
Select Board Clerk

Date: _____



**Town of Concord
Finance Department**

Town House
P.O. Box 535

Concord, Massachusetts 01742

To: Concord Select Board

From: Colleen Rhinhart, Deputy Treasurer-Collector

Date: March 14, 2025

Re: Gift Acceptance to the Concord Council on Aging

The Select Board must accept gifts in the amount of \$500.00 or more. Included in the Consent Agenda of your meeting packet is a donation from the Shelley Metzenbaum & Steven Kelman in the amount of \$1,000.00.

Council on Aging

\$1,000.00

Accepted: _____
Select Board Clerk

Date: _____



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: March 24, 2025

Re: Gift Acceptance to the Town 250 Gift Account

The Select Board must accept gifts in the amount of \$500.00 or more. Included in the Consent Agenda of your meeting packet is a donation from the Concord Independent Battery of an enlarged American Flag for the Monument Square flagpole to the Town 250 Gift Account, valued at \$689.00.

Town 250 Gift Account

American Flag
Valued at \$689.00

Accepted: _____

Select Board Clerk

Date: _____



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: March 24, 2025

Re: One Day Liquor License for Jennifer Burkart of J. McLaughlin

Included in your meeting packet is an application for a One Day Liquor License for Jennifer Burkhart of J. McLaughlin for the 10-Year Anniversary of the J. McLaughlin Store for Wines and Malt Beverages Only on Wednesday, April 9, 2025 from 4:00 PM – 7:00 PM at J. McLaughlin, 14 Walden Street.

This application is complete with payment and TIPS Certifications.

**TOWN OF CONCORD
APPLICATION FOR ONE DAY SPECIAL LICENSE
FOR THE SALE OF WINES & MALT BEVERAGES/ALL ALCOHOLIC BEVERAGES**

Fee: \$75.00/per day - One Day All Alcoholic and/or Wines & Malt Beverages Only Amount Paid \$ 75.00

The undersigned hereby applies for a One Day Special License in accordance with the provisions of the Statutes relating hereto:

NAME: (please print) Jennifer Burkart JBurkart@JMcLaughlin.com
 COMPANY or organization: J. McLaughlin
 ADDRESS: 14 Walden St Concord, MA 01742
 TELEPHONE: Store 978-776-6997 applicant 781-686-8049
 DATE(S) APPLIED FOR: 1 day 4-9-25
 EVENT: 10yr anniversary of store
 HOURS OF OPERATION: 9:30-5:30 event 4-7pm
 PREMISES TO BE LICENSED: 14 Walden St
 ADDRESS OF PREMISE LICENSED: 14 Walden St

License is for the Sale of:

All Alcoholic Beverages	<input type="checkbox"/>
Wines & Malt Beverages Only	<input checked="" type="checkbox"/>
Wines Only	<input type="checkbox"/>
Malt Beverages Only	<input type="checkbox"/>

The Licensed Activity or Enterprise is:

For Profit	<input type="checkbox"/>
Non-Profit	<input checked="" type="checkbox"/>

Are the bartenders TIPS or equivalently trained? Yes No

Will there be people in attendance that are under the age of 21? Yes No

Is this the first one day special license secured by this organization? Yes No

If no, number of consecutive years licensed? _____

Will there be more than 100 people in attendance? Yes No

If yes, the applicant agrees to contact the Police Department to determine whether traffic control coverage is necessary. The traffic control coverage is provided at the expense of the applicant.

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgment that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Board of Selectmen, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

Signature of Applicant:  Date: 3/4/25

**TOWN OF CONCORD
Board of Selectmen**

One Day Special Licenses

Under 21 Policy

The Town of Concord Board of Selectmen assumes that there may be guests or attendees under 21 at any event. Therefore this policy must be adhered to for all events.

Applicant Name:	Jennifer Burkart
Location of Event:	J. McLaughlin 14 Walden street
Date of Event:	wednesday 4/9/25

Applicants agree to check the ages of all guests at the door. If a person is under the age of twenty-one, his/her hand will be stamped to indicate that the person is underage to the bartender.

I certify that Concord's Under 21 policy requirement for the event stated in this application will be followed.

Signature of Applicant:	
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**TOWN OF CONCORD
Board of Selectmen**

One Day Special Licenses

TIPS TRAINING (OR EQUIVALENT)

Applicant Name:	Jennifer Burkart / J. McLaughlin
Location of Event:	14 Walden St, Concord MA
Date of Event:	April 9th

The Board of Selectmen require that any event for which they issue a One Day Special License the alcohol must be served by a TIPS trained or equivalent bartender.

TIPS training cards or the equivalent must accompany this application. These must show the photo and name of the bartender and must be current. If a photo is not on the TIPS training card, then a copy of a valid driver's license with a photo should be included as well. Proof of TIPS credential must be provided before this application is voted on by the Board of Selectmen.



J. McLAUGHLIN

JOIN US TO TOAST
10 YEARS
IN CONCORD

Hosted by Amy Mason,
Debbie Johnson and Theresa Malcolm

WEDNESDAY, APRIL 9TH

4- 7PM

Festive Sips & Spring Shopping

J. McLAUGHLIN

14 Walden St. • Concord, MA

978.776.6997

10% of sales will benefit

IMPACT
MELAN●MA



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: March 24, 2025

Re: One Day Liquor License for Sarah Sweeney of Military Friends Foundation

Included in your meeting packet is an application for a One Day Liquor License for Sarah Sweeney of the Military Friends Foundation. The application is for All Alcoholic Beverages for the Tough Ruck Marathon held at the Fenn School, 516 Monument Street on Sunday, April 14, 2024 from 11:00 AM to 7:00 PM. This application was also reviewed by Public Safety within the Use of Town Property permit process.

This application is complete with payment and TIPS Certifications.

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Tuesday, March 11, 2025 7:28:52 PM

One Day Special Liquor Licenses

Company or Organization Tough Ruck/Military Friends Foundartion

Applicant Name Sarah Sweeney

Email Address Info@toughruck.org

Applicant Address 212 Humphrey Street

City Swampscott

State MA

Zip Code 01907

Phone Number 8448947825

Name of Event Tough Ruck 26.2 For The Fallen

Activity Is Non-Profit

Event Type Private Event in Rented Facility

Event Date & Start Time 4/20/2025 5:00 AM

End Time 7:00 PM

Premises to be Licensed The Fenn School

City Concord

State MA

Zip Code 01907

License is for the Sale of: All Alcoholic Beverages

Bartenders TIPS trained? Yes

Under 21 Attendees? Yes

1st one-day license for Organization? No

If NO, number of years licensed? Unknown

More than 100 in attendance? Yes

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Sarah Sweeney

APPLICATION FEE \$75.00

*Please forward to: Town Manager's Office PO Box 535 Concord, MA 01742
Applications cannot be processed until payment is received.*

Acknowledgements I attest the information contained in this form is true and accurate., I acknowledge that I must pay an application fee of \$75 and will mail my payment., I acknowledge that no action will be taken, or scheduled, regarding my application until payment is received.

IMPORTANT NOTICE **Board & Committee Meeting Calendar**

(Section Break)

TIPS TRAINING

The Select Board require that for any event which they issue a special permit, the alcohol provided must be served by a TIPS trained (or equivalent) bartender. TIPS training cards, or their equivalent, must accompany this application. Additionally, each certification must show a photo and name of the bartender(s) and must be current. If a photo is not on the TIPS training cards, a copy of a valid driver's license with a photo should be included. Proof of TIPS credentials must be provided before any application may be voted on by the Select Board.

I acknowledge and Copies of card(s) will be mailed separately to the Town

agree to the Town of
Concord's TIPS
Training Policy as
outlined above.

Manager's Office

(Section Break)

UNDER 21 POLICY

The Town of Concord Select Board assumes that there may be guests or attended under 21 y ears of age at any event. therefore, this policy must be adhered to for all events. Applicants agree to check the ages of all guests at the door. If a persons under the age of 21 are present, his or her hand shall be stamped to indicate the he/she is underage for the bartender.

I certify that Concord's
Under 21 Policy, as
outlined above, will be
followed.

A legal adult, over 21 years of age, shall check the ages of all guests to ensure compliance., All bartenders shall be made aware of the Under 21 Policy terms before the event's commencement.

Email not displaying correctly? [View it in your browser.](#)



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: March 24, 2025

Re: One Day Liquor Licenses for Sara Killelea of Concord Country Club

Included in your meeting packet for this evening is Batch #3 of Concord Country Club One Day Liquor License applications. There are five (5) applications for All Alcoholic Beverages for Sara Killelea for events taking place at Concord Country Club, 246 ORNAC:

- Saturday, June 28, 2025 from 11:00 AM – 11:00 PM
- Wednesday, July 23, 2025 from 12:00 PM – 10:00 PM
- Wednesday, August 27, 2025 from 12:00 PM – 10:00 PM
- Thursday, September 4, 2025 from 11:00 AM – 11:00 PM
- Friday, September 5, 2025 from 11:00 AM – 11:00 PM

Sara maintains an updated file of Bartender TIPS Certifications and Crowd Manager Certificates with the Town Manager's Office. These applications are complete with payment.

Please reach out with any questions.

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Wednesday, February 12, 2025 1:14:27 PM

One Day Special Liquor Licenses

Company or Organization	Concord Country Club
Applicant Name	Sara Killelea
Email Address	skillelea@concordcc.org
Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Men's Spring Member-Member (Day 2)
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	6/28/2025 11:00 AM
End Time	11:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? No

If NO, number of years licensed? 15+

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Sara Killelea

APPLICATION FEE \$75.00

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Manager's Office

(Section Break)

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I certify that Concord's
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outlined above, will be
followed.

A legal adult, over 21 years of age, shall check the ages of all guests to ensure compliance., All bartenders shall be made aware of the Under 21 Policy terms before the event's commencement.

Email not displaying correctly? [View it in your browser.](#)

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Wednesday, February 12, 2025 1:15:37 PM

One Day Special Liquor Licenses

Company or Organization	Concord Country Club
Applicant Name	Sara Killelea
Email Address	skillelea@concordcc.org
Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Member 3 Guest
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	7/23/2025 12:00 PM
End Time	10:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? No

If NO, number of years licensed? 15+

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Sara Killelea

APPLICATION FEE \$75.00

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Acknowledgements I attest the information contained in this form is true and accurate., I acknowledge that I must pay an application fee of \$75 and will mail my payment., I acknowledge that no action will be taken, or scheduled, regarding my application until payment is received.

IMPORTANT NOTICE **Board & Committee Meeting Calendar**

(Section Break)

TIPS TRAINING

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Manager's Office

(Section Break)

UNDER 21 POLICY

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followed.

A legal adult, over 21 years of age, shall check the ages of all guests to ensure compliance., All bartenders shall be made aware of the Under 21 Policy terms before the event's commencement.

Email not displaying correctly? [View it in your browser.](#)

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Wednesday, February 12, 2025 1:17:24 PM

One Day Special Liquor Licenses

Company or Organization	Concord Country Club
Applicant Name	Sara Killelea
Email Address	skillelea@concordcc.org
Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Member 3 Guest
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	8/27/2025 12:00 PM
End Time	10:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? No

If NO, number of years licensed? 15+

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Sara Killelea

APPLICATION FEE \$75.00
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IMPORTANT NOTICE **Board & Committee Meeting Calendar**

(Section Break)

TIPS TRAINING
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Manager's Office

(Section Break)

UNDER 21 POLICY

The Town of Concord Select Board assumes that there may be guests or attended under 21 y ears of age at any event. therefore, this policy must be adhered to for all events. Applicants agree to check the ages of all guests at the door. If a persons under the age of 21 are present, his or her hand shall be stamped to indicate the he/she is underage for the bartender.

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A legal adult, over 21 years of age, shall check the ages of all guests to ensure compliance., All bartenders shall be made aware of the Under 21 Policy terms before the event's commencement.

Email not displaying correctly? [View it in your browser.](#)

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Wednesday, February 12, 2025 1:25:23 PM

One Day Special Liquor Licenses

Company or Organization	Concord Country Club
Applicant Name	Sara Killelea
Email Address	skillelea@concordcc.org
Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Fall Member Guest (Day 1)
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	9/4/2025 11:00 AM
End Time	11:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? No

If NO, number of years licensed? 15+

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Sara Killelea

APPLICATION FEE \$75.00

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IMPORTANT NOTICE **Board & Committee Meeting Calendar**

(Section Break)

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To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Wednesday, February 12, 2025 1:26:49 PM

One Day Special Liquor Licenses

Company or Organization	Concord Country Club
Applicant Name	Sara Killelea
Email Address	skillelea@concordcc.org
Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Fall Member Guest (Day 2)
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	9/5/2025 11:00 AM
End Time	11:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? No

If NO, number of years licensed? 15+

More than 100 in attendance? No

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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: March 24, 2025

Re: One Day Liquor Licenses for Jennifer Verill of Verrill Farm

Included in your meeting packet are two (2) One Day Liquor Licenses for Jennifer Verrill of Verrill Farm for Wines and Malt Beverages Only for events taking place at Verrill Farm, 11 Wheeler Road:

- Saturday, May 3, 2025 from 4:00 PM – 6:00 PM
- Saturday, June 28, 2025 from 2:00 PM – 5:00 PM

Jennifer maintains an updated file of Bartender TIPS Certifications and Crowd Manager Certificates with the Town Manager's Office. These applications are complete with payment.

Please reach out with any questions.

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Friday, March 14, 2025 3:29:07 PM

One Day Special Liquor Licenses

Company or Organization	Verrill Farm
Applicant Name	Jennifer Verrill/Amanda Fontana
Email Address	jen@verrillfarm.com
Applicant Address	11 Wheeler Rd
City	Concord
State	MA
Zip Code	01742
Phone Number	9788355638
Name of Event	Celebration of Life
Activity Is	Non-Profit
Event Type	Private Event in Rented Facility
Event Date & Start Time	5/3/2025 4:00 PM
End Time	6:00 PM
Premises to be Licensed	Verrill Farm LLC
City	Concord
State	Massachusetts
Zip Code	01742
License is for the Sale of:	Wines & Malt Beverages Only
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? Yes

If NO, number of years licensed? 8 plus

More than 100 in attendance? No

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I acknowledge and accept the above statement of liability Jennifer Verrill

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From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Friday, March 14, 2025 3:25:46 PM

One Day Special Liquor Licenses

Company or Organization	Verrill Farm
Applicant Name	Jennifer Verrill/Nadyson Damata
Email Address	jen@verrillfarm.com
Applicant Address	11 Wheeler Rd
City	Concord
State	MA
Zip Code	01742
Phone Number	9788355638
Name of Event	Birthday Party
Activity Is	Non-Profit
Event Type	Private Event in Rented Facility
Event Date & Start Time	6/8/2025 2:00 PM
End Time	5:00 PM
Premises to be Licensed	Verrill Farm LLC
City	Concord
State	Massachusetts
Zip Code	01742
License is for the Sale of:	Wines & Malt Beverages Only
Bartenders TIPS trained?	Yes

Under 21 Attendees? Yes

1st one-day license for Organization? Yes

If NO, number of years licensed? 8 plus

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Jennifer Verrill

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From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Wednesday, February 12, 2025 1:14:27 PM

One Day Special Liquor Licenses

Company or Organization	Concord Country Club
Applicant Name	Sara Killelea
Email Address	skillelea@concordcc.org
Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Men's Spring Member-Member (Day 2)
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	6/28/2025 11:00 AM
End Time	11:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? No

If NO, number of years licensed? 15+

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Sara Killelea

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To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Wednesday, February 12, 2025 1:15:37 PM

One Day Special Liquor Licenses

Company or Organization	Concord Country Club
Applicant Name	Sara Killelea
Email Address	skillelea@concordcc.org
Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Member 3 Guest
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	7/23/2025 12:00 PM
End Time	10:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? No

If NO, number of years licensed? 15+

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

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Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Wednesday, February 12, 2025 1:17:24 PM

One Day Special Liquor Licenses

Company or Organization	Concord Country Club
Applicant Name	Sara Killelea
Email Address	skillelea@concordcc.org
Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Member 3 Guest
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	8/27/2025 12:00 PM
End Time	10:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? No

If NO, number of years licensed? 15+

More than 100 in attendance? No

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Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Fall Member Guest (Day 1)
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	9/4/2025 11:00 AM
End Time	11:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

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outlined above, will be
followed.

