



Annual Report

CONCORD | MASSACHUSETTS



(978) 318-3000



22 Monument Square
Concord, Massachusetts 01742



www.concordma.gov

2024

Concord at a Glance

Settled:	Incorporated 1635
Population:	Town Census as of January 2024– 15,435
Miles of Road:	107
Area:	26 square miles
Elevation:	130 feet
Residential Tax Rate:	\$13.13 (Residential) \$12.24 (Commercial) per \$1,000 of valuation
Form of Government:	Open Town Meeting / Select Board / Town Manager
Religious Institutions:	Catholic, Christian Science, United Church of Christ (2), Episcopal, Unitarian Universalist, Presbyterian, Society of Friends, Synagogue, Baha'i, Swedenborg, Non-denominational (3)
Hospital:	Emerson Hospital
Transportation:	MBTA Commuter Rail to Boston and Fitchburg; Commuter Bus to Boston; Council on Aging Van - weekday door-to-door transportation for seniors
Utilities:	Concord Municipal Light Plant; Concord Public Works provides water to most of the Town and a portion of the Town has sewer; National Grid supplies natural gas to the Town
Schools:	Preschools/Nursery Schools - several Public - 3 elementary; 2 middle; 1 regional high school, 1 regional career & technical high school Private - 2 elementary/middle; 2 high schools
Public Safety:	Full time Police and Fire Departments; Emergency service ambulance provided by Concord Fire Department
Recreation:	Municipal tennis courts, urethane track, fitness course and athletic fields; conservation land and trails for recreational use; municipal recreation center with year-round programs and outdoor teaching pool; municipal swim and fitness center, State swimming and picnicking facilities at Walden Pond; private health clubs, tennis, swimming and skating facilities.

To find out if a public meeting has been cancelled, visit the Town's website at www.concordma.gov for a calendar of municipal events and meetings, and for general information about the Town. To receive town information notices, sign up on News & Notices.

Annual Report of the Town of Concord, Massachusetts



For the Year Ending
December 2024

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Town Officers

Elected Officials

Select Board

(Elected for Three Years)

Henry Dane (2024)

Linda Escobedo (2024)

Mary Hartman (2025)

Terri Ackerman (2025)

Mark Howell (2026)

Moderator

(Elected for One Year)

Carmin Reiss (2024)

School Committee

(Elected for Three Years)

Courtland Booth (2024)

Tracey Marano (2024)

Cynthia Rainey (2025)

Alexa Anderson (2025)

Carrie Rankin (2026)

Housing Authority

(Elected for Five Years)

Richard W. Eifler - State Appointee

Edward Tar Larner (2024)

Stephan Bader (2026)

Bea Fousek (2026)

Stephanie Chrobak (2027)

Boards & Committees

Boards Established By State Statute

Retirement Board

(Elected/Appointed For Three Years)

Peter Fulton (Elected)

Brian Whitney (Elected)

Eric Macy (Appointed)

Richard Delorey (Indefinite Ex Officio)

Anthony M. Ansaldi, Jr. (Appointed By Select Board)

Appointed By The Moderator

Finance Committee

(Appointed For Three Years)

Suresh Bhatia (2025)

Margaret Briggs (2027)

Kathy Cuocolo, (2026)

Eric Dahlberg (2027)

John Garofalo (2025)

Pat Geyer (2027)

Greg Guariello (2025)

Don Kupka (2026)

Lyndsey Lis (2025)

Dee Ortner (2025)

Karlen Reed (2026)

Paul Rodriquez (2027)

Quazi Sadruzzaman (2026)

Sri Tupil (2027)

Lois Wasoff (2026)

Town Meeting Study Committee

(Appointed For One Year)

Keith Bergman (2025)

Katie Bresnik (2025)

Kristen Hagerty (2025)

Alice Kaufman (2025)

Eric Moore (2025)

Parashar Patel (2025)

Philip Swain (2025)

Chase Thompson (2025)

Eric Van Loon (2025)

Appointed By The Select Board

2229 Main Street Advisory Task Force

Paul Boehm (2026)

Courtland Booth (2026)

Frank "Rich" Feeley (2026)

Carolyn Flood (2026)

Kurt Herman (2026)

Pamela Hill (2026)

Gary Kleiman (2026)

David Ropeik (2026)

Karl Seidman (2026)

2229 Main Street Oversight Committee

(Appointed For Three Years)

Ray Bruttomesso (2027)
Nick Pappas – Natural Resources Representative (2025)
Leonard V. Rappoli (2027)
Pamela Rockwell (2027)
David Ropeik – Boh Representative (2025)
Frederick D. Seward (2027)

Agricultural Committee

(Appointed For Five Years)

Liza Bemis (2026)
Mark Congdon (2027)
Brian Cramer (2027)
Carolyn Goethert (2024)
Melissa Maxwell (2024)
Dan Schmid (2026)
Stephen Verrill (2026)

Associate Members

Joe Rogers (2025)
Grace Scimone (2027)

Board of Appeals

(Appointed For Three Years)

Elizabeth Akehurst-Moore (2024)
Ravi Faiia (2026)
Theo Kindermans (2025)
Elizabeth Leonard (2027)
Associate Members:

Stephen Newbold (2026)
Thomas Swaim (2027)

Bruce Freeman Rail Trail Committee

(Appointed For Three Years)

Deborah A (20)
Marybeth Barker (2025)
Adrienne Boardman (2026)
Brian Crouse (2026)
Joanne Crowell (2026)
Dorcas Miller (2026)
Sam Stearns (2024)
Nathaniel Welch (2026)

Civil War Monument Task Force

Richard Frese (2024)
Catherine Mcgrath (2024)
Elizabeth Van Duzer (2024)
David Wood (2024)

Community Preservation Committee

Andrew Boardman (2024) Planning Board
Paul Boehm (2025)
John Cratsley (2025)
Sue Felshin (202)
Burton Flint (2026)
Sarah Grimwood (2024) Natural Resource Committee
Eve Isenberg (2028)
Bill Kemeza (2025)
Edward Larner (2029)
Nancy Nelson (202)
Charles Phillips (2024)
Diane Proctor (2027)

Concord 2025 Executive Committee

Terri Ackerman
John J. Arena Iii
Gary Clayton
Diana Clymer
Holly Cratsley
Henry Dane
John Hickling
Patricia Hopkins
Christopher Johnson
Richard Loughlin
Geoffrey Love
Susan Mccrory
Robert Munro
Joseph Palumbo
Diane Proctor
Frederick Ryan
David Wood

Concord Center Cultural District Task Force

Tanya Barteveyan (2024)
Richard Fahlander (2024)
Kate James (2024)
Carole Wayland (2024)
Jerry Wedge (2024)

Concord Cultural Council

(Appointed For Three Years)
Amy Beamer (2024)
Andrea Foncerrada (2027)
Robert Gross (2026)

Betsy Levinson (2024)
Ha Richmond (2025)
Arthur Rogers (2026)
Hilary Taylor (2024)
Anita Tekle (2025)

Concord Housing Development Corp.

(Appointed For Three Years)
J. Raymond Andrews (2026)

Dan Drazen (2028)
Peter Lowitt (2025)
Julie McClure (2026)
Lee Smith (2026)

Concord Middle School Building Committee

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

Concord Municipal Affordable Housing Trust

Keith Bergman (2025)
Linda Escobedo (2024)
Frank Feeley (2024)
Michael Lawson (2025)
Kerry Lafleur (2025)

Conservation Restriction Stewardship Committee

(Appointed For Three Years)
Annemarie Altman (2026)
Peter Blau (2025)
Ellen Glendon (2027)
Richard Higgins (2025)
Mary Ann Lippert (2023)
Arthur Schwope (2024)

Diversity, Equity, And Inclusion Commission

Nancy Brown (2026)

Rose Cratsley (2027)
Andrea Foncerrada (2027)
Kristen Hagerty (2024)
Josh Lee (2028)
Ji Orloff (2026)
Joe Palumbo (2026)
Jimi Two Feathers (2027)

Economic Vitality Committee

(Appointed For Three Years)
Kenneth (Cato) Anderson (2025)
Tiffany Apczynski (2024)
Glenn Burlamachi (2027)
Ross Jacobson (2024)
Remon Karian (2026)
Christopher Lafrance (2027)
Michael Lawson (2025)
Mark Martines (2026)
Jennifer Mcgonigle (2024)
Katherine Morris (2027)
Dawan Rennert (2024)
Jennifer Schunemann (2024)
Jan Turnquist (2025)
Steven Verrill (2026)
Beth Williams (2026)

Financial Audit Advisory Committee

Courtland Booth (2024) School Rep.
Bruce Button (2026)
John Flaherty (2025)
Arthur Felman (2024)
Mark Howell (2024) Select Board Rep.
Cynthia Rainey (2025)
Wendy Rovelli (2025)
Bianca Taylor (2025)
Brian Waterson (2025)

Hanscom Field Advisory Rep.

Mark Giddings (2024)
Terri Ackerman (2027)

Historic Districts Commission

(Appointed For Three Years)
Louis Caldarella (2027)
Luis Berrizbeitia (2024) Planning Board
Kate Chartener (2027) Museum

Katherine Mast (2028) Planning Board
Paul Ware (2024) Nrc
Melinda Shumway (2026) Select Board
Associate Members:

Dennis Fiori (2026) Select Board
Timothy Whitney (2029)

Hugh Cargill Trust Committee

(Appointed For Three Years)

Robert Abraham (2024)
Katharine Berger (2025)
Jill Block (2027)
Elisabeth Brosens (2026)
Lucy Rosborough (2025)
Hester Schnipper (2026)

Library Committee

(Appointed For Three Years)

Dee Clarke (2024) Library Association
Lindsay Howard (2025)
Laura Klein (2024)
Krysten Morganti (2025)
Sara Pacelle (2024)
Farhanah Sheets (2025)
Mary-Wren Vanderwilden (2025)

MCI Concord Advisory Board

(Initial Appointment One Year)

Elizabeth Akehurst Moore (2025)
Scott Bates (2025)
John Boynton (2025)
Erin Cusker (2025)
Dan Gainsboro (2025)
Peter Lowitt (2025)
Linda Miller (2025)
Emily Rush (2025)
Lee S. Smith (2025)

Personnel Board

(Appointed For Three Years)

Elizabeth Cobbs (2025)
Nancy Crowley (2022)
Joe Emerick (2025)
William Mrachek (2024)
Katherine Ryan (2025)

Planning Board

(Appointed For Five Years)

Roberto Almeida (2029)
Andrew Boardman (2026)
Sue Felshin (2027)
Abigail Flanagan (2028)
Mark Giddings (2027)
Kate Mceneaney (2024)

Linda Miller (2025)

Haley Orvedal (2024)

Pollinator Health Advisory Committee

(Appointed For One Year)

Isabel Bailey (2024)
Mark Hanson (2023)
Amy Hoey (2024)
Janet Rothrock (2024)
Lois Suarez (2025)
Steven Verrill (2024)

PEG Access Advisory Committee

(Appointed For Three Years)

Cory Atkins (2024)
Vince Carlson (2025)
Irwin Hipson (2026)
Cynthia Rainey (2025)
Karlen Reed (2024)

Public Ceremonies & Celebrations Committee

(Appointed For Five Years)

Michael Benn (2027)
Nancy Crowley (2027)
Alyssa Erhartic (2026)
Margaret Laneri (2025)
Holly Legault (2028)
Susan Spinale Mccrory (2024)
Robert Norton (2025)
Nicholas Purinton (2027)

Board Of Registrars

(Appointed For Three Years)

Connell A Benn (2026)
Anne Fortier (2024)
James Littlefield (2025)
Kaari Mai Tari, Town Clerk

Solar Implementation Task Force

Dean Banfield (2024)

Gavin Colbert (2024)

Stephen Newbold (2024)

Charles Parker (2024)

Wendy Rovelli (2024)

Philippe Villers (2024)

Tax Relief Committee

(Appointed For Three Years)

Jack Clymer (2024)

Virginia Mcintyre (2025)

Eric Van Loon (2023)

Trustees Of Town Donations

(Appointed For Three Years)

Eric Macy (2024)

Frederick Miller (2024)

Gavin Morrissey (2025)

Paul Peterson (2027)

Jennifer Ubaldino (2026)

West Concord Advisory Committee

(Appointed For Three Years)

John Cooley (2026)

Anna Feldweg (2025)

Sue Felshin (2024)

Lynda Ferrari (2024)

Nicole D. Hammond (2026)

Susan Mlodozeniec (2025)

Barbara Morse (2025)

Laura Payne (2025)

Amy Robinson (2024)

Ann Sussman (2024)

West Concord Junction Cultural District Committee

(Appointed For Three Years)

Susan Beck (2026)

Carolyn Bottum (2024)

Helene Clayton (2025)

Jennifer Hurley-Wales (2024)

Sue Lachance (2026)

Anne-Catherine Mauk (2025)

Chris Randall (2026)

*Appointed By Town Manager With Approval Of The
Select Board*

Assessors, Board Of

(Appointed For Three Years)

Shriram Bharath (2027)

David Carr (2024)

Arry Charles (2025)

David Karr (2025)

Brendan O'neil Kemeza (2026)

Mera Tilley (2024)

Yanni Tsitsas (2024)

Climate Action Committee

(Appointed For Three Years)

Cheryl Baggen (2025)

Gavin Colbert (2024)

Brad Dye (2027)

Jerry Frenkil (2025)

Karen Gibson (2024)

Kathryn Hopkins (2027)

Bradley Hubbard-Nelson (2025)

Paul Kirshen (2027)

Michael McDonald (2027)

Janet Miller (2025)

Benjamin Slayden (2024)

Jake Swenson (2024)

Commission On Disability

(Appointed For Three Years)

Robert Andrews (2025)

Janet Beyer (2025)

Jennifer Brooke (2025)

Jean Goldsberry (2026)

Lloyd Price (2025)

Meryl Schwartz (2025)

Karen Young (2025)

Historical Commission

(Appointed For Three Years)

Alan Bogosian (2025)

Michael Capizzi (2025)

Nancy Fresella-Lee (2026)

Nancy Nelson (2024)

Melissa Saalfield (2026)

Associate Member (Appointed For One Year):

Ryan Hanley (2025)

Natural Resources Commission

(Appointed For Three Years)

Sarah Grimwood (2026)
Bill Kemeza (2025)
Gary Kleiman (2024)
Edward Nardi (2024)
Nick Pappas (2025)

Transportation Advisory Committee

(Appointed For Three Years)
Norman Abbott (2024)
Michele Cardinal (2024)
Laura Davis (2024)
Kathleen Fasser (2024)
Mark Gailus (2025)
Marianna Hill (2026)
Nick Pappas (2024)
Phil Posner (2024)
Dan Schragger (2024)

Appointed By Town Manager

Cemetery Committee

(Appointed For Three Years)
Brian Davidson (2025)
Rebecca Purcell (2024)
Rod Riedel (2024)
Jerry Soucy (2025)
Priscilla Sturges (2026)
Geoff Walton (2024)

Concord Municipal Light Board

(Appointed For Three Years)
John Dalton (2026)
Brian Foulds (2026)
Alice Kaufman (2025)
Bianca Taylor (2026)
Leon Warren (2025)

Council On Aging Board

(Appointed For Three Years)
Susanna Bedell (2025)
Harold Carmel (2026)
Grazia De La Cruz-Bardenheuer (2025)
Julia Gallagher (2026)
Kathryn Hanley (2025)
Christina Kendrick (2027)
Paul Levine (2026)
Theresa Stokes (2027)

Tracey Zellmann (2027)

Health, Board Of

(Appointed For Three Years)
Jill Block (2024)
Mark Haddad (2024)
Kurt Herman (2024)
Randy Kring (2025)
James Whalen (2026)

Public Works Commission

(Appointed For Three Years)
David DeLong (2026)
Jef Fasser (2024)
Christine Reynolds (2026)
Gretchen Roorbach (2027)
Andrea Solomon (2024)
James Terry, Jr. (2024)
Sven Weber (2025)

Recreation Commission

(Appointed For Three Years)
Paul Boehm (2025)
Matt Boger (2025)
Peter Funkhouser (2026)
Philip Griffiths (2025)
James Howard (2024)
Daniel Rodriguez Algarin (2025)

Appointed Individuals

General Government

Town Manager	Kerry Lafleur
Deputy Town Manager	Megan Zammuto
Inspector of Animals	Jennifer Condon
	Donna DeWallace
Building Commissioner	Paul Creedon
Inspector of Wires	Jack Alesse
Plumbing & Gas Inspector	Wayne Caldwell
Public Health Director	Melanie Dineen
Town Counsel	Mina Makarious
Workers' Compensation Agent	Jessica Porter

Public Safety

Emergency Management Director	Thomas Judge
Chief of Police/Constable	Thomas Mulcahy
Constable	Joseph Topol
Animal Control Officer	Jennifer Condon
Assistant Animal Control Officer	Donna DeWallace
Fire Chief/Fire Warden	Thomas Judge
Municipal Right to Know Coordinator	Thomas Judge

Finance

Town Appraiser	R. Lane Partridge
Town Accountant	Richard Delorey
Assistant Town Accountant	Mary Barrett
Town Clerk	Kaari Mai Tari
Assistant Town Clerk	MaryLou Carney
Treasurer/Tax Collector	Colleen Rhinhart
Finance Director	Anthony Ansaldi

Public Works & Light Plant

Public Works Director	Alan Cathcart
Superintendent of Light Plant	Jason Bulger
Town Engineer	Steve Dookran
Water & Sewer Superintendent	Jeff Murawski
Highway & Grounds Superintendent	Aaron Miklosko

Community Development

Hanscom Field Advisory Comm Rep.	Mark Giddings
MAPC Representative	Keith Bergman
MBTA Advisory Board	Mary Hatman
Tree Warden	Aaron Miklosko

Schools

Superintendent of Schools	Dr. Laurie Hunter
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Human Services

Senior Services Director	Daniel Pettit
Library Director	Emily Smith
Recreation Director	Leigh Jackson
Registrar of Veterans' Graves	Harold Nichols
Veterans' Agent	Richard F. Krug
Burial Agents	Charles W. Dee Richard F. Krug
ADA Coordinator	Jessica Porter
Community Services Coordinator	Bonnie Wilbur

Select Board



*Top Row L-R: Wendy Rovelli; Cameron McKennitt
Bottom Row L-R: Terri Ackerman; Mary Hartman, Chair; Mark Howell, Clerk*

General Business

The Select Board entered 2024 with Henry Dane as Chair, Mary Hartman as Clerk and Terri Ackerman, Linda Escobedo, and Mark Howell as members. At the conclusion of Annual Town Meeting, Mr. Dane and Ms. Escobedo retired from the Board, Ms. Hartman was elected as Chair, Mr. Howell as Clerk, Ms. Ackerman remained a member, and Cameron McKennitt and Wendy Rovelli joined as the Board's new members.

The Select Board is responsible for developing and implementing town policy for all town matters other than the schools and issues that state and/or local laws delegate to other commissions. Some specific responsibilities of the Select Board are:

- > Appoint and evaluate the town manager.
- > Approve the calendar and warrant for Annual and Special Town Meetings.
- > Review town operating and capital budgets.
- > Hold an annual public hearing prior to tax classification decisions and Select Board sponsored articles at town meeting.
- > Create and dissolve Town boards, committees, task forces and working groups.
- > Appoint citizens to boards, committees, task forces and working groups and approve appointments made by the Town Manager.
- > Act as liaisons to boards, committees, task forces and working groups and report the activities of these groups at Select Board meetings.
- > Act as the authority to grant numerous permits and licenses.
- > Represent the Town to a variety of regional, state and national organizations including:
 - Minuteman National Park
 - Hanscom Field
 - MBTA
- > Gratefully acknowledge gifts, grants and recognitions given to the Town.

Select Board Goals and Initiatives

The Select Board annually affirms town values and guiding principles by establishing goals and objectives. For FY24, the Select Board goals are:

Town of Concord Select Board Goals: Process

- > The Concord Select Board annually reaffirms its values and guiding principles to align its goals and objectives with the needs of the community. This process ensures effective governance by fostering collaboration between the Select Board, the Town Manager, committees, task forces, citizens, and other governmental entities. By establishing strategic priorities, offering support and guidance, and promoting transparency and inclusivity, the Board strives to enhance the efficiency and responsiveness of town government.

Effective Governance, Board Organization, and Communication

- > The Select Board is committed to improving the efficiency, quality, and focus of town governance.
- > This includes refining internal processes, enhancing communication among officials and with the public, and ensuring that decision-making is both transparent and accountable.
- > By fostering a culture of collaboration and open dialogue, the Board aims to strengthen trust and engagement between town leadership and the community.

Financial Stability

- > Ensuring the town's financial stability is a key priority.

- > The Board will work towards implementing a Residential Tax Exemption to provide tax relief for qualifying residents while simultaneously identifying opportunities to reduce costs and tighten the Town's Fiscal Year 2025 budget.
- > Additionally, creative revenue-generating strategies will be explored to enhance the town's financial resilience.
- > A comprehensive review of the Town Manager and Town Departments' Fiscal Year 2024 goals will be conducted, and a strategic planning process will be initiated to define the town's priorities over the next five years.

Sustainable Infrastructure

- > The Select Board is dedicated to supporting sustainable and forward-thinking infrastructure initiatives.
- > This includes advancing the MBTA Communities Zoning efforts to promote responsible development, supporting the Housing Production Plan to address local housing needs, and collaborating with the Solar Implementation Task Force to further climate action goals.
- > Additionally, the Board will sponsor a town-wide Transportation Study to assess and improve mobility options for all residents.

Diversity, Equity, and Inclusion

- > The Board recognizes the importance of fostering an inclusive and equitable community.
- > To this end, it will support the development of a comprehensive Diversity, Equity, and Inclusion Plan that ensures equitable access to town resources and services for all residents.
- > By prioritizing inclusivity in governance, the Select Board aims to create a welcoming environment that reflects and respects the diversity of the Concord community.

Gifts and Acknowledgements

DONOR	AMOUNT	RECIPIENT
Concord Lumber	\$1,760.43	Concord Fire Department
Leigh Family Gift Fund	\$1,000.00	Concord Council on Aging
Friends of the Concord-Carlisle Fields	\$50,000.00	Friends of Concord-Carlisle Fields/Field Maintenance
Barrow Bookstore	\$1,250.00	War Memorial Gift Fund for George Dugan Soldiers Monument
Concord-Carlisle Community Chest	\$6,000.00	Concord Recreation School Year Childcare Scholarship
Sprint Spectrum, LLC	\$500.00	Public safety storage/ value Equipment Shed
Alcott School Parent Teacher Group	\$1,794.00	Concord Recreation Scholarship Fund/Turkey Trot
Concord -Carlisle Chest	\$12,712.00	Council on Aging Outreach
Concord-Carlisle Chest	\$5,905.50	Council on Aging Social Services Coordinator
Concord Recreation Shamrock Ball donations	\$3,097.00	Concord Recreation Scholarship
Concord Garden Club	\$900.00	Concord Natural Resources Division Garden Club
Thomas G. Curtin-Bobby Kargula Nanae Fund	\$7,500.00	Town of Concord Cultural
Middlesex Savings Bank	\$1,000.00	Concord Fire Department
Friends of Sleepy Hollow Cemetery	\$3,000.00	Cemetery -Matthews Bronze Plaque on a concrete base
Coeur de Lion Commandery #34	\$500.00	Town 250th Gift Account in honor of Maynard Forbes
Nancy Nelson & Mike Lawson	\$500.00	Town 250th Memorial Trees
Judith Perkins	\$500.00	Town 250th Memorial Trees
Charles Davidson & Julie Davidson	\$1,100.00	250th Discover Concord Ad Campaign
Collins Family	\$2,500.00	Town 250th Memorial Trees
Garden Club of Concord	\$3,500.00	Town 250th Memorial Trees
Anne W. Hayden	\$2,500.00	Town 250th Discover Concord Ad Campaign
Fenn School	\$5,000.00	Town 250th Memorial Trees
Middlesex School	\$50,000.00	Town 250th Memorial Trees
Concord Free Public Library Corp	\$30,000.00	Concord Free Public Library
Nashoba Brooks School	\$2,000.00	Town 250th Memorial Trees
Elizabeth Wilczek	\$1,000.00	Concord 250th Gift Account

Town Manager



Town Manager's Office

The year began with the usual flurry of activity surrounding budget development and preparations for the 2024 Annual Town Meeting. However, an unexpected event quickly shifted our focus. On the evening of January 23, 2024, the Town Manager received a call from the Executive Office of Public Safety notifying us that the Governor's FY25 Budget, to be filed the next day, would include a provision to close MCI-Concord. The proposal called for the Commonwealth's Division of Capital Asset Management and Maintenance (DCAMM) to oversee the sale, lease, transfer, or disposal of the property.

While Town staff had been in discussions with the Department of Correction regarding the acquisition of the on-site wastewater treatment plant, the potential closure of the prison was entirely unforeseen. Recognizing the significance of this development, the Select Board established the **MCI-Concord Advisory Board** in the winter. Its charge is to educate and advise the Select Board on strategies to ensure that any future disposition of the property aligns with the Town's best interests. The board's work is set to continue through December 2025, aligning with DCAMM's Discovery Phase and the first round of assessment reports from its consultants. Following the 2024 Annual Town Meeting, a ten-member advisory board was appointed, with Mark Howell serving as the Select Board's designee and voting member.

In the spring, a delegation of Town staff traveled to **Washington, D.C.** to attend **Congresswoman Lori Trahan's Third District Day**, an opportunity to engage with the Congresswoman and her staff on issues of local importance. The season also saw renewed progress on **Phase One construction at Gerow Park**, a 7-acre passive recreational area situated between Warner's Pond and the Bruce Freeman Rail Trail. The completed amenities include walking paths, a pavilion picnic area, and restroom facilities. Around the same time,

the newly appointed **Warner's Pond Task Force** began reviewing management options to improve the ecological health and recreational use of Warner's Pond. A final recommendation is expected in 2025.

A highlight of the summer was Concord's first-ever **Pride Fest on June 22, 2024**, which featured a flag-raising ceremony, rally, and parade. Throughout the summer, both the **250th Executive Committee** and the **Middle School Building Committee** continued to meet regularly to advance their respective work. In September, the Town issued \$39.56 million in debt, including **\$35 million for the new Concord Middle School**. The bond issue attracted strong interest, with KeyBanc Capital Markets of Cleveland, OH, submitting the winning bid at a **True Interest Cost (TIC) of 3.448%**.

In the fall, Concord welcomed a delegation from our **Sister City, Nanae, Japan**. This year's visit focused on education, with teachers and students staying with local host families. It is anticipated that a Concord delegation will travel to Nanae in 2025 for the first time since before the COVID-19 pandemic.

Each year, the Select Board establishes goals for the Town Manager for the upcoming fiscal year. For FY24, **thirty-two (32) action items** were identified, categorized under six priorities:

- > Organizational Resilience
- > Diversity, Equity, Inclusion, and Belonging
- > Effective Governance and Communication
- > Financial Resiliency
- > Regional and State Interests
- > Economic Vitality and Strategic Planning

A summary of these goals, along with their year-end status, follows. Progress is classified as "**some progress**," "**completed**," or "**on hold**," with one item currently under further policy review.

Town Manager Goals & Objectives - FY24

(Last Revised August 27, 2023; updated 8/8/24 with current status)

CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	STATUS
Organizational Resilience	<i>Maintain a comprehensive compensation system that attracts and retains a highly competent municipal workforce.</i>	1. In conjunction with the Personnel Board, complete review of recommendations from Personnel Study Task Force report and finalize list of next steps and Implementation timetable.	Significant Progress
		2. Develop a compensation strategy that aligns with the FY25 budget planning process and future years.	Nearly Complete
		3. Analyze the employee benefits package to identify gaps, strategies and programs that will help to attract and retain qualified personnel.	Significant Progress
		4. Analyze all Collective Bargaining Agreements, identify needed adjustments and prepare for upcoming negotiations for all CBA's expiring on June 30, 2024.	Significant Progress
		5. Identify and document recruitment strategy and develop recruitment materials which highlight Concord as employer of choice, with a specific focus on Inclusion. Establish employee task force to help.	Progress
	<i>Deliver high quality public services supported by a strong organizational structure that values efficient operations, effective management and sustainable practices.</i>	6. Fill staff vacancies; continue review organizational structure to determine if current alignment is optimal.	Significant Progress
		7. Review management and reporting structure to ensure efficient and effective operations; to enhance communications; to support optimal organizational performance; and to ensure the efficient delivery of public services.	Significant Progress
		8. Develop a long-term plan, including strategies for training, professional development and succession planning, that can guide future decision-making and supports a highly competent municipal workforce.	Significant Progress
	<i>Maintain a workforce that actively engages its knowledge, skill and talents to promote Concord's success and to deliver excellent municipal services.</i>	9. Provide regular in-house training opportunities for employees with topics that are in alignment with the Select Board's Statement of Vision and Values, promote exceptional customer service delivery model.	Progress
		10. Finalize and implement "Remote Work Policy" designed to balance the provision of excellent public service and municipal operations with the needs and desires of a modern workforce.	On-Hold
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	STATUS
Diversity, Equity, Inclusion and Belonging	<i>Support, promote and engage economic, social, racial and cultural diversity and inclusion in the Town of Concord.</i>	11. Review May 2023 DEI Needs Assessment, develop a strategic plan that will move the Town from being (merely) EEO-compliant, to one that integrates and leverages differences to create business value; and begin implementation of plan.	Some Progress
		12. Complete a review and assessment of internal policies and practices; identify opportunities to improve diversity, equity and inclusion efforts.	Some Progress
		13. Continue monthly "Tea with Town Manager" providing employees with regular opportunity to connect with management outside of formal protocol.	Progress
		14. In conjunction with Internal Professional Development Committee, institute monthly diversity training program for employees; utilize existing resources, including current employees. Rotate training venues and modalities.	Some Progress
		15. Work in collaboration with the DEI Commission to research and implement diversity, equity, and inclusion best practices for Town operations.	Progress
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	STATUS
Effective Governance and Communications	<i>Support town governance by fostering effective meeting management methods.</i>	16. Evaluate automated agenda management systems to improve efficiency, functionality, and access to information; identify resources to support Town volunteers with scheduling, facilities, compliance, training & access to information.	Progress
	<i>Facilitate effective communications between Town departments.</i>	17. Institute monthly management team meetings, inclusive of SMT and division managers; work from formal agenda, providing specific opportunities for division managers to make presentations and be directly involved in problem solving.	Progress
	<i>Foster information sharing between the Town and Concord residents.</i>	18. Coordinate a review of the website to ensure accuracy of information; inclusion of key documents; and that it meets our functionality, utility & communication needs.	Progress
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	STATUS
Financial Resiliency	<i>Promote fiscal responsibility and financial sustainability.</i>	22. Plan and allocate remaining ARPA Funds; Ensure that FY25 ARPA Funds are included as a funding resource for the FY25 Budget and Capital Planning processes.	Progress
		23. Develop Five-Year Capital Plan for FY2025-FY2029; include major projects, cost estimates, debt forecast and tax burden projections.	Progress
		24. Develop 5 and 10 Year Financial Forecasts of revenue and Non-Guidelines Expense and highlighting projection of "Available for Guidelines" to share with Finance Committee.	Completed
		25. In conjunction with the cross-departmental Risk Management Committee, develop a town-wide Risk Management strategy; work closely with CPS/ CCRSD to help identify and mitigate risk.	Completed
		26. Continue to aggressively monitor and track all grant opportunities, applying for those that meet agreed upon business need.	Significant Progress
		27. Review means, methods and formulas for budgetary chargeback to Enterprise and other special revenues to ensure that they accurately capture associated costs. Continue to look for ways to streamline and/or eliminate costs, particularly from General Fund budget.	Progress
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	STATUS
Regional and State Interests	<i>Advance Concord's interests in the region and the Commonwealth.</i>	28. Continue to develop relationships with state and federal legislative delegation & staff, state leaders and municipal colleagues.	Significant Progress
		29. Continue work with MWRA and neighboring communities to investigate the feasibility of regional water.	Progress
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	STATUS
Economic Vitality & Strategic Planning	<i>Promote the economic vitality of the Town. Ensure implementation of recommendations, goals and objectives of key planning documents.</i>	30. In conjunction with task force, research and report on the potential acquisition of 2229 Main Street, including insurance costs, risk implications and next steps.	Significant Progress
		31. Implement strategies, innovations & staffing models to streamline permitting and regulatory processes in support of businesses, residents and visitors of Concord.	Significant Progress
		32. Identify and develop strategy to ensure implementation of recommendations, goals and objectives of key planning documents and a mechanism to track the same.	Some Progress

Staffing Updates

This year, we welcomed several new staff members to key roles within the Town:

In the Town Manager's Office:

- > Andrea Fountain, Executive Assistant to the Select Board
- > Amanda Moore, Executive Assistant to the Town Manager

On the Senior Management Team:

- > Jason Bulger, Director, Concord Municipal Light Plant (CMLP) (internal promotion)
- > Amalia McCaffrey, Chief Information Officer (internal promotion)

We also bid a heartfelt farewell to Dave Wood, Director of CMLP, in recognition of his 29 years of service to the Town. Dave joined Concord in January 1995 as an Engineering Intern and went on to serve as an Electrical Engineer (1998), Engineering and Operations Manager (2006), and finally as Director (2010). We are deeply grateful for his leadership and dedication and wish him all the best in his next chapter.

As we look ahead to 2025, we remain inspired by Concord's resilience and our shared commitment to fostering a community that is **responsive, inclusive, healthy, and safe**.

Information Technology and GIS

The Technology Department consists of three Divisions: Information Technology (IT) Operations, Geographic Information Systems (GIS) and Minuteman Media Network (MMN).

The Department's **mission** is to offer strategic leadership and a clear technology vision for the Town of Concord. It aims to deliver secure and reliable information systems to support all town functions, while also collaborating with various departments to enhance business operations through the effective and efficient use of technology.

The Technology Department's **objectives** include:

- > **Automation and Efficiency:** Optimizing Department processes using technology
- > **Innovation:** Fostering an environment of collaboration leading to innovation
- > **Risk Management:** Identifying threats while mitigating risks
- > **Cybersecurity:** Providing access to and security of information and information systems
- > **Talent and Professional Development:** Investing in the development of the IT, GIS and MMN professionals and building their professional networks to enhance and grow their skill sets

IT Operations

In 2024, the Town continued to work with a third-party managed service provider for Help Desk support. However, there has been again a notable increase in the involvement of internal IT staff, who are now providing increased desktop and phone support to users across the departments. Internal IT staff have consistently delivered exceptional support to end users, ensuring timely and responsive assistance for their department's IT needs and requirements. Over the course of the year, the staff, inclusive of the managed service provider, supported 420 end users, addressed 1800+ tickets and deployed/replaced over ninety workstations, which enabled users access to reliable information systems to conduct their operations.

Security continues to be a major area of focus and concern as malicious actors increasingly see municipal governments as a target of opportunity for network penetration and ransomware attacks. For the fourth year in a row, Concord was the recipient of a grant for cybersecurity awareness training which enabled Town employees to receive training in the following areas of risk: Phishing, Passwords, Social Engineering, Remote & Mobile Security and Security culture. Additionally, the Town was awarded funding under the Municipal Local Cybersecurity Grant Program from the Office of Grants and Research which was used to contract a third-party vendor to assist in development of comprehensive Business Continuity and Disaster Recovery Plans.

IT has also been focused on streamlining and automating onboarding and offboarding procedures utilizing features within the Microsoft 365 suite to increase efficiency. Finally, in conjunction with the Town Network Team, IT technicians played a critical role in network upgrades in early September that enabled a more efficient network design and increased speeds by 10-40x between Town buildings. The IT Operations Division is committed to continued, un-paralleled support of its user population and ensuring that information systems are reliable, available and secure to support department functions.

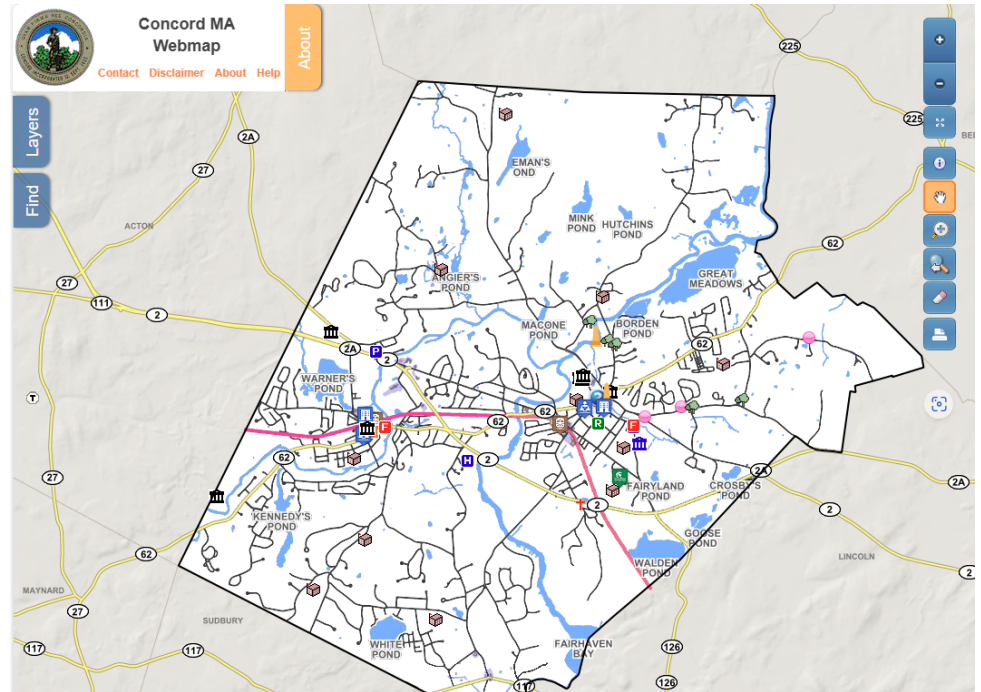
GIS

In 2024, the Concord GIS team supported several Town departments and initiatives, including data processes, edits, and updates to maps and web applications. Key projects included assisting with the annual parcel certification, and collaborating with Public Safety, the National Park Service, and Lexington for the 250th celebrations. The team also supported the Water & Sewer team with field data collection and mapping for the Lead and Copper Rule, as well as the Service Line Inventory submission to MassDEP.

Internally, the GIS platform was upgraded and the team delivered staff training sessions on updated software. Additionally, several applications transitioned to new formats improving ease of use. The team also assisted

the Planning Division with zoning compliance related to Multi-Family Zoning for MBTA communities. This required several rounds of modelling and mapping ahead of the 2024 Annual Town Meeting and prior to the official submission to the Commonwealth at the end of the year.

Finally, the GIS team presented at the 2024 Fall Northeast Arc Users Group conference, sharing innovative work and insights. The GIS team remains committed to delivering high-quality products for the Town of Concord in 2025.



Sustainability

Concord's Sustainability Division is responsible for developing and implementing programs, policies, and initiatives that reflect and support the community's climate and sustainability goals as outlined in Sustainable Concord, the Town's comprehensive climate action and resilience plan. These efforts are conducted in collaboration with a broad spectrum of Town departments, committees, residents, businesses, and other stakeholders.

As a community, Concord continued to make progress towards achieving our greenhouse gas (GHG) reduction targets. The Town was recognized by the MA Department of Energy Resources (DOER) Green Communities program for achieving a 20% reduction in energy usage in FY2024 (compared to a 2011 baseline level) at the inaugural Green Communities Summit in November. An updated Town-wide GHG inventory was completed in 2024 with the assistance of the

Climate Action Committee based on 2022 emissions data. The results showed that Concord's tracked GHG emissions have decreased by 37.5% compared to the 2008 baseline, and that energy use for buildings (63%) and transportation (32%) continue to dominate the emissions sources. The GHG emission reduction targets for the Town were updated at 2024 Town Meeting to more closely reflect those of the State, including goals of 50% reduction by 2030, 75% reduction by 2040, and 85% reduction by 2050. These changes were made in conjunction with Concord's formal declaration of a Climate Emergency and the need for the Town's progressive action to mitigate and adapt to that crisis.

Following several years of efforts, two new sets of building codes that accelerate building electrification became effective in 2024. The Specialized Stretch Building Code, effective in January, requires higher energy efficiency standards for new residential and commercial building construction and is intended to promote net-zero development. Additionally, Concord's participation as one of only ten pilot communities in the MA DOER Fossil Fuel Free Building Demonstration Program, effective in July, supersedes the Specialized Code and prohibits the use of fossil fuels in new residential and commercial building construction and major renovations. Both policies will be essential tools for reducing the use of fossil fuels and greenhouse gas emissions in the built environment. The impacts of these policies will be amplified by the fact that 100% of Concord's electric supply is now carbon-free, courtesy of the Concord Municipal Light Plant.

Concord residents continue to reduce GHG emissions through high adoption rates of electric vehicles. The Town had the third highest percentage (17.7%) of zero-emission and hybrid vehicles registered in the





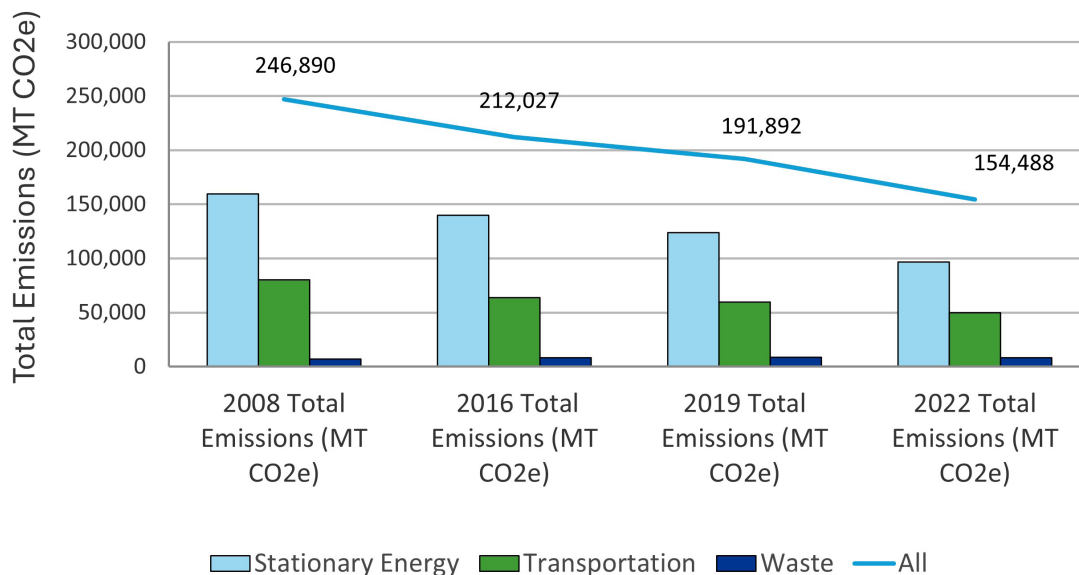
Commonwealth in 2024 (up from 13.8% in 2023), according to the MassDOT Vehicle Census. The Sustainability Division participated in an electric vehicle showcase event hosted by CMLP and Energy New England in September during which over 120 participants were able to explore several dozen different EV models and engage with their owners. The Town continues to add BEV and PHEV vehicles to the municipal fleet via our 'EV First' vehicle replacement policy and is anticipating the installation of five additional Level 2 charging stations at our Public Works

campus to accommodate our growing municipal electric fleet. Efforts are also underway to explore EV charging infrastructure on school properties, including improved charging for the Town's three electric school buses.

The Sustainability Division also worked to actively engage with residents through several public events. Two Sustainability Roundtable events were held in 2024 (June and December) to bring together key stakeholders and the public to learn about sustainability initiatives and progress, including the updated GHG emissions inventory. It is anticipated that additional Roundtable events will be held twice annually. A Climate Festival was hosted by Sustainability and Mothers Out Front in April that attracted over 200 participants and featured resources and activities from over two dozen Town departments and organizations, including a small EV showcase. Sustainability also partnered with CMLP and the Climate Action Committee to host two Green Home tours in the Spring that allowed participants to tour a selection of Concord homes to engage with homeowners and CMLP energy coaches to see firsthand the successful adoption of heat pumps, electric appliances, solar arrays, and electric vehicles.

Looking forward, Sustainability priorities in 2025 are anticipated to include creating a decarbonization roadmap and applying for Climate Leaders designation from the MA Green Communities Program, completing investment-grade energy audits and securing an energy services performance contract for all municipal buildings, and beginning the process of formally revising the Town's original Climate Action and Resilience Plan launched in 2020.

Concord's Community-Wide GHG Emissions (2008, 2016, 2019, 2022)



Town Meetings & Elections



Annual Town Meeting

April 29, 30 and May 1, 2024

The Annual Town Meeting of 2024 was held in the Gymnasium and Auditorium of the Concord Carlisle Regional High School on April 29, 30 and May 1, 2024, pursuant to a Warrant signed by the Select Board on January 23, 2024 with the signed return of service on January 23, 2024 as inspected by the Town Moderator. The Warrant was posted at the required locations at least seven days before the meeting.

Town Moderator Carmin Reiss called the meeting to order at 7:03 pm, having determined that the return of service on the Warrant was in order and a sufficient number of voters were present. A total of 1,131 voters were in attendance on Monday, April 29th.

Ms. Reiss thanked Superintendent Hunter, Co-Principals Miller and Stahl and faculty, students, and staff of the High School for accommodating Town Meeting. The meeting was broadcast live over Minuteman Media Network and WIQH 83.3 FM radio, cable access channel 9, and live streamed on Minuteman Media's website through their YouTube channel.

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

Upon a motion made by Mr. Dane and duly seconded, Ms. Flood was unanimously elected as Deputy Moderator who would carry out the duties of the Moderator if she was unable to serve. Ms. Reiss appointed Michael Lawson as Assistant Moderator if needed. They were duly sworn in by the Moderator. Elise Woodward was introduced as the Town Meeting resource person.

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

Ms. Reiss thanked Town Staff, Town Counsel, Thistle

Communications, and Stephanie Farrell (Stenographer for closed captioning) for their hard work to make Annual Town Meeting possible.

The voters rose to their feet as the Concord Minutemen brought forward and posted the colors.

A customary moment of silence was held during which Ms. Reiss reminded Town Meeting attendees of their responsibilities as the Town's legislators and the importance of civility.

In any thinking and involved community, which ours here in Concord certainly is, there are bound to be different points of view among citizens of goodwill on important issues and there's bound to be some validity in every point of view. As we deliberate on the issues before us this evening, let us remember that there's value in suspending our own opinions long enough to hear and consider the differing opinions of others. We might just change our minds. Let us embrace, tonight, as members of our community, here in good faith and goodwill [those] with whom we disagree as well as those with whom we agree so that the debates of tonight are not a source of division among us tomorrow.

On a motion duly made by Mr. Dane and seconded, it was voted unanimously that reading of the warrant and the return of service thereon be omitted.

There were 53 Articles on the Warrant. No action was expected on eight Articles and 21 articles were included on the Consent Calendar, leaving 27 articles to take up for full deliberation.

Article 34, the MBTA Communities Zoning Bylaw amendment, was prescheduled for Tuesday night at 7:15pm to take up the MBTA Article. In addition, a Special Town Meeting was scheduled for Wednesday evening to take up one Warrant Article at 7:10pm. Annual Town Meeting resumed after the conclusion of the Special Town Meeting.

On a motion duly made by Mr. Dane and seconded, it was voted unanimously that no new business be taken up after 10:15 pm and that when the meeting is adjourned, it be adjourned to Tuesday, April 30th at Concord Carlisle High School beginning at 7:00pm.

ARTICLE 1 – Choose Town Officers

There was no action taken as the Town election was held on April 9, 2024. Ms. Reiss announced the newly elected officers and invited them to stand to be recognized.

- > Wendy Rovelli was elected to the Select Board for a three-year term.
- > Cameron McKennitt was elected to the Select Board for a three-year term.
- > Tracey Marano was elected to the School Committee for a three-year term.
- > Andrew Herchek was elected to the School Committee for a three-year term.
- > Edward Tar Larner was elected to the Housing Authority for a five-year term.
- > Carmin Reiss was elected as Town Moderator for a one-year term.

The meeting recognized outgoing Select Board Chair, Henry Dane, outgoing Select Board member and former Chair Linda Escobedo, and outgoing School Committee member Court Booth. They were thanked for their outstanding service to our Town.

CONSENT CALENDAR

On a MOTION made by Mr. Patel and duly seconded it was VOTED unanimously to take action on the Articles listed in the table below without debate.

Article 2	<p>HEAR REPORTS Affirmative Action Recommended By: Select Board Motion: That the Town receive the 2023 Annual Report. Reason: Routine, non-controversial action.</p>
Article 3	<p>MEETING PROCEDURE Affirmative Action Recommended By: Finance Committee, Select Board Motion: That in order to assure compliance with the requirements of the Mass. Gen. Laws c. 59, § 21C, the Meeting adopt the following Rule of the Meeting:</p> <p style="text-align: center;">RULE OF THE MEETING</p> <p>1. <u>Articles for appropriations supported from current taxation and/ or available funds.</u> Any motion made under a warrant article or a motion to amend that would increase the appropriation amount over the amount recommended by the Finance Committee and designated by it as the “allocation at levy limit,” or that would provide for an appropriation where the Finance Committee is recommending NO ACTION, must specify the following:</p> <ul style="list-style-type: none"> a. the original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and the source of funding- whether from available funds, taxation within the levy limit, or contingent upon approval of an override ballot vote following the conclusion of Town Meeting if such ballot is voted by the Board of Selectmen in accordance with state law; b. if the proposed increased appropriation is proposed to be funded from taxation within the levy limit, the original motion or motion to amend shall specify the source of funding as: <ul style="list-style-type: none"> o a reduction in the appropriation amount already voted under a previous article or within the article currently being considered; or o a maximum amount that may be appropriated within the levy limit under a subsequent article in the warrant. <p>2. <u>Articles for appropriations supported from borrowing.</u> The Finance Committee shall report to the Meeting summarizing its recommendations for new tax-supported borrowing authority to be offered at this Meeting and for which the debt service is proposed to be funded within the levy limit.</p> <p>Any motion made under a warrant article or a motion to amend that would increase the appropriation amount to be met by a borrowing authorization over the amount recommended by the Finance Committee or that would provide for an appropriation to be met by a borrowing authorization where the Finance Committee is recommending NO ACTION, must specify the following:</p> <ul style="list-style-type: none"> a. The original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and shall make the increase contingent upon approval of a debt exclusion or capital outlay exclusion ballot vote following the conclusion of Town Meeting if such ballot is voted by the Select Board in accordance with state law; or

	<p>The original motion or motion to amend shall include a corresponding and offsetting reduction in another borrowing authorization from among those listed by the Finance Committee, either by a reduction in the amount already voted under a previous article or by setting a maximum amount of debt that may be authorized within the levy limit under a subsequent article in the warrant.</p> <p>3. <u>Articles making appropriations to be kept open.</u> Any Article making appropriations shall be kept open until the final adjournment of the Meeting.</p> <p>Reason: Routine and non-controversial at hearing; the motion is identical to Meeting Procedure motions passed annually and unanimously for more than fifteen years.</p>
Article 10	<p>OPEB TRUST FUND APPROPRIATION Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town raise and appropriate \$1,364,608; and transfer \$85,275 from the Light Fund; \$17,698 from the Broadband fund, for a total appropriation of \$1,467,851 to fund the Town’s FY25 contribution to the Other Post-Employment Benefits Liability Trust Fund (OPEB Trust) established under Mass. Gen. Laws c. 32B, § 20. Reason: Routine General Fund appropriation to meet the Town’s OPEB obligations. This appropriation was made in prior years as part of the Town’s Budget article and is now being appropriated for all funds (General, Enterprise, and Other) in a stand-alone article consistent with best practice as recommended by the Town’s auditors and the Massachusetts Department of Revenue; non-controversial at hearing.</p>
Article 11	<p>OPEB TRUST FUND EXPENSE Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town appropriate from the OPEB Fund established under Mass. Gen. Laws c. 32B, § 20 \$275,000 for OPEB Fund expenses. Reason: Non-controversial at hearing; routine action to authorize payment of OPEB Fund expenses by direct payment from the Fund, instead of by deduction from earnings as was done in prior years, consistent with the recommendation of the Town’s financial advisors.</p>
Article 12	<p>APPROPRIATION OF OPIOID SETTLEMENT FUNDS Affirmative Action Recommended By: Select Board, Finance Committee Motion: That the Town take affirmative action on Article 12 as printed in the Warrant. Reason: Non-controversial at hearing; necessary action to enable Town to use for permissible programs the sum of \$76,871.49 received from state opioid settlement fund.</p>
Article 15	<p>ESTABLISH A PERMANENT SENIOR MEANS TESTED PROPERTY TAX EXEMPTION Affirmative Action Recommend By: Select Board, Finance Committee, Board of Assessors Motion: That the Town take affirmative action on Article 15 as printed in the Warrant. Reason: Non-controversial at hearing; permanent enactment of currently existing provision previously approved by Town Meeting.</p>
Article 18	<p>SELECT BOARD TO ACCEPT EASEMENTS Affirmative Action Recommended by: Select Board; Public Works Commission Motion: That the Town take affirmative action on Article 18 as printed in the Warrant. Reason: Non-controversial at hearing; one-year authorization for Select Board to acquire easements transferred to the Town without a fee for various access, passage, and utility purposes as required by permits, utility and infrastructure agreements, or memoranda of understanding.</p>
Article 30	<p>AUTHORIZE SELECT BOARD TO PETITION FOR CHANGES TO PREVIOUSLY APPROVED HOME RULE PETITION REGARDING A CHECK OUT BAG CHARGE Affirmative Action Recommended by: Select Board; Agriculture Committee Motion: That the Town take affirmative action on Article 30 as printed in the Warrant. Reason: Exemption of farmstands from home rule petition approved by 2022 Annual Town Meeting in recognition of practical impediments to compliance by farmstands; non-controversial at hearing.</p>
Article 32	<p>FOSSIL FUEL-FREE DEMONSTRATION: BYLAW AMENDMENTS FOR PROGRAM PARTICIPATION Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 32 as printed in the Warrant. Reason: Non-controversial at hearing; amendment of bylaw previously enacted by Concord Town Meeting as recommended by state program for all communities participating in Fossil Fuel-Free Demonstration Project.</p>

Article 36	<p>ZONING BYLAW AMENDMENT: FLOODPLAIN CONSERVANCY DISTRICT Affirmative Action Recommended by: Planning Board, Select Board Motion: That the Town take affirmative action on Article 36 as printed in the Warrant. Reason: Federally mandated changes to flood plain map necessary to ensure continued eligibility of Concord residents to obtain coverage under Federal flood insurance program.</p>
Article 37	<p>ZONING BYLAW AMENDMENT: GENERAL HOUSEKEEPING – MULTIPLE SECTIONS Affirmative Action Recommended by: Planning Board, Select Board Motion: That the Town take affirmative action on Article 37 as printed in the Warrant. Reason: Housekeeping amendment to correct various errors throughout the Zoning Bylaw in spelling, grammar, punctuation, etc.; non-controversial at hearing.</p>
Article 42	<p>TOURIST BYLAW AMENDMENTS Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 42 as printed in the Warrant. Reason: Non-controversial at hearing; edits language for gender neutrality and clarifies that bylaw requires a license for all tour guide services via vehicle and solicitation of tourists.</p>
Article 43	<p>AMEND DEPARTMENTAL REVOLVING FUNDS BYLAW Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 43 as printed in the Warrant. Reason: Non-controversial at hearing; adds new Ambulance Revolving Fund for acceptance of program receipts and payment of program expenses.</p>
Article 44	<p>AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER MASS. GEN. LAWS C. 44, § 53E1/2 Affirmative Action Recommended By: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 44 as printed in the Warrant. Reason: Routine authorization of annual spending limits for Revolving Funds, expenditures made pursuant to the Town’s Revolving Fund Bylaw with the approval of the Town Manager; non-controversial at hearing.</p>
Article 45	<p>LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town authorize the income from sales of electricity and broadband and from servicing and jobbing during the fiscal year ending June 30, 2025, together with the balance of operating cash in the Light Plant Fund, to be expended under the direction and control of the Town Manager, without further appropriation, for the expenses of the Light Plant for the fiscal year, as defined in Mass. Gen. Laws c. 164, § 57, and/or for other plant extensions, enlargements, additions, renewals, and reconstruction; and further to authorize a transfer of \$464,500 from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2024. Reason: Routine annual action; non-controversial at hearing. Authorizes the Light Plant to expend its income for operations and provides for the transfer of \$464,500 from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2024.</p>
Article 46	<p>SOLID WASTE DISPOSAL FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board, [Public Works Commission] Motion: That the Town take affirmative action on Article 46 as printed in the Warrant. Reason: Routine annual authorization; non-controversial at hearing; authorizes the Town Manager to expend user fee revenue from the fiscal year ending June 30, 2025 and cash on hand in the Solid Waste Disposal Fund to operate the Town’s curbside solid waste and recycling collection and disposal program.</p>
Article 47	<p>SEWER SYSTEM EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board, Public Works Commission Motion: That the Town take affirmative action on Article 47 as printed in the Warrant. Reason: Routine annual enterprise fund authorization; non-controversial at hearing; authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2025 and cash on hand in the Sewer Fund for the operation, maintenance, and improvement of the Town’s sewer system.</p>
Article 48	<p>SEWER IMPROVEMENT FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board, Public Works Commission Motion: That the Town take affirmative action on Article 48 as printed in the Warrant. Reason: Routine annual action; non-controversial at hearing. The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of fees paid by certain properties connecting to the sewer system; the Article authorizes expenditure from the Fund for construction and expansion of sewer lines and treatment facility capacity.</p>

Article 49	<p>WATER SYSTEM EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board, Public Works Commission] Motion: That the Town take affirmative action on Article 49 as printed in the Warrant. Reason: Routine annual action; non-controversial at hearing; authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2025 and cash on hand in the Water Fund for the operation, maintenance, and improvement of the Town’s water system.</p>
Article 50	<p>AUTHORIZE EXPENDITURE FROM PEG ACCESS AND CABLE-RELATED FUND Affirmative Action Recommended by: Finance Committee, Select Board, PEG Access Committee Motion: That the Town transfer from the PEG Access and Cable-Related Fund the amount of \$596,080 be expended under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Comcast licensing agreement during the fiscal year ending June 30, 2025. Reason: Routine transfer; non-controversial at hearing.</p>
Article 51	<p>BEEDE SWIM AND FITNESS CENTER ENTERPRISE FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board, Recreation Commission Motion: That the Town take affirmative action on Article 51 as printed in the Warrant. Reason: Routine authorization; non-controversial at hearing.</p>

Mr. Patel presented a summary of the Finance Committee report.

Article 2 – Hear Reports

Passed unanimously under the Consent Calendar.

Article 3 – Meeting Procedure

Passed unanimously under the Consent Calendar.

Article 4 – Ratify Personnel Board Classification Actions

On a MOTION made by Ms. Cobbs and duly seconded it was VOTED unanimously to That the Town take affirmative action on Article 4 as printed in the handout.

HANDOUT

ARTICLE 4: RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS

Ms. Cobbs moves that the Town ratify the Personnel Board’s actions to amend the Classification and Compensation Plan as follows:

Additions to the Plan

1. Add the title “Electrical Inspector” to Grade 8 effective August 9, 2023.
2. Add the title “Senior Producer and Education Coordinator” to Grade 6 effective August 9, 2023.

Title Changes Within the Plan

3. Change the title “Facilities Director” in Grade 15 to “Facilities Manager” effective October 11, 2023. Subsequently adjusted qualifications effective November 8, 2023.
4. Change the title “Assistant Facilities Director” in Grade 12 to “Assistant Facilities Manager” effective December 18, 2023.
5. Change the title “Senior Services Director” in Grade 13 to “Council on Aging Director” effective January 2, 2024.
6. Change the title “Facilities Maintainer/Skilled Carpenter” in Grade 6 to “Skilled Carpenter” effective April 10, 2024.
7. Change the title “Crew Leader/Electrician & Carpenter” to “Master Electrician/Crew Leader” effective April 10, 2024.
8. Change the title “HVAC Technician/Master Plumber” to “Master Plumber/HVAC Tech” effective April 10, 2024

Deletions From the Plan

9. Delete the title “Education Coordinator” Grade 4 effective August 9, 2023.

Updates to the Miscellaneous Compensation Schedules

10. Updates to the Miscellaneous Compensation Schedule – Recreation were made effective August 9, 2023.

11. An update to the Miscellaneous Compensation Schedule for Temporary and Limited Status Classifications was approved on September 13, 2023.
12. An update to the Miscellaneous Compensation Schedule for Temporary and Limited Status Classifications was approved on February 21, 2024.
13. Now included in the Classification & Compensation Plan for Regular-Status Employees, effective March 13, 2024.
14. Renamed and Updated Miscellaneous Compensation Schedule #7.2 Human Services to include both temporary and limited status positions for Recreation and Senior Services effective March 13, 2024.

Article 5 – Ratify Personnel Board Classification & Compensation Plan

On a MOTION made by Ms. Cobbs and duly seconded, it was voted nearly unanimously That the Town take affirmative action on Article 5 as printed in the handout.

HANDOUT

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2023 Revision Date: April 10, 2024

Hourly rates control calculations; Annual rates illustrate base compensation at 40 hours per week for 52 weeks

Grade	Classification Title	Base Pay Rates			
		Minimum	Mid-Point	Maximum	
18	Chief Financial Officer Chief Technology Officer Deputy Town Manager	Annual	\$138,174	\$165,807	\$193,440
		Hourly	\$66.43	\$79.72	\$93.00
17	Assistant Town Manager Director of Public Works Fire Chief Police Chief	Annual	\$129,126	\$154,950	\$180,773
		Hourly	\$62.08	\$74.50	\$86.91
16	Director of Community Development Director of Human Resources Director of Library Services	Annual	\$120,682	\$144,820	\$168,958
		Hourly	\$58.02	\$69.63	\$81.23
15	Assistant Fire Chief Building Commissioner Facilities Director <u>Manager</u> Highway & Grounds Superintendent Recreation Director Police Captain Town Engineer Water/Sewer Superintendent	Annual	\$112,778	\$135,335	\$157,893
		Hourly	\$54.22	\$65.07	\$75.91
14	Public Health Director Special Projects Manager/Systems Manager Town Accountant Town Assessor	Annual	\$102,045	\$122,450	\$142,854
		Hourly	\$49.06	\$58.87	\$68.68
13	Assistant Town Engineer Assistant Water/Sewer Superintendent Beede Center General Manager IT Operations Manager Natural Resources Director Police Lieutenant Senior Services Director <u>Council on Aging Director</u> Town Planner	Annual	\$97,178	\$116,615	\$136,053
		Hourly	\$46.72	\$56.07	\$65.41

12	Assistant Director of Library Services Assistant Facilities Director Manager Assistant Highway & Grounds Superintendent Custom- er Service Manager Financial Manager/Accountant Town Clerk	<i>Annual</i> <i>Hourly</i>	\$92,539 \$44.49	\$111,051 \$53.39	\$129,563 \$62.29
11	Assistant Human Resources Director Assistant Recreation Director Budget & Purchasing Director Business Manager Deputy Treasurer/ Collector GIS Program Manager Operations Manager Sustainability Director	<i>Annual</i> <i>Hourly</i>	\$88,150 \$42.38	\$105,778 \$50.86	\$123,406 \$59.33
10	Childcare Services Manager Master Plumber/ HVAC Technician/ Master Plumber Media Manager Municipal Archivist/Records Manager Public Health Nurse Public Works Supervisor Senior Public Works Engineer	<i>Annual</i> <i>Hourly</i>	\$85,259 \$40.99	\$102,305 \$49.19	\$119,350 \$57.38
9	Assistant Natural Resources Director Aquatics Manager Communications Manager Community Services Coordinator Customer Service Supervisor Economic Vitality Manager Energy Efficiency & Electrification Coordinator Environmental Health & Safety Manager Local Inspector Risk & Compliance Programs Manager Senior Environmental & Regulatory Coordinator Senior Public Health Inspector Senior Treatment Systems Operator Social Services Supervisor Tourism Manager	<i>Annual</i> <i>Hourly</i>	\$80,434 \$38.67	\$96,522 \$46.41	\$112,611 \$54.14
8	Administrative & Operations Supervisor Assistant Assessor Assistant Town Accountant Assistant Town Clerk Assistant Treasurer Associate Financial Manager/Accountant Crew Leader Crew Leader/Electrician & Carpenter Electrical Inspector HVAC Technician Land Manager Management Analyst Master Electrician/ Crew Leader Public Works Engineer Senior Financial Analyst Senior Information Systems Technician Senior Master Mechanic Senior Planner Senior Utility Electrician	<i>Annual</i> <i>Hourly</i>	\$75,899 \$36.49	\$91,073 \$43.79	\$106,246 \$51.08

7	Business Systems Analyst	<i>Annual</i>	\$71,573	\$85,894	\$100,214
	Aquatics Supervisor	<i>Hourly</i>	\$34.41	\$41.30	\$48.18
	Assistant to the Beede Center General Manager				
	Facilities Custodial Supervisor				
	GIS Analyst				
	Production Manager				
	Program Analyst				
	Public Health Inspector				
	Recreation Facilities Coordinator				
	Recreation Supervisor				
	Senior Facilities/Landscape Maintainer				
	Treatment Systems Operator				
	Utility Electrician				
6	Energy Efficiency & Electrification Specialist	<i>Annual</i>	\$67,704	\$81,245	\$94,786
	Engineering Technician	<i>Hourly</i>	\$32.55	\$39.06	\$45.57
	Executive Assistant to the Select Board				
	Executive Assistant to the Town Manager				
	Facilities Maintainer/Skilled Carpenter				
	Human Resources Generalist				
	Information Systems Technician				
	Membership Coordinator				
	Office Administrator				
	Payroll & Finance Generalist				
	<u>Senior Producer & Education Coordinator</u>				
<u>Skilled Carpenter</u>					
5	Environmental & Regulatory Coordinator Equipment/Line Operator	<i>Annual</i>	\$64,459	\$77,355	\$90,251
	Geriatric Health Nurse	<i>Hourly</i>	\$30.99	\$37.19	\$43.39
	GIS Technician				
	Maintenance & Warehouse Coordinator				
	Office Accountant				
	Office Coordinator				
	Outreach Coordinator				
	Project & Procurement Coordinator				
	Senior Meter Technician				
	Senior Producer				
	Water/Sewer System Maintainer				
4	Accounts Payable Specialist	<i>Annual</i>	\$61,402	\$73,684	\$85,966
	Associate Engineer Customer Services Specialist	<i>Hourly</i>	\$29.52	\$35.43	\$41.33
	Education Coordinator				
	Facilities/Landscape Maintainer				
	Meter Technician				
	Senior Administrative Specialist				
Senior Finance Specialist					
3	Administrative Specialist	<i>Annual</i>	\$58,490	\$70,190	\$81,890
	Finance Specialist	<i>Hourly</i>	\$28.12	\$33.75	\$39.37
	Fitness Trainer				
2	Activity Coordinator	<i>Annual</i>	\$55,702	\$66,841	\$77,979
	Customer Support Specialist	<i>Hourly</i>	\$26.78	\$32.14	\$37.49
	Senior Building Custodian				
	Senior Crew Member				
	Senior Van Driver				
1	Building Custodian	<i>Annual</i>	\$53,040	\$63,648	\$74,256
	Crew Member	<i>Hourly</i>	\$25.50	\$30.60	\$35.70
	Finance Assistant				
	Office Assistant				

LP-17	Director of Concord Municipal Light Plant	Annual	\$170,955	\$205,140	\$239,325
		Hourly	\$82.19	\$98.63	\$115.06
LP-16	(No positions in grade)	Annual	\$148,637	\$178,370	\$208,104
		Hourly	\$71.46	\$85.76	\$100.05
LP-15	Assistant Director of Concord Municipal Light Plant	Annual	\$129,251	\$155,106	\$180,960
		Hourly	\$62.14	\$74.57	\$87.00
LP-14	Broadband Manager Power Supply & Rates Administrator	Annual	\$121,763	\$146,120	\$170,477
		Hourly	\$58.54	\$70.25	\$81.96
LP-13	Lead Electrical Engineer Line Supervisor	Annual	\$113,797	\$136,552	\$159,307
		Hourly	\$54.71	\$65.65	\$76.59
LP-12	Lead Lineworker	Annual	\$106,371	\$127,639	\$148,907
		Hourly	\$51.14	\$61.37	\$71.59
LP-11	Electrical Engineer Senior Network Engineer	Annual	\$99,403	\$119,278	\$139,152
		Hourly	\$47.79	\$57.35	\$66.90
LP-10	Lineworker, Grade 1	Annual	\$96,595	\$115,918	\$135,242
		Hourly	\$46.44	\$55.73	\$65.02
LP-9	Network Engineer	Annual	\$89,877	\$107,848	\$125,819
		Hourly	\$43.21	\$51.85	\$60.49
LP-8	Lead Broadband Technician Meter Supervisor Senior Engineering Technician	Annual	\$83,595	\$100,318	\$117,042
		Hourly	\$40.19	\$48.23	\$56.27
LP-7	Lineworker, Grade 2 Senior Broadband Technician	Annual	\$77,771	\$93,319	\$108,867
		Hourly	\$37.39	\$44.87	\$52.34
LP-6	Broadband Technician	Annual	\$67,704	\$81,245	\$94,786
		Hourly	\$32.55	\$39.06	\$45.57
LP-5	Lineworker, Grade 3	Annual	\$64,459	\$77,355	\$90,251
		Hourly	\$30.99	\$37.19	\$43.39
LP-4	(No positions in grade)	Annual	\$61,402	\$73,684	\$85,966
		Hourly	\$29.52	\$35.43	\$41.33
LP-3	(No positions in grade)	Annual	\$58,490	\$70,190	\$81,890
		Hourly	\$28.12	\$33.75	\$39.37
LP-2	(No positions in grade)	Annual	\$55,702	\$66,841	\$77,979
		Hourly	\$26.78	\$32.14	\$37.49
LP-1	(No positions in grade)	Annual	\$53,040	\$63,648	\$74,256
		Hourly	\$25.50	\$30.60	\$35.70

Article 6 – Personnel Bylaw Amendments

On a MOTION made by Ms. Cobbs and duly seconded, it was VOTED unanimously:

That Town take affirmative action on Article 6 to rescind the existing Personnel Bylaw and replace it with the bylaw printed in the Warrant.

WARRANT

ARTICLE 6. To determine whether the Town will rescind and replace the existing Personnel Bylaw with the following bylaw or take any other action relative thereto:

Scope and Construction of Bylaw

All Town departments and positions shall be subject to the provisions of this Bylaw except elected officers, employees with personal contracts, employees covered by a collective bargaining agreement, and employees of the school department. All questions concerning the interpretation of this bylaw shall be resolved by the Personnel Board.

If any provision or application of this Bylaw is determined to be invalid under state or federal law, such decision shall not be construed to affect the validity of any other provision or application of this Bylaw.

Section 1: Establishment of the Personnel Board

There is hereby established a Personnel Board consisting of 5 members. Members of the Personnel Board shall be appointed by the Select Board for three (3) year terms. No member shall serve more than 9 years (three terms), whether consecutively or in separate terms. Members shall have professional or personal experience and/or expertise in personnel administration. One member shall preferably have professional or personal experience in finance, or a related field, to provide expertise on the financial impact of personnel-related proposals.

Members shall elect a Chair or Co-Chairs from among its members on an annual basis. A clerk is to be assigned on a rotating basis for each meeting, to take responsibility for the minutes of that meeting.

No member of the Personnel Board may be an employee of the Town or hold Town office, whether appointed or elected.

Members of the Personnel Board shall serve without compensation.

The Personnel Board shall meet regularly, as necessary, to consider such business as may be presented by Town officials, Town employees and others. The agenda, time and place of all meetings will be posted on the Town Website in accordance with the Massachusetts State Open Meeting Law.

At any meeting of the Personnel Board, action by a majority of those Board members present shall be binding. At least three (3) members of the Board shall be present to constitute a quorum.

Section 2: Duties and Responsibilities

The Personnel Board shall advise the Town Manager, or their designee(s), and shall make recommendations on establishing and maintaining an efficient system of personnel administration for Town employees.

The Personnel Board shall also provide advice and recommendations to the Town Manager, or their designee(s) for the following areas of personnel administration:

- a. The Personnel Board shall propose, review, approve and adopt any new personnel policies and procedures as well as changes to existing personnel policies and procedures, in consultation with the Town Manager, or their designee(s).
- b. The Personnel Board shall provide advice and support for the development and adoption of an Employee Handbook. The Town Manager or their designee(s) shall be responsible for regular

revisions to the Employee Handbook. Once adopted and implemented, the Personnel Board shall review the Employee Handbook providing advice and support regarding any changes.

- c. The Personnel Board shall review and approve the Classification Plan ("Plan") and present the Plan to Town Meeting. The Classification Plan lists all approved Town positions and a summary job description for each position covered by this Bylaw. The Plan includes, but is not limited to, the following:
 - i. Grades which are defined as groups of positions whose duties and responsibilities are sufficiently similar that they share the same or similar description, title, and qualifications, so that compensation can be applied equitably to all positions in the grade; and
 - ii. Compensation Plan, defined as a list of the minimum and maximum wage or salary rates for each job title in the Classification Plan.
- d. The Personnel Board shall have oversight of the Plan, subject to input as follows
 - i. The Town Manager and their designee(s) shall provide recommendations to the Personnel Board concerning revisions to the Plan.
 - ii. The Town Manager and their designee(s) shall recommend to the Personnel Board on a regular basis any factors, such as cost of living or comparable municipal wage rates, that may affect the Classification and Compensation Plan.
- e. The Personnel Board shall consult with the Town Manager regarding any revisions and/or updates to existing non-wage personnel provisions including, but not limited to, the following list (see below). The Personnel Board shall provide advice and recommend updates to the Town's Personnel Policies and Procedures pertaining to non-wage provisions, including but not limited to the following:
 - i. Employment status
 - ii. In-training status for new or promoted employees
 - iii. Hours of work, including standard hours, work weeks, overtime administration and non-contiguous work
 - iv. Sick Leave accrual, use and payout provisions (if applicable)
 - v. Holiday Leave and Holidays Worked
 - vi. Vacation Leave accrual, use and payout provisions
 - vii. Bereavement Leave

- viii. Military Leave
 - ix. Jury Duty Leave
 - x. Unpaid Leaves of Absences, including the Family Medical Leave Act (FMLA), other Leave and Absences and Accrual during Leaves
 - xi. Interruption of Employment
- f. The Personnel Board shall prepare Articles for Town Meeting that pertain to this Bylaw. The Town Manager shall review and discuss proposed Articles with the Personnel Board before they are brought forward to the Select Board.
- g. The Personnel Board shall review job descriptions for new and existing jobs covered by this Bylaw and provide recommendations to the Town Manager for any changes or updates as necessary.
- h. The Personnel Board shall support the Town Manager, or their designee(s), in identifying human capital trends and internal HR programs and practices, and provide recommendations to ensure the Town’s workforce is diverse, equitably treated, and inclusive of others.

Article 7 – Fiscal Year 2024 Budget Line-Item Adjustments

On a MOTION made by Mr. Dane and duly seconded it was VOTED unanimously:

That the Town vote to amend the FY24 Budget approved under Article 9 of the 2023 Annual Town Meeting by making the adjustments shown in the handout pertaining to the Article, for a total net adjustment of \$0, for the purpose of rebalancing the FY24 Town Budget.

HANDOUT

HANDOUT, ARTICLE 7: FY2024 BUDGET LINE-ITEM ADJUSTMENTS

Motion: Mr. Dane moves that the Town vote to amend the FY24 Budget approved under Article 9 of the 2023 Annual Town Meeting by making the adjustments shown in the table below, for a total net adjustment of \$0, for the purpose of rebalancing the FY24 Town Budget.

Summary of Appropriations and Funding Sources:

Unlike other operating budgets, the Town’s budget is appropriated by Town Meeting in 16 distinct line items. Lines 1 – 11 appropriate what is commonly referred to as the “Guidelines” budget and lines 12 – 16 appropriate Fixed Costs shared by the Town and Concord Public Schools. Once appropriated, the Town Manager must then manage to the

Line No.	Department	FY24 Appropriation	Decrease	Increase	FY24 Appropriation (Adjusted 04.29.2024)
1	General Government	\$ 4,913,601	\$ (97,220)	\$ 515,402	\$ 5,331,783
2	Legal Services	\$ 450,000	\$ -	\$ -	\$ 450,000
3	Finance	\$ 2,473,813	\$ (40,740)	\$ -	\$ 2,433,073
4	Planning & Land Management	\$ 2,505,856	\$ (41,266)	\$ -	\$ 2,464,590
5	Human Services	\$ 3,451,331	\$ (56,837)	\$ -	\$ 3,394,494
6	Public Safety	\$ 11,928,437	\$ (196,441)	\$ -	\$ 11,731,996
7	Public Works	\$ 4,958,795	\$ (81,663)	\$ -	\$ 4,877,132
8	Employee Wellness	\$ 75,000	\$ (1,235)	\$ -	\$ 73,765
9	Reserve Fund	\$ 200,000	\$ -	\$ -	\$ 200,000
10	Salary Reserve Fund	\$ 755,000	\$ -	\$ -	\$ 755,000
11	Land Fund	\$ -	\$ -	\$ -	\$ -
Total: FYTown, General Fund		\$ 31,711,833	\$ (515,402)	\$ 515,402	\$ 31,711,833

“bottom line” of each line-item appropriation, rather than to the total warrant article appropriation. Adjustments to the Town’s budget are then only allowed, either by further Town Meeting action or at year-end with the approval of

the Finance Committee and the Select Board.

This article requests Town Meeting approval to make various adjustments as detailed above. As was noted at last year’s Annual Town Meeting, very late in the budget process, an error was discovered which resulted in an overallocation of \$515,402 in new money under the Finance Committee’s FY24 Guideline.

Due to the timing of the discovery, the **full** adjustment was posted against Line Item 1, General Government, with a note that additional corrective action would follow, which is what is now being presented here in Article 7.

Note that the increase proposed in Line Item 1 above reverses the temporary adjustment made at the 2023 Annual Town Meeting, while the decrease then assigns the Line’s equitable share of the required adjustment.

Article 8 – FY24 Town Budget

Upon a MOTION made by Mr. Dane and duly seconded, it was VOTED nearly unanimously:

That the Town raise and appropriate the sum of \$54,824,074, transfer the following amounts:

- \$275,790 from the Cemetery Fund;
- \$308,475 from the Sewer Fund;
- \$894,618 from the Water Fund;
- \$1,312,774 from the Light Fund;
- \$142,547 from the Solid Waste Fund;
- \$57,974 from the Swim & Fitness Fund;
- \$35,956 from the Telecom Fund;
- \$1,552 from PEG Access Fund;
- \$1,650,000 from the Pension Reserve Fund;
- \$137,354 from the Recreation Fund;
- \$3,500 from the Transportation Network Fund;
- and
- \$29,851 from the National Opioid Settlement Fund

for a total appropriation under Article 8 of \$59,674,465, as printed in the handout “Article 8, FY2025 Town Budget”, Items 1 – 16, for the necessary and expedient purposes of the Town for the Fiscal Year ending June 30, 2025, and that the same be expended only for such purposes under the direction of the Town Manager; and further, that the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment; and that the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health’s Rabies Clinic; and further that the Town appropriate \$67,808 from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2025.

HANDOUT

HANDOUT: ARTICLE 8, FY2025 TOWN BUDGET

Motion: That the Town raise and appropriate the sum of \$54,824,074, transfer the following amounts:


- \$275,790 from the Cemetery Fund;
- \$308,475 from the Sewer Fund;
- \$894,618 from the Water Fund;
- \$1,312,774 from the Light Fund;
- \$142,547 from the Solid Waste Fund;
- \$57,974 from the Swim & Fitness Fund;
- \$35,956 from the Telecom Fund;
- \$1,552 from PEG Access Fund;
- \$1,650,000 from the Pension Reserve Fund;
- \$137,354 from the Recreation Fund;
- \$3,500 from the Transportation Network Fund;
- and
- \$29,851 from the National Opioid Settlement Fund

for a total appropriation under Article 8 of **\$59,674,465**, as printed in the handout “Article 8, FY2025 Town Budget”, Items 1 – 16, for the necessary and expedient purposes of the Town for the Fiscal Year ending June 30, 2025, and that the same be expended only for such purposes under the direction of the Town Manager; and further, that the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment; and that the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health’s Rabies Clinic; and further that the Town appropriate \$67,808 from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2025.

Line No.	Item No.	Department	FY23 Appropriation	FY24 Appropriation (Original)	FY24 Appropriation (Revised)	FY24 Appropriation (Adjusted 04.29.2024)	As a result of Article 7 action	FY25 Appropriation
General Government								
1	A	Town Manager's Office	\$ 686,197	\$ 730,350	\$ 730,350	\$ 716,923		\$ 864,166
	B	Human Resources	\$ 595,606	\$ 573,682	\$ 573,682	\$ 563,451		\$ 481,562
	C	Information Systems (Technology)	\$ 1,348,980	\$ 1,757,756	\$ 1,757,756	\$ 1,726,409		\$ 1,828,904
	D	Town Meetings & Reports	\$ 117,919	\$ 95,400	\$ 95,400	\$ 93,699		\$ 100,000
	E	Facilities Administration	\$ 1,026,590	\$ 1,930,088	\$ 1,930,088	\$ 1,895,668		\$ 2,077,139
	F	Parks & Playgrounds	\$ 215,776	\$ 216,727	\$ 216,727	\$ 212,862		\$ 110,848
	G	Resource Sustainability	\$ 165,203	\$ 125,000	\$ 125,000	\$ 122,771		\$ 140,000
	H	Visitor's Center	\$ 37,970	\$ -	\$ -	\$ -		\$ -
	I	Adjustment		\$ -	\$ (515,402)	\$ -		\$ -
		sub-total:	\$ 4,194,241	\$ 5,429,003	\$ 4,913,601	\$ 5,331,783		\$ 5,602,619
2	A	Legal Services	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000		\$ 400,000
		total: General Government	\$ 4,644,241	\$ 5,879,003	\$ 5,363,601	\$ 5,781,783		\$ 6,002,619
Finance								
3	A	Finance Administration	\$ 555,491	\$ 647,927	\$ 647,927	\$ 637,257		\$ 756,342
	B	Treasurer-Collector	\$ 505,631	\$ 466,957	\$ 466,957	\$ 459,267		\$ 476,700
	C	Town Accountant	\$ 340,945	\$ 367,594	\$ 367,594	\$ 361,540		\$ 392,374
	D	Assessors	\$ 444,387	\$ 434,957	\$ 434,957	\$ 427,794		\$ 442,730
	E	Town Clerk	\$ 439,831	\$ 464,499	\$ 464,499	\$ 456,849		\$ 457,834
	F	Elections	\$ 89,374	\$ 80,714	\$ 80,714	\$ 79,385		\$ 60,289
	G	Registrars	\$ 10,452	\$ 11,165	\$ 11,165	\$ 10,981		\$ 13,458
		total: Finance	\$ 2,386,111	\$ 2,473,813	\$ 2,473,813	\$ 2,433,073		\$ 2,599,727



						As a result of Article 7 action			
									
Planning and Land Management									
4	A	Planning Administration	\$ 583,522	\$ 661,933	\$ 661,933	\$ 651,032	\$ 631,968		
	B	Natural Resources	\$ 449,396	\$ 449,610	\$ 449,610	\$ 442,206	\$ 456,982		
	C	Inspections	\$ 479,288	\$ 593,097	\$ 593,097	\$ 583,330	\$ 608,664		
	D	Health	\$ 462,035	\$ 561,895	\$ 561,895	\$ 552,642	\$ 598,077		
	E	Economic Vitality & Tourism	\$ 190,735	\$ 235,721	\$ 235,721	\$ 231,839	\$ 329,887		
	F	141 Keyes Road	\$ 48,840	\$ 3,600	\$ 3,600	\$ 3,541	\$ 3,143		
		total: Planning & Land Management	\$ 2,213,816	\$ 2,505,856	\$ 2,505,856	\$ 2,464,590	\$ 2,628,721		
Human Services									
5	A	Library	\$ 2,398,544	\$ 2,490,316	\$ 2,490,316	\$ 2,449,305	\$ 2,505,138		
	B	Senior Services							
		B1. Senior Services	\$ 630,527	\$ 652,076	\$ 652,076	\$ 641,337	\$ 670,851		
		B2. Harvey Wheeler Community Center	\$ 101,276	\$ 65,342	\$ 65,342	\$ 64,266	\$ 67,277		
	C	Recreation Services							
		C1. Recreation	\$ 114,569	\$ -	\$ -	\$ -	\$ -		
		C2. Hunt Recreation Center	\$ 93,375	\$ -	\$ -	\$ -	\$ -		
	D.	Human Services	\$ 74,286	\$ 93,350	\$ 93,350	\$ 91,813	\$ 97,738		
	E	Veteran's Services	\$ 78,734	\$ 86,647	\$ 86,647	\$ 85,220	\$ 84,525		
	F	Ceremonies & Celebrations	\$ 44,960	\$ 63,600	\$ 63,600	\$ 62,553	\$ 63,422		
		total: Human Services	\$ 3,536,271	\$ 3,451,331	\$ 3,451,331	\$ 3,394,494	\$ 3,488,951		
Public Safety									
6	A	Police Department	\$ 4,864,484	\$ 5,219,135	\$ 5,219,135	\$ 5,133,185	\$ 5,232,210		
	B	Animal Control Officer	\$ 28,500	\$ 29,260	\$ 29,260	\$ 28,778	\$ 29,393		
	C	Police-Fire Station	\$ 278,317	\$ 52,918	\$ 52,918	\$ 52,047	\$ 40,406		
	D	Fire Department	\$ 5,783,853	\$ 6,611,011	\$ 6,611,011	\$ 6,502,139	\$ 6,789,002		
	E	Emergency Management	\$ 16,000	\$ 14,550	\$ 14,550	\$ 14,310	\$ 14,194		
	F	West Concord Fire Station	\$ 21,309	\$ 1,563	\$ 1,563	\$ 1,537	\$ 1,691		
		total: Public Safety	\$ 10,992,463	\$ 11,928,437	\$ 11,928,437	\$ 11,731,996	\$ 12,106,896		

										As a result of Article 7 action		
												
Joint Accounts (Town - Concord Public Schools)												
12	A	Group Insurance	\$	7,468,322	\$	8,140,471	\$	8,140,471	\$	8,140,471	\$	8,000,000
	B	Property/ Liability Insurance	\$	378,000	\$	406,350	\$	406,350	\$	406,350	\$	539,412
	C	Unemployment	\$	120,000	\$	138,000	\$	138,000	\$	138,000	\$	140,760
	D	Worker's Compensation	\$	142,450	\$	163,818	\$	163,818	\$	163,818	\$	176,149
	E	Social Security & Medicare	\$	942,064	\$	989,168	\$	989,168	\$	989,168	\$	1,028,735
		sub-total:	\$	9,050,836	\$	9,837,807	\$	9,837,807	\$	9,837,807	\$	9,885,056
13	A	Retirement Assessment, General Fund	\$	3,381,101	\$	3,399,675	\$	3,399,675	\$	3,399,675	\$	4,349,746
	B	Retirement Assessment, Pension Reserve	\$	1,501,370	\$	1,650,000	\$	1,650,000	\$	1,650,000	\$	1,650,000
		sub-total:	\$	4,882,471	\$	5,049,675	\$	5,049,675	\$	5,049,675	\$	5,999,746
14	A	Debt Service, Within Levy Limit										
		A1. Town, Principal & Interest	\$	3,423,349	\$	3,698,148	\$	3,698,148	\$	3,698,148	\$	3,576,699
		A2. CPS, Principal & Interest	\$	741,752	\$	829,552	\$	829,552	\$	829,552	\$	806,651
		A3. Interest on Short-Term Notes	\$	70,000	\$	-	\$	-	\$	-	\$	70,000
		sub-total:	\$	4,235,101	\$	4,527,700	\$	4,527,700	\$	4,527,700	\$	4,453,350
	B	Debt Service, Excluded from Levy Limit										
		B1. Town, Principal & Interest	\$	326,294	\$	317,544	\$	317,544	\$	317,544	\$	303,794
		B2. CPS, Principal & Interest	\$	2,660,210	\$	3,592,220	\$	3,592,220	\$	3,592,220	\$	6,286,880
		B3. Interest on Short-Term Notes	\$	-	\$	-	\$	-	\$	-	\$	-
		sub-total:	\$	2,986,504	\$	3,909,764	\$	3,909,764	\$	3,909,764	\$	6,590,674
		total: Joint Accounts	\$	21,154,912	\$	23,324,946	\$	23,324,946	\$	23,324,946	\$	26,928,826
Total: Fiscal Year Appropriation			\$	50,889,957	\$	55,552,181	\$	55,036,779	\$	55,036,779	\$	59,674,465

Summary of Appropriations and Funding Sources:

Unlike other operating budgets, the Town’s budget is appropriated by Town Meeting in 16 distinct line items. Lines 1 – 11 appropriate what is commonly referred to as the “Guidelines” budget and lines 12 – 16 appropriate Fixed Costs shared by the Town and Concord Public Schools. Once appropriated, the Town Manager must then manage to the “bottom line” of each line-item appropriation, rather than to the total warrant article appropriation. Adjustments to the Town’s budget are then only allowed, either by further Town Meeting action or at year-end with the approval of the Finance Committee and the Select Board.

This chart shows a summary of the line-item appropriations on the left and a summary of the various funding sources supporting the appropriations on the right. As you can see, there are a variety of funding sources used to

support the Town's operating budget including property tax, local receipts and transfers from enterprise and other special revenue funds.

Appropriation:		Funding:	
Line Item	Line Item, description	Amount	Line Item, description
1 - 11	Guideline Budget	\$ 32,745,639	Raise & Appropriate
12A	Group Insurance	\$ 8,000,000	Light Fund, including Retirement Assessment
12B	Property/ Liability Insurance	\$ 539,412	Telecom Fund
12C	Unemployment	\$ 140,760	Water Fund, including Retirement Assessment
12D	Worker's Compensation	\$ 176,149	Sewer Fund, including Retirement Assessment
12E	Social Security & Medicare	\$ 1,028,735	Swim & Fitness Fund, including Retirement Assessment
13A	Retirement Assessment, General & Enterprise Funds	\$ 4,349,746	Solid Waste Fund
13B	Retirement Assessment, Pension Reserve	\$ 1,650,000	Cemetery Fund
14A	Debt Service within Levy	\$ 4,453,350	Recreation Fund
14B	Debt Service, Excluded from Levy	\$ 6,590,674	Pension Reserve
			PEG
			National Opioid Settlement Fund
			Transportation Network Fund
	Sub-total: Article 8, FY25 Town Budget	\$ 59,674,465	
	Additional Appropriations:		
	Dog Inoculation	\$ 1,000	Dog Inoculation Fees
	Septic Betterments, debt	\$ 67,808	Septic Betterment Fund
	Total: Article 8, FY25 Budget & Additional Appropriations	\$ 59,743,273	Total Revenue to Support Article 8
			\$ 59,674,465

Article 9 – Fiscal Year 2025 Capital Improvement and Debt Plan

Upon a MOTION made by Mr. Dane and duly seconded, it was VOTED by a near unanimous and more than two-thirds majority vote:

That the Town appropriate \$6,280,000, to be expended at the direction of the Town Manager, to pay costs of the fiscal year 2025 Capital Improvement and Debt Plan as printed in the Warrant, and that to meet this appropriation,

(i) the Town shall raise and appropriate the sum of \$2,180,000 to pay costs of the Tier I Capital Improvement Plan, and (ii) the Town Treasurer with the approval of the Select Board, is authorized to borrow by the issuance of bonds or notes of the Town under the provisions of G.L. c. 44, §7 or §8, or any other enabling authority, the sum of \$4,100,000 to pay costs of the Tier II Capital Improvement Plan.

WARRANT
FY2025 CAPITAL IMPROVEMENT AND DEBT PLAN

ARTICLE 9. To determine whether the Town will raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, § 7, the sums of money specified in the FY2025 Capital Improvement and Debt Plan, or any other sum, to be expended under the direction of the Town Manager, or take any other action relative thereto.

Capital Outlay (Tier One). Details by Town department/division are as follows for the capital outlay, designated Tier One (cash) portion of the Capital Improvement Plan, summarized in Table One, below:

General Government		Amount
Information Technology	Computers	\$ 120,000
Information Technology	Security Improvements	\$ 50,000
Information Technology	Public Safety computers & modems	\$ 10,000
Information Technology	Evaluate Building Security	\$ 50,000
Information Technology	Copiers and Multi-function printers	\$ 28,000
Finance		Amount
Town Clerk	Poll Place Scanner and Tabulator	\$ 10,000
Planning & Land Management		Amount
Planning & Land Management	Natural Resources	\$ 20,000
Planning & Land Management	Building & Inspections	\$ 100,000
Human Services		Amount
Library	Computer Equipment	\$ 15,000
COA	Transport Vehicle	\$ 113,000
Veterans Agent	Electric Vehicle	\$ 25,000
Public Safety		Amount
Police	Tasers	\$ 65,000
Police	Cruiser Laptops	\$ 70,000
Police	Public Safety Equipment	\$ 30,000
Police	Patrol Cruisers - Hybrid	\$ 220,000
Police	Policy & Training Mgmt. Software Upgrade	\$ 16,000
Police	Communications Center Upgrades	\$ 18,200
Fire	Miscellaneous Equipment/unforeseen	\$ 34,825
Fire	Turnout Gear (9 sets per year - change in FY25)	\$ 40,000
Fire	Medical Equipment upgrade	\$ 15,675
Public Works		Amount
Public Works - Engineering	Street Pavement Markings	\$ 102,000
Public Works - Engineering	Roadside Safety & Guardrail Improvements	\$ 171,000
Public Works - Engineering	Landfill Monitoring	\$ 28,300
Public Works - Engineering	Culvert & Bridge Repairs	\$ 25,000
Public Works - Engineering	Stormwater Mgt (MS4 compliance)	\$ 50,000
Public Works - Engineering	Pedestrian Safety & Bike Improvements	\$ 163,000
Public Works - Highway Maintenance	Small Equipment - Highway	\$ 10,000
Public Works - Highway Maintenance	Falcon Hotbox Trailer	\$ 47,000

Public Works - Highway Maintenance	H14 2009 Ford F-550 Dump/Plow	\$ 120,000
Public Works - Highway Maintenance	74,000 lbs. Capacity Mobile Vehicle Lift	\$ 80,000
Public Works - Highway Maintenance	Upgrade Fuel Master System	\$ 37,000
Public Works - Parks & Trees	Small Equipment - Parks & Trees	\$ 10,000
Public Works - Parks & Trees	Tree Planting - Public Shade Trees & Setback Trees	\$ 50,000
Public Works - Parks & Trees	Completion of Updated tree Inventory	\$ 136,000
Public Works - Facilities	Facilities replace miscellaneous tools & equipment	\$ 25,000
Public Works - Facilities	Facilities additional vehicle	\$ 75,000
Tier I Capital Improvement Plan Total		\$ 2,180,000

Borrowed Funds (Tier Two). Details by Town departments are as follows for the debt plan, designated Tier Two (funded through the issuance of debt, within levy) portion of the Capital Improvement Plan, summarized in Table Two, below:

DEPARTMENT	ITEM(S)	Tier II (Debt)
Police	Records Management System Upgrade	\$ 350,000
Police	Communications Center Upgrades	\$ 418,200
Public Works - Engineering	Parking Lot Rehabilitation	\$ 336,500
Public Works - Engineering	Road Pavement Management	\$ 2,120,300
Public Works - Engineering	Traffic Improvements	\$ 500,000
Public Works - Highway Maintenance	H23 2012 Freightliner 35,000GVWR	\$ 375,000
Tier II Capital Improvement Plan Total		\$ 4,100,000

FY2025 Capital Improvement and Debt Plan total: **\$6,280,000**

Prior Year Borrowed Funds (Tier Two). The following Capital project is funded through the transfer of previously authorized and unused debt article (Article 11 from 2023 Annual Town Meeting Warrant), which is no longer needed for its original intended purpose.

DEPARTMENT	ITEM(S)	Tier II (Debt)
Fire	Refurbish 2018 Pumper, Engine 4	\$ 210,000

Article 10 – OPEB Trust Fund Appropriation

Passed unanimously under the Consent Calendar.

Article 11 – OPEB Trust Fund Expenses

Passed unanimously under the Consent Calendar.

Article 12 – OPEB Trust Fund Appropriation

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

APPROPRIATION TO THE OPIOID PREVENTION PROGRAMS FUND

ARTICLE 12. To determine whether the Town will transfer from Certified Free Cash as of July 1, 2023 the sum of \$76,870.49 (unspent opioid settlement funds), or any other sum, to the Opioid Prevention Programs special revenue fund, or take any other action relative thereto.

Article 13 – Funding Public Safety during the Concord250 Celebrations in 2025 commemorating the Beginning of the American Revolution, April 19, 1775

Upon a MOTION made by Mr. Clayton and duly seconded, it was VOTED nearly unanimously:

That the Town take affirmative action on Article 13 as printed in the Warrant.

WARRANT
FUNDING PUBLIC SAFETY DURING THE
CONCORD250 CELEBRATIONS
IN 2025 COMMEMORATING THE BEGINNING
OF THE
AMERICAN REVOLUTION, APRIL 19, 1775

Article 13. To determine whether the Town will transfer from the Certified Free Cash Balance of July 1, 2023 the sum of \$350,000, with such appropriation to be expended under the direction of the Town Manager, to fund reasonably necessary public safety expenditures during Concord250 Celebrations in 2025, or to take any other action relative thereto.

Article 14 - Appropriation of Opioid Settlement Funds Received from State Settlement Fund

There was no action taken under this article.

Article 15. Establish a Permanent Senior Means Tested Property Tax Exemption

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT
ESTABLISH A PERMANENT SENIOR MEANS
TESTED PROPERTY TAX EXEMPTION

ARTICLE 15. To determine whether the Town will accept the provisions of Chapter 193 of the Acts of 2022 establishing a permanent Senior Means Tested Property Tax Exemption in the Town of Concord as approved by the Legislature on August 24, 2022, or take any other action relative thereto.

Article 16 - Create Stormwater Enterprise Fund

Upon a MOTION made by Mr. Weber and duly seconded, it was VOTED by a substantial majority:

That the Town take affirmative action on Article 16 by:

1. accepting the provisions of Mass. Gen. Laws c. 44 § 53F½ to authorize the establishment of a Stormwater Enterprise Fund, effective July 1, 2025;
2. and adopting a bylaw regarding such Stormwater Enterprise Fund as printed in Appendix Three to the Finance Committee Report on page 29.

Finance Committee Report - Appendix Three:

Create Stormwater Enterprise Fund Stormwater Utility Enterprise Fund Bylaw

1: General Provisions

A. Title. This bylaw shall be known as the “Stormwater Utility Enterprise Fund Bylaw of the Town of Concord, Massachusetts,” hereinafter referred to as the “bylaw.”

B. Purpose. The stormwater management program of

the Town shall be funded by revenue collected through the stormwater fee and such other revenue as may, from time to time, be appropriated. The stormwater management program is designed to collect and treat stormwater to promote the health and safety of the public, to protect property from flooding and the damage caused by stormwater runoff, to protect and manage water quality by controlling the level of pollutants in stormwater runoff, and to comply with federal and state stormwater management mandates and permits.

SECTION 2: Definitions

The following words, terms and phrases, when used in this bylaw, shall have the meanings ascribed to them in this section, except where the context clearly requires a different meaning:

STORMWATER: The surface water runoff from precipitation, whether or not collected and discharged via pipes.

IMPERVIOUS SURFACE: Any material or structure on or above the ground that prevents water from infiltrating into the underlying soil, including without limitation roads, paved parking lots and driveways, sidewalks, and rooftops.

STORMWATER FEE: The user fee imposed pursuant to this bylaw by the Town of Concord for providing Stormwater Management.

STORMWATER MANAGEMENT: All services provided by the Town which relate to the:

1. Transfer, control, conveyance, treatment or movement of Stormwater runoff through Town-owned infrastructure;
2. Maintenance, repair, grading and replacement of existing Stormwater Management Systems and Facilities owned by the Town;
3. Planning, development, design and construction of additional Stormwater Management Systems and Facilities to meet current and anticipated needs, including grading of roads to facilitate the movement of Stormwater;
4. Regulation of the use of Stormwater Management services, systems and facilities;
5. Compliance with applicable local, state and federal Stormwater Management; and
6. Services addressing the quality of Stormwater runoff as well as the quantity thereof.

STORMWATER MANAGEMENT SYSTEMS AND

FACILITIES: Natural and manmade channels, swales, ditches, rivers, streams, brooks, creeks, wetlands, branches, reservoirs, ponds, drainageways, drainage structures, conveyances, storm drains, catch basins, inlets, gutters, pipes, culverts, bridges, headwalls, storm sewers, lakes, outfalls, and other physical works, properties, and improvements that collect,

transport, transfer, control, pump, treat, convey, detain, retain, dispose of, or otherwise influence the movement of Stormwater runoff.

SECTION 3: Responsibility for Stormwater Management

The Concord Public Works shall be responsible for Stormwater Management and all Town owned or accepted Stormwater Management Systems and Facilities.

SECTION 4: Stormwater Utility Enterprise Fund

- a. A Stormwater Fund shall be created to hold the revenue collected through Stormwater Fees and such other funds as may be appropriated or gifted to said Stormwater Utility Enterprise Fund from other sources, including grants and loans.
- b. The Stormwater Utility Enterprise Fund may be used for any lawful Stormwater Management purpose including:
 - i. The acquisition by gift, purchase or condemnation of real and personal property, or interests therein necessary to construct, operate and maintain Stormwater Management Systems and Facilities;
 - ii. All direct and indirect costs of the Town applicable to the administration and implementation of Stormwater Management programs pursuant to generally accepted accounting practices (GAAP); and
 - iii. Inspection and enforcement pursuant to any applicable federal, state or Town law or regulation regarding Stormwater Management.

SECTION 5: Establishment of Stormwater Fees

- a. There shall be a fixed schedule of prices or rates established by the Public Works Commission which shall not be changed more often than once each year. Changes in rates shall not be made unless the proposed new rates are first published in a newspaper in general circulation in Concord, which may be an internet-based newspaper, and considered at a public hearing held for this purpose.
- b. The Director of Public Works shall, on an annual basis, recommend an annual budget for stormwater Management to the Town Manager for inclusion in the Annual Town Budget.
- c. The Stormwater Management budget shall, beginning no earlier than the fiscal year beginning July 1, 2025, include proposed Stormwater Fees established pursuant to the authority in Mass. Gen. 31 Laws c. 83, § 16, which, along with other revenues in the Stormwater Fund, are sufficient to pay for the Town's annual Stormwater Management budget, including

operating and capital expenses.

- d. The Stormwater Fee shall be imposed on each parcel within the Town whether occupied or not, and whether owned by the Town, another public entity, or a private entity. The Stormwater Fee shall not be imposed on public streets, highways and public rights-of way.

SECTION 6: Billing, Stormwater Utility Enterprise Fund, Credits

- a. Stormwater Fees shall be billed at least annually and no more frequently than in twelve monthly increments, as determined by the Public Works Commission.
- b. The Town may impose a late fee for unpaid Stormwater Fees and may utilize any other remedy for enforcement of unpaid Stormwater Fees under applicable law.
- c. Failure of the Town to send a bill for Stormwater Fees shall not relieve a property owner from the obligation to pay Stormwater Fees.
- d. The Town may back bill for Stormwater Fees not previously billed in prior billing cycles, but may not bill for late fees or delinquency charges in connection with such back billing.
- e. Stormwater Fees shall be billed to the record owner of a property and may be consolidated in the same bill as is sent to a property owner for other services provided by the Town.
- f. The Public Works Commission shall develop a proposed Stormwater Management credit policy which shall provide credits or adjustments for Stormwater Fees to be applied to properties with Stormwater improvements made by the property owner, land retained without impervious surface, or properties based on an owner's income.

SECTION 7: Appeals

- a. In the event a property owner believes that a Stormwater Fee applied to it has been incorrectly charged, the property owner may, within thirty (30) days of the issuance of an invoice for a Stormwater Fee, and after full payment of the Stormwater Fee charged, apply to the Concord Public Works for an abatement of all or part the Stormwater Fee. Such application shall be supported by such information as is necessary for a reasonable person to conclude that the Stormwater Fee was incorrectly charged.
- b. Concord Public Works shall have sixty (60) days to consider an application for abatement and render a written decision approving or denying the application, in whole or in part.
- c. A property owner aggrieved by Concord Public Works' denial of its application for an abatement under this Section 6 may request a hearing

before the Public Works Commission within thirty (30) days of the date of the Concord Public Works' decision. The request for a hearing shall be in writing and shall specify the basis for the property owner's dispute of the Concord Public Works' decision.

- d. The Public Works Commission shall set a date for a hearing which shall be within sixty (60) days of the filing of the appeals, and notice setting forth the place, date and time of hearing shall be sent to the property owner at least ten (10) day prior to the hearing date.
- e. The Public Works Commission shall render a written decision within thirty (30) days of the conclusion of the hearing affirming the decision of the Concord Public Works or reversing the action in whole or in part and specifying the amount of Stormwater Fees (if any) to be paid or credited the property owner.
- f. Nothing herein shall limit the ability of a property owner to seek an abatement of Stormwater Fees pursuant to the provisions of Mass. Gen. Laws c. 83, § 16E.

Article 17 – Nagog Pond Improvements and PFAS Mitigation

Upon a MOTION made by Mr. Weber and duly seconded, it was VOTED unanimously:

That the Town appropriate the sum of \$50,000,000, to be expended at the direction of the Town Manager, for the construction of water supply and water treatment facilities and improvements associated with the Nagog Pond water treatment plant, associated water main/intake improvements, and PFAS mitigation at impacted water supplies, including engineering, regulatory and other related services and costs necessary for said facilities and improvements; and that to meet this appropriation the Treasurer with approval of the Select Board be authorized to borrow said amount under the provisions of G.L. c. 44, §8(4), or any other enabling authority, and to issue bonds or notes of the Town therefor. All or any portion of the borrowing authorized by this vote may be obtained through the Massachusetts Clean Water Trust and/or the Massachusetts Water Resources Authority.

Article 18 – Select Board to Accept Easements

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

SELECT BOARD TO ACCEPT EASEMENTS

ARTICLE 18. To authorize the Select Board, until July 1, 2025, to acquire on behalf of the Town easements for the following purposes: roads, sidewalks, vehicular, bicycle or pedestrian access or passage, water, drainage, sewer,

fiber-optic cable, electricity and other utilities, where such easements are acquired at no cost to the Town and are required pursuant to a land use permit, site plan review, agreement for utility or drainage, agreement for construction, use, operation and maintenance of infrastructure, or memorandum of understanding.

Article 19 – Minuteman Regional Technical High School District Budget

Upon a MOTION made by Mr. Ledoux and duly seconded, it was VOTED unanimously:

That the Town raise and appropriate the sum of \$1,732,805 for the Town's assessed portion of funds for the necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2025.

Article 20 – Concord-Carlisle Regional School District Budget

Upon a MOTION made by Ms. Marano and duly seconded, it was VOTED by an overwhelming majority:

That the Town raise and appropriate the sum of \$26,140,908 as the Town's apportioned share of funds for the necessary and expedient purposes of the Concord-Carlisle Regional School District for the fiscal year ending June 30, 2025, and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.

A MOTION was made by Mr. Patel and duly seconded to amend the article, by reducing the sum to be raised and appropriated by \$120,583. The amendment FAILED for lack of majority.

At 10:30pm, the Moderator announced that the meeting would adjourn at the Concord Carlisle High School at 7:00pm on Tuesday, April 30, 2024.

The Adjourned session of the Annual Town Meeting was called to order at 7:02pm.

ANNUAL TOWN MEETING, Adjourned Session Concord Carlisle High School Gymnasium April 30, 2024, 7:00pm

Town Moderator Carmin Reiss called the adjourned session of the Annual Town Meeting to order at 7:02pm, having determined that a sufficient number of voters were present. A total of 977 voters were in attendance on Tuesday, April 30th.

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

Ms. Reiss announced five Finance Committee

appointments and thanked those who completed their tenure on the Committee.

Eric Dahlberg and Margaret Briggs were reappointed to their second three-year terms.

Patricia Geyer, Sri Tupil, and Paul Rodriguez were appointed to their first three-year terms.

Parashar Patel, outgoing Finance Committee Chair and departing Finance Committee member and former Chair Chris Reynolds were recognized for their extraordinary service to the Town.

During the customary moment of silence, Ms. Reiss reminded voters: "Our Town motto is on the seal here on the front of the podium. It says: Quam Firma Res Concordia. Loosely translated it means, 'How strong is harmony.' Harmony consists of a lot of different voices, disparate voices that somehow found a way to come together and make a single, beautiful, coherent song. So let us this evening do our best despite our differences and our disparate points of view to make our decisions in harmony and not allow decisions of this evening to be decisions between us tomorrow as neighbors and fellow citizens."

On a motion duly made by Mr. Dane and seconded, it was voted by a substantial majority that no new business be taken up after 10:15 pm and that when the meeting is adjourned, it be adjourned to Wednesday, May 1st at Concord Carlisle High School beginning at 7:00pm.

Article 34 was taken up as the next order of business. Article 34 had been prescheduled by the Moderator due to the high interest in the article.

Article 34 – Zoning Bylaw Amendment: Zoning Map & MBTA Communities Multi-Family Overlay District

Upon a MOTION made by Ms. Miller and duly seconded, it was VOTED:

That the Town (1) take affirmative action on Article 34 as printed in the Warrant and (2) amend the Zoning Map to add the five (5) MBTA Communities Multi-family Zoning Overlay Districts as described in the Warrant and as shown in the handout.

WARRANT

ARTICLE 34. To determine whether the Town will amend the Zoning Bylaw and Zoning Map as follows: (1) add to Section 2.1 (Classification of Districts) the MBTA Communities Multi-family Overlay District; (2) add to Section 2.2 (Zoning Map) the MBTA Communities Multi-family Overlay District, which consists of five overlay subdistricts; (3) amend Table IV (Minimum Parking); and (4) add Section 7.11 MBTA Communities Multi-family Overlay District as follows (deletions are shown in ~~strikeout~~ and additions in **bold italics** for emphasis only); or take any other action relative thereto:

1. Add at the end of Section 2.1, Classification of Districts, the following:

MBTA Communities Multi-family Overlay District (MCMOD)

2. Amend the last paragraph of Section 2.2 Zoning Map to read as follows:

MBTA Communities Multi-family Overlay District, Town of Concord, April 2023, consisting of five sub-districts (Scale 1" to 1,400').

The Conservancy Districts, ~~and~~ the Wireless Communication Facility(s) Overlay District and the MBTA Communities Multi-family Overlay District (MCMOD) are overlay districts whose boundaries are superimposed on the Residential, Commercial, Industrial and By-Pass Districts established by this Bylaw. Said zoning maps are hereby made part of this Bylaw and shall be filed in the Office of the Town Clerk.

3. Amend the Residential Uses row of Table IV, Minimum Parking as follows:

RESIDENTIAL USES

Single-, and two-family, and multi-family dwellings and planned residential developments	Two (2) spaces per dwelling unit or one and one-half (1-1/2) spaces per dwelling unit for subsidized low and moderate income housing or elderly housing developments.
---	---

4. Add Section 7.11 MBTA MULTI-FAMILY OVERLAY DISTRICT as follows (all language is new, but not shown in bold italics):

7.11.1 Purpose.

The purpose of the MBTA Communities Multi-family Overlay District (MCMOD) is to allow multi-family housing as of right, subject to site plan review, in accordance with this Section and M.G.L. c. 40A, § 3A.

7.11.2 Standards.

7.11.2.1 The MCMOD shall not replace existing zoning districts but shall be superimposed on the underlying zoning district(s) as shown on the Zoning Map. The regulations for uses, dimensions, and all other provisions of the Zoning Bylaw governing the respective underlying zoning district(s) shall remain in full force, except for uses allowed as of right in the MCMOD. Uses that are not identified in Section 7.11 are governed by the requirements of the underlying zoning district(s).

7.11.2.2 The MCMOD contains the following sub-districts, all of which are shown on the MCMOD Map:

Subdistrict #1: Lower Lowell Road & Keyes Road

Area

Subdistrict #2: Upper Lowell Road Area

Subdistrict #3: Thoreau Street & Sudbury Road Area

Subdistrict #4: Baker Avenue Area

Subdistrict #5: Elm Street Area

7.11.3 Definitions

For purposes of this Section 7.11, the following definitions shall apply.

7.11.3.1. Compliance Guidelines. The Executive Office of Housing & Livable Communities' (EOHLC) Compliance Guidelines for Multi-Family Zoning Districts Under Section 3A of the Zoning Act dated August 17, 2023, as further revised or amended from time to time.

7.11.3.2. Multi-family housing. A building with three or more residential dwelling units or two or more buildings on the same lot with more than one residential dwelling unit in each building.

7.11.3.3. Subdistrict. An area within the MCMOD that is geographically smaller than the MCMOD district and differentiated from the rest of the district by uses, dimensional standards, development standards or location as identified in Section 7.11.2.2.

7.11.4 Dimensional Requirements

SUBDISTRICT 1 – Lower Lowell Road & Keyes Road Area

Lot Requirements		Setback Requirements	
Frontage Ex-ception	--	Primary street setback	10 ft.
Minimum lot size	20,000 sq. ft.	Secondary street	15 ft.
Maximum lot coverage	40%	Side Yard Setback	15 ft.
Minimum lot width	--	Rear Yard setback	15 ft.
Maximum density	15 units per acre	Special setback for corner lots	Corner clearance 10 ft.

Building height (max)	3 floors
Open space percentage required	20%

SUBDISTRICT 2 – Upper Lowell Road Area

Lot Requirements		Setback Requirements	
Frontage Exception	--	Primary street setback	10 ft.
Minimum lot size	20,000 sq. ft.	Secondary street	15 ft.
Maximum lot coverage	40%	Side Yard Setback	15 ft.
Minimum lot width	--	Rear Yard setback	15 ft.
Maximum density	15 units per acre	Special setback for corner lots	Corner clearance 10 ft.

Building height (max)	3 floors
Open space percentage required	20%

SUBDISTRICT 3 – Thoreau Street & Sudbury Road Area

Lot Requirements		Setback Requirements	
Frontage Exception	--	Primary street setback	10 ft.
Minimum lot size	10,000 sq. ft.	Secondary street	15 ft.
Maximum lot coverage	40%	Side Yard Setback	15 ft.
Minimum lot width	--	Rear Yard setback	15 ft.
Maximum density	15 units per acre	Special setback for corner lots	Corner clearance 10 ft.

Building height (max)	3 floors
Open space percentage required	20%

SUBDISTRICT 4 – Baker Avenue Area

Lot Requirements		Setback Requirements	
Frontage Exception	--	Primary street setback	20 ft.
Minimum lot size	20,000 sq. ft.	Secondary street	15 ft.
Maximum lot coverage	40%	Side Yard Setback	15 ft.
Minimum lot width	--	Rear Yard setback	20 ft.
Maximum density	15 units per acre	Special setback for corner lots	Corner clearance 10 ft.

Building height (max)	3 floors
Open space percentage required	20%

SUBDISTRICT 5 – Elm Street Area

Lot Requirements		Setback Requirements	
Frontage Exception	--	Primary street setback	20 ft.
Minimum lot size	20,000 sq. ft.	Secondary street	15 ft.
Maximum lot coverage	40%	Side Yard Setback	15 ft.
Minimum lot width	--	Rear Yard setback	20 ft.
Maximum density	15 units per acre	Special setback for corner lots	Corner clearance 10 ft.

Building height (max)	3 floors
Open space percentage required	20%

7.11.5 Affordability Requirement

All residential developments, whether new construction, substantial rehabilitation, expansion, reconstruction, or residential conversion, where such development consists of ten (10) or more units shall have at least 20% of the

dwelling units (and no fewer than one unit) available as affordable units at 80% area median income (AMI) and included on the Town's Subsidized Housing Inventory (SHI). For the purpose of calculating the number of affordable units required, the unit requirement shall round up to a whole unit for any fraction of .5 or above.

If EOHLIC determines in writing that the Town has not shown this 20% requirement to be feasible, at least 15% of the dwelling units in any development shall be affordable units with household income limited to 80% of the Area Median Income and eligible for inclusion on the Subsidized Housing Inventory. If EOHLIC determines in writing that the Town has not shown this 15% requirement to be feasible, at least 10% of the dwelling units in any development shall be affordable units with household income limited to 80% of the Area Median Income and eligible for inclusion on the Subsidized Housing Inventory.

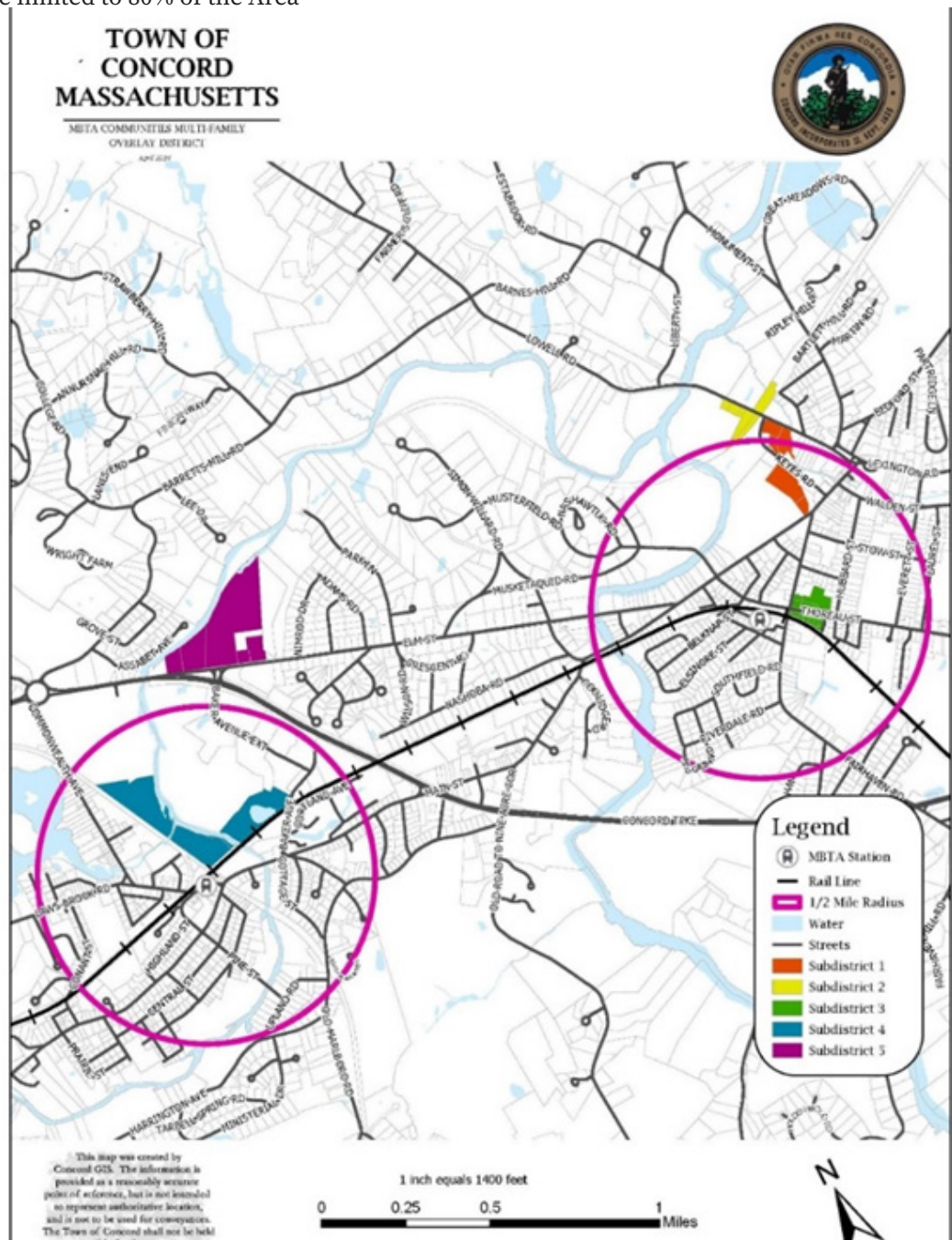
7.11.6 Site Plan Review

Development under Section 7.11 requires Site Plan Review by the Planning Board under Section 11.8. The Planning Board shall adopt MBTA Communities Multi-family Zoning Site Plan Rules and Regulations to facilitate site layout, building design, and outdoor amenity spaces. The Planning Board may impose reasonable terms and conditions, consistent with the parameters established by EOHLIC's Compliance Guidelines, to promote these objectives and serve the purposes of Section 7.11 and Section 11.8. Approval may reasonably condition matters such as vehicular and pedestrian access and circulation on site, stormwater management, architectural design of a building, site design and layout, lighting, and screening for adjacent properties. The Planning Board may require a performance guarantee to ensure compliance with these conditions.

HANDOUT

Article 34: Zoning Bylaw Amendment – Zoning Map & MBTA Communities Multi-family Overlay District

Recommendation: The Planning Board unanimously recommends affirmative action on Article 34 for the reasons explained in the Warrant. The following map depicts the proposed five MBTA Communities Multi-family Overlay Subdistricts as described in the Warrant:



Article 21 – Amenities Building at Concord-Carlisle High School

There was no action taken under Article 21.

Article 22 – Authorize New Middle School Naming - Name the New Concord Middle School Ellen Garrison Middle School

Upon a MOTION made by Mr. Palumbo and duly seconded, it was VOTED by an overwhelming majority:

That the Town ask the School Committee to name the publicly financed and owned property currently being built at 923 Old Marlboro Road in Concord, Massachusetts as Ellen Garrison Middle School.

A MOTION was made by Mr. Kerr and duly seconded to amend the main motion as follows:

*Mr. Palumbo moves that the Town ask the School Committee **to identify and implement appropriate ways for Ellen Garrison to be honored including, but not limited to, naming the main school building of the Concord Middle School** name the publicly financed and owned property currently being built at 923 Old Marlboro Road in Concord, Massachusetts **for** as Ellen Garrison Middle School.*

The motion FAILED for lack of majority.

A resident asked for a count of the vote for the benefit of the School Committee, which the Moderator declined to do. She did, however, note (following the vote under Article 23) that 973 voters were checked in at the time the vote under article 22 was taken.

Article 23 – Concord Public Schools Operating Budget

Upon a MOTION made by Ms. Anderson and duly seconded, it was VOTED nearly unanimously:

That the Town take affirmative action on Article 23 as printed in the handout.

HANDOUT

That the Town appropriate the sum of \$46,515,714 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2025; and that the same be expended only for such purposes and under the direction of the Concord School Committee, and further that an additional sum of \$76,308 be transferred from Free Cash, said sum representing the specific amount received by the Town , on behalf of Concord Public Schools, through the Commonwealth's School of Origin Transportation Pilot program, for the purpose of reimbursing additional transportation expenses arising from students residing at the homeless shelter at 740 Elm St, Concord, MA, said sum requiring further municipal appropriation by Town Meeting.

Article 24 – Concord Public Schools Capital Budget

Upon a MOTION made by Ms. Anderson and duly seconded, it was VOTED by a near unanimous and more

than two-thirds majority:

That the Town appropriate \$446,000, to be expended at the direction of the School Committee, to pay costs of remodeling, constructing, reconstructing or making extraordinary repairs, including original equipment and related work, at various Concord Public School buildings, and that to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is authorized to borrow said amount under the provisions of G.L. c. 44, §7(1) or any other enabling authority, and to issue bonds or notes of the Town therefor.

Article 25 – Appropriation to Middle School Stabilization Fund

There was no action taken under Article 25.

* * *

Ms. Reiss announced that she would step down from the stage in order to present Article 26. Deputy Moderator Carrie Flood took over in the gymnasium and Assistant Moderator Michael Lawson assumed Deputy Moderator duties in the auditorium for the next four Articles.

A MOTION was made by Mr. Perry and duly seconded to adjourn the meeting until tomorrow evening. The motion FAILED for lack of majority.

Article 26 – Town Meeting Study Committee

Upon a MOTION made by Ms. Reiss and duly seconded, it was VOTED unanimously that the Town take affirmative action on Article 26 as printed in the Warrant.

WARRANT

TOWN MEETING STUDY COMMITTEE

ARTICLE 26. To determine whether the Town will establish a Town Meeting Study Committee to review Concord's town meeting processes and to formulate recommendations to make town meeting more inclusive, effective, and responsive to the needs and desires of the town, in accordance with the following charge:

MEMBERSHIP: The Committee shall consist of nine (9) registered voters of the Town, appointed by the Moderator. The members shall have among them the following experience and expertise:

- Knowledge of town government structure
- Familiarity with Massachusetts statutes regulating local government
- A history of attendance at town meeting
- Knowledge of communication, voting, and remote participation technology
- Familiarity with common social media platforms

The Committee shall elect its own Chair and shall observe the Open Meeting Law. The Moderator and a Select Board member designated by the Select Board shall serve as ex officio non-voting members of the Committee.

STAFF SUPPORT: Staff support and the assistance of Town Counsel shall be provided to the Committee, subject to prior approval by the Town Manager.

CHARGE: The Committee shall assess the strengths and weaknesses of the current town meeting process and explore options to enhance the opportunity for citizens to participate in the formulation of the decisions that town meetings are authorized to make and to encourage them to do so. The Committee may form subcommittees to carry out its work.

1. The Committee shall review:
 - a. Voter participation in town meeting and town elections since 2000
 - b. Concord Town Meeting Study Report of 1996 and related data analysis
 - c. Concord Town Governance Study Report of 2015
 - d. Recent Studies of Open Town Meeting completed by Massachusetts towns similar to Concord
 - e. Any additional background materials that it determines to be relevant to its charge
2. The Committee shall consider the following topics:
 - a. Scheduling
 - b. Communication and education
 - c. Format and location of pre-meeting public hearings
 - d. Format and location of town meetings
 - e. Management of warrant articles
 - f. Voting methods and procedures, including electronic voting
 - g. Accommodation of persons with disabilities
 - h. Remote participation
 - i. Options for referenda on town meeting votes
 - j. Town meeting procedures employed by other communities
 - k. Any additional areas the Committee determines to be relevant to its charge
3. The Committee will seek public input by
 - a. Inviting public comment at each of the Committee's scheduled meetings
 - b. Reviewing and compiling correspondence received from the public
 - c. Holding one or more public hearings
 - d. Conducting one or more town-wide survey(s) on town meeting issues
 - e. Providing press releases on its activities to The Concord Bridge
 - f. Other means as determined by the Committee
4. The Committee shall present a draft report to the

Select Board by November 30, 2024.

5. The Committee shall present a written report to 2025 Annual Town Meeting which includes:
 - a. Options identified to make town meeting more inclusive, effective, and responsive to the needs and desires of the town;
 - b. Evaluation of the options identified for consistency with state law and compatibility with Concord's overall town government structure;
 - c. Summary of requirements and estimated cost and for implementation and continued operation of the options identified;
 - d. Recommendations.

TERM: The Committee will be dissolved one month following the conclusion of 2025 Annual Town Meeting, or at such later time as the Moderator directs upon request from the Committee, but in no event later than the conclusion of 2026 Annual Town Meeting.

At 10:43pm, Town Meeting adjourned to reconvene at the Concord Carlisle High School at 7:00pm on Wednesday, May 1, 2024.

**ANNUAL TOWN MEETING, Adjourned Session
Concord Carlisle High School Gymnasium
May 1, 2024, 7:00pm**

Town Moderator Carmin Reiss called the adjourned session of the Annual Town Meeting to order at 7:02pm, on Wednesday, May 1, 2024 at the Concord Carlisle High School (CCHS) having determined that a sufficient number of voters were present. A total of 439 voters were in attendance on Wednesday, May 1st.

Following introductory and procedural remarks, Ms. Reiss appointed Mr. Fisher as Head Teller, Mr. Sommer was appointed as Assistant Head Teller, and Mr. Wells was appointed as Ballot Supervisor, and Ms. Rainey to be Assistant Ballot Supervisor. Tellers and Ballot Counters were sworn in by the Moderator and thanked for their service.

On a motion made by Mr. Dane and seconded, it was VOTED to adjourn the Annual Town Meeting to commence with the Special Town Meeting at 7:10pm to return to Annual Town Meeting upon the conclusion of the Special Town Meeting. Special Town Meeting minutes exist as a separate document.

The Annual Town Meeting resumed at 8:00pm following the dissolution of the Special Town Meeting.

Ms. Reiss stepped down from her duties as Moderator so that Deputy Moderator Ms. Flood could again preside over Articles 27, 28, and 29. Assistant Moderator Mr. Lawson again presided in the auditorium.

Article 27 – Citizen Petition: Town Meeting Voting Reform

A MOTION was made by Mr. Gonatas and duly seconded to take affirmative action on Article 27 as printed in the Warrant.

On a MOTION made by Mr. Dane and duly seconded it was VOTED by a clear majority to refer Article 27 to the Town Meeting Study Committee as established by Article 26.

WARRANT ARTICLE

CITIZEN PETITION: TOWN MEETING VOTING REFORM

ARTICLE 27. Beginning in 2025 and thereafter, all warrant articles for Town Meeting shall be presented to all registered voters in a Town special election to be held within three weeks of Town Meeting. The special election shall bind the Town, any vote to the contrary in Town Meeting notwithstanding.

Article 28 – Citizen Petition: Remote Participation at Annual and Special Town Meetings

A MOTION was made by Mr. Gillis that the Town authorize the Select Board to request a home rule petition from the General Court to allow remote participation at Concord Annual and Special Town Meetings with language substantially in the form of the draft bill in the current Town Warrant.

On a MOTION made by Mr. Dane and duly seconded it was VOTED by an overwhelming majority to refer Article 28 to the Town Meeting Study Committee.

Article 29 – Citizen Petition: Use of Hand-Held Electronic Voting at Town Meetings

A MOTION was made by Mr. Mark Martines that the Town utilize electronic voting devices, hereinafter referred to as “clickers”, as the primary method to tabulate and record votes at Concord Special and Annual Town Meetings beginning in 2025 or thereafter as stated in Article 29 of the 2024 Annual Town Meeting Warrant.

On a MOTION made by Mr. Dane and duly seconded it was VOTED by a majority to refer Article 29 to the Town Meeting Study Committee.

Article 30 – Authorize Select Board to Petition for Changes to Previously Approved Home Rule Petition Regarding a Check out Bag Charge

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

AUTHORIZE SELECT BOARD TO PETITION FOR CHANGES TO PREVIOUSLY APPROVED HOME RULE PETITION REGARDING A CHECK OUT BAG CHARGE

ARTICLE 30. To determine whether the Town will authorize the Select Board to request an amendment of the petition for home rule legislation to authorize imposition of a check-out bag charge, previously submitted to the General Court in accordance with the vote of 2022 Annual Town Meeting on Article 37, by amending the definition of “Retail Establishment” as set forth below (amendment is highlighted in bold italics for illustration only):

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

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

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

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

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

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

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

(b) The Town Manager or his/her designee may adopt and amend rules and regulations to effectuate the purposes of this law.

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

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

Article 31 – Update the Town Goals to Meet the Climate Challenge

Upon a **MOTION** made by Mr. Hubbard-Nelson and duly seconded, it was **VOTED** by an overwhelming majority:

That the Town take affirmative action on Article 31 as printed in the Warrant.

WARRANT

ARTICLE 31. To determine whether the Town will:

- a) Declare a Climate Emergency, in recognition that climate change threatens humanity and that we could do significantly more to mitigate the harms imposed by climate change.
- b) Update Concord’s Energy Goals (2017 Annual Town Meeting, Article 51) to better align with the Commonwealth’s greenhouse gas emission reduction goals by providing that Concord will strive to reduce emissions by 50% by 2030, 75% by 2040 and by 85% by 2050 from the baseline established in 2008.

Article 32 – Fossil Fuel-Free Demonstration: Bylaw Amendments for Program Participation

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

FOSSIL FUEL-FREE DEMONSTRATION: BYLAW AMENDMENTS FOR PROGRAM PARTICIPATION

ARTICLE 32. To determine whether the Town will authorize amendments to the bylaw initially adopted by 2021 Annual Town Meeting Article 31, and later amended and reauthorized by January 2023 Special Town Meeting Article 1 to reflect suggestions from the Massachusetts Department of Energy Resources (DOER), as follows (deleted text is shown in ~~strikeout~~ and added text is shown in bold *italics* for illustration only):

PROHIBITION ON THE EXPANSION OF FOSSIL FUEL INFRASTRUCTURE FOR NEW CONSTRUCTION AND MAJOR RENOVATIONS

1. Purpose

This Bylaw is adopted by the Town of Concord to protect the health, safety and welfare of the inhabitants of the town from the effects of air pollution, including greenhouse gas emissions that are contributing to climate change, and from fuel leaks and explosions that threaten the Town and its inhabitants.

2. Definitions

For the purposes of this bylaw, the following definitions shall apply:

“Building” shall have the same meaning as set forth in Section 1.3.4 of the Concord Zoning Bylaw, provided that the pertinent structure is or will be furnished with a heating or hot water system.

“Effective Date” shall mean ~~December 1, 2022, or six months~~ **ninety (90) days** following the date by which the Town is authorized by the Massachusetts General Court Department of Energy Resources to regulate fossil fuel infrastructure, ~~whichever is later.~~

“Fossil Fuel-Free Demonstration” shall mean codified by the entirety of 225 CMR 24.00, the Fossil Fuel-Free Demonstration

“New Building” shall mean any new construction that will require heating or cooling and that is associated with a valid building permit application on or after the effective date of this bylaw, including but not limited to, construction (a) on a vacant lot, (b) to replace a demolished building, or (c) of a new accessory building constructed on an existing residential or commercial property.

“On-Site Fossil Fuel Infrastructure” shall mean piping for coal, ~~fuel gas, fuel~~ oil, natural gas or other fuel hydrocarbons, including synthetic equivalents, or other fossil fuels that is are in a building, in connection with a building, or otherwise within the property lines of a premises, extending from a supply tank or from the point of delivery behind a gas meter or the ~~(customer-side of a gas meter).~~

“Major Renovation” shall be defined as in 225 CMR 24:

- (a) low-rise residential additions over 1,000 square feet and additions exceeding 100% of the conditioned floor area of the existing dwelling unit;**
- (b) additions over 20,000 square feet and additions that exceed 100% of the conditioned floor areas of the existing building for all building use types except low-rise residential;**
- (c) Level 3 Alterations as defined in the International Existing Building Code (IEBC 2021) (which exceed 50% of the existing conditioned floor area) exceeding 1,000 square feet for low rise residential, or exceeding 20,000 square feet for all other building uses;**
- (d) Change of use of over 1,000 square feet per International Energy Conservation Code (IECC 2021) § R505; or**
- (e) change of use of over 20,000 square feet or change of use of 100% of the conditioned floor areas of the existing building for all building use types except low-rise residential, International Energy Conservation Code (IECC 2021) § C505.**

“Specialized Energy Code” shall mean codified by the en-

tirety of 225 CMR 22.00 and 23.00 including Appendices RC and CC, the Specialized Energy Code adds residential and commercial appendices to the Massachusetts Stretch Energy Code, based on amendments to the respective net-zero appendices of the International Energy Conservation Code (IECC) to incorporate the energy efficiency of the Stretch energy code and further reduce the climate impacts of buildings built to this code, with the goal of achieving net-zero greenhouse gas emissions from the buildings sector no later than 2050.

3. Applicability and Exemptions

3.1. On and after the Effective Date, no building permit shall be issued by the Town for the construction of New Buildings or Major Renovations that include the installation of new On-Site Fossil Fuel Infrastructure subject to this Chapter. **With adoption of the Fossil Fuel-Free Demonstration, and upon approval by DOER, the following amendments to the Specialized Energy Code are adopted. These changes are enforceable by the inspector of buildings or building commissioner and will go into effect for any project seeking a permit after the effective date.**

- a. Low-rise Residential Code (225 CMR 22 Appendix RC) 1. Sections RC102 and RC101 “Zero Energy Pathway” and “Mixed Fuel Pathway” shall not be permitted for use for new construction.**
- b. Commercial and All Other (225 CMR 23 Appendix CC) i. Sections CC103 and CC105 “Zero Energy Pathway” and “Mixed-Fuel Pathway” shall not be permitted for new construction, excluding the exceptions identified in 3.2.**

3.2. The provisions of this bylaw shall not apply to (i) the development of new affordable housing, as defined in Mass. Gen. Laws c. 184, § 26; (ii) to (i) cooking stoves and ovens used in restaurants or commercial kitchens; (iii) (ii) any fossil fuel infrastructure the exclusive purpose of which is to fuel backup electrical generators; (iv) (iii) public utilities, their operations, or installations other than in the Buildings constructed by others; or (v) (iv) research laboratories for scientific or medical research, or to hospitals or medical offices regulated by the department of public health as a health care facility.

3.3. The requirements of this article shall not apply to the piping required to produce potable or domestic hot water from centralized hot water systems in buildings with building floor areas of at least 10,000 square feet, provided that the Engineer of Record certifies that no commercially available electric hot water heater exists that could meet the required hot water demand for less than 150% of installation or operational costs, compared to a conventional fossil-fuel hot water system.

~~4. Administration~~

~~4.1 Enforcement~~

The Building and Inspections Department is hereby authorized to enforce the provisions of this bylaw.

5. Waivers

5.1 The Building Commissioner may grant a waiver from the requirements of this Chapter in the event that compliance with the provisions of this Chapter makes a project financially infeasible or impractical to implement. Compliance with this Chapter may be considered infeasible if, without limitation:

- a. as a result of factors beyond the control of the proponent, the additional cost of the project over the long term, including any available subsidies, would make the project commercially unviable; or**
- b. technological or other factors would make the project unsuitable for its intended purpose.**

5.2 Waivers from compliance with this Chapter may be subject to reasonable conditions. Where possible, waivers shall be issued for specific portions of a project that are financially infeasible or impractical to implement under the requirements of this Chapter, rather than entire projects.

5.3 Waiver requests shall be supported by a detailed cost comparison, including available rebates and credits. A waiver request may be made at any time and may be based upon submission of conceptual plans.

5.4 In considering a request for a waiver, the Building Commissioner may consider as a factor the requesting party’s status as a non-profit or government-sponsored affordable housing entity.

5.5 The Building Commissioner’s decision with respect to the granting of a waiver, the scope thereof, and any conditions imposed by a waiver, shall be appealable to the Select Board, or its designee, within twenty (20) days in accordance with policies established by the Select Board.

5.6 The Select Board shall, prior to the Effective Date issue, and may thereafter amend, guidance regarding the process for requesting and granting waivers, and describing reasonable conditions that may be placed on a waiver.

~~5.2~~ 6. Appeal

Any applicant who is aggrieved by a denial of a building permit, in whole or part, in connection with this bylaw, may appeal to the board or committee designated by the Town Manager to hear and resolve such appeals within 20 days from the date of denial.

6. 7. Severability

Each provision of this bylaw shall be construed as separate to the extent that if any section, sentence, clause, or phrase is held to be invalid for any reason, the remainder of the by-law shall continue in full force and effect.

7. 8. Reporting

The Town Manager, or the Town Manager's designee, shall provide data and other information on the impacts of this Bylaw on emissions, building costs, operating costs, the number of building permits issued, and other information as required or requested by the Department of Energy Resources and the Secretary of Housing and Economic Development.

Article 33 – In-Town Solar Expansion

No action taken

Article 35 – Zoning Bylaw Amendment: Two-Family Dwelling Unit in Residence B Zoning District

On a **MOTION** made by Mr. Boardman and duly seconded, it was **VOTED** by a two-thirds majority:

That the Town take affirmative action on Article 35 as printed in the Warrant.

WARRANT

ZONING BYLAW AMENDMENT:

TWO-FAMILY DWELLING UNIT IN RESIDENCE B ZONING DISTRICT

ARTICLE 35. To determine whether the Town will amend Section 4.2.2.1 (Two-family or additional dwelling unit) of the Zoning Bylaw to include the Residence B District in the scope of coverage of the Second Paragraph of that Section, so that the Section reads as follows (changes are shown in grey highlighted **bold italics** for emphasis only), or take any other action relative thereto:

4.2.2 *Two-family or additional dwelling unit:*

4.2.2.1 The Board may grant a special permit for the alteration and use of a building existing at the time its lot is placed in a single residence district for not more than two (2) dwelling units, provided the gross floor area, excluding basements, open or screened porches, and decks, of any additions shall not exceed in all one-fifth of the gross floor area, excluding basements, open or screened porches, and decks, of the existing building. Any additions to create an additional dwelling unit pursuant to this section shall be integral to and part of the existing building, without use of a tunnel or pergola, and share a common wall or floor with the existing building.

In the **Residence B and Residence C Zoning Districts**, the Board may grant a special permit for the construction of a new two-family dwelling or alteration of an existing single-family dwelling into a two-family dwelling. The dwelling units or any additions to create an additional dwelling unit in an existing single-family dwelling shall share a common wall or floor, without use of a tunnel or pergola. The Board may grant a special

permit to allow fewer than the required amount of parking spaces if the Board finds that the proposed two-family dwelling is in harmony with the general purpose and intent of this section and that the reduction in the required amount of parking will not be detrimental or injurious to the neighborhood in which it is located.

Article 36 – Zoning Bylaw Amendment: Floodplain Conservancy District

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

ZONING BYLAW AMENDMENT:

FLOODPLAIN CONSERVANCY DISTRICT

ARTICLE 36. To determine whether the Town will amend Sections 2.2 (Zoning Map) and 7.2 (Floodplain Conservancy District (7.2) of the Zoning Bylaw so that the following Sections read as follows (deletions are shown in grey highlighted ~~strikeout~~ and changes in grey highlighted **bold italics** for emphasis only), or take any other action relative thereto:

2.2 Zoning Map

Floodplain Conservancy District, Town of Concord, April 2019 (Scale 1"=1000' consisting of a single sheet). The Floodplain Conservancy District is an overlay district that includes all special flood hazard areas within the Town of Concord designated as Zone A, AE, or AH on the Middlesex County Flood Insurance Rate Map (FIRM) dated July 6, 2016 issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The exact boundaries of the District ~~are~~ defined by the 1%-chance base flood elevations shown on the FIRM and further defined by the Middlesex County Flood Insurance Study (FIS) report dated July 6, 2016. The FIRM and FIS report are incorporated herein by reference and are on file with the Department of Planning & Land Management and Public Works Engineering Division.

7.2.3 *Standards.*

7.2.3.3 All site plans, special permits and subdivision proposals shall be designed to **ensure assure** that: a) such proposals minimize flood damage; b) all public utilities and facilities are located and constructed to minimize or eliminate flood damage; and; c) adequate drainage is provided to reduce exposure to flood hazards.

7.2.3.4 In Zone AE, along watercourses that have a regulatory floodway designated on the Town's FIRM Map, encroachments are prohibited in the regulatory floodway which would result in any increase in flood levels within the community during the occurrence of the base flood discharge **unless it has been demon-**

strated through hydrologic and hydraulic analyses performed in accordance with standard engineering practice that the proposed encroachment would not result in any increase in flood levels within the community during the occurrence of the base flood discharge.

7.2.6.1 Any person who desires to use land within the Floodplain Conservancy District for a use permitted subject to review by the Board shall submit a written application for a special permit to the Board, with copies to the Planning Board and Natural Resources Commission. Each such application shall be accompanied by the following submissions:

(d) In A Zones, in the absence of FEMA **base flood elevation** (BFE) data and floodway data, the Board will obtain, review and reasonably utilize base flood elevation and floodway data available from a Federal, State, or other source as criteria for requiring new construction, substantial improvements, or other development in Zone A as the basis for elevating residential structures to or above base flood level, for flood proofing or elevating nonresidential structures to be built to or above base flood level, and for prohibiting encroachments in floodways; ~~and;~~

7.2.6.2 The Planning Board and Natural Resources Commission shall submit to the Board written recommendations including at least:

(a) An evaluation of the proposed use, including its probable effect ~~and/or~~ impact upon the Town's water supply; the quality of water in the area; the natural flow pattern of watercourses; nearby or pertinent floodwater storage areas or other areas subject to seasonal or periodic flooding; and the general health, safety and welfare of the inhabitants of the Town; and

Article 37 – Zoning Bylaw Amendment: General Housekeeping – Multiple Sections

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

ZONING BYLAW AMENDMENT:

GENERAL HOUSEKEEPING – MULTIPLE SECTIONS

ARTICLE 37. To determine whether the Town will amend multiple sections of the Zoning Bylaw with housekeeping corrections for items such as spelling, grammar, syntax, and punctuation (deletions are shown in grey highlight ~~strikeout~~ and changes or additions are shown in grey highlight **bold italics** for emphasis only. Where a portion of a section is quoted, other sections shall remain unchanged), or take any other action relative thereto:

1.2 PURPOSE

The purpose of this Bylaw is to implement the zoning powers granted to the Town of Concord under the Constitution and Statutes of the Commonwealth and includes but is not limited to, the following objectives: to lessen congestion in the streets; to conserve health; to secure safety from fire, flood, panic and other dangers; to provide adequate light and air; to prevent overcrowding of land; to avoid undue concentration of population; to encourage housing for persons of all income levels; to facilitate the adequate provision of transportation, water supply, drainage, sewage disposal, schools, parks, open space and other public requirements; to conserve the value of land and buildings, including conservation of natural resources and the prevention of blight and pollution of the environment; to encourage the most appropriate use of land throughout the Town; to preserve and increase amenities; and to preserve and enhance the development of the natural, scenic and aesthetic qualities of the community.

~~2.3.1 Zoning boundaries, which~~ **that** appear to follow streets, railroads, or rivers and streams; shall coincide with the centerline thereof.

~~2.3.2 Zoning boundaries, which~~ **that** appear to follow a property or lot line, the exact location of which is not indicated by means of dimensions shown in figures, shall coincide with the actual property or lot line.

~~2.3.3 Zoning boundaries, which~~ **that** appear to run parallel to the sidelines of streets or railroads; shall be regarded as parallel to such sidelines.

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

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

3.3.2 Limitation on the number of formula businesses in the Concord Center, Thoreau Depot, West Concord Business and West Concord Village Districts: Limiting

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

The total number of formula businesses in the Concord Center Business District is limited to 12. The total number of formula businesses in the Thoreau Depot Business District is limited to 12. The total number of formula businesses in the West Concord Business District and the West Concord Village District combined is limited to 10. When the applicable limit is reached, no new formula businesses may be established in the applicable district until and unless an existing formula business closes, adapts so that it no longer qualifies as a formula business, or relocates outside of the ~~applicable~~ affected business district. If a business in current operation becomes a formula business by means of additional locations being established, this business shall count toward the total number of formula businesses, but shall not be considered as a formula business being established.

3.3.4 (b) The formula business contributes to the diversity of uses to ~~ensure~~ assure a balanced mix of businesses available to serve residents and visitors;

4.3.2.1 In the residential districts, such activities shall be permitted only on (a) a lot which, with all its structures, conforms to the requirements of the Bylaw, or (b) a lawfully nonconforming lot or structure ~~for~~ to which the area of the lot is not less than ten thousand (10,000) square feet;

4.3.2.2 In the residential districts or on lots which are not in a residential district but are adjacent to a residential district, no outdoor play area (an area designed or set aside for children in a child care facility for recreation or play) shall be located closer to a lot line than the minimum yard setback a principal use in the district in which it is located;

4.5.3 Craft shop: Shop or studio of an artist, potter, sculptor, silversmith, wood carver or similar craftsman ~~person~~, provided that in the Business Districts all work and storage shall be conducted within a building and no more than five (5) full-time workers, or their equivalent, shall be employed on the premises.

4.7.1 Prohibited uses: Salvage yard, junk yard, and all open-air storage of junk, waste products and salvage materials (including non-operable automobiles), ~~are expressly prohibited in all zoning districts of the Town as~~ are trailer without a valid registration, trailer used for habitation on the property, mobile home, trailer camp, mobile home park, trailer and mobile home sales and service, billboard, outdoor movie theater, commercial dump, slaughterhouse, rendering plant, fertilizer plant, race track, commercial extraction of sand, gravel or min-

erals and all other uses which would be obnoxious, hazardous or injurious to the neighborhood or to property in the vicinity are expressly prohibited in all zoning districts in the Town as are all uses not specifically permitted by this Bylaw.

4.7.2 Restrictions: Without limiting the generality of subsection 4.7.1 or any other section of this Bylaw or of any other Town Bylaw, all manufacturing, packaging, processing, testing, business and commercial activity shall be conducted ~~so~~ such as to confine disturbing sounds, fumes, dust, odors and noise to the premises, and no such activity shall be conducted so as to constitute a hazard by reason of the potential for fire, explosion, ~~or~~ radiation release, or by any bacterial, or viral agent.

CONCORD ZONING - TABLE I - PRINCIPAL USE REGULATION

◆ Except as provided by Special Permit **required** in Limited Business District #8.

5.4.1.1 In all districts, the Building Inspector may authorize the temporary use of a trailer or mobile home as a construction site office for not more ~~than~~ that two (2) years, provided that the authorization shall require the removal of such use within ninety (90) days after completion of the work for which the temporary use was permitted and provided further that, if construction is actively proceeding, the authorization for the trailer or mobile home may be renewed by the Building Inspector for successive one-year periods.

5.4.1.2 In all districts, the use of a trailer or mobile home as a temporary dwelling shall be permitted for not more than seven (7) days in any calendar year, except:

(a) Where the Board of Appeals has by special permit authorized such use for more than seven (7) days, subject to a reasonable time limit; or

6.2.5 Lot width: Each lot shall have, in addition to the required frontage, a width of not less than eighty (80) percent of the required frontage at all points between the sideline of the right of-way along which the frontage of the lot is measured and the nearest point on the front wall of the dwelling upon such lot, and, ~~that~~ the angle formed by the intersection of the side lot line and the sideline of the right-of-way shall not be less than 45 degrees. Such width shall be measured along lines, which are parallel to such sideline. [Lot width graphic on next page]

6.2.11 Height: [PARAGRAPHS 3, 4, 5,6 only]

In the Residence AA, Residence A, ~~Residence C~~ and Residence B **and Residence C** Districts, the height of a building shall be measured as the vertical distance from the 'base elevation' to the peak of the roof, or the highest point of the exterior in the case of a flat roof. The 'base elevation' is the average of the elevations of the ground where the two corners of the lowest foundation wall of any existing structure meet the ground. In the absence of an existing structure, the base elevation shall be the average eleva-

tion (measured as indicated in the previous sentence) of the ground at the location on the site where the new building is to be placed, prior to any grading or mounding.

In the Residence AA, Residence A, ~~Residence C~~ and Residence B **and Residence C** Districts, any accessory structure located within the required minimum side or rear yard shall be limited in height to not more than twenty-four (24) feet to the peak of a pitched roof or eighteen (18) feet to the highest point of the exterior in the case of a flat roof.

The Board may grant relief from the above definition for the height of a building in the Residence AA, Residence A, ~~Residence C~~ and Residence B **and Residence C** Districts provided the Board finds that a literal application of this requirement would be unreasonable because there are no reasonable alternatives available and that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw.

In the ~~Residence C~~ and Residence B **and Residence C** Districts any part of the principal structure that extends into the three (3) foot side yard exception as defined in subsection 6.2.7 shall be no greater than fifteen (15) feet in height.

6.3.4.4 If a special permit is granted, the Board shall impose a condition that neither the special permit nor the conveyance of land to the Town shall be recorded until the ~~Select Board of Selectmen~~ votes to accept the proposed dedication of land to the Town for municipal or other public uses. A special permit granted hereunder shall be deemed to have been substantially used upon (1) the vote of the ~~Select Board of Selectmen~~ to accept the proposed dedication of land to the Town for municipal or other public uses and (2) upon the recording of both the special permit and the deed to the Town of Concord of the fee interest in the land for municipal or other public uses.

CONCORD ZONING – TABLE III – DIMENSIONAL REGULATIONS

Zoning Districts	Maximum Lot Coverage %
Industrial Park A and Industrial Park B	50%, the same to include all paved areas and 20% maximum lot coverage by all structures.

7.1.3 Nonconforming structures. The Board may grant a special permit to reconstruct, extend, alter, or change a nonconforming structure in accordance with this section only if it determines that such reconstruction, extension, alteration, or change shall not be substantially more detrimental than the existing nonconforming structure to the neighborhood. The following types of changes to nonconforming structures may be considered by the Board:

- (a) **Reconstruction, extension or structural change**
~~Reconstructed, extended or structurally changed;~~

- (b) **Alteration** ~~Altered~~ to provide for a substantially different purpose or for the same purpose in a substantially different manner or to a substantially greater extent.

7.5.1.5 Steep Slope: Slopes natural and unaltered greater than or equal to twenty percent (20%) over a horizontal distance of 100 feet, as measured perpendicular to the contour line as prescribed herein. For lots lacking a horizontal distance of 100 feet, the slope is calculated as an elevation change across a horizontal distance of 50 feet as measured perpendicular to the contour line.