A legal adult, over 21 years of age, shall check the ages of all guests to ensure compliance., All bartenders shall be made aware of the Under 21 Policy terms before the event's commencement.

Email not displaying correctly? [View it in your browser.](#)

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Wednesday, February 12, 2025 1:26:49 PM

One Day Special Liquor Licenses

Company or Organization	Concord Country Club
Applicant Name	Sara Killelea
Email Address	skillelea@concordcc.org
Applicant Address	246 Old Road to Nine Acre Corner
City	Concord
State	MA
Zip Code	01742
Phone Number	9783711089
Name of Event	Fall Member Guest (Day 2)
Activity Is	Non-Profit
Event Type	Event in Town-Owned Facility
Event Date & Start Time	9/5/2025 11:00 AM
End Time	11:00 PM
Premises to be Licensed	Concord Country Club
City	Concord
State	MA
Zip Code	01742
License is for the Sale of:	All Alcoholic Beverages
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? No

If NO, number of years licensed? 15+

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Sara Killelea

APPLICATION FEE \$75.00

*Please forward to: Town Manager's Office PO Box 535 Concord, MA 01742
Applications cannot be processed until payment is received.*

Acknowledgements I attest the information contained in this form is true and accurate., I acknowledge that I must pay an application fee of \$75 and will mail my payment., I acknowledge that no action will be taken, or scheduled, regarding my application until payment is received.

IMPORTANT NOTICE **Board & Committee Meeting Calendar**

(Section Break)

TIPS TRAINING

The Select Board require that for any event which they issue a special permit, the alcohol provided must be served by a TIPS trained (or equivalent) bartender. TIPS training cards, or their equivalent, must accompany this application. Additionally, each certification must show a photo and name of the bartender(s) and must be current. If a photo is not on the TIPS training cards, a copy of a valid driver's license with a photo should be included. Proof of TIPS credentials must be provided before any application may be voted on by the Select Board.

I acknowledge and Copies of card(s) will be mailed separately to the Town

agree to the Town of
Concord's TIPS
Training Policy as
outlined above.

Manager's Office

(Section Break)

UNDER 21 POLICY

The Town of Concord Select Board assumes that there may be guests or attended under 21 y ears of age at any event. therefore, this policy must be adhered to for all events. Applicants agree to check the ages of all guests at the door. If a persons under the age of 21 are present, his or her hand shall be stamped to indicate the he/she is underage for the bartender.

I certify that Concord's
Under 21 Policy, as
outlined above, will be
followed.

A legal adult, over 21 years of age, shall check the ages of all guests to ensure compliance., All bartenders shall be made aware of the Under 21 Policy terms before the event's commencement.

Email not displaying correctly? [View it in your browser.](#)

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Tuesday, March 11, 2025 7:28:52 PM

One Day Special Liquor Licenses

Company or Organization Tough Ruck/Military Friends Foundartion

Applicant Name Sarah Sweeney

Email Address Info@toughruck.org

Applicant Address 212 Humphrey Street

City Swampscott

State MA

Zip Code 01907

Phone Number 8448947825

Name of Event Tough Ruck 26.2 For The Fallen

Activity Is Non-Profit

Event Type Private Event in Rented Facility

Event Date & Start Time 4/20/2025 5:00 AM

End Time 7:00 PM

Premises to be Licensed The Fenn School

City Concord

State MA

Zip Code 01907

License is for the Sale of: All Alcoholic Beverages

Bartenders TIPS trained? Yes

Under 21 Attendees? Yes

1st one-day license for Organization? No

If NO, number of years licensed? Unknown

More than 100 in attendance? Yes

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Sarah Sweeney

APPLICATION FEE \$75.00

*Please forward to: Town Manager's Office PO Box 535 Concord, MA 01742
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Acknowledgements I attest the information contained in this form is true and accurate., I acknowledge that I must pay an application fee of \$75 and will mail my payment., I acknowledge that no action will be taken, or scheduled, regarding my application until payment is received.

IMPORTANT NOTICE **Board & Committee Meeting Calendar**

(Section Break)

TIPS TRAINING

The Select Board require that for any event which they issue a special permit, the alcohol provided must be served by a TIPS trained (or equivalent) bartender. TIPS training cards, or their equivalent, must accompany this application. Additionally, each certification must show a photo and name of the bartender(s) and must be current. If a photo is not on the TIPS training cards, a copy of a valid driver's license with a photo should be included. Proof of TIPS credentials must be provided before any application may be voted on by the Select Board.

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Manager's Office

(Section Break)

UNDER 21 POLICY

The Town of Concord Select Board assumes that there may be guests or attended under 21 y ears of age at any event. therefore, this policy must be adhered to for all events. Applicants agree to check the ages of all guests at the door. If a persons under the age of 21 are present, his or her hand shall be stamped to indicate the he/she is underage for the bartender.

I certify that Concord's
Under 21 Policy, as
outlined above, will be
followed.

A legal adult, over 21 years of age, shall check the ages of all guests to ensure compliance., All bartenders shall be made aware of the Under 21 Policy terms before the event's commencement.

Email not displaying correctly? [View it in your browser.](#)

**TOWN OF CONCORD
APPLICATION FOR ONE DAY SPECIAL LICENSE
FOR THE SALE OF WINES & MALT BEVERAGES/ALL ALCOHOLIC BEVERAGES**

Fee: \$75.00/per day - One Day All Alcoholic and/or Wines & Malt Beverages Only **Amount Paid \$** 75.00

The undersigned hereby applies for a One Day Special License in accordance with the provisions of the Statutes relating hereto:

NAME: (please print) Jennifer Burkart JBurkart@JMcLaughlin.com
COMPANY or organization: J. McLaughlin
ADDRESS: 14 Walden St Concord, MA 01742
TELEPHONE: Store 978-776-6997 applicant 781-686-8049
DATE(S) APPLIED FOR: 1 day 4-9-25
EVENT: 10yr anniversary of store
HOURS OF OPERATION: 9:30-5:30 event 4-7pm
PREMISES TO BE LICENSED: 14 Walden St
ADDRESS OF PREMISE LICENSED: 14 Walden St

License is for the Sale of:

All Alcoholic Beverages	<input type="checkbox"/>
Wines & Malt Beverages Only	<input checked="" type="checkbox"/>
Wines Only	<input type="checkbox"/>
Malt Beverages Only	<input type="checkbox"/>

The Licensed Activity or Enterprise is:

For Profit	<input type="checkbox"/>
Non-Profit	<input checked="" type="checkbox"/>

Are the bartenders TIPS or equivalently trained? Yes No

Will there be people in attendance that are under the age of 21? Yes No

Is this the first one day special license secured by this organization? Yes No

If no, number of consecutive years licensed? _____

Will there be more than 100 people in attendance? Yes No

If yes, the applicant agrees to contact the Police Department to determine whether traffic control coverage is necessary. The traffic control coverage is provided at the expense of the applicant.

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgment that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Board of Selectmen, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

Signature of Applicant:  **Date:** 3/4/25

**TOWN OF CONCORD
Board of Selectmen**

One Day Special Licenses

Under 21 Policy

The Town of Concord Board of Selectmen assumes that there may be guests or attendees under 21 at any event. Therefore this policy must be adhered to for all events.

Applicant Name:	Jennifer Burkart
Location of Event:	J. McLaughlin 14 Walden street
Date of Event:	wednesday 4/9/25

Applicants agree to check the ages of all guests at the door. If a person is under the age of twenty-one, his/her hand will be stamped to indicate that the person is underage to the bartender.

I certify that Concord's Under 21 policy requirement for the event stated in this application will be followed.

Signature of Applicant:	
--------------------------------	--

**TOWN OF CONCORD
Board of Selectmen**

One Day Special Licenses

TIPS TRAINING (OR EQUIVALENT)

Applicant Name:	Jennifer Burkart / J. McLaughlin
Location of Event:	14 Walden St, Concord MA
Date of Event:	April 9th

The Board of Selectmen require that any event for which they issue a One Day Special License the alcohol must be served by a TIPS trained or equivalent bartender.

TIPS training cards or the equivalent must accompany this application. These must show the photo and name of the bartender and must be current. If a photo is not on the TIPS training card, then a copy of a valid driver's license with a photo should be included as well. Proof of TIPS credential must be provided before this application is voted on by the Board of Selectmen.



CERTIFICATE OF COMPLETION

This certifies that

Jennifer Burkart

is awarded this certificate for

TIPS On-Premise Alcohol Server Training



Official Signature

THIS CERTIFICATE IS NON-TRANSFERABLE

6504 Bridge Point Parkway, Suite 100 | Austin, TX 78730 | www.360training.com

(CUT HERE)

(CUT HERE)



Issued: 07/19/2024
Certificate #: ON-000034291929

Jennifer Burkart
38 FISHER ST
Westwood MA 02090

CERTIFIED

Expires: 07/19/2027



Phone: 800-438-8477
www.gettips.com

This card was issued for successful completion of the TIPS program.

Signature _____



J. McLAUGHLIN

JOIN US TO TOAST
10 YEARS
IN CONCORD

Hosted by Amy Mason,
Debbie Johnson and Theresa Malcolm

WEDNESDAY, APRIL 9TH

4- 7PM

Festive Sips & Spring Shopping

J. McLAUGHLIN

14 Walden St. • Concord, MA

978.776.6997

10% of sales will benefit

IMPACT
MELAN●MA

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Friday, March 14, 2025 3:29:07 PM

One Day Special Liquor Licenses

Company or Organization	Verrill Farm
Applicant Name	Jennifer Verrill/Amanda Fontana
Email Address	jen@verrillfarm.com
Applicant Address	11 Wheeler Rd
City	Concord
State	MA
Zip Code	01742
Phone Number	9788355638
Name of Event	Celebration of Life
Activity Is	Non-Profit
Event Type	Private Event in Rented Facility
Event Date & Start Time	5/3/2025 4:00 PM
End Time	6:00 PM
Premises to be Licensed	Verrill Farm LLC
City	Concord
State	Massachusetts
Zip Code	01742
License is for the Sale of:	Wines & Malt Beverages Only
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? Yes

If NO, number of years licensed? 8 plus

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Jennifer Verrill

APPLICATION FEE \$75.00

*Please forward to: Town Manager's Office PO Box 535 Concord, MA 01742
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Acknowledgements I attest the information contained in this form is true and accurate., I acknowledge that I must pay an application fee of \$75 and will mail my payment., I acknowledge that no action will be taken, or scheduled, regarding my application until payment is received.

IMPORTANT NOTICE **Board & Committee Meeting Calendar**

(Section Break)

TIPS TRAINING

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agree to the Town of
Concord's TIPS
Training Policy as
outlined above.

Manager's Office

(Section Break)

UNDER 21 POLICY

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Email not displaying correctly? [View it in your browser.](#)

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Friday, March 14, 2025 3:25:46 PM

One Day Special Liquor Licenses

Company or Organization	Verrill Farm
Applicant Name	Jennifer Verrill/Nadyson Damata
Email Address	jen@verrillfarm.com
Applicant Address	11 Wheeler Rd
City	Concord
State	MA
Zip Code	01742
Phone Number	9788355638
Name of Event	Birthday Party
Activity Is	Non-Profit
Event Type	Private Event in Rented Facility
Event Date & Start Time	6/8/2025 2:00 PM
End Time	5:00 PM
Premises to be Licensed	Verrill Farm LLC
City	Concord
State	Massachusetts
Zip Code	01742
License is for the Sale of:	Wines & Malt Beverages Only
Bartenders TIPS trained?	Yes

Under 21 Attendees? Yes

1st one-day license for Organization? Yes

If NO, number of years licensed? 8 plus

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability Jennifer Verrill

APPLICATION FEE \$75.00

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IMPORTANT NOTICE **Board & Committee Meeting Calendar**

(Section Break)

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Manager's Office

(Section Break)

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Email not displaying correctly? [View it in your browser.](#)



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

3

Select Board Appointments and Reappointments:

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Select Board Appointment and Reappointments:

- *Reappointment* Joseph Rogers of 20 Tracy Street to the Agricultural Committee as an Associate Member for a second term to expire April 30, 2028

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

4

Discuss and Approve 2025 Concord Independent Battery Compliance Package

Requested by: SB Chair

Action Sought: Approval

Proposed Motion(s)

Motion: Move to Approve 2025 Concord Independent Battery Compliance Package

Additional Information

- April 12, 2025 at 9:00 AM – Battery Test Fire, Old Manse Field
- April 12, 2025 at 11:30 AM – Flag Presentation – Flagpole Concord Center
- April 12, 2025 at 1 PM – Meriam’s Corner exercises
- April 19, 2025 at 6:00 AM – Dawn Salute, Old Manse Field
- April 19, 2025 at 8:30 AM – Patriot’s Day Parade
- May 30, 2025 at 9:00 AM – Memorial Day, Rideout Field, 11AM – Monument Sq.
- June 9, 2025 – Folds of Honor – Nashawtuc CC Golf Tournament Start
- November 11, 2025 at 8:00 AM – Veterans Day, Sleepy Hollow Cemetery

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



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

To: Concord Select Board

From: Andrea Fountain, Executive Assistant to the Select Board

Date: March 24, 2025

Re: Request for Concord Independent Battery to fire cannons at 2025 Town Ceremonies and Celebrations

Included in your meeting packet is a request from the Concord Independent Battery to fire cannons at the following 2025 Town Celebrations and Ceremonies:

- April 12, 2025 at 9:00 AM – Battery Test Fire, Old Manse Field
- April 12, 2025 at 11:30 AM – Flag Presentation – Flagpole Concord Center
- April 12, 2025 at 1 PM – Meriam’s Corner exercises
- April 19, 2025 at 6:00 AM – Dawn Salute, Old Manse Field
- April 19, 2025 at 8:30 AM – Patriot’s Day Parade
- May 30, 2025 at 9:00 AM – Memorial Day, Rideout Field, 11AM – Monument Sq.
- June 9, 2025 – Folds of Honor – Nashawtuc CC Golf Tournament Start
- November 11, 2025 at 8:00 AM – Veterans Day, Sleepy Hollow Cemetery

If the Concord Independent Battery has any additional request for 2025, they will come back to the Select Board for approval.

The Town and the Concord Independent Battery maintain a contract in which the Concord Independent Battery is required to propose a request to the Select Board to fire cannons at Town events annually, and submit further compliance documentation as required by the contract. The Town’s Risk and Compliance Manager Chris Carmody is in receipt of the compliance documentation and has reviewed.

A memorandum from Concord Independent Battery President Philip Kennedy is attached, but please note that I did not include the full compliance documentation in your meeting packet as outlined in the memorandum, though it is available upon request.



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

TO: Andrea Fountain, Executive Assistant to the Select Board
From: Christopher Carmody, Risk & Compliance Manager
Date: March 20, 2025
Re: Concord Independent Battery, annual application to fire cannons

The Concord Independent Battery and the Town of Concord renewed their contractual relationship on March 29, 2021 with the signing of the five-year “Agreement” for the CIB to continue certain traditional services to the Town of Concord, including having custody, care, and control of two large Town-owned wheel-mounted cannons.

The agreement serves to describe the safe firing of the cannons at certain town events and other unscheduled events. The CIB is obligated to fire cannon salutes at the following annual events (with the exact date changing annually due to the nature of the calendar): Meriam’s Corner Exercise (April 12, 2025), Patriot’s Day (April 19, 2025), Dawn Salute (April 19, 2025), Memorial Day (May 30, 2025), and Veteran’s Day (November 11, 2025). This year the CIB has added three other events: Test Fire at the Old Manse on April 12, 2025, a Flag Presentation on the same day at town center flagpole, and a Folds of Honor Celebration on June 9, 2025 at Nashawtuc Country Club.

Section III of the Agreement, “Timetable,” requires the CIB to submit certain documents to the Town Manager’s Office:

1. A1: A program of training approved by the Town: **on file**.
2. A2: Copy of CIB insurance policies including bodily injury & property damage coverage of at least \$1,000,000 and a further requirement that vehicles transporting the cannons have at least \$1,000,000 of coverage: **received**.
3. A3: A list of all events, locations, and dates: **received**.
4. A4: List of all CIB members eligible to serve on gun crews, their ages, positions, and number of training hours from prior year: **received**.
5. A5: Hold Harmless Agreement signed by each active member of the CIB, and each member’s spouse, favoring the Town: **on file**.
6. A6: Alcoholic Beverage and Controlled Substance Abstinence Agreement signed by each member of the CIB: **received**.
7. A7: Evidence that “appropriate arrangements have been made with the Fire Chief for review of the proposed demonstration sites:” **received**.