7.5.4.2 If a special permit is granted, the Board shall impose limitations on the time and the extent of the permitted removal or filling and such other appropriate conditions, limitations and safeguards as the Board deems necessary for the protection of the neighborhood and of the public health, safety, convenience and welfare of the Town and may condition the continuance of the permit upon compliance with regulations of the Board then in force or thereafter adopted. The Board shall require sufficient security, including necessary covenants, to **ensure** ~~insure~~ compliance with the terms, conditions, and limitations of the earth removal or filling permit.

7.6.1.4 Historical high groundwater table elevation: A groundwater elevation that is determined from local historical data and/or **US Geological Survey** (USGS) monitoring wells and historical water table fluctuation data.

7.6.2.3 To conserve the natural resources of the Town; ~~and~~

7.6.2.4 To prevent temporary and permanent contamination of the environment; ~~and~~

7.6.4.2 Any institutional use, governmental and utility use, business use ~~or~~ **and** industrial use permitted in the underlying district in which the land is situated, subject to the same use and development regulations as may otherwise apply thereto, whether by right or by special permit, provided,

7.6.5.1 Any institutional use, governmental and utility use, business use ~~or~~ **and** industrial use permitted under Section 7.6.4.2 which exceeds the maximum lot coverage permitted under Section 7.6.4.2(b) provided, in part, that the proposed lot coverage does not exceed the maximum permitted in the underlying district.

7.6.6.10 (c) Waste oil retention facilities; ~~and~~

7.6.6.10 (d) Treatment works for the restoration of contaminated ground or surface waters; ~~and~~

7.6.7.1 Any person who desires to use land within the Groundwater Conservancy District for a use permitted subject to review by the Board shall submit a written application for a special permit to the Board, with copies to the Planning Board, Public Works Commission, Natural Resources Commission and the Board of Health. Each such application shall be accompanied by the following

submissions:

(b) For those activities using or storing such hazardous materials, a hazardous materials management plan shall be prepared and filed with the Fire Department; and the Board of Health. The plan shall include:

7.6.7.2 The Planning Board, Public Works Commission, ~~the~~ Natural Resources Commission and Board of Health shall submit to the Board written recommendations including an evaluation that the project:

(a) Minimizes any adverse effects ~~onto~~ the existing or potential quality or quantity of water that is available in the Groundwater Conservancy District;

7.6.7.3 If a special permit is granted, the Board shall impose such conditions and safeguards as public safety, welfare and convenience may require. The Board shall give due consideration to the reports of the Planning Board, Natural Resources Commission, Public Works Commission and ~~the~~ Board of Health, and where the decision of the Board differs from the recommendations of the Planning Board, ~~the~~ Public Works Commission, ~~the~~ Natural Resources Commission, or ~~the~~ Board of Health, the reasons therefor shall be stated in writing.

7.7.1 Purpose: The purpose of this section is to ensure that all uses be provided with sufficient off-street parking and loading facilities to meet the needs of persons employed at or having commerce at such uses; to ensure that off-street parking and loading facilities are designed so as to reduce hazards to pedestrians and drivers; to reduce congestion in the streets; to reduce nuisance to abutters from noise, fumes, and headlight glare ordinarily associated with parking lots; **and** to reduce environmental deterioration to surrounding neighborhoods resulting from the glare, heat, dust, light spillover, light pollution, accelerated storm water run-off, and unattractive views associated with large expanses of pavement and vehicles.

7.7.2.10 Off-street loading:

However, an assisted living residence, as defined in Section 4.3.6, shall not be required to install more than one off-street loading space provided that the facility has no more than 100,000 square feet of gross floor area.

7.7.2.12

(a) Documentation from parking studies and/or transportation industry publications that show the parking ratios required in the Zoning Bylaw for the proposed use **are** not aligned with current industry standards, if applicable;

(c) The distance **to** and availability of on-street parking, public parking facilities and alternative transportation;

7.7.3.2 Loading space dimensions: Each loading space shall be at least ten (10) feet in width **and**; thirty (30) feet

in length, and shall be provided with a fourteen (**14**)-foot-high **height** clearance.

7.7.3.6 Small car spaces: In parking lots with more than thirty (30) spaces, up to a maximum of thirty (30) percent of the total number of required spaces may be designed for small cars. In parking lots of thirty (30) or **fewer** spaces, up to a maximum of twenty (20) percent of the total number of required spaces may be designed for small cars.

7.7.3.7 Handicapped parking: Parking facilities shall provide specially designated parking spaces for the physically handicapped in accordance with the rules and regulations of the Architectural Access Board of the Commonwealth of Massachusetts.

Spaces for the handicapped shall be clearly identified by a sign indicating that the spaces are reserved for physically handicapped persons. Such spaces shall be located nearest to the entrance to the use or building served.

7.7.3.11 Lighting: Exterior lighting shall be designed for safety and for personal security. Glare and light spillover, as defined below, shall be controlled to protect inhabitants from the consequences of stray light shining into inhabitant's eyes or onto adjoining properties. Light pollution, as defined below, control shall be required to minimize the negative effect of misdirected upward light. All exterior lighting shall be aimed, located, designed, fitted and maintained so that it illuminates the task intended and does not shine directly onto neighboring properties; **or** roadways or distribute excessive light skyward.

(b) Light spillover shall mean illumination produced by a light fixture; which extends beyond the boundaries of the lot or parcel upon which the light fixture is located.

7.7.3.12 Maintenance: Parking and loading facilities and landscaping shall be continuously maintained in good condition and appearance. Whenever necessary, surfacing, lighting, curbing, markings and plantings shall be repaired or replaced with new materials, and drainage structures shall be cleaned or replaced in order to **ensure** continued compliance with the provisions of Section 7.7. Failure to maintain parking facilities properly shall be considered a violation of the Zoning Bylaw.

7.7.3.13 Relief from design standards: The Board may, upon advice of the Planning Board, grant relief from the design standards contained in **subsection** 7.7.3 where the variation in the standards can be supported by a study prepared by a qualified consultant and where the Board finds that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw.

7.8.4.2 General requirements:

(j) No new tower for a personal wireless communication facility; shall be located within:

i. One-thousand (1000) feet, on a horizontal plane, ~~ofto~~ any existing structure which is, or is able to be, occupied or habitable on the property of any existing child care facility or school;

(k) New personal wireless communication facilities in or on an existing, suitable, non-residential structure or tower for which an occupancy permit was issued as of January 1, 2000 shall be located at least:

iii. three hundred (300) feet, on a horizontal plane, from any structure in a Historic District or listed, (or eligible to be listed,) on the State or Federal Register of Historic Places.

(n) Subsequent applicants are required to co-locate and shall submit an application to add to existing towers, installed under the provisions of this Bylaw.

(p) Balloon test: Within 35 days of submitting an application, the applicant shall arrange to fly, or raise upon a temporary mast, a three-foot diameter brightly colored balloon at the maximum height and at the location of the proposed tower. The date(s) (including a second date, in case of poor visibility on the initial date), times and location of the balloon test shall be advertised; by the applicant at seven (7) and fourteen (14) days in advance of the first test date in a newspaper with a general circulation in the Town. The applicant shall inform the Board and the Planning Board in writing of the dates and times of the test at least fourteen days in advance. The balloon shall be flown for at least five consecutive hours between 7:00 a.m. and 5:00 p.m. on the date(s) chosen. The applicant shall bear any and all expenses associated with such balloon test.

7.8.4.6 Approval criteria: A special permit shall be issued under this section only if the Board ~~shall find~~ that the project is in harmony with the general purpose and intent of this Section. In addition, the Board, in consultation with the independent consultant referred to in subsection 7.8.4.3, shall make all the applicable findings before granting the special permit, as follows:

If a special permit is granted the Board shall impose any such additional conditions and safeguards as public safety, welfare and convenience may require, either as recommended by the independent consultant, **by** the Planning Board or upon its own initiative.

7.9.1 Purpose and Intent: The purpose of this ~~section-by-law~~ is to promote the creation of new large-scale ground-mounted solar photovoltaic installations by providing standards for the placement, design, construction, operation, monitoring, modification and removal of such installations that address public, safety and minimize impacts on scenic, natural and historic community resources.

7.9.3.5 Utility Notification: No large-scale ground-mounted solar photovoltaic installation shall be constructed un-

til evidence has been given to the Planning Board that the Concord Municipal Light Plant (CMLP) has been informed of the solar photovoltaic installation owner or operator's intent to install an interconnected customer owned generator. Off-grid solar photovoltaic arrays shall be exempt from this requirement. The Building Commissioner may issue a permit only if the large-scale ground-mounted solar photovoltaic device complies with this **subsection**.

8.1 PURPOSE To provide limited residential development within large tracts of land in a manner, which minimizes Town maintenance responsibility and cost, while simultaneously preserving the rural character of the Town.

9.2.2 Number of Lots. The number of lots permitted within any Residential Cluster Development shall be determined by the Planning Board to ~~ensure~~ **assure** compliance with the purposes of this Section, and shall not exceed the basic density. The basic density of a Residential Cluster Development shall be the number of lots upon which a single-family dwelling could be constructed in the residential district in which the Residential Cluster Development is located without regard to the Residential Cluster Development, and without waivers of the design standards set forth in the Subdivision Rules and Regulations of the Planning Board.

9.2.4.1 The open space shall have a shape, dimension, character, and location suitable ~~forto~~ **assure** use for park, recreation, conservation, or agricultural purposes by at least all the residents of the Residential Cluster Development. In determining whether the intent of this section has been satisfied, the Planning Board shall consider the extent to which land having one or more of the following characteristics is included in the proposed open space:

9.4.3.2 Planning Board Report and Recommendations.

(c) An evaluation and opinion upon the degree to which any land intended to be conveyed to, or restricted as, open space for the benefit of the Town: provides or will in the future provide an addition to areas of open space between developed sections of the Town; makes available land desirable for other public use; and conforms to the Town's long-range land use plan.

9.4.3.4 Special Permit by Board for Optional Provisions for Affordable Housing.

9.4.3.5 Conditions. If a special permit is granted, the Board shall impose ~~asthe following~~ **the following** conditions thereof the following:

10.1 PURPOSE Planned Residential Development allows by special permit from the Board an alternative pattern of residential land development. It is intended to encourage the conservation of open space, while at the same time providing for a mixture and diversity of housing types in the Town at somewhat greater dwelling unit densities than is otherwise permitted without a significant increase in Town-wide population density. In a PRD, dwelling units should be constructed in appropriate clusters that are harmonious with neighborhood development and will

not detract from the ecological and visual qualities of the area, and **that** incorporate Low Impact Development for stormwater design and green building practices. The overall site design and amenities should enhance the quality of living for the residents of the development, the immediate neighborhood and the Town generally. Attention; however, shall be given by the Board as to whether the proposed site design, development layout, number, type and design of housing constitute a suitable development for the neighborhood within which it is to be located.

10.2.3 Diversity of Dwelling Units:

(c) **at least** two of ~~these~~ the three styles of units: single-family, two-family or multi-family.

10.2.3.5 Long-term availability: The Board, as a condition of a special permit, shall impose appropriate limitations and safeguards to ~~ensure~~insure the continued availability of the below market-rate units for a minimum of forty (40) years. Such limitations and safeguards may be in the form of deed restrictions, resale monitoring, requirements for income verification of purchasers and/or tenants, rent level controls or other method as the Board may direct.

10.2.9.1 The common open space shall have a shape, dimension, character and location suitable to assure its use for park, recreation, conservation, or agricultural purposes by at least all the residents of the Planned Residential Development. In determining whether the intent of this section has been satisfied, the Board shall consider the extent to which land having one or more of the following characteristics is included in the proposed open space:

(b) Land which **is** currently ~~is~~ in agricultural use or land which is suitable in size, location and soil characteristics for agricultural use;

10.2.11 Sustainable Design Requirement:

(a) Low Impact Development for Stormwater Design. Low impact development relies on natural features (indigenous to the site or bio-designed) to protect water quality and encourage on-site infiltration of stormwater. Such measures may include use of natural drainage flow paths, minimization of land clearance, incorporation of bioretention features/raingardens, and minimization of the creation of impervious surfaces (through building clustering, minimizing size and footprint of buildings and paved areas, **and** use of pervious surfaces where practical).

(e) Ways to Minimize Greenhouse Gas Emissions. **These may include** ~~M~~maintaining or proposing new vegetation to maximize carbon sequestration on site, ~~S~~selection of HVAC systems and appliances to encourage use of renewable energy sources, **and** ~~C~~construction design to minimize emissions from construction vehicles.

10.3.1 Special Provisions for the Concord Housing Author-

ity and Town of Concord Projects: Except as provided for in subsection 10.2.6 and 10.2.7 above, the limitations contained in subsection 10.2 shall not apply to a PRD application submitted by the Concord Housing Authority or to a PRD application submitted by the Concord **Select** Board ~~of Selectmen~~ in which at least seventy-five percent (75%) of the units will be of the type described in subsection 10.2.3.1 and 10.2.3.2 provided that the Board shall find that the proposed design is generally in keeping with the purposes of this Bylaw and with Town of Concord Housing Partnership Guidelines ~~and Procedures as in effect from time to time.~~

10.3.2 Special Provisions for Non-profit entity: Except as provided for in subsection 10.2.6 and 10.2.7 above, the limitations contained in subsection 10.2 shall not apply to a PRD application submitted by a Non-profit entity in which seventy-five percent (75%) of the units will be of the type described in subsections 10.2.3.1 and 10.2.3.2 provided that the Board shall find that the proposed design is generally in keeping with the purposes of this Bylaw:

10.3.4.1 Purpose:

(d) Enable the Board to require adherence to the **Preliminary** ~~Primary~~ Site Development and Use Proposal approved by Town Meeting in the granting of a special permit.

10.4.1.3 Low income and affordable dwelling unit marketing program including anticipated:

(a) Income range (using ranges established by the appropriate state or federal agencies as acceptable to the Board) of family households or single individual residing in each low income or affordable dwelling unit;

10.4.2.3 An evaluation and opinion upon the degree to which the proposed PRD provides a range of diversity and ~~the~~ size of the units as it relates to increased density that may be permitted by the Board.

10.4.4 Board Issuance of Special Permit: A special permit shall be issued under this section only if the Board ~~shall~~ finds that the PRD is in harmony with the general purpose and intent of this section and that the PRD contains a mix of residential, open space, or other uses in a variety of buildings to be sufficiently advantageous to the Town to render it appropriate to depart from the requirements of this Bylaw otherwise applicable to the district(s) in which the PRD tract is located. If a special permit is granted the Board shall impose as a condition thereof that the installation of municipal services and construction of interior drives within the PRD shall comply with the Subdivision Rules and Regulations of the Planning Board to the extent applicable, shall require sufficient security to ~~ensure~~insure such compliance and the completion of planned recreational facilities and site amenities, and may impose such additional conditions and safeguards as public safety, welfare and convenience may require, either as rec-

ommended by the Planning Board and Natural Resources Commission or upon its own initiative. The Board shall give due consideration to the reports of the Planning Board and Natural Resources Commission and where the decision of the Board differs from the recommendations of the Planning Board or Natural Resources Commission, the reasons therefor shall be stated in writing.

11.5 RULES AND REGULATIONS The Board and the Planning Board shall adopt rules; not inconsistent with the provisions of this Bylaw and Chapter 40A of the General Laws or other applicable provision of the General Laws, and shall file a copy of said rules with the Town Clerk.

11.8.2 Site plan compliance: No certificate of occupancy shall be issued by the Building Inspector until the site has been developed in compliance with the approved site plan, unless completion is delayed by seasonal considerations. In such instances, the Building Inspector may issue a temporary occupancy permit and shall require sufficient security to ~~ensure~~ full compliance within six (6) months.

11.8.5 Site Plan Review: In reviewing the site plan submittal, the following matters shall be considered:

- (g) Impact on the Town's resources including the effect ~~of~~ the Town's water supply and distribution system, sewage collection and treatment, fire protection, and streets.

11.8.6 Decision: Where a special permit from the Board is required or a variance from the Bylaw is requested in connection with any action subject to Site Plan Review, a site plan decision shall be made by the Board. In such case the Planning Board shall submit a report to the Board concerning the matters described in subsection 11.8.5 prior to any public hearing. In considering a site plan, the Board shall ~~ensure~~ a reasonable use of the site consistent with the uses permitted in the district in which the site is located. The Board shall give due consideration to the report of the Planning Board and where the decision of the Board differs from the recommendations of the Planning Board the reasons therefore shall be stated in writing.

Where a special permit or a variance is not required or requested, the Planning Board shall render a site plan decision and shall file its decision with the Town Clerk within ninety (90) days of receipt of an application, unless such time is extended in writing by agreement with the applicant and notice of such extension is filed with the Town Clerk. The Planning Board may impose such appropriate conditions, limitations, and safeguards as will ~~ensure~~ compliance with the terms of approval.

11.8.7 Site Plan Review for religious uses, educational uses and child care facilities: The purpose of this section is to ensure that all religious and education uses, and all child care facilities are reasonably regulated in regards to bulk and height of structures and determining yard sizes, lot area, setbacks, open space, parking and building coverage requirements. The Board and the Planning Board

have the authority to place reasonable conditions **with respect to** the aforementioned issues, but are not permitted to withhold approval of Site Plan Review.

11.8.7.2 Where a special permit from the Board is required or a variance from the Bylaw is requested in connection with any action subject to site plan review for religious uses, educational uses and child care facilities, site plan approval shall be by the Board. In such case the Planning Board shall submit a report to the Board concerning the matters described in subsection 11.8.7 prior to any public hearing. In considering a site plan for religious uses, educational uses and child care facilities, the Board shall ~~ensure~~ a reasonable use of the site consistent with the uses permitted in the district in which the site is located. The Board shall give due consideration to the report of the Planning Board and where the decision of the Board differs from the recommendations of the Planning Board the reasons therefore shall be stated in writing.

11.8.7.3 Where a special permit or a variance is not required or requested, site plan approval for religious uses, educational uses and child care facilities shall be by the Planning Board. The Planning Board shall file its decision with the Town Clerk within ninety (90) days of receipt of an application, unless such time is extended in writing by agreement with the applicant and notice of such extension is filed with the Town Clerk. The Planning Board may impose such appropriate conditions, limitations, and safeguards as will ~~ensure~~ compliance with the terms of approval.

11.9 BYLAW CONSTRUCTION This Bylaw shall not interfere with or annul any other Town Bylaw, rule or regulation, which is more restrictive, except **that** where this Bylaw is more restrictive, it shall control.

Article 38—Citizen Petition: Citizen Support for a New Cell Tower Located at the Landfill at 755 Walden Street

Upon a MOTION made by Ms. Boyajian and duly seconded, it was VOTED by a very wide margin:

That the Town take affirmative action on Article 38 as printed in the Warrant, with the change that issuance of an RFP is urged to take place within six months, instead of three months, of adoption of this resolution.

WARRANT

CITIZEN PETITION: CITIZEN SUPPORT FOR A NEW CELL TOWER LOCATED AT THE LANDFILL AT 755 WALDEN STREET

ARTICLE 38. To determine whether the Town will urge the Select Board to direct the Town Manager to issue a Request for Proposals (RFP) for a multi-provider wireless communication facility at the Town-owned landfill parcel located at 755 Walden Street, to be designed and positioned to minimize visual impacts from Walden Pond, and further, that the RFP be issued as soon as possible, no later than 3 months from the passage of this resolution, and that the RFP be issued with intent to accept the

most appropriate bidder, complete all necessary paperwork for permits and approvals, and facilitate the application to the Zoning Board of Appeals in the most expeditious manner possible, or take any other action relative thereto.

Article 39 – Citizen Petition: Citizen Support for a New Cell Tower Located at the Public Works Parcel on Keyes Road

No action taken

Article 40 – Community Preservation Committee Appropriation Recommendations

Upon a MOTION made by Mr. Flint and duly seconded, it was VOTED almost unanimously:

That the Town take affirmative action on Article 40 as printed in the Warrant.

WARRANT

COMMUNITY PRESERVATION APPROPRIATION RECOMMENDATIONS

ARTICLE 40. To determine whether the Town will appropriate the sum of \$1,878,320, or any other sum, from the Concord Community Preservation Fund, of which up to \$1,877,062 shall be appropriated from projected Fiscal Year 2025 Fund Revenues, and up to \$1,258 shall be appropriated from Prior Year Undesignated Fund Balance, in accordance with Mass. Gen. Laws c. 44B, to be expended under the direction of the Town Manager as follows:

Item	Project/Description	Category	Reserve Funds	Prior Year Fund Balance	FY25 CPA Fund Revenues	Total Amount Recommended
A	Concord Municipal Affordable Housing Trust – Adding affordable SHI units	Community Housing			\$500,000	\$500,000
B	Town of Concord/Planning – Regional Housing Services Office	Community Housing			\$33,500	\$33,500
C	Town of Concord/Planning – Assabet River Bridge Trail Design and Permitting	Open Space			\$100,000	\$200,000
		Recreation			\$100,000	
D	Town of Concord/Natural Resources – Hillcrest Conservation Land Steps Replacement	Open Space			\$36,250	\$72,500
		Recreation			\$36,250	
E	Town of Concord/Natural Resources – White Pond A-Pod Program	Open Space			\$15,000	\$30,000
		Recreation			\$15,000	
F	Concord 250 Permanent Memorials Subcommittee/ Town of Concord – 250 Trees for the 250 th Initiative	Open Space			\$41,667	\$125,000
		Recreation			\$41,667	
		Historic Preservation			\$41,666	
G	Town of Concord/Natural Resources – Heywood Meadow Wall Restoration	Open Space			\$60,800	\$60,800
H	Concord Prison Outreach – Bruce Freeman Rail Trail – Concord Prison Cemetery Naming the Unnamed	Recreation			\$45,000	\$45,000
I	Concord Public Schools – Athletic Fields / Concord Middle School	Recreation			\$250,000	\$250,000
J	Concord Art Association – Historic Structure Preservation at 37 Lexington Road	Historic Preservation			\$173,833	\$173,833
K	51 Walden, Inc. – Ventilation, AC, Painting and Roof Repair at 51 Walden	Historic Preservation			\$195,000	\$195,000

L	Town of Concord/ Planning/Historical Commission - Historic Preservation Survey of Reported Pre-1775 Structures	Historic Pres- ervation			\$50,000	\$50,000
M	Town of Concord/Archives - Preservation and reproduction of Historic Town Documents	Historic Pres- ervation			\$8,000	\$8,000
N	The Robbins House - Ongoing Preservation Needs of the Robbins House	Historic Pres- ervation			\$30,687	\$30,687
O	Concord Scout House, Inc., Con- cord Scout House Floor Resto- ration Project	Historic Pres- ervation			\$35,000	\$35,000
P	Town of Concord/CPW - Cemetery Metal Structures Assessment	Historic Pres- ervation			\$22,500	\$22,500
Q	Staff and Technical Support	Administra- tion		\$1,258	\$45,242	\$46,500
				\$1,258	\$1,877,062	\$1,878,320

Article 41- Authorize a Task Force to Review and Update the Charges, Policies, and Protocols of the HDC and HC

No Action Taken.

Article 42- Tourist Bylaw Amendments

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

TOURIST BYLAWS AMENDMENTS

ARTICLE 42. To determine whether the Town will amend the Tourist Bylaws as follows, or take any other action relative thereto (changes shown in **bold italics** or strikeout for clarity purposes only):

LICENSING OF TOURIST VEHICLES BYLAW

No person shall use **provide tour guide services via vehicle** ~~a carriage or other vehicle~~ for the transportation of tourists ~~for hire~~ without first obtaining a license so to do from the Select Boardmen, which license shall be issued for a definite time, and shall be revocable by the Select Boardmen within that time.

TOURIST GUIDE LICENSE BYLAW

No person shall, in any of the public places in said Town, solicit tourists ~~to ride in carriages or other vehicles, to take meals, to employ guides, or to buy any articles~~ without first obtaining a license so to do from the Select Boardmen, which license shall be issued for a definite time and shall be revocable by the Select Boardmen within that time.

Article 43- Amend Departmental Revolving Funds Bylaw

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

AMEND DEPARTMENTAL REVOLVING FUNDS BYLAW

ARTICLE 43. To determine whether the Town will amend the Departmental Revolving Funds Bylaw to add a new Am-balance Revolving Fund to the table of authorized Departmental Revolving Funds, as follows, or take any other action relative thereto.

A	B	C	D	E	F	G
Revolving Fund	Department, Board, Committee, Agency or Officer Authorized to Spend from Fund	Fees, Charges, or Other Receipts Credited to Fund	Program or Activity Expenses Payable from Fund	Restrictions/ Conditions on Expenses Payable from Fund	Other Requirements /Reports	Fiscal Years
Ambulance Revolving Fund	Fire Department, under the direction of the Town Manager	Ambulance Receipts	Expenses associated with operation of the Town's Ambulance Service, including capital cost, such as for purchase and/or replacement of ambulances and other related equipment	None	None	FY25 and subsequent

Article 44- Authorize Expenditure of Revolving Funds Under Mass. Gen. Laws C. 44, §53E1/2

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT
AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER MASS. GEN. LAWS
c. 44 § 53 E1/2

ARTICLE 44. To determine whether the Town will authorize the total expenditures for the following revolving funds pursuant to Mass. Gen. Laws c. 44, § 53E ½ for the fiscal year ending June 30, 2025, to be expended in accordance with the Town's Revolving Fund Bylaw, or take any other action relative thereto.

Revolving Fund	Annual Spending Limit
Ambulance	\$1,000,000
Regional Housing Services	\$ 375,000
Road Repair	\$ 120,000
Senior Services	\$ 50,000
Tree Preservation	\$ 50,000
Visitor's Center & Tourism	\$ 70,000

Article 45- Light Plant Expenditures & Payment in Lieu of Taxes

Passed unanimously under the Consent Calendar.

Article 46- Solid Waste Disposal Fund Expenditures

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT
SOLID WASTE DISPOSAL FUND EXPENDITURES

ARTICLE 46. To determine whether the Town will vote that the income from user fees for solid waste disposal services, associated services, and jobbing services by Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Solid Waste Disposal Fund, be expended without further appropriation under the direction and control of the Town manager in accordance with the Motion passed under Article 27 of the 1989 Annual

Article 47- Sewer System Expenditures

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

SEWER SYSTEM EXPENDITURES

ARTICLE 47. To determine whether the Town will vote that the income from user fees, special service fees and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting, or take any other action relative thereto.

Article 48- Sewer Improvement Fund Expenditures

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

SEWER IMPROVEMENT FUND EXPENDITURES

ARTICLE 48. To determine whether the Town will vote that the income from sewer improvement fees during the ensuing fiscal year, together with the balance of operating cash in the Sewer Improvement Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 25 of the 1989 Annual Town Meeting and applicable state enabling statutes, or take any other action relative thereto.

Article 49 - Water System Expenditures

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

WATER SYSTEM EXPENDITURES

ARTICLE 49. To determine whether the Town will vote that the income from user fees, special service fees, and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Water Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 38 of the 1974 Annual Town Meeting; or take any other action relative thereto.

Article 50 - Authorize Expenditure from PEG Access and Cable-Related Fund

Passed unanimously under the Consent Calendar.

Article 51 - BEEDE Swim and Fitness Center Enterprise Fund Expenditures

Passed unanimously under the Consent Calendar as printed in the Warrant.

WARRANT

BEEDE SWIM AND FITNESS CENTER ENTERPRISE FUND EXPENDITURES

ARTICLE 51. To determine whether the Town will appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2025 for the operation of the Community Pool, in accordance with Mass. Gen. Laws c. 44, § 53F ½, to be expended under the direction of the Town Manager; or take any other action relative thereto.

Article 52- Unpaid Bills

Upon a MOTION made by Mr. Dane and duly seconded, it was VOTED unanimously:

That the Town transfer from the available Free Cash balance as of July 1, 2023, the sum of \$11,715.71 to pay unpaid bills of prior fiscal years.

Article 53 - Debt Rescission

No action taken.

At 11:24 pm, upon a **MOTION** made by Select Board Chair Henry Dane and duly seconded, it was voted **UNANIMOUSLY** to dissolve the 2024 Annual Town Meeting.

Special Town Meeting

May 1, 2024

The Special Town Meeting of 2024 was held in the Gymnasium of the Concord Carlisle Regional High School on May 1, 2024, pursuant to a Warrant signed by the Select Board on April 5, 2024 with the signed return of service on April 5, 2024 as inspected by the Town Moderator. The Warrant was posted at the required locations at least 14 days before the meeting.

Town Moderator Carmin Reiss called the Special Town Meeting to order at 7:10 pm on Wednesday, May 1, 2024 at the Concord-Carlisle High School (CCHS) having determined that a sufficient number of voters were present. Ms. Reiss declared that she had inspected the Return of Service of the Warrant and found it to be in order.

Article 1 - In-town Utility Scale battery

On a MOTION made by Mr. Foulds and duly seconded, the following was VOTED by more than a two-thirds majority

That the Town take affirmative action on Article 1 as printed in the Special Town Meeting Warrant.

WARRANT ARTICLE

IN-TOWN UTILITY SCALE BATTERY

Article 1. To determine whether the Town will authorize the Town Treasurer with the approval of the Select Board, to borrow by the issuance of general obligation bonds or notes under the provisions of Mass. Gen. Laws c. 44 or any other authority, a sum not to exceed \$10,400,000 for the design and construction of grid-scale battery storage in the Town of Concord, the funds so borrowed to be expended for engineering design and legal services; hearings; permits and other approvals; material, construction, and installation specifications; bid preparation; materials purchase; construction and installation services; control systems; and distribution and expansions, upgrades and improvements, and to be repaid in the first instance from revenues of the Concord Municipal Light Plant, or take any other action relative thereto.

Having no further business to take up, the Special Town Meeting of 2024 adjourned and dissolved at 7:59 pm.

Respectfully submitted,

Kaari Mai Tari
Town Clerk

Annual Town Election Results

TOWN OF CONCORD						
Annual Town Election						
April 9, 2024						
OFFICIAL RESULTS						
	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
MODERATOR for One Year (Vote for not more than ONE)						
CARMIN C. REISS	652	643	740	760	691	3,486
Miscellaneous Write-Ins	7	4	6	4	6	27
Blanks	150	108	187	175	150	770
TOTALS	809	755	933	939	847	4,283
SELECT BOARD for Three Years (Vote for not more than TWO)						
HENRY J. DANE	295	333	389	427	323	1,767
JOSEPH LAURIN	381	205	372	346	312	1,616
CAMERON A. McKENNITT	448	315	492	418	387	2,060
WENDY J. ROVELLI	310	432	389	412	427	1,970
Miscellaneous Write-Ins	1	2	2	4	2	11
Blanks	183	223	222	271	243	1,142
TOTALS	1,618	1,510	1,866	1,878	1,694	8,566
SCHOOL COMMITTEE for Three Years (Vote for not more than TWO)						
TRACEY MARANO	539	456	652	649	551	2,847
ELIZABETH JANE COBBS	325	409	403	413	395	1,945
ANDREW HERCHEK	535	371	531	480	419	2,336
Miscellaneous Write-Ins	2	1	1	6	2	12
Blanks	217	273	279	330	327	1,426
TOTALS	1,618	1,510	1,866	1,878	1,694	8,566
HOUSING AUTHORITY for Five Years (Vote for not more than ONE)						
EDWARD TAR LARNER	630	605	710	712	661	3,318
Miscellaneous Write-Ins	6	2	3	4	2	17
Blanks	173	148	220	223	184	948
TOTALS	809	755	933	939	847	4,283
Total Registered Voters	2,384	2,876	2,820	3,073	2,721	13,874
Precinct Totals	809	755	933	939	847	4,283
Total Voter Turnout	34%	26%	33%	31%	31%	31%

Special Town Election Results

TOWN OF CONCORD						
Special Town Election						
June 25, 2024						
OFFICIAL RESULTS						
An Act Establishing a Senior Means-Tested Property Tax Exemption in the Town of Concord	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
Shall the Town of Concord accept the provisions of Chapter 193 of the Acts of 2022, "An Act Establishing A Permanent Senior Means-Tested Property Tax Exemption in the Town of Concord," which Act was accepted at the 2024 Annual Town Meeting?						
Yes	334	474	510	490	410	2,218
No	59	46	64	53	55	277
Blanks	1	0	1	1	1	4
TOTALS	394	520	575	544	466	2,499
Total Registered Voters	2,405	2,905	2,833	3,085	2,741	13,969
Precinct Totals	394	520	575	544	466	2,499
Total Voter Turnout	16%	18%	20%	18%	17%	18%

State Primary Results

TOWN OF CONCORD						
State Primary						
September 3, 2024						
OFFICIAL RESULTS						
Republican Party						
	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
SENATOR IN CONGRESS						
ROBERT J. ANTONELLIS	18	21	24	28	20	111
IAN CAIN	6	7	10	16	14	53
JOHN DEATON	41	76	83	65	64	329
Write-Ins	0	0	0	1	0	1
Blanks	2	1	1	2	1	7
TOTALS	67	105	118	112	99	501
REPRESENTATIVE IN CONGRESS						
Write-Ins	0	6	2	1	4	13
Blanks	67	99	116	111	95	488
TOTALS	67	105	118	112	99	501
COUNCILLOR						
Write-Ins	0	2	2	0	2	6
Blanks	67	103	116	112	97	495
TOTALS	67	105	118	112	99	501
SENATOR IN GENERAL COURT						
Write-Ins	0	3	2	0	2	7
Blanks	67	102	116	112	97	494
TOTALS	67	105	118	112	99	501
REPRESENTATIVE IN GENERAL COURT (13TH MIDDLESEX)						
VIRGINIA GARDNER			13	8		21
Write-Ins	N/A	N/A	1	0	N/A	1
Blanks	N/A	N/A	104	104	N/A	208
TOTALS	-	-	118	112	-	230
REPRESENTATIVE IN GENERAL COURT (14TH MIDDLESEX)						
DOREEN DESHLER	5	7				12
Write-Ins	0	2	N/A	N/A	2	4
Blanks	62	96	N/A	N/A	97	255
TOTALS	67	105	-	-	99	271
CLERK OF COURTS						
Write-Ins	0	2	3	0	2	7
Blanks	67	103	115	112	97	494
TOTALS	67	105	118	112	99	501
REGISTER OF DEEDS						
Write-Ins	0	2	0	0	2	4
Blanks	67	103	118	112	97	497
TOTALS	67	105	118	112	99	501

TOWN OF CONCORD						
State Primary						
September 3, 2024						
OFFICIAL RESULTS						
Democratic Party						
	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
SENATOR IN CONGRESS						
ELIZABETH ANN WARREN	449	636	649	574	556	2,864
Write-Ins	4	2	3	3	2	14
Blanks	31	43	35	32	28	169
TOTALS	484	681	687	609	586	3,047
REPRESENTATIVE IN CONGRESS						
LORI LOUREIRO TRAHAN	448	631	641	583	550	2,853
Write-Ins	0	0	2	1	1	4
Blanks	36	50	44	25	35	190
TOTALS	484	681	687	609	586	3,047
COUNCILLOR						
MARILYN M. PETITTO DEVANEY	90	131	134	117	123	595
MARA DOLAN	361	522	497	471	431	2,282
Write-Ins	0	0	2	0	0	2
Blanks	33	28	54	21	32	168
TOTALS	484	681	687	609	586	3,047
SENATOR IN GENERAL COURT						
MICHAEL J. BARRETT	436	614	627	563	549	2,789
Write-Ins	1	1	2	1	0	5
Blanks	47	66	58	45	37	253
TOTALS	484	681	687	609	586	3,047
REPRESENTATIVE IN GENERAL COURT (13TH MIDDLESEX)						
CARMINE LAWRENCE GENTILE	N/A	N/A	583	548	N/A	1,131
Write-Ins	N/A	N/A	3	1	N/A	4
Blanks	N/A	N/A	101	60	N/A	161
TOTALS	-	-	687	609	-	1,296
REPRESENTATIVE IN GENERAL COURT (14TH MIDDLESEX)						
SIMON J. CATALDO	450	626	N/A	N/A	559	1,635
Write-Ins	1	1	N/A	N/A	0	2
Blanks	33	54	N/A	N/A	27	114
TOTALS	484	681	-	-	586	1,751
CLERK OF COURTS						
MICHAEL A. SULLIVAN	412	590	569	545	507	2,623
Write-Ins	0	0	0	2	0	2
Blanks	72	91	118	62	79	422
TOTALS	484	681	687	609	586	3,047
REGISTER OF DEEDS						
MARIA C. CURTATONE	417	598	575	534	515	2,639
Write-Ins	0	0	0	1	0	1
Blanks	67	83	112	74	71	407
TOTALS	484	681	687	609	586	3,047
Total Registered Voters - All Parties						
	2,437	2,958	2,863	3,099	2,757	14,114
Precinct Totals - All Primaries						
	552	786	805	722	687	3,552
Total Voter Turnout						
	23%	27%	28%	23%	25%	25%

TOWN OF CONCORD						
State Primary						
September 3, 2024						
OFFICIAL RESULTS						
Libertarian Party						
	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
SENATOR IN CONGRESS						
Write-Ins	0	0	0	0	1	1
Blanks	1	0	0	1	1	3
TOTALS	1	-	-	1	2	4
REPRESENTATIVE IN CONGRESS						
Write-Ins	0	0	0	0	0	-
Blanks	1	0	0	1	2	4
TOTALS	1	-	-	1	2	4
COUNCILLOR						
Write-Ins	0	0	0	0	0	-
Blanks	1	0	0	1	2	4
TOTALS	1	0	0	1	2	4
SENATOR IN GENERAL COURT						
Write-Ins	0	0	0	0	0	-
Blanks	1	0	0	1	2	4
TOTALS	1	-	-	1	2	4
REPRESENTATIVE IN GENERAL COURT (13TH MIDDLESEX)						
Write-Ins	N/A	N/A	0	0	N/A	-
Blanks	N/A	N/A	0	1	N/A	1
TOTALS	-	-	-	1	-	1
REPRESENTATIVE IN GENERAL COURT (14TH MIDDLESEX)						
Write-Ins	0	0	N/A	N/A	0	-
Blanks	1	0	N/A	N/A	2	3
TOTALS	1	-	-	-	2	3
CLERK OF COURTS						
Write-Ins	0	0	0	0	0	-
Blanks	1	0	0	1	2	4
TOTALS	1	-	-	1	2	4
REGISTER OF DEEDS						
Write-Ins	0	0	0	0	0	-
Blanks	1	0	0	1	2	4
TOTALS	1	-	-	1	2	4

Election Precincts 2024

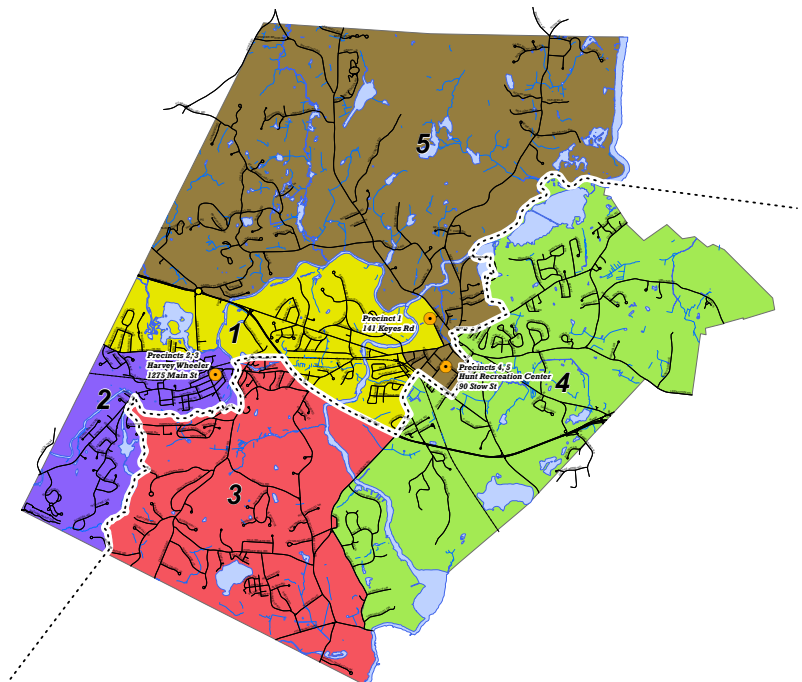
Precinct boundaries were updated during redistricting in 2021.

Approved by Select Board:

November 22, 2021

Approved by LEDRC:

December 2, 2021



Presidential Primary Results

TOWN OF CONCORD						
Presidential Primary						
March 5, 2024						
OFFICIAL RESULTS						
Democratic Party						
	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
PRESIDENTIAL PREFERENCE						
DEAN PHILIPS	11	23	15	25	22	96
JOSEPH R. BIDEN	502	639	632	608	596	2,977
MARIANNE WILLIAMSON	10	13	6	12	8	49
No Preference	28	42	40	65	31	206
Miscellaneous Write-Ins	2	6	4	6	6	24
Blanks	3	6	11	3	5	28
TOTALS	556	729	708	719	668	3,380
STATE COMMITTEE MAN						
ROBERT G. LOGAN	420	555	520	523	520	2,538
Miscellaneous Write-Ins	-	3	-	2	2	7
Blanks	136	171	188	194	146	835
TOTALS	556	729	708	719	668	3,380
STATE COMMITTEE WOMAN						
MARA DOLAN	459	616	563	588	564	2,790
Miscellaneous Write-Ins	0	1	2	2	-	5
Blanks	97	112	143	129	104	585
TOTALS	556	729	708	719	668	3,380
TOWN COMMITTEE						
MATHEW WILLIAM BOGER	374	496	464	474	459	2,267
JOSE L. HERRERO	333	471	440	449	423	2,116
JOANNE APPLETON ARNAUD	326	479	429	461	438	2,133
SHAWWEN YANG	322	478	438	458	426	2,122
ELLEN SARTWELL QUACKENBUSH	342	509	446	483	453	2,233
DONALD S. RICHARDSON	323	459	427	442	422	2,073
SIMON J. CATALDO	430	593	515	542	545	2,625
MARA DOLAN	349	520	465	489	457	2,280
ALAN W. PROCTOR	327	475	432	460	435	2,129
THOMAS A. TARPEY	332	474	444	471	435	2,156
PAUL W. JAMESON	315	457	423	444	426	2,065
MARTHA M. SCHWOPE	320	480	436	462	425	2,123
BRIDGET NEALE	330	488	443	460	428	2,149
ANNE WASHBURN FORTIER	335	489	454	473	428	2,179
JULIE MARIE McCLURE	325	479	430	454	427	2,115
GARRET G. WHITNEY	323	474	433	467	432	2,129
JOHN A. KESSLER, JR	322	465	426	452	428	2,093
JANET K. ROTHROCK	332	499	448	471	460	2,210
THOMAS H. PARKER	317	458	422	443	422	2,062
ANNE EDEN EVINS	331	478	434	458	431	2,132
ROBERT W. LAWSON	324	471	432	453	435	2,115
HELENA Y. LONG	322	478	431	452	431	2,114
HALVOR IVERSON	321	460	425	446	422	2,074
JENNIFER HURLEY-WALES	330	493	451	461	437	2,172
CAROLINE WASHBURN MINKIN	332	478	438	462	429	2,139
PAUL HORWITZ	335	498	447	467	426	2,173
IRA NEAL GOLDMAN	322	460	431	467	420	2,100
ELIZABETH JEAN PHALEN	321	476	422	452	425	2,096
MARGARET CATHERINE LANERI	322	470	424	451	424	2,091
JANET C. WALKER	319	475	431	449	423	2,097
NINA REBECCA HACKEL	318	472	428	456	424	2,098
CASEY H. ATKINS	360	528	464	482	461	2,295
JAMES SCHERMERHORN	321	464	432	446	420	2,083
HERMAN PURUTYAN	324	465	424	443	420	2,076
DAVID MICHAEL O'BRIEN	322	466	433	449	421	2,091
Blanks	7,859	8,640	9,418	9,016	8,162	43,095
TOTALS	19,460	25,515	24,780	25,165	23,380	118,300
Total Registered Voters - All Parties						
	2,360	2,857	2,809	3,071	2,707	13,804
Precinct Totals - All Primaries						
	855	1,100	1,090	1,158	1,047	5,250
Total Voter Turnout						
	36%	39%	39%	38%	39%	38%

TOWN OF CONCORD						
Presidential Primary						
March 5, 2024						
OFFICIAL RESULTS						
Republican Party						
	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
PRESIDENTIAL PREFERENCE						
CHRIS CHRISTIE	0	4	6	8	3	
RYAN BINKLEY	0	0	0	0	0	
VIVEK RAMASWAMY	1	5	1	1	1	
ASA HUTCHINSON	0	1	0	1	0	
DONALD J. TRUMP	87	120	121	122	88	
RON DeSANTIS	3	1	4	2	1	
NIKKI HALEY	203	231	242	290	275	
No Preference	1	2	5	5	3	
Miscellaneous Write-Ins	0	2	2	4	1	
Blanks	2	1	1	1	2	
TOTALS	297	367	382	434	374	
STATE COMMITTEE MAN						
JAMES E. DIXON	149	216	186	230	189	
JUSTIN CUSANO	3	9	8	8	10	
Miscellaneous Write-Ins	4	3	3	7	2	
Blanks	141	139	185	189	173	
TOTALS	297	367	382	434	374	
STATE COMMITTEE WOMAN						
RUTH A. CUSANO	92	108	109	131	98	
DOREEN A. DESHLER	72	121	93	116	114	
Miscellaneous Write-Ins	4	3	1	4	3	
Blanks	129	135	179	183	159	
TOTALS	297	367	382	434	374	
TOWN COMMITTEE						
MICHAEL J. BENN	114	184	171	182	152	
PAMELA M. D'AMBROSIO	120	189	168	202	175	
ANTHONY G. D'AMBROSIO	120	179	174	195	173	
LAWRENCE GEORGE FRANKO	106	161	149	168	147	
MARJORIE J. FRANKO	104	162	146	169	147	
K. C. WINSLOW	114	182	173	189	173	
WENDY ANN McNALLY	109	167	152	185	168	
JOSEPH A. KOONTZ, SR	104	169	150	166	146	
VIRGINIA L. CARROLL	106	164	149	174	153	
NANCY C. BARRETT	108	172	162	179	160	
RICHARD W. BARRETT	106	164	159	167	154	
DOLORES D. GRANATO	109	171	154	205	155	
WILLIAM L. HAAS	106	160	146	165	145	
JAMES BARTLETT LITTLEFIELD	106	166	148	179	149	
CHRISTOPHER CERCONE	104	163	153	162	146	
CHRISTINE REYNOLDS	104	172	153	173	147	
KARA LAURIN LYONS	112	166	154	182	149	
FAYE ERHARD HAYES	103	166	152	172	146	

TOWN OF CONCORD						
Presidential Primary						
March 5, 2024						
OFFICIAL RESULTS						
Libertarian Party						
	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
PRESIDENTIAL PREFERENCE						
JACOB GEORGE HORNBERGER	1	0	0	0	0	1
MICHAEL D. RECTENWALD	0	0	0	0	1	1
CHASE RUSSELL OLIVER	0	0	0	0	0	0
MICHAEL TER MAAT	0	0	0	0	0	0
LARS DAMIAN MAPSTEAD	0	0	0	0	0	0
No Preference	1	1	0	2	2	6
Miscellaneous Write-Ins	0	2	0	3	2	7
Blanks	0	1	0	0	0	1
TOTALS	2	4	0	5	5	16
STATE COMMITTEE MAN						
Miscellaneous Write-Ins	0	0	0	0	0	0
Blanks	2	4	0	5	5	16
TOTALS	2	4	0	5	5	16
STATE COMMITTEE WOMAN						
Miscellaneous Write-Ins	0	0	0	0	1	1
Blanks	2	4	0	5	4	15
TOTALS	2	4	0	5	5	16
TOWN COMMITTEE						
Miscellaneous Write-Ins	1	0	0	0	2	3
Blanks	19	40	0	50	48	157
TOTALS	20	40	0	50	50	160

Presidential Election Results

TOWN OF CONCORD						
Presidential Election						
November 5, 2024						
OFFICIAL RESULTS						
	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
ELECTORS OF PRESIDENT AND VICE PRESIDENT (Vote for One)						
AYYADURAI and ELLIS, Independent	10	8	5	9	4	36
DE LA CRUZ and GARCIA, Socialism and Liberation	4	8	7	5	2	26
HARRIS and WALZ, Democratic	1,654	1,972	1,965	2,092	1,905	9,588
OLIVER and TER MAAT, Libertarian	11	13	19	16	18	77
STEIN and CABALLERO-ROCA, Green-Rainbow	8	13	17	21	14	73
TRUMP and VANCE, Republican	342	419	392	441	330	1,924
Write-Ins	27	17	31	29	18	122
WEST and ABDULLAH, Independent	-	-	-	-	2	2
Blanks	30	28	43	36	41	178
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
SENATOR IN CONGRESS (Vote for One)						
ELIZABETH ANN WARREN, Democratic	1,510	1,855	1,832	1,944	1,749	8,890
JOHN DEATON, Republican	531	566	598	634	539	2,868
Write-Ins	4	3	4	2	6	19
Blanks	41	54	45	69	40	249
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
REPRESENTATIVE IN CONGRESS (Vote for One)						
LORI LOUREIRO TRAHAN, Democratic	1,709	2,050	1,997	2,189	1,939	9,884
Write-Ins	17	19	22	16	15	89
Blanks	360	409	460	444	380	2,053
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
COUNCILLOR (Vote for One)						
MARA DOLAN, Democratic	1,651	2,010	1,932	2,134	1,903	9,630
Write-Ins	13	13	14	8	12	60
Blanks	422	455	533	507	419	2,336
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
SENATOR IN GENERAL COURT - 3RD Middlesex (Vote for One)						
MICHAEL J. BARRETT, Democratic	1,640	1,976	1,927	2,105	1,897	9,545
Write-Ins	13	15	15	9	11	63
Blanks	433	487	537	535	426	2,418
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
REPRESENTATIVE IN GENERAL COURT - 13th Middlesex (Vote for One)						
CARMINE LAWRENCE GENTILE, Democratic	N/A	N/A	1,719	1,904	N/A	3,623
VIRGINIA A. GARDNER, Republican	N/A	N/A	537	514	N/A	1,051
Write-Ins	N/A	N/A	1	1	N/A	2
Blanks	N/A	N/A	222	230	N/A	452
TOTALS	-	-	2,479	2,649	-	5,128
REPRESENTATIVE IN GENERAL COURT - 14th Middlesex (Vote for One)						
SIMON J. CATALDO, Democratic	1,709	2,029	N/A	N/A	1,945	5,683
Write-Ins	10	10	N/A	N/A	8	28
Blanks	367	439	N/A	N/A	381	1,187
TOTALS	2,086	2,478	-	-	2,334	6,898
CLERK OF COURTS (Vote for One)						
MICHAEL A. SULLIVAN, Democratic	1,611	1,956	1,877	2,076	1,851	9,371
Write-Ins	13	10	8	7	11	49
Blanks	462	512	594	566	472	2,606
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
REGISTER OF DEEDS (Vote for One)						
MARIA C. CURTATONE, Democratic	1,397	1,681	1,660	1,762	1,574	8,074
WILLIAM "BILLY" TAURO, Independent	357	423	426	469	386	2,061
Write-Ins	2	-	-	-	2	4
Blanks	330	374	393	418	372	1,887
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026

TOWN OF CONCORD						
Presidential Election						
November 5, 2024						
OFFICIAL RESULTS						
	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	TOTAL
QUESTION 1: Specify that the State Auditor has the authority to audit the Legislature.						
Yes	1,352	1,628	1,581	1,813	1,535	7,909
No	576	686	688	631	599	3,180
Blanks	158	164	210	205	200	937
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
QUESTION 2: Eliminate the requirement that students pass the Massachusetts Comprehensive Assessment System (MCAS) in order to graduate high school but still require students to complete coursework that meets state standards.						
Yes	902	1,176	1,099	1,284	1,023	5,484
No	1,121	1,231	1,293	1,294	1,241	6,180
Blanks	63	71	87	71	70	362
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
QUESTION 3: Provide transportation network drivers the option to form unions to collectively bargain with transportation network companies regarding wages, benefits, and terms and conditions of work.						
Yes	1,111	1,433	1,269	1,470	1,295	6,578
No	854	927	1,047	1,027	904	4,759
Blanks	121	118	163	152	135	689
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
QUESTION 4: To allow persons aged 21 and older to use certain natural psychedelic substances under licensed supervision and to grow and possess limited quantities of those substances in their home, and would create a commission to regulate those substances.						
Yes	816	996	875	1,106	952	4,745
No	1,189	1,388	1,470	1,441	1,290	6,778
Blanks	81	94	134	102	92	503
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
QUESTION 5: increase the minimum hourly wage an employer must pay a tipped worker to the full state minimum wage implemented over five years, at which point employers could pool all tips and distribute them to all non-management workers.						
Yes	933	1,149	1,044	1,188	1,127	5,441
No	1,064	1,237	1,294	1,349	1,113	6,057
Blanks	89	92	141	112	94	528
TOTALS	2,086	2,478	2,479	2,649	2,334	12,026
Total Registered Voters	2,411	2,917	2,867	3,139	2,727	14,061
Precinct Totals	2,086	2,478	2,479	2,649	2,334	12,026
Total Voter Turnout	87%	85%	86%	84%	86%	86%



Town Meeting Study Committee

Members of the Committee

Keith Bergman

Katie Bresnick

Kristen Hagerty

Alice Kaufman

Eric Moore (Chair)

Parashar Patel

Phil Swain

Eric Van Loon

Chase Thompson

The committee is supported by Shannon McAndrew, Management Specialist on Town staff who is also a principal actor in the production of Town Meeting. Non-voting members are Carmin Reiss, Moderator, and Cameron McKennitt, Select Board liaison.

The appointing authority for the TMSC is Concord Moderator Carmin Reiss.

The Town Meeting Study Committee (TMSC) was charged by a vote at Concord's 2024 Town Meeting "to determine whether the Town will establish a Town Meeting Study Committee to review Concord's town meeting processes and to formulate recommendations to make town meeting more inclusive, effective, and responsive to the needs and desires of the town." The Article was put forward by Concord's Moderator, Carmin Reiss. The TMSC will conclude its work with a report delivered to Town Meeting 2025.

The TMSC has interpreted its charge, to make Concord's Town Meeting more *inclusive, effective, and responsive*, as three points:

- **Inclusive:** Make it easier for people who want to be at Town Meeting to participate – to serve the thwarted. That all who want to attend, can. And, make it easier for people to be informed about the working of our legislative processes in boards and committees, which culminate in Town Meeting – and to potentially participate.
- **Effective:** Make it a better experience for the people who are at Town Meeting. That we make efficient use of people's time at Town Meeting, and that people have ready means to make well-informed decisions.
- **Responsive,** that Town Meeting adapts to provide the experience that people say they want, and that Town Meeting functions credibly as a representative body of the Town.

Views of Town Meeting

The TMSC conducted town-wide voter survey in October

2024. Responses represented about 10% of Concord's active registered voters. The survey provides a clear picture of critical sentiment with respect to Town Meeting.

The dominant theme was streamlining one's meeting participation – both in terms of having a shorter meeting, and in terms of being able to pick and choose when one participates. There is strong survey support for "change" – remote participation, electronic voting, separating deliberation from voting. These changes ostensibly reduce one's time spent at Town Meeting or make it more convenient to vote.

Over 50% of respondents think that they are spending too much time hearing others' views during deliberation. There's a distinct preference for all high interest items on one night - which suggests a time cap up front on deliberation of each of these items. We are exploring these issues with the Moderator. There is strong support for keeping Open Town Meeting.

Process

The TMSC is working methodically and consistent with Open Meeting Law. The TMSC web page, <https://concordma.gov/3639/Town-Meeting-Study-Committee>, links to all artifacts of the committee's work.

Since its inception May of 2024 through to the end of 2024, Concord's Town Meeting Study Committee (TMSC) met 23 times, through phases of mission statement development, peer town and past study review, issues research and framing, solutions brainstorming and framing, and public outreach with a town-wide survey and focus groups.

The TMSC focus this fall has emphasized ways to streamline Town Meeting, and on diligent consideration of the three Citizen Petitions from 2024 Town Meeting that were deferred to the TMSC.

Throughout this winter, the TMSC will develop recommendations in priority areas and continue to consult with principals to get feedback, refine, and identify resource gaps.

During the spring, the TMSC will develop recommendations for longer-term improvements to Town Meeting, preparation its report, and conduct public outreach. It will conclude its work with a presentation at the 2025 Town Meeting.

Recommendations

There are four interleaved themes for study by the committee: **Streamlining**, so that Town Meeting demands less of the public's time; improving **Accessibility**, so that more may participate, improving **Meeting Culture**, so that participation in deliberation is more rewarding, and improving **Communications**, so that more may engage with and understand questions before the Town.

With respect to [Remote Participation at Annual and](#)

[Special Town Meetings](#), TMSC strongly endorses taking action to allow remote participation and voting in Concord Town Meetings. That action near term would be a vote at 2025 Town Meeting that would allow submission of a Home Rule Petition at the state level. Practically, Remote voting at Town Meeting is some years away.

With respect to [Use of Handheld Electronic Voting at Town Meetings](#), the TMSC concludes that use of clickers may improve the experience of Town Meeting and therefore recommends use of clickers. As of this report, the Town is investigating a lease of clickers in time for 2025 Town Meeting.

With respect to [Town Meeting Voting Reform](#), after research and discussion, the TMSC is not expecting to recommend action towards what is essentially a proposal to adopt New Hampshire's SB2 Ballot Referendum.

This report was prepared by Eric Moore.

General Government



Town Clerk's Office

Kaari Mai Tari, Town Clerk

MaryLou Carney, Assistant Town Clerk

Laurie Austin, Senior Administrative Specialist

Justine Donovan, Senior Administrative Specialist

Customer Service and Staffing

The Town Clerk's Office welcomed Justine Donovan to the Town Clerk's Office on January 2nd who took over the registration of vital records. Her previous experience at the Elections Division in Cambridge was enormously helpful during the busy year and is much appreciated.

Vitals

In addition to registering vital records, staff processed 21 affidavits & corrections of vital records and issued 311 burial permits. As custodians of vital records, the Town Clerk's Office issued certified copies of birth, marriage, and death records at the counter and by mail.

Vital Statistics

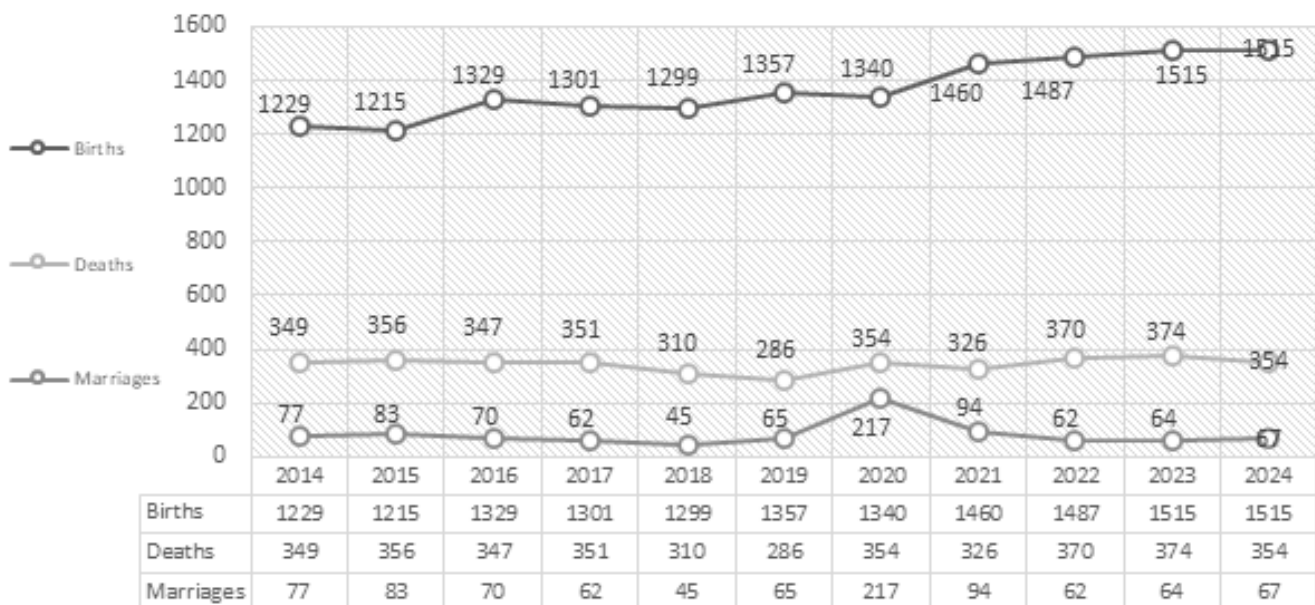
Births Registered in Concord: 1,515(133 to Concord residents)

Deaths Registered in Concord: 354 (143 to Concord residents)

Marriages Registered in Concord: 67 (31 to Concord residents)

Marriage Intentions filed in Concord: 68

Total Vital Records Recorded



Vital record transactions	Births	Marriages	Deaths
At the register	1060	95	1905
Online orders	84	103	548

Committee-related activities

During the year, staff administered the oath of office to 128 new committee and board appointees and posted 1,128 public meetings and agendas for 79 committees and subcommittees. The Town Clerk’s Office works closely with the Town Manager’s Office to manage committee interest, and appointment. In the Town Clerk’s Office, Laurie Austin focused her efforts on committee-related activities, including appointments and legal compliance with ethics and open meeting law requirements, posting meeting agendas and minutes and served as a resource for town staff and committee members on open meeting law-related questions.

The table below shows five years of activity in our core areas of service:

Licenses & Registrations	2020	2021	2022	2023	2024
Business Certificates	154	151	90	123	140
Dog Licensing	1,804	2,005	1,953	2,171	1,975
Public Meetings Posted	710	947	1,003	1,084	1,128
Raffle Permits Issued	5	11	8	14	10
Recordings	2020	2021	2022	2023	2024
Board of Appeals Filings	40	30	29	34	44
Cemetery Deeds	57	71	70	54	47
Historic Districts Commission Filings	60	76	65	54	53

Town Records

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

Public Records Requests

In 2024, the Municipal Archivist/Records Manager tracked and responded to 840 public records requests (this does not include requests received by the Police or School departments as those are managed separately). The total number of requests was more than double 2023 due to improved tracking and 2024 being an election year. The most popular topics for requests were building permits and street files, Gerow Park/Warner’s Pond, procurement information, and voting data. Accordingly, Finance, Planning and Land Management, Town Clerk/Town Archives, and the Town Manager’s Office were the most frequently requested Departments/Divisions. Finally, of the 840 requests, 765 required the review of

Other Business

The Town Clerk’s Office issued 17 flammable storage certificates that are renewed annually. Notary Public services (excluding real estate-related transactions) are offered for customers with proper identification. A nominal fee is charged, and appointments are recommended for complex documents. In addition, several staff members have been appointed by the Governor’s Office to serve as “Commissioners to Qualify,” which authorizes us to administer the Oath of Office to individuals appointed as a Notary Public, Justice of the Peace, and various state committees or appointments in Massachusetts.

Town Meetings and Elections

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

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

electronic records, 234 the review of physical records, and 32 the review of the Town’s email archive.

Records Management

The Municipal Archivist/Records Manager, Nate Smith, worked throughout the year with a variety of Town Departments to manage retention periods, inventory files, and digitize selected records. Over 100 banker’s boxes of paper files were processed for destruction (secure shredding) in 2024 from the Police, Fire, Human Resources, and Finance departments/divisions. These consisted of records that had reached their retention period and were approved for destruction by the State Supervisor of Public Records. Destruction of records past their retention period is an important part of the records management program as it frees up physical space.

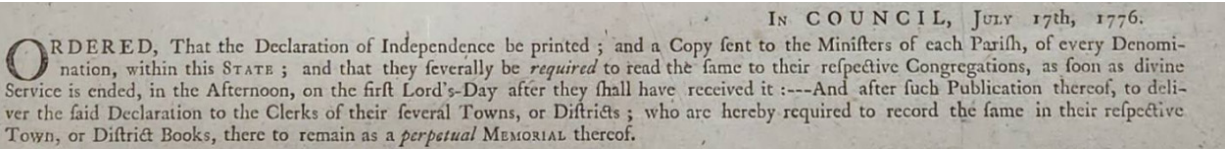
Archives Management

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

The Town Archives Digital Repository continues to grow

to increase accessibility to Town treasures. A notable addition this year was the volume of Births, Marriages, and Deaths that was compiled from the Towns Record Books in 1891. This covers all vital records recorded in Concord from 1635 through 1850 and has already been a help to several genealogy researchers. Several volumes of historic meetings minutes for the Planning Board, Municipal Light Board, Historical Commission, and Finance Committee were also digitized in 2024 for posting in early 2025. Many thanks to Archives Intern Laura Richards for her insightful work supporting the many digitization projects undertaken in 2024.

In July, the Town Archives received funding from Community Preservation Act funding following approval by Town Meeting for the conservation treatment, reproduction, and digitization of the Town's copy a broadside printing of the Declaration of Independence from 1776 and the Non-Importation Covenant dated June 27, 1774, which is signed by residents of the Town and declares their intent to suspend commercial dealings with Great Britain. These items will be added to the Town Archives Digital Repository once treatment and digitization is complete.



In September, the Town Archives applied for Community Preservation Act funding for the conservation treatment and digitization of selected 18th Century Assessors Records. In recent years, we have seen increased interest in these records as more research is being done into enslaved people around the time of the Revolutionary War. These records show which property owners were taxed or assessed as having owned slaves. Treating and digitizing these records will aid in the preservation and accessibility of these records.

Board of Registrars

CConnell Benn, Chair (R)

Anne Fortier (D)

Bart Littlefield (R)

Kaari Mai Tari (U), Town Clerk

Membership

The four-member Board of Registrars consists of not more than two members from each of the major political parties and consists of three members appointed by the Select Board, and the Town Clerk.

Voter Registration

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

New voter registrations include first time voters in Concord.

Voter registration changes include voters moving within Concord and modifications to registration.

Inactivated: Annual census response was not received from the voter's household or a member of the voter's household indicated that they had moved.

Deleted: Voters who have moved, died, or remained inactive through two state election cycles.

Total Voters as of 12/31/2024	New Voter Registrations	Voter Registration Changes	Inactivated in 2024	Deleted in 2024
14,383				
13,345 (active)	819	5,719	403	902
1,038 (inactive)				

Below is a snapshot of voter enrollment for Concord voters in 2024, by party or political designation.

Ward	Precinct	A	AA	CC	D	G	H	J	K	L	O	Q	R	S	T	U	X	Grand Totals
0	01	1		4	794			1		8	1		190			1503		2502
	02				1069				1	11		1	188	1	2	1746	1	3020
	03	2	1	1	950					1			228	1		1727		2911
	04	1	1	1	1044	1	1			7		1	200	1		1886		3144
	05			1	931	1		3		4			212			1654		2806
Ward 0 Totals		4	2	7	4788	2	1	4	1	31	1	2	1018	3	2	8516	1	14383
Grand Totals		4	2	7	4788	2	1	4	1	31	1	2	1018	3	2	8516	1	14383

Party Enrollment Changes:

Massachusetts had three official parties at the start of 2024 and leading up to the Presidential Election: Democrat (D), Republican (R), and Libertarian (L). The chart below shows the party change activity during 2024. This includes Unenrolled (U) voters, who made up the majority of voters in Concord. It should be noted that following the Presidential Election, the Libertarian Party reverted back to being a political designation. There are currently only two registered parties in Massachusetts (Democrat and Republican).

U→R: 42	R→U: 45	D→U: 128	L→U: 0
U→D: 160	R→D: 4	D→R: 15	L→D: 0
U→L: 3	R→L: 0	D→L: 0	L→R: 1

Nomination Papers & Petitions

Town Clerk’s Office staff certified 3,370 signatures on nomination papers for federal, state, and local candidates, and petitions.

Census

The Annual Town Census is conducted exclusively by mail. Census forms were distributed to residents in late December. The 2024 population based on census returns received and active voters through December 31, 2024, was 16,024. Note that the town census does not include inactive voters or the prison population, while the federal decennial census is a physical count of the population.

Town Caucus—January 29, 2024

The Town Caucus of 2024 was held in the Hearing Room of the Town House. The following nominations

were made by the Caucus: for Moderator: Carmin Reiss; For Select Board: Henry Dane, Joseph Laurin, Cameron McKennitt, and Wendy Rovelli; and for School Committee: Elizabeth Cobbs, Andrew Herchek, and Tracey Marano; for Housing Authority Edward Tar Lerner. Special thanks to Michael Lawson who presided as Chair of the Caucus and to Anita Tekle who was elected Clerk of the Caucus. A total of 88 voters attended the Caucus. All participants in the Caucus and especially the candidates are applauded for their commitment to public service and the election process in Concord. Special thanks to Assistant Town Clerk MaryLou Carney for presiding over the election of Chair of the Caucus.

Annual Town Meeting—April 29 - May 1, 2024

The Annual Town Meeting was held at the Concord Carlisle Regional High School over three days, featuring 53 Warrant Articles. Town Meeting minutes are printed elsewhere in this report. Daily attendance: 4/29/2024: 1,131 voters; 4/30/2024: 977 voters; 5/1/2024: 439 voters.

Special Town Meeting—May 1, 2024

The Annual Town Meeting adjourned on May 1st to hold a Special Town Meeting for the purpose of borrowing for the design and construction of grid-scale battery storage to be repaid from revenues of the Concord Municipal Light Plant.

Elections

Five Elections were held in 2024. Election results by precinct are included elsewhere in this report.

Date	Event	Voter Turnout/ %	Voted by mail	Early, In-person	In person on Election Day
March 5, 2024	Presidential Primary	5,250 / 38%	2,623	155	2,472
April 9, 2024	Annual Town Election	4,283 / 31%	2,297	N/A	1,986
June 25, 2024	Special Town Election	2,499 / 18%	1,900	N/A	599
September 3, 2024	State Primary	3,552 / 25%	2,553	88	911
November 5, 2024	Presidential Election	12,026 / 86%	5,719	2,034	4,273

Human Resources Department

Jessica Porter, M.P.A., Assistant Town Manager/ Human Resources Director

The Human Resources (HR) Department provides services to approximately 700 regular, limited, and temporary employees on issues relating to Personnel Bylaw administration; policies, and procedures; employee classification and compensation; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers' compensation case management and administrative services; and designing and administering employee benefits programs. HR advises the Personnel Board and Town Manager on related issues; advises managers, supervisors, and employees on personnel matters; and assists in labor negotiations and contract administration.

Human Resources – 2024 Staffing Changes

In July, 2024, the HR Department hired its first ever Benefits Manager, Malysa Simard, who replaced Business Systems Analyst Terri Scofield who resigned in May, 2024. The HR Department also hired Erin McMorrow as Assistant HR Director, replacing Stephanie Oliver who resigned in March, 2023.

Recruitment

During 2024, the department was busy once again with recruitment efforts. HR staff posted 115 jobs and processed 2947 applications for employment. These numbers include recruitments for seasonal staff positions.

Personnel Board & Projects

The HR Department works in collaboration with the five (5) member Personnel Board. Co-Chairs Elizabeth Cobbs and William Mrachek, and members Joseph Emerick, Joshua Fay and Kate Ryan supported the HR department in 2024 with a variety of initiatives and projects. Mr. Fay joined the Personnel Board in March, 2024 replacing Pamela Talbot.

HR staff worked closely with various stakeholders, including: the Select Board, through its liaison, Mark Howell; the Town Manager; and most importantly the September 2022 findings of the Personnel Study Task Force on a comprehensive proposed update to the Personnel Bylaw for non-union employees, which was

overwhelmingly voted for approval at Annual Town Meeting 2024.

The Personnel Board also approved enhancements to paid leave benefits for non-union employees, to assist with recruitment and retention efforts of top talent. In addition, the existing pay plan was converted into an 18 step pay plan, to better demonstrate a salary growth plan to employees.

An updated Personnel Board charge will be presented to the Select Board for approval in early 2025.

Personnel Policy amendments for 2024 included:

- > 7-2: Miscellaneous Compensation Schedule – Human Services
- > 10.2: Pay Philosophy and Salary Administration
- > 10.7-2: Uniform Pay
- > 13: Administration of Vacation Leave
- > 14: Bereavement Leave
- > 15: Town Vehicle and Licensing

Classification and Compensation Structure Adjustments during 2024 included:

Additions:

- > Community Engagement Manager, Grade 6
- > Skilled Carpenter, Grade 6
- > Management Specialist, Grade 7
- > Elections and Census Manager, Grade 8
- > Senior GIS Analyst, Grade 8
- > Master Plumber/HVAC Technician, Grade 10
- > Procurement Manager, Grade 10
- > Assistant COA Director, Grade 11
- > Emergency Communications Center Manager, Grade 13
- > Assistant Chief Financial Officer, Grade 15
- > Director of Community Development, Grade 16
- > Chief Information Officer, Grade 17

Additions to the Miscellaneous Compensation Schedule:

- > Program Supervisor
- > Swim Aide

Deletions:

- > Facilities/Landscape Maintainer, Grade 4
- > Engineering Technician, Grade 6
- > Assistant to the Beede General Manager, Grade 7
- > Administrative and Operations Supervisor, Grade 8

Other Projects

Performance Evaluation and Merit Pay Initiative

One of the department's most significant initiatives for 2024 was the rollout and implementation of a new performance evaluation and merit pay initiative for all regular, non-union staff. This initiative was part of the Classification & Compensation Plan approved at the 2023 Town Meeting.

An extensive goal setting process was undertaken to ensure that goals, collaboratively adopted with each eligible employee, were aligned with the Select Board and Town Manager objectives for FY25 and beyond. Beginning with senior leadership, the goals were appropriately cascaded throughout the organization, ensuring proper links were made to support departments, maximizing the Town's incredible employee potential. These goals will serve as the foundation for awarding merit pay.

The process was informed by individual supervisor interviews, employee focus groups and supervisor training. The updated performance evaluation process includes provisions for employees to receive a step increase effective July 1, with successful performance. Additionally, employees who achieve specific, measurable goals will be eligible for an additional one-time incentive payment based on their level of achievement.

These updates to the compensation plan enable employees to be rewarded based on their goal achievement in a manner that is affordable and sustainable to taxpayers.

Health Insurance Conversion

As a result of the dissolution of Minuteman Nashoba Health Group, the Town of Concord employees and retirees migrated to new health insurance plans effective July 1, 2024. The new Blue Cross/Blue Shield health insurance plans provided by the Massachusetts Interlocal Insurance Association (M.I.I.A.) provide quality plans for our subscribers. In addition, the program through M.I.I.A. provides an expanded Employee Assistance Program as well as an extensive array of Wellness programming (in person and virtual), all at no charge to employees. The Insurance Advisory Committee is now working on exploring new and improved benefit offerings for Dental, Vision, Life and

Long-Term Disability for the coming fiscal year.

MUNIS Conversion

In the Summer of 2024, Finance and Human Resources began building out the new MUNIS modules which will allow budgets and payroll to be centralized in one system. HR staff will also be able to link and track recruitment and benefits within the MUNIS system. The addition of these new modules, set to roll out for use in 2025, will streamline processes and result in greater efficiency. Once fully implemented, HR staff will have the ability to spend more time on projects and initiatives in the area of staff training, recruitment and retention efforts, as well as increase the quality of reporting produced for the Personnel Board.

The Executive Committee of Concord250

Gary Clayton, Co-Chair

Robert Munro, Co-Chair

John J. Arena III, Secretary...Parade Planning

Terri Ackerman...Select Board

Diana Clymer...Arts, Literature, and Music

Holly Cratsley...Community Participation

John Hickling...Minuteman Companies and Reenactors

Patricia Hopkins...Hospitality and Invitations

Christopher Johnson...Treasurer

Geoffrey Love, Massachusetts Air National Guard...At-Large

Joe Palumbo...Events

Diane Proctor...Communications and Publicity

Frederick Ryan...Public Safety

David Wood...History and Education

On April 19, 1775, Concord was already on a war footing, but as townspeople drilled and stored supplies, few expected a long struggle. The clash on the bridge and "the shot heard round the world," nonetheless, commenced one of the longest conflicts in America's history.¹ That initial, courageous encounter led to the creation of a nascent nation whose ideals are embodied in our Constitution. The Executive Committee, and its many subcommittees and volunteers, have worked throughout the year to recognize Concord's central, historic role—one, as our tagline asserts, that is "Still Heard Round the World." We have planned a robust recognition of this beginning, while we shine a bright light on the many underrepresented contributors to that effort. Thus, as folks gather from around our village, the nation, and the world, our intention is to fully honor the Concord of 1775 and the Concord that grew from that singular event on Concord's bridge.

¹ Robert A. Gross, *The Minuteman and Their World*, 2022



The celebratory activities began a year ago. The Parade Subcommittee and the Hospitality Subcommittee ran, for example, a splendid rehearsal for the upcoming 2025 parade with invitations to participants and food and drink for all the marchers in April 2024. And now, besides assembling a carefully crafted group of units for the 2025 parade, they have been coordinating satellite parking, assembling a solid volunteer base for parade day, working on communications with public safety and the National Park Service, securing staging and audio support for the event, creating new banners, and developing committee/volunteer apparel and matching identification for the day of the parade. They have also been fine-tuning a plan for the ceremony at the bridge, expecting salutes from the Concord Minutemen and Concord Independent Battery, a rendition of the National Anthem, a wreath laying, a keynote address by an attending dignitary, and a possible military flyover. They are making important strides every week in preparation for April.



As well, in April of 2024, 10 “Witness Houses” flew flags—recognizing those that were in the line of action on April 19, 1775--and the Community Participation Subcommittee ordered flags for an additional 65 homes that existed on that date. On August 11th, the Communications

and Publicity Subcommittee planned and kicked off a celebration at the Concord Museum, as folks made lanterns marking 250 days until the 250th, joined by notable politicians and over 400 attendees.

On October 11th, the 250th History and Education Subcommittee, in collaboration with the Wright Tavern and the First Parish Church of Concord, organized a gathering to hear historians elucidate the importance of the Provincial Congress that had gathered 250 years earlier on that very spot. Musical and artistic endeavors followed. On September 8th, 51 Walden presented pianist Louise Bessette’s performance of “The Concord Sonata” by Charles Ives. The Concord Orchestra held two of their 250th themed concerts: “Resolve” on

October 19 and 20, and “The Unknowable” on December 6 and 7th at 51 Walden, while on December 14th, the Concord Chorus presented their winter concert “Lift Up The Light” at Middlesex School Memorial Chapel. During the year, Art For All conducted several workshops for people of all ages to make small lanterns in preparation for lantern displays in 2025, and The Concord Free Public Library commenced their Workshop Program: Monument Re(Make) to engage the public in recreating the Minuteman Statue through 3D printing, which will go through fall 2025.



In December, the Community Participation Subcommittee, honored five Concord student essayists, whose imaginative papers focused on “Concord’s past as an influence on Concord’s future in 2075.” The winners were recognized at a ceremony at the Wright Tavern in December 2024. As well, in December, Concord’s Economic Vitality

Director and Director of the Concord Visitors Center, through the support of the Arts and Literature Subcommittee, helped to inaugurate a 6’ by 4’ mural of the map of Concord Center’s historic sites, located adjacent to the Concord Visitor’s Center and a temporary art installation on a small green adjacent to Monument Square.

The Concord250 Communications and Publicity Subcommittee has played a vital role in promoting events and sharing Concord250 news through a broad range of platforms. These include managing the Concord250 website and calendar, posting daily social media information, and submitting events to over 10 external calendars and 20 newsletters, including Mass250 and America250. Additionally, the committee has taken on event planning, fundraising, and coordinating public safety messaging. As well, they have served as the coordinating voice for all





subcommittee work, ensuring a smooth, comprehensive representation of each Concord250 project and initiative. Creatively partnering with town organizations, and leveraging local resources, they have used podcasts and local media to amplify the Concord250 message.

The Events Subcommittee planned or supported events

each month, which ranged from the celebration of the fight for freedom and sacrifice made by Concord native Lt. Benjamin Ralph Kimlau to the creation of a Patriot of Color walking tour, and associated research and publications. Encouraged by the success of that program, the committee participated in creating a winning grant proposal from the Healey-Driscoll Administration and the Massachusetts Office of Travel and Tourism (MOTT) and won a coveted award of \$25,000 for their project: “A Fight for Freedom: Honoring Patriots of Color.” Concord’s project is in alignment with the Healey-Driscoll Administration goals of ensuring all people’s stories are celebrated in the upcoming Massachusetts 250 and Concord250 celebrations as with our local Select Board’s charge to have the work of Concord250 “include reference to new historical research and the contributions of Indigenous and Black Concordians in the founding and development of our country.” Their work is in collaboration with Minute Man National Historical Park and The Robbins House Museum.



For the second consecutive summer, members of the Concord250 History and Education Subcommittee, came together to host a Summer Teacher Professional Workshop. The Summer 2024 group of teachers, in a collaborative effort, focused on creating experiential pedagogy activities for 3rd, 5th, and 8th graders for Revolutionary Trunks, boxes of objects with thematic categories, to further enhance learning about the American Revolution. An additional outgrowth of this committee’s work shared significant research diligently compiled over the past two years with a public talk. This research includes previously unknown Concord residents and others who served on behalf of Concord during the eight years of the Revolutionary War.



The study identified 19 individuals who died during their military service, 22 Patriots of Color, and 22 Revolutionary War veterans in New

England whose graves had never been marked until now with flags as war veterans.

The Permanent Memorial Subcommittee raised sufficient funds, with the support of Town funds, to anticipate the planting of 250 trees around Concord, wearing wraps that bear the 250th logo. In an important effort to establish a living memorial to those first shots and the men and women who sacrificed so much. The historical research by the History and Education Subcommittee, involving a comprehensive list of the individuals who fought in the American Revolution fulfills another important commemorative memorial goal.

The finances have remained a challenge. The Finance Subcommittee has worked with Town Hall to stay in sync on the Executive Committee’s approximately \$1.4 MM budget. This work has largely been focused on the urgencies of safety, and on managing the 55 events and projects that have come through our subcommittees to ensure that we are carefully spending the public and private funds made available for the 250th celebrations.

Central to all of the events is an emphasis on citizen safety during the coming year. The Annual Town Meeting awarded \$350,000 for public safety needs relative to Concord250. Working closely with federal, state, and local safety resources, crafting transportation strategies, collaborating with 3 other towns (Lincoln, Arlington, and Lexington),

coordinating with the Minute Man National Park, Hanscom Air Force Base, the National Guard, the MBTA, and Concord’s Police and Fire Department leaders, the focus remains on running a healthy, enjoyable celebration for all.



Town Counsel

Mina S. Makarios

Anderson & Kreiger LLP

The following is a description of the lawsuits by or against the Town filed or pending during calendar year 2024 and handled by Town Counsel:

Town of Concord v. Rasmussen, et al. (Massachusetts Supreme Judicial Court).

The Town sought a declaration and judgment affirming the right of the public to access Estabrook Road, as well as an injunction preventing the Defendants from interfering with the public's right to access the road. The Town obtained a preliminary injunction in July 2020 from the Land Court preventing the Defendants from interfering with public access while the case is pending, after the Defendants attempted to close the road. Trial took place in June 2021, and closing arguments took place in October 2021. In November 2022, the Land Court issued a decision in the Town's favor on all issues in dispute, finding that the public retained a right to access Estabrook Road. Defendants appealed the Land Court's decision in December 2022. The Appeals Court in October 2024 affirmed the decision in favor of the Town. Defendants obtained Further Appellate Review in the Supreme Judicial Court. Briefing and argument were completed as of May 7, 2025. The case is currently under advisement.

Kay, M.D. and Read v. Town of Concord (Massachusetts Appeals Court). P

laintiffs, who are both defendants in *Town of Concord v. Rasmussen et al.*, filed suit in the Superior Court in March 2022 alleging that they were improperly denied production of records on the basis of attorney-client privilege, despite not having challenged the Town's assertion of privilege with respect to those same records in the Rasmussen litigation itself. Plaintiffs filed a similar suit with respect to additional records in May 2022. The cases were consolidated in July 2022. In May 2023, the Superior Court ruled in the Town's favor in both cases. The plaintiffs appealed. Briefing and argument occurred in 2024. The Appeals Court subsequently issued a decision adopting the Town's legal analysis, but finding that certain of the documents at issue did not meet the standard for attorney-client privilege and remanded to the Superior Court to order release of those documents. The parties have submitted an agreed proposed judgment to the Superior Court that will resolve this matter.

Lyczkowski, et al. v. Keuka Road, LLC, et al. (Massachusetts Land Court).

Title action between private parties regarding access rights on private road. The plaintiffs named as defendants all persons owning land abutting a former

paper street, Keuka Road, which included the Town. The Town was a nominal defendant, and as in other quiet title actions where it is named as a nominal defendant, did not take an active role. Following cross-motions for summary judgment filed by the actively-litigating parties filed cross-motions for summary judgment, in January 2024 the Land Court issued a judgment ordering that the plaintiffs could pass and repass over Keuka Road and McCallar Lane, that plaintiffs could not park in McCallar Lane, and that the owner of 680 Main could access McCallar Lane from a driveway off of Main Street. No parties filed any appeal.

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

In 2021, the ZBA denied the plaintiff's application for an earth removal special permit required to construct a subdivision approved by the Planning Board. After trial, the Land Court reversed the denial and ordered the Town to issue the permit subject to reasonable conditions. The Town chose not to appeal the Land Court's decision. The permit issued following a ZBA hearing on April 10, 2025.

Archstone Builders, LLC v. Town of Concord Historic District[s] Commission (Middlesex Superior Court).

Applicant filed suit appealing denial of certificate of appropriateness by the Historic Districts Commission to construct a residence in the Barretts Mill Historic District in July 2022. Town Counsel negotiated with applicant's counsel to stay the litigation to permit the applicant to provide revised plans to the Historic Districts Commission. Those plans were filed, but the certificate was again denied. The litigation remains pending.

Gresty v. Concord Zoning Board of Appeals (Massachusetts Land Court).

The Zoning Board of Appeals (ZBA) denied Mr. Gresty's application for a Special Permit under Zoning Bylaw sections 11.6 and 4.2.2.2 to construct a detached additional dwelling unit ("ADU") at 262 Virginia Road. Mr. Gresty filed a Complaint with the Land Court on July 7, 2024. After the parties conferred with the Court, Mr. Gresty revised his application to address the Gross Floor Area issue, and the Court remanded the decision on September 30, 2024 to allow the Board to reconsider the decision in light of recently-passed state legislation regarding ADUs. Mr. Gresty filed an amended application with the Board on October 21, 2024, and the Board reconsidered and denied that application on December 12, 2024. Mr. Gresty filed an amended complaint on March 19, 2025. Discovery in this case is pending.

*Feman v. Town of Concord Zoning Board of Appeals
(Massachusetts Superior Court).*

The Zoning Board of Appeals (ZBA) granted an ADU for property located at 41 Nashoba Road. Plaintiffs filed an appeal in October 2024, arguing that the ADU would overburden the easement Plaintiffs use to access their own property. The ZBA filed a motion to dismiss on the grounds that plaintiffs failed to provide notice of the appeal to the Town Clerk within 20 days, a jurisdictional defect. The motion to dismiss is currently pending.

Public Safety



Fire Department

Thomas Judge, Fire Chief

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

Massachusetts is divided into fifteen mutual aid fire districts, with Concord belonging to Fire District 14, which comprises 23 cities and towns in central Middlesex County. These member communities collaborate to deliver vital regional services that would be challenging for any single community to provide alone. Among these are specialized teams for dive rescue, technical rescue, fire investigations, large-incident communications, incident management, and critical incident stress management. Concord actively participates in all these teams, with CFD staff serving as key contributors. The expertise gained through their regional work enhances Concord's own capabilities, as team members bring valuable skills and knowledge back to serve the local community.

Massachusetts has a robust fire mutual aid system. The Statewide Mobilization Plan has extensive plans for moving resources to incidents that have overwhelmed a community or a region's capability. In the fall of 2024, Massachusetts saw unprecedented wildfire activity and the statewide mobilization plan for wildfire response was activated numerous times. Concord responded to wildfires in Wilmington, and on two occasions, Salem.

Hazardous Materials (Hazmat) Response is organized at the state level and divided into six regional districts. Concord is part of Hazmat Response District 3, which comprises firefighters from across the region. Concord contributes to this vital effort with two or our staff who are certified hazardous materials technicians serving on



CFD Lieutenant Eric Harries participating in ice dive training with District 14 Dive Team

the district's hazmat team.

Concord Fire Department has two members who serve on the Massachusetts Urban Search and Rescue (USAR) Team, known as MA Task Force 1. Based in Beverly, Massachusetts, this team is part of the Federal Emergency Management Agency (FEMA) system and provides vital rescue and recovery services at the national level. In 2024, CFD members of MA Task Force 1 were deployed to South Carolina, North Carolina, and Texas to assist in response to natural disasters. The Federal Government fully reimburses all costs associated with deployment.

Fire Prevention

Residential and commercial construction are a significant focus of fire prevention, many hours are devoted to working closely with the Town's Building and Planning Divisions, reviewing plans, conducting

site inspections, and attending meetings with property owners and contractors during all phases of construction, alteration, and demolition to ensure compliance with the Massachusetts Fire Code and achieve the best possible level of protection of life and property.

Fire prevention staff conduct many inspections throughout the year, including residential smoke detector inspection upon transfer of real estate, installation or removal of oil tanks, propane tanks, and heating equipment, annual inspections of school, day care facilities, hotels/inns, museums, and assembly occupancies.

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

The Concord Fire Department participates in a program sponsored by the Massachusetts Department of Fire Services called S.A.F.E. (Student Awareness of Fire Education). Firefighter Evan Foisy manages this program and its companion program, Senior SAFE, which provides fire prevention services to the senior community. Firefighter Foisy and other staff visit schools in Concord to present programs on fire safety to students.

The Senior SAFE program allows us to provide fire safety education and install smoke and carbon monoxide detectors for seniors needing assistance.

Paramedic Program

The fire department currently serves as the ambulance provider for both Basic Life Support (BLS) and Advanced Life Support (ALS) services. Two ambulances are staffed around the clock at the BLS level, while ALS services are presently delivered through a third-party provider, Pro-EMS of Cambridge.

In 2024, the department made the pivotal decision to integrate ALS services into its operations. Several factors drive this transition, including growing demand for emergency medical services and the need for reliable ALS availability. Like many other fire departments, we aim to enhance service quality and achieve long-term sustainability by staffing ALS services with our personnel.

To support this initiative, the fire department applied for and was honored to receive a \$1,000,000 federal grant in 2024. This funding will significantly offset the costs of training existing staff to become paramedics, marking a crucial step toward achieving this goal.

While we are confident this move is the right choice, we also want to highlight the excellent partnership we have enjoyed with our current provider, Pro-EMS. Their collaboration and support, particularly in assisting with this transition and staff training, have been invaluable.

Training

Three employees began their paramedic training in 2024. Firefighter Jeff Lex is attending New England EMS Institute (NEEMSI) program at Elliot Hospital in Manchester, NH. Firefighter Tim Lilley is attending a Pro-EMS Center For Medics program in Cambridge. Firefighter Derek O'Rourke is attending the paramedic program at Bunker Hill Community College. Paramedic training will continue throughout 2025 and well into 2026.

FF Rachel Vroegindewey graduated from the Massachusetts Firefighting Academy's Career Recruit Training Program on November 18, 2024, a basic requirement for all Concord firefighters.

The department's in-service training program is a continuous initiative undertaken throughout the year, encompassing a broad range of all-hazards responsibilities. These responsibilities include both basic and advanced firefighting techniques, emergency medical services, technical rescue operations, hazardous materials response, water and ice rescue, auto extrication, hostile threat response, and emergency driving, among others. Furthermore, the program addresses emerging trends, including the management of emergencies pertaining to lithium-ion batteries. The department has been fortunate to conduct portions of this training within buildings designated for demolition. Engaging in training exercises within actual structures provides a realistic element that significantly enhances the overall training experience. Such training within these facilities incorporates the use of a non-toxic theatrical fog to simulate smoke; however, it does not involve any real fires. The department extends its gratitude to those property owners who graciously offered their buildings for our training purposes.

During 2024, the department brought in retired Worcester Captain, Steve Oberg. Captain Oberg's class, "Situational Awareness - Tactics and Strategy for Training and Operations," teaches tactical and strategic lessons and significantly emphasizes cultivating the appropriate daily attitude essential for a firefighter's success.

Below is a picture of crews practicing and refining their forcible entry skills on a new prop that the department recently purchased. This training ensures that firefighters maintain the skills necessary when needing to force entry into a building for any emergency.

Additionally, several of our staff are members of regional response teams that specialize in hazardous materials, technical rescue, fire investigation,



emergency communications, dive/rescue, and incident support. Two are also FEMA Urban Search and Rescue Team members – Massachusetts Task Force 1.

The Massachusetts Firefighting Academy is a training resource for all departments the state; not only does Concord Fire take advantage of those opportunities, but we are also fortunate that many of our staff are instructors at the academy.



Community

The Concord Firefighters Relief Association (CRFA) sponsored the annual toy drive this year. The Concord Carlisle High School (CCHS) Football Team collected toys from the school community and contributed them to the drive. The members of the Concord Fire Department were proud to be able to provide support and assistance to families in need and make their holidays a little better.

Concord Firefighters participated in Picnic in the Park, Veteran's Day Flag Retirement, and a drive-through barbeque at the Council on Aging.

Personnel

Retirements and others moving on:

Captain James (Jay) Redmond retired in 2024 after 32 years of service to the town. Jay was appointed as a firefighter on November 24, 1992. Jay served as a Firefighter, Lieutenant (promoted on July 25, 2011), and Captain (promoted on August 3, 2015). For many of

those years he also served as one of the department's mechanics. Prior to Concord, Jay was an on-call firefighter in Boxborough. We wish Jay, his wife Jennine, and his entire family the best in retirement.

New Firefighters:

We welcomed the following new Firefighters to the department in 2024:

- > FF Derek O'Rourke.
- > FF Rachel Vroegindewey.

Promotions:

- > Lieutenant Peter Ostroskey was promoted to Captain.
- > Firefighter Eric Harries was promoted to Lieutenant.

Local Emergency Planning Committee

Thomas Judge, Fire Chief / Emergency Management Director, Chair

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

Concord Emergency Management Agency

(CEMA)

Thomas Judge, Emergency Management Director

Walter Latta, Assistant Fire Chief, Deputy Emergency Management Director

Brian Whitney, Assistant Fire Chief, Deputy Emergency Management Director

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

The Emergency Operations Center (EOC) is the town's conduit to MEMA and the resources available at the

State Government level. The EOC is also where the various Concord agencies such as Public Works, Public Health, Police, Concord Municipal Light, Fire, Facilities, Town Managers Office, Finance, and Human Resources coordinate the town's response to emergency incidents.

Much of 2024 was spent working in preparation for the 250th anniversary of the American Revolution. Town staff who are a part of the EOC devoted a tremendous amount of time to working with partners from neighboring communities, state, and federal governments in preparation for the April 2025 events.

Massachusetts is divided into fifteen mutual aid fire districts, with Concord belonging to Fire District 14, which comprises 23 cities and towns in central Middlesex County. These member communities collaborate to deliver vital regional services that would be challenging for any single community to provide alone. Among these are specialized teams for dive rescue, technical rescue, fire investigations, large-incident communications, incident management, and critical incident stress management.

Concord actively participates in all these teams, with CFD staff serving as key contributors. The expertise gained through their regional work enhances Concord's own capabilities, as team members bring valuable skills and knowledge back to serve the local community.

Police Department

The Concord Police Department is committed to ensuring the confidence and trust of the public by delivering professional, respectful, quality services to our community. The Concord Police Department delivers a wide range of public safety services to the community with an authorized staff of 36 Sworn Officers, 6 Special Police Officers, 1 Emergency Communications Center Manager, 8 Public Safety Dispatchers, 6 School Crossing Guards, 1 Office Administrator, 1 Office Coordinator and 16 civilian Traffic Officers. The Department continues to be proactive in community problem solving, criminal investigations, traffic control and enforcement, parking control and enforcement, school crossing safety, elder services, and emergency response and management. The Department provides several community programs, such as jail diversion program/mental health clinician, crime prevention, youth services, elder services, School Resource Officers, child passenger safety seat installations, as well as processing a variety of permits, licenses, and applications.

The Department continues the Craigslist Safe Exchange Program, which allows members of the community to come to the Police Station parking lot to complete on-line purchases and sales. Police are encouraging citizens to utilize the police station, which is equipped with surveillance cameras and staffed 24 hours a day, 7 days a



Inspector Holsinger and Officer Simpson at Trunk or Treat event.

week, as a safe and secure meeting place. Additionally, the department has implemented a "First Responder Student Information" sheet to assist officers who might respond to or encounter certain students throughout the community, who may require special assistance. This is in addition to an existing service, "Concord Resident Emergency Services," an informational form which increases awareness of elderly residents in town who officers also may be called upon to assist. This year the department began using "The Blue Envelope" initiative. The initiative is a program aimed at supporting drivers on the autism spectrum during interactions with law enforcement. The blue envelopes contain important communication guidelines to help both the driver and the police officer handle traffic stops with greater understanding and reduced stress. The department continues to utilize CodeRed and social media to keep residents informed in a timely fashion as to what may be taking place in the community. The department maintains kiosks in the Police Department lobby, which collect unwanted medications and used needles for destruction.

The department routinely reviews and updates its policies and procedures to ensure compliance with the law and alignment with best practices within the policing profession. The department continues to comply with the Massachusetts Peace Officer Standards and Training Commission (POST-C) regulations by filing documents for its' officers to be certified and recertified pursuant to Massachusetts law. The department co-hosted its second gathering with the Town's Diversity, Equity, and Inclusion (DEI) Commission for coffee at the Concord Free Library. The event provided officers and members of the community an opportunity to meet informally for discussion. For the second year, officers assisted with the annual Metrowest "Shop with a Cop" event at Walmart in Framingham. This event provides gifts for children in need during the holiday season.

The Concord Police Department continues to be an active member of the Central Middlesex Assessment



Sergeant Harrington, Officers Mailloux, Brady and Inspector Holsinger at annual tree lighting.

for Safety Team (CMAST). The program was developed through the collaboration of stakeholders who recognized the need for a community approach to better protect and serve victims of domestic violence. CMAST is one of 7 successful Domestic Violence High Risk Teams collaborating within Middlesex County.

The department continues to maintain strong partnerships with federal, state and local agencies which play an important role in the strategy of the department to ensure the safety of the community through resource sharing and mutual aid. The Concord Police Department continues to be an active member of the Northeastern Massachusetts Law Enforcement Council (NEMLEC). NEMLEC is a regional consortium comprised of 59 Police Departments and the Sheriff's Departments of Middlesex and Essex Counties. Concord Police officers are assigned to various functions in NEMLEC, including SWAT, Regional Response Team (RRT), Motorcycle Unit, and the STARS Team (School Threat Assessment and Response System). The department continues work with a "Jail Diversion" grant, in collaboration with six (6) other Middlesex County Police departments, to address mental health issues. The Massachusetts Executive Office of Health and Human Services' Department of Mental Health awarded the grant to this coalition. As part of the coalition's innovative model, officers collaborate with a Clinical Coordinator, Ms. Emily Black, who manages the Jail Diversion Program. The role of the Jail Diversion Clinical Coordinator is to train officers in mental health, first aid, and to serve on the Crisis Intervention Team (CIT). The Clinical Coordinator also works with the department officers to create strategies to assist the officers when dealing with those whom are experiencing mental health issues. Ms. Emily Black, received the Karin Orr Memorial Award for being an outstanding mental health clinician in June, 2024.

The Department continues to maintain strong partnerships with our community-based services agencies, The Domestic Violence Services Network (DVSN) and The Communities for Restorative Justice

(C4RJ). Both agencies, along with our mental health liaison, continue to provide resources for our referral network. Concord Police officers and Public Safety dispatchers continue to participate in trainings for both programs. When officers are hired by the department, they receive 40 hours of training in Crisis Intervention (CIT), along with Integrated Communication and Tactics training (ICAT). Officers also participate in the education of new drivers in the CCHS Driver's Education Program, providing valuable information to assist new drivers as they travel on the roadways. The department continues to conduct its annual Youth academy each summer which provides students insights into the broader realm of not only policing, but also the diverse aspects of public safety.

The department continues to send officers to additional, pertinent training each year, beyond the forty (40) hours which is mandated by the State. The female officers of the department continue to attend the Massachusetts Association of Women in Law Enforcement (MAWLE) Conference each year. Members of the department train and participate in Active Shooter/Hostile Event Response (ASHER) training exercises with our neighboring communities, including Hanscom Air Force Base. At the outset of the school year, the School Resource Officers (SRO's) conduct Alert, Lockdown, Inform, Counter, and Evacuate (ALICE) training and drills at the public and private schools in town. In addition, the department SRO's have conducted ALICE training and drills for town staff.

The department ensures all officers receive ongoing training to remain current with updates on laws, equipment advancements, and de-escalation techniques. Additionally, two officers are specially trained in operating and deploying the department's drone, which plays a critical role in search and rescue operations as well as scene documentation. The department continues actively preparing for the upcoming 250th anniversary of the historic battles of Concord and Lexington in April 2025. Numerous meetings with local, state and federal partners continue in advance of the celebrations and



SGT Keith Harrington Swearing in to Sergeant rank at Town House.

planned events. Supervisors have undergone advanced training in Incident Command and crowd control, in preparation of the anniversary celebrations. Detectives have also received specialized training in threat recognition to assist in ensuring the safety and security of the large-scale event.

The department is a fully accredited agency with the Massachusetts Police Accreditation Commission, Inc. (MPAC) and is currently in year three of the accreditation cycle, due to be re-assessed in March of 2025. The department continues to review and update policies as necessary to conform with state laws, industry standards and best practices.

The department continues to enhance its sustainable energy practices with the continued use of hybrid vehicles and continues to replace its fleet with more fuel-efficient vehicles. The department currently has three fully electric vehicles, and a marked TESLA, which was donated, and is utilized as part of the department fleet. The department is continuing with its anti-idling initiatives, including its “Park and Walk” program, with officers walking or riding bicycles in districts, on trails, and recreational areas. These practices aid considerably in achieving the goals of reducing fuel consumption.

Our Public Safety dispatchers answer emergency and non-emergency calls, dispatch public safety personnel, and monitor computer equipment as part of their duties. In July of 2024, the public safety communications center transitioned into an independent division, now referred to as the Emergency Communication Center (ECC). This change separates dispatch communications from direct supervision of the Police Department, establishing the ECC as its own entity. The ECC will be comprised of an ECC manager, a lead dispatcher and seven (7) public safety dispatchers. The ECC manager will report to a commission comprised of the Police Chief, Fire Chief

and Town Manager, or their designees. The Concord Public Safety dispatchers will continue to maintain certifications as emergency tele-communicators and law enforcement data professionals, trained to the standards of the Massachusetts State 911 Department, Massachusetts Criminal History Systems Board, National Academy of Emergency Medical Dispatch, and the Association of Public Safety Communications Professionals International. The ECC will continue to uphold its comprehensive training program, which includes more than 233 hours of combined, multi-disciplinary training, surpassing the Massachusetts State 911 Training Standards. The ECC will also continue to employ dispatchers trained as Tactical Communications Specialists, utilizing Concord’s Tactical Communication Unit to support operations such as missing person searches, high-risk warrant services, and town events such as, the Patriots’ Day Parade and Holiday Tree Lighting Ceremony. The Department welcomed its first ECC Manager, Stephen Johnson, and a new Public Safety Dispatcher, Ryan Farrell, in 2024. Additionally, Cole Lasco resigned from the department this year.

The Department promoted Brian Goldman to the rank of Captain and Detective Keith Harrington to the rank of Sergeant in February. Detective Timothy McGonagle was named Acting Sergeant in July, and Officer Samantha Simpson was assigned as a School Resource Officer (SRO). The department welcomed seven (7) new Officers in 2024; Justin Tarnowski, Michael Burman, Wolfgang Angulo, James Miller, Athlyn Wood, Steven Hawkins and Derek Tyros. Detective Damon Reinold retired from the department and officers Juliana DiRamio and Deric Maddaleni resigned from the Department. Denise Caruso retired as the Office Administrator for the department after serving the community for over thirty (30) years. Jodi Geary resigned as the Office Coordinator after ten (10) years with the department. Jacqueline Mahoney joined the department as Office Administrator, and Ashley Hartenstein joined the department as Office Coordinator.

Officers Gregory Mailloux and Nathaniel Brady continue to serve as members of the NEMLEC Motorcycle Unit. Sergeant Luke Rennie remains a member of the NEMLEC SWAT Team, Officers Michael Sellards and Daniel Lordan are part of the NEMLEC RRT Unit, and Dispatcher Brandon Burns serves as part of the Incident Management Team (IMT) as a Tactical Dispatcher for NEMLEC.

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



Chief Mulcahy, Lieutenant Landers and Officer Millet at Millet’s graduation from police academy.

2024 Police Incident Reports

Arrests (various)	109
Summons	126
Assaults	19
Suspicious Activity	414
Motor Vehicle Crashes	423
Motor Vehicle v. Deer	22
Operating Under the Influence	41
Protective Custody	2
Traffic Citations	3,316
Criminal Traffic Summons	176
Larceny Investigations	228
Domestic Violence Investigations	50
Narcotics, Drug Investigations	5
Medical Assists	977
Animal Control	195
Vandalism Complaints	30
Alarms-Commercial/Residential	765
Breaking and Entering Investigations	11
Total Log Items	34,984

Animal Control

Jennifer A. Condon, Animal Control Officer

The Town contracts with a private vendor to provide dog and animal control services. The contract is awarded based on a competitive bidding process and is administered by Chief of Police.

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

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

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

Animal Control Annual Summary Report

January 1, 2024 -December 31, 2024

Month	Total #Calls	Complaint Calls	Lost Dog	Lost Cat	Other Cat Related	Wildlife	Misc Calls	Pickups	Human/Animal-Animal Bite	Quarantine Orders Issued/Released	#Submitted To State Lab	Kennels/ Barn Inspected 2024/Or Misc.
January	43	5	4			10	8	2	1	1		12 Kennels
February	22	3	1			1	9		4	4		
March	24	3	2	1		3	13	1				1/Kennel
April	54	7	5		3	7	25	1	3	3		
May	40	2	1		1	18	14	1	2	1		
June	25	2	1	2		10	4	1	2	2	1/Raccoon	
July	35	1		1	1	19	9	2	2			
August	27		1	2	2	8	6	1	3	3		1 Deceased cat
September	33	2	3	4		6	5	1	6	6		
October	14		1	2		4	5		1	1		
November	13	4	1	1		4	1		1	1		
December	43		4			3	3		2	2		29 Barns
Total 2024	373	29	24	13	7	93	102	10	27	24	1	43

Concord Municipal Light Plant



**CONCORD MUNICIPAL
LIGHT PLANT**
ELECTRIC | BROADBAND | ENERGY MANAGEMENT

Jason Bulger – Director

Concord Light (“CMLP”) is a community-owned electric utility, created for and by the citizens of Concord in 1898. The goal then, as now, was to provide reliable and reasonably priced service in a responsive and thoughtful manner. Our mission is to partner with our customers, civic institutions, and employees to foster a vital community, in the near and in the long term, in which to live, raise a family, work, and operate a business. Our 2018 – 2025 Strategic Plan, available at www.concordma.gov/cmlp describes our goals:

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

Our work in 2024 focused on several initiatives designed to achieve those goals.

The Town Manager appoints a five-member, volunteer Light Board comprised of local residents. Current Light Board members include (in alphabetical order) John Dalton (Clerk), Brian Foulds, Warren Leon (Chair) and Bianca Taylor. The Board meets monthly to discuss and/or vote on topics such as rates, power supply and renewable energy options. The Board encourages customers to attend.

The Concord Municipal Light Plant (CMLP) operates as an Enterprise Fund within the Town government. No property tax money is required or used to operate the Light Plant. All operating expenses including electricity purchases, capital investments, and debt service are paid by the Light Plant customers. In addition, the Light Plant contributes to the Town’s operating budget via a Payment-in-Lieu-of Taxes (PILOT) as well as contributions toward Town staff salaries in HR, IT, Finance, and the Town Manager’s Office. For 2024, the formula-based PILOT payment was \$464,500.

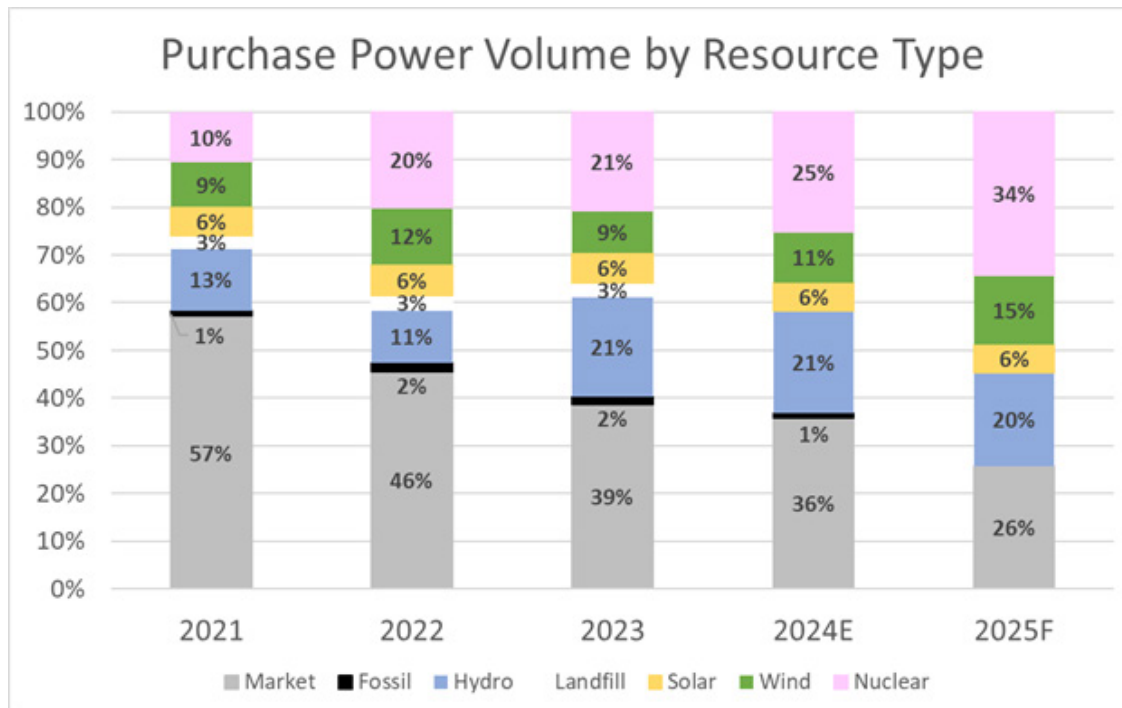
Power Supply

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

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

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

Non-Carbon Emitting



CMLP is actively replacing fossil-based generating resources with carbon-free sources in a fiscally responsible manner. However, recent market conditions are making it very difficult to contract for new, additive, non carbon emitting projects in New England.

As was the case in 2023, additional contracts for renewable power have been delayed or cancelled in 2024. Last year NextEra cancelled the 50 MW Chariot Solar project in Hinsdale, New Hampshire and DE Shaw Renewables cancelled the 121 MW Gravel Pit solar facility that was to be located in Connecticut, Massachusetts or New Hampshire. This year DE Shaw Renewables said they needed to raise the agreed upon contract price 90% (190% of the original price) or they would cancel the 100 MW Broadleaf solar project. In May of 2024 the developers of the 10 MW Mason Bay, Jonesport, ME wind project informed CMLP that they needed to delay the commercial operation date by one year. It is quite possible that this project will be cancelled too.

Energy New England, an energy services company providing scheduling, administrative and other services to CMLP, described the current market environment in this way:

New England is currently facing a critical pivot point for renewable energy in New England. The market faces increased barriers for developers and off takers. These barriers include operational difficulties from Off-Shore wind, increased EPC (Engineering Procurement and Construction costs), supply chain issues, higher interest rates and now a new federal administration with different priorities than the previous administration. The result is significantly increasing prices for new Offshore and Onshore wind projects as well as new solar projects.

In response to these market conditions, CMLP is

exploring alternative approaches for securing reliable supply of non carbon emitting energy including building more utility-scale ground-mounted solar in Concord, project financing a solar facility elsewhere in New England, and contracting for market power bundled with Renewable Energy Certificates (RECs).

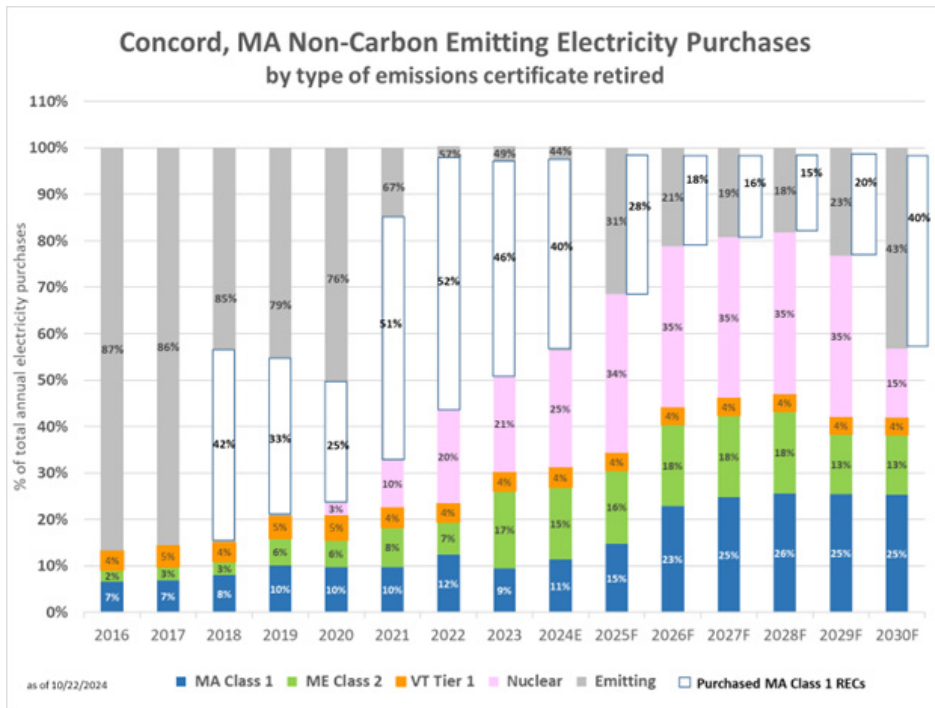
In 2018, CMLP began collecting an extra \$0.01 per kilowatt hour from customers on all energy sales to establish a fund to pay for the purchase of Massachusetts Class 1 RECs (“MA Class 1 RECs.”) In September 2020, the charge was increased to 0.015 per kilowatt hour, and on January 1, 2021 the charge was increased to 0.02 per kilowatt hour. The table below shows how many RECs were retired by generation year and where the RECs came from – whether they were associated with the purchase of physical energy or purchased separately. Note, CMLP will not complete the purchase of non-associated 2024 RECs until June 15, 2025. The figures provided for 2024 are only estimates.

Generation Year	Associated RECs Retired	Purchased RECs Retired	Total RECs Retired	% of Sales
2024	98,105	70,330	168,435	100%
2023	86,217	77,758	163,975	100%
2022	74,074	91,231	165,305	98%
2021	56,756	89,000	145,756	87%
2020	39,519	42,475	81,994	51%
2019	35,620	55,703	91,323	56%
2018	26,658	74,256	100,914	58%

CMLP’s REC purchase strategy purposefully sets the cost of the program at a fixed level while letting the amount of RECs purchased in any year to float based upon the market price of RECs. That program feature prevents the attainment of carbon neutral power from significantly increasing rates. Like commodity prices, REC prices fluctuate with supply and demand. REC prices increased from less than \$0.01 per kilowatt hour in 2018 to \$0.039 per kilowatt hour today.

Despite the increase in REC prices, it is forecasted that CMLP will achieve a fully 100% non-emitting power supply **seven years earlier** than the originally stated 2030 goal. In 2025 a new nuclear supply contract will increase the total amount of associated RECs – reducing the volume and cost of purchasing non-associated RECs.

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



Energy Management

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

Electric Vehicles

The state’s Department of Transportation launched the Massachusetts Vehicle Census website in 2023, providing each municipality in the state with the number of fossil fuel-powered, hybrid, plug-in hybrid and full battery electric vehicles garaged there.

The Census indicates that there were 1,491 plug-in hybrid or full battery electric vehicles in Concord as of January 1, 2025, 10.2% of all vehicles garaged in Concord. Statewide, plug-in hybrid and full battery electric cars make up 2.6% of all active vehicles. Concord has the 2nd highest percentage of plug-in hybrid and full battery electric vehicles in the state, exceeded only by Lexington, which is at 10.7%, compared to Concord’s 10.2%.

CMLP’s free Electric Vehicle Toll-Free Support Line and Email, which allows Concord residents to ask questions about all things EV, handled 106 requests from 67 unique

customers in 2024, 18% more requests than in 2023.

In September, CMLP held an EV Showcase that attracted 135 attendees. Event participants had the opportunity to look close up at over fifteen EVs ranging in size and price point, and to talk with their owners and Energy New England’s EV Specialists. CMLP staff answered questions about the rebates and services we offer, and Sustainability Director Eric Simms was there to field questions about Concord’s Climate Action Plan. Attendees also chatted with members of Mothers Out



Front, who displayed several types of e-bikes at the event. The Concord Bridge published an article about the event.

In 2024, 81 CMLP customers received rebates from the DriveEV Rebate Program, compared to 79 paid out in 2023. CMLP's DriveEV Rebate Program offers rebates ranging from \$350 to \$1,000 upon purchase or lease of a new or pre-owned EV. This range includes higher rebates for Concord families earning less than 80% or 120% of Boston metropolitan area median income. Nine of the rebates distributed in 2024 were provided to households earning less than 120% of Boston Metropolitan Area Median Income, and 11 were provided to households earning less than 80% of Boston Metropolitan Area Median Income.

Sixty-eight (68) customers received a \$250 Level 2 home charging system rebate in 2024 – a decrease of 22% versus 2023. Four hundred seventy-eight (478) CMLP customers have programmed 503 EVs to charge off-peak since the EV Miles Program began in 2018. The number of customers signing up for the EV Miles Program decreased slightly in 2024, from 114 to 99, a decline of 13%. The EV Miles Program customers qualify for monthly credits on their electric bills.

Heat Pumps

Residential Sector

In 2024, CMLP offered \$10,000 air source heat pump rebates and \$15,000 ground source heat pump rebates to Concord households that switch from oil, propane, electric resistance or ETS to heating their whole home with heat pumps. For households that switch partially to heat pump heating from those same fuels, CMLP offers rebates of \$1,250 or \$2,000 per ton of capacity for air source or ground source heat pumps respectively. Mass Save offers the same rebates to gas-heating households that switch to heat pump heating. Eighty heat pump projects received rebates from CMLP in 2024.

The Concord Clean Comfort Program continues to offer a heating/cooling coaching service to our residential customers. The coaches help customers decide if a heat pump is right for their home and make the process of switching to heat pumps easier. The Concord Clean Comfort Program received 159 coaching requests in 2024, averaging about one every 2 1/2 days, and representing just over half the number of coaching requests received in 2023. Eighty-seven percent of those who requested coaching services followed through and met with a coach, for 139 coaching engagements in 2024.

CMLP continues to employ two part-time heating/cooling coaches who have been serving Concord residents since 2021. CMLP offers an optional pre-approval review that provides a homeowner with assurance that their project qualifies for a CMLP heat pump rebate before they sign a contract with an installer. Post-installation quality assurance reviews

evaluate whether any changes to the project affected rebate eligibility and help ensure that installation best practices were followed.

In 2024, CMLP rebates also supported installations of 16 heat pump water heaters in Concord homes, a decrease of 40% increase versus the 27 rebates distributed in 2023.

Commercial Sector

In June 2023, CMLP began offering rebates to businesses and larger multi-unit residential properties switching from oil, propane or electric heating to heat pumps. The rebates range from \$2,500 to \$4,500 per ton of cooling capacity, depending on the type of heat pump equipment installed. Customers are eligible for up to \$50,000 in heat pump rebates in a 3-year period. Mass Save offers the same rebate amounts to gas-heating businesses that switch to heat pumps, absent the rebate cap. In 2024, Mass Audubon received a commercial heat pump rebate after installing heat pumps in the Brewsters Wood Barn. The West Concord Union Church received a rebate after replacing fossil fuel heating with heat pumps throughout the church building.

Electric Lawn Mower Rebates

Thanks to funding from a generous Concord resident, CMLP continues to offer rebates to residents who replace gas-powered lawn mowers with electric ones. Sixteen residents each received a \$100 electric lawn mower rebate in 2024, a decrease of 4% versus 2023.

Home Energy Assessments

Ninety-seven customers received home energy assessments from CMLP in 2024 versus 155 in 2023.

Residential Energy Efficiency Rebates

CMLP makes larger weatherization rebates available to lower income households. While standard income households are eligible for up to \$1,000 per calendar year, lower income households are eligible for \$1,500 to \$2,000 per year, depending on household size and income. Twenty-five weatherization rebates were distributed to customers in 2024, a decrease of 42% versus the number distributed in 2023. Six households earning less than 120% of the Boston Metropolitan area median income received the larger rebates.

In 2024, CMLP began posting on its website lists of contractors who've installed heat pumps, completed weatherization projects or installed Level 2 EV charging systems in Concord. The lists display the number of heat pump, weatherization or charging system projects completed by each installer that have received CMLP rebates over the last several years. The lists are one of a number of resources that our customers can use to find contractors, if they wish. The contractors will not be pre-vetted by CMLP, and customers needn't use the contractors on the list to complete a project or be

eligible for a rebate.

Commercial Energy Efficiency Rebates

In 2024, 3 business customers received a total of \$24,500 in rebates through CMLP's High Efficiency Lighting Program.

Solar Photovoltaic (PV) Rebates

Twenty-four customers received CMLP's solar rebate in 2024. There are now a total of 504 PV systems on residential and commercial rooftops in Concord with a combined capacity of 5.3 MW DC.

Customer and Community Service

Annual holiday tree lighting

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

Residential Rate Assistance

CMLP offers a Residential Rate Assistance program to Concord residents in financial need. On this rate, customers can receive a credit of \$0.13809 per kilowatt hour on their first tier of usage. Eligible customers can lower their bills by as much as 50% if they qualify for this rate. Customers must complete an application and be re-certified annually to remain in this program. As of December 2024, there were 161 customers enrolled in the program – 136 Electric and 25 Water customers.

Customer Satisfaction Survey

CMLP contracted with GreatBlue Research to conduct a customer satisfaction survey in May and June 2024. The survey findings were very positive, and Concord Municipal Light Plant was recognized by the American Public Power Association (APPA) for providing excellent service to Town of Concord residents.

The national recognition award is the result of receiving high marks from our customers in Concord in the areas of customer service, field personnel, communication, reliability, value, outage response, innovation, and overall satisfaction.

Winners of Public Power Customer Satisfaction Awards are chosen at gold, silver, and bronze levels based on responses to customer surveys. Concord Municipal Light Plant received a silver-level award for an average rating greater than 90% across the eight categories listed above from 1,039 survey respondents. Click here [2024 Customer Satisfaction Survey Study](#) for more information about the survey and the complete study results.

Concord Municipal Utilities Customer Service

The Concord Municipal Utilities Customer Service team is centrally housed at the CMLP Operations Center and provides service and support to residential and commercial services for electric, water, sewer, and

broadband. Customers can contact Customer Service at 978-318-3101 or concordutilities@concordma.gov.

Enterprise Software

CMLP partnered with NISC (National Information Solutions Cooperative) to implement their enterprise software in May 2019 and completing the implementation in 2021. The enterprise solution included new financial and accounting, customer information and billing, work management, and outage management systems.

CMLP also implemented SmartHub®, the customer self-service portal, for customers to manage their utility accounts. Customers can register for a SmartHub account or download the free web application for their smartphone or tablet to access information, receive updates, pay bills and more.

Customers can report an outage, line down or any other power-related emergency using SmartHub. Customers can opt for paperless billing and our payment options including making a payment via SmartHub, credit card, Internet banking, or with our automated phone system as well as choose to receive one bill for all their utilities or to have multiple accounts mailed together in one envelope.

The SmartHub portal was upgraded in January 2024. The new web application has a simplified, enhanced menu structure making navigation on the site easier, while providing fast access to customers' usage and payment details. Several staff members attended specialized SmartHub Messenger training this fall to learn how to use these modules together to improve outage and other communications to customers.

Several staff representing CMLP Customer Service, Operations, and Finance attended the enterprise software user conference (MIC) in Orlando, FL in late September 2024. Each staff member attended different learning sessions and had the opportunity to network with members from other utilities across the country using NISC systems. Attendees came back with new contact and energized with new information on how to use the software and new ideas to improve processes.

Advanced Metering System Project (AMS)

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

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

- 1. Reduce the frequency and duration of outages** by allowing CMLP to isolate outages faster, dispatch repair crews more precisely, and detect

equipment in need of repair or replacement.

2. **Improve operational efficiency** by 1) reducing meter reading costs from a mixed system spanning software and support; 2) ensuring accurate meter readings especially for water meters by replacing older, end-of-life meters in the field; 3) reducing labor and vehicle costs for meter reconnects, meter checks, move in and out for final billing; 4) improving detection of tampering and theft to capture unbilled revenue; 5) reducing the need for estimated bills due to inaccessible meters; 6) avoiding expensive power purchases during peak pricing periods by expanding energy management and rate programs to all customers; 7) reducing the cost of vegetation management by targeting areas with voltage issues using voltage alerts; and 8) improving safety for employees at risk with on-site premise visits.
3. **Reduce greenhouse gas emissions** by 1) decreasing distribution losses (energy waste) through the rightsizing of transformers and voltage management; 2) promoting solar by enabling net metering; 3) promoting electric vehicles with the option to charge at off-peak rates; 4) reducing the use of non-electric company vehicles with fewer visits to customers; and 5) enhancing the value of customer-sited battery storage from Time-of-Use rates.
4. **Improve customer service** by 1) providing a self-service portal to customers containing detailed electric and water usage data for better insight to manage bills, 2) offering Customer Alert Services such as a high bill alert, high usage alert, water leak alerts or usage exceeding a customer set threshold; 3) enabling customers to schedule start and stop service at customer-directed dates and times since a service visit from a technician will not be needed; 4) delivering better outage services by getting targeted notifications from all meters and providing up-to-date outage information on a web portal or mobile application
5. **Enable Direct Load Control**, automated load control, and customer-driven load control of heating systems, hot water heaters and electric vehicles to lower customer bills and reduce greenhouse gas emissions.
6. **Enable time-of-use rates** that will: lower customer bills through the improved utilization of infrastructure; promote fairness in revenue recovery; enhance the economics of battery installations; and encourage the charging of electric vehicles during low-cost time periods.

By the end of December 2024, the new communication

equipment and software was installed, and the Metering technicians installed most of the electric residential and commercial AMI meters in Concord. CMLP's electrician completed installing the new system load control relays as well. As the last of the electric meters are being installed, the AMI vendor will evaluate the communications network to determine if additional devices need to be installed to improve the meters and load control relays communication with the rest of the network.

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

Operations

In 2023, we took delivery of our first hybrid bucket truck. This truck uses a large storage battery, instead of the internal combustion engine, to operate the truck's hydraulics. This helps to lessen the overall emissions impact of the bucket truck. We also introduced another all-electric vehicle to the fleet. We added two new DC fast car chargers to our system, bringing the total number of charging ports to sixteen – fourteen Level 2 and two Level 3 electric vehicle charging ports. Operations is a 24/7 commitment for the staff at the Light Plant. Our personnel regularly respond to emergencies and outages, day or night, without hesitation or complaint. The past year threw some unique challenges at us, but we tackled them as best we know how. CMLP Operations' focus was, and continues to be, providing safe and reliable electric power and broadband service to our customers. Below is a list of some of our other highlighted items.

Underground Direct Buried Upgrades

To enhance the reliability and resiliency of our distribution system, CMLP routinely reviews any potential direct-buried areas and determines if replacement is required. Several factors, such as location, complexity, age, breadth, physical condition, and cost, are considered when determining where to focus our efforts. CMLP continues to collect data and has started preliminary planning for the conversion of Wright Farm Road. Of note, the associated direct-buried services are privately owned and are the responsibility of the owner to maintain and replace at their expense.

Underground Conversion Projects

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

Cambridge Turnpike this year, converting the remaining overhead section from overhead to underground.

Overhead Reconductoring

CMLP engineers routinely assess overhead conductors to ascertain overall conditions. Due to the age and condition of the existing primary conductors along Strawberry Hill Road Area, CMLP plans to start the strategic replacement. This project will give CMLP engineering the opportunity to update this section to current industry standards. These improvements will increase the resiliency and reliability of the overhead distribution system, resulting in fewer outages for customers. It is important to note that this work will require the coordination of several utilities such as Verizon and Comcast, as well as the coordinated effort of tree trimmers, public works and police details.

Level 3 Electric Vehicle Charger

As part of the Mass Electric Vehicle Incentive Program for Direct Current Fast Chargers, CMLP purchased, installed, and commissioned two Level 3 Chargers in 2023. These chargers were installed at the Rideout Playground Municipal Parking Lot for the purpose of reducing NOx and greenhouse gas emissions in Massachusetts. The new charging stations were partly funded by the Volkswagen Diesel Emissions Environmental Mitigation Trust for State Beneficiaries, and the Climate Protection and Mitigation Expendable Trust. The grant process was created to assist in recouping some of the costs associated with procurement and installation. In 2024, CMLP completed a complete ADA compliant overhaul of the parking spaces associated with the charging stations. Once completed, we submitted our grant application and was granted \$100,000 toward the procurement and installation of the charging stations.

Insurance Risk Assessment

This year CMLP Operations worked with our insurance group to perform a comprehensive risk assessment of our utility. The assessment looked at several aspects of our system, including substations, poles, transformers, various distribution equipment and customer service. Produced was a list of potential risks and suggested actions to limit liability. Below is a list of some of the areas we have addressed and will continue to address in



the subsequent year.

CMLP Pole Inspection, Maintenance and Replacements

CMLP engineers plan on utilizing a company that specializes in pole inspections to identify end-of-life and near end-of-life utility poles in our system. Identified poles will be prioritized based on the overall condition and criticality to the distribution system. This information will be given to CMLP line crews, who will carry out the repairs or replacement of poles and upgrade electrical facilities as required. This work is vast and of critical importance to CMLP. Of note, this work typically requires coordination with multiple entities and is expected to take some time to complete. All this work continues to add resiliency to our distribution system and reduce our overall risk of liability.

Substations

In 2024, CMLP made several repairs and upgrades to our substations. Substation 219 had the perimeter security fence repaired and lighting adjusted for better coverage. Code-compliant safety and security signage was also designed and will be installed sometime in early 2025. We also rolled out an agreement with NETWATCH, a private security company that continuously monitors the perimeters around our three substations. In the event of an illegal intrusion, security interventionists intervene on behalf of CMLP. If the event escalates, the interventionist will escalate all the way to contacting the police department. Below are pictures of two incidents that occurred in December.

Infrared Inspection

The use of infrared technology for electrical inspections is common practice amongst electrical utilities to identify potential issues before they become large problems. Identifying issues preemptively increases reliability, resiliency and safety, while also reducing repair costs and outage times. CMLP conducted a comprehensive infrared inspection of the overhead distribution system, and some select underground areas

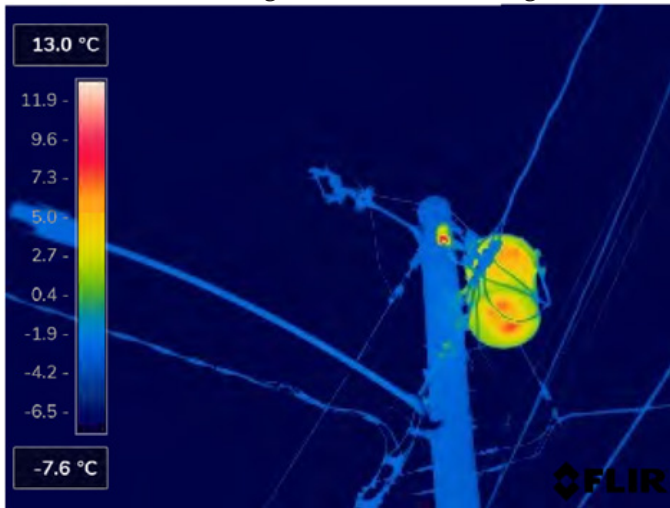




identified by engineering staff in December of 2023. We plan on conducting annual testing in early 2025.

Tree Trimming

Utilizing our updated specification, we began large-scale tree trimming in 2023. The first phase of which covered approximately one quarter of CMLP's overhead distribution system. Vegetation management is an integral part of any electric system and has become even more important with the increase in dependency on electricity. In early 2025 we intend to continue with our tree trimming maintenance and vegetation



management. The plan is to trim approximately fifty percent of our service territory. Of note, line crews will perform tree trimming and removal of branches and trees as necessary throughout the year. This is done to keep our system safe and reliable, and to reduce outage times and repair costs.

SCADA

In coordination with several companies, a request for proposals for a SCADA (supervisory control and data acquisition system) has been completed. This proposal includes project management, design and drafting services, equipment, metering, and data collection resources. CMLP will be working along with existing

vendors on the installation and commissioning of the SCADA equipment. Procurement is anticipated to happen in early 2025, and project execution may be delayed due to the abnormally long relay lead times required for this project. This system will replace CMLP's antiquated substations meters which are no longer supported by their respective manufacturers. The installation of this system will provide several benefits including critical circuit data and the afford engineers the ability to analyze that data, allowing for more informed decision making as our distribution system continues to grow in complexity.

Emergency Response

CMLP responded to numerous emergencies in 2024. These emergencies included severe storms, motor vehicle crashes, wildlife-caused outages, as well as several other unforeseen events. This year proved to be more challenging than usual due to more destructive weather events and staffing shortages. Below are some photographs of planned and unplanned events.

Mutual Aid

CMLP linemen answered the mutual aid call several times in 2024. Hurricane Helene reaked havoc over a large portion of the southeastern United States in September. CMLP was able to send two linemen to support operations in Laurens, South Carolina. We were also able to support two separate large events in Maine. Mutual aid is a large and important function of any utility; especially utilities with smaller staffing levels.





Mutual aid is a mechanism for utility professionals to support each other and the public when the need arises. It should be noted that while crews are supporting mutual aid requests, the crews at home continue operations at CMLP absorbing any potential burdens if and when they occur.

Training

Due to the dangerous nature of operations at any electric utility, continuous safety training and employee evaluation is required. In any given year, CMLP conducts monthly safety training with operations staff. The training is varied to provide statutory compliance and information on the latest industry standards. Our training can cover topics from first aid to green energy, and everything in between. We also supplement this training with other opportunities for professional development. In 2024, we again decided to incorporate more leadership training for our supervisory personnel. This has worked very well, especially given the current challenges that our leadership team faces. We plan to continue with this type of training and add other valuable classes as they become available.

Telecommunications

2024 was the tenth full year of operation for the CMLP's Broadband service. Operating today as Concord Broadband, the demand for service has remained steady, and community support and feedback has been excellent. CMLP launched the Broadband service in March 2014 after the 2013 Annual Town Meeting passed Article 48, which authorized borrowing to fund startup expenses. The 2017 Annual Town Meeting renewed support for the service by passing Article 24, which authorized CMLP to borrow an additional \$1 million to fund additional expansion of telecommunications

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

Service continues to be in demand with subscription growth to 1,785 residential and business accounts between January and December 2024, a net increase of 62 subscribers for the year. Revenues in 2024 exceeded \$1.7 million, with a 6% increase over 2023. Since the end of 2016, Concord Broadband has been generating sufficient operating income to cover the expected operating expenses.

Concord Broadband has continued to offer no-nonsense pricing with no hidden fees or unexpected price hikes. Our pricing has remained steady in 2023 with no price

increases since 2014. In January of last year, we added 3 additional high-speed tiers with 94 customers choosing those speeds. Residential service starts at \$49.95 per month for 45 Mbps while offering a true symmetrical service. Our business offerings provide speeds from 70 Mbps to 1 Gbps. Information about the offerings is on the Town's web site at www.concordma.gov/broadband. Concord Broadband has a staffed helpdesk that answers calls and provide technical assistance 24 hours a day, seven days a week.

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

In 2024, we continued to provide additional dark fiber leases to third parties for point-to-point services. These lease agreements provide access to CMLP fiber telecommunication providers or businesses who wish to gain access to premises in Concord. CMLP earns revenue from the fiber leases and customers benefit from faster, less-expensive installations and access to advanced telecommunication services.

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

Concord Public Works



Public Works Commission

Sven Weber, Chair

Jef Fasser, Vice Chair

David DeLong

Andrea Solomon

Gretchen Roorbach

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

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

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

Highlights of the Commission's activities for 2024 included (in chronological order):

- > Reviewed and discussed the draft Scenic Roads regulations developed by the Planning Board and subsequently reviewed by Town Counsel, suggesting revisions on certain sections of the proposed regulations.
- > Received an overview of a long-standing Solid Waste & Recycling Program and discussed

possible changes required to address escalating costs and better align with community sustainability goals.

- > Reviewed draft 2025 Annual Town Meeting Articles. Discussed budgeting and allocation of resources identified by CPW within the final proposed draft of the FY25 Town Budget.
- > Received an overview and update of the Roads Program -2024 Pavement Improvement Plan.
- > Reviewed a draft Stormwater Enterprise Fund Bylaw. Discussed the Commission's interest in ensuring the establishment of a new stormwater utility would be done with appropriate consideration of equity and regulatory compliance.
- > Discussed Town Meeting Articles relevant to public works related matters including a Citizens Petition advocating for a new cell tower to be located at the former landfill, 755 Walden Street, and the existing Public Works site located on Keyes Road.
- > Conducted a Public Rate Hearing and approved FY25 Water & Sewer rates.
- > Elected Sven Weber as Chair and Jef Fasser as Vice Chair of the Public Works Commission.
- > Reviewed and discussed a citizen's "Petition for Temporary Repairs of Private Way" for roadway and stormwater improvements near the intersection of Dover & Darton Street.
- > Conducted a Public Rate Hearing and approved a new automated Solid Waste & Recycling curbside collection program including revised rates for implementation in the Fall of 2024.
- > Discussed Commissions FY25 Priorities including: the advancement of a Stormwater Utility, an alternative funding strategy for a 5-year Roads

Program (Tier III Funding), administration of the Temporary Roads Repair petition in the White Pond neighborhood, support in the implementation of a newly established Solid Waste & Recycling Program, advancement of drinking water treatment for PFAS mitigation, advocacy for an update to the Town's Comprehensive Wastewater Management Plan, and tracking and advocacy of Public Works facility needs with consideration of a broader town Facilities Study

- > Conducted a Public Discount Rate hearing and approved FY25 Solid Waste & Recycling curbside collection "discount rate" proposal.
- > Reviewed and discussed the preliminary development of a Stormwater Utility budget.
- > Conducted a review of a paperless billing initiative advanced by the Municipal Light Board.
- > Reviewed and developed a policy for addressing billing and repayment plans associated with water & sewer zero usage attributed to failed meter reading equipment.
- > Reviewed and discussed various rate structures for the new Stormwater Enterprise.
- > Reviewed and discussion FY26 General Fund-Draft Capital Plan (draft) with special consideration of funding gaps in roads and stormwater infrastructure.
- > Reviewed and discussed FY26 Water & Sewer Enterprise Fund Capital Budget (draft) with special consideration of PFAS Treatment needs, long-term Water Management needs, and Wastewater Treatment Plant rehabilitation and potential partnership with MCI.
- > Discussed the FY25 Roads Program Update/Preview.
 - Discussion Town Road Program and Funding.
 - Discussion on addressing safety concerns in the community.
 - Discussion Pavement Management Program Overview.
 - Reviewed and discussed seasonal Winter Maintenance Program.
 - Reviewed and discussed Stormwater utility credit policy in anticipation of a pending rate schedule hearing to be held prior to Town Meeting.
- > Discussed FY26 Town Meeting-CPW Draft Articles

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

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

Cemetery Committee

Geoffrey Walton, Chair

Gerard Soucy, Vice Chair

Brian Davidson, Member

Priscilla White Sturges, Member

Bridget Rodrigue, Member

Overview

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

The Cemetery Committee consists of five members responsible for oversight of the operation and maintenance of all Town-owned cemeteries, and for establishing policies and procedures for the cemeteries. In 2024, Bridget Rodrigue joined the Committee as its newest member; the Committee is currently staffed at its designated number of five members.

Cemetery Grounds Maintenance

Concord Public Works Staff and the Cemetery Supervisor manage the operations and maintenance of the cemetery grounds throughout the year. In 2024 contracted landscape services provided lawn care, tree care and seasonal cleanups in Sleepy Hollow Cemetery and throughout the year to remove trees or large branches damaged by storms.

Cemetery Projects

Master Plan Update

- > In 2024, the Committee undertook the review and revision of the Master Plan. The revised Master Plan is expected to be approved by the Committee in early 2025. Major revisions included a focus on demand projections for various types of burial spaces and lot inventory to ensure we meet our goal to ensure 60 years of

grave availability.

Columbarium

- > The Columbarium Subcommittee formed in 2022 is scheduled to reconvene in early 2025 to review progress and next steps after identifying an area in the Knoll Section of Sleepy Hollow Cemetery that was ideal for a columbarium. The Town conducted an engineering review and issued a Request for Proposals (“RFP”) for design and construction of a columbarium. In 2023, the Columbarium Subcommittee met with the design team (per the RFP). It concluded that, before proceeding to a final design for the Columbarium, the entire area surrounding the proposed Columbarium site needed to be surveyed and assigned burial lots, paths, etc. The Subcommittee is scheduled to meet in early 2025 to review progress on the Knoll expansion and to establish a plan for the next steps in the Columbarium design phase.

Stone Structures Restoration & Preservation

- > In 2024, Concord Public Works (CPW) received a Community Preservation Act (CPA) grant to restore and preserve stone walls and other stone structures in Concord’s three cemeteries. CPA funds (\$340,000) were awarded in early July. CPW has requested matching funds as part of the FY 26 Capital Request.

Metal Structures Repair

- > In 2024, CPW was awarded a Community Preservation Act grant (\$22,500) to evaluate every metal structure in Concord’s three cemeteries, and to provide cost estimates for their restoration and repair.

Headstone Restoration

- > In 2022, CPW initially identified thirty-three headstones for restoration and preservation. Sixteen headstones were restored in 2022; In 2023 additional headstones were identified that required restoration and preservation; these have been added to the list and will be restored as time and budget permit. Eleven headstones were restored in 2023. Eight headstones were restored in 2024. We will continue to document headstones identified as needing restoration and apply for further funding

Mausoleums

- > In 2020, the Cemetery Committee approved the designation of six lots in Sleepy Hollow Cemetery for use as mausoleum sites. After the purchase of the first mausoleum lot in the Knoll section of Sleepy Hollow Cemetery in 2023, the Concord Cemetery Committee approved the design and construction of the mausoleum in Sleepy

Hollow Cemetery. Concord Public Works staff then worked with a lot owner, their contractor, and the Engineering Division’s engineering consultant to facilitate the construction. This is the first mausoleum constructed in Sleepy Hollow Cemetery since 1930. The development of mausoleum lots has been a goal of the Cemetery Committee and was articulated in its report to Envision Concord in 2017 and added as a goal in the Cemetery Committee’s 2018 Master Plan. Ground was broken on the first mausoleum in 2024.

Memorial Day/Veteran’s Day Ceremonies

- > In May 2024, American flags were installed by volunteers at veterans’ graves in all cemeteries in preparation for Memorial Day. In November 2024, the flags were removed by Cemetery staff. They were prepared for retirement prior to the Veterans Day ceremony but were not retired during the ceremony due to a fire restriction. The Fire Department will retire the flags at a later date when it is safe to do so.

Women’s Anti-Slavery Dedication

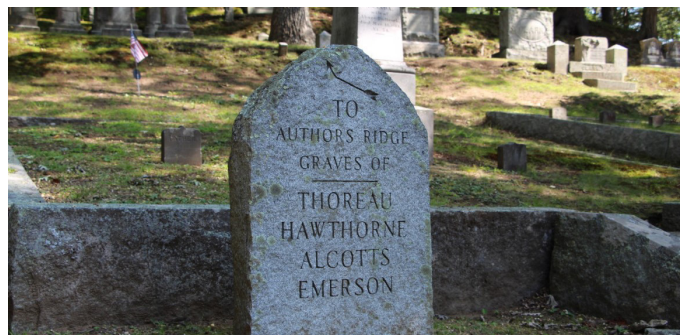
- > In October of 2024, Concord Public Works staff installed a gift of a flowering tree and raised brass plaque honoring Concord’s 19th Century Female Anti-Slavery Society donated by the Friends of Sleepy Hollow. The Society, unique in its composition of Black and White members, was founded on October 18th, 1837.

Statistics

For 2024 there were 114 interments at Sleepy Hollow Cemetery 42 of these interments were Concord residents at the time of their death. 33 of the interments were full burials and 81 were cremations. Lot sales for the year totaled 87 with 33 of those being sold to eligible former residents.

Friends of Sleepy Hollow (FOSHC)

The Committee is deeply grateful for the generous and thoughtful contributions the FOSHC have made and continues to make to Sleepy Hollow Cemetery. Andrea Solomon, who is a FOSHC member and former Cemetery Committee member, currently serves as the FOSHC liaison to the Committee.



Administration

Alan H. Cathcart

Director of Public Works

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

Protecting the Town's Infrastructure/Providing Essential Services

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

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

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

CPW Team, Programs & Organization

Concord Public Works is made up of 66 dedicated individuals with a wealth of experience. It is a team that is passionate about Concord, which takes great pride in their work, and fully understands their stewardship responsibilities. In 2024, the Department wished Jeff Koranda, Highway & Grounds Operations Manager, a happy retirement after having served the Department admirably for over 39 years. Taking advantage of internal staffing talent and strategic succession planning, we were equally pleased to be able to promote Tim Jones, former Park & Tree Crew Leader, into this important managerial role. We were also pleased to fill two critical staffing vacancies during

this year which includes the addition of Russell Karlstad as our new Facilities Manager, and Kimberly Sullivan as Environmental Health and Safety Manager.

Infrastructure Improvements and Initiatives

Once again, the team at Concord Public Works is pleased to provide the Town of Concord with quality and responsive service. The Divisional Reports that follow summarize a series of initiatives and accomplishments in 2024.

Environmental Health & Safety Division

Kimberly Sullivan, EHS Manager

The Massachusetts Workplace Safety and Health Program (WSHP) was recognized as an OSHA State Plan in August 2022. WSHP enforces occupational safety and health regulations in public sector workplaces, including state, county, and municipal workplaces; public schools, colleges, universities, and quasi-government agencies, such as water districts and transportation. Federal OSHA continues to have jurisdiction over private sector. State Plans are OSHA-approved workplace safety and health programs operated by individual states or U.S. territories. There are currently 22 State plans covering both private sector and state and local government workers, and there are seven State plans covering only state and local governments. State plans are monitored by OSHA and must be at least as effective as OSHA in protecting workers and in preventing work-related injuries, illnesses, and deaths.

The Environmental Health and Safety Program has been developed within Concord Public Works (CPW) to support all divisions by increasing awareness and ensuring compliance with a variety of occupational health and safety and environmental compliance needs. Concord Public Works is one of the few Public Works Departments in the commonwealth to commit to hiring a full-time Environmental Health and Safety Manager, acknowledging the importance of this evolving demand on municipalities.

Notable Health & Safety programs managed within this area of responsibility include:

- > Tracking and administration of required training and licensing for public works employees
- > Personal Protective Equipment evaluations
- > Fire Prevention and Emergency Action Planning
- > Work Hazard Identification
- > Tool/equipment safety
- > Respiratory Protection

Environmental Protection programs managed within this area of responsibility include:

- > *DEP Stage 1 Vapor Recovery Program*: Stage I vapor recovery refers to the vapor control system

installed on gasoline storage tanks preventing gasoline vapors from being released to the environment during the transfer of gasoline from a gasoline delivery truck to gasoline storage tanks.

- > *The Emergency Planning and Community Right-to-Know Act (EPCRA) Tier II reporting program:* Requires the collection of information on hazardous chemicals stored at facilities. Facilities must keep Safety Data Sheets (SDSs) for these chemicals and submit either the SDSs or a list of hazardous chemicals to the State Emergency Response Commission (SERC), Local Emergency Planning Committee (LEPC), and local fire department each year. This information helps emergency responders and supports community emergency planning.
- > *Above Ground Storage inspections and Spill Prevention, Control and Countermeasure Regulations (SPCC):* The SPCC plan gives the regulators assurance the location with large quantity storage of fuel has a process in place to prevent spills from the above ground tank.

CPW continues to create a culture that prioritizes employee health and safety and empowers employees to make safe choices while performing work in town. The EHS Manager supports all divisions within CPW focusing on planning, communication and coordination with activities being performed throughout the town. Much of the focus of work performed in 2024 has been on training topics such as:

- > New employee environmental health and safety orientation
- > Monthly assigned EHS topics both classroom and online
- > First Aid CPR / AED/Stop the bleed
- > Chain Saw/Hand & power tools
- > Storm preparedness/seasonal safety topics

Facilities Division

Russell Karlstad, Facilities Manager

The Facilities Division provides safe, healthy, comfortable and productive environments for employees and residents of Concord. These include all Town buildings, public facing areas, offices, and more. As an integral element of Concord Public Works, we are able to leverage skills and resources from other divisions to support and assist in our goal to continue to provide the level of service required and expected in Concord.

Overall, the Facilities Division is responsible for maintaining, preserving, and improving 24 town owned buildings totaling over 600,000 square feet. This includes custodial services, routine building maintenance and

repairs, support in identifying and prioritizing capital projects while providing day-to-day project management for new construction and major renovations, space planning etc.

Accomplishments

During this year we are pleased to report that we were able to provide a continual high level of service to all town departments. Facilities staff responded to and completed over 500 routine and preventative maintenance work orders, not counting the many non-work order calls that continue to be received. The Division has completed over 2,033 service calls since the work order system was implemented in 2019.

Newly instituted in 2024, an anonymous customer service portal has been developed to help gauge customer satisfaction for all work orders received and completed. We are proud to report that, to date we have received about a 10% participation in this survey with 100% positive feedback having been registered, a high mark grade for our staff indeed.

Notable Renovations and Improvements for 2024

- > In house staff from both the facilities team as well as water/sewer personnel completed the demolition and replacement of approximately 70 feet of sewer line running from 133 rest rooms to the tie in point in the parking lot. Interior work was executed by facilities staff and consisted of removing concrete slabs at men's and women's rooms to facilitate new waste piping installation. Rough costs of approximately \$5,000 were expended to complete the work in-house vs estimated costs of \$50,000.00 if this work had been outsourced, illustrating the value of having a skilled trades group in-house.
- > Contracted with consultant to perform thermal imaging and visual inspection at 133 and 135 Keyes Road roof systems to determine condition and remediation needed to ensure a minimum of 5-10-year service life to coincide with possible new facilities being constructed in that time frame.
- > Evaluated exterior repairs and required updates to Bartlett Mills farmhouse located on Barrett's Mill Road. Anticipated work to include trim, window repair/replacement and painting.
- > A new high efficiency gas fired boiler, along with associated electric high efficiency pumps, were installed at in the Townhouse to replace the failed existing boiler and associated devices. Gas fuel was used due the technical challenges (power available and lack of space) to use electric boilers at this location per the town mandate. However, all equipment is of the highest efficiencies for the devices that are currently available.