8. A8: A letter from the Public Ceremonies & Celebrations Committee indicating dates of firing and willingness of committee to coordinate such firings: **received**.

Pursuant to Section IV of the Contract, the CIB is compliant with the requirement to evidence insurance and submit all requisite documents.

According to Section IV of the contract, the "Select Board shall grant such approval only if it finds that, amongst other things, "the public safety is adequately protected and the locations and times for firing are appropriate."

Notwithstanding the above, the CIB application fulfills the application requirements as agreed to in the Agreement, and it is recommended here that their application for 2025 be approved.



Concord, Massachusetts 01742

March 19, 2025

Town of Concord
22 Monument Square
PO Box 535
Concord, MA 01742
Attn: Kerry Lafleur, Town Manager

Re: Application for Permission to Fire the Town of Concord Cannons at the 2023 Town Celebrations and Ceremonies on the following dates:

- April 12th, 9 AM – Battery Test Fire, Old Manse Field
- April 12th, 11:30 AM Flag Presentation – Flagpole Concord Center
- April 12th, 1 PM - Meriam's Corner exercises
- April 19th 6 AM - Dawn Salute, Old Manse Field
- April 19th 8:30 AM – Patriots Day Parade
- May 30th - Memorial Day – 9AM – Rideout Field, 11AM – Monument Sq.
- June 9th - Folds of Honor – Nashawtuc CC Golf Tournament Start
- Nov 11th – Veterans Day – 8AM -Sleepy Hollow Cemetery

Dear Kerry,

As is the process for the Concord Independent Battery, I am writing to you per the terms of the contract between the Town and the Battery to request the Select Board permission to fire the Towns Cannon at the various events for 2025.

As in the past, we will reach out to you for additional requests (when & if they come).



Concord, Massachusetts 01742

Enclosed with this request to fire the cannon are the documents as required by the contract.

1. Master Training records for Active Battery Members from 1 April 2024 through March 17, 2025. (we have 3 additional training sessions by April 12th)
2. Copy of the Certificate of Liability Insurance showing the coverage for the Town of Concord and the Concord Independent Battery.
3. Concord Public Ceremonies and Celebrations Committee calendar to fire at the Town's 2025 events.
4. Copies of the Commonwealth of Massachusetts canon Firing Permits issued by the Town of Concord Fire Department & Fire Officials Contacts & DCR Permit
5. Copies of the signed Alcoholic Beverage and Controlled Substance Abstinence Agreements signed by each of the Active Battery Members and listed on the Master Training Record.
6. Listing of Active Battery Members with current Cannon Licenses issued by the Department of Public Safety.
7. Borescope Inspections performed on 11 March 2021. (next update due in 2026)
8. Listing of the current Indemnity agreement on file with and for the Town of Concord.

Give me a call or drop me an email if there are any questions.

Thank you and best regards,

Philip Kenney

President, Concord Independent Battery

pkenny21@gmail.com

cc: Peter Myette – Captain, CIB
John Thompson – Secretary, CIB
Shannon McAndrew – Sr. Admin Assistant to the Town Manager, Town of Concord



Concord Independent Battery 2025 Schedule of Events

March 30 th @ 2:00pm	Honored Citizen @ Concord Town Hall
April 12 th @ 9:00am	Battery Test Fire @ Old Manse Field
April 12 th @ 11:30am	Flag Presentation – Town Center Flagpole
April 12 th @ 1:00PM	Meriam’s Corner Exercise
April 19 th @ 6:00AM	Dawn Salute, Old Manse Field
April 19 th @ 8:30am	Patriot’s Day, Concord Center & Old North Bridge - Parade Route & Cannon Salute Old Manse Field
April 21 st @ 12:30pm	Annual Battery Luncheon - Musketaquid Sportsman's Club, Old Mill Rd, Concord MA
May 26 th Memorial Day:	9:00 am – @ Rideout Field & Kenny Dunn Square 11:00 am – @ Concord Town Square & Ceremonial firings at St Bernard @ 9:00AM, the Knoll @ 9:30AM, Sleepy Hollow @ 11:00 AM
June 9 th @ 11:00am	“Folds of Honor” Golf Outing – Nashawtuc CC (Ceremonial start - firing 1 round)
Nov 11 th @ 8:00am	Veteran’s Day: Sleepy Hollow Cemetery



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

5

Discuss and Vote to Approve Ratification of 2025 Annual Town Meeting Warrant

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Ratify the Warrant for 2025 Annual Town Meeting as posted

Explanation: The number of articles on the 2025 Annual Town Meeting as posted is 58, whereas the number of articles presented (by title) to the Select Board on March 3 for the purpose of setting the order of the Warrant was 60. The explanation for the reduction in the number of articles is that:

1. there was correction of a clerical error that had separated one article into two articles (Zoning Bylaw Amendment: Floodplain Conservancy District Bylaw and the associated Zoning Map - Floodplain Conservancy Overlay District Boundary); and
2. CCRSD withdrew its request for inclusion of one of the two versions of the Amenities Building article it had submitted.

The Warrant for 2025 Annual Town Meeting was signed by the Select Board, properly posted, and fully in order. However, for the avoidance of doubt in the event that any question arises regarding why the number of articles in the Warrant as posted is different from the number presented to the Select Board for ordering on March 3, it is advisable for the Select Board to make note at a posted public meeting of the explanation for the difference and to vote to ratify the Warrant as posted.

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

2025 Warrant Articles

	Article Name	Article Sponsor	Public Hearing
1	Choose Town Officers	Select Board	
2	Hear Reports	Select Board	
3	Meeting Procedure	Finance Committee	Finance Committee
4	Ratify Personnel Board Actions	Personnel Board	Select Board
5	Ratify Personnel Board Classification & Compensation Plan	Personnel Board	Select Board
6	FY25 Budget Line-Item Adjustments	Chief Financial Officer	Finance Committee
7	FY26 Budget	Town Manager	Finance Committee
8	Debt Exclusion for Road Maintenance	Select Board	Finance Committee
9	FY26 Capital Improvement and Debt Plan	Town Manager	Finance Committee
10	Concord Public Schools Operating Budget	Concord School Committee	Finance Committee
11	Concord Public Schools Capital Budget	Concord School Committee	Finance Committee
12	Concord-Carlisle Regional School District Budget	Concord-Carlisle Regional School Committee	Finance Committee
13	Amenities Building	Town Manager or Chief Financial Officer	Finance Committee
14	Non-Resident Tuition Revolving Fund	Concord School Committee	Finance Committee
15	Facilities Rental Revolving Fund	Concord School Committee	Finance Committee
16	Authority to Contract for up to Five Years for Selected Items	Concord School Committee	Finance Committee
17	Minuteman Regional Technical School District Budget	Minuteman Regional School Committee Representative	Finance Committee
18	Creation of Capital and Debt Stabilization Funds	Finance Committee	Finance Committee
19	Appropriation to General Stabilization Fund	Finance Committee	Finance Committee
20	OPEB Trust Fund Appropriation	Chief Financial Officer	Finance Committee
21	OPEB Trust Fund Expense	Chief Financial Officer	Finance Committee
22	Retirement Board Stipends	Select Board	Finance Committee
23	Acceptance of the HERO Act	Board of Assessors	Finance Committee
24	Transfer from Middle School Stabilization Fund	Finance Committee	Finance Committee
25	Transfer of Peabody School and Appropriate Funds	Select Board	Finance Committee
26	General Bylaw Amendment: Leasing of Land by Select Board and Town Manager	Select Board	Select Board
27	Remote Participation at Annual and Special Town Meetings	Select Board	Select Board
28	Citizen Petition: Ranked Choice Voting	Stephan Bader	Select Board
29	Feasibility of Acquiring 2229 Main Street (NMI Starmet Site)	Select Board	Finance Committee
30	Authorize Grant of Easement to Verizon - 835-923 Old Marlboro Road (Concord Middle School)	Select Board	Select Board
31	Select Board to Accept Easements	Select Board	Select Board
32	Betterments for Temporary Improvements to a Private Way - Darton and Dover Streets	Select Board	Finance Committee
33	MCI Concord - Planning	Select Board	Finance Committee
34	Stormwater Enterprise Fund Expenditures	Public Works Commission	Finance Committee
35	Citizen Petition: Protect Orchard House from Stormwater Runoff	John Althouse	Select Board
36	Citizen Petition: Ban Second-Generation Anticoagulant Rodenticides (SGARs)	Meaghan Sinclair and Gwen Shipley	Select Board
37	Zoning Bylaw Amendment: Joint Parking Bylaw	Planning Board	Planning Board
38	Zoning Bylaw Amendment: General Housekeeping - Multiple Sections	Planning Board	Planning Board
39	Zoning Bylaw Amendment: ADU Bylaw	Planning Board	Planning Board
40	Zoning Bylaw Amendment: Floodplain Conservancy District Bylaw	Planning Board	Planning Board
41	Citizen Petition: Zoning Bylaw Amendment: Personal Wireless Communications Facility	Henry Dane	Planning Board
42	General Bylaw Amendment: Sign Bylaw	Planning Board	Planning Board
43	Zoning Bylaw Amendment: Accessory Retail in Industrial	Economic Vitality Committee	Planning Board
44	Zoning Bylaw Amendment: Commercial Parking	Economic Vitality Committee	Planning Board

45	Zoning Bylaw Amendment: Planned Residential Development (PRD) Bylaw	Concord Housing Foundation	Planning Board
46	Citizen Petition: Zoning Bylaw Amendment: Continuing Care Retirement Community Overlay District	New England Deaconess Assoc.	Planning Board
47	Community Preservation Appropriation Recommendations	Community Preservation Committee	Finance Committee
48	Authorize Expenditure of Revolving Funds under Mass. Gen. Laws 44 § 53 E1/2	Town Manager	Finance Committee
49	Light Fund Budget and PILOT Payment	Town Manager	Finance Committee
50	Solid Waste Fund Budget	Town Manager	Finance Committee
51	Sewer Fund Budget	Town Manager	Finance Committee
52	Sewer Improvement Fund Budget	Town Manager	Finance Committee
53	Water System Expenditures	Town Manager	Finance Committee
54	PEG Fund Budget	Town Manager	Finance Committee
55	Beede Swim and Fitness Center Enterprise Fund Budget	Town Manager	Finance Committee
56	Appropriate and Transfer Balance of Parking Meter Fund	Town Manager	Finance Committee
57	Unpaid Bills	Chief Financial Officer	Finance Committee
58	Debt Recission	Chief Financial Officer	Finance Committee

Board/Committee	Date	Current Articles	Proposed Articles
Planning Board	Wed , Apr 9	37,38,39,40,41,42,43,44,45,46	NO CHANGE
FinCom	Thurs, Apr 10	3,6,7,8,9,10,11,12,13,14,15,16,18,19,20,21,24	17,22,23,25,29,32,33,47
Select Board	Mon, Apr 14	4,5,26,27,28,30,31,35,36	NO CHANGE
FinCom	Tues, Apr 15	17,22,23,25,29,32,33,47	3,6,7,8,9,10,11,12,13,14,15,16,18,19,20,21,24
FinCom	Thurs, May 1	34,48,49,50,51,52,53,54,55,56,57,58	NO CHANGE



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

6

**Discuss Concord250 Executive Committee
Update on Public Safety**

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None anticipated

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

7

**Discuss and Approve Fiscal Year 2026 Budget
- General Fund Final Recommendation**

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Approve Fiscal Year 2026
Budget General Fund Recommendation

- General Fund Final Recommendation

Presenter: Kerry Lafleur, Town Manager

- FY Budget Update

Presenter: Anthony Ansaldi, Chief Financial

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

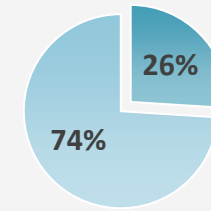


FY26 Budget: General Fund Final Recommendation

SELECT BOARD MEETING – MARCH 24, 2025

FY26 Budget Overview

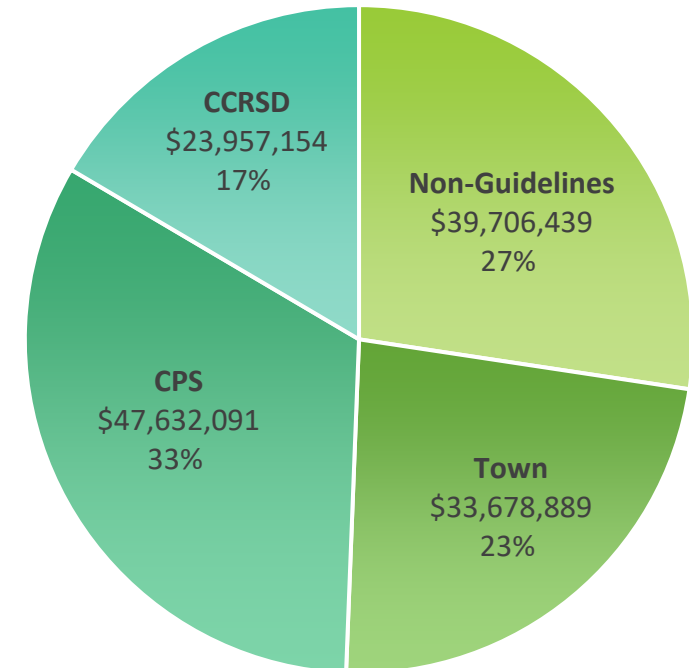
TOTAL HOUSEHOLDS: 6,411



■ With school-aged children: 1,667

■ Without school-aged children: 4,744

GUIDELINES V. NON-GUIDELINES



Governmental Cost Center	Total	Percent
Education	\$85,608,012	59.05%
CCRS + Debt	\$27,050,612	18.66%
CPS + Debt + Tier One Capital	\$56,772,450	39.16%
Minuteman RHS + Debt	\$1,784,950	1.23%
Other Municipal Services	\$40,592,189	28.00%
Town + Debt + Tier One Capital	\$40,592,189	28.00%
Other, inc. Employee Benefits (Town & CPS)	\$18,774,372	12.95%
Employee Benefits, Town + CPS	\$16,872,919	11.64%
Non-Appropriated, Liability Insurance	\$1,901,453	1.31%
Grand Total	\$144,974,573	100.00%

General Fund: Summary

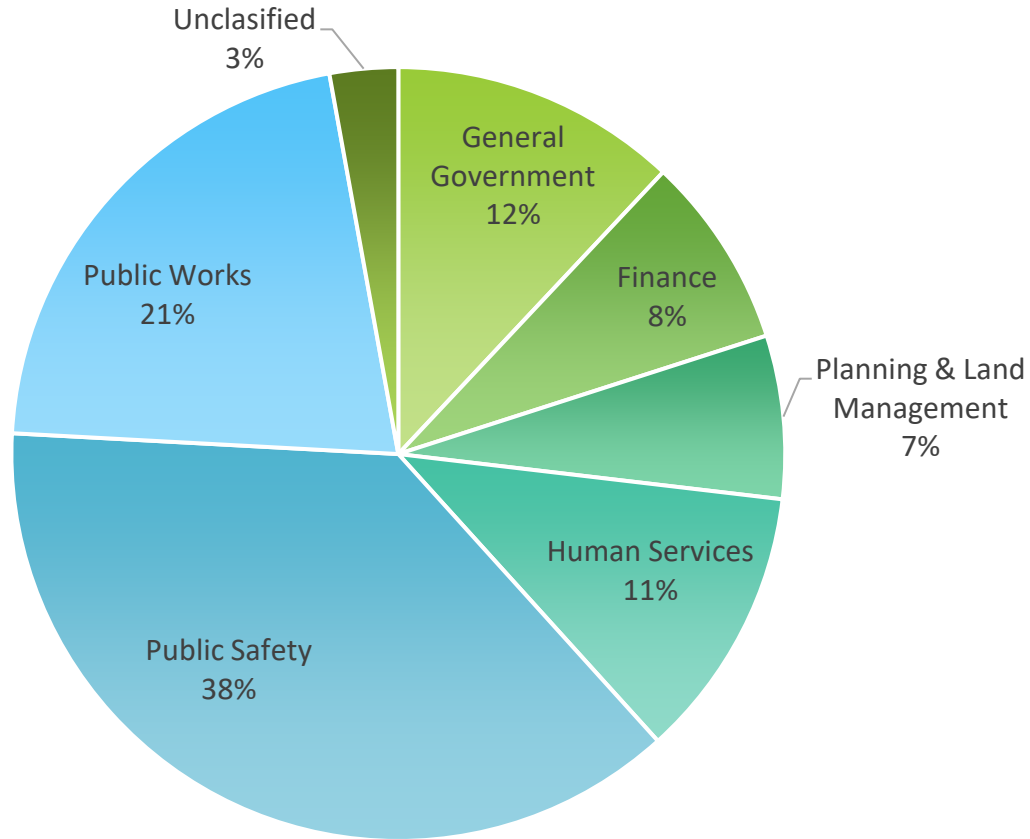
FY26 Level Service: +\$1,500,000

Net Reductions from Level

Service: -\$600,000:

Personnel = \$400,000 (-4.74 FTE's)

Expenses = \$200,000



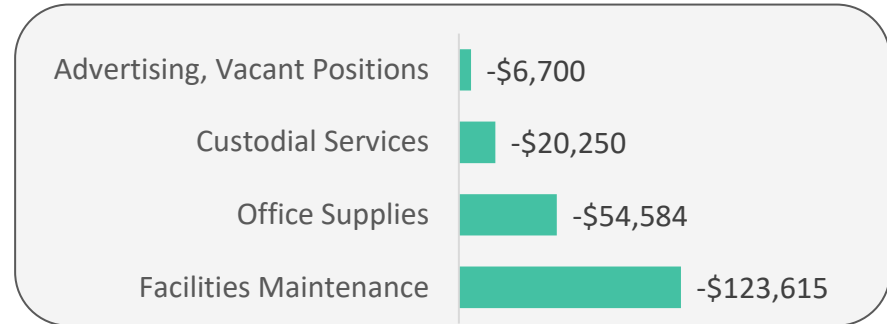
Town Government Operating Budget				
Department	FY25	FY26	FY26 -25 \$ Change	FY26 -25 % Change
General Government	\$ 4,144,519	\$ 4,041,559	\$ (102,960)	-2.48%
Finance	\$ 2,599,727	\$ 2,710,398	\$ 110,671	4.26%
Planning & Land Mgmt	\$ 2,298,834	\$ 2,297,065	\$ (1,769)	-0.08%
Human Services	\$ 3,488,951	\$ 3,848,785	\$ 359,834	10.31%
Public Safety	\$ 12,106,896	\$ 12,650,246	\$ 543,350	4.49%
Public Works	\$ 7,300,206	\$ 7,168,703	\$ (131,503)	-1.80%
Unclassified	\$ 806,506	\$ 962,133	\$ 155,627	19.30%
Total	\$ 32,745,639	\$ 33,678,889	\$ 933,250	2.85%

FY26: Net Reductions

PERSONNEL: -\$400,000

Cost Center	Position Change	FTE
General Government		
Town Manager's Office	Reassignment of Duties (Deputy/Mgmt. Analyst)	-1.00
Sustainability	Eliminate Position, Director	-1.00
Sustainability	Reassignment of Duties (Deputy/Mgmt. Analyst)	+1.00
Human Resources	Eliminate Position, Senior Admin Assistant	-1.00
Human Resources	Reallocation of Director's Activity	-0.25
Information Technology	Business Analyst Role Review	-1.00
Information Technology	GIS Temp Hours Reduction	-0.70
Total General Government:		-3.95
Human Services		
Senior Services	Transfer Admin Position to Dept-Wide	-1.00
Human Services	Dept-Wide Admin Support	1.00
Human Services	Reallocation of Director's Activity	0.25
Total Human Services:		0.25
Public Safety		
Fire	Eliminate Fractional PT Hours	-0.04
Total Public Safety:		-0.04
Public Works		
Public Works Administration	Reassign Duties to Enterprise	-1.00
Park & Tree	Reassign from Parks & Playgrounds	1.00
Facilities	Reassign from Parks & Playgrounds	1.00
Parks & Playgrounds	Reassign Staff	-2.00
Total Public Works:		-1.00
Total General Fund Adjustment:		-4.74

EXPENSES: -\$200,000



Personnel Changes

- No Director of Sustainability.
- Fire shift coverage may be reduced.

Service Reductions

- Facilities Maintenance & Custodial reductions may be too aggressive.
- IT staffing adjustments could impact efficiency.

Future Planning Considerations

- Reductions made in anticipation of software/policy updates.
- APP #27 Vehicle Policy: Still under review

Continuing Our Commitment to Sustainability



Sustainable Concord Plan

Townwide framework with **actions** across departments to reduce emissions and build resilience



Concord Climate Action Network

A partner in **education, advocacy, and community engagement**



Library

Earned **Certified Sustainable Library** status
Hosts **environmental education programs** and resources



DPLM

Applies **sustainable development standards** through permitting and zoning
Supports conservation and long-range land-use planning



Public Works

Runs **DropOff/SwapOff events, paint recycling, and water conservation** programs
Uses **biodegradable hydraulic fluids** in municipal equipment



Facilities

Implements **energy-efficient upgrades** in lighting, HVAC, and building systems
Focuses on **sustainable operations and maintenance practices** across town buildings



CMLP

Achieved **100% non-emitting electricity**, 7 years ahead goal
Supports **heat pumps, EV adoption, and home energy assessments**
Offers **rebates for solar and efficient appliances**
Leads implementation of the **Climate Action & Resilience Plan**

Although the Sustainability Director position is being eliminated, Concord continues to advance its environmental goals through the leadership of key departments and strong collaboration with community partners. Sustainability is embedded across operations, guided by the Town's Climate Action & Resilience Plan.

General Government: 3-Year Comparison

Department Overview

- Oversees town administration, HR, IT, legal services, and economic development.
- Manages public meetings, sustainability efforts, and business support.

Notable Changes in FY26

- Staff reductions in IT & HR may impact operations.
- Increased IT funding for cybersecurity and software.
- Reallocated economic development funds to focus on tourism.

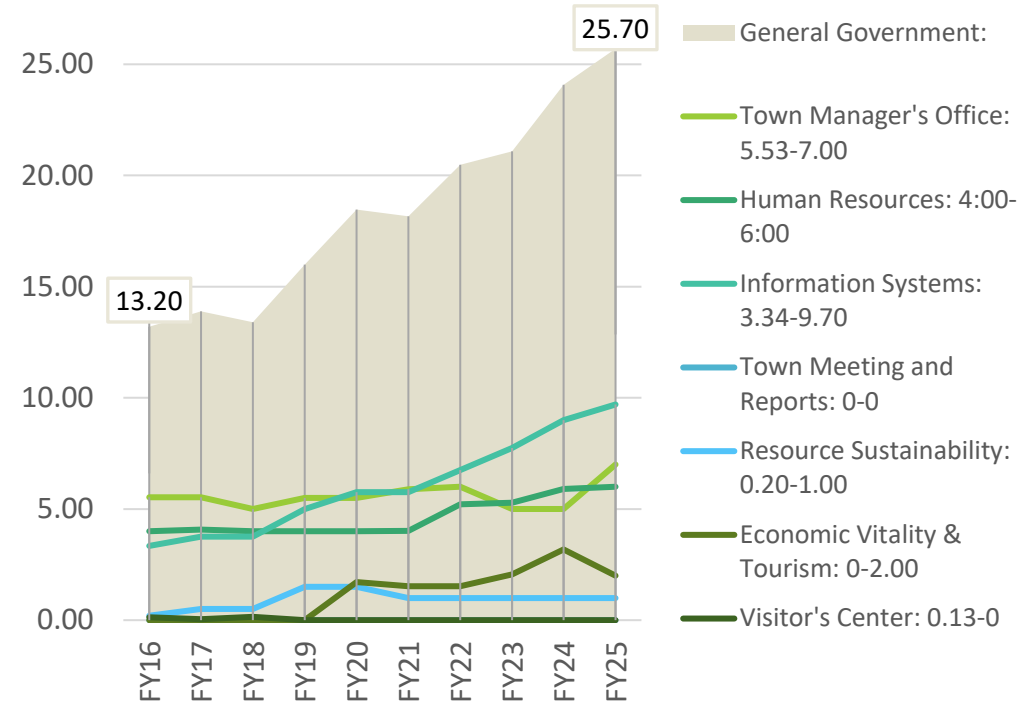
General Government									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
1A: Town Managers Office	\$716,923	5.00	\$864,166	7.00	\$773,505	6.00	(\$90,661)	-10.49%	-1.00
1B: Human Resources	\$563,451	5.90	\$481,562	6.00	\$522,658	4.75	\$41,096	8.53%	-1.25
1C: Information Systems	\$1,726,409	9.00	\$1,828,904	9.70	\$1,735,498	8.00	(\$93,406)	-5.11%	-1.70
1D: Town Meetings & Reports	\$93,699	0.00	\$100,000	0.00	\$122,100	0.00	\$22,100	22.10%	0.00
1E: Resource Sustainability	\$122,771	1.00	\$140,000	1.00	\$149,725	1.00	\$9,725	6.95%	0.00
1F: Economic Vitality & Tourism	\$231,839	3.18	\$329,887	2.00	\$338,073	2.00	\$8,186	2.48%	0.00
Sub-total:	\$3,455,093	24.08	\$3,744,519	25.70	\$3,641,559	21.75	(\$102,960)	-2.75%	-3.95
2AA Legal Services	\$450,000	0.00	\$400,000	0.00	\$400,000	0.00	\$0	0.00%	0.00
TOTAL	\$3,905,093	24.08	\$4,144,519	25.70	\$4,041,559	21.75	(\$102,960)	-2.48%	-3.95

General Government: FY26 Personnel & Expense

GENERAL GOVERNMENT FY26

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
1A: Town Managers Office	\$707,529	\$0	\$0	\$0	\$65,976	\$773,505
1B: Human Resources	\$488,258	\$0	\$0	\$0	\$34,400	\$522,658
1C: Information Systems	\$784,056	\$0	\$17,500	\$0	\$933,942	\$1,735,498
1D: Town Meetings & Reports	\$0	\$0	\$0	\$0	\$122,100	\$122,100
1E: Resource Sustainability	\$122,075	\$0	\$0	\$0	\$27,650	\$149,725
1F: Economic Vitality & Tourism	\$198,515	\$0	\$87,257	\$0	\$52,300	\$338,073
1G: Visitor's Center	\$0	\$0	\$0	\$0	\$0	\$0
Sub-total:	\$2,300,433	\$0	\$104,757	\$0	\$1,236,368	\$3,641,559
2A: Legal Services	\$0	\$0	\$0	\$0	\$400,000	\$400,000
Total: General Government	\$2,300,433	\$0	\$104,757	\$0	\$1,636,368	\$4,041,559
					Personnel: 59.51%	\$2,405,191
					Expense: 40.49%	\$1,636,368

HISTORICAL STAFFING



Finance: 3-Year Comparison

Department Overview

- Manages town budgeting, accounting, payroll, tax collection, and financial planning.
- Includes Accounting, Assessing, Treasury, and Procurement functions.
- Oversees tax collection, revenue management, utility billing, and financial compliance.

Notable Changes in FY26

- No major reductions – staffing levels remain stable.
- Efficiency improvements through financial software upgrades, reducing manual work.

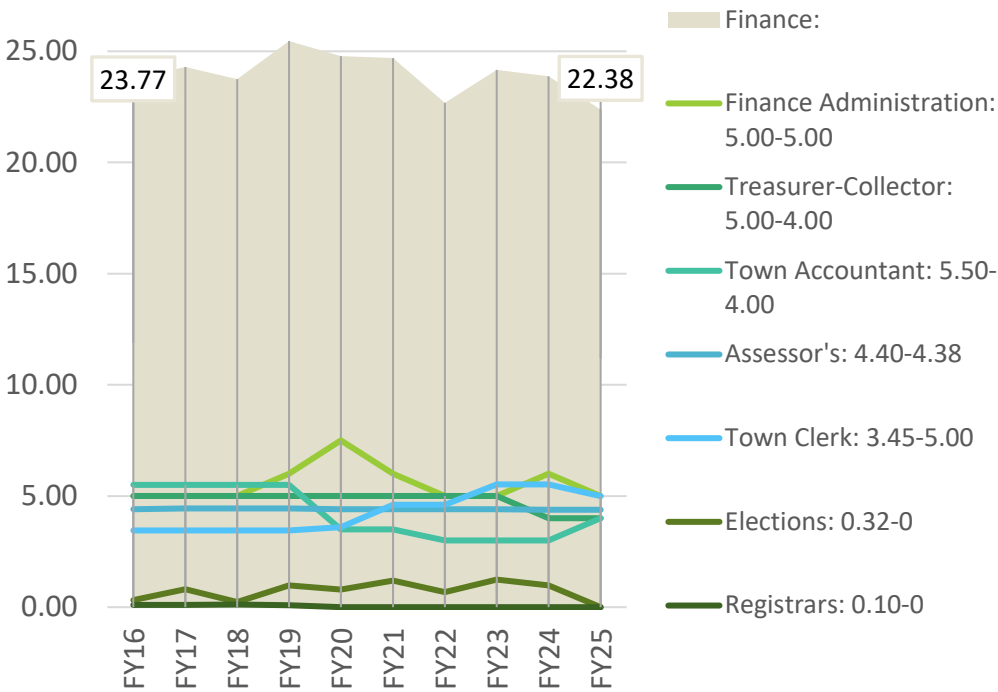
Finance									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
3A: Finance Administration	\$637,257	6.00	\$756,342	6.00	\$650,010	5.00	(\$106,332)	-14.06%	-1.00
3B: Treasurer - Collector	\$459,267	4.00	\$476,700	4.00	\$492,272	4.00	\$15,572	3.27%	0.00
3C: Town Accountant	\$361,540	3.00	\$392,374	3.00	\$514,449	4.00	\$122,075	31.11%	1.00
3D: Assessors	\$427,794	4.38	\$442,730	4.38	\$488,760	4.38	\$46,030	10.40%	0.00
3E: Town Clerk	\$456,849	5.52	\$457,834	5.00	\$492,931	5.00	\$35,097	7.67%	0.00
3F: Elections	\$79,385	0.98	\$60,289	0.00	\$57,661	0.00	(\$2,628)	-4.36%	0.00
3G: Registrars	\$10,981	0.00	\$13,458	0.00	\$14,315	0.00	\$857	6.37%	0.00
TOTAL	\$2,433,074	23.88	\$2,599,727	22.38	\$2,710,398	22.38	\$110,671	4.26%	0.00

Finance: FY26 Personnel & Expense

FINANCE FY26

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
3A: Finance Administration	\$584,563	\$0	\$0	\$0	\$65,447	\$650,010
3B: Treasurer - Collector	\$319,197	\$0	\$0	\$0	\$173,075	\$492,272
3C: Town Accountant	\$401,874	\$0	\$0	\$0	\$112,575	\$514,449
3D: Assessors	\$369,845	\$0	\$23,985	\$0	\$94,930	\$488,760
3E: Town Clerk	\$462,883	\$0	\$14,880	\$0	\$15,168	\$492,931
3F: Elections	\$0	\$0	\$0	\$14,000	\$43,661	\$57,661
3G: Registrars	\$0	\$0	\$0	\$0	\$14,315	\$14,315
Total: Finance	\$2,138,362	\$0	\$38,865	\$14,000	\$519,171	\$2,710,398
					Personnel: 80.85%	\$2,405,191
					Expense: 19.15%	\$1,636,368

HISTORICAL STAFFING



Planning & Land Management: 3-Year Comparison

Department Overview

- Manages land use, zoning, historic preservation, natural resources, and building inspections.
- Oversees planning initiatives, permitting, and sustainability efforts to guide town development.
- Ensures compliance with state and local regulations.

Notable Changes in FY26

- Staff reductions in Health & Natural Resources.
- Increased funding for Planning & Inspections.
- 141 Keyes Road funding removed.