- > Facilities staff assisted in the installation of a new deep water well at Barrett Mill Farm for irrigation purposes as prior attempts to install a shallow well proved to be unsuccessful. Town facilities staff provided all electrical and control needs to facilitate the installation of the well and well head that was provided under a grant obtained by others.
- > Staff created a functional private office space in second floor “former plotter room” at 133 Keyes by relocating the plotter to and recently cleared out and underused storage area. The new office was updated by relocating an existing door, blocking of a prior opening to an adjacent meeting room and repurposing available paint and furniture. The work was completed for minimal material costs.
- > Created a private staff space at 141 Keyes Road for needs as may occur for all employees such as medical, personal care needs etc. This was accomplished by relocating a shared printer and adding privacy shades and accessories to the old printer room. This was a low cost inhouse effort to meet a tight deadline.
- > Staff constructed solid roof structures at Knox Trail location to protect new ground mounted equipment from damage that may occur due to falling ice and snow from the high roof above.
- > Renovations to the existing storage building at Rideout Recreation Area include repurposing unused kitchen into proper storage for recreation team use, removing rotted roof structure, re-roofing the entire building, replacing failed siding and trim, fully repainting the exterior. Ongoing work will include repainting interior and new epoxy floors in the restrooms.
- > The replacement HVAC units for 133 Keyes Road were installed and made functional with minimal upset on operations thanks to proactive management of the third-party vendor and staff assistance. Air quality and temperature controls have improved greatly since the installation further supporting the mission.
- > Work has commenced to modify the conference room at the Public Service Building to help prepare for technology and information upgrades related to the upcoming Concord 250th as requested by the Emergency Operations Commander.
- > New lighting has been installed in the gift shop at the Visitor Center. Previous fixture were mini spots and provided no general lighting as well as being energy intensive. New fixtures are LED and provide uniform lighting levels improving staff and guest experience.
- > ESCO contract project was presented to the town and schools, and the decision was made to move forward and draft an RFP to be published by the end of the Calander year. Working with the Sustainability Director we are exploring the possibility of engaging with an “ESCO” (Energy Service Company) to provide overall turnkey energy and efficiency updates town wide.
- > Reviewing possible Green Community projects for the 2024 round grant cycle to further assist in reducing energy costs and GHG emissions town wide.

Maintenance

Routine maintenance continues to be ongoing and consumes much of the staff’s hours and resources. Summer use of satellite restrooms require multiple daily visits to ensure the facilities are maintained at the expected levels, this often necessitates immediate response to issues as diverse as water leaks, lighting failures, vandalism/graffiti removal. Consistent vigilance to interior spaces require ongoing repair and repainting on a weekly if not daily basis. Custodial care of the facilities is also a constant effort with a focus on clean and sanitary facilities for all staff. New initiatives include more attention to building entrances and public spaces, a clean and tidy public space improves overall acceptance and perception of a well-run organization.

The diverse and multi-faceted maintenance crew continues to perform ongoing repair work in all town facilities including electrical, HVAC and plumbing systems, as well as carpentry, drywall repair, painting, roofing, window repair, office moves, space re-configuration and more. The department also coordinates all required building and safety inspection such as annual state elevator, boiler, and compressor inspections, fire alarm and sprinkler testing, and fire escapes.

Ongoing unseen maintenance includes cleaning of light fixtures, HVAC vents, switches, doors and frames, furniture and other various touch surfaces or “flats” as we describe them. Since the advent of COVID and the aftermath we spend a portion of every week disinfecting while cleaning to help maintain as healthy a space as possible.

Other maintenance services provided by facilities include winter weather responses at town buildings to assure safe conditions for staff and residents, assist the Town Clerk in the set up and tear down of multiple voting locations on all state and federal election events, as well as set up for various Town Boards, Committees, and other meetings.

Highway & Grounds Division

Aaron Miklosko

Highway & Grounds Superintendent

The Highway & Grounds Division of Concord Public Works maintains approximately 107 miles of public streets, along with the associated drainage systems consisting of approximately 62 miles of drain lines, 3,630 catch basins, and 216 culverts. In addition, the Division also maintains 82 acres of public parks and grounds which include 50 acres of active recreation space. The Highway & Grounds Division also maintains over 23,000 public shade trees and park trees, under the direction of the Town's Tree Warden.

Highway And Stormwater Maintenance

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

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

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

During the spring season, CPW staff began roadside mowing, and prioritized trimming in areas where growing vegetation adversely impacts traffic sightlines and pedestrian safety.

The spring town-wide street sweeping program was completed by June 30th this past year. CPW continued to perform additional sweeping of arterial roads again in the fall to remove leaves and other debris from catch basin grates to prevent clogging in the stormwater

drainage system, prevent street flooding during heavy rain events and minimize nutrient contributions to local water ways. Staff also continued weekly sweeping in the denser business districts, which include Concord Center, Thoreau Depot, and West Concord.

Full-depth roadway patching, sidewalk reconstruction and drainage infrastructure repairs continued to be a priority for the Highway & Grounds Division during the construction season. In 2024, Concord Public Works procured an asphalt milling attachment for the skid steer. This equipment allows CPW crews to mill and pave large asphalt patches and provided a notable improvement to the roadway maintenance program.

Routine inspections were conducted as part of the catch basin cleaning program. CPW cleaned 321 catch basins in 2024, removing 283 cubic yards of material from the storm drain system. Ongoing monitoring and maintenance of other environmental infrastructure including bio-retention areas, detention basins, drain swales, culvert headwalls and outfalls were also completed in 2024.

Parks And Grounds Maintenance Program

CPW's Highway & Grounds Division provided a high level of maintenance service at the Town's parks, athletic fields, traffic islands and outdoor facilities in 2024.

Maintenance activities were completed in an environmentally sensitive and sustainable manner. Regular maintenance including frequent mowing, ball field preparation and field painting was performed with a goal of providing high quality and consistent playing conditions for Concord's youth sports programs and other users within the community. The Bruce Freeman Rail Trail was monitored with season maintenance completed as necessary. The Highway & Grounds Division also continued to support public-private partnerships with local volunteer organizations, to maintain the hanging flower baskets and holiday greenery that lined the streets in West Concord, as well as the community gardens throughout Town.



Winter Maintenance Program

Concord's winter maintenance program requires continuous monitoring of winter weather forecasts and formulating strategic plans for the deployment of staff and resources. CPW utilizes advanced weather and roadway technologies that allow for more accurate predictions of incoming weather, with real-time assessments of road conditions throughout Concord. This information results in a more informed, strategic, and economically prudent deployment of staff and resources. The winter maintenance program includes weather forecasting consulting by professional meteorologists and real-time imagery and temperature sensing equipment at targeted sites across Concord, both of which help provide data necessary to prepare and respond to winter events.

Winter maintenance activities include de-icing, snow plowing, sidewalk clearing, and snow removal from municipal lots and business districts. Concord's winter maintenance program has many components, including an anti-ice pretreatment approach in which CPW crews apply road salt or a brine solution to roadways in Concord. This environmentally sustainable practice prevents snow and ice buildup on the roadway when snow initially begins to fall and decreases the ability for the snow to bond to the roadway. This allows for a reduction in salt use before and after a weather event which saves time and money and reduces environmental impacts.

The 2023/2024 season's first snow response occurred on January 6th, 2024, and brought 10.6 inches of snow accumulation to the Town of Concord, requiring a full response of CPW staff and third-party plow contractors. During the months of January 2024 through April 2024, CPW crews responded to 9 snow and ice events, with total snow accumulations of just over 21 inches.

Cemetery Operations

CPW's Cemetery Division provided interments year-round and maintains the Town's three cemeteries. A great deal of pride is taken in the professional and compassionate service that is provided to residents. In



2024 there were 114 interments at Sleepy Hollow Cemetery. 42 of these interments were Concord residents at the time of their death. 33 of the interments were full burials and 81 were cremations. Lot sales for the year totaled 87 with 33 of those

being sold to eligible former residents.

Cemetery staff carry out the duties of caring for the Town's three cemeteries and serving the residents. With assistance from the Highway & Grounds Division, they provided mowing and spring/fall cleanups for the Old Hill Burying Ground and South Burying Place. CPW crews performed all other maintenance for the cemetery including pothole patching, tree and stump removal and water system maintenance.

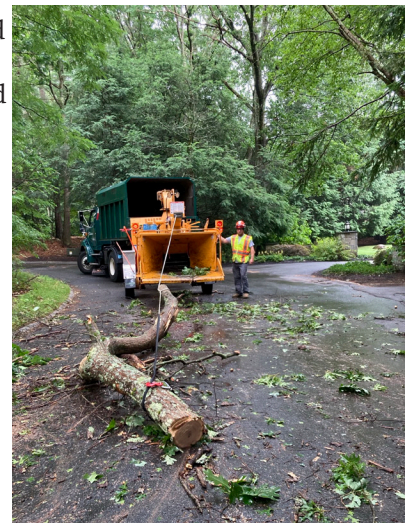
In June and July, CPW staff worked with a lot owner, their contractor, and the Engineering Division's engineering consultant to facilitate construction of a new mausoleum in the Knoll section of Sleepy Hollow Cemetery. This is the first mausoleum constructed in Sleepy Hollow Cemetery since 1930. The Concord Cemetery Committee previously approved the design and construction of the mausoleum in Sleepy Hollow Cemetery. The development of mausoleum lots has been a goal of the Cemetery Committee and was articulated its report to Envision Concord in 2017 and added as a goal in their 2018 Master Plan.

The use of contracted landscaping services continued for the mowing and seasonal cleanup needs of Sleepy Hollow Cemetery.

Public Shade Tree Program

CPW's Highway & Grounds Division and the Town's Tree Warden continued the implementation of the urban forestry management plan, which was developed by Davey Resource Group. In 2024 the Town planted 91 new trees of multiple varieties including Kousa Dogwood, Tupelo, and Elm trees. The plantings included public shade trees, set-back plantings, and Cemetery trees.

CPW tree crews performed tree maintenance throughout the roadway network and on Town property in 2024. Tree maintenance included pruning and general forestry maintenance, hazard tree removal and storm and emergency responses.



Fleet Maintenance Program

CPW mechanics maintain the Concord Public Works fleet to the highest level possible, completing preventative maintenance and repairs as required. In 2024, CPW took delivery of three Ford F350 pickup trucks, a Ford Explorer Hybrid, and a Caterpillar Skid

Steer which were funded with allocations from the April 2024 Annual Town Meeting, and a Ford Lightning EV pickup truck which was funded by an appropriation at the April 2023 Annual Town Meeting. These vehicles will support operations and maintenance within Concord Public Works.

Compost Site Management

The Town’s compost site at 755 Walden Street was open seasonally Wednesdays and Saturdays for residents to access the site for the disposal of brush, leaves, and invasive species, along with recycling of mattresses. This facility was visited over 19,700 times by residents during the months of April – December. After completion of an initial pilot program, based on interest expressed by our residents, the container to collect bagged Styrofoam for recycling was left in place throughout the entire collection season. The paint shed on site made it possible for 394 residents to drop off paint and 94 residents to pick up paint for reuse. In 2024, Concord Public Works contracted with a third-party contractor to recycle latex or acrylic paint that is not selected for reuse by residents. CPW continued to utilize the compost site for equipment storage and as a staging area for surplus wood debris generated from tree maintenance activities. The compost site was staffed in early January to provide opportunities for residents to recycle Styrofoam, holiday lights and trees after the holidays. During the winter season, the site is used for snow storage. Snow is hauled to this location from parking lots and business district areas following snow plowing events.

Recycling & Solid Waste Management Program

Curbside Collection, Disposal, and Processing

An updated program for Curbside Collection of solid waste and recycling began in October of 2024. This program included automated collection, town-issued solid waste & recycling carts, and single stream recycling. These changes will result in fewer trucks operating in Town each week, and a more efficient program. The municipal curbside collection program provided trash and recycling services to 3,738 households. Subscribers to the municipal curbside collection program disposed of over 1,300 tons of recyclables and 2,085 tons of solid waste in 2024.

Concord Public Works staff coordinated the installation of Big Belly Solar Compactors for both solid waste and recycling to replace barrels in West Concord and at Rideout Field and Emerson Park, as a more sustainable and sanitary solution for the collection of solid waste and recycling. Additional receptacles will be deployed in 2025 throughout Concord.

Year	Subscribers (as of December 31)			
	Number of Subscribers*	Recyclables collected (tons)	Trash collected (tons)	Recycling Rate
2020	3,587	1,693	2,623	38%
2021	3,657	1,592	2,505	38%
2022	3,622	1,462	2,162	40%
2023	3,508	1,439	2,129	40%
2024	3,738	1,324	2,085	39%

Curbside Recycling Rate

Residents using Concord’s municipal curbside collection program recycled 39% of the materials they set at the curb. It does not include the materials collected for recycling at the semi-annual DropOff-SwapOff events, nor the more than 1,000 households that contract with private haulers for the collection of their trash and recyclable materials.

Reuse and Recycling DropOff & SwapOff Events

In 2024, Concord Public Works held DropOff/SwapOff events on Saturday May 18th, with over 600 participants and Saturday October 5th, with 540 participants. Pre-registration was required, which assisted with crowd control and traffic flow. Working together with REUSIT and a number of community volunteers, items such as bulky plastic, paper shredding, construction & demolition items, and household items were collected for re-use or recycling. These popular events continue to support CPW’s goal of increasing the opportunity for waste diversion.

Year	DropOff SwapOff Participants	
	May	October
2020	-	425
2021	630	790
2022	685	546
2023	750	562
2024	617	540



Hazardous Products Collection

Subscribers to the curbside collection program receive

Year	Visits to the Composting Site			
	Leaves & Grass	Brush	Paint Drop-off	Paint Pickup
2020	14,257	7,040	Closed	Closed
2021	12,883	6,243	448	143
2022	12,272	5,671	295	253
2023	13,221	6,327	453	105
2024	13,782	5,945	394	94

one visit per year to the Minuteman Household Hazardous Products Facility in Lexington (for up to 25 lbs. or 25 gallons of hazardous waste). The facility is generally open one weekend day a month from April – November.

Compost Site-755 Walden Street

From April through December 2024, residents made more than 19,700 visits to the 755 Walden Street Compost Site, dropping off leaves, grass clippings and brush. 394 residents dropped off paint and 94 residents picked up paint for reuse at the paint shed on site. In 2024, Concord Public Works contracted with a third-party vendor to provide recycling services for latex and acrylic paint that is not selected by residents for re-use. Styrofoam block and mattresses were accepted for recycling throughout the season. Styrofoam block, string lights and Christmas Trees were accepted for recycling at the facility after the December holidays.

Keeping Mercury Out of the Environment

During 2024, Concord Public Works collected 4,534 linear feet of fluorescent light bulbs, 1,414 pounds of nickel cadmium, lithium, and lead acid batteries, and 1,288 compact fluorescent bulbs from residents and municipal facilities, for recycling.

Grants

In 2024, Concord Public Works obtained a Recycling Dividends Program (RDP) grant from MassDEP in the amount of \$7,200. The grant can be utilized to purchase recycling-related equipment and/or services including backyard compost bins and waste reduction initiatives.



Water & Sewer Division

Jeffrey A. Murawski, P.E., Superintendent

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

Water System

Concord was provided with legislative authority to establish a public water system in 1872. In 1874, water from Sandy Pond, in Lincoln, MA, began flowing through the original network of water mains to Concord Center. Today, the water system has evolved to include six groundwater wells and one surface water source (Nagog Pond), seven water pumping stations, two water treatment facilities, and a high-pressure water main network consisting of over 136 miles of pipe. Two covered storage reservoirs, one located on Annursnac Hill in Concord and the other located on Pine Hill in Lincoln, provide a total reserve capacity of 7.5 million gallons. There are presently 5,710 customer accounts receiving potable water service and fire protection from this supply. This represents approximately 95% of Concord residents and businesses, along with a small number of properties along the Route 2A water main from Nagog Pond that are in the Town of Acton.

Drinking Water Regulations and Policy Updates

Per- and Poly-fluoroalkyl (PFAS) Substances: EPA announced the final National Primary Drinking Water Regulation (NPDWR) update on April 10, 2024, with new PFAS standards to become effective in April 2029. The updated regulation includes both a non-enforceable Maximum Contaminant Level Goal (MCLG) for PFAS as well as an enforceable standard, or Maximum Contaminant Level (MCL) or Treatment Technique (TT).

EPA National Primary Drinking Water Standards		
PFAS	Max Contaminant Level Goal	Maximum Contaminant Level
PFOA	0	4.0 ppt
PFOS	0	4.0 ppt
PFNA	10 ppt	10 ppt
PFHxS	10 ppt	10 ppt
GenX	10 ppt	10 ppt
Mixture of 2 or more	PFNA	1 (unitless) Hazard Index
	PFHxS	
	GenX	
	PFBS	

It has become well documented that these compounds are persistent in the environment and have been used for decades in a number of everyday products. Concord will continue to perform testing and closely monitor developments in the science around this issue. For more information on PFAS in Concord Water, please visit: <https://concordma.gov/PFAS>.

Aqueous Film-Forming Foam (AFFF) Class Action

Suits: With guidance from SL Environmental Law Group, special counsel representing Concord as well as many other water departments across the country, the Division has collected and submitted analytical results along with historic pumping data from each individual water supply for inclusion into 2 separate Class Action Lawsuits. One with Dupont & 3M and one with BASF & Tyco.

Lead Service Line Inventory: As part of the 2021 Federal Lead and Copper Rule Revisions (LCRR) and subsequent 2024 Lead and Copper Rule Improvements (LCRI), Concord completed a water service line inventory and lead service line replacement plan prior to a regulatory deadline of October 16, 2024. Shortly afterwards, notices were issued to customers with a water service line containing lead, galvanized metal, or those with “unknown” materials (for homes built in, or before 1986). This letter outlined potential health implications of lead exposure along with steps that can be taken to protect themselves from additional exposures, along with information relating to Concord’s previously established Lead Water Service Line Replacement Program. For more information on lead water services in Concord, please visit: <https://concordma.gov/lead>.

Water Use and Demand Management

In 2023, Concord received its Water Management Act (WMA) Registration statement, renewed once every ten years, affirming our “authorized” water withdrawal cap of 2.10 million gallons per day (MGD) based on an annual daily average. Back In 2001, Concord also received a WMA Permit authorizing an additional average daily withdrawal capped at 0.42 MGD resulting in a total authorized average daily withdrawal volume of 2.52 MGD. In 2022, the MassDEP informed the Town that Concord’s Permit allowance, originally anticipated to be finalized in 2023, but still not issued, would be amended to reduce the Town’s permitted “additional” water withdrawal allowance to 0.10 MGD for a total allowance of 2.2 MGD. This reduction, once imposed, will include enforceable conservation standards of 65 gallons per day per capita (RGPCD) for residents and a 10% allowance for system losses (primarily attributed to leaks).

In 2024, the total water production required to meet our system demands was 1.81 million gallons per day or 649 million gallons for the year. A peak day demand of 3.05 million gallons was recorded on June 19, 2024. During

this same time period, the RGPCD was calculated to be 57.2 gpcd and the total system losses (or “unaccounted” for water use) was calculated to be 8.8% (on January 24, 2025).

Integrated Water Resource Planning Initiative:

Partnering with CPW’s Engineering Division, the Town’s Sustainability Director and representatives from the Health Division, Natural Resources Division and Planning Division, the Water Division continued to advance the Town’s integrated water resources planning initiative. We are looking forward to completing the final review of the Vulnerability Assessment, Long-Term Water Supply Study and Roadmap to an Integrated Water Resource Plan in early 2025.

Water Main Leak Detection: Beginning November 20, 2024, New England Water Distribution Services LLC (NEWDS), of Windham, NH, performed a water main leak detection survey on approximately 50% of the water distribution system. The acoustic survey targeted water mains, hydrants, select gate valves, and service lines located in the southern half of the water distribution system. No reportable leaks were identified.

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

Water Quality and Drinking Water Compliance

In compliance with Federal and State drinking water requirements, staff perform extensive drinking water quality monitoring activities for regulatory compliance and treatment optimization at all production stations and throughout the distribution system. This includes over 500 sampling events which are performed each year to assess approximately 145 potential contaminants, like bacteria, perchlorate, pesticides, metals, etc.

Lead Service Line Replacement Program: Water & Sewer Division operations crews continued to move forward on the systematical elimination of lead service lines in Concord, which account for less than 2% of the active services in Concord. To assist and incentivize property owners to replace their private lead service lines, the Public Works Commission pre-emptively approved a Lead Service Line Replacement Program (LSLRP) in 2017. This program enables Division personnel to perform work within private property, subject to certain requirements and restrictions, at a cost not to exceed

\$1,500¹. Participating customers are also offered a 12-month, interest-free payment plan to further mitigate economic challenges. Five lead service lines were replaced in 2024, bringing the total to 58 lead service lines replaced since the program's inception.

Water Sources and PFAS Treatment

While routine sampling noted previously continue to demonstrate that Concord's water supply meets all current standards, including PFAS, three of the Town's seven existing sources of supply will require advanced treatment prior to April 2029. These three sources include Nagog Pond, Hugh Cargill and Second Division well sites. A Request or Proposals (RFP) is being generated to retain the services of a qualified engineering firm to lead water treatment piloting, permitting and design services in anticipation of meeting this deadline.

Nagog Pond Update

In March of 2023, the Second Phase of the Nagog Pond Intake Project started with equipment mobilization by the General Contractor, D&C Construction. The project involved lining approximately 1,400 LF of 16-inch diameter of old cast iron pipe. The work suffered significant delays during the cleaning of the existing pipe, based on the nature and extent of sediment (buildup) in the host pipe and means of cleaning selected by the third-party contractor. After many weeks of intense cleaning, the actual installation of the liner began before the summer of 2023. The liner, installed by Insituform (a certified installer), served as a subcontractor who was responsible for installing the specified Primus Line[®] Lining System. The liner failed to perform as specified and has restricted flow since it was originally installed. To date, the Town's design engineering firm, Environmental Partners Group and the General Contractor, D&C, are still conducting investigations into this problem in an attempt to determine the cause for a failed liner system as well as potential mitigation needs required to allow this intake to function as designed. As the Town has yet to determine the cause of this failure - design or installation, both the designer and installer have been put on notice that the Town is prepared to take necessary action to resolve this matter in a fair and responsible manner.

Water Pumping Station Rehabilitation and Upgrades

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

housed within these facilities. Notable improvements performed within the past year include:

- > D.L. Maher (Division of Weston & Sampson CMR) performed the inspection, cleaning and rehabilitation of the White Pond Well pump and motor.
- > Crews performed non-routine services work at the Hugh Cargill Well Building, including the rebuilding of the vacuum pumps.
- > Mayer Tree Service was contracted for extensive hazard trees removal of at-risk trees along the access drives to the Pine Hill Reservoir (in Lincoln, MA) and to the Robinson Well (off Sudbury Road, in Concord). Both locations are critical physical assets where the Division requires access to the facilities.

Water Mains

The water distribution system consists of approximately 136 miles of water main ranging in size from 6-inch to 16-inch. Seasonal flushing of the distribution system was performed in the spring of 2024 (March 18th – April 2nd) in the western portion of the system and was performed in the fall of 2024 (October 15th – October 25th) in the southern portion of the system.

A replacement/rehabilitation program has been developed to maintain and improve system service reliability. Improvement/replacement projects are prioritized based on age, condition, and material of pipe. Plans and schedules are further refined with consideration to other public works initiatives such as drainage improvements, annual CPW Roads Program or CMLP underground initiatives. Each year, new mains may also be added to the system to allow for service to new or existing properties where frontage to the municipal water distribution system had not otherwise existed. During 2024, Consultant Engineer Wright-Pierce prepared the construction bid documents for the Silver Hill Road Neighborhood Infrastructure Improvements Phase 1 Project. Due to the overall size of the neighborhood, the project was divided to "Phase 1" and "Phase 2". The Phase 1 project included the replacement of approximately 3,450 LF of 8-inch transite pipe with new 8-inch ductile iron pipe, and the replacement of 7 hydrants along Silver Hill Road, Cress Brook Road, and Turning Mill Road. The Phase 2 project will be bid and constructed in 2025, and will complete the replacement of approximately 2,400 LF of 8-inch transite pipe with new 8-inch ductile iron pipe, along with the replacement of 5 hydrants along Silver Hill Road (from the Turning Mill at Silver Hill intersection to the end of Silver Hill Road).

Emergency Water Main Repairs: Based on the age and condition of water main located throughout the water distribution system, it is not uncommon for sections to

¹ The typical cost for a private contractor to replace a lead service line is \$5,000 or more, per the American Water Works Association (AWWA).

fail². When they do, they can cause sudden pressure drops or water discoloration that can affect a few customers or larger neighborhoods. Depending on the nature and location of each break, individual water service interruptions can also occur and last for several hours. This past year, the Division performed emergency repairs at the following locations:

- > Bedford Street water main leak, on February 6th, 2024
- > Ministerial Drive water main break, on February 28th, 2024
- > Ministerial Drive water main break, on February 29th, 2024
- > Liberty Street water main break, on July 17th, 2024

Water Statistics	2024	2023	2022	2021	2020
Miles of Main	136.1	136.1	136.1	135.9	135.7
Hydrants	1,349	1,349	1,339	1,336	1,330
Main Pipe - New (linear feet)	0	0	1,025	1,002	1,000
Main Pipe - Replaced or Rehabilitated (lf)	3,553	4,060	0	0	7,932
Main Breaks	5	7	3	4	4
Number of Service Accounts	5,710	5,696	5,690	5,651	5,641
Total Water Demand (million gallons)	649	650	696	647	722
Daily Average Demand (million gallons)	1.81	1.78	1.91	1.8	1.97
Peak Day Demand (million gallons)	3.05	3.13	3.29	3.04	3.85
Unaccounted for Water (percent)	8.6	12.6	8.5	12.2	9.9
Residential per Capita per day (gallons)	57.2	55	63.6	62.2	75
Annual Precipitation (inches)	46.03	66.78	39.73	54.91	42.26
Mean Annual Precipitation (inches)	42.45	42.43	42.19	42.23	42.16
Residential Rate per Unit (unit = 7.48 gallons)					
Base Rate - Step 1	\$0.09	\$0.08	\$0.07	\$0.07	\$0.06
Conservation Rate - Step 2 (May 1 - Oct. 31)	\$0.18	\$0.16	\$0.14	\$0.14	\$0.12
Conservation Rate - Step 3 (May 1 - Oct. 31)	\$0.23	\$0.20	\$0.18	\$0.17	\$0.06
General Service Rate per Unit (unit = 7.48 gallons)					
Step 1 - (<=50 Units)	\$0.09	\$0.08	\$0.07	\$0.07	\$0.06
Step 2 - (>50 Units)	\$0.11	\$0.20	\$0.09	\$0.08	\$0.08

Sewer System

Concord was provided with legislative authority to create a municipal sewer system in 1894. By early 1900 a small, centralized collection system carried wastewater from Concord center via a network of gravity mains to a collection chamber located at 141 Keyes Road where it was then pumped to a cluster of filter beds located approximately one mile away on fields located adjacent to Great Meadows. The present system consists of approximately 34 miles of collector mains (gravity and low pressure), two pumping stations, six neighborhood lift stations and a 1.2 MGD treatment plant. The present sewer system serves 1,927 customers, or approximately 35% of the community.

Wastewater Regulations and Policy Updates

Sewage Release Notification Regulation: Massachusetts regulation 314 CMR 16.00 – “**Notification Requirements to Promote Public Awareness of Sewage Pollution**” became effective on January 21, 2022. This new regulation requires public notification for “partial treatment” events at wastewater treatment facilities and Sanitary Sewer Overflows (SSO’s) into the surface waters of the Commonwealth. In 2024, there were no reportable SSO discharge release events within Concord.

NPDES Permit: In February of 2023, USEPA and MassDEP issued Concord a new Medium WWTF General Permit Authorization #MAG590030, which became effective April 1, 2023. This permit authorizes the Town to continue to operate its publicly owned treatment works (POTW) and to continue to discharge treated effluent to the Concord River under the terms and conditions of this new permit. In 2024, due to higher-than-average rainfall in winter and

² The Water Research Foundation reports that the average number of main breaks in North America is 25 breaks per 100 miles of main per year.

early spring, the 12-month rolling average flow limit of 1.20 MGD was exceeded for the months of February through July (see table below). Reduced rainfall in late summer and fall saw the 12-month rolling average flow limit drop back down under 1.20 MGD.

modifications to current Sewer Improvement Fee ("SIF") rate and structure.

This past summer, a team of process engineers from WSE performed an evaluation of all assets associated with MCI Concord WWTF and provided a draft memo

on the existing operations and facility capital improvement needs for Town review. The primary take-away from this assessment is that the facility which is designed to treat approximately 310,000 gallons per day of wastewater and has been in operation for decades without any major upgrades and will require an investment of approximately \$25M over the next five to ten years in order to continue to operate and meet its present design capacity.

Sewer Pumping Stations

Sewer pumping stations carry wastewater from local networks of gravity flowing pipes (collection system) and then pump this wastewater to the Town's central wastewater treatment plant located off Bedford Road. The size and complexity of each pumping station depends upon local land elevations, topography, and the volume of wastewater handled. The Lowell Road and Assabet Sewer Stations are the two

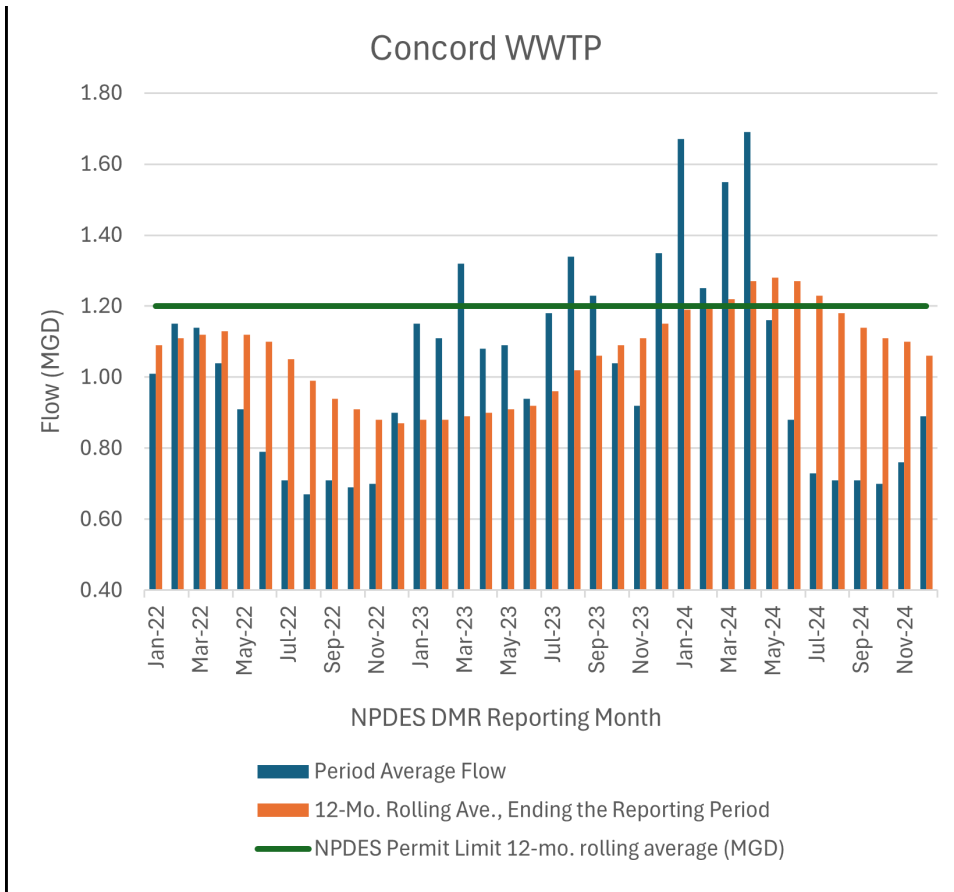
largest facilities in Concord, designed to handle flows from the most densely populated and commercialized neighborhoods of West Concord and Concord Center. Six smaller neighborhood lift stations serve less populated areas of Town, with much more modest physical footprints.

In 2024, the Division procured the furnishing and installation of a new diesel fueled standby power generator to serve the Pilgrim Road Lift Station (30kW). The bid has been awarded to Kraft Power Corporation, of Woburn, MA.

Division crews continued to perform routine operation and maintenance of the eight operating sewer facilities with considerable time and effort having been required at the Laurel Street lift station resulting from ongoing negligence of proper disposal practices from some customers. Despite ongoing outreach and education efforts made to a relatively small customer base that this station serves, the Division has yet to have determined the source of the problem to allow us to effectively mitigate and/or enforce service violations.

Collection System

The sewer collection system is composed of over 34



Comprehensive Wastewater Management Plan ('CWMP') and Capacity.

- > The Town executed a services agreement with Weston & Sampson Engineers (WSE) in May 2024 for wastewater capacity management and planning support services. The services to be provided include:
- > Reviewing existing and prior assumptions of future Town-wide wastewater capacity conditions and needs, with specific coordinating with the Department of Planning and Land Management staff to better understand economic growth and planning interest, including housing initiatives,
- > Re-assessment of potential options to add wastewater capacity to the community (including the review and evaluation of MCI Concord's WWTF) providing strategic level review of options and associated planning-level costs, and
- > Provide preliminary recommendations to move forward with capacity initiatives.
- > In addition, WSE has also been tasked with providing recommendations for updates or

miles of gravity and force sewer mains (ranging in size from 2-inch to 27-inch in diameter) with manholes that allow for access and maintenance of this system. Approximately 50% of Concord’s sewer collection system is made up of clay pipes – much of it dating back to the original sewer system installed over 100 years ago. Concord continues to investigate the condition of this infrastructure and repair or replace it as needed to reduce preventable inflow and infiltration (I/I). “I/I” refers to stormwater and groundwater that flows into the sanitary wastewater collection system through illicit connections or leaking pipes.

Infiltration and Inflow Program

Inflow & Infiltration Plan: In accordance with a MassDEP Infiltration/Inflow (I/I) Control Plan approved in 2018, Division crews continued to conduct sewer inspection and cleaning using a specialized jetter/vacuum truck, as part of capacity, management, operations, and maintenance (CMOM) best management practices for sewer system operations. In 2024, the total amount of linear feet for sewer main pipe that was cleaned (jetted) by the Division was approximately 124,500 linear feet.

The 12-month (rolling average) of wastewater flow processed through Concord’s wastewater treatment plant (through the December 2024 reporting period) was 1.06 MGD, just below the 1.2 MGD permitted capacity assigned to this facility. The combined total of the infiltration rate (of groundwater) and the inflow rate (stormwater) into the collection system was estimated at approximately 15.32% of the total sewer flow for the year. This rate falls within acceptable industry limits and well below the USEPA “excessive” rates benchmark value. In 2024, there were no Sanitary Sewer Overflow releases or partial treatment events identified within Concord’s service area.

Wastewater Treatment Plant Operations

Woodard & Curran, Inc. (Portland, ME) continues to oversee daily operations of the Concord Wastewater Treatment Plant (WWTP), located at 509 Bedford Street. They are nearing the end of the 3rd year of a 4-year service contract. The CPW – Water & Sewer Division oversees the plant and the services provided by Woodard & Curran to ensure day-to-day operation and maintenance is performed in a quality manner and according to federal and state regulations. In 2024, the facility and associated equipment operated reliably as in previous years. Due to excessive rainfall and associated flooding activities experienced regionally, the facility operated out of compliance for several months starting in February 2024. This subsequently resulted in an exceedance of the Towns NPDES Permit - maximum 12-Month Rolling Average of 1.2 MGD. This yearly average flow is the permitted flow mandated by the USEPA and MassDEP for the facility.

For the last few years, the facility has been operating near this permitted limit of 1.2 MGD. The flow exceedance experienced in 2024, was the result of higher-than-average rainfall during the winter months and early spring. Currently, CPW’s Staff with the assistance of Consultant Engineers Weston & Sampson, are assessing and exploring options on how to increase the existing permitted capacity which was set over 50 years ago.

Following the closing of MCI Concord, the Town is seeking to acquire the existing wastewater facility serving this correctional center. Currently, this facility holds its own NPDES permitted flow of 0.31 MGD which will provide the Town of Concord with much needed flow limit increase to support the Town’s economic growth and development interests called out in a number of long-range planning documents.

Sewer Statistics	2024	2023	2022	2021	2020
Assabet Pumping Station					
Total Pumped (million gallons)	105.27	138.45	89.5	No Annual Data Available	62.38*
Monthly Average (million gallons)	8.77	11.54	7.46		6.24*
Daily Average (million gallons)	0.29	0.38	0.25		0.20*
Lowell Road Pumping Station					
Total Pumped (million gallons)	379.68	426.23	312.76	No Annual Data Available	297.27
Monthly Average (million gallons)	31.64	35.52	26.06		24.77
Daily Average (million gallons)	1.04	1.17	0.86		0.81
Bedford Street					
Total Pumped (million gallons)	8.79	8.57	7.84	7.9	7.41
Monthly Average (million gallons)	0.73	0.71	0.65	0.66	0.62
Daily Average (million gallons)	0.02	0.02	0.02	0.02	0.02
Collection System					
Number of Service Accounts	1,927	1,927	1,913	1,905	1,891
Miles of Sewer Main	34.03	34.03	34.03	34.03	34.03
Main Pipe Inspected (lf)	0	0	0	2,342	48,941
Main Pipe Replaced/Rehabilitated (lf)	0	0	0	2,342	12
Rate per Unit (unit = 7.48 gallons)	0.14	\$0.13	\$0.12	\$0.12	\$0.12

Engineering Division

Stephen Dookran, P.E. Town Engineer

Concord Public Works (CPW) Engineering Division is responsible for the planning, design, engineering and construction administration of the Town's roadways, sidewalks, bridges, and stormwater/drainage infrastructure assets. Engineering provides a wide range of professional engineering, construction management, and permitting administration for CPW as well as for other Town departments and divisions. These responsibilities are carried out by a team led by the Town Engineer which includes the Assistant Town Engineer, the Senior Public Works Engineer, the Environmental Engineer-Stormwater, the Public Works Engineer, and an Administrative Specialist. During 2024, changes in staffing included a resignation of the former Environmental Engineer-Stormwater which was backfilled in July 2024.

Roadway Pavement Management Program

General

Pavement improvement projects are implemented primarily based on CPW's Pavement Management Program. This program utilizes pavement management software, called Streetlogix (developed by StreetScan) to obtain the town's network pavement condition index (PCI) to prioritize roads for the proper construction method and to provide the best overall improvement to the roadway network. This is a comprehensive program that implements various preservation treatments and traditional road reconstruction methods to maintain and improve the town's 108-mile road network. In the spring of 2024, Streetscan performed a new pavement condition survey, updating the program with new data that showed a PCI improvement from the mid 60's to low 70's. Engineering's consultant, Stantec reviewed the new PCI data and continued to analyze the data for making recommendations in early 2025 on a short-term capital plan to bring the average network condition to more acceptable level. In 2024, the overall pavement management program developed and implemented several projects described below, coordinated with utility improvements, and incorporated other infrastructure improvements including sidewalks, ADA ramps, drainage, signs, and pavement markings.

Crack Sealing

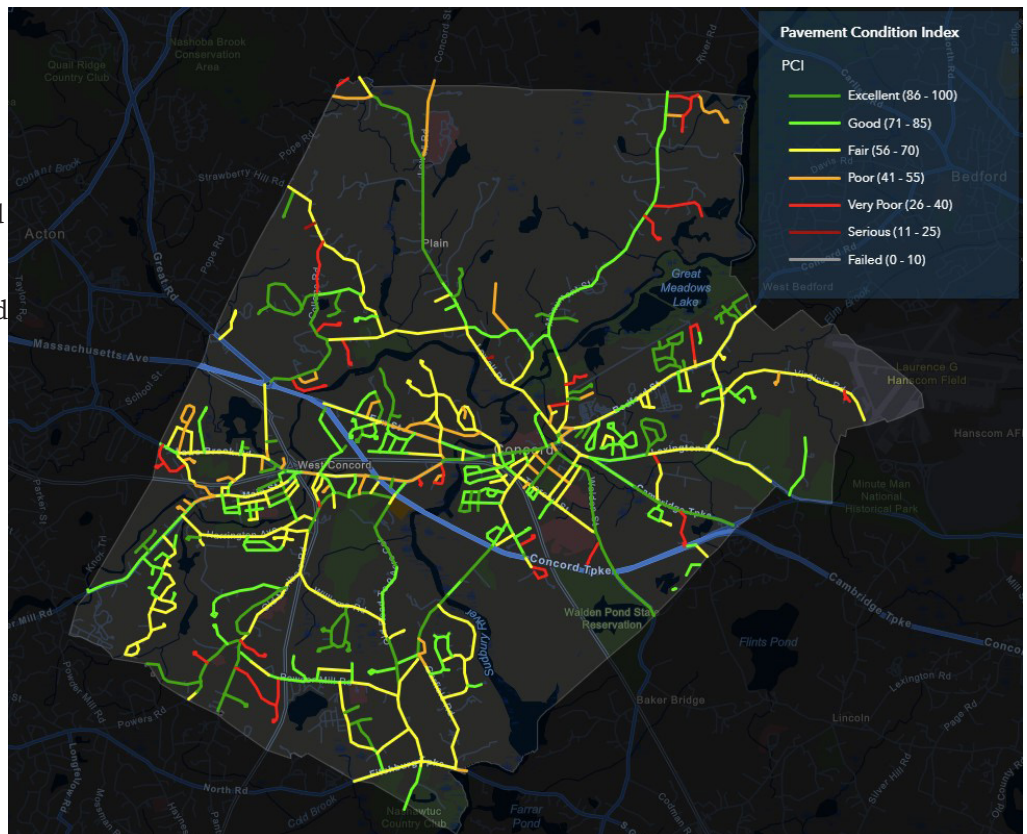
The annual crack sealing program was implemented by Engineering as part of the pavement management program. In 2024, Engineering designed, prepared, and executed a contract to crack seal 10.9 road miles. All work was completed in the 2024 season.

Pavement Preservation Projects

Fog seal treatment was applied to a total of approximately 4.2 miles of roadways that were in good condition to help preserve new asphalt qualities. The following streets were fog sealed, Baker Ave, Baker Ave Ext., Old Marlboro Rd (Harrington Ave to ORNAC), Dee Rd, Sudbury Rd (2,000 ft south of Rt 2 to 200 ft south of Seven Star Ln), Laurel St (Thoreau St to Stow St), Shady Side Ave, Alcott Rd, and Independence Rd. In addition, Engineering prepared documents and obtained bids for additional preservation work to be completed in the spring of 2025 consisting of micro-surfacing portions of Old Bedford Rd (Town line to Bedford St) and Harrington Ave (Main St to Ministerial Dr) as well as the fog sealing of Southfield Rd, Southfield Cir, Pilgram Rd, Riverdale Rd, Riverdale Cir, Dana Rd, Garden Rd. The total length to be micro surfaced and fog sealed in the spring of 2025 is 1.1 miles, and 1.4 miles respectively under a contract to be awarded in early 2025. Additional streets were planned for preservation treatments, but the bid prices were higher than expected and resulted in a reduction of the overall preservation work.

Pavement Structural Improvement Projects

Mill and overlays, consisting of both thin and deep



treatments, were conducted on approximately 4.24 miles of roadways in 2024. The streets that received this treatment were Main St (Monument Sq to Coolidge Rd), Westford Rd (900 ft north of Lowell Rd to Spencer Brook Rd), Sudbury Rd (Rt 2 to 2,000 ft south), Monument Sq, Pine St (Main St to bridge), Central St (Pine St to West St), Walden St (Heywood St to Rt 2, Davis Ct, and ORNAC (Rt 2 to Wolf Pine Way and Rollingwood Ln to Sudbury Rd). Outstanding streets under contract to be milled and overlaid in the spring of 2025 are Main St (Baker Ave to Damon Mill Bridge), and Laws Brook Rd, consisting of approximately 1.74 miles of roadways.



Pavement Base Reconstruction Projects

Road rehabilitation projects, consisting of road base reclamation and paving, were implemented on approximately 3.43 miles of roads that were beyond disrepair. Roads reconstructed in 2024 were Mattison Dr, Alford Cir, Ayrshire Ln, Macmillan Dr, Westford Rd (Spencer Brook Rd to 900 ft north of Lowell Rd), Temple Rd, Isaac Davis Rd, Carr Rd, Channing Rd, Red Coat Ln, Highland St, Hayes Rd, Bartlett Hill Rd, North Branch Rd, Martin Rd, and Deer Grass Ln. In addition, the final paving of Butternut Cir, Minott Rd, Fox Ln, Mallard Dr, and Black Duck Rd was completed in 2024 following the reclamation and binder paving that took place in the fall of 2023. The reclamation of Ripley Hill Rd, contracted for 2024, was deferred to the spring of 2025.



Sidewalks/ADA Compliance

Curb Ramp Improvements – Reconstruction of sidewalk curb ramps to meet ADA requirements was incorporated into paving projects and the Main and Walden Street Intersection Improvement project. The reconstructed curb ramps include 6 ramps on Mattison Dr, 1 on Pine St, 2 on Highland St, 2 on Old Marlboro Rd, 3 on Butternut Cir, and 4 on main/Walden Intersection, totaling 18 new curb ramps.



Sidewalks – In addition to the sidewalks reconstructed at the intersection of Main and Walden Street, 900-foot of sidewalk was reconstructed in the Butternut Circle neighborhood.

Pavement Markings

Engineering, in conjunction with the Community Safety Officer of the Police Department implemented the annual town-wide pavement markings project using two contracts in 2024. The project included the remarking of centerlines, shoulder lines, parking, crosswalks and stop bars. High volume traffic locations were striped twice to maintain an acceptable level of visibility all year.

Main St/Baker Ave/Cottage St Intersection Redesign

The pre-preliminary design of the improvements at the Main St, Baker Ave, and Cottage St intersection as well as the Main St, Crest St and Old Bridge Rd intersection by the consultant, Jacobs showed the need for additional right-of-way to provide the necessary safety improvements. During 2024, Engineering staff met with project abutters and negotiated the necessary sidewalk, signal equipment, and aerial easements with the four abutting properties, and have received verbal agreement on said easements. Jacobs has been given direction to proceed with the preparation of the final design

documents for bidding in the spring of 2025.

Main Street/Walden Street Intersection Improvements

This project, designed to reduce speeds at the Main St/Walden St intersection was funded primarily by a 2023 Shared Streets and Spaces Grant for \$197,663.75 from MassDOT. The improvements include construction of 3 sidewalk bump outs, 4 ADA curb ramps, sidewalk reconstruction, installation of lighted bollards, drainage improvements, raised cobble features, and pavement markings. The construction contract was advertised for bids with the 2024 pavement management project and was successfully awarded in spring 2024. The work began in July 2024 and the majority

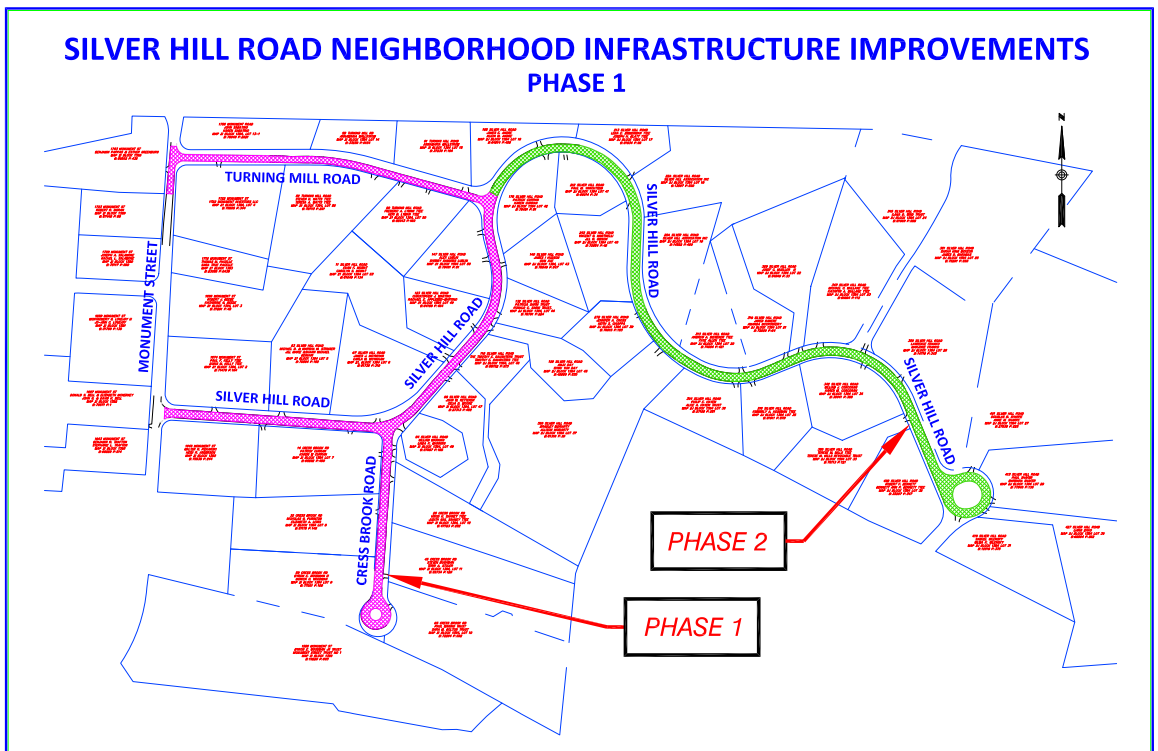


of the work has been completed with the exception of installing the crosswalk surface treatment and the lighted bollards. This is scheduled to be completed before April 14th, 2025.

Silver Hill Comprehensive Infrastructure Improvements Project

CPW Engineering and Water & Sewer Divisions collaborated with the design consultant, Wirght Pierce to design Phase I and II of the Silver Hill Infrastructure Improvement Project. Phase I design has been completed and included 3600ft+/- of water main replacement, water service upgrades, hydrant replacement, drainage improvements, and full road reconstruction, of Silver Hill Road between Monument Street and Turning Mill Road, Cress Brook Road,

and turning Mill Road. The water infrastructure and drainage improvements construction were completed as of December 2024, except for 80ft +/- water main and 1 water service scheduled to be completed in January 2025. Phase I road reconstruction work is scheduled to commence in Spring 2025 with completion by the end of May 2025. Phase II was about 75% designed in 2024, encompassing



a similar scope to phase I, including water main and services replacement, drainage improvements, and road reconstruction. CPW planned for the construction of Phase II to commence in the 2025 construction season.

Municipal Parking Lots

The Town has 19 municipal parking that the Engineering Division is responsible for keeping them in an acceptable condition. The condition of some lots is at a deteriorated level and in need of pavement treatment or reconstruction. When possible, staff try to make improvements in the parking count, circulation, drainage system, shade, and/or provide electric vehicle charging stations. The following lots were addressed in 2024:

- > **Fairyland Pond Parking Lot Improvement** – Plans were developed by Engineering staff to address the puddling at the northerly edge of the lot, asphalt deterioration, and runoff water quality of the existing parking lot. The bid documents were included in the 2023 Pavement Management Program – Phase III project and, the work was completed in summer 2024.



- > **MBTA Parking Lot** - The MBTA parking lot in West Concord has been identified as a high priority for major pavement rehabilitation, with capital funds allocated in FY24. While the Engineering Division initiated design work, progress was paused after Engineering learned from the Planning Division that the planned Assabet River Pedestrian Trail and Bridge project will significantly impact the parking, and the estimated schedule for construction is in 4-5 years. Because of the impact, an interim repair was decided on to extend the lot’s pavement life past the construction of the trail and bridge project. It was decided that milling, filling deteriorated areas, and crack sealing, was the best solution for extending the pavement life. However, securing a contract to perform this work in the fall of 2024 was not successful. The Engineering Division aims to prepare bid documents over the winter

for a pavement overlay in 2025 to maintain the parking lot until the pedestrian trail and bridge project is implemented.

- > **55 Church Street Parking Lot** - The Engineering Division hired a consulting firm, McClure to redesign the 55 Church Street parking lot to improve accessibility and convenience for the community. The firm will also incorporate improvements to the site grading, drainage enhancements, and parking lot layout. The design is expected to be completed by spring 2025, with bidding to follow, and construction anticipated to begin in summer 2025.

Guardrail Projects

The Engineering worked on preparing bid documents for a guardrail project in the fall of 2024. The completion of the documents for bidding was delayed due to some guardrail vehicle strikes in town that require more in-depth structural design for the repair of roadside barriers such as the ones attached to the culvert of Spencer Brook on Spencer Brook Road. Staff worked with a consultant to prepare the design and bid documents and planned on soliciting bids in early 2025 with anticipated construction occurring in spring of 2025.

Stormwater Management/Drainage Improvements

Currently, the stormwater management program faces a funding shortage, which limits the scope of possible drainage improvements town wide. Drainage improvements are limited to work undertaken by the Town’s Road Program. Drainage improvements completed this year by the 2023 and 2024 Pavement Management Programs includes:

- > Installation of 1 sediment forebay
- > Rebuilding of 12 existing manholes and catch basins
- > Replacement of 2 manholes
- > Installation of 1 new manhole
- > Replacement of 8 catch basin
- > Installation of 8 new catch basin
- > Installation of 6 new gutter inlets
- > Installation of 170± feet of new pipe
- > Cleaning of 1700 feet of drainpipe

Fox Lane and Minot Road Intersection Pavement Reduction

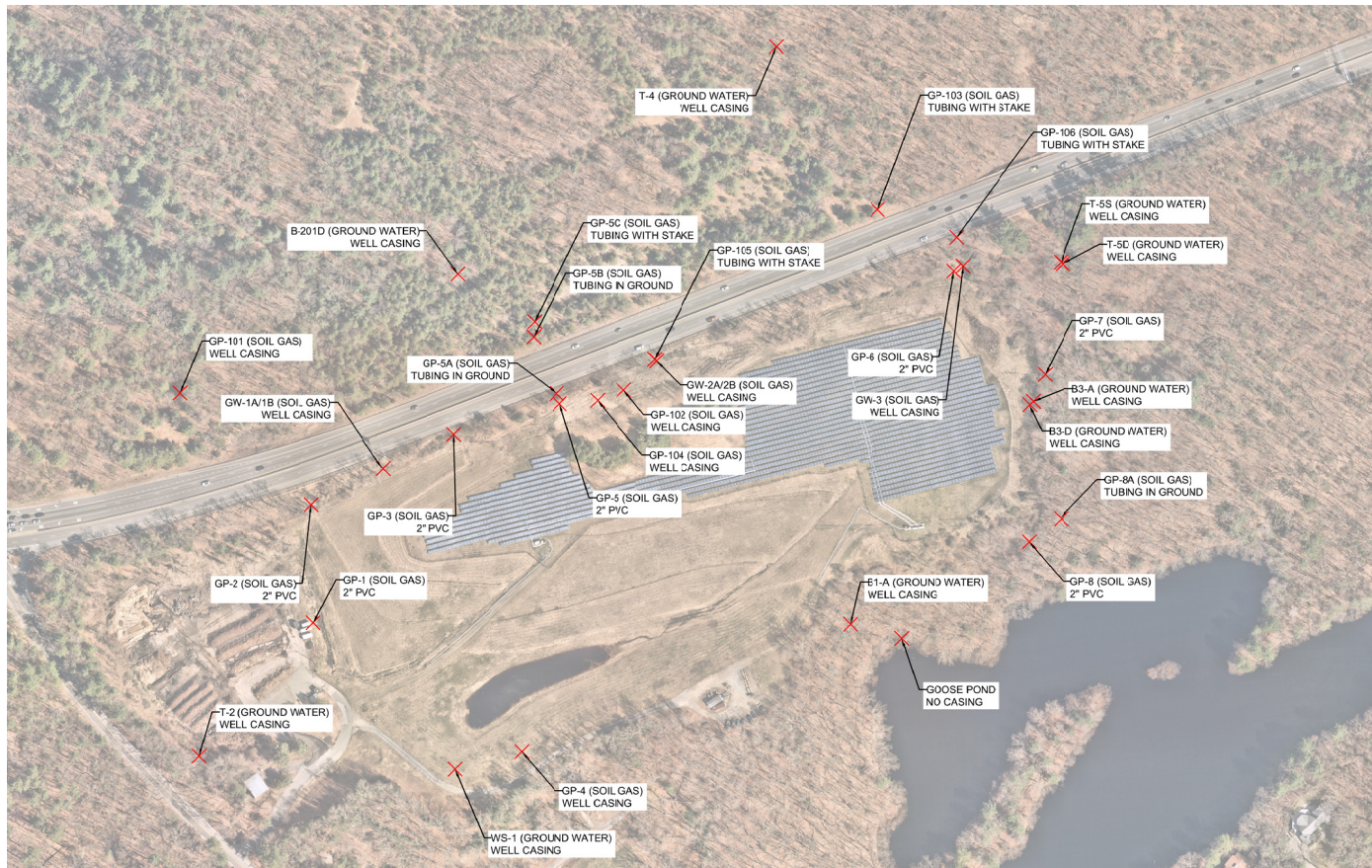
The Engineering Division, as part of the reconstruction of the Butternut Circle neighborhood and under the 2023 Pavement Management contract, developed a plan to alter the Fox Lane and Minot Road intersection. The primary goal of this modification was to decrease the extent of pavement and consequently minimize the impervious surface within the intersection. This initiative is in line with the MS4 permit mandates,

which necessitate a reduction in impervious surfaces on Town-owned properties and rights-of-way. Final paving and restoration of the intersection was completed in 2024.

Closed Landfill Environmental Monitoring

Landfill Gas and Water Monitoring

Landfill Gas and Water Monitoring activities at the 755 Walden Street closed landfill site were conducted in compliance with state regulations outlined in 310 CMR 19.132. The site includes nine groundwater wells and twenty-three soil gas probes. Semi-annual groundwater monitoring was conducted for the nine wells, along with semi-annual surface water monitoring, while quarterly monitoring was performed for the twenty-three gas probes. Through a request for quotations, a new contract with One Atlas was executed so that the work will continue to meet the permit schedule.



Landfill Gas Vent Turbines Replacement

Weston & Sampson was tasked with replacing the landfill gas vent turbines at Concord Landfill, located at 755 Walden Street. They have successfully replaced five gas vent turbines, as the existing units had deteriorated due to corrosion and were no longer operational.

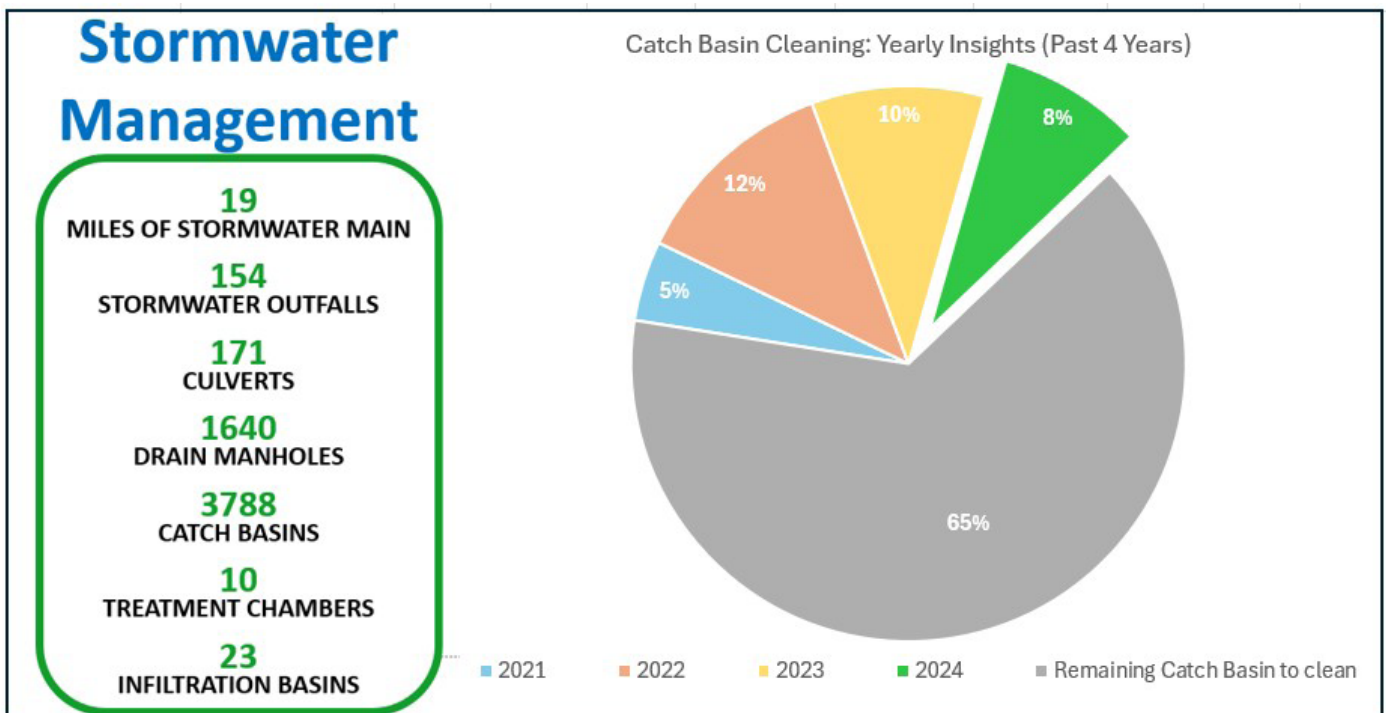


Third Party Inspection

In compliance with the DEP-approved environmental monitoring plan from 2005 and the 2013 Post Closure Annual Inspection, the closed Concord Landfill is under active monitoring and maintenance. MassDEP mandates an annual inspection of closed landfills by a third-party MassDEP-approved inspector. Weston & Sampson, Inc. conducted the latest inspection on November 12, 2024, and submitted their findings to MassDEP on December 17, 2024. The inspection confirmed that there were no deviations from applicable performance standards for water or air quality.

Stormwater Utility

Due to the lack of a reliable and dedicated source of funding for stormwater management, the Town, through the Engineering Division and the consultant, Weston & Sampson Engineers, Inc. continued to develop and establish a Stormwater Utility. At the 2024 Annual Town Meeting, the Stormwater Enterprise Fund Article was presented and adopted, creating the Stormwater Enterprise Fund to set, assess, and collect fees supporting stormwater infrastructure and management across the town. Work continued in the development of the Stormwater Utility to secure a reliable revenue source for stormwater management. This initiative included assessing the budgetary requirements of the Stormwater Management Program, meeting MS4 permit obligations, maintaining drainage systems, addressing capital needs, and mitigating flooding. Key milestones included finalizing the annual budget for approval at the 2025 Annual Town Meeting, establishing a fee structure and credit system, and contracting with NISC to develop the billing process, which is scheduled to begin in early 2025, with fee collection targeted for July 2025. Public outreach and the creation of the Stormwater Enterprise Fund documents, including all necessary forms and resources started in 2024 and will be completed in 2025.



Warner's Pond and Dam

The Engineering Division engaged a consulting firm, Pare Corporation, to develop an Inspection and Maintenance Plan for yearly inspection and maintenance of the Warner's Pond Dam. This plan would outline procedures for annual inspections and maintenance activities and will be shared with the Natural Resources Commission and the Public Works Highway and Grounds Division to facilitate routine monitoring and upkeep. The final plan is expected in January 2025. These routine inspections are in addition to the state-mandated inspection that the dam underwent in 2023. Those inspections are required every five years, with the next inspection scheduled for 2028.

Engineering Division updated the Emergency Action Plan (EAP) for Warners Pond Dam. The revised EAP was distributed to all designated responders to ensure preparedness in the event of an emergency.

Engineering staff participated in the Warner's Pond Task Force monthly meetings and have been actively involved in reviewing and providing comments on the plans and studies completed.

Gerow Recreation Area

Cole contracting resumed work after the winter shutdown and completed remaining work for the pavilion which included resetting the settled floor pavers, adding lighting, drainage and regrading the perimeter. Other work completed included the kiosk, park sign, bike racks, bike repair station, parking lot striping, traffic signs, replacement of dead plantings, and other miscellaneous items. Occupancy certificates were issued for the restroom building and the pavilion. Closeout procedures started in late 2024 and will be completed in early 2025.



Ministerial Drive Drainage and Sinkhole Repair

This location experienced sinkholes in the roadway and sidewalk at the intersection of Ministerial Drive and Loring Road which necessitated the closing of Ministerial Drive between Loring Road and Lapham Road for a significant period. The reason for the sink holes was the failure of a drain manhole bottom that was allowing the fine soil in the area to be pulled by stormwater and groundwater through the drainage system. The extensive repair project involved the replacing of the failed manhole, repair of two water main breaks resulting from the construction, soil modification and compaction in the areas of the sinkholes and the installation of an underdrain to provide some protection from this situation reoccurring. The project was completed in spring of 2024.



Baker Avenue Sinkhole and Culvert Repair

In May 2024, a sink hole developed in Baker Avenue under the sidewalk adjacent to Concord Greene Condominiums. CPW Engineering evaluated the area, consulted with Wright-Pierce and made recommendations for stabilizing the sinkhole that was performed by CPW forces. A CCTV inspection of the culvert determined that the collapse was due to a failed joint within the three 30" parallel culvert system that flows from a pond on the Concord Greene Condominium property and discharges on the west side of Baker Ave.

Monitoring of the area occurred on a regular basis while funding was being secured to develop and implement the repair of this major culvert system. An appropriation of \$1 million of ARPA funds was received and Engineering staff executed a contract with Wright-Pierce to perform the design services and bid document preparation for the final repair of the culvert. Due to the impending winter, a temporary restoration of the road surface was designed by Wright-Pierce to make the area safe for winter operations, and the construction was completed by Lazaro Paving in December 2024. The final repair project, permitting, and coordination with utilities and affected abutters will take place over winter 2025 to have the construction work begin in spring 2025. A National Grid project to relocate a gas main that is within the sinkhole area will need to occur in advance of the culvert project.



Rt 126 (Walden Street) Paving under MassDOT Municipal Paving Program

The Massachusetts Department of Transportation selected Walden Street between Route 2 and the Lincoln Town line to be paved in 2024. Under this program, MassDOT aids municipalities in paving qualified local streets. Engineering met with State officials to determine the work needed in the roadway, and an agreement was executed with the State and Walden Street was paved in the summer of 2024.

Parking Meter Removal Project

On November 20, 2023, the Select Board voted to remove the parking meters in town. As a result, all meters and the 103 parking meter posts were required to be removed. CPW Engineering was requested to prepare documents and solicit bids for the construction work required for the removal of the meters on several different streets throughout the town and restoring the surface (asphalt or concrete sidewalks or grass). A contract was executed, and construction is anticipated to start at the beginning of 2025.

Dover Street & Darton Street – Petition for

National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Permit

The Year-6 Annual Report (July 1, 2023-June 30, 2024) for the MS4 permit was completed and forwarded to both the EPA and MassDEP in September 2024. Below, Engineering has summarized the actions taken by the Town during this reporting year to fulfill these requirements:

- 1. Public Participation:** The Town actively engaged the public in the review and implementation of the Stormwater Management Program (SWMP). Additionally, an educational event was organized in local elementary schools to raise awareness about the importance of preventing pollutants from entering our surface waters.
- 2. Community Outreach:** The Town proactively communicated with town residents, businesses, and industries, encouraging the adoption of stormwater pollution mitigation methods.
- 3. Personnel Training:** Annual training sessions were conducted for personnel involved in the Stormwater Management Program, specifically focusing on Illicit Discharge Detection and Elimination.
- 4. Site Plan Reviews:** A total of 10 site plan reviews were carried out for development or redevelopment projects that disturbed one or more acres of land.
- 5. Stormwater Site Inspections:** The Town conducted at least 20 stormwater site inspections to monitor compliance.
- 6. Green Stormwater Infrastructure Assessment:** The existing Town-owned green stormwater infrastructure was assessed to determine the amount of phosphorus removed by these structures before releasing stormwater flows into the Assabet River watershed.
- 7. Catch Basin Inspections:** A total of 475 catch basins were

Temporary Repairs to Private Ways

Dover St and Darton St are private ways located in the White Pond watershed. The residents submitted a petition to the Public Works Commission, requesting the Town consider making repairs to reduce street flooding at the intersection that caused the street to deteriorate. This petition follows the process authorized by the bylaw approved under Article 18 of the 1996 Annual Town Meeting and will need approval by the Public Works Commission (PWC). CPW continued to examine more feasible and sustainable options as the solution for the persistent flooding problems. Questions on the petition process, ownership of the proposed drainage system, easements, and other items were reviewed with Town Counsel. Using ARPA funds appropriated for the project, a consulting firm, IMEG was retained to design the plans to address the drainage challenges faced by the community. CPW also continued to work with legal counsel to review the easement needed from the owner of 20 Darton St and 4A Shore Dr to enable portions of the proposed stormwater system to run through their properties. The design plans are expected to be completed for construction by the summer of 2025.



inspected, 375 were cleaned and 316 cubic yards of sediment were removed, contributing to enhanced stormwater quality.

8. **Street Sweeping:** A substantial effort was made with the sweeping of 330 miles of pavement, ensuring that streets remained clean and free from debris that could potentially affect stormwater runoff.

CPW Engineering solicited multiple consulting firms to obtain quotes for wet weather sampling of outfalls identified based on system vulnerability factors. A contract will be finalized with one of the firms in January 2025, and wet weather sampling for the designated outfalls is set to commence in spring of 2025.

Right of Way/Driveway Permitting

In 2024 Engineering staff issued a total of 177 permits - 103 Right-of-Way permits, and 74 Driveway permits by utilizing the Full Circle platform to accept, review and issue permits. R-O-W permits were typically issued for the installation or repair of utility mains, structures or service lines or for impacts caused by private development work to infrastructure in the public right-of-way. Driveway permits were typically issued for the reconstruction of or the installation of a new driveway that accessed the public right-of-way. Engineering staff also performed pre-, during- and post-inspections of the work sites for each permit.

Private Development Plan Reviews

Engineering staff reviewed a total of eleven private development projects in 2024 and several comment letters prepared by third party reviewers for larger projects. Projects that required review effort included 406 Old Marlborough Road, 80X & 1053 Main Street, Minute Man National Park, 1200-1224 Main Street, Alpine Property Management Corp., and 61B Walden Street. Projects that required evaluation of peer review comments included 166 Commonwealth Avenue, 292-294 Baker Ave - Novo Riverside Commons, 275 Forest Ridge Road, 1400 Lowell Road, Middlesex School Field House, and 300-310 Baker Avenue. Staff also performed field observations of soil testing for stormwater management.

Town-Requested Engineering Services

- > Managed the inspectional services by an engineering consultant in the construction of the foundation of the Napoli Mausoleum at the Sleepy Hollow Cemetery.
- > Managed the design by an engineering consultant of the stone wall repairs for the Sleepy Hollow Cemetery, Old Hill Cemetery and Old South Cemetery.
- > Assisted in the contracting and the provision of plot layout by an engineering consultant for the Sleepy Hollow Cemetery.
- > Staff collaborated with the GIS Division and

Highway & Grounds teams to create a GIS-based inspection report and user map for catch basin cleaning. This aims to streamline catch basin maintenance efforts in compliance with MS4 requirements.

- > Engineering worked with the Town Clerk's office in responding to numerous requests for public records.
- > For Warner's Pond Dam, Natural Resources Division established a Task Force to address and formulate recommendations for mitigating environmental issues arising from the dam. These concerns encompass sedimentation, pollutant loads, and the proliferation of invasive plant species. A member of the Engineering Division participated in the Task Force as a non-voting member, offering guidance on technical engineering aspects to assist in decision-making.
- > Engineering continued its review and provided comments on the MBTA Communities Zoning Site Plan Rules and Regulations.
- > Engineering reviewed the structural design of the Poetry Phone Booth prior to its installation at the Bruce Freeman Rail Trail.
- > Engineering Staff aided DPLM in the review of the request for the removal of a fence on Power Mill Road over the Bruce Freeman Rail Trail.
- > Engineering aided in the technical review of a sidewalk decal in West Concord that was applied to the new sidewalks on Commonwealth Ave.
- > Engineering performed a technical review of the design of the proposed Concord Prison Cemetery Seating Area adjacent to the Bruce Freeman Rail Trail.
- > Engineering Staff attended Safe Routes to School walk audits at the Alcott Elementary School and Thoreau Elementary School.
- > Engineering staff assessed the location of signage with the Economic Vitality Manager, and updated the Town's Traffic, Parking and Pedestrian Rules & Regulations based on approvals from the Select Board.

Grants of Location (GOL) for Utilities in Public Ways

Engineering staff performed reviews of plans and documents submitted to the Select Board by utility companies petitioning for approval to locate new utility lines, services and appurtenances overhead or underground in the public right-of-way. Engineering coordinated with other Town departments and prepared comments and conditions of approval for the Select Board's public hearings. During 2024, National Grid delayed several of its petitions because of their unacceptance of conditions placed by the Engineering

Division. Both parties worked to re-establish conditions that would be amenable to both CPW and National Grid and the reviews on the petitions resumed. The utility projects are listed below with the status of the GOL.

- > National Grid's 4 - 195 Thoreau St GOL petition – CPW requested National Grid's revisions to their design
- > National Grid's 475-806 Monument Street GOL petition – CPW's final review started
- > National Grid's Main St from Edgewood Rd to Winslow St. GOL petition - CPW requested National Grid's revisions to their design
- > National Grid's 1-28 Sudbury Road petition - requested National Grid's revisions to their design
- > National Grid's 21-92 Old Bridge Road, Main Street, Cottage Street GOL petition - CPW's initial review started
- > National Grid's 398 Simon Willard Rd GOL - Approved by the Select Board (1/24/2024) and work was completed
- > National Grid's Davis Ct GOL - Approved by the Select Board (3/4/2024) and work was completed
- > National Grid's 150 Lexington Rd GOL - Approved by the Select Board (7/8/2024) and work including significant pavement restoration was completed
- > National Grid's GOL for Crescent Rd, Hosmer Rd, Garland Rd, Wilson Rd, Nashoba Rd Petition - Approved by the Select Board (9/9/2024) but work has not started
- > Crown Castle's 133 Old Road to Nine Acre Corner GOL - Approved by the Select Board (8/5/2024) and work was completed
- > Comcast's 86 Baker Ave GOL petition - Staff have prepared a comment letter to the Select Board for a hearing scheduled for 1/6/2025

Surveys

- > Engineering staff conducted the existing conditions survey of Highland Street when drainage issues were observed. The survey was used to re-grade the roadway and design repairs and updates to the drainage system.
- > An existing condition survey of various parking lots was performed by Engineering staff in preparation for the design and reconstruction of the parking lots.

Traffic Management Group

Engineering staff is an integral part of the Traffic Management Group (TMG), made up of representatives from the Concord Police Department, Planning Department, CPW Highway and Grounds Division, and CPW Engineering Division that manages resident traffic-

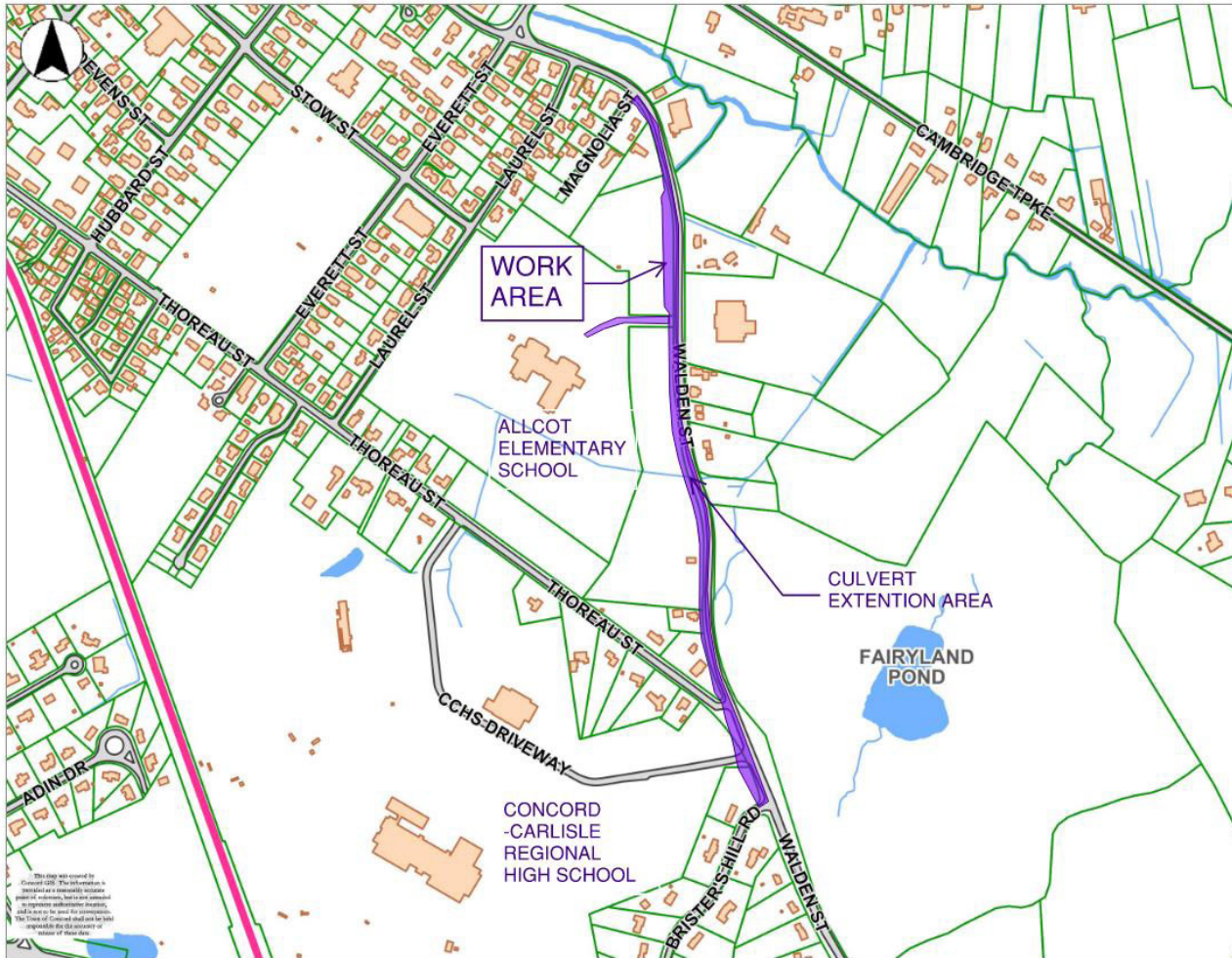
related concerns and requests within the Town's public rights-of-way. Engineering's role in the TMG is to provide technical recommendations related to engineering standards and practices. Some of the more significant items acted on by the TMG this year were review of speed data provided by Concord Police related to resident complaints. TMG recommended installation of speed limit signage, warning signage, wayfinding signage, and pavement markings for improvements to facilitate safer roadways.

Comprehensive Transportation Study

Results of a town-wide survey and general public meeting held in late 2023 for residents and stakeholder input on transportation and mobility were compiled and summarized and presented to the Transportation Advisory Committee (TAC) in early 2024. TAC responded that the study needed to be modified to address the Town's transportation goals in a more practical and actionable way. TAC developed a Transportation and Mobility Vision document in July 2024 and listed goals along with several action items, some of which were to be incorporated in the study being performed by the consultant, Stantec. The consultant, under a separate contract and in conjunction with the existing planning study performed asset management of the street pavement and sidewalk condition. The results will be finalized and presented to support a Tier III 5-year roads program "borrowing" request for consideration at the 2025 Annual Town Meeting. An additional task in Stantec's scope of work is a review of MassDOT's design of Route 2 within the town limits and examine traffic impacts due to the re-development of the closed MCI facility.

Grant Applications

- > A Complete Streets Grant for the Walden Street sidewalk from Magnolia Ln to Brister's Hill Rd was applied for. This project was chosen by the Engineering staff with the aid of members of the Traffic Management Group and the Planning Division as the next project from the approved Complete Streets Prioritization Plan to pursue for funding. The grant in the amount of \$500,000 was awarded. A consultant will be selected to perform the design of the sidewalk with construction anticipated to start in the fall of 2025.
- > Engineering aided DPLM in the request for a Safe Routes to School Signs and Lines Grant for the Thoreau Elementary School. The grant request was successful, and a contract was executed with MassDOT. Construction is anticipated to begin in summer 2025.
- > The Engineering Division received notice that they were not successful in their application for other State grants that included a Safe Routes to School on Lexington Rd and Heywood St and a culvert replacement on Spencer Brook.




- Town Boundary - State Su
- Address Numbers
- Buildings (ft)
- Parcels
- MA Highways
- Interstate
- US Highway
- Numbered Routes
- MBTA Commuter Rail Stati
- Railroad
- Streams
- Streets Area
- Rivers & Ponds

This map was created by Concord GIS. The information is provided as a courtesy to the public and is not intended to be used for legal purposes. The Town of Concord shall not be held responsible for the accuracy or reliability of these data.

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Printed on 04/29/2024

TOWN OF CONCORD WALDEN STREET COMPLETE STREETS SIDEWALK PROJECT

Community Development



Department of Planning & Land Management

Megan Zammuto, Deputy Town Manager/Director of Planning and Land Management

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

Planning Division

Elizabeth Hughes, Town Planner

Ann Clifford, Senior Planner

Christine Zale, Senior Planner

Heather Carey, Office Coordinator

Kim Johnson, Senior Administrative Assistant

The Planning Division had a record busy year with exciting progress on various Big Projects and more new staff changes.

First, the exciting Big Projects progress. The Planning Board Chair Linda Miller and the Town Planner Elizabeth Hughes spent the first part of the year continuing to attend different Town board and committee meetings providing information and answering questions regarding the 2024 Annual Town Meeting Warrant Article for the MBTA Communities Multi-family Zoning, which was overwhelmingly passed at Town Meeting in April.

With the support of the Town's Community Safety Officer Inspector Ronald Holsinger, Assistant Town Engineer Justin Richardson, and Thoreau Elementary School Principal Justin Sparks, Ms. Hughes submitted, and the Town was awarded a \$16,000 Safe Routes to Schools Signs & Lines Grant to implement various signage and line painting improvements in the Thoreau School neighborhood to increase walking and bicycling safety to the school.

Ms. Hughes also applied for a MassTrails Grant, and the Town was awarded \$268,000 to further the design, engineering and permitting for the Assabet River Multi-use Bridge and Trail that will extend behind 300 Baker Ave. to the West Concord Commuter Rail Station. The MassTrails grant funds will be leveraged with \$200,000 in CPA funds to progress the plans to the 75% design stage of the MassDOT process, which allows the construction of the project to be programmed and funded through the State's Transportation Improvement Program.



Senior Planner Ann Clifford continues to work closely with the Concord Historical Commission (CHC) and Historic Districts Commission (HDC) members, a consultant and the community on developing a community-wide, cross-disciplinary Historic Preservation Plan for the 21st century. She is managing the project and the state and local grants that funded it. As part of the planning effort, Ms. Clifford prepared a Heritage Survey that went out to every Concord household. She collaborated with the CHC on an application to the CPC to fund a thematic survey of modern structures and neighborhoods which are some of the most significant and yet least documented historical and cultural assets of Concord. She helped the Community Preservation Committee (CPC) monitor the finances of over 50 existing projects totaling over \$5.5 million and reviewed 7 new project proposals. As part of the review process for 60 applications to the HDC and 13 demolition applications to the CHC, Ms. Clifford conducted research on structures to provide historical context, apply preservation standards, and help inform decision making. In addition, she served as an ex-officio member of the Warner's Pond Task Force, providing input and research on historical matters as requested.

In August, the Planning Division welcomed Senior Planner Christine Zale, who hit the ground running supporting the Planning Board, Zoning Board of Appeals and the Town Planner on managing various applications and assisting property owners and developers on application processes. Ms. Zale conducted an inventory of all the existing formula businesses in Concord Center, Thoreau Depot and the West Concord Business Districts and the West Concord Village District to verify that the number of formula businesses still meets the maximum number allowed in the Zoning Bylaw. She also conducted research of 16 different communities in Massachusetts on their Community Preservation Act programs and staffing needs to manage the CPA program.

Office Coordinator Heather Carey lent her artistic help to the Natural Resources Division by editing and converting their initial designs for interpretive panels of White Pond and Heartleaf Pond that were installed along the Bruce Freeman Rail Trail. These panels provide information on the formation of the ponds and their history, along with pictures and facts about wildlife and critters that call these ponds home. She also had the challenging task of updating the Town's Zoning Bylaw with help from a consultant to incorporate any zoning amendments approved by Town Meeting, which for 2024 included the MBTA Communities Zoning, two-family dwellings by special permit in Residence B district, update to the Floodplain Conservancy Overlay District and housekeeping amendments to OVER 65 sections of the Bylaw. In addition to managing all the outside consultant contracts, purchase orders, invoices, and payroll for the Division, Ms. Carey supported Ms.

Hughes and Ms. Zale with the 10 applications reviewed by the Planning Board and provided administrative support to the West Concord Advisory Committee (WCAC), the Transportation Advisory Committee (TAC) and the Regional Housing Services Office.

Senior Administrative Assistant Kim Johnson, who was assisting the Planning Division from a temp agency, became a full-time employee of the Town in April. Ms. Johnson supports Ms. Hughes, Ms. Zale and the Building Commissioner with the over 40 applications reviewed with the Zoning Board of Appeals and Ms. Clifford with the over 73 applications filed with the Historic Districts Commission and the Historical Commission. It can be pretty hectic sometimes making sure applications are complete, legal notices and abutter notifications are sent, information gets posted on the website, and draft decisions written, but she makes it happen with a smile and amazing customer service.

While furthering Town projects and goals, the amazing Planning Division team provides professional and administrative support to multiple standing boards and committees including: the ZBA, Planning Board, HDC, Historical Commission, CPC, the WCAC, and the TAC. Think about all the agendas, minutes, applications, projects, consultants, webpages, emails and phone calls the team handles in a year! For that, we are all thankful.

Planning Board

May 2023 to April 2024

Linda Miller, Chair

Andrew Boardman, Vice-Chair

Sue Felshin, Clerk

Mark Giddings

Rob Almeida

Abigail Flanagan

May 2024 to June 2025

Andrew Boardman, Chair

Mark Giddings, Vice-Chair

Rob Almeida, Clerk

Linda Miller

Sue Felshin

Abigail Flanagan

Pat Nelson

Elizabeth Hughes, Town Planner

Heather Carey, Planning Office Coordinator

The Planning Board's authority is contained in MGL Ch. 41 "Improved Methods of Municipal Planning" and MGL Ch. 40A "The Zoning Act". The Board is responsible for

making rules and regulations relating to subdivision control, initiating Zoning Bylaw amendments, holding public hearings on all Zoning Bylaw amendments submitted to the Select Board, evaluating various developments through Site Plan Review, revising and updating the Comprehensive Long Range Plan, and from time to time making studies of the resources and needs of the Town. Additional responsibilities are in the Town Bylaws and the Town Charter.

The Board met twenty times in 2024. Ten of the meetings were hybrid (in-person and virtually) and ten of the Board's meetings were virtual. Two of these meetings were joint meetings with the West Concord Advisory Committee. Meetings were recorded for broadcast on Minuteman Media Network's YouTube channel. In addition to their regular meetings, a hybrid public hearing was held in March for Zoning Bylaw amendments considered at Annual Town Meeting.

The Board began the year with one vacancy and welcomed a new member, Patricia Nelson.

Residential development

The Board approved a Definitive Subdivision Plan application received in 2023 by EMS Development for the laying out of a new roadway and the creation of 4 new building lots at 80X and 1053 Main Street. The Board approved a Preliminary Subdivision Plan application for a 2-lot subdivision at 61B Walden Street and the Definitive Subdivision Plan application for the same address was received in December for review in 2025.

The Board did not receive any "Approval Not Required" (ANR) plans in 2024.

Board members participated in two Housing Roundtables, which are quarterly meetings with various boards, committees and housing groups to discuss affordable housing in the community.

Commercial, Institutional, and Other Development

The Board made affirmative recommendations to the Zoning Board of Appeals for Special Permit with Site Plan Review for a 5-unit Planned Residential Development submitted by the Concord Housing Development Corporation at 406 Old Marlboro Road, and a height waiver for the construction of a new athletics practice facility at Middlesex School, 1400 Lowell Road. The Board also reviewed a combined business/residence project at 166 Commonwealth Avenue, however the applicant ultimately withdrew the application prior to the Board drafting its recommendation.

The Board approved the 2023 Site Plan Review application for the redevelopment of 768 Elm Street (the closed Papa Razzi Restaurant site) for a four multi-tenant commercial building. The Board also reviewed an application for increased lighting at 52 Main Street (Bank of America) which was withdrawn after the

applicant submitted revised lighting plans reducing the amount of new lighting.

In 2023, two Comprehensive Permits were filed in Concord, one at 292-294 Baker Avenue and the other at 275 Forest Ridge Road, for which the Planning Board has provided comments to the Zoning Board of Appeals and the Select Board. After further discussion with the Zoning Board of Appeals, the project at 275 Forest Ridge Road was redesigned and review continues into 2025.

The Board approved a Special Permit application for a new formula business Bluemercury, Inc. at 4 Walden Street.

Zoning Amendments and Town Meeting Actions

The Board reviewed draft language for potential Zoning Bylaw amendments at several meetings throughout the year for the 2024 and 2025 Annual Town Meetings. The Board moved four Zoning Bylaw Amendment warrant articles for 2024. The motions for Article 34 (Zoning Map and MBTA Communities Multi-family Zoning Overlay District), Article 35 (Two-family Dwelling Unit in Residence B Zoning District), Article 36 (Floodplain Conservancy District) and Article 37 (General Housekeeping) passed.

As part of the development of the MBTA Communities Zoning, the Board received a State Community Planning Grant to hire a financial planning consultant to conduct the required Economic Feasibility Analysis, which allowed for the adoption of zoning that includes a requirement that 20% of the multi-family units built under the MBTA Communities Zoning be affordable.

The discussion for 2025 Annual Town Meeting continued into 2025 and centered around potential amendments to the Floodplain Conservancy District, Site Plan Review, parking, additional dwelling units, general housekeeping, sign bylaw, accessory retail uses, and an affordable housing density bonus for Planned Residential Developments.

Other Activities

With the assistance from a planning consultant funded through the Massachusetts Housing Partnership Technical Assistance Program, the Planning Board worked with the Town Planner and Town staff various departments and division to develop and adopt new MBTA Communities Multi-family Zoning Site Plan Rules & Regulations.

In February, the Board also completed and adopted new Scenic Road Bylaw Rules & Regulations.

Throughout the year, the Board:

- > Established their goals and priority projects for the next year and submitted a memo to the Select Board.
- > Reviewed the Envision Concord Plan Action Items and updated the Board's Action Item

matrix.

- > Discussed MBTA Communities Zoning and Mapping Requirement Guidelines.
- > Authorized the release of 41, 47, and 50 Sunnyside Lane from a Restrictive Covenant.

In addition, the Board recommends members to the West Concord Advisory Committee, which is a subcommittee of the Planning Board, for nomination by the Select Board. The Board nominates a member to serve on the Community Preservation Committee and on the Historic Districts Commission. Members of the Planning Board serve on the following regional committees: MAGIC (Minuteman Advisory Group on Interlocal Coordination) and HATS (Hanscom Area Towns) and participate in other Town Committees by providing liaisons to the 2229 Main Street Advisory Task Force, Climate Action Committee, Economic Vitality Committee, MCI-Concord Advisory Board, Transportation Advisory Committee, West Concord Advisory Committee and various housing groups.

Building Inspections Division

Paul Creedon, Building Commissioner/Zoning Enforcement Officer

Gary Smith, Local Building Inspector

Kevin Pickering, Local Building Inspector

Tracy LaPierre, Office Coordinator

Pranvera Hoxha, Administrative Specialist

John Alesse, Electrical/Wiring Inspector

Wayne Caldwell, Plumbing/Gas Inspector

Building and Zoning Activity

The Building Inspections Division issued 928 building permits in 2024, compared to 1046 last year. The overall construction value decreased in the year 2024 to \$ 110.8 million compared to \$195.3 million in 2023. This is a decrease in the value of construction by 43.3%. Of this total, \$59.3 million was for residential construction with \$51.5 million in commercial work.

The value of “new residential dwelling units” built in Concord went from \$17.5 million last year to \$16.4 million in 2024. This new residential construction value represents 21 new detached single-family homes, 2 two-unit townhouse structures and three additional dwelling units (ADU), for a total of 28 new housing units. Of these 28 new homes, sixteen, or 57% were the result of “tear downs” (an act of demolishing a building, usually to build a new one on the same site)

In 2024, the issuance of Mechanical permits decreased by 17.6%, the number of Electrical Permits decreased by 3.3% and Plumbing/Gas permits decreased by 5.5%. Overall, 3004 permits were issued with a 7.31% decrease. The Building Division collected \$1,756,059 total in permit fees in 2024 versus \$1,622,922 collected in 2023. This is an 8.2% increase from last year.

Staffing/Operations

Our staff is comprised of five full-time and two part-time personnel and is strongly committed to pursuing diligent Zoning and Sign Bylaw enforcement, as well as enforcement of the State Building code, which includes, but is not limited to handicap accessibility, structural integrity, fire safety, energy codes and many other regulations related to public safety. Our staff provides technical assistance to property owners, builders, real estate professionals, other Town departments and staff, boards, as well as other committees in town. In addition to issuing building permits and conducting required onsite inspections, the building division staff spend an increasing amount of time reviewing sub-division proposals, special permits, site plans, variance requests, making zoning determinations and addressing zoning complaints. Staff also provide review and comment to the Select Board for annual license renewals, which include licensing for alcohol and beverage facilities and livery licenses.

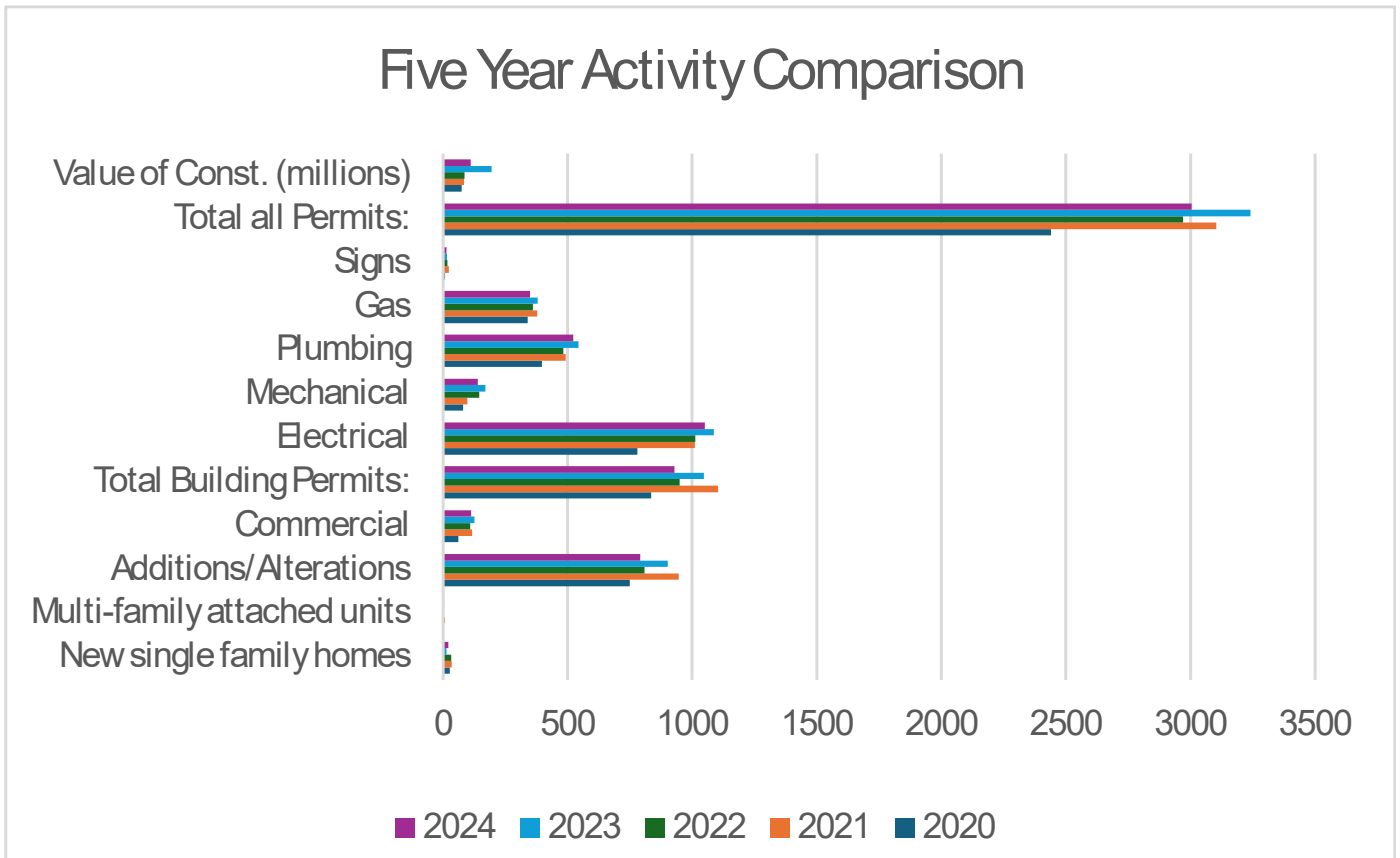
Noteworthy projects under construction this year include the following:

Middlesex School 72,000 Sq. Ft. new athletic practice facility, referred to as the “Field House”, 768 Elm Street which involved demolition of an existing vacant building (formerly Papa Razzi) to construct a new commercial building with four tenant spaces that will include three restaurants and one bank, 794 Elm Street partial demolition of building to build a new Dunkin Donuts, continued construction of the new Concord Middle School.

Zoning Board of Appeals

2024 Annual

Number of permits issued	2020	2021	2022	2023	2024
New single family homes	26	34	32	14	21
Multi-family attached units	0	8	2	4	4
Additions/Alterations	749	945	808	901	791
Commercial	61	116	108	127	112
Total Building Permits:	836	1103	950	1046	928
Electrical	780	1010	1013	1086	1050
Mechanical	81	97	146	170	140
Plumbing	397	493	483	544	522
Gas	340	377	361	379	350
Signs	7	24	17	16	14
Total all Permits:	2441	3104	2970	3241	3004
Value of Const. (millions)	74.8	84.4	86.3	195.3	110.8
Permit Fee Revenue	\$976,317	\$1,148,245	\$1,329,495	\$1,622,922	\$1,756,058



May 2023 to April 2024

- Theo Kindermans, Chair**
- Ravi Faiia, Vice Chair**
- Elizabeth Akehurst-Moore, Clerk**
- Thomas Swaim, Associate Member**
- Elizabeth Dwyer Leonard, Associate Member**

May 2024 to April 2025

- Theo Kindermans, Chair**
- Ravi Faiia, Vice Chair**
- Elizabeth Dwyer Leonard, Clerk**
- Thomas Swaim, Associate Member**
- Vacant, Associate Member**

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

In May, Theo Kindermans was re- elected as Chair, Ravi Faiia was elected as Vice Chair, and Elizabeth Dwyer Leonard appointed by the Select Board as a full member and was elected as Clerk. The Board would like to thank Ms. Akehurst-Moore for her 9 total years on the Board as an Associate and full Member. The Board is currently in need of one additional associate member.

In 2024, a total of 47 new applications were submitted. The Board held twenty-three (23) public hearings and conducted three (3) official site visits. The Board heard applications for two (2) appeals from a decision of the Building Inspector/Zoning Enforcement Officers, four (4) Variances, two (2) Sign Bylaw Variances, two (2) Comprehensive Permits, and thirty-two (32) Special Permits which included three (3) renewals for previously granted Special Permits. Of these applications, twenty-four (24) Special Permits were granted, one (1) application withdrew without prejudice at the request of the applicant, four (4) were denied, and five (5) applications were pending at the end of the year. (Some of these applications included multiple activities; therefore, the activity totals below may exceed the number of applications.)

Zoning Board of Appeals Application Activities - 2024

Public Health Division

Change, alteration or extension of a nonconforming use, structure	10
Nonconforming single & 2-family structure (inc. by more than 50%)	12
Site plan approval (associated with a special permit)	2
Relief from the height requirements	1
Special home occupation (new and renewal)	1
Additional dwelling unit/Two-family dwelling unit	7
Side Yard Setbacks	3
Combined Business/Residential Use	2
Bed & Breakfast or Tourist Home	1
Fairs Bazaars, Antique Shows, Suppers, and Dances	4
Comprehensive permit	2
Special permits	32
Variances	4
Sign bylaw variances granted	2
Appeal of the decision of the Zoning Board Denied	2

The past year has been marked by a series of significant activities, collaborations, and initiatives that have

contributed to the mission of public health: to promote, prevent, and protect the health and well-being of our community. We are committed to advancing our role in ensuring a safer and healthier environment for all residents, in alignment with the foundational public Health Services.

Preventing Disease and Injury

In January, we bid farewell to long-term Inspector Gabrielle White, who served our community with dedication. To ensure continued inspection services, we contracted with Boardman Animal Control to handle responsibilities related to animal inspections, rabies control, permit inspections, complaints, and barn book management. This partnership has enhanced our ability to prevent the spread of zoonotic diseases and maintain a strong system of oversight.

Promoting Health and Wellness

A significant initiative this year was our continued work to establish the Concord Behavioral Health Collaborative, engaging with stakeholders throughout the community to implement evidence-based prevention practices. This collaborative group identified a critical gap in mental health services and requested the addition of a community-based clinician to support the mental health needs of Concord residents. In response, a contract was established with Eliot Community Human Services, and the Town Manager secured funding for the initiative. As a result, a Community Clinician, Juliet Jaye, was hired in November 2024 through Eliot. Juliet is currently accepting referrals and working to support the mental health needs of our community.

Additionally, this year we developed and rolled out the Deed Restriction Policy for Concord residents with on-site wastewater systems. This policy aims to ensure transparency and provide clear guidance on methods for determining design flow reviews, ensuring that wastewater systems are effectively managed, and environmental risks are mitigated. This policy directly supports our efforts to promote environmental health and sustainable practices.

Protecting the Health of Our Community

Our team has remained steadfast in its commitment to protecting public health through ongoing environmental health inspections. We conducted thorough inspections across various areas, including septic systems, food establishments, animal-related concerns, housing, pools, recreational camps, and addressing general health complaints. These activities were crucial in minimizing risks and safeguarding community health.

Collaborating with Public Safety

In line with our goal of providing comprehensive and effective public health services, we provided Clutter

Permits	2023	2024
Beach	3	4
Body Art	1	2
Catering	15	13
Disposal System Installer	45	47
Food Establishment	113	120
Form A - Soil Test for Septic System	30	55
Form B - Disposal Works(Septic) Construction	94	92
Form C- Title 5 Building Review	85	100
Form S - Request for Title 5 Sewage Review	54	79
Funeral Director	1	1
Hazardous Materials	31	36
Keeping of Animals	83	80
Mobile Food Establishment	13	6
Recreational Camps for Children	17	17
Registered Title 5 Inspector	21	22
Rubbish Hauler	3	8
Swimming Pool	30	27
Temporary Food	47	50
Title 5 Inspection Report	87	118
Tobacco and Nicotine Sales	14	14
Well Drilling	14	16

Image Rating Scale training to local police and fire departments. This training aimed to enhance housing inspections and foster better collaboration with public safety agencies. Through this initiative, we have strengthened our partnerships, ensuring more efficient and compassionate responses to housing-related health concerns.

Public Health Nursing

The Public Health Nurse aims to prevent disease, reduce

Type of Complaint	#
Animal	6
Bathing Beach	2
Beavers	2
Dumpster	3
Food Safety	7
Housing	19
Indoor air quality	1
Noise	4
Nuisance	18
Odor	1
Septic Odor or Failure	8
Tobacco Sales Violation	2
Weights and measures	1
Total	74

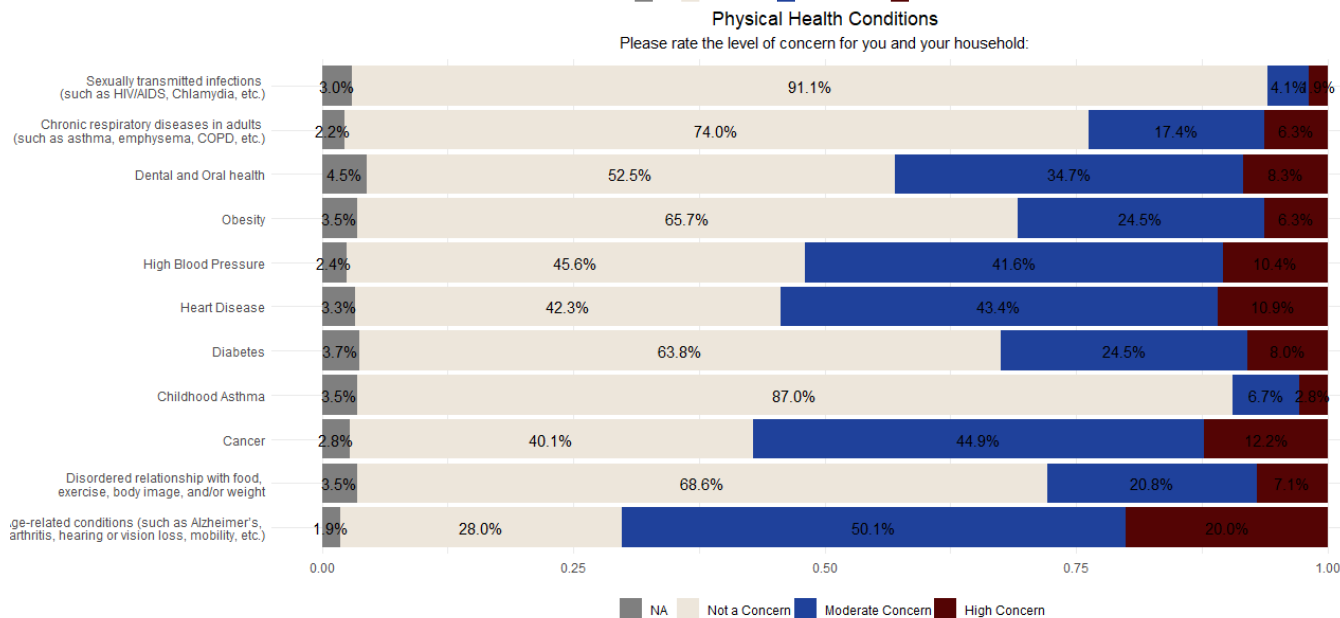
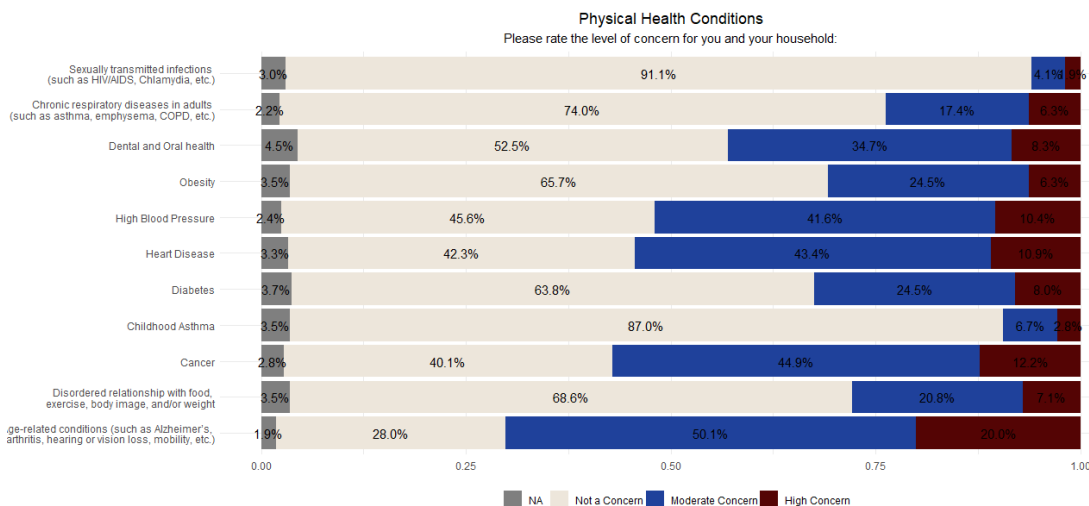
health risks, and support community health. Moira Carter, Public Health Nurse for Concord and Maynard, worked 25 hours per week for Concord and 15 hours for Maynard. The Town was able to host two interns from Boston University School of Public Health to assist with the work needed.

Public Health Nursing services include communicable disease case management and surveillance. In 2024, 633 cases of reportable infectious diseases were tracked through MAVEN, in partnership with the Massachusetts Department of Public Health, and supported by the Public Health Nurse.

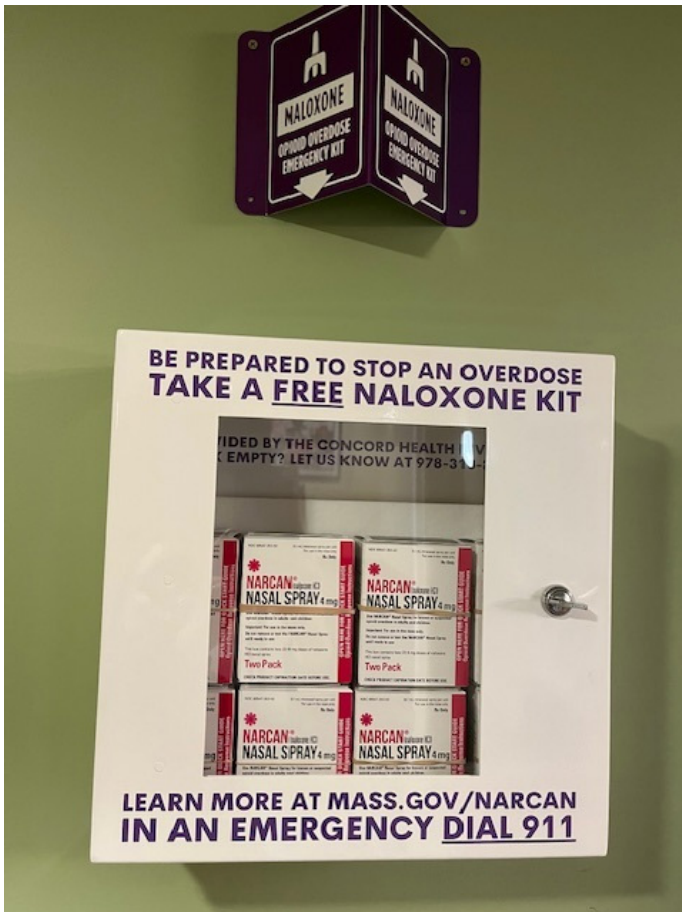
The Public Health Nurse also supported the Concord Health Division's Community Health Needs Assessment (CHNA), which surveyed over 500 residents. This assessment helps identify health needs and priorities for the community.

Communicable Diseases	# Cases*	Communicable Diseases	# Cases*
Calicivirus/Norovirus	2	Salmonellosis	3
Campylobacteriosis	12	Streptococcus pneumoniae	2
Cryptosporidiosis	2	Tuberculosis (LTBI)	35
Dengue Fever	1	Varicella	1
Encephalitis	1	Yersiniosis	1
Giardiasis	1	Tick-borne Disease	
Group A streptococcus	1	Babesiosis	6
Haemophilus influenzae	1	Ehrlichiosis	3
Hepatitis B	19	Human Granulocytic Anaplasmosis	14
Hepatitis C	3	Lyme Disease	85
Influenza	108	Powassan virus infection	1
Novel Coronavirus (SARS, MERS, etc)	327	Spotted fever rickettsioses, including RMSF	1
Pertussis (and other Bordetella species)	3	Total Tickborne Diseases	110
Total Reportable Diseases			633

*includes confirmed, probable, and suspect cases



Efforts to prevent substance use and overdose included expanding access to naloxone (Narcan) through partnerships with the Concord Free Public Library and the Health Division office. The Public Health Nurse also hosted a Narcan training and participated in the Hidden in Plain Sight drug education program at local schools.



Health communication efforts included a dedicated Public Health Nurse webpage, participation in the Communications Subcommittee of the Concord Behavioral Health Collaborative, and presentations on health topics at the Council on Aging.

Mental health initiatives included participation in Emerson Hospital’s Mental Health Working Group and support for the “Yellow Tulip Project” to reduce stigma around mental health. The Public Health Nurse also assisted with the Concord Free Public Library’s Wellness Week during Mental Health Awareness Month.



**THE TOWN OF CONCORD HEALTH DIVISION
SUPPORTS WELLNESS WEEK
AND THE IMPORTANCE OF
TAKING CARE OF YOUR MENTAL HEALTH**

MENTAL HEALTH IS JUST AS IMPORTANT AS PHYSICAL HEALTH. IT AFFECTS HOW WE THINK, FEEL, AND ACT. TAKING CARE OF OUR MENTAL HEALTH IS ESSENTIAL FOR OVERALL WELL-BEING.

TAKE TIME TO DO THINGS THAT YOU ENJOY, SUCH AS READING A BOOK, TAKING A WALK, OR HAVING A RELAXING BATH. PRIORITIZING SELF-CARE CAN HELP REDUCE STRESS AND IMPROVE MOOD.

CONNECT WITH OTHERS. HAVING A SUPPORT SYSTEM IS CRUCIAL FOR GOOD MENTAL HEALTH. REACH OUT TO FRIENDS, FAMILY, OR A MENTAL HEALTH PROFESSIONAL IF YOU NEED TO TALK OR RECEIVE GUIDANCE.

EXPLORE THIS TABLE FOR MENTAL HEALTH RESOURCES FOR YOU AND YOUR FAMILY

Vaccination efforts included flu and COVID-19 clinics for seniors and town employees, homebound vaccinations, and childhood vaccination catch-up clinics for emergency assistance shelter residents, in collaboration with West Concord Pharmacy and the state. Connections to primary care for shelter residents were also supported.

The Great Meadows Public Health Collaborative (GMPHC)

The Town of Concord is proud to be an active member of the Great Meadows Public Health Collaborative (GMPHC), which was established in 2022 through Massachusetts’ Public Health Excellence Grant. This collaborative strengthens local public health capacity and ensures access to core public health services across its seven member communities: Bedford, Carlisle, Concord, Lincoln, Sudbury, Wayland, and Weston.



The mission of GMPHC is to enhance public health protections, programs, and outcomes by fostering collaboration, pooling resources, and increasing staff capacity and expertise. Since its inception, GMPHC has successfully leveraged grant funding to hire a regional team, including a Shared Services Coordinator, two Regional Public Health Inspectors, a Regional Health Communications Specialist, and, most recently, a Regional Substance Use Prevention Coordinator funded through pooled Opioid Abatement funds. Two specific

events for 2024 included the Hidden in Plain Sight program at Concord-Carlisle High School, Sanborn Middle School, and Peabody Middle School. This program equips adults with tools to recognize signs of youth substance use and engage in proactive conversations. Additionally, Concord participated in the regional Gun Buyback events held on October 5th and 26th. These events, funded through pooled municipal contributions, offered residents the opportunity to exchange firearms for gift cards, reducing firearm-related risks in our community. By working together through GMPHC, Concord and its partner communities are building a stronger, more resilient public health system that protects the health and well-being of all residents

6 WAYS TO PROTECT YOURSELF FROM TICK BITES

EDUCATE YOURSELF
Know where to expect ticks, what environment they thrive in and the symptoms of a tick bite

WALK ON TRAILS AND AVOID TALL GRASS
Ticks hide in tall grasses and brush, avoiding these areas decreases exposure to ticks

USE A DEET-BASED REPELLENT
Regularly apply repellent on any exposed areas of skin (follow label instructions)

CHECK BODY, CLOTHES, AND PETS FOR TICKS
After being outdoors conduct a full body check. Use a mirror or ask someone to check areas that are hard to see

WEAR CLOSED TOE SHOES & LIGHT-COLORED CLOTHING
Light colored clothing allows you to better spot ticks that may be attached to your clothes

TUCK PANTS INTO SOCKS
The best way to avoid ticks is to leave a minimal amount of skin exposed. Tucking pants into socks seals off potential crevasses that ticks can crawl into and hide

IF BITTEN BY A TICK

- Use tweezers to grab tick and slowly pull upward
- Immediately clean the area with soap & water or rubbing alcohol
- Save the tick for testing if possible, place in sealed bag and label with name, date, and site of bite

FOR MORE INFORMATION, VISIT
www.TickEncounter.org
www.CDC.gov/Lyme/Prev

Scan code for resources from MA DPH

Great Meadows
PUBLIC HEALTH COLLABORATIVE

Health Division 2025 and Beyond

As we look ahead, we remain committed to continuing our work to prevent disease, promote healthy lifestyles, and protect the health of our community. We are excited about the opportunities in the coming year, including our work to disseminate our public health needs assessment. We will work with all our stakeholders to develop a community health improvement plan based on key findings from the assessment. We will continue to work with other Town Departments such as Recreation, Concord Library, Public Safety, CPW and in the community with Emerson Hospital, Concord Public Schools, charitable and faith-based organizations, Concord businesses. We look forward to strengthening our public health efforts through collaboration, transparency, and innovative approaches.

Board of Health

Members:

Dr. Randy Kring (Chair)

Dotty Bernard

Portia Keady

David Ropeik

James Whalen

The Concord Board of Health had a productive and impactful year in 2024, with several key initiatives and responses that furthered our commitment to public health and safety in the community.

A major accomplishment was the passage of the **new Well Regulation**. This regulation updates and enhances Concord's approach to ensuring the quality and sustainability of the private well water supply. By establishing clear standards for well construction, testing, and maintenance, this regulation provides a vital framework for protecting our natural resources and ensuring access to clean water for residents. Key changes included the permitting of irrigation and geothermal wells.

In addition, the Board of Health adopted the **Nicotine-Free Generation Tobacco Control Policy**. This important policy prohibits the sale of nicotine products to anyone born after January 1, 2004. In so doing, the Board of Health aims to curb the rise of nicotine addiction among youth and prevent the next generation from suffering the adverse health effects of nicotine use. With this policy, Concord continues its efforts to safeguard the health of future generations by promoting a tobacco-free environment.

In early September, the Board of Health convened an emergency meeting to address the growing concerns surrounding **Eastern Equine Encephalitis (EEE)**. With the detection of mosquitoes carrying the virus in Concord mosquito samples, the Board responded swiftly to keep the community safe. The meeting focused on enhancing public awareness of EEE risks, recommending preventative measures such as mosquito control efforts, protective actions for residents, and encouraging personal precautions. The Board also worked closely with local authorities to monitor the situation and take appropriate steps to ensure public safety during the heightened risk period.

The Board of Health welcomed two **new members** in May. Dottie

Nicotine-Free Generation Policy

- 1 Focuses on prevention for the next generation;
- 2 Allows access to tobacco for all existing adult tobacco users;
- 3 Gives retailers time to adjust, as the market only declines marginally each year;
- 4 Denormalizes nicotine use as the number of users decreases; and,
- 5 Widens the gap between children and those who can be legally sold tobacco

Bernard and Portia Keady replaced Mark Haddad and Jill Block, both of whom had fulfilled the two three-year term limits. We want to thank Mr. Haddad and Ms. Block for their service and dedication to the Town. In November, we welcomed David Ropeik to the Board of Health, replacing Kurt Herman, who moved to Carlisle. We are grateful for Kurt's valuable contributions over his tenure, and we are excited to have David bring his knowledge and experience to the Board as we continue our efforts to promote the health and well-being of Concord residents.

Looking forward to 2025, the Board remains dedicated to advancing public health, addressing emerging health concerns, and continuing to support policies that improve the overall well-being of the Concord community. We thank our residents for their ongoing engagement and support as we work together to maintain a healthy and safe town for all.

PREVENT TICK & MOSQUITO BITES!

WEAR LONG-SLEEVED SHIRTS,
LONG PANTS AND SOCKS



AVOID BEING OUTSIDE AT DUSK
AND DAWN - PEAK MOSQUITO
ACTIVITY TIMES



CHECK
YOURSELF



FOR TICKS
ONCE A DAY

REPAIR
WINDOW SCREENS -
KEEP MOSQUITOS OUT!



REMOVE STANDING
WATER WHERE
MOSQUITOS
CAN BREED



USE CDC RECOMMENDED
INSECT REPELLANT AND TREAT
CLOTHING WITH PERMETHRIN



For more information go to:
www.greatmeadowspublichealth.org

Economic Vitality Division

Mimi Graney, Economic Vitality Manager

The Economic Vitality Manager supports the Economic Vitality Committee, Concord Cultural Council, and West Concord Junction Cultural District Committee while collaborating closely with the Tourism Manager. This role involves partnerships with local organizations including the Concord Business Partnership and the Concord Chamber of Commerce as well as coordination with other town departments.

“Economic vitality” differs from “commercial development”:

- > **Scope:** Economic vitality takes a holistic view of the local economy, while commercial development focuses on physical spaces for business.
- > **Strategies:** Economic vitality is more incremental and uses grassroots approaches like workforce training and placemaking; commercial development relies on land acquisition, zoning changes and tax incentives.
- > **Stakeholders:** Economic vitality engages widely diverse groups to foster inclusive community benefits with local government in a partnership role, while commercial development is typically led by developers and investors with local government in a regulatory role.
- > **Metrics:** While both measure success through economic indicators like new business openings and increases in tax revenues, economic vitality includes qualitative measures like diversity, social cohesion and quality-of-life measures.

Key Goals and 2024 Achievements

Revitalize Village Centers

- > **Age-Friendly Business Initiative** - Expand accessibility and inclusion within Concord’s business districts. The project secured grant funding, engaged community members, created an evaluation check-list, and surveyed older residents and visitors.
 - Key findings: Older people support local businesses, with more than 90% under age 80 shopping. Approximately 15% of respondents aged 60–90 visit Concord businesses daily, highlighting the social and economic ties with local businesses. Providing more benches was the most requested improvement.
- > **Public Art** - Build capacity and equity in public art commissioning focus on using creative placemaking as a tool for economic vitality and community engagement.
 - “Freedom’s Silhouette” by Liz Helfer was commissioned and installed in Monument Square. Funding provided by the New England

Foundation for the Arts, Metropolitan Area Planning Council, and Mass Cultural Council. Five companion site activation projects included the Wright Tavern Pub Choir, Robbins House artmaking workshops, and band concert.

- West Concord Junction Cultural District Projects: Installed a poetry phone, artist-decorated switchboxes, and launched plans for a 2025 sidewalk art loop.
- Concord 250: Facilitated installation of creative wayfinding map at the Visitors Center.

> Infrastructure:

- Streetscape upgrades improved pedestrian safety and accessibility in Concord Center. Frequent communication with town staff helped minimize disruptions during the project.
- Benches Project. Secured funding and led effort for the installation of teak benches in and around Concord Center in the spring of 2025.



Deepen Understanding of Concord’s Business Landscape

- > **Agriculture:** With assistance from summer college intern Zacharian Elmasri, a comprehensive profile of Concord’s farms and agricultural resources was developed.
- **Key Insights:**
 - **Land Use:** Approximately 10% of Concord’s land is engaged in commercial farming, compared to only 3% of land zoned for other business uses.
 - **Agricultural Preservation:** Long-standing efforts to protect agricultural land have been crucial for the continued success of Concord’s farms.

- **Agritourism:** Farm stands represent a significant opportunity to position agriculture as a centerpiece for Concord's tourism industry.
 - **Farmstead Protection:** Ensuring the protection of farmsteads—housing and operational structures—is critical for maintaining Concord's agricultural base and managing generational transitions in farming.
- › **Sewer Improvement Fee Study:** Analysis of sewer improvement fees was conducted and presented to Concord's Water & Sewer Division and the Economic Vitality Committee.
- **Key Findings:**
 - **High Fees:** Concord's wastewater capacity limitations are reflected in the high fees assessed.
 - **Impact on Small Businesses:** Very small food businesses face fees disproportionate to their size and actual water usage.
 - **Recommended Adjustment:** Encouraging these businesses to utilize the Public Works Commission's option to pay based on actual rather than estimated usage would better align fees and open smaller retail spaces to a broader range of tenants.
 - **Zoning Policy:** In collaboration with the Economic Vitality Committee and the Planning Board, two critical zoning changes were proposed for 2025 Town Meeting:
 - **Parking Requirements:** Advanced a warrant article to remove new parking requirements for changes of allowable uses within existing business district properties.
 - **Retail in Industrial Zones:** Advanced a warrant article to allow retail as an accessory use in industrial zones.

Foster a Business-Friendly Community

- › **Web Portal:** A centralized resource on ConcordMA.gov for businesses launched.
- › **Newsletter:** A new monthly e-newsletter reached 612 subscribers with a 57% open rate.
- › **Business Support:** Assisted 23 businesses and worked closely with local organizations.

Build Capacity for Economic Development

- › **Cultural Sector:** Supported the transition of Concord Center cultural district management and strengthened local committees.
- › **Food Safety:** ARPA-funding used to launch grants and training program for farmstands and mobile food vendors to be executed first quarter of 2025.
- › **Regional Partnerships:** Continued collaboration on economic development initiatives, including the MCI-Concord redevelopment.

2025 Priorities

- › Execute the **Food Safety Program** and distribute

grants.

- › Complete the **Age-Friendly Business Toolkit**.
- › Identify opportunities for **Agritourism** promotion.
- › **Support policy changes** on sewer fees and zoning to support small businesses.
- › Enhance **cultural districts** and develop events like "Third Thursdays."
- › Grow the **business newsletter** audience.

Economic Vitality Committee

Role of the Committee

The Economic Vitality Committee (EVC) was created in 2019 to strengthen the sustainability of local business districts and the cultural, historic, and civic assets in Concord. The EVC seeks to integrate economic vitality goals through collaboration with other town departments and committees. The committee's purpose is to examine ways the Town can attract, sustain, and promote local businesses in Concord's four existing business districts. The EVC also explores ways to promote and encourage tourism, collaborates with related committees and town departments, and seeks external revenue sources. The committee recognizes the importance of the arts, culture, and historic resources in supporting tourism and economic vitality.

The EVC is composed of 10-13 members, including representatives from the Concord Business Partnership, the Concord Chamber of Commerce, the Town's Economic Vitality Director and Tourism Manager, local business owners/managers, commercial landlords, and citizens with relevant background. The EVC advocates for the business community, identifies obstacles to attracting and retaining businesses, connects tourism with commerce, and articulates the impact of potential land uses on tourism and commerce. The EVC also hosts forums, provides annual reports to the Select Board, and collaborates with the 250th Committee.

Both the Town's Tourism and Economic Vitality Managers are member of the EVC. The Committee receives monthly reports from both managers that inform the committee and help the EVC align its action with the Town's needs to support the business community

Key Accomplishments in 2024

Strategic Planning:

The committee established four strategic categories to focus its work: Communications/Marketing, Recruitment & Retention of Businesses, Policy & Regulations, and Concord 250 with members leading each team.

Sewer Improvement Fees:

The EVC reviewed an analysis of sewer improvement fees and communicated with members of the committee

regarding the challenges of wastewater capacity. In 2025 the committee will work with the Public Works Commission to explore options to adjust impacts on micro businesses disproportionately assessed sewer improvement fees.

Zoning Policy:

The EVC worked with the Planning Board to draft and advance for the 2025 Town Meeting proposed zoning changes:

- > To remove parking requirements for changes of allowable uses within existing business district properties.
- > To allow retail as an accessory use in industrial zones.

Business Recruitment and Retention:

The committee began developing a plan to identify and support “good fit” businesses in the town centers. They plan to audit business vacancies, create customer profiles, and match potential businesses with community needs. To support this effort a retail business survey was developed that will be distributed in the first quarter of 2025.

Advocacy:

Throughout the year the EVC kept abreast of issues impacting small businesses and heard reports on the 250th and specific industries such as Concord’s agricultural sector. Where advocacy was needed, such as for the Municipal Empowerment Act before the Massachusetts legislature or to the MCI Advisory Committee assessing Concord’s interest in commercial development, the EVC provided written communication to reflect the committee’s concerns.

Natural Resources Division

Delia R. J. Kaye, Natural Resources Director

Albert Comins, Natural Resources Assistant Director

William J. Holden, Land Manager

Karen T. Bockoven, Administrative Assistant

Natural Resources Management

In addition to providing technical and administrative support to the Natural Resources Commission, which includes reviewing permit applications; preparing and issuing permits and enforcement orders; performing site inspections; maintaining Commission records; investigating and documenting violations and overseeing restoration activities as needed, and advising the public and applicants on wetlands-related matters, Division staff are responsible for the stewardship of more than 1,500 acres of Town conservation and other town-owned land (including White Pond Reservation). Stewardship includes maintaining over 37 miles of trails, and mowing

84 acres to maintain trails and open meadows. Major invasive species removal efforts were undertaken at Macone Park and Heywood Meadow this year. At Macone Park, the primary focus was to eradicate Japanese knotweed near Mill Brook and throughout the park through a girdling method, herbicide injection, and bi-weekly mowing. Heywood Meadow’s focus was primarily manual removal of glossy buckthorn, but also multiflora rose and honeysuckle in the roughly 2-acre wooded area just north of Mill Brook, an effort carried out by a hired contractor, volunteers, and staff. One hundred daffodils were also planted in Heywood Meadow in anticipating of the 250th celebration next year.



Knotweed management at Macone Park

Conservation land stewardship is made possible by the dozens of volunteers that participate in volunteer projects and events each year. Just over 30 projects with volunteer contribution were completed this year across 10 properties and trails, totaling almost 800 hours of volunteer time. Dedicated trail stewards removed 91 downed trees across trails, refilled mutt mitts and trail maps, conducted trail vegetation trimming, and constructed and installed 3 new property signs. The annual Garlic Mustard Pull and Concord Cleanup were held again this year. Chainsaw Trail Stewards and staff received their triennial chainsaw training with the Game of Logging. Division staff and volunteers continued to manage six pollinator meadows at Baker Ave boat launch trail, Barrett’s Mill Farm, Cousins Field, Heywood Meadow, and at the DPLM offices. Volunteers also assisted in developing pollinator kits, funded by a Garden Club grant, which were distributed at Concord-Carlisle High School for the 2024 Earth Day celebration.

Old Calf Pasture Restoration:

Division staff continued invasive species control management at Old Calf Pasture. Spot treatments of previously managed areas were treated by Native Plant Trust and staff, expanding areas of improved habitat for native flora and fauna, including the rare Britton’s violet.

White Pond:

Working closely with the Health Division, the Division oversaw the contract for the innovative A-Pod technology to collect and remove cyanobacterial harmful aquatic blooms (cyanoHABs) from White Pond. This is the third full season of the A-Pod technology implementation, and the third season (since 2021) that health guidelines for cyanoHABs were not exceeded.

Conservation Crew and Rangers:

Ranger DeAnna Collins returned to educate multiple visitors to Estabrook Trail, White Pond, Punkatasset, Town Forest, Mattison Field, and other lands for compliance with posted rules and regulations, as well as assist on stewardship initiatives. Tomás Brockett-Delgado and Elsa Crotty were the Conservation Crew members for the 2024 season. Their primary duties consisted of mowing, trail maintenance, invasive vegetation removal, and general maintenance on conservation lands throughout Town. The Crew continued monitoring and hand pulling efforts to remove water chestnut from Hutchins Pond, Macone Pond, and Warner’s Pond, and continued the cooperative effort with the Conservation Land Conservation Trust, Town of Lincoln, and OARS to



remove water chestnut from Fairhaven Bay and the Sudbury River. Nearly six miles of trails were maintained through crew mowing, providing public access that otherwise would be difficult to navigate through brush, tall grass, and poison ivy. The crew constructed two new property signs and restored five signs. Lastly, they contributed to a variety of volunteer invasives removal and trail building projects, proving to be critical contributors to these projects.



Cooperative Invasive Species Management Area (CISMA):

Division staff continued working with other towns, organizations,

and individuals in the Sudbury, Assabet, and Concord Rivers (SuAsCo) watershed to develop strategic regional plans for invasive species management in the watershed, and to promote collaborative approaches to achieve these priorities.

Conservation Restriction Stewardship Committee:

The Conservation Restriction Stewardship Committee continued to assist the Division of Natural Resources with its land management responsibilities on the 112 parcels with Conservation Restrictions. This year, committee members walked twenty-eight of these parcels and wrote reports documenting the state of the property and any issues found. Members of the CRSC during 2024 were Mary Ann Lippert (chair), Annemarie Altman, Peter Blau, Ellen Glendon, and Arthur Schwoppe (secretary).

Heywood Meadow Stewardship Committee:

The HMSC finalized the 2023 Landscape Preservation Plan update with photographs, completing the effort to capture the HMSC’s mission to balance the important historic and environmental qualities of the Meadow. As a means to inform the public about the historic nature of Heywood Meadow, and its ecological role in the Mill Brook watershed and as a natural pollinator meadow, the Committee produced a small paddle information sign, with an accompanying map on its rear, and attached it to an existing post on the Meadow. The sign has a QR code link to the HMSC website which provides further background and environmental data. The Committee continued to advocate for safety improvements at the Heywood and Walden Street intersection. Finally, the three wood benches in the Meadow were beautifully refinished by volunteer Michael Sprague. Committee members include Peter Lee (chair), Cris van Dyke (Vice-chair), David Bell (Clerk), John Thompson (Vice-clerk), Susan Clark, Mary Clarke, Joanne Gibson, and Stan Lucks. Sarah Strong joined the Committee, replacing Lola Chaisson who has moved out of Concord.

Trails Committee:

The Trails Committee continued with its core mission of responsibility for maintenance and improvement of conservation property trails, keeping them in good condition for walkers’ enjoyment. All tree damage obstructing trails was cleared in rapid response by our chainsaw trained members. Numerous projects were completed in collaboration with Land Manager Will Holden: Trail relocations and water bar applications were completed to eliminate steep erosion-prone routing; Damaged bog bridges were reset or replaced, and slippery bridge ramp conditions alleviated with application of a hardware cloth cover for traction; A footbridge by the Old Calf Pasture damaged by spring flooding was repaired and levelled by constructing more secure piers and resetting the deck; bicycle racks were installed at three entrance locations around White

Pond Reservation to assist users' compliance with the "no bicycle use" policy; a post-and-beam design kiosk was constructed to replace the dilapidated signboard at Punkatasset Preserve.

Being vigilant of trail needs and correcting obstructions to assure walkers' safe access is a never-ending task handled by dedicated stewards and trail committee members. The Trails Committee overseeing this activity includes members Bob White (Chair), Spencer Borden, David Clarke, Carlene Hempel, Bill Kemeza, Jonathan Keyes, and Bouke Noordzji.

Warner's Pond Task Force:

The Task Force was formed in early 2024 to review all feasible management options at Warner's Pond. The Task Force held sixteen public meetings, and one public forum. Assisted by facilitators Toby Berkman and Rachel Freed from the Consensus Building Institute, the Task Force developed decision-making criteria informed by Envision Concord – A Bridge to 2030, to determine what is best for the Warner's Pond system and the community. The group invited experts from the Division of Ecological Restoration and OARS to better understand dam removal and water quality issues at Warner's Pond, respectively. The Task Force then developed three subcommittees to evaluate dam removal, dredging, and short-term management actions, and these subcommittees developed proposals for consideration by the full committee. A second public forum will be held early in 2025 to inform the public of what has been learned to date, and to garner feedback on the alternatives. Following the public forum, the Task Force will develop a set of recommendations for the NRC, with the goal of improving the ecological health and recreational capacity of the Warner's Pond system in line with community objectives. Task Force members include 11 voting members: Vickie Alani (upstream abutter), Paul Boehm (Recreation Commission), Malcolm Bryant (at-large), Jeff Collins (OARS), Christine Denaro (downstream abutter), Keith Hannon (Friends of Warner's Pond), Mark Howell (Select Board), Bill Kemeza (Natural Resources Commission), Elizabeth Morrison-Howe (at-large), David Owen (Concord Scout House), and Sven Weber (Public Works Commission), as well as five ex officio (non-voting) members: Ann Clifford, Senior Planner (Historic), Bruce Curliss (Hassanamisco Band of Nipmuc), Delia Kaye/Bert Comins (Natural Resources Director/ Assistant Natural Resources Director), Samiksha Poudel (Concord Public Works – Engineering), and Jeffrey Quick (Department of Correction).

Conservation Land Use Permits:

A total of 22 permits were issued to various groups using Town conservation land for research projects, nature programs, and art installations.

Farming And Community Gardens

Agricultural Farming Agreements:

The Division continues to work with local farmers to retain land in agriculture, overseeing 17 agreements over more than 220 acres of actively farmed land.

Barrett's Mill Farm:

Barrett's Mill Farm finished their 11th season in 2024. The farm continues to be run by Melissa Maxwell and Lise Holdorf, along with 12 - 15 seasonal crew members who work in the fields, high tunnels and farm stand. They grow certified organic vegetables including annual vegetables and perennial asparagus, fruit (watermelon and strawberries), and flowers, on 14.5 acres of tillable land. Barrett's Mill Farm continued to operate a farm stand open to the public five days a week and had a 195 member CSA including 20 memberships purchased by the Boston Area Gleaners through USDA's LFPA (Local Food Purchase Assistance Cooperative Agreement) program, six discounted memberships to families using SNAP benefits and two donated memberships to Minuteman Arc. In addition, vegetables were donated weekly to the Boston Area Gleaners. In 2024 Barrett's Mill Farm worked with the Division of Natural Resources to secure a grant and install a new bedrock well to improve the accessibility, quantity, and quality of irrigation water on the east side of the property. This year was an excellent growing season and crop highlights included high tunnel greens, watermelon, flowers and sweet potatoes.

Marshall Farm:

Main highlights include corn for the first time in 20 years. which was a success and we have plans to do more next season; one acre of cut flowers; 1,000 chickens rotated over the fields; the beginnings of a customer/play area in front of farm; and a new hoop house for chickens for the winter months. All winter squash grew well.

Thoreau Birthplace:

Gaining Ground, a non-profit farm that grows food for hunger relief with the help of community volunteers, cultivates land at the Thoreau Birthplace, adjacent Massport land, and at a newly leased parcel within the Minute Man National Historical Park. In 2024, its 30th growing season, the farm donated 137,500 pounds of organic produce and over 2,800 cut flower bouquets to 17 food pantries, shelters, emergency meal programs and schools in eastern Massachusetts. Gaining Ground now supplies 2,100 food-insecure households each week during the height of the growing season. As of 2024, there are 5 hoop houses, 10 caterpillar tunnels, and 14 hedgerows on the property in addition to the timber frame barn. Gaining Ground continues to take part in the New England tradition of maple sugaring in February and March, this year harvesting over 2,000 buckets of sap and finishing 50 gallons of syrup to be donated. Typically farm staff work alongside 3,000 volunteers throughout the growing season, educating schools,

corporate, faith-based and community groups, as well as individuals and families, about its hunger relief mission and regenerative, no-till farming methods.”

Community Gardens:

The long-standing tradition of the organic community gardens continues to thrive under the helpful guidance of volunteer coordinators Johanna Hunter, Rebecca Sheehan Purcell, and Michelle Wiggins at the Hugh Cargill Community Garden, Dale and Sally Clutter at the East Quarter Farm Community Garden, Sabrina Haber at Cousins Community Garden, and Carol Aronson and Mark Del Guidice at Rogers Community Garden. Coordinators assign garden plots, coordinate annual meetings and cleanups, and offer guidance to gardeners to produce beautiful and bountiful harvests. New gardeners are always welcome!

East Quarter Farm:

EQF opened for the season on May 4, 2024, with mostly returning gardeners but a few new additions. The new farmer was very responsive and arranged for the tilling almost as soon as requested, so gardeners were ready to go as soon as the weather permitted. The warm spring allowed gardeners to get a good start on the season and some wet weather created early lush growth. The summer got very dry eventually, but the creek held out to the end of the season with water conservation efforts. Insect pests were at a minimum for the first time in recent memory, and the lush growth of the surrounding woodlands kept the deer at bay. Rabbits, however, were great in number and ate low leafy greens, carrot and beet tops and other vulnerable plants having made their way inside the fences. We were grateful that some of the care and upkeep of the garden and its equipment were shared by a few gardeners who will eventually take over these duties. The interest in no-till gardening was strong so an additional section will be devoted to no till in 2025. At the closing workday we added more pallets to the boardwalk anticipating a possible muddy spring. It was a very good season not only because of the abundant harvest, but also because many gardeners helped each other out, investing in the overall success of EQF.

Hugh Cargill Community Garden:

Our community garden enjoyed the best growing season we’ve had in years. Regular rainfall and moderate temperatures helped nurture an abundant harvest. We invested in soil tests, made site-wide organic fertilizer recommendations, and offered a bulk amendment purchase to gardeners. A generous donation of an electric lawnmower from EcoQuiet Lawn Care made it easier to keep our paths and edges mown. Volunteers kept the garden in good shape with cover cropping, tarping, and managing invasives. This fall we seeded a large native wildflower meadow. Extra produce was donated to the Maynard Food Pantry.

Rogers Community Garden:

The Rogers Community Garden never looked as good as it did in 2024. Between good weather and enthusiastic gardeners we had a beautiful season. And it was the year of the butternut squash for many. It should also be noted that our group came together to assist a few fellow gardeners who had physical challenges during the summer. Watering, weeding and end of season cleanup assistance. A wonderful example of community. We are looking forward to our ten-year anniversary in 2025.

Environmental and Educational Activities

The Division continues to sponsor the longstanding tradition of early morning Conservation and Climate Coffees on the first Tuesday morning of most months at 7:30 a.m., joined by the Sustainability Director in 2023. These lively and stimulating gatherings of citizens, conservation organization representatives, and federal, state, and local officials provide an interesting and effective forum to exchange information, ideas, and concerns about conservation, climate, and the environment.

Natural Resources Commission

Sarah Grimwood, Chair

William Kemeza

Gary Kleiman

Nicholas Pappas

James Smith

The Natural Resources Commission (NRC) and Division of Natural Resources staff are responsible for the overall stewardship of the natural resources of the Town, and the establishment of Town environmental policy in conjunction with the Select Board and Town Meeting. The NRC administers the state Wetlands Protection Act (MGL Chapter 131, Section 40), the Rivers Protection Act (MGL Chapter 258 of the Acts of 1996) and accompanying regulations (310 CMR 10.00), and the Concord Wetlands Bylaw and Regulations. The NRC also plays a critical role in open space planning, protection, and stewardship pursuant to its authority under the Conservation Commission Act (MGL Chapter 40 Section 8c).

Wetlands Protection Act:

The NRC held 20 public meetings in 2024 to review 50 permit applications for work within wetlands jurisdiction and to confirm wetland boundary locations, as well as issue Certificates of Compliance closing out completed projects, Extension Requests, Emergency Certifications, and review restoration activities under Violation Notices and an Enforcement Order. Projects reviewed in 2024 included new single family homes, additions, commercial development, environmental remediation, pools, septic replacements, MMNHP trail improvements,

a new athletic field house at Middlesex School, invasive species removal work, and utility projects. The decision expected from DEP (OADR) on the MBTA appeal filed in 2021 was not issued.

Category	2024
Notices of Intent (NOI)	27
Amended NOI	1
Abbreviated Notice of Resources Area Delineation	4
Request for Determination of Applicability	18
Extension for Order of Conditions	5
Certificate of Compliance (COC)	21
Partial COC	7
Administrative Approval	28
Emergency Certification	2
Enforcement Order	1
Violation Notice	3
Building Permit Signoff	928
Protected Tree Impact and Removal Permit	23

The NRC also completed deliberations around the Warner’s Pond Task Force that began in the fall of 2023, and established a Task Force with a mission to review alternatives, explore any other feasible options, and recommend a course of action forward that improves the ecological health and recreational capacity of the Warner’s Pond system. The Task Force is charged with recommending a course of action that reflects community criteria identified in Envision Concord – Bridge to 2030: (i) History + Character, (ii) Livability + Values, (iii) Mobility + Accessibility, (iv) Environmental Sustainability, and (v) Fiscal Sustainability.

The NRC continues to support Dr. Bryan Windmiller’s research and head-starting efforts on the Blanding’s turtle, a threatened species with a population at Great Meadows which he has studied in depth since 2003.

Tourism Division

Beth Williams, Tourism Manager

The Tourism Manager provides staff support to the Concord Center Cultural District, Economic Vitality Committee, Concord250 Marketing Committee and serves as one of the 2 Concord representatives for the 250th Intermunicipal agreement with Lexington, Lincoln and Arlington. She collaborates closely with the Economic Vitality Manager. She is a Board member for the Concord Chamber of Commerce, and in 2024 became the Board Chair for the Greater Merrimack Convention and Visitor Bureau.

Overall staffing numbers at the Visitor Center grew to 25 with the addition of several new staff. Staff serve in several different capacities as attendant, tour guide, clerk and Ambassador at the Minute Man National Historical Park (MMNHP). New staff members include Doug Ellis (Concord Minuteman), Jake Antriasian (HS student) Matt Ahern (MA National Guard) and Callie Nairus. In addition, in November we hired Gail Sheehan as a new clerk to assist with our growing operation. She is overseeing accounts payable, turnovers, deposits and budgeting.

The Tourism Division maintains both a general fund and a revolving fund. Tour Guide salaries and merchandise are fully funded by the revolving and result in positive growth year over year.

2024 annual revenue to the revolving account increased to over \$60,000; a gain of \$15k over 2023, the highest annual recorded revenue.

The largest financial gains came from merchandise sales. Adding products from Concord Based Minuteman Pewter as well as items with the Concord250 Logo were the sales leaders.

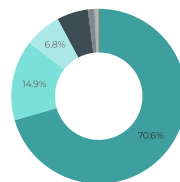
The Tourism Manager attends Discover New England’s annual summit and secures groups planning 12 months out and beyond. In 2024 the Tourism Manager also attended the IPW trade show for International Tour Operators. Held in LA, the Tourism Manager partnered with the Mass Office of Travel and Tourism to host a booth and held one on one meetings with over 40 travel professionals. A press conference was also held to celebrate the upcoming 250th anniversary

Visit Concord: Overall Analytics Jan 1, 2024 - Dec 31, 2024

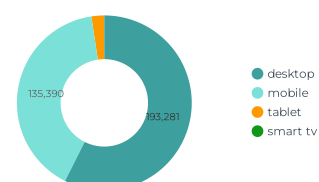
Overall Website Traffic Vs Previous Year

Total Users	Sessions	Pageviews	Avg. Views Per User	Engaged Sessions	Engagement Rate	Avg. Session Duration
110,546	144,613	336,670	3.05	89,126	61.63%	02:52
↑ 74.8%	↑ 77.8%	↑ 58.1%	↓ -9.6%	↑ 67.9%	↓ -5.6%	↓ -10.3%

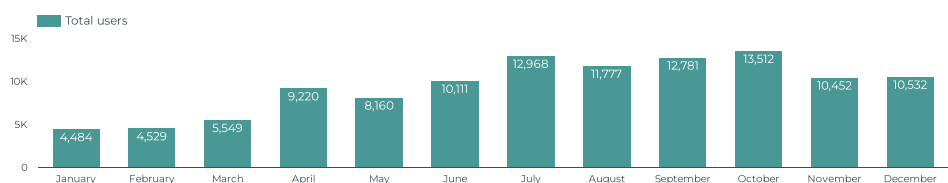
Traffic By Channel



Traffic By Device



Users by Month - Last 12 Months



Press

Hosted individual and Familiarization press tours. Highlights were Zoey Goto, who writes for the National Geographic UK and BBC travel, Deb Stone, who wrote a spectacular piece for GoWorld Travel Magazine, Jon Marcus of the Boston Globe who got us on page 1 with a feature in Sunday Travel and Dave Ryan who featured the Concord Minutemen on a page one feature! Joe Palumbo and Beth Williams, along with our Lexington counterparts hosted 2 large international press tours from Korea and Germany.

New Tours

In 2024, Tour guides created the Civil War and Beyond 1775 Tour

Concord Tourism introduced two new walking tours, developed through primary research, valuable input from experienced tour guides, and a commitment to deepening visitors' understanding of Concord's diverse history. These tours shed light on lesser-known stories and perspectives, offering a more comprehensive narrative of the town's past. By expanding its offerings, Concord Tourism continues to engage and educate visitors while highlighting the rich and multifaceted heritage that makes Concord unique.

Bike Share

The 2024 bike share was the most successful year yet, achieving revenue of over \$4,000 and recording over 600 rides for more than 900 hours of riding! In 2023 those numbers were less than half. Tandem was our vendor for 2022 and 2024 and the success has grown with new vendor, better maintenance, more awareness and the addition of the adaptive bikes. In 2025, a new grant will allow for a 4 Town Minuteman Bike share – a much broader and better opportunity. A shared streets grant will fund 3 years with Acton as the lead Community.

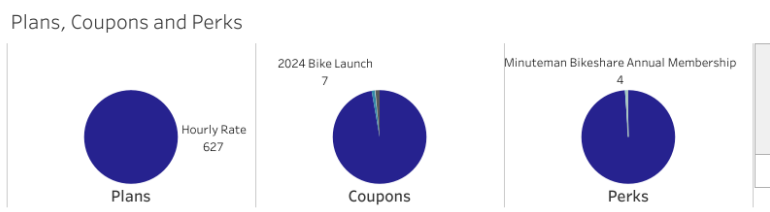
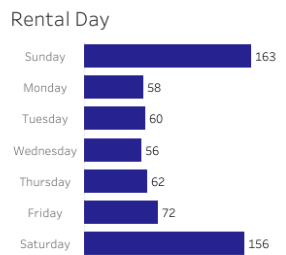
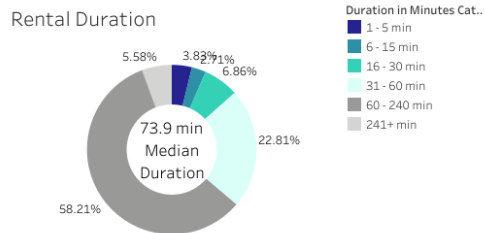
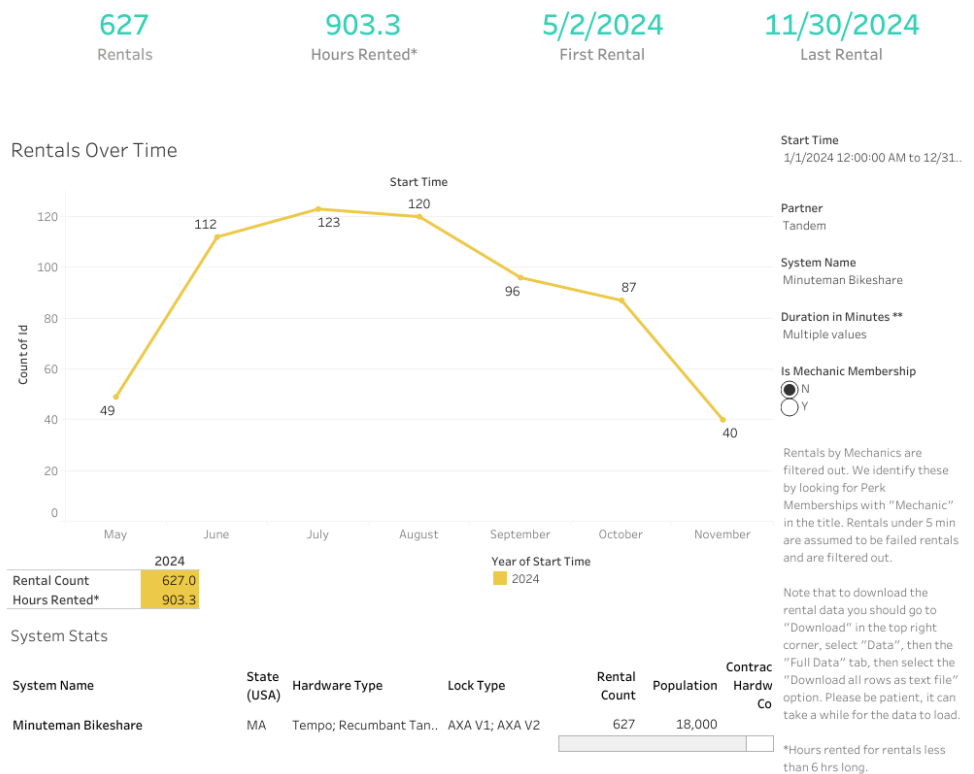
250 Related

Worked closely with the IMA team, and Concord's procurement staff to launch a successful bid for an Event Producer for Concord 250. The Bid was awarded to Anthem and they have produced event schedules, press announcements and are assisting with public safety, volunteer management and transportation.

Met regularly with public safety teams across the IMA towns, MEMA and MBTA to plan a transportation schedule that will help safely get visitors from outside our area into our area, without needing personal vehicles. A bid was launched in December 2024.

As a member of the Concord250 marketing and communications team, meet regularly to identify

Rentals: Overview



constituents, what their needs are, and how best to communicate to them. Hosted 2 Concord250 for business meetings to inform the business community about 250 events and what parking, road closures and situations may affect their operations.

Grants

- > Received 25,000 from MOTT for the 250th program, Patriot's of Color. This grant will fund the creation of a video, live workshop presentation as well as Patriot's of Color Walking Tours.
- > Working with Mimi Graney, Economic Vitality Manager, completed the Making it Public Project with funds from New England Foundation for the Arts and MAPC. A new art installation, Freedom's Silhouette was installed in Monument Square.

CONCORD TOURISM REPORT 2024

Social media

The VisitConcord social media platforms have achieved significant results, increasing engagement and visibility for Concord's attractions, events, and local businesses. Through consistent posting, engaging content, and strategic campaigns, these platforms have expanded the audience reach, fostered community involvement, and effectively promoted Concord as a must-visit destination.