Planning & Land Management (DPLM)

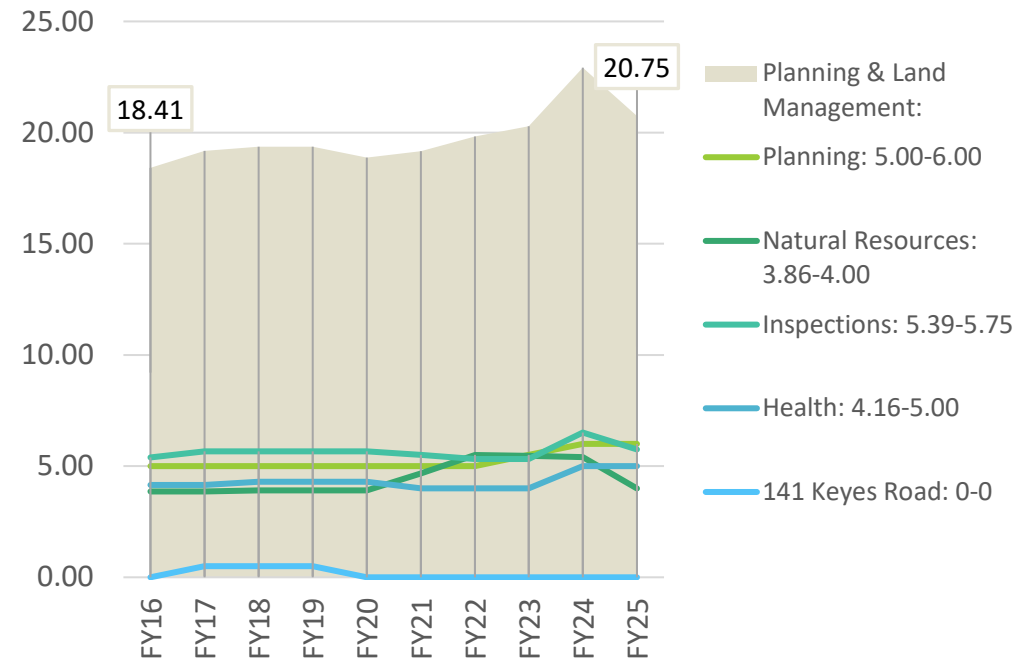
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
4A: Planning Administration	\$651,032	6	\$631,968	6	\$663,781	6	\$31,813	5.03%	0
4B: Natural Resources	\$442,206	5.41	\$456,982	4	\$440,897	4	(\$16,085)	-3.52%	0
4C: Inspections	\$583,330	6.51	\$608,664	5.75	\$628,923	5.75	\$20,259	3.33%	0
4D: Health	\$552,642	5	\$598,077	5	\$563,463	5	(\$34,614)	-5.79%	0
4F: 141 Keyes Road	\$3,541	0	\$3,143	0	\$0	0	(\$3,143)	-100.00%	0
Total: DPLM	\$2,232,750	22.92	\$2,298,834	20.75	\$2,297,065	20.75	(\$1,769)	-0.08%	0

DPLM: FY26 Personnel & Expense

DPLM FY26

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
4A: Planning Administration	\$590,990	\$0	\$0	\$0	\$72,791	\$663,781
4B: Natural Resources	\$373,422	\$0	\$0	\$40,000	\$27,475	\$440,897
4C: Inspections	\$484,322	\$73,632	\$50,000	\$0	\$20,969	\$628,923
4D: Health	\$446,763	\$0	\$0	\$0	\$116,700	\$563,463
4F: 141 Keyes Road						
Total: DPLM	\$1,895,498	\$73,632	\$50,000	\$40,000	\$237,935	\$2,297,065
					Personnel: 89.64%	\$ 2,059,130
					Expense: 10.36%	\$ 237,935

HISTORICAL STAFFING



Human Services: 3-Year Comparison

Department Overview

- Provides social services, senior support, veterans' services, and public health initiatives.
- Supports affordable housing programs and community engagement efforts.

Notable Changes in FY26

- Senior Services remains level-funded—expansion of services may be limited.
- Library staffing adjustments were made, but Sunday closures are NOT planned.
- Increased demand for public health & mental health services, requiring efficient resource allocation.

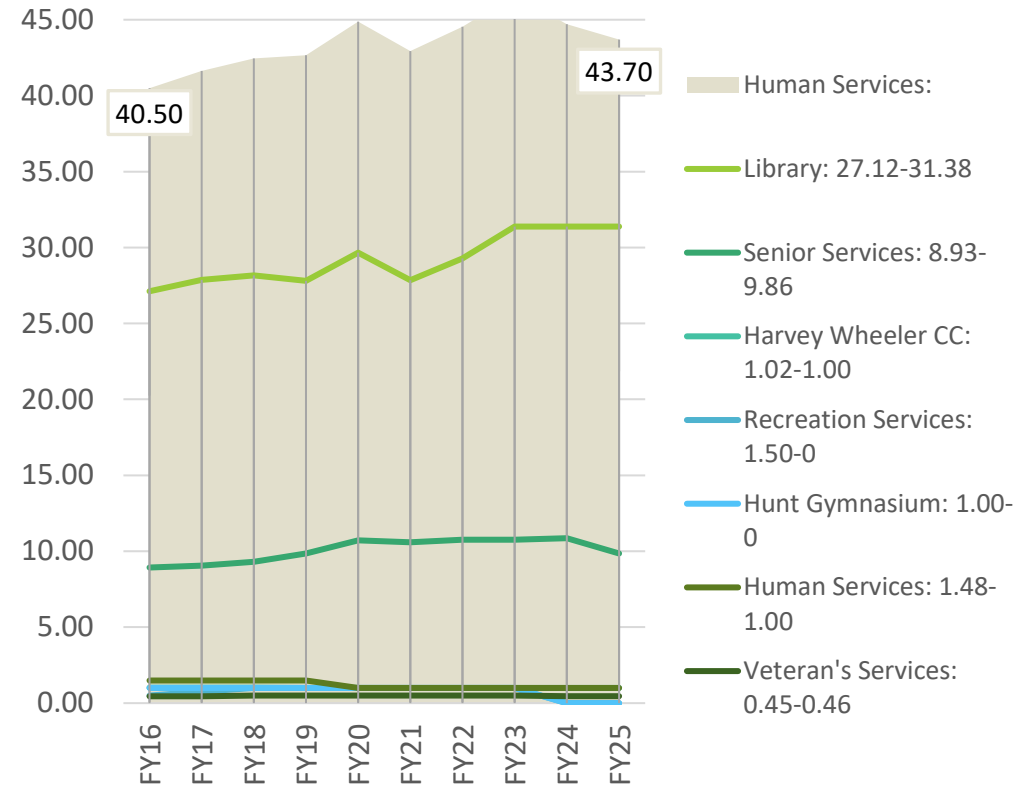
Human Services									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
5A: Library	\$2,449,305	31.38	\$2,505,138	31.38	\$2,669,176	31.38	\$164,038	6.55%	0
5B1: Senior Services	\$641,337	10.86	\$670,851	9.86	\$669,891	8.86	(\$960)	-0.14%	-1
5B2: Harvey Wheeler Community Cent.	\$64,266	1	\$67,277	1	\$134,807	1	\$67,530	100.38%	0
5C: Human Services	\$91,813	1	\$97,738	1	\$209,679	2.25	\$111,941	114.53%	1.25
5D: Veteran's Services	\$85,220	0.46	\$84,525	0.46	\$95,082	0.46	\$10,557	12.49%	0
5E: Ceremonies & Celebrations	\$62,553	0	\$63,422	0	\$70,150	0	\$6,728	10.61%	0
Total: Human Services	\$3,394,494	44.7	\$3,488,951	43.7	\$3,848,785	43.95	\$359,834	10.31%	0.25

Human Services : FY26 Personnel & Expense

HUMAN SERVICES FY26

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
5A: Library	\$1,807,255	\$296,495	\$210,350	\$33,263	\$321,813	\$2,669,176
5B1: Senior Services	\$574,091	\$0	\$0	\$40,000	\$55,800	\$669,891
5B2: Harvey Wheeler	\$62,733				\$72,074	\$134,807
5C: Human Services	\$208,104				\$1,575	\$209,679
5D: Veteran's Services	\$0	\$0	\$35,325	\$0	\$59,757	\$95,082
5E: Ceremonies & Celebrations	\$0	\$0	\$0	\$0	\$70,150	\$70,150
Total: Human Services	\$2,652,183	\$296,495	\$245,675	\$73,263	\$581,169	\$3,848,785
					Personnel: 84.90%	\$ 2,059,130
					Expense: 15.10%	\$ 237,935

HISTORICAL STAFFING



Public Safety: 3-Year Comparison

Department Overview

- Includes police, fire, and emergency medical services (EMS).
- Responds to public safety needs and disaster preparedness.

Notable Changes in FY26

- Shift strength in the Fire Department may be impacted at certain times of the year.
- Police and fire positions remain stable, but staffing flexibility is reduced.
- The proposed cut to fire overtime was NOT fully implemented—some reductions, but funding remains higher than originally planned.

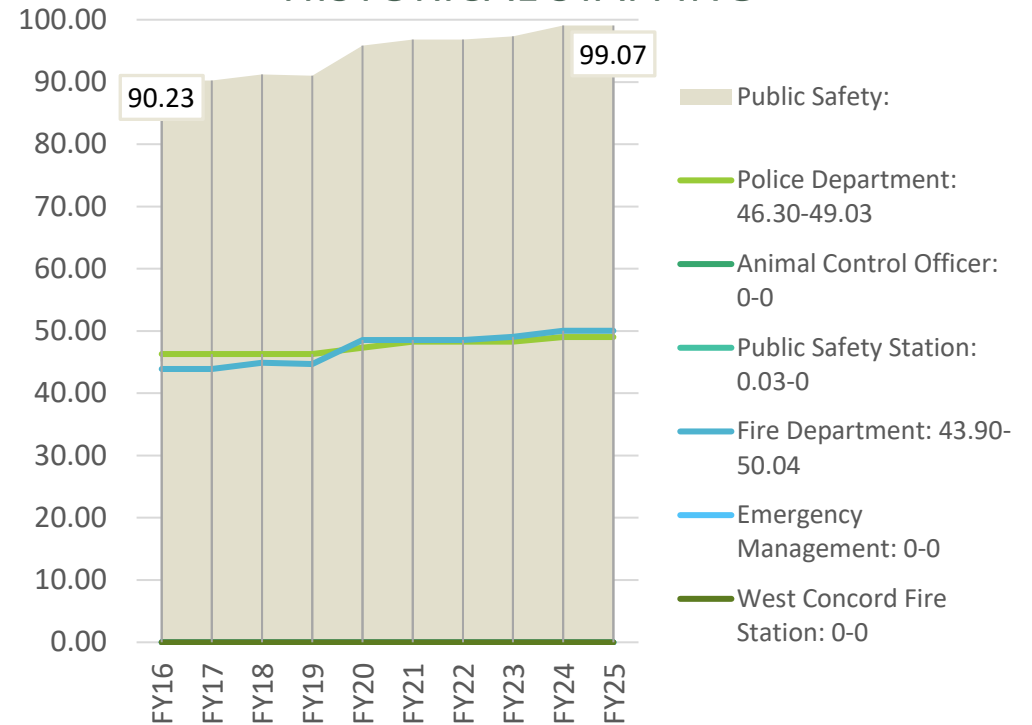
Public Safety									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
6A: Police Department	\$5,133,185	49.03	\$5,232,210	49.03	\$4,866,923	40.03	(\$365,287)	-6.98%	-9
6B: Animal Control Office	\$28,778	0	\$29,393	0	\$30,900	0	\$1,507	5.13%	0
6C: Police - Fire Station	\$52,047	0	\$40,406	0	\$0	0	(\$40,406)	-100.00%	0
6D: Fire Department	\$6,502,139	50.04	\$6,789,002	50.04	\$6,916,152	50	\$127,150	1.87%	-0.04
6E: Emergency Management	\$14,310	0	\$14,194	0	\$14,700	0	\$506	3.56%	0
6F: West Concord Fire Station	\$1,537	0	\$1,691	0	\$0	0	(\$1,691)	-100.00%	0
6G: Dispatch	\$0		\$0		\$821,571	9	\$821,571	100.00%	9
Total: Public Safety	\$11,731,996	99.07	\$12,106,896	99.07	\$12,650,246	99.03	\$543,350	4.49%	-0.04

Public Safety: FY26 Personnel & Expense

PUBLIC SAFETY FY26

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
6A: Police Department	\$4,039,680	\$0	\$0	\$7,800	\$819,442	\$4,866,923
6B: Animal Control Office	\$0	\$0	\$0	\$0	\$30,900	\$30,900
6C: Police - Fire Station	\$0	\$0	\$0	\$0	\$0	\$0
6D: Fire Department	\$5,292,477	\$0	\$0	\$0	\$1,623,675	\$6,916,152
6E: Emergency Management	\$0	\$0	\$0	\$0	\$14,700	\$14,700
6F: West Concord Fire Station	\$0	\$0	\$0	\$0	\$0	\$0
6G: Dispatch	\$671,571	\$0	\$0	\$0	\$150,000	\$821,571
Total: Public Safety	\$10,003,729	\$0	\$0	\$7,800	\$2,638,717	\$12,650,246
					Personnel: 79.14%	\$10,011,529
					Expense: 20.86%	\$2,638,717

HISTORICAL STAFFING



Public Works: 3-Year Comparison

Department Overview

- Maintains roads, sidewalks, water/sewer infrastructure, and public facilities.
- Oversees waste management, stormwater drainage, fleet maintenance, and town projects.

Notable Changes in FY26

- Facilities maintenance and custodial service budget assumptions are tight, meaning some deferred maintenance could occur.
- Staffing levels remain stable, but some reliance on contracted services for efficiency.
- Capital projects may be phased or delayed based on funding prioritization.