Views breakdown

Jan 1, 2024 – Dec 31, 2024

Total
10,263

3-second views ⓘ

1.6K ↑ 852.8%

1-minute views ⓘ Watch time ⓘ

88 ↑ 100%

7h 35m ↑ 1.2K

Top content by views

Boost content See all conten

Views ⓘ
10.3K

 Celebrating Indigenous Peoples Day Fri Oct 4, 10:46am 891 likes, 0 comments, 4 shares	 WALKING TOURS Check out our event filled Concord Visito... Mon Sep 30, 7:35am 872 likes, 0 comments, 6 shares, 1 share	 Happy December! Wait, when did it get ... Mon Dec 2, 7:56am 523 likes, 0 comments, 7 shares, 1 share	 Our own Stefanie Cloutier was feature... Mon Jul 22, 6:41am 522 likes, 0 comments, 27 shares, 1 share	 Hello November (almost). Check out... Wed Oct 30, 9:35am 343 likes, 0 comments, 1 share, 1 share
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2229 Main Street Advisory Task Force

Paul Boehm, Chair

Carrie Flood, Vice Chair (deceased)

Court Booth

Frank “Rich” Feeley

Kurt Herman

Pamela Hill

Gary Kleiman

Pam Rockwell

David Ropeik

Karl Seidman

Task Force Purpose

The purpose of the 2229 Main Street Advisory Task Force is to recommend to the Select Board whether the Town should acquire the property at 2229 Main Street. A Charge was developed by the Select Board in early 2023 to direct the Task Force’s work.

<https://www.concordma.gov/DocumentCenter/View/42284/2229-Main-Street-Advisory-Task-Force-Charge---Approved-March-27-2023?bidId=>

This work builds on the foundation provided by the NMI-Starmet-Re-use-Planning-Committee-Final-Report, but the additional engagement of Town Counsel on legal issues and an outside consultant, Roux Associates for human health risk, enabled a much more detailed investigation of each of these areas.

Background

The property at 2229 Main Street is a 46-acre site formerly operated by the defense contractor Starmet (formerly Nuclear Metals, Inc.). Starmet manufactured military equipment for the Army with a license by the Dept. of Energy to incorporate depleted uranium into their products. They also conducted research on other specialty metal products. Starmet’s manufacturing operations resulted in certain site contamination on the property. The site was placed on the U.S. EPA’s National Priorities List (NPL) in 2001 and Starmet sought bankruptcy protection in 2002. The site is currently a Federal

“Superfund” site.

Environmental investigations, removal of wastes and cleanup have been occurring since early in the 1980s, first at the direction of the Massachusetts Department of Environmental Protection (MADEP) and later, after the site’s listing as a NPL site, jointly with the U.S. Environmental Protection Agency (USEPA). Cleanup goals for the various areas of the site were established in 2015 through a court- approved “Record of Decision.” The cleanup assessments and methods were incorporated into the 2019 Consent Decree (CD) filed with the U.S. District Court. The CD binds the responsible parties, Textron, Inc. and Whittaker Corp., as well as the Federal Settling Parties, the U.S. Army and the U.S. Department of Energy to fund a trust fund to pay for the site remediation and to fund any additional cleanup required to achieve the “rigorous residential standards.” These standards are characterized by very low levels of residual chemical constituents, which technically allow for children and adults to live at the site and to make the site available for any and all uses after cleanup.

In 2015, Concord Town Meeting voted to authorize the Select Board to acquire the property and then later to begin to reuse the site when cleanup “to a residential standard” has been accomplished. The Nuclear Metals/Starmet Property Re-use Planning Committee was formed in 2019 to assist the town with identifying possible ways to reuse the property for maximum public benefit. Their final report was issued in 2021. Since then, significant progress has been made toward clean-up of the site, including removal of contaminated soil from the site, isolation of the holding basin where contaminants were disposed, deconstruction and removal of the buildings and drums with chemical hazards stored on the site.



The Task Force's Work

The members of the 2229 Main Street Advisory Task Force began their work in May 2023 and submitted their **final report** on December 16, 2024

<https://www.concordma.gov/DocumentCenter/View/51679/2229-MSATF-Final-Report>

In conducting their work, Task Force Members were assigned to thoroughly research each of four workstreams and bring those results to the entire Task Force for discussion. The job of the Task Force was to thoroughly research these matters, seek public input, and then make recommendations to the Select Board. The Task Force hosted a public forum on June 4, 2024 to discuss our findings and to seek further input from the public. In addition to the possible ownership of the site, the Task Force carefully examined several options, inclusive of the option of the Town not acquiring the site and the issues related to that potential outcome as well.

1. **1-Legal Issues:** With Town Counsel's assistance, the Task Force has identified all of the important legal issues that need to be resolved and found that there are suitable pathways for their resolution to the benefit of the Town. These issues include understanding, identifying, or resolving/negotiating:
 - Site ownership-Property Title
 - Property Liens
 - Potential Methods of Town acquisition
 - Liability Issues and risks, which may relate to: known pollutants on the site, presently unknown 'legacy' pollutants, maintenance of Institutional Controls, the possibility of future claims or regulatory developments, and other liabilities that exist on all Town properties
 - Legal risk mitigation methods

The Task Force found that strong liability protections can be available to the Town through several mechanisms that the EPA affords municipalities who acquire Superfund sites. Such protections are only established and enforceable as a result of legal negotiations.

2. **Safety and Health Risks:** Through a rigorous independent study conducted by Roux Associates, the consultant to the Town, with oversight by the Task Force, a "post-cleanup" human health risk assessment (HHRA) was conducted. Using projected post-cleanup conditions at the Site and actual data from areas that have been cleanup, Roux and then, after review, the Task Force concluded that, assuming the cleanup proceeds as planned, all parts of the site, with certain use restrictions in place based on "Institutional Controls", will meet all state and federal health and safety standards for human health risks based on residential reuse. The HHRA process builds in many layers of

"conservatism" to assess whether Site cleanups are highly protective of human health. The HHRA methodology purposefully includes conservative assumptions unlikely to actually occur. The Task Force is confident that the HHRA was performed using well-established methodologies to evaluate potential human health exposures and risks.

3. **Needs and Reuses:** Through extensive interviews, conducted research, updating information, and building on to the "Master Plan" from the 2021 Reuse Report, the Task Force assessed both public and private sector need/demand for various uses to ensure that options would not only be feasible, but also desirable. Possible uses include both municipal and private development to meet these needs as well as a large unique ecological habitat that would provide conservation areas for passive recreation. In its recommendation, the Task Force suggested that, even though current estimates are that the Site will not be available for development until 2029/2030, planning for Site reuse should begin in the near future in parallel with the legal negotiations.

Several different ownership scenarios are possible, depending on the Task Force's recommendations and on the Select Board's decisions on acquisition. The acquisition decision and details about subsequent ownership would probably have the largest impact on potential redevelopment uses.

4. **Ownership Obligations and Cost:** In order to determine and report on the Town's obligations and potential costs of ownership, the Task Force examined:
 - The responsibilities of managing and ensuring compliance with the Institutional Controls (ICs) established as part of the site's clean-up plan.
 - The estimated costs in managing the ICs as described in Section 12 of this report.
 - The likely infrastructure improvements needed and associated costs for Concord to prepare the site for reuse regardless of the specific uses that are derived from Site planning (i.e., roads and sidewalks stormwater and wastewater systems, and distribution networks to connect to water, electric and telecommunication services).
 - Additional Town operating costs to maintain new town-owned infrastructure at the site and to provide town services to uses at the site.
 - Potential tax revenues from private reuse; and
 - Grant and other funding sources that Concord might be able to access to offset any costs associated with acquiring and owning the site.

Final Recommendation

On October 15, 2024, the Task Force voted unanimously to make the following recommendation to Select Board:

"The 2229 Main Street Task Force recommends that the

Select Board move forward on the path towards potential acquisition of the 2229 Main Street property. In order to both take advantage of the opportunities for meeting the multiple needs of the Town as well as to more fully control the use of the property, the Task Force recommends that, while final remediation is still underway at the site, the Select Board should:

- 1) Formally express to the EPA an interest in potentially acquiring the property,
- 2) Direct Town Counsel to enter into negotiations with the EPA and DOJ and other parties to determine whether terms and conditions regarding financial matters and liability protections that the Select Board deem favorable to the Town can be achieved.
- 3) In parallel to the legal negotiations, include the Site in a multi-site planning process through which the specific uses and costs of development at the 2229 Main Street property can be determined.”

This is essentially a “conditional recommendation” to acquire the Site at a later date to be determined and under certain conditions, i.e., when all of the legal, financial, and other determinative detail become fully known and are acceptable to the Select Board. These details can only be fully clarified through proceeding with formal discussions and negotiations with the Federal and State agencies and potentially with private parties.

The Task Force provided the Select Board with a detailed timeline and a list of next (2025) steps as well as actions needed over the next several years, potentially leading to the actual acquisition of the Site.

The Task Force presented its final report on December 16, 2024, the report is available on the website.

Possible Acquisition of the 2229 Main Street Site Property

A Report to the Concord Select Board

December 16, 2024

by

2229 Main Street Advisory Task Force

Task Force Members

Paul Boehm, Chair
 Carrie Flood, Vice Chair
 Frank (Rich) Feeley, Clerk
 Court Booth
 Kurt Herman
 Pamela Hill
 Gary Kleiman
 Pamela Rockwell
 David Ropeik
 Karl Seidman

Town Staff
 Christopher Carmody
 Megan Zammuto

Select Board Liaison
 Terri Ackerman



Concord Community Preservation Committee

The annual term of service for Community Preservation Committee (CPC) members runs from June 1 to May 31.

2023-24 Town Meeting Funding Cycle – CPC Members

- Burton Flint, Chair (Select Board Appointee)**
- Eve Isenberg, Vice Chair (Select Board Appointee)**
- Paul Boehm, Treasurer (Recreation Commission Appointee)**
- John Cratsley (Select Board Appointee)**
- Sue Felshin (Planning Board Appointee)**
- Sarah Grimwood (Natural Resources Commission Appointee)**
- Nancy Nelson (Historical Commission Appointee)**
- Ed Larner (Housing Authority Appointee)**
- Diane Proctor (Select Board Appointee)**

2024-25 Town Meeting Funding Cycle – CPC Members

- Burton Flint, Chair (Select Board Appointee)**
- Eve Isenberg, Vice Chair (Select Board Appointee)**
- Paul Boehm, Treasurer (Recreation Commission Appointee)**
- John Cratsley (Select Board Appointee)**
- Sue Felshin (Planning Board Appointee)**
- William Kemeza (Natural Resources Commission Appointee)**
- Nancy Nelson (Historical Commission Appointee)**
- Ed Larner (Housing Authority Appointee)**
- Diane Proctor (Select Board Appointee)**

Established under MGL c 44B, the Community Preservation Act (CPA) helps Massachusetts communities preserve open space and historic resources, create affordable housing, and develop outdoor recreational facilities to benefit the public.

Concord is one of 200 Massachusetts communities that have adopted the CPA and, accordingly, the Town levies a one and a half percent surcharge on all real estate property tax bills and applies the proceeds to the Concord Community Preservation Fund. The CPC receives applications for grants each September and, following the CPC’s evaluation of each application, submits a warrant article with the Committee’s spending recommendations to Concord’s Annual Town Meeting for consideration.

2024 Annual Town Meeting – Recommendations Approved

In the fall of 2023, the Committee received nineteen new applications, two of which were ultimately withdrawn. Requests for community housing funds significantly exceeded those of previous years, due in part to the creation of the Concord Municipal Affordable Housing Trust (CMAHT) and the needs identified in the 2022 Housing Production Plan. Together, CPC members and applicants identified which housing projects were best funded by CPC and which were best funded by the CMAHT. Consequently, two community housing applications were withdrawn from CPC and submitted instead to CMAHT.

Fortunately, the funding projection of \$2.583 million exceeded the \$1.878 million in CPA funds requested by applicants. On December 5, 2023, the CPC voted to recommend an allocation of \$1,878,320 in CPA funds to seventeen projects in a warrant article for consideration by the 2024 Annual Town Meeting. The following funding recommendations were approved at the Town Meeting without alteration:

Community Housing Projects:

Concord Municipal Affordable Housing Trust. \$500,000 to transfer to the CMAHT to be expended under the direction of the Trust for the purpose of assisting with the development of affordable community housing.

Town of Concord/Planning—Regional Housing Services Program. \$33,500 to support the Town's participation in the Regional Housing Services Program.

Open Space and Recreation Projects:

Town of Concord/Planning—Assabet River Bridge Trail Design and Permitting. \$200,000 to support the design and permitting phase of a multi-use bridge over the Assabet River in West Concord, connecting the regional Bruce Freeman Rail Trail and existing trails on the west side of the river with trails and public sidewalk on the east side of the river.

Town of Concord/Natural Resources—Hillcrest Conservation Land Steps Replacement. \$72,500 to survey, design and develop cost estimates for replacing the steps used to access Hillcrest Conservation Land from Hillcrest Drive that are currently degraded and unsafe.

Town of Concord/Natural Resources—White Pond A-Pod Program. \$30,000 to continue water quality improvement efforts at White Pond by purchasing two (2) Sentinel A-Pods and contracting for their operations.

Town of Concord/Natural Resources—Heywood Meadow Wall Restoration. \$60,800 to rebuild a 50-foot section of failing stone wall along Heywood Street.

Concord Prison Outreach—Bruce Freeman Rail Trail—Concord Prison Cemetery Naming the Unnamed. \$45,000 to construct a sitting area within the Bruce Freeman Rail Trail right of way that incorporates an informational panel to memorialize the men buried in the adjacent Concord Reformatory Cemetery.

Concord Public Schools—Athletic Fields/Concord Middle School. \$250,000 to support the replacement of Concord Middle School athletic fields in connection with the ongoing middle school building project, by offsetting the need to borrow funds previously approved by Concord Town Meeting to fund the middle school building project in full.

Open Space/Recreation and Historic Preservation Project:

Concord 250 Permanent Memorials Subcommittee/Town of Concord—250 Trees for the 250th Initiative. \$125,000 to plan and fund the commemorative planting of two hundred fifty (250) trees by the Concord Public Works Department in celebration of the 250th anniversary of the Battle of Concord.

Historic Preservation Projects:

Concord Art Association – Historic Structures Preservation at 37 Lexington Road, \$173,833 to rehabilitate and preserve the historic structure at 37 Lexington Road by installing a sprinkler system, repointing a chimney, and rehabilitating interior spaces and finishes including the following: studio ceiling, bathroom floor, and studio wall.

51 Walden, Inc.- Ventilation, Air Conditioning, Painting and Roof Repair at 51 Walden Street. \$195,000 for ventilation, air conditioning, paint and roof repair at 51 Walden Street

Town of Concord/Planning/Historical Commission – Historic Preservation Survey of Reported Pre-1775 Structures. \$50,000 to hire a historic preservation consultant to conduct survey work on pre-1775 structures to inform preservation decisions, interpretive programming and heritage tourism.

Town of Concord/Archives – Preservation and reproduction of Historic Town Documents. \$8,000 to provide for the conservation treatment, digitization and print reproduction of two (2) historic documents: a broadside of the Declaration of Independence (1776) and the Non-Importation Covenant (June 27, 1774).

The Robbins House – Ongoing preservation needs of the Robbins house. \$30,687 to rehabilitate and preserve the Robbins House and its grounds by replacing a gutter and trim, staining the exterior, restoring windows, installing storm windows, rebuilding a walkway and reinforcing a joist.

Concord Scout House, Inc. Concord Scout House Floor Restoration Project. \$35,000 to replace the floor of the hall of the Concord Scout House with materials to match the existing floor.

Town of Concord/CPW – Cemetery metal structures assessment. \$22,500 funds to hire consultants to evaluate metal structures in Concord's three (3) historic cemeteries: Old Hill Burying Ground, South Burying Ground and Sleepy Hollow Cemetery.

Administration

Staff and technical support. \$46,500 for administration of the CPA. Funding provides staff support, legal and consulting services, public notices, copying and other administrative expenses.

Ongoing Projects

At calendar year end, there are thirty ongoing projects from previous years in addition to the nineteen new appropriations in 2024. Seven projects were completed and closed out in the calendar year 2024.

2025 Annual Town Meeting – Recommendations

In September 2024, the CPC received seven new applications, all of which were eligible for 2025 Annual Town Meeting funding. The \$3,146,386 estimated total available for appropriation at the upcoming Town Meeting exceeded the \$1,505,500 in CPA funds requested by applicants. The CPC held site visits and interviewed applicants; it is currently discussing final recommendations and drafting the warrant article for consideration at the 2025 Annual Town Meeting.

Historic Districts Commission

Commission Members:

Dennis Fiori, Interim Chair

Kate Chartener, Vice Chair

Katharine Mast

Melinda Shumway

Timothy Whitney

Associate Commission Members:

Louis Caldarella

Walter Clay

Kristen Dahlmann

William Huyett

Luis Berrizbeitia

As an early leader in the preservation movement in this state so rich with history, the Concord Historic Districts Commission (HDC) was established by the Massachusetts Legislature in May 1960 by a Special Act and charged with promoting “the educational, cultural, economic and general welfare of the public through the preservation and protection of buildings, places and districts of historic or literary significance...” within the districts. The HDC strives to preserve, maintain, and create physical structures and spaces that enhance Concord’s reputation as one of the most historically significant towns in the United States. Its six historic districts—the American Mile, Barrett Farm, Church Street, Hubbardville, Main Street, and Monument Square/North Bridge--deserve special attention because

they contribute to our shared understanding of American history and quality of life.

The HDC is unusual in that it is a local community resource responsible for assets with national significance. It works cooperatively with applicants to discover, unveil, and apply design elements that preserve the unique historical and architectural character of the districts. This process is assisted by frequent consultations with the Concord Historical Commission such that actual historic references are considered. The Senior Planner assigned to the HDC provides insights into historic sites and structures, and the implications of the proposed changes from the perspective of Local, State, and Federal guidelines and regulations. The HDC also works constructively with prospective applicants from the public, private and non-profit sectors who bring preliminary designs for informal discussions with HDC Commissioners. These conversations assist the applicant in understanding the opportunities and constraints relevant to the historic site, and the considerations that make an application successful. HDC meetings are always open to the public who are encouraged to comment on the applications.

The HDC follows objective standards from the Concord Historic Districts Act, Design Guidelines, Rules and Regulations, and Guidelines for Administration, as well as national guidelines for the treatment of historic properties. All these are public documents available on the HDC web site. Its volunteer members are appointed by the Select Board from nominees forwarded by the Select Board itself, the Planning Board, the Commission of Natural Resources, the Concord Free Public Library, and the Concord Museum. This process allows the HDC to represent a broad spectrum of the Concord community and to reflect its values and its aspirations for the historic present and the historic future of Concord. In collaboration with the Planning Division and Historical Commission, the HDC participated in a community-wide Historic Preservation Planning effort facilitated by the consulting firm Heritage Strategies, LLC this year. Appropriately, the planning effort will be completed in 2025 to coincide with the 250th anniversary of the Battle of Concord and the founding of the United States.

The HDC initiated a review of its Design Guidelines to ensure the most historically appropriate outcomes, satisfied applicants and members of the public, and efficient use of committee and staff time. It is also considering ways to streamline the decision-making process.

As part of its mandate under the Historic Districts Act, the HDC regularly reviews applications for changes to exterior features which are visible from a public street, way or place, and issues Certificates of Appropriateness (COA). In 2024, the HDC held fifteen (15) regularly scheduled public meetings, two (2) special meetings, and eight (8) joint meetings with the Historical Commission

at which sixty (60) applications for Certificates of Appropriateness were reviewed. The Commission approved fifty-five (55) Certificates, two (2) of which were amendments to previous approvals, and two (2) of which were for extensions of existing Certificates. Four (4) applications were withdrawn without prejudice and one (1) application was denied. The Commission also conducted seven (7) official (and many informal) site visits during the year.

- > 8 COA involved major construction and major alterations such as new construction, demolition, or adding a new store front or terrace. Modifications to the new “Art Barn” addition to the Concord Art Association and to the design of the intersection of Main and Walden Streets were particularly noteworthy.
- > 29 COA involved design changes such as doors, windows, fences, siding, chimneys, solar panels, etc.
- > 16 COA involved minor modifications such as chimney caps, gutters, heat pumps, shutters and signs.
- > 7 COA involved temporary installations, primarily associated with the 250th anniversary of the Battle of Concord.

During 2024, Dennis Fiori served as Chair, Kate Chartener as Vice-Chair, and Katharine Mast as Secretary. Ann Clifford served as Senior Planner for the Town of Concord to the HDC. Luis Berrizbeitia generously agreed to continue after his expired term until a successor was appointed.

Historical Commission

Members:

Alan Bogosian, Chair

Michael Capizzi

Nancy Fresella-Lee

Melissa Saalfield

Associate Members:

Beth Van Duzer

Doug Ellis

Daniel Frost

Lauren Meier

Nancy Nelson

The Concord Historical Commission is the official body responsible for the preservation, protection and development of the historical and archeological assets throughout Concord. This year, CHC added associate members to its team as it works on a community-wide preservation planning effort and responds to projects

large and small impacting the unique features and experiences of Concord. Highlights of 2024 include:

Historic Preservation Plan

The Historical Commission continues working with staff, the community and consultants on a community-wide preservation plan for the 21st century. The plan will help protect and celebrate Concord’s extraordinary historic assets and power of place and reflect dramatic changes in the preservation field since the last plan was written in 1995. The preservation plan will be both retrospective and forward-looking, centered on people and the planet, and fully integrated into other community plans and practices. The team is now working on Phase III recommendations, informed by the robust research and public outreach during 2024. Appropriately, the project will be completed in 2025, aligning with 250th anniversary of events leading up to the founding of the United States. The Commission is most grateful to the Community Preservation Committee and Massachusetts Historical Commission for funding this effort.

America’s 11 Most Endangered Places

As a result of a collaborative nomination submitted to the National Trust by the Historical Commission and Save Our Heritage, the Minute Man National Historical Park and its historic environs were re-listed as one of America’s 11 Most Endangered Places. A spectacular event at the Old Manse commemorated the listing prepared in response to the proposed expansion of Hanscom Airport for private luxury jet infrastructure.

Hanscom North Airfield Development Report

In response to Hanscom North Airfield Development Report, the Historical Commission provided written feedback on the adverse affect of the proposed expansion on Concord’s nationally significant historic and cultural resources. The CHC requested that it be included as a Consulting Party in Section 106 Reviews of the project.

MCI Concord

In 2024, the Mass Department of Corrections announced the closing and future sale of MCI Concord, historically known as the Concord Reformatory. Historic resources, narratives, context and themes of the Reformatory and West Concord can help inform visioning and planning for the site and its surroundings. The Historical Commission has written two letters to the Select Board and MCI Concord Advisory Board to ensure consideration of diverse historical perspectives and the involvement of the CHC.

Section 106 Review – Minute Man National Historical Park – Great American Outdoors Act

The Commission continued its review of proposed extensive Great American Outdoors Act projects involving landscapes, trails and signage at the

Minuteman National Historical Park.

Section 106 Reviews

The Commission reviewed several projects that involved federal or state funding or permitting, including the Assabet River Rail Trail and Bridge; solar panels at 555 Hugh Carghill Road; and cellular network equipment at 54 Walden, 12 Monument Square, 936 Elm Street, 133 Old Road to Nine Acres Corner (Emerson Hospital).

Archeological Assessment and Cultural History of Parcel 1693, the traditional center of Concord.

As the Concord 250 Permanent Memorials Subcommittee considers plans for constructing a memorial on parcel 1693, the Historical Commission requested a professional archeological assessment of the parcel to inform decision making on this site directly associated with Indigenous people of Musketaquid, a temporary field hospital on April 19, 1775, and the county house and jail that inspired Thoreau's essay, Civil Disobedience.

Wright Tavern - Preservation Restriction and Review

As Massachusetts Historical Commission requirements are being finalized, the long-awaited Preservation Restriction for the Wright Tavern is nearing completion. The Historical Commission is continuing to monitor and review progress on the preservation and rehabilitation of this National Historic Landmark in keeping with the Preservation Restriction.

Survey of pre-1775 Structures

The Planning Division and Historical Commission received Community Preservation Act funding to survey reported pre-1775 structures to inform preservation decisions and interpretive programming. Appropriately, the grant project will take place in 2025 to coincide with Concord 250 celebrations.

Survey of mid-century Modern structures and neighborhoods

The Planning Division and Historical Commission applied for Community Preservation Act funding to survey mid-century Modern structures and neighborhoods like Conantum, a long-standing preservation goal. This grant funding request will be considered at the 2025 Annual Town Meeting.

Demolition Review Permits

The Concord Historical Commission (Commission/CHC) received thirteen (13) applications for Demolition Review in 2023. Three (3) of these structures were found to be Historically Significant—most notably a house designed by Carl Koch in Conantum—and required a public hearing. As a result of CHC review, a bomb shelter was discovered at 76 Martin Road. None were determined to be “preferably preserved,” and there are currently no properties with one-year demolition delay.

Concord Land Conservation Trust

Concord Land Conservation Trust Trustees:

Polly Reeve, Chair

Jeff Wieand, Treasurer

Lynn G. Huggins, Secretary

Joan D. Ferguson

Jonathan M. Keyes

Frederic H. Mulligan

F. Robert Parker

John M. Stevens, Jr.

Thomas C. Tremblay

Gordon H. Shaw, Trustee Emeritus

Concord Open Land Foundation Directors:

Thomas C. Tremblay, President

F. Robert Parker, Treasurer

Lynn G. Huggins, Secretary

Jeff Adams

Molly Constable

Executive Director:

Jane Gruba-Chevalier

The Concord Land Conservation Trust (P.O. Box 141, Concord, MA) is a tax exempt, 501(c)(3) charitable organization established in 1959. Membership is open to all. The Land Trust's mission is to conserve the natural resources of Concord and the town's traditional landscape of woods, meadows and fields. Its programs complement other conservation efforts of the town, state and national governments as well as other nonprofit organizations. The Land Trust works closely with its affiliate, the Concord Open Land Foundation.

In 2024, the Land Trust marked its 65th anniversary during its Annual Meeting with a celebration at the Shaw Land on Nashawtuc Hill, where the ongoing



commitment to conservation, with acquisitions continuing as recently as 2020, demonstrates that even in the face of development and subdivision, conservation remains possible. As one of the nation's first local land trusts, Concord Land Conservation has grown into a mature organization stewarding nearly 1,000 acres of fee-owned land and monitoring an additional 354 acres under conservation restrictions. These efforts have helped preserve Concord's rural character and protect its ecosystems.



While focusing on conserving unprotected landscapes, the Land Trust has also prioritized the stewardship of its lands. A major achievement in 2024 was completing the scenic shoreline trail along Fairhaven Bay at Wright Woods, started in 2023 and finished in June by a professional team from the Appalachian Mountain Club. Volunteers and staff also extended bog boards at the Newbury Field entrance by 145 feet, ensuring dry passage during rainy seasons, while Trail Stewards, staff, and contractors cleared 100 downed trees from trails and properties. Invasive plants were managed on 14 properties by volunteer Weed Warriors and Trail Stewards, Fenn School students, and professionals, with continued efforts to control buckthorn at Wright Woods and Gowing's Swamp.

River Stewardship volunteers, alongside a summer intern and with support from the SuAsCo River Stewardship Council and Concord's Natural Resources Division, removed 720 bushels of invasive water chestnut from the Sudbury River off the shores at



Bigelow Woods. They also cleared 65 bushels between the South Bridge Boathouse and Brooks-Hudson Meadow, with support from the Boathouse. Staff also participated in efforts organized by the Conantum neighborhood and the Town of Lincoln in Fairhaven Bay.

Plant and insect surveys conducted by Beecology volunteers provided valuable data to inform land management strategies. A grant from the Concord Garden Club supported native plantings at Hallenbeck Land and Brooks-Hudson Meadow, benefitting at-risk pollinators, while struggling trees at the Wright Woods reforestation plot were replaced with scrub oaks.

Annual monitoring of conservation restrictions ensured continued maintenance of conservation values. Repairs to a beaver deceiver at October Farm Riverfront restored pond levels, while a trial mowing program to bring this work partially in-house by renting mowing equipment proved successful, enabling conservation-aligned practices, added habitat benefits, schedule flexibility, and cost-savings. Larger meadows and fields continued to be mowed by contractors.



Community engagement remained a focus of the Land Trust throughout the year. Four new volunteers joined the Trail Stewardship program, and nine local businesses became inaugural sponsors. Students from Middlesex School made valuable contributions at Chamberlin Woods by clearing downed limbs, repairing trails, and removing invasive species. Events connected members with Concord's natural areas, including a memorable RiverFest walk through Wright Woods led by Rachel Wheeler and John Myers. Rachel, the great-niece of Helen Robinson Wright, who began donating parcels of Wright Woods in 1959, shared personal stories with John about the property's history, stone terraces, boathouse, ecology, and the family's efforts to preserve the 300-acre woodland.

Trustee Jay Keyes retired after 32 years of dedicated service, leaving a lasting legacy. A fifth-generation Concordian and longtime advocate for land preservation, Jay championed the protection of smaller, at-risk properties, including the recent conservation of Assabet

River Bluff. His family also donated more than 25 acres in the Upper Spencer Brook Valley, contributing generously to the Town's preserved spaces.

The Land Trust is governed by a dedicated volunteer board and sustained primarily through annual membership donations. Its achievements are made possible by the generosity of Concord residents, who have contributed land, conservation restrictions, and funds to support acquisitions and stewardship. The organization takes pride in Concord's longstanding commitment to preserving a balance of land uses, reflective of New England town traditions, and remains committed to protecting and stewarding these special places for the perpetual enjoyment of the Concord community and the public.



Concord Land Conservation Trust
Statements of Financial Position - Unaudited
September 30, 2024 and 2023

	2024	2023
Assets		
Current assets		
Cash and cash equivalents	\$ 129,898	\$ 27,755
Investments	5,175,505	4,112,965
Accounts Receivable	183	-
Prepaid expenses	4,134	4,134
Total current assets	5,309,720	4,144,854
Non-current assets		
Investments - Endowment	68,706	55,227
Deposits	600	600
Land - held as open space	30,644,903	30,644,903
Operating lease right-of-use asset	13,747	2,690
Total non-current assets	30,727,956	30,703,420
Total assets	\$ 36,037,676	\$ 34,848,274
Liabilities and Net Assets		
Current liabilities		
Accrued expenses	\$ 11,068	\$ 24,603
Operating lease right-of-use liability - current	10,997	2,720
Total current liabilities	22,065	27,323
Long-term liabilities		
Operating lease right-of-use liability - long-term	2,840	-
Total long-term liabilities	2,840	-
Total liabilities	24,905	27,323
Net assets		
Without donor restrictions		
Undesignated net assets	4,452,154	3,260,334
Board-designated net assets	10,000	10,000
Total net assets without donor restrictions	4,462,154	3,270,334
With donor restrictions	31,550,617	31,550,617
Total net assets	36,012,771	34,820,951
Total liabilities and net assets	\$ 36,037,676	\$ 34,848,274

Concord Housing Development Corporation

CHDC Board:

Julie McClure, President

Peter Lowitt, Treasurer

Ray Andrews, Clerk

Dan Drazen, Vice President

Lee Smith

The Concord Housing Development Corporation (CHDC) is a non-profit corporation established by a special act of the Massachusetts Legislature in August 2006, as a successor entity to the Concord Housing Trust, and the Concord Affordable Housing Committee before that.

All Board members are appointed by the Select Board and are volunteers and Concord residents. The CHDC works under the charge developed by the Concord Select Board to investigate and implement alternatives for the provision of affordable housing for persons of low, moderate and middle income and others whose needs may be identified from time to time in the Town. The corporation works closely with all Town boards, Committees and Departments to support the Town's goal of housing diversity.

Over the last 18 years, the CHDC has made great strides in the pursuit of its mission. The CHDC has constructed and sold eight income-restricted units in the Lalli Woods mixed income housing development, contributed funds to create a lower level of affordability for several new housing units, allowing them to be counted on the town's subsidized housing inventory (SHI), and preserved the affordable housing restrictions on several units at Emerson Annex by purchasing, renovating and reselling the units. Most recently, the CHDC, in partnership with the Town and Concord Housing Foundation, purchased a single family home in Concord for conversion to a duplex of affordable housing as a Habitat for Humanity project – each home purchased by an eligible family in 2022.

In 2022, the CHDC acquired a 1-acre property as part of the Assabet River Bluff initiative, partnering with the Town and the open space organizations of Sudbury Valley Trustees and the Concord Land Conservation Trust, funded by the Concord Housing Foundation, the Concord Municipal Affordable Housing Trust and CPA funding. The project continues to make progress according to the original plans to create 5 units of affordable housing - 3 new units and improvement of an existing 2 family house. The renovations of the 406 Old Marlboro Road continue, the Planned Residential Zoning permit for the construction of three new condominium units is recorded, Habitat for Humanity of Greater Lowell is selected as a development partner, and details are underway to establish the legal framework this spring with conveying the home to the Concord Housing Authority, and establishing the

condominium, and all the related legal documents and restrictions.

The CHDC put its efforts to solicit bids on the Junction Village property on pause due to the closing of MCI-Concord.

The CHDC received funds from the Concord Municipal Affordable Housing Trust to augment CPA funds for buy-down/preservation opportunities. In the past, the CHDC successfully utilized CPA buy-down funds (\$287,000) to assist in creating 3 units of housing.

In total, the CHDC has created/facilitated/preserved 13 units of restricted housing, and has another 5 currently in development.

The CHDC continues its Small Grants Program with generous funding from the Concord Municipal Affordable Housing Trust. This program helps low to moderate-income residents of Concord make repairs to their homes to improve health and safety. The funds are awarded on a rolling basis, with a maximum grant amount of \$4,000. Over the life of the program, the CHDC has awarded 75 grants for \$233,070, 45% to senior residents. Further information regarding the CHDC Small Grant Program is available on the Town website or from the Town Planning Office.

The CHDC is an important part of Concord's housing "family", collaborating with the Concord Housing Authority, the Concord Housing Foundation and the Concord Municipal Affordable Housing Trust to promote affordable housing in Concord and increase housing diversity. Concord remains an increasingly expensive town in which to live, and the need for affordable housing remains constant. We will continue to seek out and support responsible additions to the Town's affordable housing inventory to help maintain and increase our housing choice diversity.

The CHDC is well positioned to advance Concord's housing agenda and looks forward to new initiatives and activities.

The Board typically meets monthly with meeting agendas and minutes posted on the Town's website. Interested residents are welcome to attend meetings and get a sense of how the Board operates.

Concord Municipal Affordable Housing Trust

Keith Bergman, Chair

Mary Hartman, Vice-Chair (Select Board)

Michael Lawson, Clerk

Linda Escobedo

Frank "Rich" Feeley

Kerry Lafleur (Town Manager)



The Concord Municipal Affordable Housing Trust (CMAHT)—whose board of trustees is appointed by the Select Board and includes one member of the Select Board and the Town Manager-- was established in 2021 by the Town’s CMAHT Bylaw to provide for the preservation and creation of affordable housing in the Town of Concord for the benefit of low and moderate income households and for the funding of community housing, as defined in the Community Preservation Act (CPA). The Trust can act quickly when affordable housing opportunities arise, if funding is available. The Trust is grateful for the \$5,185,998 it has received since 2019 when Town Meeting began setting aside funds for the Trust. That total includes \$4.54 million appropriated by Town Meeting, of which \$1.54 million was from CPA funds; \$500,000 from Town ARPA funds awarded to the Trust in December; and over \$110,000 from earned interest income. Of those total revenues, \$3,166,405 has been used thus far to create or support 63 affordable housing units, as summarized below. Per unit subsidy figures reflect CMAHT and other local funding sources.

As of December 31, 2024, the Trust had an uncommitted fund balance of \$2,019,593. In 2025, the Town and the Trust will continue to seek state legislative approval for a real estate transfer fee and a building permit surcharge to fund the Trust, rather than relying exclusively on local funding.

Housing Production Plan, Informational Update

The guiding affordable housing policy document for the Town of Concord is the FY 2023-2028 Housing Production Plan (HPP), unanimously adopted by the Select Board and Planning Board in December 2022 and approved by the State in January 2023, with unanimous support of the Concord Housing Authority, Concord Housing Development Corporation, Concord Housing Foundation, and the Trust. As the Concord Housing Roundtable, those six boards plus the Community Preservation Committee are charged with coordinating implementation of strategies in the HPP, and are convened quarterly by the Regional Housing Services Office (RHSO) to monitor progress. The Roundtable’s focus is not just on how funds are spent, but also on what regulatory measures can be enacted for the market to produce affordable units. In 2024, the Trust and its housing partners supported MBTA Communities Zoning with 20% affordability for 10 or more units, and fossil fuel-free affordable housing; and both of those bylaw amendments approved by the 2024 Annual Town Meeting are currently in effect. With the State’s closure of MCI Concord in 2024, and reuse and redevelopment planning efforts launched by the Town and the State’s DCAMM, the housing groups have asked RHSO to draft an “informational update” to the HPP to update DCAMM on the following changes in local circumstances since the HPP’s adoption: (1) incorporating 2020 U.S. Census data released in May 2023 (HPP was based on 2010 Census data); (2) adoption of MBTA Communities Zoning at Concord’s 2024 Annual Town Meeting; (3) the impact on Concord’s Subsidized Housing Inventory (S.H.I.) of the two 40B applications filed with the Zoning Board of Appeals in 2023 (discussed below); and (4) a placeholder in the HPP for any plan the Town develops for reuse and redevelopment of the MCI Concord property (not currently listed in the HPP).

Implementing HPP Priority Production Projects

In coordination with Housing Roundtable partners, the Trust maintains and periodically updates a list of HPP priority production projects, and invites applications for Trust funding on a rolling basis as each project becomes

CMAHT grant funded projects	Units	CMAHT grant award	Other local funds	Total local subsidy	Total per unit subsidy	Occupancy
CHDC 930 Main St purchase	2	\$150,000	\$348,659	\$498,659	\$249,330	7/26/22
CHA 367 Commonwealth Ave	1	50,000	60,000	110,000	110,000	1/26/24
Town Emerson Annex, 58 Stow St	1	95,000		95,000	95,000	7/19/21
CHDC Assabet River Bluff	5	1,650,000	850,000	2,500,000	500,000	
RHSO 135 Baker Ave buy down	1	38,000		38,000	38,000	8/9/23
CHA LLC 78 Forest Ridge Rd	1	400,000	149,900	549,900	549,900	7/24/24
CHDC Buy Down program - TBD	1	266,120	233,880	500,000	500,000	
NOVO 40B sewer improvement	51	392,285		392,285	7,692	
CHDC Small Grant program 3 yrs	-	75,000				
CHDC Junction Village planning	-	50,000				
Totals	63	\$3,166,405				

ready to proceed. In calendar year 2024, the Trust approved funding for the following priority projects:

- > **NOVO Riverside Commons 40B Sewer Improvement Fee:** On March 26, 2024, the Trust awarded \$392,285 [\$378,135.76 in CPA funds; \$14,149.24 in non-CPA funds] to NOVO Riverside Commons LLC for the sewer improvement fee for the 51 affordable units in its 201-unit 40B at 292-294 Baker Avenue approved by the Zoning Board of Appeals in its decision filed on April 16, 2024. That filing served to increase Concord's S.H.I. from 9.997% to 12.80%-- above its 10% goal under MGL Chapter 40B. At the Trust's request, NOVO agreed to comply fully with the Town's fossil fuel-free bylaw—a condition included in ZBA's decision. CMAHT's grant agreement with NOVO provides that the Trust will pay the \$392,285 directly to the Town when the sewer improvement fee becomes due.
- > **CHDC: Assabet River Homes development** - On September 3, 2024, \$1,000,000 [\$500,000 in CPA funds and \$500,000 in non-CPA funds] was awarded to the Concord Housing Development Corporation to engage Habitat of Humanity of Greater Lowell to develop 3 new affordable ownership units on CHDC's 1-acre Assabet River Bluff property, including an existing 2-family structure, at 406 Old Marlboro Road. The property had been acquired at a \$1 million project cost (\$650,000 from the Trust) for 5 affordable units. The 2-family structure will be transferred to CHA Local Properties LLC, which the Concord Housing Authority will manage as 2 affordable rental units.
- > **Junction Village pre-development w/MCI Concord** - On September 3, 2024, the Trust established a budget, if need be, of \$50,000 in non-CPA funds to be made available for the Concord Housing Development Corporation in order to include its 12.8-acre Junction Village property at 6X Winthrop Street (which directly abuts the 51-acre MCI-Concord property) in the scope of the MCI-Concord reuse and redevelopment process being undertaken by the Town and DCAMM.
- > **CHDC Small Grant Program – Year 3:** On September 3, 2024, \$25,000 in non-CPA funds was awarded to the Concord Housing Development Corporation to fund for a third year CHDC's Small Grant Program, which provides financial assistance for health and safety purposes to preserve existing housing units occupied by income eligible households. In 2023, the Trust had approved \$50,000 for two years. Begun 11 years ago, the program has awarded over \$210,000 for 70 grants.

For the Trust to be able to continue to advance HPP priority production projects, in December 2024 the Town awarded the Trust \$500,000 in FY 2025 ARPA funds which can be used to benefit households with incomes up to 120% of AMI (federal ARPA limit). The priority for use of these funds would be to acquire the 1.4-acre surplus State property at 91B Main Street. ARPA funds must be expended by December 31, 2026. Also in December 2024, the Community Preservation Committee voted to recommend that the June 2, 2025 Annual Town Meeting approve \$740,000 in FY 2026 CPA funds for the Trust to benefit households with incomes up to 100% of AMI— i.e., “community housing.” The Trust's request had included \$500,000—the amount awarded by CPC in FY 2025—plus \$240,000 returned by the Housing Authority, so those funds can continue to be used for housing purposes. If these CPA funds are approved by Town Meeting, the Trust would have a total fund balance of \$2,759,593 to continue to move priority production projects along.

Chapter 40B & Subsidized Housing Inventory

In the summer of 2023, Concord's S.H.I. had fallen below 10% of its year-round housing stock-- to 9.97%-- when 2020 U.S. Census figures kicked in. Since then, the S.H.I. has risen to 12.81% from 3 individual units brought online plus the 201 total countable units from the NOVO Riverside Commons 40B. If the Residences at Thoreau 40B's 237 rental units at 275 Forest Ridge Road are also approved, the S.H.I. will reach 16.12%. But because rental 40Bs add 3 market rate units for every 1 affordable, of the 1,156 total units that would count on the S.H.I. at 16.12%, only 40% of those would be affordable. Concord would then have only 517 units restricted at some level between 50% and 150% of AMI, constituting only 7.21% of its total year-round housing stock. So there's more work to do in a community where many who work here still cannot afford to live here.

The Trustees appreciate the continuing efforts of our Housing Roundtable partners—the Select Board, Planning Board, Concord Housing Authority, Concord Housing Development Corporation, Concord Housing Foundation, and Community Preservation Committee-- and are grateful for the support of the Town of Concord and the Concord community as a whole.

West Concord Junction Cultural District

Committee (WCJCDC)

Sue Beck, Co-Chair

Helene Clayton, Co-Chair

Sue Gladstone

Jennifer Hurley-Wales

Sue LaChance, Clerk

Anne Mauk
Chris Randall

The West Concord Junction Cultural District Committee (WCJCDC) serves to promote the unique cultural, entrepreneurial and historical character of the District. We offer support to the arts and business communities with projects aimed at attracting visitors to West Concord.

This year, we completed work on a promotional video featuring District businesses and sites of interest. The video “Charming West Concord” is now featured on the Visit Concord website. We also obtained permission from The Bruce Freeman Rail Trail to sponsor the use of the kiosk on Main and Commonwealth. This gives us a public space to promote area cultural events and businesses.

In March, we invited the Concord Center Cultural District Task Force, the Concord Cultural Council, the Concord 250th Arts, Literature and Music Subcommittee and the public to meet with us about forming some meaningful collaborations. During enthusiastic discussion, the committees were encouraged to consider: an endowment for the arts; creating a performance/gallery space; encouraging existing businesses to be open to holding public events; creating a space for education. There was high interest in having a town employee tasked with a focus on the arts.

The West Concord Poetry Phone was launched on Spring into West Concord Day. At this solar-powered art installation, visitors can hear spoken poetry by people with a connection to Concord. The poems by poets of all ages were chosen by a review committee. Located off the Bruce Freeman Trail on Beharrell Street, the Phone has featured 4 seasonal presentations of poetry, each featuring 9 poems recorded by their respective poets, and has become a popular destination in West Concord



and for those traveling the Rail Trail.

Our annual Porchfest took place on June 8 and expanded to include 50 musical acts, 31 “porch” hosts, 25 volunteers and up to 2,000 estimated attendees. New performance locations included the West Concord business

district and the Concord Public Library book sale. The hub location included a table featuring West Concord nonprofits and their representatives, ice cream from the Chill Wagon and a sign listing local restaurants which encouraged people to eat lunch in West Concord.

Summer saw the completion of the Outside the Box project. Working with the Department of Public Works, the Engineering Department and the Office of Economic Development, we put out a “call for art” to decorate the three traffic boxes in our District with creative designs. Out of 15 applicants, we chose 3 Concord artists whose work reflects the spirit of West Concord: Steve Bermundo, Ivy Randall and Emily Morrison. Residents and visitors now enjoy their work.

The Committee updated and reprinted its 2022 brochure with a map of the business district and photos, this time presented with a marketing focus. With an initial print run of 3000, brochures are now available at District businesses, at the Concord Visitor Center, on our web site and on the kiosk.



The West Concord Art Loop is a large-scale art installation intended to highlight the creativity and talent of our local community. Concord artists of all ages are invited to submit their original artwork for consideration. A Selection Committee will review the entries, choosing 130 images to be reproduced on 16” x 20” weatherproof decals that will be placed on District sidewalks in a half-mile loop. The decals will remain in place from spring into fall of 2025. Local businesses are enthusiastic about this project, and many have written letters of support.

We continue to participate in events planned by West Concord businesses. For Spring into West Concord Day, we directed a painting project at the Fowler Library which was especially popular with children, who were pleased to learn that the finished product would be hung in the library. For West Concord Discovery Day, we sponsored Sue Ellen Acaya, an Acton face painter, who was stationed on the porch of the empty ice cream shop. She painted a steady flow of happy children’s faces. For the December Holiday Stroll, we repeated the popular “Make a Joyful Noise” activity, handing out jingle bells with pipe cleaners that people attached to shoes, zippers, strollers and more. In addition, the committee presented a grant to Green Thumbs to help pay for planting flowers in the District’s newly created

flower beds.

Perceiving a need to be able to find artists in the area when there is a call for public art, we put up flyers at area libraries and art institutions and posted on social media, encouraging artists to enroll in CreativeGround, a free site sponsored by New England Foundation for the Arts, where artists can register and connect with other artists. In the future, when a Concord organization is looking for artists, they will be able to search the CreativeGround database.

Climate Action Committee (CAC)

Brad Hubbard-Nelson, Co-Chair

Janet Miller, Co-Chair

Cheryl Baggen

Gavin Colbert

Jerry Frenkil

Paul Kirshen

Michel McDonald

Kathryn Hopkins

Brad Dye

Eric Simms, Sustainability Director

Wendy Rovelli, Select Board Liaison

The Climate Action Committee (CAC) was established in 2023 to implement policies and practices to achieve the objectives of the Town's Climate Action and Resilience Plan (CAP). CAC responsibilities include: a) reporting on progress in greenhouse gas (GHG) emission reduction and other CAP goals; b) educating the public and businesses about sustainable practices; c) developing customer focused incentives and programs to reduce emissions; d) identifying present and future climate vulnerabilities and adaptation strategies; e) implementing projects and initiatives for encouraging sustainable energy practices for the entire community; and f) providing input to and adopting revisions to the CAP. The committee chooses projects which complement the work of the Sustainability Director, CMLP and other Town entities.

Town Policy

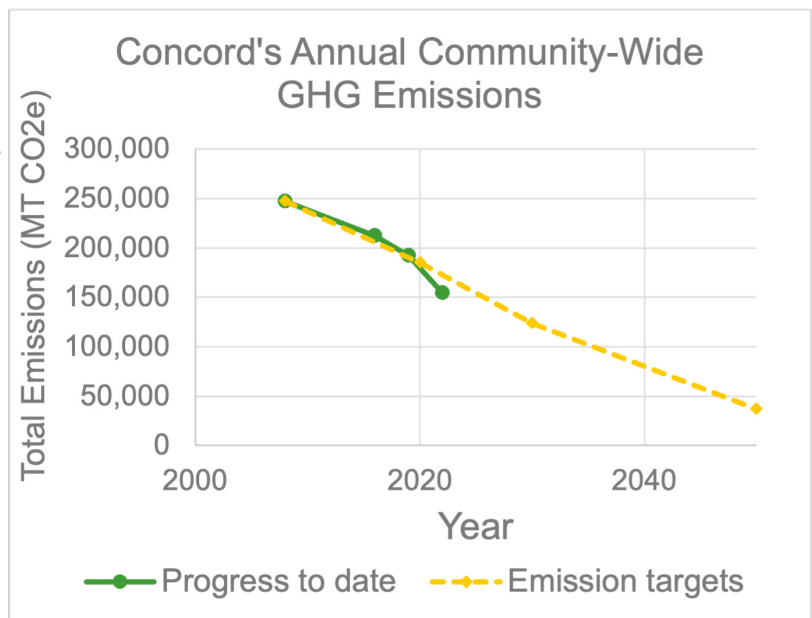
In 2024, CAC proposed Town Meeting Article 31 ("Concord's Updated Climate Goals"), which was adopted overwhelmingly. Article 31 declared a Climate Emergency, as an acknowledgement that climate change threatens humanity and that we could do significantly more to mitigate the harms imposed by climate change. Article 31 also updates Concord's Energy Goals (2017 Article 51) to better align with the Commonwealth's greenhouse gas emission reduction goals by providing

that Concord will strive to reduce emissions by 50% by 2030, 75% by 2040 and 85% by 2050 from the baseline established in 2008.

As of 2024, Concord has adopted a bylaw requiring new construction and major renovations be fossil fuel free, and is one of ten communities in the Commonwealth to do so. At Town Meeting, CAC supported an update to the bylaw to include affordable housing and significant renovations.

Metrics & reporting progress towards CAP goals

CAC performed an analysis of Town Greenhouse Gas emissions for the year 2022, working together with the Sustainability Director. The GHG inventory uses data from several sources, including the Concord Assessors Database, municipal data from Mass Energy Insight, vehicle data from the Mass Department of Transportation, and the emissions inventory tool from Metropolitan Area Planning Council (MAPC). As shown in the accompanying figure, the results show that since the baseline year (2008), GHG emissions from energy use have fallen by 38%. While this result is encouraging, showing Concord is progressing towards Article 31 goals thanks to emissions-free electricity from CMLP, significant effort remains in electrifying buildings and transportation, the largest contributions to emissions. Detailed results can be found on the website SustainableConcord.org.



Residential Engagement

The CAC maintains the Cooler Concord website (www.coolerconcord.org) to help residents to take sustainable action in their homes and lives and promote sustainability events in Concord and nearby communities. Reducing fossil fuel use through electrification is a primary focus. The CAC encourages the adoption of heat pumps for home heating and cooling, and other electrification measures. Together

with CMLP, this past spring the CAC organized and held two Green Home Tours of houses last spring to showcase six successful installations of heat pumps, solar PV, induction cooking and electric vehicles. The tours were attended by over 100 residents, who learned about the benefits of these technologies through their neighbors who had adopted them and were connected with CMLPs heating/cooling coaches. The CAC plans to conduct similar tours in 2025.

The CAC also works with the CMLP to encourage the adoption of electric vehicles and participated in an EV showcase event in West Concord in September where owners displayed a variety of EVs. Concord now has 1,344 residents who drive EVs (fully electric and plug-in hybrid vehicles) and is one of the leading towns in Massachusetts in the rate of EV adoption.

Another goal of the Climate Action and Resilience Plan and Concord's Sustainability Principles is to reduce dependence on synthetic chemicals and other manufactured substances. With this goal in mind, the CAC voted to support the installation of natural grass to replace the plastic artificial turf at the Doug White fields.

Looking towards the future

This coming year CAC will be involved in updating the Climate Action and Resilience Plan, published in 2020. Committee members are reviewing the progress that has been made and what goals to pursue in a revised Plan, which we hope to be completed later this year together with the Sustainability Director and a consultant. As noted above, since the 2020 plan was published, Concord has had success in several areas, most notably in adoption of clean electricity, heat pumps and electric vehicles. Continued emissions reduction will be a multi-decade effort, requiring new ideas and dedicated investment by the community. To continue progressing towards Article 31 goals, CAC will be investigating new options, including networked geothermal district heating, to be incorporated into the plan.



Concord Civil War Monument Task Force

Rick Frese, Chair

Beth Van Duzer

Catherine McGrath

Matt McGrath (In Memoriam)

David Wood

Tish Hopkins (Town Liaison)

Henry Dane (Past Select Board Representative)

The Rededication of Concord's Civil War Memorial was held in Monument Square on November 9, 2024. The ceremony honored all those soldiers who died, including for the first time, Private George W. Dugan of the 54th Massachusetts Regiment, the first Northern Black Regiment to serve in the Union Army.

Initially declared MIA following the attack at Battery Wagner, he was reclassified "supposed killed" by the Commonwealth's Adjutant-General's Office in 1932.

At the dedication of our Civil War Monument on April 19, 1867, John Shepard Keyes delivered this tribute to Concord's immortalized soldiers: "We do not forget our heroic dead...their lives...their deeds...their deaths we enshrine.. theirs were the toils...the hardships...the sufferings...ours are the fruits of their victories."

George W. Dugan now joins the ranks of Concord's memorialized soldiers.





Agriculture Committee

Committee Members for 2024:

Liza Bemis (Co-Chair)

Brian Cramer

Dan Schmid (Co-Chair)

Grace Scimone (clerk)

Stephen Verrill

Associate Members:

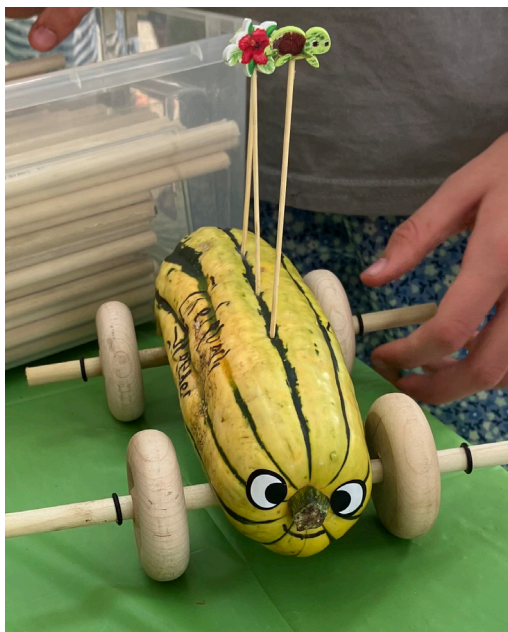
Mark Congdon

Joe Rogers

Roseann Scimone.

The Agriculture (Ag) Committee provides a forum for matters of interest to farmers in Concord and reports to the Select Board on how best to support farming in Concord. The Ag Committee is comprised of five members, and three associate members.

Following the extremely wet 2023 season, 2024's dry conditions initially came as quite a relief to Concord farmers. Early spring planting was still impacted by flooded fields, but the summer continued to dry out, and the large outbreaks of diseases that flourished in the wet humid conditions of 2023 were kept at bay. While prolonged drought brings other challenges, initially Concord farmers met this dry spell with delight. As the drought wore on, worries and stress rose as the river and pond levels fell. 2024 also saw the continuation of rising costs in agriculture. Many of the inputs farmers rely on such as potting soil, fertilizer, machinery, and seeds continued to climb in cost, as did other costs such as wages for hourly workers as the cost of living continues to increase across the region. Despite all these stresses,



Veggie Racer ready to go at the 19th Annual Concord Ag Day

Concord farmers continue to meet the challenges of a changing climate as best they can, providing food, forage, and flowers to the community.

The Ag Committee hosted a Spring Forum event at

the Concord Library on April 11th titled "Growing with Climate Change." The event included a virtual presentation by Erin Lane from the USDA Northeast Climate Hub about how the New England climate has shifted, and was followed by an in-person panel with Concord farmers discussing how they are adapting to the changing growing conditions. The event was well attended by the Concord community at large and by the local farming community from neighboring towns. The event was recorded by Minuteman Media and is available to watch on their YouTube channel.



19th Annual Concord Ag Day on Main Street

The Ag Committee brought forward article 30 ("Authorize Select Board to Petition for Changes to Previously Approved Home Rule Petition Regarding a Check out Bag Charge") at the 2024 town meeting to address a logistical issue in the checkout bag fee article that had passed the previous year. The new article added an exemption for farmstand and farmers market vendors to the home rule legislation to authorize the imposition of a 10 cent check-out bag charge. The Ag Committee recommended this change because farms are unique business in a few ways: In some cases, the cash registers are very old or are very basic adding machines and cannot be modified to include a special "checkout bag charge" line on the receipt as required by the previous article. Upgrading these systems would be a hefty burden to a business that otherwise did not need them. Additionally, some small farms do not sell anything other than fruits and vegetables, which are exempt from sales tax. Since paper bags are not an exempt good, sales tax must be collected on the bag fee and reported to the state – a burden for small farms

that otherwise report no sales tax. Additionally, since many small farms only sell goods exempt from sales tax, and all their goods are SNAP eligible (formally known as food stamps), having to ask for an additional payment type to cover the bag fee and tax would add logistical confusion and add a stigma to those paying by SNAP cards. Article 30 passed at town meeting and the Committee was grateful for both the Select Board and the citizens' support.

The 19th annual Ag Day Farmer's Market was hosted by the Ag Committee on September 7th, 2024. Nine farms participated as well as sixteen Concord non-profits. The event was very well attended and operated smoothly thanks to the Concord Police and Town offices coordination. With the help of volunteers from the community and the generous in-kind donations from Vanderhoof Hardware, the expanded Scimone Farm veggie racetrack activities continue to be a huge success with local families! In addition, this year the Ag Committee added the "Veggie Hall of Fame," encouraging the public to bring a vegetable they were particularly proud of (or a photo), or alternatively, a vegetable that was particularly funny looking to show off to the community – it was quite fun to see all the shapes and sizes nature can produce! It was a wonderful community event!



Famer Panel at the Ag Committee's Spring Forum

2024 also marked the return of the Stone Soup Dinner on September 22nd. The 13th annual dinner was revived after a break over the Covid years, and is a collaboration between the Stone Soup Dinner non-profit and the Ag Committee to raise awareness and funds in support of local agriculture. This year's dinner featured a talk by Professor Emeritus Brian Donahue from Brandies University, as well as an excellent meal from nine Concord restaurants featuring produce from ten Concord farms. Verrill Farm generously hosted the event, and the weather cooperated!

West Concord Advisory Committee

Susan Mlodozienec, Chair

Barbara Morse, Clerk

Alison Aley

John Cooley

Greg Dorothy

Anna Feldweg

Lynda Ferrari

Nicole Hammond

The West Concord Advisory Committee (WCAC) is a subcommittee of the Planning Board. We have 8 members, three of whom were added during 2024. The WCAC was formed in 2011 pursuant to recommendations from the West Concord Task Force, whose work provided the foundation and guiding vision for the West Concord Advisory Committee.

We met ten times during 2024 to discuss development proposals in West Concord, support other committees' work that improves West Concord, and represent our fellow residents on issues impacting West Concord Junction (also known as West Concord Village). We achieved better collaboration with the Planning Board by adding two joint semi-annual meetings to our regular meeting schedule.

In 2024 we saw the completion of projects begun by this committee in 2010. Concord was the recipient of a MassDOT Complete Streets construction award in 2020, which funded improvements in West Concord Village that were completed in 2024. The improvements include wider sidewalks for ADA compliance and traffic calming, bump-outs, repaving of the street, and marking of additional crosswalks.



During 2024, a proposal for a mixed-use building at 166 Commonwealth Ave., currently the site of E&S Gas Station and a prominent gateway location on a corner lot within West Concord Junction, was denied zoning exceptions by the Planning Board. In 2023, we wrote two letters to the Planning Board after meeting

with the developers. We provided feedback on the proposal and voiced concern about parking availability and circulation challenges at the site, among other issues. The Planning Board also determined that these challenges were too difficult for the project to proceed.

Also during 2024, a 5-home development on an 2.2-acre lot at 80X and 1053 Main St. received Planning Board approval and began construction. Our committee heard from the developers during a meeting in 2023 and provided an opportunity for local residents to give feedback. This development is less than a half mile from West Concord Junction.

We wrote a letter of support for the Gerow Recreation Area Phase 2 study, which proposes using Community Preservation funds to scope the cost of a raised walkway and other improvements along the edge of Warner's Pond. Gerow Park abuts Warner's Pond and the Bruce Freeman Rail Trail runs along the property. The park and the pond are about a half mile from West Concord Junction.

We created the concept of a "West Concord Greenway" that will emphasize the connection between open, recreational spaces within a short walk/bike ride from West Concord Junction. Open space and enjoyment of the outdoors is symbiotic with West Concord Junction's retail and cultural assets. We presented this idea to the West Concord Junction Cultural District Committee and are eager to create a draft map and collaborate with other committees on it.

We undertook a review of the West Concord Design Guidelines and the West Concord Village Master Plan Implementation Matrix. The Master Plan

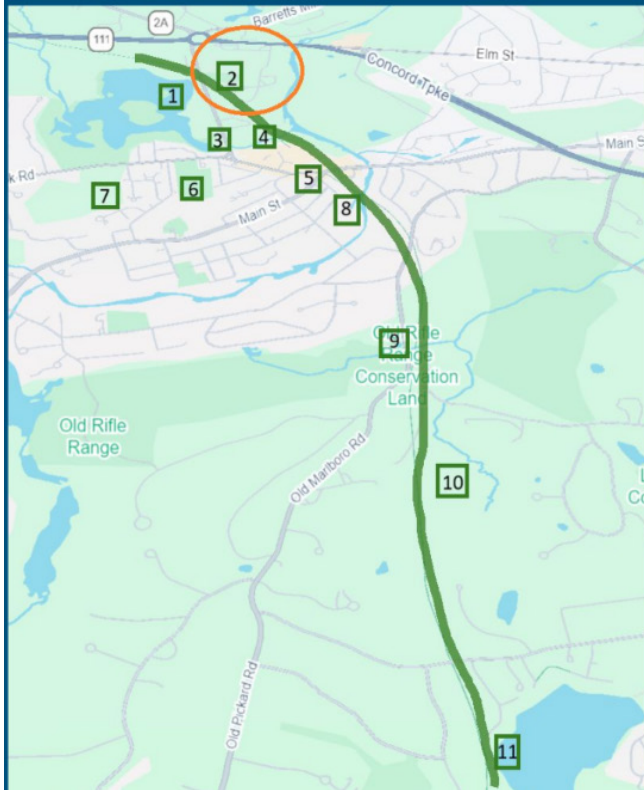
Implementation Matrix was created in 2010 as a 75-item checklist of targeted improvements that were recommended when the West Concord Village Master Plan was written. We gained an understanding of what improvements from the list have been partially or fully completed, and will be prioritizing the partially completed and not started improvements for the future.

In 2025, multifamily developments will be built through the state's Chapter 40B process at Baker Ave. (NOVO Riverside Commons, 0.6 mi. From West Concord Junction) and Forest Ridge Rd. (Residences at Thoreau, 2.5 mi. From West Concord Junction). Further in the future, some type of development will take place at 2229 Main St., the 46-acre property at the former NMI-Sarmet site (2.1 mi. From West Concord Junction). Our review of the Master Plan Matrix will help prioritize the remaining recommended improvements in West Concord Village, with recognition that soon a larger number of future residents will be visiting the vibrant shops, restaurants, and cultural attractions in West Concord Junction and we should plan proactively for that.

Finally, our review of the West Concord Village Master Plan Implementation Matrix will also support Concord's Massachusetts Correctional Institution (MCI) Committee as they envision uses for a 50-acre parcel in West Concord that will become available for redevelopment in the next decade. The planning work for this land is just beginning. The parcel is a slightly more than a half-mile walk, bike or drive from the West Concord Commuter Rail station and the Village Center. It is critical that it connects invitingly with the retail, dining and cultural assets in West Concord Junction.



Our committee is excited about the year ahead and is seeking additional members with backgrounds in community, land or urban planning, architecture, real estate development, and other related skills.



The West Concord Greenway

1. Gerow park and Warner's Pond
2. MCI land and all that will be...
3. Kenny Dunn/ Warner's Pond dam pocket park/Nashoba Brook running through town with bridge
4. Junction Village open space, bridge over Nashoba, Pedestrian bridge overlooking the Assabet if built
5. Junction Park and the gardens tucked in the center of WC
6. Rideout Park
7. West Concord Park and woodland trails (aka Pidgeon Hill)
8. The Assabet River and Assabet Bluff Trail
9. The Old Rifle Range and Harrington Park (accessed through the Rifle Range)
10. New wetland surrounding Jenny Dugan Brook
11. White Pond

Concord Housing Authority

Board of Commissioners

Stephan Bader, Chair

Stephanie Chrobak, Vice-Chair

Edward Lerner, Treasurer

Richard Eifler, Vice-Treasurer

Bernice Fousek, Resident Member

Executive Director

Jennifer Polito

The primary mission of the Concord Housing Authority (CHA) is to develop and administer an adequate supply of rental housing for the elderly, disabled, and families of low and moderate income in Concord. Our goal is to provide decent, safe and sanitary housing opportunities to improve the quality of life for these individuals and families as well as promote economic self-sufficiency and long-term stability. The goals of the CHA are consistent with the Town's historical commitment to foster a heterogenous and integrated community.

The Concord Housing Authority (CHA) was established in 1961 under M.G.L. Section 121.B as a local municipal agency for providing low-income housing and is subject to state, federal and local regulations. The CHA is governed by a Board of Commissioners, three of whom are locally elected, one of whom is a state Appointee and one is a tenant appointed by the Select Board. All

programs are dependent on state, federal, and vital local sources of funding and support.

The CHA operates 221 subsidized units in both Public Housing and Section 8 housing choice voucher programs and currently serves more than 375 people. Our family and elderly units are scattered throughout the Town in over 20 locations. Tenant turnover and vacancy rates for CHA units remain low, and waiting lists for available units remain high, often translating into lengthy delays until the next unit can be offered to those needing housing now.

CHA Local Properties LLC Property Acquisition Program

In November 2023 CHA Local Properties LLC was awarded \$400,000 by the Concord Municipal Affordable Housing Trust (CMAHT) for our CHA Local Properties LLC Acquisition Program. Leveraging additional funding from the CHA, we purchased an existing 2-bedroom unit at Riverbend Condominium at 78 Forest Ridge Road. After completing a minor bathroom renovation and attaching a HUD Project Based Voucher Subsidy to the unit, it was rented to an eligible family and added to the State Housing Inventory (SHI) list of affordable units in Concord, bringing Concord's SHI level to just under 10%.

Resident Service Coordinator

In 2021 the Concord Housing Authority received a Resident Service Coordinator grant through the Executive Office of Housing and Livable Communities

(then known as Department of Housing and Community Development). In April 2023 we partnered with Minuteman Senior Services to provide these important services to our residents. Through this collaboration, Jaso Kuga was named our new Resident Service Coordinator. Our residents have been thrilled to have Jaso working with them. We've incorporated weekly events such as sing-alongs, meditation, yoga and much more!

Operations

The staff includes 3 office positions and 3 maintenance positions (5 FTEs) reporting to the Executive Director (ED). In addition to routine operations and property management, the ED also works on new property development and capital improvement projects. Board members meet monthly to review operations, set policies, and plan for upcoming projects. During the past year, CHA has received high scores on resident satisfaction surveys, periodic oversight reviews by EOHLC and independent auditors, and has been recognized for creative partnerships by Massachusetts NAHRO for our work with Habitat for Humanity of Greater Lowell on Commonwealth Avenue next to Gerow Park.

Capital Improvements

2024

Renovation of handicap accessible unit at Thoreau St.

Painting at 2-4 Bartkus Farm Rd.

Renovation of three family units at Bedford St.

Remediation of mold in elderly unit

Upcoming Funded Projects

2025

Septic System Replacement at Strawberry Hill Rd.

Fire Alarm Panel Upgrade at Everett Gardens

Camera Installation at elderly/family sites

Air Source Heat Pumps at Everett Gardens

Schools



Joint School Committees

Concord-Carlisle Regional School Committee

Alexa Anderson, Vice Chair

Andrew Herchek

Tracey Marano

Cynthia Rainey

Carrie Rankin

Julie Viola, Chair

Brian Waterson

New Members of the Regional School Committee

Julie Viola, and Brian Waterson were welcomed to the Regional Committee as the new Carlisle representatives.

Concord School Committee

Alexa Anderson

Andrew Herchek, Vice-Chair

Tracey Marano

Cynthia Rainey

Carrie Rankin, Chair

New Member of the Concord School Committee

Andrew Herchek was welcomed to the Concord and Regional School Committees.

METCO Representative

Ayesha Lawton

Student Representatives, CCHS Students

Zariah Alves

Maddie Clancy

Felicity Zhang

Statement of Appreciation from the Joint School Committees

As School Committee members, we want to share our deep and genuine gratitude for the time, effort, creativity, determination, and thoughtful care that our Superintendent, district leaders, teachers, and staff dedicate to our students every day.

We also wish to share our appreciation for the efforts of the METCO Representatives as well as the CCHS Student Representatives. We extend our thanks Carlisle residents Carrie Patel and Sharon Whitt for their service to the Regional School Committee, Court Booth for serving on the Concord and CCRSD Committees, Harry Crowley for serving as a CCHS Student Representative, and Domingos DaRosa for his time as a METCO Representative.

Most of all, we want to thank the citizens of Carlisle and Concord for their ongoing support of the schools, and to all the parents and community members who volunteer their time on behalf of Concord-Carlisle High School (CCHS) and Concord Public Schools (CPS).

Mission and Core Values

Members of the School Committee use the vision articulated in the District's mission statement and core values to guide decisions. The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become independent lifelong learners, creative thinkers, caring citizens, and responsible contributors to our increasingly

diverse global society. The core values of excellence, engagement, perseverance, inclusion and innovation are reflected in the 2018-2023 District Strategic Plan, the 2023-2028 District Strategic Plan (which was implemented in the fall of 2023), as well as the programs, services and activities which support student learning.

Implementation Continues for the 2023-2028 District Strategic Plan

Following a comprehensive planning process that was driven by a 50-member stakeholder group that included faculty, students, school committee members, parents, community members and school administrators, the school committees voted to adopt a 2023-2028 District Strategic Plan that outlines a shared vision for both Districts. The plan builds upon the previous five-year plan and features efforts in key areas such as maintaining academic excellence, reducing student stress, and work related to cultural proficiency and awareness that is outlined in the Districts' Diversity, Equity, Inclusion, and Belonging Five-Year Plan.

The strategic plan is utilized to guide and prioritize decision making regarding teaching and instruction, curriculum, budgets, and planning for facilities amongst other matters. Also, it will include provisions for analysis and review of the plan's on-going success as well as for on-going input from the public.

School Enrollments (As of 10/1/24)

Concord Public Schools enroll 1,914 total students, with 1,271 in grades K-5 enrolled at the three elementary schools and 643 enrolled in grades 6-8 at Concord Middle School. The Concord-Carlisle Regional High School enrolls 1,191 students. The Superintendent and School Committee carefully monitor enrollment projections as well as new housing projects being built in Carlisle and Concord to help forecast potential impacts on operating budgets.

The total number of students in grades K-12 for the two Districts includes staff enrollments but does not include out of district special education students.

FY25 Operating Budgets

The School Committees seek to develop budgets that meet the needs of our students and teachers while being sensitive to the impact on taxpayers. The School Committees work with District leaders to discuss funding priorities and cost drivers as well as to discuss budget recommendations with the Finance Committees in Concord and Carlisle as appropriate. Ultimately, Concord and Carlisle residents approve the budgets at Town Meetings.

During 2024, the FY25 operating budget of \$46,515,714 was approved for Concord Public Schools which represents a 3.26 percent increase from the previous

year's budget. For the Regional District, an FY25 operating budget of \$38,974,907 was approved which represents a 3.08% percent increase from the previous year's budget.

Both Districts utilize a zero-based budgeting process, building them from the ground up re-evaluating every line item. It is a multi-month process that begins with the submission of the annual School Improvement Plans that are developed and guided by the Districts' strategic plan and includes input from teachers, parents, and administrators.

2024 Spring MCAS Results Place CPS & CCHS as Top Tier School Districts in Massachusetts

Results of the 2024 MCAS place the Districts in the top 10% tier of the 1,500 school districts in Massachusetts for meeting or exceeding the state's learning targets. The Massachusetts Comprehensive Assessment System, commonly known as MCAS, is an assessment based on the state's learning standards and is administered online to students in grades 3-8 and 10 in the areas of mathematics, English language arts, and science and technology.

While the MCAS scores for the Districts provide educators with important information regarding student performance, it is not the only assessment tool utilized by the Districts. MCAS results are combined with other student data generated from a diverse set of assessment tools to help educators ensure that each student is on the appropriate individual learning path to maximize their achievement.

The Districts use the data from various assessments to target approaches for enhanced student outcomes. The Districts' Five-Year Strategic Plan identifies the use of assessment data as a key element to assist educators to understand the needs of each student so they can improve student achievement utilizing a variety of strategies. An example is that the data serves as a basis for educators to utilize the Districts' multi-tiered system of supports for interventions in specific areas of need in literacy, math, science, and other subjects. Beyond helping students, the assessment data is used to identify areas of professional development for educators to ensure high quality instruction and to develop standards that align both vertically between grades and horizontally at grade levels.

As practitioners of continuous improvement, the data from MCAS and other assessment tools also allows the School Committees and District leaders to analyze the performance of various student subgroups. One of the goals for the School Committees is to collaborate with administrators to benchmark and report on the achievement gap with the goal of addressing the opportunity and participation gap for students across all three communities of Boston, Carlisle, and Concord in AP classes, sports, as well as after school clubs and

activities. The assessment data shared at the meeting provides the Committees and District leaders with a window into how the Districts are performing and to identify specific areas for improvement and new approaches to meet District goals.

School Committees Extend Contract for Superintendent Hunter

The Concord and Concord-Carlisle Regional School Committees voted to extend the contract of Superintendent Dr. Laurie Hunter for five years ending on June 30, 2030. Dr. Hunter has been serving in this role since July of 2017.

In discussing the contract extension at their meeting, school committee members cited Dr. Hunter's vision and ability to help craft strategic plans to realize the vision and goals of the Districts. In addition to leading and collaborating with the administration and faculty in a manner that facilitates both high student performance and student well-being, members recognized her efforts to work with the school committees to develop and deliver responsible and sustainable annual operating budgets as well as her work to create open

communications and positive relationships with the leadership and town committees in Carlisle and Concord. Additionally, members pointed to her work implementing strong mental health supports for students and improving the in-district special education programs.

Members also spoke about how she navigates unforeseen challenges that arise such as the COVID-19 pandemic. She successfully transitioned delivering education from in-person to virtual teaching and learning model in a matter of weeks and following the return to the classrooms, she led efforts to use assessment data and interventions that successfully made up for any learning loss that may have resulted from that time period. In addition, members lauded her leadership in the process to build a state-of-the-art educational facility and community asset, the Concord Middle School, which will be enjoyed by Concord and Boston families for generations.

Concord Middle School Building Committee

Dawn Guarriello, Co-Chair – Community



Volunteer

Pat Nelson, Co-Chair – Community Volunteer

Alexa Anderson – School Committee Representative

Heather Bout – Community Volunteer

Peter Fischelis – Community Volunteer

Andrew Herchek – School Committee Representative

Mark Howell – Concord Select Board Representative

Tim Hult – Community Volunteer

**Dr. Laurie Hunter – Superintendent of Schools
CPS/CCRS**

Charlie Parker – Community Volunteer

Chris Popov – Community Volunteer

Matt Root – Community Volunteer

Stephen Stasheski – Community Volunteer with construction experience

The Concord Middle School Building Committee (CMSBC) was charged by the Select Board to undertake a feasibility study that explores the construction of a single new middle school building to replace the two existing facilities. The Committee completed the feasibility study and Schematic Design process for a new school building which provided Concord residents with the analysis, a detailed design, project budget, and the information necessary to make an informed decision on funding the middle school construction project. In January of 2022, residents overwhelmingly approved moving forward with the project at Town Meeting and the Special Election.

Project Schedule

Committee members reviewed the project schedule and necessary milestones going forward as they undertake the work to complete the project. The schedule includes the following phases:

- > Construction: May of 2023-February of 2025
- > Demolition of existing buildings and installation of new fields: February of 2025-September of 2025; following two full growing seasons, fields ready for use on September 1, 2026.