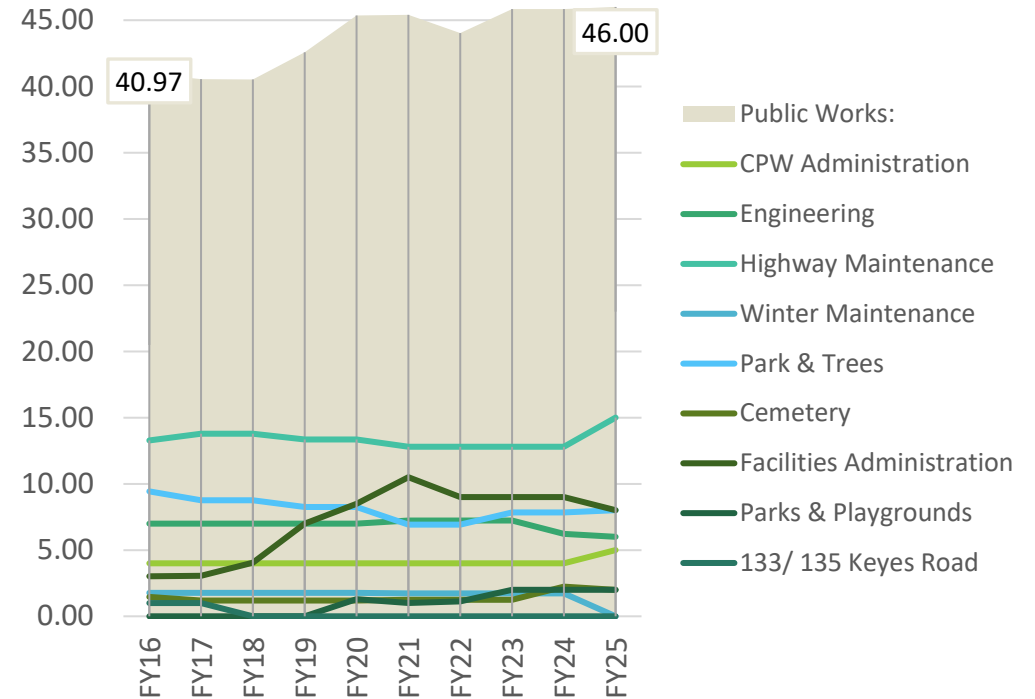
Public Works									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
7A: Public Works Admin	\$415,168	4	\$458,696	5	\$402,388	4	(\$56,308)	-12.28%	-1
7B: Engineering	\$690,079	6.23	\$693,132	6	\$698,698	6	\$5,566	0.80%	0
7C: Highway Administration	\$1,775,406	15.61	\$2,031,753	15	\$2,040,154	15	\$8,401	0.41%	0
7D: Winter Maintenance	\$644,705	0	\$655,500	0	\$655,500	0	\$0	0.00%	0
7E: Parks & Trees	\$975,880	7	\$873,271	8	\$1,036,106	9	\$162,835	18.65%	1
7F: Cemetery	\$269,281	2	\$282,838	2	\$270,596	2	(\$12,242)	-4.33%	0
7G: 133/135 Keyes Rd	\$66,967	0	\$75,000	0	\$0	0	(\$75,000)		0
7H: Street Lighting	\$39,646	0	\$42,029	0	\$79,703	0	\$37,674	89.64%	0
7I: Facilities Administration	\$1,895,668	9	\$2,077,139	8	\$1,929,240	9	(\$147,899)	-7.12%	1
7J: Parks & Playgrounds	\$212,862	2	\$110,848	2	\$56,318	0	(\$54,530)	-49.19%	-2
Total: Public Works	\$6,985,663	45.84	\$7,300,206	46	\$7,168,703	45	(\$131,503)	-1.80%	-1

Public Works: FY26 Personnel & Expense

PUBLIC WORKS FY26

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
7A: Public Works Admin	\$381,483	\$0	\$0	\$0	\$20,905	\$402,388
7B: Engineering	\$656,085			\$0	\$42,613	\$698,698
7C: Highway Administration	\$1,301,991	\$0	\$0	\$0	\$738,163	\$2,040,154
7D: Winter Maintenance	\$0	\$0	\$0	\$0	\$655,500	\$655,500
7E: Parks & Trees	\$527,736	\$0	\$0	\$30,240	\$478,131	\$1,036,106
7F: Cemetery	\$153,629	\$0	\$0	\$0	\$116,967	\$270,596
7G: 133/135 Keyes Rd	\$0	\$0	\$0	\$0	\$0	\$0
7H: Street Lighting	\$0	\$0	\$0	\$0	\$79,703	\$79,703
7I: Facilities Administration	\$806,618	\$0	\$0	\$0	\$1,122,622	\$1,929,240
7J: Parks & Playgrounds	\$0	\$0		\$0	\$56,318	\$56,318
Total: Public Works	\$3,827,541	\$0	\$0	\$30,240	\$3,310,922	\$7,168,703
					Personnel: 53.81%	\$3,857,781
					Expense: 46.19%	\$3,310,922

HISTORICAL STAFFING



Unclassified & Total General Fund: 3-Year Comparison

Unclassified & Total General Fund									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
8: Employee Wellness	\$73,765	0	\$25,000	0	\$25,000	0	\$0	0%	0
9: Reserve Fund	\$200,000	0	\$200,000	0	\$200,000	0	\$0	0%	0
10: Salary Reserve Fund	\$755,000	0	\$581,506	0	\$737,133	0	\$155,627	27%	0
Total: Unclassified	\$1,028,765	0	\$806,506	0	\$962,133	0	\$155,627	19%	0
Total: Town Government	\$31,711,833	260.49	\$32,745,639	257.6	\$33,678,889	252.86	\$933,250	3%	-4.74

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
8: Employee Wellness	\$0	\$0	\$0	\$0	\$25,000	\$25,000
Sub-total:	\$0	\$0	\$0	\$0	\$25,000	\$25,000
9: Reserve Fund	\$0	\$0	\$0	\$0	\$200,000	\$200,000
10: Salary Reserve Fund	\$0	\$0	\$0	\$0	\$737,133	\$737,133
Total: Unclassified	\$0	\$0	\$0	\$0	\$962,133	\$962,133
Total: Town Government	\$22,817,746	\$370,127	\$439,298	\$165,303	\$9,886,415	\$33,678,889

TOTAL GENERAL FUND		
Total Personnel:	\$23,792,474	70.65%
Total Expense:	\$9,886,415	29.35%
Total:	\$33,678,889	100.00%

External vs. Internal Service Departments

	FY24		FY25		FY26		FY26 vs FY25		
Total: Town Government , External	\$ 26,801,714	225.71	\$ 27,590,033	221.02	\$ 28,509,312	219.73	\$ 919,279	3.33%	-1.29
Total: Town Government , Internal	\$ 4,910,119	34.78	\$ 5,155,606	36.58	\$ 5,169,577	33.13	\$ 13,971	0.27%	-3.45
Total: Town Government	\$ 31,711,833	260.49	\$ 32,745,639	257.60	\$ 33,678,889	252.86	\$ 933,250	2.85%	-4.74

EXTERNAL SERVICE DEPARTMENTS



Provide public-facing services such as public safety, public works, and social services.



Includes: Human Services, Public Safety, Public Works, DPLM, Economic Vitality & Sustainability.



Town Manager's Office (50%) manages external-facing functions.



Finance (Town Clerk, Registrar) & Legal Services (67%) serve external needs.



Unclassified = 87% of total funding (majority supports external services).

INTERNAL SERVICE DEPARTMENTS



Support town administration, financial management, and operational efficiency.



Includes: HR, IT, Finance (accounting, payroll, procurement), Legal Services (33%).



Town Manager's Office (50%) also oversees internal governance.



Unclassified = 13% of total funding (internal reserves, benefits, etc.).

10-Year Historical Perspective: Overall Expense

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY25 - 16	% Change
Town, Operating	\$19,505,013	\$20,214,013	\$21,194,013	\$24,982,195	\$26,761,648	\$26,949,809	\$28,492,894	\$29,735,045	\$31,711,833	\$32,745,639		
less: Enterprise Transfer				(\$2,698,681)	(\$3,407,135)	(\$3,534,885)	(\$2,815,350)	(\$2,228,448)	(\$2,263,599)	(\$2,331,507)		
Net: Town Operating				\$22,283,514	\$23,354,513	\$23,414,924	\$25,677,544	\$27,506,597	\$29,448,234	\$30,414,132	\$10,909,119	63.10%
Town, Capital Tier One	\$1,709,000	\$1,800,000	\$1,870,000	\$1,945,000	\$1,945,000	\$1,081,855	\$800,000	\$1,509,700	\$1,725,000	\$2,180,000	\$471,000	32.82%
Concord Public Schools, Operating	\$34,542,735	\$35,660,111	\$36,810,111	\$38,246,895	\$39,390,163	\$40,777,193	\$41,708,424	\$43,186,745	\$45,047,176	\$46,515,714	\$11,972,979	40.24%
Shared Expense, Town & CPS												
Group Insurance	\$4,650,000	\$4,650,000	\$4,800,000	\$5,374,837	\$5,966,069	\$6,383,694	\$6,639,042	\$7,468,322	\$8,140,471	\$8,000,000	\$3,350,000	72.04%
OPEB	\$1,150,000	\$1,400,000	\$1,470,000	\$1,617,000	\$1,697,850	\$1,500,000	\$1,220,195	\$1,401,347	\$1,364,609	\$1,364,609	\$214,609	53.65%
Retirement Assessment	\$3,220,000	\$3,317,000	\$3,667,000	\$3,777,010	\$3,965,861	\$4,064,734	\$4,751,660	\$4,882,471	\$5,049,675	\$5,999,746	\$2,779,746	94.39%
SS, Medicare & Other Mandated	\$1,165,000	\$1,215,000	\$1,260,000	\$1,299,713	\$1,298,750	\$1,387,364	\$1,478,782	\$1,582,514	\$1,697,336	\$1,885,056	\$720,056	72.01%
Debt Service, Town/CPS, w/in levy	\$3,719,217	\$3,730,000	\$3,860,000	\$4,025,363	\$4,196,145	\$3,999,011	\$4,167,370	\$4,235,101	\$4,527,700	\$4,453,350	\$734,133	22.25%
Debt Service, Town/CPS Excluded	\$4,206,283	\$4,007,828	\$3,607,507	\$3,354,151	\$3,221,181	\$3,375,867	\$3,250,139	\$2,986,504	\$6,746,910	\$6,590,674	\$2,384,391	50.52%
CCRS, Operating Assessment	\$16,556,221	\$17,035,005	\$17,935,005	\$19,146,874	\$19,996,874	\$20,436,322	\$21,135,593	\$21,782,979	\$22,302,834	\$23,150,489	\$6,594,268	43.77%
CCRS, Debt Service, within levy	\$0	\$80,753	\$102,583	\$102,809	\$0	\$0	\$0	\$0	\$0	\$0		
CCRS, Debt Service, Excluded	\$3,514,429	\$3,668,218	\$3,561,484	\$3,404,345	\$3,348,113	\$3,311,646	\$3,241,186	\$3,179,377	\$3,055,012	\$2,990,419	(\$524,010)	-206.20%
MRTS, Operating Assessment	\$407,041	\$423,444	\$599,179	\$595,792	\$768,846	\$904,576	\$911,265	\$987,159	\$1,233,702	\$1,199,233	\$792,192	180.90%
MRTS, Debt Service Excluded	\$0	\$0	\$0	\$146,887	\$297,995	\$354,322	\$378,019	\$521,385	\$488,844	\$533,583		
Other Assessments/ Overlay, Etc.	\$1,977,278	\$1,048,210	\$2,472,676	\$1,128,303	\$1,162,926	\$1,053,750	\$1,097,269	\$1,269,688	\$1,153,482	\$1,155,843	(\$821,435)	-81.53%
Total:	\$96,322,217	\$98,249,582	\$103,209,558	\$106,448,493	\$110,610,286	\$112,045,258	\$116,456,488	\$122,499,889	\$131,980,985	\$136,432,848	\$40,110,631	48.76%

10-Year Historical Perspective: FTE's

Department	FY16	FY25	Increase
Information Systems	3.34	9.70	6.36
Sustainability, Economic Vitality, Tourism	0.33	3.00	2.67
Facilities	3.02	8.00	4.98
Parks & Playgrounds	0.00	2.00	2.00
Library	27.12	31.38	4.26
Police	46.30	49.03	2.73
Fire	43.90	50.04	6.14
All Other	103.07	108.45	5.38
TOTAL	227.08	261.60	34.52



IT & Facilities Growth

Created full-service **IT department** for cybersecurity & tech management.

Established **Facilities department** for in-house maintenance & cost efficiency.



Public Safety & Emergency Services

Added **2 School Resource Officers** to CPD.

Expanded **Fire Department** for **24/7 ambulance service** in **W. Concord**.



Library & Community Services

Increased **Library staff** to support **15,160 SQFT of programming space**.

Assumed responsibility for **Visitor's Center**; added **Sustainability & EVM Manager**.



THE TOWN OF
CONCORD
MASSACHUSETTS

FY26 Budget Update

Select Board Meeting,
Monday, March 24, 2025



THE TOWN OF
CONCORD
MASSACHUSETTS

Agenda

- Discuss FY26 Budget for Joint Accounts
- Discuss FY26 Debt Service Budget
- Discuss FY26 Revenues



THE TOWN OF
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MASSACHUSETTS

FY26 Budget for Joint Accounts

Town Government Operating Budget

Line No.	Item No.	Department	FY25 Appropriation	FY26 Recommended Budget
Joint Accounts (Town - Concord Public Schools)				
12	A	Group Insurance	\$ 8,000,000	\$ 9,405,564
	B	Property/ Liability Insurance	\$ 539,412	\$ 617,087
	C	Unemployment	\$ 140,760	\$ 143,575
	D	Worker's Compensation	\$ 176,149	\$ 193,764
	E	Social Security & Medicare	\$ 1,028,735	\$ 905,172
		sub-total:	\$ 9,885,056	\$ 11,265,162
13	A	Retirement Assessment, General Fund	\$ 4,349,746	\$ 3,584,157
	B	Retirement Assessment, Pension Reserve	\$ 1,650,000	\$ 1,567,124
		sub-total:	\$ 5,999,746	\$ 5,151,281
14	A	Debt Service, Within Levy Limit		
		A1. Town, Principal & Interest	\$ 3,576,699	\$ 4,707,036
		A2. CPS, Principal & Interest	\$ 806,651	\$ 861,510
		A3. Interest on Short-Term Notes	\$ 70,000	\$ -
		sub-total:	\$ 4,453,350	\$ 5,568,546
	B	Debt Service, Excluded from Levy Limit		
		B1. Town, Principal & Interest	\$ 303,794	\$ 295,294
		B2. CPS, Principal & Interest	\$ 6,286,880	\$ 6,670,889
		B3. Interest on Short-Term Notes		\$ -
		sub-total:	\$ 6,590,674	\$ 6,966,183
		total: Joint Accounts	\$ 26,928,826	\$ 28,951,172
Total: FY25 Appropriation			\$ 59,674,464	\$ 62,630,061



THE TOWN OF
CONCORD
MASSACHUSETTS

FY26 Budget for Joint Accounts Assumptions

- Group Insurance – Health insurance increased by 14.84%
- Property/Liability Insurance – Estimated increase between 14%-15%
- Unemployment – Estimated increase of 2%
- Workers Compensation – Estimated increase of 10%
- Social Security & Medicare – Estimated increase of 5% although the dollar amount decreased from FY25 to FY26 because of the savings of approximately \$175,000 by not paying into social security and switching to OBRA
- Retirement assessment for current employees
- Retirement Assessment to the Pension Reserve, estimated to be fully funded by FY31.



THE TOWN OF
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MASSACHUSETTS

FY26 Debt Service – Within Levy

Town Government Operating Budget

Line No.	Item No.	Department	FY25 Appropriation	FY26 Recommended Budget
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Joint Accounts (Town - Concord Public Schools)

14	A	Debt Service, Within Levy Limit		
		A1. Town, Principal & Interest	\$ 3,576,699	\$ 4,707,036
		A2. CPS, Principal & Interest	\$ 806,651	\$ 861,510
		A3. Interest on Short-Term Notes	\$ 70,000	-
		sub-total:	\$ 4,453,350	\$ 5,568,546

	Description	Amount	FY26
DEBT SERVICE WITHIN LEVY	FY25 School Tier II Capital Projects	\$ 446,000	\$ 107,040
	FY25 Town Tier II Capital Projects	\$4,100,000	\$ 656,000
	Total Projected Debt (within levy)		\$ 763,040
	Town Existing Debt (within levy)		\$4,051,036
	Town Projected Debt Service (within levy)		\$ 656,000
	Total Town Debt Service (Projected)		\$4,707,036
	School Existing Debt (within levy)		\$ 754,470
	School Projected Debt Service (within levy)		\$ 107,040
Total School Debt Service (Projected)		\$ 861,510	



THE TOWN OF
CONCORD
MASSACHUSETTS

FY26 Debt Service – Excluded from Levy

Town Government Operating Budget				
Line No.	Item No.	Department	FY25 Appropriation	FY26 Recommended Budget
Joint Accounts (Town - Concord Public Schools)				
	B	Debt Service, Excluded from Levy Limit		
		B1. Town, Principal & Interest	\$ 303,794	\$ 295,294
		B2. CPS, Principal & Interest	\$ 6,286,880	\$ 6,670,889
		B3. Interest on Short-Term Notes		\$ -
		sub-total:	\$ 6,590,674	\$ 6,966,183

Excluded Debt	Town Existing Debt (Excluded)	\$ 295,294
	School Existing Debt (Excluded)	\$ 7,670,889
	Less: Transfer from MS Debt Stabilization	\$ 1,000,000
	Net Scholl Existing Debt (Excluded)	\$ 6,670,889



THE TOWN OF
CONCORD
MASSACHUSETTS

FY26 Revenue Projections

	FY2025 Estimates/Budgeted	FY2026 Recommended Budget
REVENUES		
Property Taxes	\$ 116,658,682	\$ 121,634,111
Total State Aid	\$ 6,158,659	\$ 6,312,625
Total Local Receipts, and Other Sources	\$ 17,573,989	\$ 17,807,474
Total Revenues	\$ 140,391,330	\$ 145,754,211



FY26 Vulnerabilities

Revenues

- Elimination of the US Dept of Education
 - ESSA Funds (Every Student Succeeds Act)
 - IDEA Funds (Individuals with Disabilities Education Act)

Concord Public Schools			
Name	Original Award	Amendment	Total Award
SPED Ent	\$ 551,676	\$ -	\$ 551,676
Title I	\$ 70,466	\$ 285	\$ 70,751
Title IIa	\$ 24,818	\$ 265	\$ 25,083
Title III	\$ -	\$ -	\$ -
Title IV	\$ 10,000	\$ -	\$ 10,000
IDEA ECC	\$ 15,890	\$ -	\$ 15,890
SPED Prog Imp	\$ 10,000	\$ -	\$ 10,000
Total	\$ 682,850	\$ 550	\$ 683,400

CCRS			
Name	Original Award	Amendment	Total Award
SPED Ent	\$ 450,289	\$ -	\$ 450,289
Title I	\$ 27,625	\$ -	\$ 27,625
Title IIa	\$ 14,398	\$ 170	\$ 14,568
Title III	\$ -	\$ -	\$ -
Title IV	\$ 10,000	\$ -	\$ 10,000
SPED Prog Imp	\$ 10,000	\$ -	\$ 10,000
Total	\$ 512,312	\$ 170	\$ 512,482



THE TOWN OF
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MASSACHUSETTS

Thank you!

Questions?



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

8

Discuss Town Reserve Policy

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Finance Committee: Free Cash and Stabilization Funds

For Concord Select Board Meeting

Monday, March 24, 2025

Background and Rationale

Background

- Several articles on the 2025 ATM warrant related to reserves:
 - 18. Creation of Capital and Debt Stabilization Funds | 19. Appropriation to General Stabilization Fund | 24. Transfer from Middle School Stabilization Fund
- Finance Committee had an initial discussion on these articles at our February 27th meeting – prompted a bigger picture conversation about setting targets for reserves.
- Select Board invited Finance Committee to have a joint discussion at its March 27th meeting to consider reserves policy.

Rationale

- Review and refresh of reserves policy is appropriate because:
 - Current policy is dated (2017), vague, and insufficient to address present circumstances.
 - Mounting economic uncertainty – “rainy days” may be coming.
 - Moody’s, in affirming Concord’s AAA bond rating, points to reserves as a soft spot in its 2024 rating action:

The Aaa issuer rating reflects a very strong economy bolstered by significant property wealth, a stable financial position with below-average reserves for the rating category mitigated by conservative fiscal management, and manageable leverage that is expected to rise because of an increase in debt issuance while fixed costs remain very manageable.

[Factor that could lead to a rating downgrade] *Decline in available reserves and liquidity*
- The Collins Center for Public Management, in its 2024 report on town policies, had two findings and recommendations specific to reserves and/or reserves policy:

Finding	Recommendation
Finding 2.5 The Town does not prioritize maintaining adequate cash reserves, which puts the Town’s bond rating at risk of a downgrade.	Recommendation 2.5 The Town should develop a strategy to build permanent reserves to maintain its strong bond rating.
Finding 2.6 The Town’s financial policies are vague, incomplete, and contribute to a relatively chaotic budget cycle.	Recommendation 2.6 The Town should undergo a thorough review of its policies with particular attention paid to the issues outlined in section 2 of this report.

Sources: Moody’s 2024 Rating Outlook [here](#) / Edward J. Collins Center for Public Management: Review of Policies, Procedures, and Structure for the Town of Concord, August 2024

Definitions: Reserves can take the form of **Free Cash** or **Stabilization Funds**

Definitions of Free Cash and Stabilization Funds

- **Free Cash**
 - Free cash is a revenue source that results from the calculation, as of July 1, of a **community's remaining, unrestricted, available funds from its operations of the previous fiscal year** based on the balance sheet as of June 30. Free Cash is certified annually by the state.
 - **Source of funds:** Actual receipts exceeding budgeted revenues, Unspent appropriations in departmental budgets, Unexpended free cash from the previous year.
 - **Uses:** Funding supplemental appropriations, Reducing property taxes, Funding capital projects, Placing funds into a stabilization fund. Not intended for recurring operating expense.
- **Stabilization Funds – Special purpose and General**
 - In Massachusetts, a stabilization fund is a special reserve account, established under M.G.L. Chapter 40, Section 5B, where **municipalities can set aside money for future spending purposes, including emergencies or capital projects**, and can be appropriated for any lawful municipal purpose.
 - There are **special purpose** and **general** stabilization funds. Special purpose funds are funds set aside for a specific project, e.g., Middle School, while general funds are "rainy day" funds, money set aside for unforeseen circumstances or capital projects. Both require a two-thirds vote of town meeting and, in the case of **special purpose** funds, this vote must clearly define the purpose of the fund being established.
 - Stabilization fund helps a community to: (1) **Think long term**; (2) **Save money that would be expended on interest if funds are borrowed**; (3) **Manage debt**; (4) Provide residents **assurance that money appropriated for a particular purpose will be used for that purpose** and not be diverted.

Key Similarities and Differences: Free Cash versus Stabilization Funds

Similarities:

- 1 Can be used to reduce property taxes
- 2 Can be used to fund capital projects
- 3 Are not to be used for recurring operating expenses or to balance the budget

Differences:

- 1 Unlike Free Cash, **Stabilization Fund balances carry forward from one fiscal year to the next**. Any interest earned on the investment of the balance stays with the Stabilization Fund.
- 2 **Free Cash is unrestricted for any use** that is lawful and non-recurring operating, whereas **Stabilization Funds that are special purpose are restricted to their defined use**.
- 3 **Stabilization fund appropriations require a 2/3 majority vote of town meeting**, while **free cash is appropriated by a majority vote annually**.

Current policy is dated (2017), vague, and insufficient to address present circumstances.

Town of Concord Financial Policies for Free Cash and Stabilization Funds, Section 7, Dated February 2, 2017

7. Reserves

A. General Fund

1. It is Town policy to maintain Free Cash, the General Fund's unassigned fund balance as certified by the Massachusetts Department of Revenue (DOR), at a level between 5% and 10% of the ensuing General Fund Budget with the following stipulations:
 - a. Free Cash shall be used only to the extent that it can be replenished within a one-year period.
 - b. Free Cash can be used to provide relief to Town taxpayers by allocating a portion of Free Cash that is not more than 1% of the ensuing General Fund Budget to reduce the tax levy, if that allocation is expected to be replenished in the ensuing year.
 - c. If Free Cash falls below 5% of the ensuing General Fund Budget, Town Manager and the Finance Director shall develop a plan to bring Free Cash back up to the 5% level.
 - d. If Free Cash rises above 10% of the ensuing General Fund Budget, the Town Manager shall consider recommending using the excess Free Cash in the following ways:
 - i. Appropriate a portion of the excess Free Cash for a special non-recurring expenditure that would include a capital item that would otherwise be eligible to be funded through borrowing, and
 - ii. Appropriate a portion of the excess Free Cash to a General Fund Stabilization Fund.

C. Stabilization Funds

1. It is Town policy that stabilization funds can be created to set aside funds to be used for a specific purpose at some later date.

Concord's balances in Free Cash and Stabilization Funds over time


Free Cash as % of the Next Year's Budget, \$M and %

Availability of Free Cash for Appropriation		
Certification Year (As of June 30th)	Free Cash Available for Appropriation	Percent of Next Year's Budget (from cert. date)
2008	7,371,061	10.0%
2009	8,471,337	11.2%
2010	8,635,340	11.1%
2011	9,567,656	11.9%
2012	9,357,662	11.3%
2013	9,664,489	11.2%
2014	11,084,916	12.3%
2015	11,040,933	11.5%
2016	12,605,955	12.8%
2017	10,798,936	10.4%
2018	11,683,672	10.7%
2019	11,839,956	10.4%
2020	6,398,206	5.5%
2021	7,695,461	6.5%
2022	7,588,250 est.	6.1%

Source: FY2024 Town Manager's Proposed Budget

Stabilization Fund approved by Town Meeting

2020 Town Mtg. \$2.0M



Article 29: Middle School Stabilization Fund

- To determine whether the Town will vote to establish a Middle School Building Stabilization Fund as authorized by Massachusetts General Laws c. 40, § 5B, and to transfer the sum of \$2,000,000, or any other sum, from Free Cash to the Middle School Building Stabilization Fund, or take any other action relative thereto.
- This article requests that a Stabilization Fund be created, and funds transferred, for the purpose of deferring potential future property tax increases related to, or caused by, a new Middle School Building Project. This fund may only be used for the purposes stated above and requires a two-thirds vote of Town Meeting in order to spend the funds amassed within

1

2022 Town Mtg \$1.5M

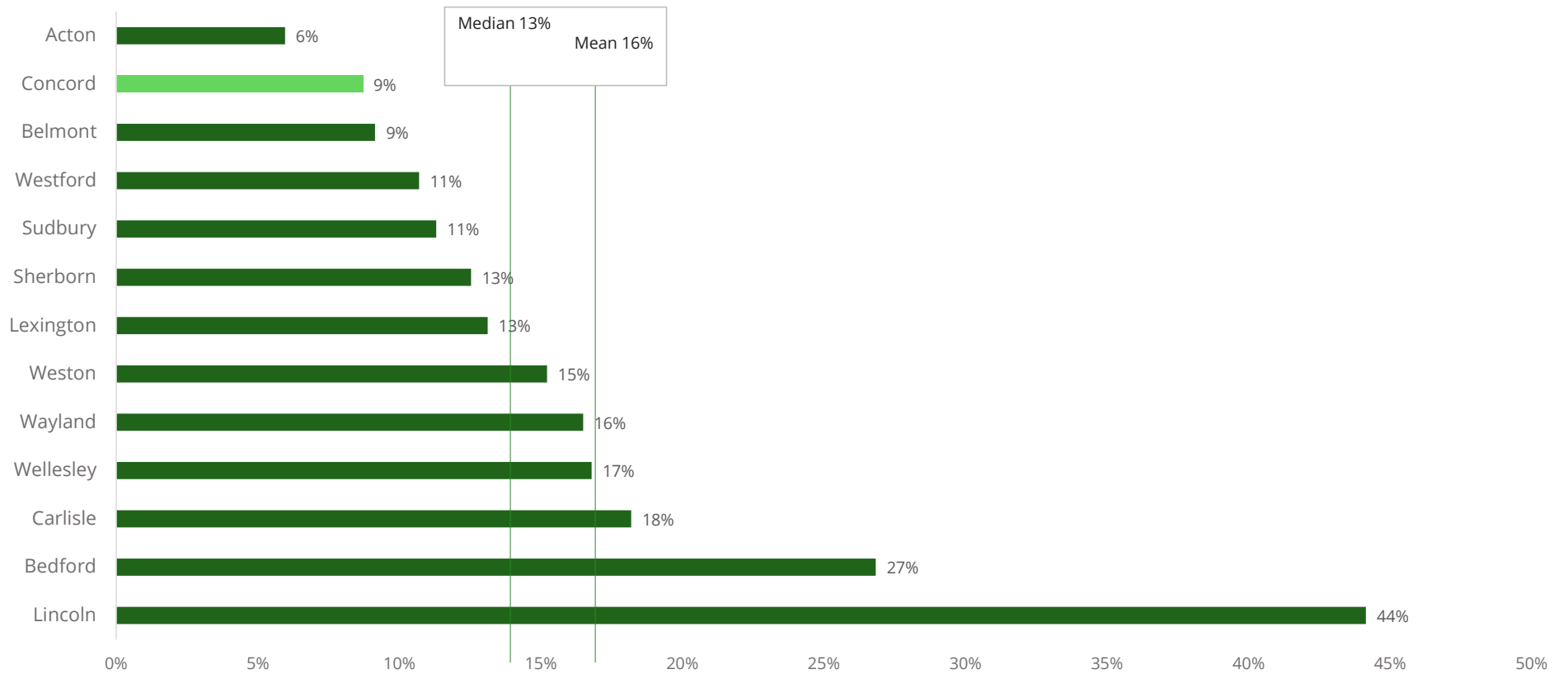
ARTICLE 20. Appropriation to Stabilization Fund

Ms. Reynolds moves that the Town vote to transfer \$1,000,000 from Overlay Surplus, and transfer \$500,000 from Free Cash, for a total transfer of \$1,500,000 to the Middle School Stabilization fund.

1

How Concord compares to other area towns

Free Cash + Reserves as % of 2024 Budget



What should Concord do? We consulted the town's CFO and conducted research of neighboring towns to arrive at a recommendation

Finance Committee Recommendation

- **Aim for a Reserve balance—i.e., Free Cash and Stabilization funds combined—of 15% to 25% of the town's annual budget.**
- This is like maintaining 3-months of salary in savings in case of emergency.
- Reduces the impact of the Town's capital projects on the tax rate.
- Supports our AAA bond rating
- **Reserve breakdown:**
 - **Free Cash:** Maintain free cash balance at 7.5% of proposed next year total budget and provides a cushion above the 5% minimum.
 - **Stabilization Funds:** Annually allocate funds above the 7.5% threshold to establish and build balances in Stabilization Funds based on Town's medium-term, i.e., 5-10 years, capital spending priorities.



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

9

Discuss and Approve Recommendation to Remove Inaccurate Scipio Brister Oval Historical Street Marker at Brister's Hill Road.

Requested by: SB Chair

Action Sought: Approval

Proposed Motion(s)

Motion: Move to Approve Recommendation to Remove Inaccurate Scipio Brister Oval Historical Street Marker at Brister's Hill Road.

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



TOWN OF CONCORD CONCORD HISTORICAL COMMISSION

141 KEYES ROAD, CONCORD, MA 01742
TEL. (978) 318-3290 FAX (978) 318-3291

To: The Concord Select Board
From: Alan Bogosian, Chair, Concord Historical Commission, and Nancy Fresella-Lee of the Concord Historical Commission
Date: March 19, 2025
Subject: Recommendation to remove the inaccurate marker above Brister's Hill Road street sign

Dear Select Board members,

On behalf of the Concord Historical Commission we are writing to recommend that the Select Board approve the removal of an historical marker that is above the Brister's Hill Road street sign. The inscription on the marker - "Scipio Brister/Slave freed before 1772/lived near here" - mistakenly names Scipio Brister, when instead it was Brister Freeman who lived with his family on what is called Brister's Hill. This error can be traced back to Henry David Thoreau, who in his book *Walden* conflated Brister Freeman with another formerly enslaved man named Sippio Brister.



In 1995 and 1996 oval-shaped markers with historic information on them were placed above some of the town's street signs as part of the Historical Commission's Historic Street Program (now discontinued). The Brister's Hill Road marker was discussed by the current Concord Historical Commission at their last two meetings (February 13 and March 13, 2025). On March 13th CHC members voted unanimously to recommend to the Select Board that this inaccurate marker be taken down.

For additional background information about the Brister's Hill Road marker please see the attached notes by Historical Commission member Nancy Fresella-Lee. Thank you for your consideration of this matter.

Respectfully,

Alan Bogosian and Nancy Fresella-Lee

The Inaccurate Historical Marker Above the Brister's Hill Road Street Sign in Concord: Some Background Information

In 1993 the Concord Historical Commission began developing a Historic Street Program to provide information about the origins of some of the town's street names. In 1995 the program was officially launched, and the first oval markers were installed:

"The [Historical] Commission launched its historic sign program in March. Since then plaques providing information regarding the origin and significance of street names and about the persons for whom certain streets are named have been attached to some 20 street signs in Town. This is an ongoing program of the Commission and will eventually be broadened to cover other landmarks such as railroad beds, bridges and cemeteries. The Commission also intends to invite the public to participate in this program. Citizens will be encouraged to nominate streets for the program and to purchase standardized historical markers. In a related effort, the Commission undertook to revive the historic-house marker program which was first launched at the time of the Bicentennial in 1975 with a view of identifying by date and historic name some of the oldest residences in Concord." (1995 Annual Report, pp. 108-109)

A small number of markers were put up the following year, but after that the scheme was largely abandoned. Though many of the oval markers are still in place, according to a document found in town records twelve were found in DPW storage in 2022.

The style of these markers as a form of historical interpretation is now considered to be out of date. While they do carry interesting information about some of the town's street names, their placement above street signs could be a distraction to drivers and if proposed today they would not be given approval for safety reasons. Many of those that are still up are difficult to read due to 35 years of weathering. Some have apparently broken off the sign posts.

Brister Freeman and Sippio Brister*

[*For more information about Freeman Brister and Sippio Brister than is provided below, see Elise Lemire, *Black Walden*, University of Pennsylvania Press, 2009.]

Brister Freeman (b. about 1774 - d. 1822) was born into slavery probably on the estate of Chambers Russell (now known as the Codman estate in Lincoln). He was later sold to Timothy Wesson, who in turn gave him to his daughter Abigail and her husband John Cuming as a wedding gift. Brister spent about twenty-five years enslaved to Cuming, a leading citizen of Concord, and his wife. As an enslaved man he served in the American Revolution alongside Cuming. In 1779 though he reenlisted under the name Brister Freeman, so it is around this time that he gained his freedom.

In 1785 Brister Freeman bought land in Walden Woods with another former slave, Charlestown Edes, and lived there with his wife Fenda, daughter Nancy, and sons Amos and Edward. Though stripped of his property rights in 1791 for failing to pay the poll tax, Brister and his family were permitted to continue living in their house. After Fenda died (in 1811) and his two surviving adult children moved away, Brister stayed there with his daughter-in-law, Love, and grandson John. Brister Freeman died on January 31, 1822.

The confusion of names on the oval marker can be traced back to Henry David Thoreau, who in his book *Walden* conflated two individuals because they shared a name that was commonly assigned to enslaved boys: Sippio Brister and Brister Freeman:

"Down the road, on the right hand, on Brister's Hill, lived Brister Freeman, 'a handy Negro,' slave of Squire Cummings [sic] once - there where grow still the apple trees which Brister planted and tended....I read his epitaph in the old Lincoln burying-ground, a little on one side, near the unmarked graves of some British grenadiers who fell in the retreat from Concord - where he is styled 'Sippio Brister' - Scipio Africanus he had some title to be called - 'a man of color,' as if he were discolored."

Sippio Brister was enslaved to the Hoar family in Concord, but he does not seem to have been related to Brister Freeman. He died in 1820, and is buried in Lincoln where his gravestone can still be seen. Brister Freeman's burial site is unknown.

In 2011 the Robbins House placed an inscribed stone marker in the vicinity of Brister Freeman's home on Brister's Hill, and in 2013 Walden Woods Project arranged for a Toni Morrison Society Bench by the Road to be installed nearby.

It is notable that two other oval markers from the Historical Commission's old Historic Street Program also refer to formerly enslaved people who lived in Concord, as can be seen in the photographs below:



It should be noted that there is precedence for the removal of a marker created under this program. In 2022 a group of neighbors came before the Historical Commission asking for advice about the name of the private drive "Squaw Sachem's Trail" and the oval marker that was above it (Kelly Walters, "'Squaw is offensive, why is it on a street sign?', *The Concord Bridge*, November 2, 2022). The female Massachusetts tribal leader who represented the people of Musketaquid when English colonists arrived in this area in 1635 is now more respectfully referred to as the Saunkskwa of Mysticke, since her given name remains unknown. Furthermore, though she visited this area she never lived here, as the oval marker seemed to imply. In 2023 the name of the private drive was legally changed to Sachem Way (the word "sachem" means a tribal chief). A new road sign has replaced the old one, and the oval marker was not reinstalled:



Finally, a footnote. Although this request only concerns the oval marker above the Brister's Hill Road street sign, I would also point out that there is an error on the street sign itself: there should be an apostrophe in the word Brister's! On my Concord road trip looking for the oval markers, I discovered another street sign that has another misspelling: Coburn Hill Rd should be Colburn Hill Rd. In the Registry of Deeds for Middlesex County, Brister's Hill Road is listed correctly with the apostrophe. However, the name Coburn Hill Road is listed with the incorrect spelling, so theoretically it cannot legally be changed. (Thanks to Ann Clifford, Senior Planner, for this information).



Respectfully,

Nancy Fresella-Lee
140 Walden Street



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

10

Chair's Report

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

11

Town Manager's Report

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

12

Select Board Liaison Reports

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Mary Hartman Liaison Report for Mar 24, 2025, Select Board meeting

250th Q&A for Seniors (3/18)

250th Executive Committee co-chairs and sub-committee chairs addressed COA audience at Harvey Wheeler Community Center. Described upcoming events, how to get more information and answered specific questions, mostly centered around transportation.

CMAHT (3/18)

Mass Housing Partnership Senior Real Estate Development Officer Carsten Snow-Eikelberg's presented "Impacts on Cost of Financing Affordable Housing in Massachusetts" which described how various affordable housing developments could be funded in MA. There is no "typical" project since there are a variety of federal, state and local funding sources available depending on the type of project. One thing is clear: having "free" land makes projects much more likely to be economically feasible.

New England Deaconess Association spoke about their Citizens Petition on the town meeting warrant for a Continuing Care Retirement Community Overlay Zoning Proposal. See article text at [Article 46 - Citizen Petition: Zoning Bylaw Amendment: Continuing Care Retirement Community Overlay District | Concord, MA](#). They noted that the article proposes "attainability" (rather than "affordability"). More information is necessary and will be forthcoming.

Liaison Report for Wendy Rovelli (3/24/25)

Council on Aging (3/18)

- The Board received an update from staff on services provided to residents and discussed areas of concern. There is an unmet need for transportation. Some services cannot be met due to concurrent demand or services are outside regular hours. Volunteers are leveraged where possible. Closer tracking and reporting of this issue was requested in addition to researching a possible uber pilot (a strategy used in other towns).
- The Board briefly discussed the committee charge which includes having three members designated by the Board of Health, Recreation Commission, and School Committee. There was a discussion as to whether the Disability Committee might be preferable over the School Committee. The board will consider possible revisions at the April meeting.



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

13

Adjournment

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Adjourn

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, March 24, 2025

Supplemental Materials

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

SUPPLEMENTAL MATERIALS

Correspondence Week ending March 24, 2025

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Correspondence received by the Concord Select Board
Week Ending – March 24, 2025

1. Miguel Echavarri – 255 Commonwealth Ave
2. Sue Felshin - 19 Sunnyside Lane

Please Note: The letters posted here reflect the views and opinions of the author as recorded in the body of their email. Neither the Select Board nor Town staff have verified or reviewed the contents. The Select Board and the Town do not necessarily agree, condone, support or advocate the ideas expressed in these letters and have not verified any factual statements made in the letters.

From: Miguel Echavarri <miguele@intelimapinc.com>

Sent: Sunday, March 23, 2025 8:40 AM

To: Mary Hartman <mhartman@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>; Kerry Lafleur <klafleur@concordma.gov>; Mark Howell <markhowell@concordma.gov>

Cc: Anthony Ansaldi <aansaldi@concordma.gov>

Subject: Suggested Corrections to FTE Table Before Meeting

Dear Kerry and members of the Select Board (SB),

I reviewed the slides for Monday's SB budget presentation and I believe several **corrections** should be made prior to the meeting. I'm only focusing on the FY26 Net Reductions slide related to FTEs.

For example, the **Director of Sustainability** is scheduled to be reduced but the FTE table below doesn't reflect a -1.00 FTE change in the Town Managers Office (TMO), nor does it show the \$110,292 salary savings realized by reducing this position. These should be added. Refer to [1] below.

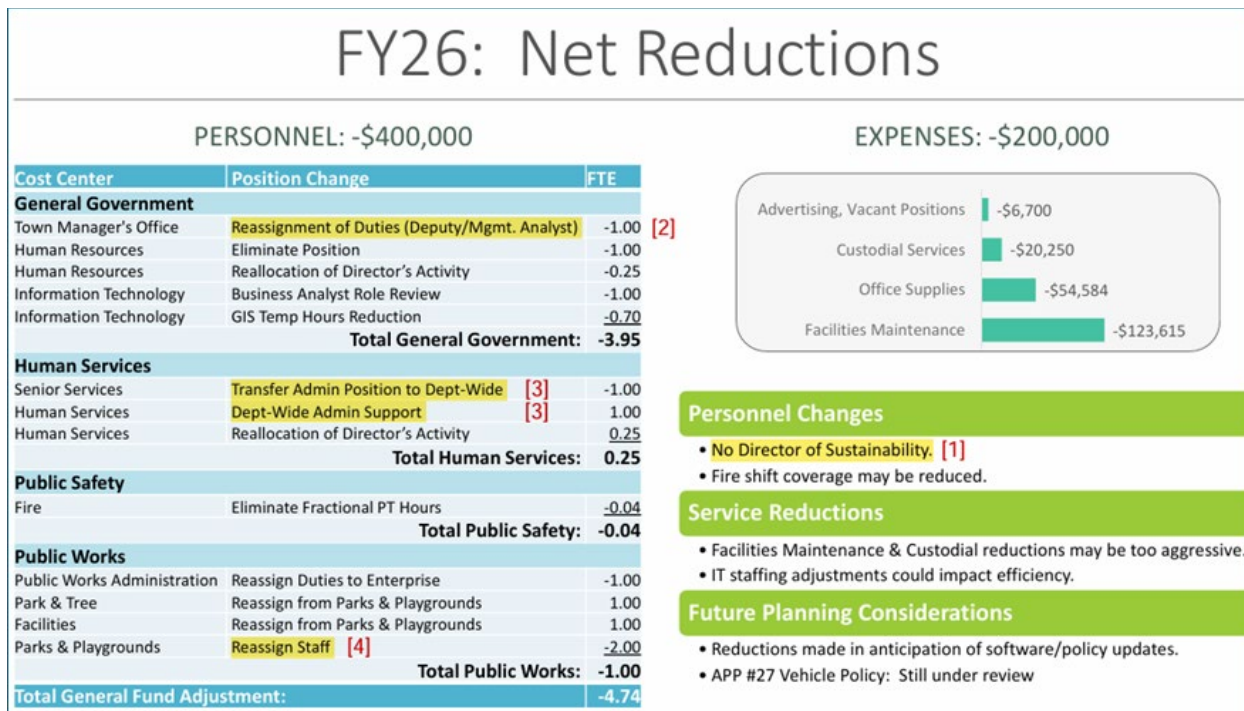
Further, the FY26 budget reassigns a **TMO Deputy/Management Analysis** for a -1.00 FTE. But this is a reassignment and not a reduction, that reassignment should show as a corresponding +1.00 FTE within another department. Which department was this position assigned to, and do they show a +1.00 FTE? If not, that should be corrected. Refer to [2] below.

Human Services (HS) shows the reassignment of an Admin Position from Senior Services to a Dept-Wide, Admin Support role under HS. The slides accurately show a net zero FTE change. However, HS is seeking to hire an HS Generalist and that would add +1.00 FTEs to their FTE count. That should be corrected or explained. Refer to [3] below.

At this point, I would like to express my surprise that the 2.00 FTEs in **Parks & Playgrounds** are being reassigned rather than reduced. I'm surprised because they were a vital component of the -2.50 FTE reductions presented at the February 10th SB presentation. Can the TMO tell the public why this decision was reversed and also provide us with their Job Title Descriptions? Refer to [4] below.

These corrections change the FY26 net reductions from -4.74 FTEs to -3.74. Please note A-1 attached, it shows the **below table updated** with the above corrections. The slide also refers to the impact of service reductions. I would like to point out that, even with the reductions of the HR Generalist and the reassignment of the Management Analyst, Concord's TMO & HR budgets are still significantly higher than Danvers, Sudbury and Acton. If town leadership wishes to avoid these impacts, they need to look even further into their own budgets. Also, don't forget Natural Resources and the disparity between their budget and those of similar towns.

Personally, I don't understand why in recent years, Concord appears to have become **addicted** to hiring senior administrators and I ask, are we better off for it? TMO has an Assistant Town Manager, a Deputy Town Manger and a Town Manager at a FY25 base salary cost of ~\$559K. Until recently, HR had both the HR Project Manager and HR Director (also the Assistant TM) at ~\$336K. And for some reason, Natural Resources has both a Director and Assistant Director at a cost of \$213K, their salaries alone are more than Acton and Lincoln and on par with Sudbury's total salary budget. And this growth occurred without adequate public transparency because TMO failed to produce a FY25 budget book and purposefully stopped producing detailed FTE tables. Thankfully, it appears they've restarted generating that information.



Can you please post this to SB correspondence?

Respectfully,

Miguel Echavarri

Homeowner – 255 Commonwealth Ave

Cost Center	Position Change	FTE	Comments
General Government			<i>* reminder, Concord pays ~2x - 3x more than other towns for TMO, HR & NRD</i>
Town Manager's Office *	Reassignment (Deputy/Mgmt. Analyst)	(1.00)	<i>* needs to be reflected elsewhere as 1.00 FTE</i>
<i>* Reassigned where?</i>	<i>What department was this reassigned to?</i>	1.00	<i>* +1.00 FTE added back in (add back \$77,485 base rate into FY26 budget)</i>
Human Resources	Eliminate Position	(1.00)	<i>* likely 1 of 2 HR Generalists positions (\$79,258 base rate)</i>
Human Resources	Reallocation of Director's Activity	(0.25)	
Information Technology	Business Analyst Role Review	(1.00)	
Information Technology	GIS Temp Hours Reduction	(0.70)	
Sustainability Director	Eliminate Position	(1.00)	<i>* why wasn't reduction included in reduced FTE count? (savings \$110,292)</i>
	Total General Government:-3.95	(3.95)	
Human Services			
Senior Services	Transfer Admin Position to Dept-Wide	(1.00)	<i>* ends up as a net zero FTE</i>
Human Services	Dept-Wide Admin Support	1.00	<i>* ends up as a net zero FTE</i>
Human Services	Reallocation of Director's Activity	0.25	
Human Services	Added Human Services Generalist	1.00	<i>* job posted internally, reporting to Asst TM. Question, is this position the same as the vacated HR Generalist position just rebranded? (~\$80,000 base)</i>
	Total Human Services:	1.25	
Public Safety			
Fire	Eliminate Fractional PT Hours	(0.04)	
	Total Public Safety:-0.04	(0.04)	
Public Works			
Public Works Admin	Reassign Duties to Enterprise	(1.00)	<i>* does this impact any fees or rates?</i>
Park & Tree	Reassign from Parks & Playgrounds	1.00	
Facilities	Reassign from Parks & Playgrounds	1.00	
Parks & Playgrounds	Reassign Staff	(2.00)	<i>* not listed in payroll as Parks & Playground - were these positions already part of Facilities and Park & Tree? If so, why reassign?</i>
	Total Public Works	(1.00)	
Total General Fund Adj.		(3.74)	

Dear Select Board,

I write you as a private citizen, although informed by my service on the Planning Board.

Firstly, my initial service on a Town committee was on a task force (the West Concord Task Force, 2008-2011). I was told at that time that temporary committees ("task forces") are treated specially, and that one may only serve on a single standing committee at a time, but one may serve on a task force as well as a standing committee. Clearly this would have to be the case since our task forces are typically staffed with some members from diverse standing committees to provide expertise and perspective plus other citizen members for further diversity of perspective and sometimes expertise; the MCI Concord task force is of course an example. I note that APP 10 VII(c) contains the qualifying phrase "In general" but it does not explicitly address temporary committees ("task forces"). It might be helpful to be more explicit, to reduce concerns such as the recent ones regarding the tax policy task force.

Secondly, I remind you that, as requested by the Select Board, the Planning Board reviewed APP 10 at its meeting of Sept. 26, 2023.

Subsequently the chair of the Planning Board (Linda Miller at that time) submitted a memo to the Select Board with the Planning Board's comments. (I don't know when the memo was submitted to the Select Board but probably around Oct. 10 or so.) At the beginning of the Planning Board's review, I produced a version of APP 10 with edits and comments including not just issues subsequently discussed by the Planning Board, but also matters of punctuation, formatting, spelling, grammar, and clarity. I attach my edited version to make sure the Select Board has the opportunity to clean up formatting while making other changes to APP

10 (if any). Changes to the text are my own suggestions only and in some cases are superseded by the Planning Board's comments; for the Planning Board's comments, please refer to the Planning Board's memo to the Select Board. I have updated my edited version with a few new comments as well. If you would find it helpful for me to produce a version that respects the final Planning Board comments, I can do that, although I would have to run it by the Planning Board to make sure I'd done it right.

Sincerely,

Sue Felshin

19 Sunnyside Lane

P.S. I am a member of the Planning Board but speaking for myself.