Progress in 2024

Significant progress was made during 2024 to complete Phase One of the project, the design and construction of the new middle school building. In addition, the Concord School Committee voted to name the building the Ellen Garrison Building at the Concord Middle School. Ellen Garrison was an African American, abolitionist, and civil rights activist that was born in Concord. It is the first building in Concord that is named for an African American.

The Concord Middle School Building Committee wrapped up its 2024 schedule with its December meeting to discuss construction progress, move logistics, and to review the budget and schedule. The project remains within budget, the cash flow is within forecasted levels, and contingency levels remain healthy with 57% of hard and 70% of soft cost contingency budget line items being unspent while the construction is approximately 88% complete. The construction team continues to make progress and is on schedule to meet the goal of substantial completion in mid-February to allow the move-in during school break in February of 2025. School leaders are also collaborating with the contractor and project team to schedule time for middle school students, their families, and members of the public to tour the building.

The Concord Middle School Building Committee will continue to meet during construction to provide oversight of the budget and schedule as well as the project's professional teams including the Owner's Project Management Firm (Hill-Liro), the architects (SMMA), and the general contractor (CTA Construction Managers).



Concord Carlisle Adult & Community

Education

Advisory Committee 2023-2024

Paula Casey, Concord, Chair

Pamela Hegarty, Concord

Anne Irza-Leggat, Concord

Kimberly Kossman, Concord

Barbara Magee, Concord

Polly Meyer, Concord

Alison Pray, Carlisle

Steven Reznick, Concord

Sara Wilson, Carlisle

Concord Carlisle Adult & Community Education (CCACE) is a self-sustaining branch of Concord-Carlisle Public Schools, dedicated to lifelong learning for all ages. CCACE connects local citizens through collaborative community outreach, classes and educational events. Our aim is to provide unique programming that will inspire joy and nurture passions.

CCACE offers three main areas of programming: Adult & Continuing Education classes, Driver Education, and Instrumental Music School of Carlisle and Concord. We are a self-sustaining entity within the school district, meaning our programs are supported through tuition fees; we receive no funding from the school district nor the towns of Concord or Carlisle.

We were thrilled to see registration numbers remain strong this year across all of our programs. Adult & Continuing Education offers a wide variety of programs for adults including one-night and ongoing workshops. These programs include our Armchair Travel series where community members share stories and pictures of their travels; History & Culture explores the rich history of our area and beyond; Village University offers courses aimed at seniors who are seeking stimulating study and conversation about interesting topics; and more. We try to appeal to a broad range of citizens' interests. Many familiar courses remained in demand over the past year including world languages, financial planning, health and wellness, writing, and test preparation.

This past year we continued to build our Parent Education programs and reached out to the community with the support of the Concord Carlisle Foundation. We offered seven programs with 166 registrations, including Parenting Teens in the Age of Miscommunication: Finding Common Ground and Real Connection; My Kid Wants to Be A YouTuber - Help!; Strengthen your Parenting Skills: Routine, Consistency and Effective Boundaries/limits; Executive Function Skills for your College-bound High; Raising Financially Savvy Kids - Your Role as Chief Financial Parent; Helping Children

Build Skills to Manage Stress and Worries; Diversity without Divisiveness, and Understanding Digital Health & Safety. We strive to offer a mix of programs with high-level presenters that appeal to parents and community members of all ages.

We evaluate every class on a case-by-case basis and discuss the best format for that class with the instructors. Many of our adult education programs have remained online, the continued preference of instructors and students. This allows us to partner with Community Education programs from around the Greater Boston area in ways we could not have done in the past. This online class-sharing has allowed us to offer programs that we previously could not, due to a lack of instructors or insufficient enrollment. It has given our students a greatly expanded roster of classes and a wider variety of subjects from which to choose, as well as the higher possibility that the class will run.

We had just over 2400 registrations for Adult & Continuing Education in FY24 from 1085 students. Seventy two percent of our students live in Concord or Carlisle. Non-residents are also welcome to participate as their participation broadens our range of educational services and extends the necessary cost sharing. Overall, we had students from 110 different towns, across 19 states.

Driver education promotes and teaches safe driving attitudes, defensive driving skills, and respect for the rules of the road. It prepares students for the Registry of Motor Vehicles license exam; and it strives to prevent or reduce accidents and fatalities that involve young drivers. Driver Education includes: 30 classroom hours, 12 hours of behind-the-wheel instruction, 6 hours of in-car observation, and one 2-hour parent/guardian class, attended by at least one parent. The program is a requirement for anyone under 18 who wants to take the driver's license test, and therefore a necessary expense for most students. We also offer optional practice road tests and sponsor students for road test appointments.

Over 260 new students participated in the program last year. While most were teens, some were adult students, including individuals who are new to the country and need a Massachusetts license, senior adults, and individuals over 18 learning to drive for the first time.

The Instrumental Music School of Carlisle and Concord (IMSCC) provides individual music lessons for children and adults, with faculty who are also professional musicians. Students at beginner levels benefit from learning basic techniques early on that will pave the way for steady progress in their studies. Advanced students study repertoire in depth, hone their technical skills, and prepare for performances and auditions. Students of all ages and levels benefit from the opportunity to engage in playing music themselves, affording them a deeper appreciation of music across the genres. We had over 280 students registered in private music lessons throughout

the school year.

During the 2023-2024 school year, IMSCC began offering after-school, same-instrument, small-group lessons for 4th- and 5th-grade musicians, which complement the in-school ensemble programs. This new venture was a success with 55 registrations for lessons on clarinet, flute, french horn, low brass, trumpet, and violin/viola.

All of these programs are made possible by over one hundred and twenty-five community educators, including volunteers, instructional subcontractors, and part-time employees. In FY24, we were able to award over \$16,000 in scholarships to 39 families, representing 42 students, through the generosity of the Concord Carlisle Foundation and community donations. Scholarships ranged from \$25 to over \$825, with an average of \$320. More than half of the grant money we received went to students enrolled in Driver Education. In addition, we were able to help a couple of high school students afford college & test prep classes, as well as fourteen students taking private music lessons.

Our programs continue to grow and evolve as we adapt to the needs of the community. We work to bring in a fresh selection of Adult & Continuing Education programs each semester, as well as bringing back popular favorites. As we emerge from the pandemic, we still have various walking groups running three days a week to keep our community active. We love finding new instructors who can share their passion and knowledge with us and it is a bonus when they are from Concord or Carlisle.

The Scholarship Fund of Concord and Carlisle

Executive Committee:

Hannah Bruno - Chair

Paul Ressler - Assistant Chair

John Sweeney - Treasurer

Albert Powers - Assistant Treasurer

Rebecca Loprete - Secretary

Trustees:

Chris Carr

Marc Caruso

Sandy Eisenbies

Priscilla Guiney

Joe Laurin

Chris Law

Guida Mattison

Travis Minor

Kathleen Snook

Ingrid Sutter

Associate Trustees:

Charisse Alouidor

Maura Kenneally Clark

Aaron Joncas

Molly Q. Eberle

Devra Feshback-Meriney

Tom Rutledge

Trustee Emeriti:

Ken Anderson

David Gould

Lucy Miller

Priscilla White Sturges

The Scholarship Fund of Concord and Carlisle (formerly known as the Concord-Carlisle Scholarship Fund) was established in 1966 to provide need-based grants to deserving young men and women from Concord or Carlisle to obtain additional educational opportunities after secondary school. The Fund is a tax-exempt charitable trust. Recipients must either live in or have attended school in either town.

The Scholarship Fund of Concord and Carlisle celebrated its 50th anniversary in 2016. Grateful for the continued support from the townspeople of Concord and Carlisle, we look forward to the next 50 years of supporting our young men and women who aspire to higher levels of education.

The Fund is administered by a 21-member volunteer board of trustees. Scholarships are financed through an annual appeal, through a student-staffed phonathon, and by income generated from memorial gifts, bequests, and named funds. For more information about The Scholarship Fund, please see the website: thescholarshipfundofcc.org

In 2024, the trustees awarded \$342,100 supplemented by \$41,250 from The Scholarship Fund's affiliated organizations, bringing the total to \$383,350 awarded to 61 high school seniors and in-college students. Since its inception, The Scholarship Fund has assisted over 1,500 students.

The Scholarship Fund of Concord and Carlisle Trustees are pleased to announce that the following students have been awarded scholarships for the 2024-2025 academic year.

- > Scholarships marked with one asterisk are managed by the Scholarship Fund of Concord and Carlisle.
- > All other scholarships are managed by the named affiliate organization.

The Abby Memorial Scholarship*

Daniela Rivera-Castillo

The Adrian A. Martinez Memorial Scholarship*

Harold Nerrow

James Cain

Maya McCabe

Peyton Balazy

The Albert L. & June B. Powers Scholarship*

Shahana Ahmed

The Anthony “Tony” Logablo Scholarship

Gavin Hill

The Anthony Halls-Keenan Smith Scholarship*

Daniela Rivera-Castillo

The Arthur (“Art”) & Lee Milliken Memorial Scholarship*

Maria Sanderson

The Barbara Schips Miller Scholarship*

Maya Simard

The Bean Family Scholarship*

Dimitrios Apollos

The Bobby Gray Memorial Scholarship*

Dallas Jackson

The Carlisle Police Association Scholarship

Tara Best

The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship*

Jonathan Charles

Kalise Wynter

Robert Nichol

The CCHS Class Of 1962 John F. Donovan Scholarship*

Robert Nichol

The Charles A. Robichaud Scholarship*

Sofia Congram

The Charles E. Manion, Jr. Memorial Scholarship*

Shahana Ahmed

The Charles Evans Scholarship*

Nabil Huseni

The Charles K. Yeremian Memorial Scholarship

Andrew Bistras

The Charles W. & Nancy I. Dee Memorial Scholarship

Miana Hamel

The Christopher Hentchel WIQH Scholarship

Richard Dorsey

The Clair Day Memorial Scholarship*

Leah Maar

The Cornerstone Initiative Scholarship of the Community Chest: Advancing Racial Justice & Equity

Daniela Rivera-Castillo

Mya Bentick

The Concord Children’s Scholarship

Leah Maar

The Concord Lions Club Scholarship

Maliha Malek

The Concord Police Relief Association John “Jack” Skinner Scholarship

Maya Simard

The Concord Women’s Club/Ruth Bullerwell Scholarship*

Dimitrios Apollos

The David Prifti Memorial Scholarship*

Maya Simard

The David S. Soleau Memorial Scholarship*

Mx. Isatu Fofanah

The Diane Kenneally Memorial Scholarship*

Shahana Ahmed

The Elaine DiCicco Scholarship*

Melia Cook-Wright

The Elizabeth A. Mattison Memorial Scholarship*

Leah Maar

The Elizabeth V. McAllister Memorial Scholarship*

Maxamilian Hamel

The Essie Golden Memorial Scholarship*

Miana Hamel

The Farnham W. Smith Memorial Scholarship*

Maxamilian Hamel

The Frederic M. Holland Scholarship

Caroline Shirley

The Garden Club of Concord Scholarship

Marjorie Haddad

The George W. Berry Scholarship*

Alicia Kearney

The Guido S. D’Asti Memorial Scholarship*

Kalise Wynter

The James E. Shepherd Memorial Scholarship*

Maxamilian Hamel

The Janet Babb Memorial Scholarship*

Kalise Wynter

The Janet Gates Peckham Memorial Scholarship*

Gavin Hill

The Jeanne A. Toombs Memorial Scholarship*

Andrew Bistras

The Jeanne A. Toombs Memorial_1 Scholarship*

Hazel Nichol

The Jiro & Tama Ishihara Memorial Scholarship*

Richard Dorsey

The John B. Finigan Memorial Scholarship*

Name Withheld at Awardee Request

The Joyce T. Woodman Memorial Scholarship*

Gavin Hill

The Katrina J. Przyjemski Memorial Scholarship*

Robert Nichol

The Kay Chambers Scholarship*

Shahana Ahmed

The Knights Of Columbus Scholarship*

Maria Sanderson

The Luc Stampers Memorial Scholarship

August Geraci

The Margaret Haggerty Memorial Scholarship*

Nabil Huseni

The Marguerite Purcell Memorial Scholarship*

Ariana Mostoufi

The Mark Teverovsky Memorial Scholarship*

Grace Maione

The Mary Ann P. Lee Memorial Scholarship

Maria Sanderson

The Mary Connorton Memorial Scholarship*

Daniela Rivera-Castillo

The Mary F. McHugh Memorial Scholarship*

Tucker Norton

The Maura Roberts Memorial Scholarship*

Miana Hamel

The Maybeth Fandel Sonn Scholarship

Isatu Fofanah

The Middlesex Savings Charitable Foundation Scholarship

Maliha Malek

The Nick Ressler Memorial Scholarship*

Noah Pavlov

The Norman E. & Joan M. Dee Scholarship*

Dimitrios Apollos

The Norton A. Levy Memorial Scholarship

Athos Apollos

Richard J. Sederstrom Memorial Scholarship

Miana Hamel

The Rivercrest-Deaconess-Newbury Court Scholarship

John Cain

The Rotary Club of Concord Capt. Thomas J. Hudner, Jr. Scholarship

Kalise Wynter

The Rotary Club of Concord Richard L. Hale Scholarship

Leah Maar

The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship

Shahana Ahmed

The Rotary Club of Concord William L. Eaton Memorial Scholarship

Sean Nigborowicz

The Sally Lanagan Memorial Scholarship*

Andrew Bistras

The Scholarship Fund of Concord and Carlisle Scholarship*

Aisha Tasso

Ajay Goncalves

Ariana Mostoufi

Athos Apollos

Celise Isaac

Chiara Petracek

Colleen Ormsby

Dallas Jackson

Denkeis Hunter

Dylan Murphy

Elian Hines

Elizabeth Walsh

Eman Alouw

Felicity Clamp

Grace Maoine

Jonathan Charles

Joshua Simard
 Kalise Wynter
 Kayla Almonte
 Leah Maar
 Madeline Maione
 Maliha Malek
 Maria Sanderson
 Maxwell Wong
 Maya Simard
 Miana Hamel
 Nevaeha Glenn
 Neve Wilson
 Neven Johnson
 Noah Pavlov
 Paul Sorrenti
 Richard Dorsey
 Robert Nichol
 Savannah Warrington
 Sofia Congram
 Tucker Norton

The Seitaro & Shina Ishihara Memorial Scholarship*

Melia Cook-Wright

The Tameji & Chiyo Yoshimura Memorial Scholarship*

Dallas Jackson

The Teresa (“Teri”) D. Hale Memorial Scholarship*

Raimy Little

The Thomas Hart Memorial Scholarship*

Neve Wilson

The Town of Concord George F. Flavin Scholarship

Caroline Shirley

The Town of Concord Guy P. DiGiovanni Scholarship

Celise Isaac

The Town of Concord Ruth E. Helsher Scholarship

Leah Maar

The Trudy Biernson Memorial Scholarship*

Athos Apollos

The Trustees Scholarship*

Athos Apollos

The Video Revolution, Ralph & Ellie Grossi Scholarship*

Eman Alouw

The Vinod Janan Memorial Scholarship*

Shahana Ahmed

The Wells A. Hall Memorial Scholarship*

Ajay Goncalves

The William W. Anderson Memorial Scholarship*

Sean Nigborowicz

The Wilson Flight Scholarship*

John Cain

The Winstanley Scholarship*

Dallas Jackson



The Scholarship Fund of Concord and Carlisle:

(standing) Ingrid Sutter, Christopher Carr, Paul Ressler, Guida Mattison, Bee Loprete, Charisse Alouidar, John Sweeney (seated front row) John Laurin, Travis Minor, Hanna Bruno, Justin Silverman, Sandy Eisenbies, Priscilla Guiney, Devra Feshbach-Meriney (no pictured): Ken Anderson, Marc Caruso, Molly Eberle, Kathleen Snook, Aaron Joncas, Chris Law, Aaron Powers, Tom Rutledge.

Human Services



Community Services

Bonny Wilbur, Community Services Coordinator

The Community Services Coordinator (CSC) provides information and referrals to Concord individuals and families seeking support. She assists in accessing a broad range of local, state, and federal programs related to parenting, food insecurity, finances and budgeting, disability, housing, transportation, legal assistance, and mental health. She also manages programs throughout the year in support of low-income families. Services are confidential and open to all Concord residents under the age of 60.

The CSC manages a Back-to-School Backpack Drive which provides school supplies and backpacks to students in need. Concord residents and town staff very generously donated new backpacks and supplies, and once again the McWalter Volunteer Insurance Agency made a significant donation of backpacks and school supplies. A total of 55 children received backpacks and supplies ahead of the new school year.

The CSC also manages camp scholarship programs funded by Concord's Silent Fund and the Concord-Carlisle Foundation. In 2024, just over \$14,000 was awarded in camp scholarships, allowing 20 children from low-income families to attend camp.

During the holiday season, the CSC manages a number of support programs. Beacon Santa provides one gift card per child to low-income families, as does the town's Gift Card program. As in years past, the majority of gift card donations came from the Freemasons of the Corinthian Lodge. Concord's Holiday Silent Fund provided financial support totaling approximately \$9,000 to 95 low-income households, including 120 children. And, once again,

the Concord Firefighters Relief Association held their annual Holiday Toy Drive, inviting low-income families to choose among hundreds of donated toys for their children.

The CSC works collaboratively with many local, state, and federal agencies and organizations. Locally, she partners with the Concord-Carlisle Foundation to provide financial support to residents through their When in Need fund, she collaborates on their camp scholarship program, and she provides vouchers to the Foundation's new Community Closet, located at TriCon Church, allowing low-income families to "shop" for much-needed clothing. She works with Concord's Hugh Cargill Trust Committee to help residents with overdue bills, and the Concord Cares program which helps with heating costs. Concord's Silent Fund provides camp scholarships as well as holiday support. Open Table Food Pantry combats food insecurity, Gaining Ground's Food for Families program provides fresh produce throughout the summer, and the Freemasons of Corinthian Lodge work with the CSC to provide significant financial support during the holidays in addition to year-round assistance to children through their Masonic Angel Fund. The CSC also works in close collaboration with Concord's houses of worship, as well as with the Society of St. Vincent de Paul.

Nearby agencies working in collaboration with this office include First Connections, Minute Man Arc for Human Services, Domestic Violence Services Network, Eliot Community Services, Seven Hills Foundation, Advocates, Inc., and the Salvation Army. The CSC works closely with Household Goods, Inc., providing the referrals required for Concord families to receive furniture and household items from this organization.

At the state and federal levels, the CSC collaborates

with the South Middlesex Opportunity Council, which offers a wide range of services, including fuel assistance (LIHEAP), assistance for women, infants and children (WIC), and financial assistance for people facing eviction (RAFT). The MA Department of Transitional Assistance is another important collaborator, as food stamps (SNAP) are managed by this department, as well as economic assistance programs to families with children (TAFDC) and emergency aid to children with no family (EAEDC). The Executive Office of Housing and Livable Communities offers financial support to homeless families with the goal of helping them find stable housing (HomeBase). The CSC also works with the MA Rehab Commission, the MA Department of Developmental Services, National Alliance on Mental Illness, MassHire, as well as MassHealth.

The CSC continues to serve as town liaison for the Best Western homeless shelter that opened in March of 2023. The social services agency, Making Opportunity Count (MOC), provides on-site case management to the families, and the nonprofit, Horizons for Homeless Children, provides a play space for the children. At the same time, the Concord-Carlisle Foundation continues to provide significant assistance to the families.



The CSC is a member of the Concord Public Schools' Mental Health Team, the Regional Outreach Coordinators' group, the Municipal Immigration Support Network, Concord's Behavioral Health Collaborative, the Concord at Risk team, as well as the Concord-Carlisle Foundation's Strategic Planning Committee.

The CSC attended a number of trainings throughout the year, including the Public Advocacy Training Assisting Families Experiencing Homelessness, a training by Care Solace on Teens and Cyberbullying, the annual fuel assistance training for intake workers offered by the South Middlesex Opportunity Council, a MassHealth Connector Enrollment Forum hosted by Congresswoman Lori Trahan, as well as a training by the Salvation Army on assistance programs available to Concord residents.

The Town of Concord Social Services Resource Guide, produced by this office, is available on the Town's website at <http://www.concordma.gov/community>.

The Community Services Coordinator's office is located at 55 Church Street. Residents are welcome to contact Bonny Wilbur, Community Services Coordinator, via email at bwilbur@concordma.gov, by phone at 978-318-3034, or in person by appointment.

Hugh Cargill Trust Committee

Elisabeth Brosens, Chair

Katharine Berger

Jill Block

Lucy Rosborough

Hester Schnipper

In 2024, the Hugh Cargill Trust Committee (HCTC) continued to implement the mission of the Trust, established over 200 years ago by Concordian Hugh Cargill. The Trust meets monthly, its purpose is to provide short-term emergency financial assistance to residents of the town. The Committee acts on behalf of the Select Board in receiving and reviewing requests for assistance and in distributing funds in accordance with the provisions of the Trust. Concord residents request aid by leaving a phone message at the Town House: 978-318-3100, ext. 2030 or by email at hctc@concordma.gov. All requests are confidential.

The HCTC is responsible for several other funds as well. These funds include Property Tax Relief to qualified citizens who apply, Concord Municipal Light Plant (CMLP) to cover utility bills, Concord Cares for heating fuel oil, and the Silent Fund for summer camperships and holiday gifts. A total of \$129,000 in donations was received in 2024 for all funds and a total of \$122,608 was distributed. These generous contributions are crucial to the Committee's efforts to meet the ever-increasing needs of Concord residents. The breakdown for each fund follows below:

- > Hugh Cargill Trust: Private donors gave \$51,468 to the Hugh Cargill Trust Fund in 2024. The Committee approved approximately 64 grants totaling \$26,134 from this fund, and \$5,000 was transferred to Concord Cares. Typically grants were made for the payment of rent, medical expenses, water, telephone, and car insurance.
- > CMLP Fund: The Concord Municipal Light Plant ceased donating to the CMLP Fund. Approximately 26 grants totaling \$7,899 were made in 2024, and the fund was closed.
- > Concord Cares: A total of \$700 was granted to 2 Concord citizens in need of emergency fuel assistance. Requests are granted by the Committee as well as by the Community Services Coordinator, the Police Department, the Fire Department, and the Council on Aging.
- > Property Tax Relief Fund: In 2023, the Select Board designated the HCTC to incorporate the roles and responsibilities of the Tax Relief Committee, which was disbanded. The HCTC administers the fund from monies raised in response to the annual appeal. Donations to this fund totaled \$77,538 in 2024, approximately 54 residents received a reduction in their real estate

tax bill, and the total tax relief given in 2024 was \$72,150.

- **Silent Fund:** In 2017 the Select Board designated the HCTC to administer the Silent Fund. This fund supports summer camp tuition for Concord children as well as gifts during the winter holiday season. \$15,728 was distributed by the Silent Fund to over 100 families/households in 2024.

The Committee continues to make known its existence and its mission through local communications such as the Concord Bridge and the Adult & Continuing Education publications, the Community Services Coordinator, the Concord Housing Authority, the Council on Aging, the Recreation Department, the Community Chest, Open Table, local clergy, and other local groups.

In light of the current economic conditions, the Committee anticipates 2025 to be another difficult year for many residents. We welcome private donations to continue the mission of providing short-term, emergency assistance to Concord residents. Donations may be sent to: The Hugh Cargill Trust at the Town House, P.O. Box 535, Concord, MA 01742. All contributions are tax-deductible.

Concord Free Public Library

Emily Smith, Director of Libraries

In 2024, the Concord Free Public Library became the first “Certified Sustainable Library” in Massachusetts, through the Sustainable Libraries Initiative’s award-winning Sustainable Library Certification Program (SLCP). The Library joined the SLCP in 2022 as a component of the 5-year Sustainability Plan. The certification process provided guidelines for the Library to bring awareness and motivation for sustainable practices to the entire community. Publishing a quarterly sustainability newsletter and teaming up with other town departments, nonprofit organizations, and private entities with similar values has allowed the Library to offer educational opportunities to the community in partnership with local farms, high school clubs, and a variety of other departments from local government.



SLCP helped increase staff engagement across all departments and job levels. Staff reduced aerosol use, abide by all smoking laws, added more indoor plants, scheduled regular maintenance of the building HVAC system, and regularly quantified the humidity and temperature with a hygrometer to confirm that the air in the Library is supportive of a long lifecycle for all library materials. The Library also offers multiple green spaces including a children’s garden consisting of native plants, a pollinator garden (now featured in the Homegrown National Park Pollinator Pathway), and a demonstration garden for patrons to learn about sustainable lawn alternatives. The Library hosted the second biannual climate festival, Cooler Concord, with many town partners, and continued to proceed in moving toward zero-waste. Furthermore, the Library aspires to be carbon neutral by 2030, continuing on the path of emission reductions.

Circulation

Library patrons checked out a combined total of 515,223 items in 2024, an increase of 1.4% from 2023. The library introduced a new Romance Book Club with great success, including refreshments and “mocktails” for patrons to enjoy. The Staff Picks book display was stocked daily with favorite recommendations from individual staff for reading, listening and viewing. Patrons have sought out recommendations from specific staff members based on those selections. Circulation staff have enjoyed creating moments of joy and welcome through the seasonal decorations at the service desk. In keeping with the library’s commitment to sustainability, seasonal decor is reused annually.



Members of the circulation team spreading the fun on Halloween

Reference Services

The Reference Department offered research assistance, programs, technology assistance, notary services, and inter-library loan services. Librarians assisted patrons with many different types of inquiries including 3,961 reference questions, 2,926 meeting room reservations, and 1,464 technology questions. Almost 5,000 patrons attended 149 in-person and virtual programs including the annual Concord Festival of Authors, weekly

Thursday Morning Meditation with Mondiwell, theater productions, lectures, author talks, wellness programs, genealogy classes and storytelling events.

Innovation and Communication

The Library's free, all-ages makerspace the Workshop is celebrating its first full calendar year in operation! In 2024, the Workshop loaned more than 1,500 tools to the community and hosted more than 4,000 patrons at over 200 hands-on workshops and programs. The Innovation and Communication department expanded the Library's Library of Things collection to support the Town of Concord's sustainability goals, with home tools like a portable induction burner and soil and water testers, as well as Citizen Science Kits that allow residents to take real scientific measurements of their environment and submit them to environmental research and advocacy organizations across the country.

Youth Services

In 2024, the Children's Library enjoyed its busiest year yet and hosted 463 programs with 19,452 patrons in attendance. This represents a nearly 25% increase in program attendance from 2023. The highlight of the year was the introduction of the brand new Reading Dragons summer reading challenge, in which kids became Reading Dragon "trainers" who earned dragon trading cards. Dragon egg cards grew into higher level dragon cards as they read more.. Participants were able to choose from a total of 16 different dragon eggs, each with a total of 4 evolutions. In summer 2023, 550 kids participated in CFPL's summer reading challenges, and this year, a whopping 1,054 kids joined us for Reading Dragons and Rubber Ducky Club! Together, the children in our community read 30,450 days over the course of the summer. Most notably, many families reported to staff that the program helped spark a passion for reading even for children who had previously struggled to maintain interest. Children's staff look forward to offering the program again with all new dragons for summer 2025.



These are some of the most accomplished Dragon Trainers from our 2024 Reading Dragons program—pictured here with their Dragon Trainer folders!

In 2024, The Teen Lounge welcomed 999 teens (and some parents) to our programming. This number represents a 16% overall increase in attendance and an increase in the ratio of attendees per programs hosted, rising from 8.3 to 10.7. The Teen Lounge saw the continuation of the popular gaming groups which host players along the full range of ages in the teen room. Major successes of 2024 include 93 attendees of our Young Adult Author Symposium (YAAS!) author event at CCHS, 617 volunteer service hours from 45 teen volunteers, 55 participants in the teen summer reading club reading 541 books, 140 attendees at Teen Pride Fest activities, and the addition of our homework help and college prep web service Brainfuse, which has seen 830 usages for Concord patrons.

Fowler Branch Library

Beginning with a hopping Noon Year's Eve party to ring in 2024, Fowler staff celebrated community connections throughout the year. Staff introduced new book clubs, a very popular weekly yoga class, and an additional evening storytime. The Library continued a long-standing relationship with Concord Carousel, and expanded preschool outreach to include regular visits to Concord Children's Center and Concord Montessori. The Library worked with the West Concord Junction Cultural District Committee, the Pollinator Health Advisory Committee, Minuteman Arc, Art for All, Mothers Out Front, Safe Routes to School, ArtScape, the CCHS Green Team, and local businesses. Through these partnerships staff were able to offer or support West Concord events (Spring into West Concord, Discover West Concord Day, West Concord Holiday Stroll), provide meaningful services for a range of patrons (Art for All Abilities, Next Chapter Book Club), and support sustainability (Winter Seed Sows, Bike to School Days, Sustainability Studios, the Bike Festival). From a party celebrating new artwork on the fence by the pollinator garden to the opening receptions for community art shows to a poetry reading for the West Concord Poetry Phone to the third annual Diwali Gala, in 2024 Fowler Library reinforced its



Breakfast with the Authors, October 26, 2024

reputation as a place of joy and connection.

Special Collections

Special Collections staff served over 1,000 patrons and answered nearly 800 reference questions. Staff presented to the Thoreau Society's 82nd Annual Gathering, the Concord Town History & Guide Training course, the Town of Concord Library Committee, Concord Rotary Club, Concord Ladies' Tuesday Club, The Enchanted Book Club, and Kerem Shalom.

Patrons sought us out from near and far! We had in-person visitors from five New England states, as well as from New York, North Carolina, California, Nevada, Colorado, Alabama, Indiana, Texas, Florida, Louisiana, Maryland, Michigan, Minnesota, Missouri, North Carolina, Illinois, Ohio, Utah, Washington, DC, Wisconsin, and Alaska. Researchers also came to see us from Canada, Brazil, Japan, England, Israel, New Zealand, and Spain.

Special Collections curated two major exhibitions in 2024: *Illustrated—An Exhibition of Children's Art*, and *Alicia Keyes: New Pathways to Beauty*. The latter featured paintings and sketches by Concord artist Alicia Keyes and pieces on loan from the Emerson and Keyes families and the RWE Memorial Association. Special Collections also transitioned to coordinating the installation and promotion of the monthly community art exhibitions in the recently dedicated Munroe Gallery.

Special Collections hosted eleven lectures and presentations, with nearly 800 attendees, including a celebration of Joseph Coolidge Wheeler, with a screening of "The Making of Joe Wheeler: A Concord Story," produced and directed by Concord resident Susan Orleans Rieder. 2024 also featured a presentation and book signing with the Pulitzer Prize-winning historian Doris Kearns Goodwin for her newest book, [An Unfinished Love Story: A Personal History of the 1960s](#), and the annual Joel Myerson Lecture series, which featured Margaret Fuller scholars: Brigitte Bailey, Leslie Eckel, and Megan Marshall.

Special Collections added several noteworthy acquisitions to its holdings, including Barrett and Holland Family papers. Due to the generous support of the Library Corporation and its donors, Special Collections also acquired the extensive Kent Bicknell Alcott Family Collection, including Alcott family letters, manuscripts by Louisa May Alcott, photographs, ephemera, and art pieces by May Alcott Nieriker.

Finally, Special Collections worked with the Concord Prison Outreach-led Initiative, Naming the Unnamed. This initiative tells the story of the men buried at the Concord Reformatory Prison. The Library now hosts an online exhibition gallery of these stories.. Special Collections holds material about the prison, including an extensive collection of newspapers published in 1885 and into the early 1990s, when incarcerated

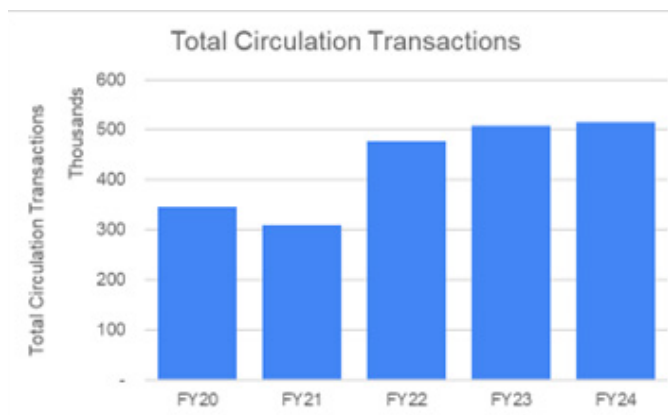


The 14 Young Adult authors who came to speak at the November 16th YAAS! author festival.

people at the Concord prison wrote, designed, and published their newspapers. 2024 concluded with the announcement that five titles in this newspaper collection are now available to view online.

Technical Services

In 2024, Tech Services ordered, cataloged and processed 8,000 new items in various formats and added them to the Library collections. Staff provided audiovisual and technical support on a daily basis for events both small and large. Staff replaced critical technology at staff stations and the public computers. Technical Services staff supported Library-wide initiatives and activities such as the Sustainability Certification process and Green Team meetings, and publication of the weekly newsletter. The Library's Book Conservator continues to restore and preserve the Library's Special Collections archival materials.



A Note of Gratitude

As the Five-Year Data Comparison chart illustrates, the Concord Free Public Library has experienced a significant increase in demand for services over the past five years. This includes a 400% surge in program attendance, a 175% rise in library visits, and a 200% growth in network transfers (items loaned and borrowed within the Library Network). Furthermore,

with 91% of Concord citizens holding library cards and a 150% increase in total collection use during this period, the Library continues to fulfill its mission: to inspire lifelong learning, promote personal enrichment, and connect the community. This achievement is directly attributable to the dedication and creativity of our hardworking Library staff; I'm deeply grateful for their contributions. I also want to thank the community for their generous and ongoing support. Finally, my sincere thanks go to our vital partners: the Concord Free Public Library Corporation, the Friends of the Concord Free Public Library, and the Library Committee, whose collaborations are essential to this fulfillment.



Five Year Data Comparison FY20 - FY24

Key Performance Indicator	FY20	FY21*	FY22***	FY23***	FY24
Total Circulation Transactions	345,461	309,183	476,774	508,016	515,223
Children's Materials	92,857	68,843	140,015	157,473	162,820
Young Adult	9,137	6,546	9,640	10,267	9,780
Physical Audio Visual (DVDs, CDs) Materials	57,248	26,092	35,392	36,339	35,249
All Electronic Material (ebook & downloadable)	82,139	121,484	70,219	64,114	70,538
Network Transfers - Items Borrowed	36,804	75,254	63,950	61,254	70,098
Network Transfers - Items Loaned	59,690	144,384	111,997	110,367	107,687
Meeting & Study Room Use	2,372	306	493	1,716	3,607
Use of Non Traditional Items (Library of Things, Museum Pass)	2,461	295	1,289	4,381	6,399
Use of Library Computers	10,400	-	3,016	5,200	7,176
Use of Library Wireless Internet (estimate)	233,304	1,000	8,000	15,000	20,000
Use of Database and Online Learning Platforms	92,857	134,786	109,955	152,601	157,075
Registered Borrowers	14,022	14,044	14,800	15,802	16,625
Hours Main Library Open	4,208	768	2,953	2,982	3,028
Full Time Equivalent Staff	29.67	27.85	29.28	31.38	31.38
Library Attendance	202,754	67,585	245,368	357,200	349,529
Visits to Fowler Branch	50,785	16,928	56,385	58,800	70,191
Reference Questions	11,143	2,560	4,272	9,683	38,079****
Total Holdings**	1,200,563	1,334,585	1,631,221	374,380	377,663
Total Print Materials (Books, Periodicals)	239,425	230,671	224,228	216,691	210,438
Total Non Print (ebooks, downloadable audio, etc)**	961,138	1,103,914	1,406,993	157,689	167,225
Total Programs Offered	556	690	1,879	1,288	1,562
Total Program Attendance	10,154	9,759	44,090	31,101	42,162
Number of Volunteers	222	87	194	392	204
Volunteer Hours Worked	5,470	350	5,442	6,048	6,037

*FY21 (July 2020-June 2021) reflects significant service reductions and closures due to COVID Pandemic (March 2020 - March 2022); Public computers not available

**In FY20-22 Holdings included entire collections for streaming services; beginning in FY23 only individually leased titles included for non print holdings

***In FY22 & FY23 the Main Library under construction; access to some collections, programs and services impacted

****FY24 Reference transaction counts improved with new tracking software and additional service desks opened after Main Library Expansion

Concord Free Public Library Committee

Laura Klein (Chair)

Lindsay Howard

Sara Pacelle

Pamela Ressler

Farhanah Sheets

James Vahey

Mary-Wren vanderWilden

Dee Clarke (Associate Member)

The Library Committee is appointed by the Select Board. Committee members serve for staggered three-year terms and can serve for up to two terms, and work with the Library Director to help maintain the Library's financial stability and well-being, provide short-term and long-range planning support, support policy development and update existing policies, as needed. The Library Committee also works to enhance patrons' experience using the Library, considers new technologies to enhance services and facilitate the work of the Library staff. The Committee promotes the Library's leadership in organizing active programming

for all ages and supports community sustainability efforts through education and organizational practice.

Director

The Library Committee continued to work closely with Library Director Emily Smith. We appreciated Emily's enthusiasm and expertise throughout 2024, particularly as the Library expanded its services and programming, and fully activated the recently renovated spaces at the Main Library.

The Workshop

The programming in the Workshop, the Library's new Makerspace, continued to thrive in 2024. Staff offered 145 programs, including 55 programs for all ages, 38 for teens and 52 for adults. A total of 2,002 patrons participated in these structured programs, while an additional 2,236 patrons participated in drop-in programs during Open Maker Hours.

Youth Services

The popularity of library programs was evident in Youth Services this year as well. Teen Librarian, Erick Gordy, was able to secure a \$2,500 grant from the Mass Cultural Council to help fund a joint project with Concord Carlisle High School. The Young Adult Author Symposium (YAAS!) on Saturday, November 16th at CCHS featured a dozen authors of literature, graphic novels, and non-fiction aimed at YA audiences. The event provided teens with access to authors for Q&A, writing workshops, and book signings. Teen services ran 97 programs in 2024 with a total attendance of 699 teens. In addition, Youth services ran almost 500 programs with a total attendance of 20,015. One of the most popular programs was this year's new Summer Reading program: Reading Dragons provided children with opportunities to earn dragon trading cards. For every 2 days that children read, they earned trading cards showing their dragon eggs hatching, evolving and growing into mature dragons with unique features. The summer months had lines of children waiting to check in with librarians at both libraries. October saw the return of the popular Adopt a Reading Pal Program. This program pairs children with special "Reading Pals," stuffed animals that they are encouraged to read with every day. This year, the program featured cats for the first time, and Children had the opportunity to experience several special programs to learn about caring for animals.

Planning for Concord 250th

As April 2025 is the 250th anniversary of the beginning of the American Revolution, the Library Committee and Library Director, have been meeting with Public Works, Fire and Police to understand the potential impact on the Library. The Director and Library Committee have been working with Town Officials to balance the mission of the Library to be open to the public and to showcase its collections and history and regular town services,

with concerns for the safety of the Library facilities, art and the collections. The Library Committee discussed modified service models for 2025 that will allow the Library to welcome out of town guests in the days surrounding the April 19th celebrations.

Library Hours

The Library once again was open 64 hours each week, opening on Sundays from January to mid-June, and October to December.

Library Policies

In our role as an advisory board to the Library Director, the Library Committee reviewed and approved revisions to several Library policies in 2024. Policies were updated in order to reflect current best practices and to ensure that policies evolve with the changing physical space of the Library, emerging technologies, and the needs of the Concord community. In 2024, the Committee approved updated policies including the Meeting Room, and Study Room and Social Media Policies. The Committee also discussed the process for managing incident reports, and worked with the Library Director to discontinue policies that were no longer needed or covered by other new policies. All Library policies are published on the Library's website.

Strategic Plan

The Library Committee began discussing plans to work on updating the Library's Strategic Plan. Starting in 2025, we will undertake a broader strategic planning process incorporating the use of new Library space and enhanced services, such as the Workshop makerspace. The Committee will start gathering input and feedback from the Library staff and the community on programming and services available in the new Library space that will help define the strategic plan for 2026 and beyond. The Committee is starting to define key performance indicators and other measures to track Library performance and attainment of tangible service goals. The goals will be defined during the upcoming strategic planning process to be started in 2025.

Gratitude

In the summer of 2024, Dee Clark as an Associate Member, resigned from the Library Committee. We extend our gratitude to Dee.

The Committee began to work on filling anticipated vacancies for 2025. With at least one full and two associate member positions to fill, the Library Committee has been bringing interested potential members to our fall meetings so they can experience our process and decide if the Library committee is of interest.

We are grateful to the Library Corporation for continuing to participate in our monthly meetings through a Trustee representative. This collaboration between the

Corporation and Committee ensures that the Library is best positioned to meet the needs of our community, which was especially important throughout the expansion project this year. They are welcome guests and valued partners.

We are also grateful to the community members, observers, and speakers who have attended our meetings this year to ensure that the Library continues to meet the needs of our patrons and our Town. Open meetings are held on the first Tuesday of the month at 6:30 in the Trustees Room at the Main Library and may also be available on Zoom. We welcome and encourage interested members of the community to attend.

Concord Free Public Library Corporation

Trustees

Sherry F. Litwack, President

Pamela Gannon, Vice President

Richard D. Briggs, Jr., Treasurer

Theodore Hanselman, Clerk

Jeffrey W. Adams

John W. Boynton IV

Laurence Constable

Yumi Yasutake Suarez

Elise Woodward

The Concord Free Public Library Corporation is a Massachusetts charitable corporation created by the Massachusetts Legislature in 1873 for the purpose of forming and maintaining a public library in Concord, which it undertakes to do in collaboration with the Town and the Library Committee. For more information on how the Library works, go to the Library's website: <https://concordlibrary.org/about/how-we-work>

The primary responsibility of the Library Corporation is to preserve, maintain, protect, improve, and enhance the buildings and grounds of the Main Library in Concord Center and the Fowler Branch in West Concord. The Library Corporation also preserves, protects, develops, interprets, and shares its Special Collections, which is the most comprehensive archive of primary and secondary source material related to Concord history, life, landscape, literature, people and influence from 1635 to present day. In FY 2023-2024 the Corporation spent over \$1,000,000 for maintaining and improving our buildings and grounds; purchasing new books and materials for the circulating collection; acquiring new equipment and materials for the Workshop; and supporting Special Collections, staff development, arts scholarships, and administration expenses including insurance. The majority of these funds come from our Annual Fund and income from the Library Corporation's endowment. For large projects, such as a major expansion or renovation,

funds are raised through capital campaigns supported by generous Concord citizens and institutions, and funding for smaller special projects may also be raised through direct outreach to supporters. *None of the Library Corporation's funds come from the Town's municipal property taxes, but rather supplement what the town allocates to the Library in its annual budget.*

Board Development

We were very pleased to welcome a new Trustee, Laurence Constable. His skills and interests in finance, the arts, and education will be great assets to the Library Corporation.

The William Munroe Special Collections, which are owned by the Library Corporation, continue to be a popular and important resource for people throughout the United States and around the world. Special Collections sponsored several programs and exhibitions in 2024, including the exhibitions "Illustrated – An Exhibition of Children's Art" and "Alicia Keyes: New Pathways to Beauty"; a celebration of Joseph Coolidge Wheeler with a screening of "The Making of Joe Wheeler: A Concord Story"; and the annual Joel Myerson Memorial Lecture featuring Margaret Fuller scholars: Brigitte Bailey, Leslie Eckel, and Megan Marshall. Another highlight was a presentation by Doris Kearns Goodwin on her most recent book *An Unfinished Love Story: A Personal History of the 1960s*, in which she mentions the Library's Goodwin Forum and its significance to her and her late husband, Richard Goodwin.

Notable acquisitions included materials donated from the Barrett and Holland families and the Kent Bicknell Alcott Family Collection, including letters, manuscripts by Louisa May Alcott, photographs, ephemera, and art pieces by May Alcott Neriker, which was purchased through the generous support of donors.

Munroe Art Gallery

This year the Art Gallery was re-dedicated and named for the Library's founder, William Munroe. Munroe's original vision was for the Library to include art in addition to books, as a way of bringing culture to the people of Concord. This vision has developed into the Library's renowned Special Collections, including a significant art collection. <https://concordlibrary.org/special-collections/art-collection>

Sustainability

Our Sustainability Implementation Committee has been making good progress on the initiatives in the Library's **Sustainability Plan**. In 2024, the Concord Free Public Library became the first "Certified Sustainable Library" in Massachusetts, through the Sustainable Libraries Initiative's award-winning Sustainable Library Certification Program (SLCP). The staff has made significant contributions to sustainability practices in the

Library and public education about sustainability. The Library Corporation is continuing to work on plans to improve the sustainability of the older historic parts of the Library and researching the potential effectiveness of solar and geothermal systems. We welcome people to join our Sustainability efforts. Please contact Sofia Ghannam if you are interested. sghannam@cfplcorp.org You can view the 10-year plan and our progress on the Library website: <https://concordlibrary.org/news-events/library-news/the-library-corporations-sustainability-plan>

Williams Scholarship Fund

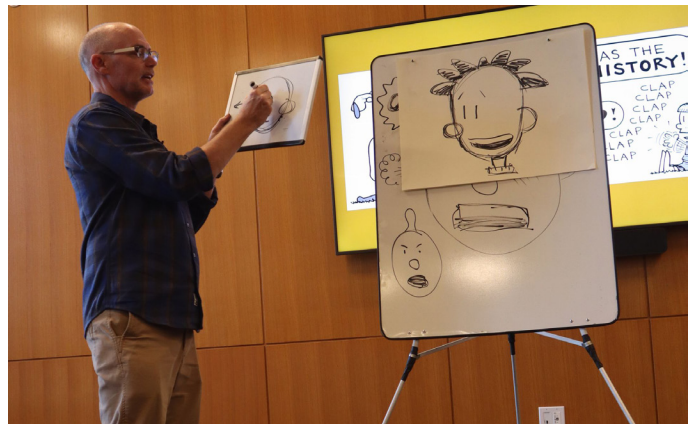
As Trustees of the Williams Scholarship Fund, made possible by a bequest from Charles H. S. Williams in the 1800s, we continue to award grants to several high school students planning to pursue studies in the arts in college. This year's recipients included scholarships for Benjamin Lyczowski (Music) and Michelle Gu (Visual Arts); continuing scholarships for Kincaid DeBell (Visual Arts), Ruby Massengale (Visual Arts), Samara Reid (Visual Arts), Sophie Richardson (Music), and Sonia Vader (Visual Arts); and Honorable Mention to Maya McCabe (Music) and Noah Pavlov (Visual Arts).

We were able to once again host a salon to highlight and celebrate the talents of these arts scholars.

The Leslie Riedel Award for Excellence in Children's Literature

The annual Riedel Award featured author, illustrator and cartoonist, Lincoln Peirce, whose books include the popular *Big Nate* and *Max and the Midnighters* series. The program was enthusiastically attended by a full house of young people and their families.

It is gratifying to see so many people using and enjoying all of the spaces in the Library, including the new Children's Library, Teen Lounge, Workshop, Goodwin Forum, and Commons as well as the beloved historic spaces. The Library remains a thriving and vital community resource – *free and open to all.*



Friends of the Concord Free Public Library

The **Friends of the Concord Free Public Library** (Friends) is a nonprofit, charitable 501(c)(3) organization that is dedicated to **supporting the Library and promoting its vital role in our community**. Our mission is made possible by the generosity of our



members, donors, and volunteers, as well as the many visitors who attend programs, browse our book sales, shop in our Friends Books Shops, and gather on the shared Main Library lawn for concerts and social events.



We are deeply grateful for donations of gently used books and audio/visual materials, as well as for the tireless efforts of our volunteers. Our volunteers devote countless hours year-round to sorting books, planning and staffing events, and supporting our book sales in June and December. Proceeds from these sales, which reached record-breaking totals in 2024, directly fund the Library's programs and services.

Membership and Leadership

The Friends organization includes over 750 members who enjoy exclusive benefits such as early access to the Holiday Book Sale, volunteer opportunities, and news about Library events and programs. At the annual meeting in May, members elect the Board of Directors, who oversee our efforts throughout the year. The Board members, consisting of President Matt Boger, Clerk Erin Piro, Co-Treasurers John Skelly, Stephan Bader and Faith Bader, Children's Books Sales Lead Janet Kaminstein, Poetry Lead Glenn Mitchell, Publicity Lead Betsy Levinson, Friends Book Shop Lead Laurie O'Neil, Sorter's Liaison Rick Dunn, Events Leads Hayley Maybury and Rebecca Lemaitre, and Governance Lead Crista Collins, take on various responsibilities to support programs, events, and efforts throughout the year.

"Some" Highlights from 2024

The Friends' signature events, the "world famous" **Annual Summer Book Sale** and **Holiday Book Sale**, set new fundraising records, raising over \$60,000. These sales brought together one of Concord's largest volunteer teams, spanning generations from high school students to retired octogenarians. Visitors traveled from across New England and beyond, with one book enthusiast journeying from the *other* Portland (Oregon!).



The **Friends Book Shops** located near the Children's Library in the Main Library and at the entrance to the Fowler Branch, continue to offer an excellent selection of gently used books, CDs, and DVDs. Funds raised here reached over \$3,000 to help fund many of the great programs that the Friends sponsor.

Concord Festival of Authors



The Friends once again chaired the **Concord Festival of Authors**, a cherished community tradition. Collaborating with local organizations including the Concord Book Shop, Barrow Bookstore, The Concord Museum, Barefoot Books, The Orchard House, The Thoreau Society, Walden Woods Project, Transcendentalism Council of First Parish Church, and Afternoon Tea Book Club, and others the event featured distinguished speakers. Special thanks go to reference librarian Barbara Gugliuzza for her wonderful work on the CFA!

Award recognitions included:

- > The **Ruth Ratner Miller Memorial Award for Excellence in American History** was presented to Pulitzer Prize winner Jacqueline Jones
- > The **Leslie Riedel Award for Excellence in Children's Literature** went to Lincoln Peirce, author of the *Big Nate*

series

- **The Joel Myerson Annual Lecture Series** sponsored and presented by the Concord Public Free Library Corporation explored the legacy of Margaret Fuller, featuring professors from UNH, Suffolk University, and Emerson College

Films at Fowler

Now in its 26th year, the *Films at Fowler* series showcased thought-provoking films, including Alfred Hitchcock's *Strangers on a Train* and modern releases like *Blackberry* and *Rise*. Film discussions, led by Randall Warniers, added depth and engagement for attendees.



Poetry and Music Programs

The Poetry at the Library Series delighted audiences with ten award-winning poets, while the Friends' Music Program featured an eclectic mix of performances, from classical and folk to children's music.

Community Outreach and Support

Beyond book sales, the **Friends distributed donated books to local organizations, including the Open Table Pantry, the family shelter at the former Best Western motel, and More than Woods**, a youth-run bookstore in Waltham supporting young adults in the foster care system.

The **Friends funded museum passes** for attractions such as the Boston Children's Museum and the Museum of Fine Arts, ensuring free or reduced admission for Library patrons.

Additionally, the Friends supported professional development opportunities for Library staff.



Gratitude and Looking Ahead

Our heartfelt thanks go to the dedicated Friends Sorters, who work tirelessly to organize thousands of donated books each week. Special recognition goes to Janet Kaminstein for her leadership in organizing children's books and to Claire Green and her team for their exceptional work sorting and on book sales.

The Friends of the Concord Free Public Library welcome new members! To join or learn more, visit us as online at <http://www.cfplfriends.org>, follow us on Facebook, or email us at friends@concordlibrary.org.

Together, we can ensure that the Concord Free Public Library remains a vibrant hub of learning, creativity, and connection for all! THANK YOU in advance for your participation and support!



Minuteman Media Network



Minuteman Media Network (MMN) is the community TV station for the towns of Concord & Carlisle. MMN is an enterprise fund of the Town of Concord, under the IT Department.

The MMN enterprise is managed by Julie Manoogian, Media Manager. The staff includes Matt Beren, Production & Equipment Manager; Tory Wesnofske, Senior Producer/Education Coordinator; and Arkadiy Barshteyn, Videographer. We are located inside Concord-Carlisle High School.

Our Mission

Our mission is to film and edit town meetings, events, original shows and podcasts with full transparency to keep residents informed, educated and entertained. We lend our equipment and TV studio to residents, students and employees to create original programming. We encourage volunteers to help us film events, and we offer training on video and podcast production.

2024 Highlights

The MMN team scored First Prize at the Alliance for Community Media Awards! This annual awards show recognizes excellence in video production for community media stations. The winning video was our coverage of the Concord Free Public Library's 150th Anniversary Celebration. Our category was "Community Event - Multiple Cameras", and we're proud to say we beat larger cities like Boston and NYC!

The award-winning video features Emily Smith, Director of Libraries, a parade of Minutemen and reenactors, and crowds of Concordians enjoying the day.



MMN staff L to R: Tory Wesnofske, Julie Manoogian, Matt Beren, Arkadiy Barshteyn.

We launched multiple podcasts for the Concord250 Committee, the Town of Carlisle Administrators Report, and the Concord Prison Outreach. All podcasts were recorded in the MMN studio and uploaded to Spotify and YouTube.



Our student engagement continues to grow. CCHS student Gerald Tenenbaum launched a new talk show called "The People's Tomorrow". Filmed in the MMN studio, Gerald has interviewed NH Governor Chris Sununu and Simon Cataldo about their career in politics and advice for aspiring students. In future episodes, Gerald plans to bring more accomplished guests to the MMN studio. You can watch The People's Tomorrow on YouTube and Education Channel 22.

MMN also filmed CCHS's annual PRIZM holiday concert and our FlexBlock is getting busier with students who want to learn video production.



L to R: Matt Beren, Julie Manoogian, NH Gov. Chris Sununu, CCHS Student Gerald Tenenbaum.

In April 2024, MMN we recorded and livestreamed 3 nights of the Annual Town Meeting which included a Special Town Meeting. The CCHS gym was packed with thousands of residents who came to vote, and the crowd overflowed into the school auditorium. Our team managed a 6-camera production, covering every angle and following the action between the podium and the audience, while switching back-and-forth between the gym and the auditorium. We designed on-air graphics for 53 articles and projected the town's slide presentation and time clock onto 3 projection screens. We livestreamed on YouTube with over 3,000 views.



Julie Manoogian, Matt Beren filming Town Meeting 2024

MMN Senior Producer Tory Wesnofske teamed up with Concord resident Leo Carroll to produce a new series for MMN called "Old Concord Woodworks". Leo brings you into his Concord barn to craft homegrown treasures

using wood from Concord trees. All episodes of Old Concord Woodworks are available on YouTube and Comcast TV Public Channel 8.



Concord Resident Leo Carroll

Where to Watch Us:

Comcast Cable TV Channel 8 is MMN's Public Channel.

We broadcast original programs and town events such as the Patriots Day Parade, Tree Lighting, 250th events, exercise and cooking shows. We also curate public domain movies and programs from other public community TV stations.

Comcast Cable TV Channel 22 is MMN's Educational Channel.

We broadcast content from the schools, libraries, museums and public domain videos such as lectures, forums, graduation ceremonies and school concerts.

Comcast Cable TV Channel 9 is MMN's Government Channel.

We broadcast Concord and Carlisle Select Board meetings, Concord Carlisle Joint School Committee Meetings, Concord Finance Committee Meetings, Town Meetings and Public Hearings.

On YouTube, all our videos are available to watch on demand by searching the Minuteman Media. If you click the Subscribe button, you'll receive email notifications when new videos are posted.

On Social Media, please like us on Facebook and follow us on Instagram.

Recreation Department

The Concord Recreation Department is a leader in providing activities that promote healthy lifestyles, enhance personal development, and encourage community involvement. We proudly promote community through wellness and play. As a dedicated group of professionals, we create and execute quality fun, unique, and inclusive opportunities in our facilities. Concord Recreation is part of the Human Services Division and runs on a self-sustaining revolving fund. We strive to keep pace with a growing community and interests to deliver the highest quality customer-focused programs, events, and services we can. Concord Recreation is proud to offer the community a variety of services, including The Carousel Preschool, the Beede Swim and Fitness Center, school year childcare, summer

camp, youth and adult sports, special events, permitting of Town playing field/courts, White Pond Beach operation, the outdoor pool at Emerson Park, and take the lead in operations at the Gerow Recreation Area.

Employee Updates

Concord Recreation's dedicated 200+ employees remain responsible for the continued growth and success. We are excited to share that we have three new members of our 16-person full-time team.

2024 brought changes and additions to the team! Concord Recreation hired a new Beede Swim and Fitness Center General Manager, Jenny Saccardo. Jenny is a Concord resident with a great history running aquatic and fitness centers as a YMCA Executive Director in California before moving back to Massachusetts and Concord. Welcome, Jenny!

Also in January, Concord Recreation hired Joe Durant as a full-time Recreation Supervisor. Joe oversees our youth and adult sports programs, Middle School Ski program, track program, and summer specialty camps, and helps with Special Events. Joe joins us from the Southboro Recreation Department, and we are excited to have Joe onboard. Welcome, Joe!

In February, Concord Recreation hired Leigh Jackson as the new Recreation Director. Leigh came to Concord from the Brookline Recreation Department where she served as Recreation Director and brings a wealth of knowledge and experiences within recreation and beyond. Leigh has robust outdoor recreation experience, and came to MA over 15 years ago after stints in Georgia, North Carolina, and Alaska. Welcome, Leigh!

Sam Craig joined the Concord Recreation team as a full-time Recreation Supervisor in April 2024. Sam comes to us from La Via at Gordon College as he was the Director of Adventure Camp, and Challenge Course Manager among other roles. Sam oversees camp as summer camp director and manages our professional day programs during the school year and school-year-based programming. Welcome, Sam!

Recreation Department Highlights 2024

Youth and Adult Sports

- > Concord Recreation Youth Basketball League saw an increase in participation. This year we had 324 participants and over 45 volunteers, up from 284 participants and 40 volunteers LY. We also had a new partnership with Prove Them Wrong for our basketball program. (February 2024).
- > Recreation Ski



and Snowboard program for Elementary (grades 2-5) and Middle School (grades 6-8) served 188 students participating in Nashoba Valley and Wachusett

Mountain ski trips (respectively); this is relatively flat to LY. (February 2024).



- > Adult basketball (men and women) had a total of 523 registrations throughout the course of the year, up from 400 LY.
- > Adult volleyball (co-ed) had 217 registrations, up from 198 LY.

- > Pickleball lessons had 78 registrations in 2024, down from 122 LY.



- > Indoor Pickleball at Hunt saw a consistent rate in “recreation play” registrations, down from 355 LY.

- > Our Youth basketball clinics run seasonally. In 2024, we had over 150 registrations for all clinics, Kindergarten to 8th grade, boys and girls. Registration numbers are up from 124 registrations LY.

- > We began a new youth golf instruction partnership this year with xGolf in Acton. Recreation had 17 registrations Fall of 2024. We will be running it again in the winter.

- > Our tennis program is growing. In 2024, we had 138 youth students and 48 adult students, and we sold 10 private and semi-private lessons.

- > Our vendor programs also continue to grow. In 2024, we had 190 registrations for Super Soccer Stars. They provide soccer instruction to ages 2-7yrs. We had 48 registrations for On the Mark Archery, youth and adult. We also had 122 registrations for our Skyhawks programming, including volleyball, floor hockey, and golf.

Special Events

- > Shamrock Ball continued its great success! We had over 217 families registered with us for a formal night of dancing, raffles, and fun.
- > Concord Recreation facilitated the popular FREE Summer Concert Series at West Concord’s Rideout Park. The four concerts served roughly 800

community members.

- > The annual Egg Hunt welcomed over a thousand people who collected 20,000 candy-filled eggs.



- > We ran our most successful Craft Fair this year with 23 table registrations, selling homemade crafts and goodies.
- > The 2nd annual Kite Festival saw nine families register for our Rideout Park event in the Spring.
- > Our yearly Yard Sale sold out in May with 15 tables registered to sell items.
- > The Town’s Annual Tree Lighting event was a huge hit. This is a collaborative and complex project with CPW, CPD, CFD, and CMLP. The Tree Lighting saw an estimated 7,000 attendees. Thank you to all who helped coordinate, execute, and attend!

School Programming

- > At Willard, we had 334 registrations for our before and after-school youth programs.
- > At Thoreau, we had 239 registrations for our before and after-school youth programs
- > At Alcott, we had 249 registrations for our before and after-school youth programs.
- > Consistent with LY, the February vacation hosted over 114 children. April vacation served 137 children in fun, engaging, quality activities.
- > During the school year, schools host professional days for their teachers. During that time, we show our support by offering programs, so that parents can still work. This year in April, we had 39 kids for the professional day and November hosted 41 kids in engaging activities.

Summer Camp

- > Concord Recreation’s Camp Three Rivers served 1,987 campers in 2024, up from 1,525 campers in 2023.
- > Concord Recreation takes great pride in helping students get job experience. We employ and



train dozens of teenagers working their first jobs and supporting them in the beginning of their work journey. In total, we hired a diverse and committed team of 50 camp staff. (June-August of 2024)



- > Concord Recreation also opened its doors to 29 children from the Elm Street Shelter at the Best Western Hotel. Recreation gave over \$30,000 in financial assistance/in kind.

Childcare Programming

- > Concord Recreation values the diversity of the Concord population and embraces its reflection in our Carousel Preschool program. Carousel Pre-School and Kaleidoscope **Summer** childcare programming are essential to the Recreation Revolving budget with over \$1 million in revenue, per year.



- > Kaleidoscope Kids **Summer** program supported 58 children in registrations for the half-day morning and full-day programs from June 17 - August 9, 2024.

White Pond

- > In 2024, we had zero shutdowns due to water quality. Water quality closed many beaches and swimming areas, impacting



our revenue and operation. We sold 609 memberships, with 437 residents and 172 non-residents. This is up from 585 total memberships in 2023. We also sold \$8,385 in day passes and guest passes compared to \$7,175 in 2023. Due to the high water levels of White Pond in 2024, we had a limited beach area. We expect to see that ease in FY25.



Financial Assistance

- > Concord Recreation is committed to offering financial aid to resident families in financial need. For 2024, Concord Recreation distributed \$79,303 in financial assistance for summer camp, school-year childcare, and general programming.

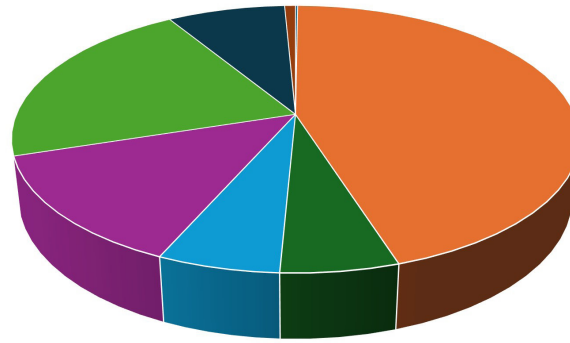
Closing Statement

Concord Recreation wants to extend a big “thank you” to the hundreds of volunteers who make our programs come to life. Without your support, we could not afford to run our sports and ski programs. Thank You!

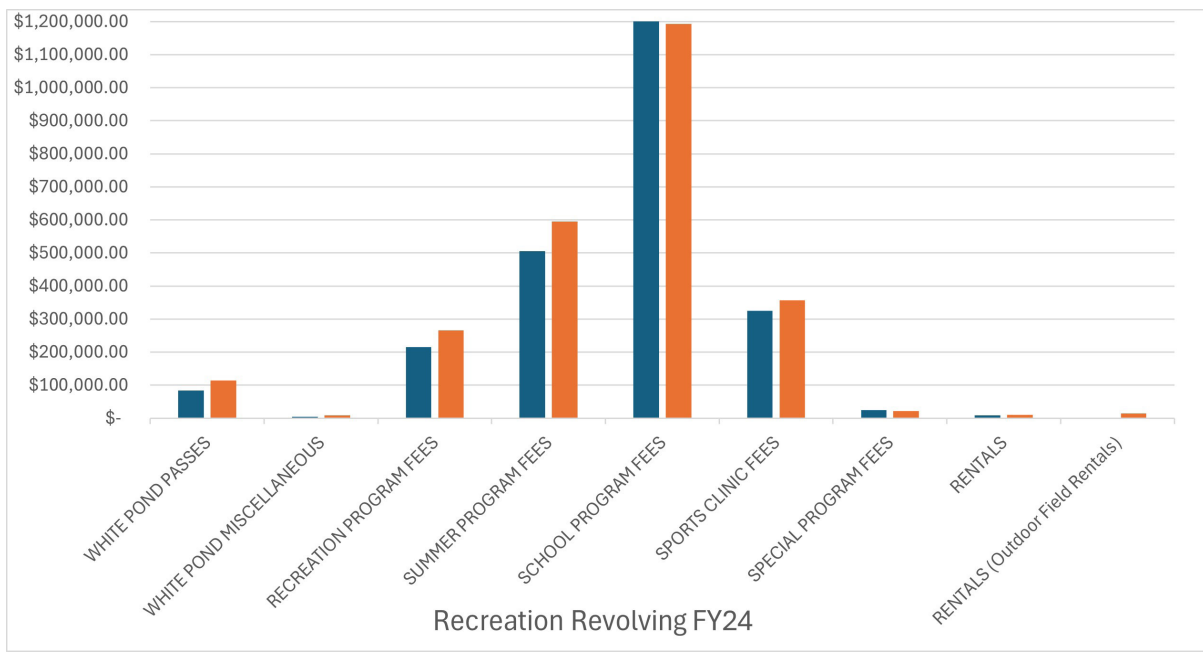
We also greatly appreciate the Recreation Commission! A big “thank you” to chairman Phil Griffiths, Pete Funkhouser, Paul Boehm, Matt Boger, and our newest member, Daniel Rodriguez. Thank you for supporting all of the Hunt Recreation programs and events and The Beede Swim and Fitness Center this year. We appreciate all you do to help make us the best we can be!



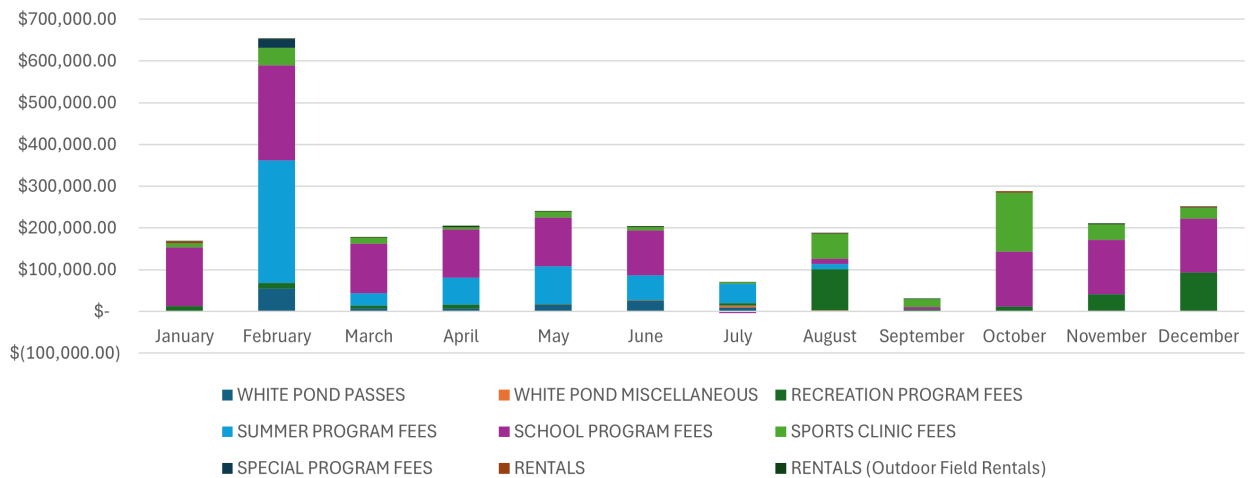
Recreation Revolving Revenue 2024



- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December



Recreation Revolving Revolving 2024



Beede Swim and Fitness Center

The Beede Swim & Fitness Center, located on the campus of Concord-Carlisle Regional High School and home to the CCHS Swim and Dive Team, is an engaging community hub for fitness and recreation. The facility boasts an 8-lane lap pool, a warm water pool, a children's pool, a diving well, and ample poolside seating for spectators. Complementing its aquatic features are two 1,600-square-foot fitness rooms—one dedicated to weight training and the other to cardiovascular exercise—along with men's and women's locker/shower rooms, family changing areas, and staff office space. Open approximately 100 hours per week year-round, the Beede Swim and Fitness Center serves an average of 334 members daily, along with class participants, guest and day pass users, rental groups, and swim teams who regularly utilize the facility. Operating as an Enterprise Fund, the Center is committed to balancing the recreational needs of the community with its financial responsibility to be self-sustaining, covering operating costs, capital improvements, and future reserves.

Membership

The Beede Swim and Fitness Center offers flexible membership plans that provide unlimited access to its state-of-the-art aquatic and fitness facilities. With annual, monthly, 3-month, and 10-visit options, members can customize their plans to fit individual or family needs. Members also enjoy exclusive benefits, including discounts of up to 40% on aquatics and fitness programs year-round. In October 2024, membership pricing increased by \$6.00 per month. Below is a comparison of the membership types between 2023 and 2024:



Learn to Swim offerings	2023	2024
Adaptive (All Ages)	71	49
Parent/Child (6 months-3 years)	89	169
Preschool (3 years -6 years)	173	264
Youth (6 years-13 years)	290	240
Adult/Teen (13 years and up)	71	49
Total	691	768

Aquatics

In 2024, we proudly hosted 768 swimmers in our Learn to Swim programs and look forward to expanding and enhancing these offerings in 2025. Our goal for 2024 was to provide a well-rounded program that serves

swimmers of all ages and skill levels while maintaining a strong emphasis on the quality of instruction. Below is a breakdown of our growth from 2023, highlighting the diverse groups served by our Learn to Swim program:

Learn to Swim offerings	2023	2024
Adaptive (All Ages)	71	49
Parent/Child (6 months-3 years)	89	169
Preschool (3 years -6 years)	173	264
Youth (6 years-13 years)	290	240
Adult/Teen (13 years and up)	71	49
Total	691	768

Land & Water Fitness

The Beede Swim and Fitness Center continues to provide a diverse range of land-based fitness classes, aquatic programs, and personal training sessions. Classes are held on-site and at nearby locations to accommodate members' needs. This year, personal training participation declined following the retirement of a key personal trainer. Land-based fitness class attendance also experienced a slight decrease due to space limitations.

Session registrations	2023	2024
Water Fitness	211	225
Land Fitness	151	88
Personal Training	367	286



Fitness Punch Pass

	2023	2024
Fitness Punch Pass	79	243

Employee Updates

As noted in the Concord Recreation Annual Report, the Beede Swim and Fitness Center hired a new Beede Swim and Fitness Center General Manager, Jenny Saccardo. Jenny is a Concord resident with a great history running aquatic and fitness centers as a YMCA Executive Director in California before moving back to Massachusetts and

Concord. Welcome Jenny!

Beede Center 2024 Highlights

- > **Concord Otters Swim Team:** Transitioned to a USA Swimming-accredited club, expanding opportunities for 73 swimmers qualified for the Bronze Championships, 32 for the Silver



Championships, and 2 for the Age Group Championships.

- > **Uninterrupted Pool Availability:** Since September 2023, Beede Swim and Fitness Center has maintained zero pool closures due to staffing or preventable issues, ensuring consistent service.
- > **Community Partnerships:** Continued collaborations with rental groups, including artistic swimming, diving, and hosting Lexington High School Swim Team practices and meets.
- > **Lifeguard Training:** All Lifeguards participated in monthly in-service training, maintaining high safety standards.
- > **Programs and Events:**
 - **Beede & Books:** Partnered with Concord Free Public Library to host 8 events with 80 participants.
 - **New Year, New You Challenge:** Motivated 129 participants to work out 24 times between January and February.
 - **Beede Birthday Parties:** Relaunched in November, with 6 parties booked for pool and studio celebrations.
 - **Sleepy Hollow 5K & Fun Run:** Drew 48 5K participants and 40 Fun Run participants for a community race event.
 - **Trunk or Treat:** Hosted 18 decorated cars for safe trick-or-treating.
 - **Underwater Egg Hunt:** Welcomed 75 participants for a pool-based family scavenger hunt.
 - **Pride Karaoke Pool Party:** Celebrated Pride Month with 81 attendees enjoying music, swimming, and karaoke.
- > **Health Initiatives:**
 - Partnered with Emerson Hospital to provide

free blood pressure screenings to over 50 members, promoting heart health awareness.

- Hosted the 22nd Annual Nick Ressler Blood Drive resulting in the donation of 45 units of blood.

Facilities Update

During the annual shutdown, we conducted a comprehensive deep cleaning across the entire facility to maintain a hygienic and welcoming environment. Significant repairs were made to the women's locker room, including replacing water-damaged walls to restore both the structural integrity and aesthetic appeal. Lighting in the inclusive changing rooms and women's locker room was also improved to enhance visibility and safety. Benches were installed at the front entrance, to provide additional comfort for patrons, offering convenient outdoor seating.

In the women's locker room, additional hooks were added to increase functionality and convenience for users. The Warm Water Pool and Children's Pool were drained, scrubbed, refilled, and balanced to ensure optimal water quality. The Lap Pool and Dive Well were partially drained, shocked, refilled, and balanced to improve cleanliness and usability. The pool deck's rusted column bases were repaired and painted, enhancing appearance and durability. Within inclusive changing rooms, walls were repaired and painted to maintain a fresh and inviting space. Stairway railings were also



painted to improve aesthetics and prolong structural integrity.

Five pieces of cardio equipment were replaced with new, state-of-the-art models, enhancing the fitness experience for all users. All fitness equipment underwent a thorough cleaning to maintain cleanliness and user satisfaction. Additionally, all shower curtains were replaced, and a second curtain was introduced to enhance privacy in each shower. Minor landscaping and weeding were performed to improve the building's exterior appearance. These efforts represent just a portion of the many tasks completed this year to ensure the facility remains safe, functional, and welcoming for all users.

In the parking lot, we focused on improving management and monitoring to better meet the needs of facility users. To improve traffic flow during busy morning hours, parking lot attendants were hired to deter non-members from parking in the lot, ensuring spaces remain available for those using the facility. We also introduced 20 designated student parking spots to accommodate Concord High School students and support the community. Additionally, we installed cameras in the parking lot to monitor activity, deter vandalism, and improve overall safety for all users.

Enhancing Sustainability with a UV System for the Lap Pool

This year, we recognized the necessity of installing a UV system in the Lap Pool to enhance water quality, reduce chemical usage, and support our long-term sustainability objectives. To advance this initiative, we undertook the following steps:

- > **Needs Assessment:** Conducted a comprehensive evaluation of lap pool operations, identifying the advantages of implementing a UV system to improve sanitation and operational efficiency
- > **Scope Development:** Developed a detailed project scope that outlined the technical requirements for the UV system.
- > **Invitation to Bid:** Issued a formal Invitation to Bid to attract qualified vendors and ensure a competitive procurement process.

The UV system will play a crucial role in our sustainability efforts by minimizing chemical usage, reducing environmental impact, and lowering operational costs over time. This project highlights our commitment to environmentally responsible practices and the efficient utilization of resources.

Acknowledgements and Usage Highlights

We extend our heartfelt gratitude to the Recreation Commission for their steadfast support of this vital community resource, which welcomed a total of 235,396 user days in the 344 open days in 2024 (2 users x 1day = 2 user days). We also want to acknowledge the



dedication of our team—75 part-time and 7 full-time staff members—whose hard work and commitment make all



this possible.

Concord Cultural Council

The Local Cultural Council (LCC), whose members are appointed by the Select Board, supports community cultural projects through funds received from the Massachusetts Cultural Council (MCC) whose mission is “to promote excellence, access, education and diversity in the arts, humanities, and interpretive sciences in order to improve the quality of life for all Massachusetts residents and to contribute to the economic vitality of our communities.” Using these monies, the LCC reviews and awards grants submitted by artists and arts organizations. However, 2024 saw a major change for the LCC.

The Select Board appointed a Concord Center Cultural District Task Force to determine what the best role for the Concord Center Cultural District (CCCD) would be going forward. Concord is fortunate to have two cultural districts, the CCCD and the West Concord Junction Cultural District, each of which receives grant monies from the MCC. This is a summary by chair Richard

Fahlander, chair, of the Task Force's recommendation and action:

Following the recommendation of the Concord Center Cultural District Task Force, the Select Board expanded the charge of the Local Cultural Council to include the Concord Center Cultural District. This arrangement coordinates state funding for the arts and enhances Concord's cultural landscape with the Cultural Council as a proactive driver of the arts for the benefit of artists, cultural organizations, and the town's economic vitality. Prior to issuing its recommendations, the Task Force administered the 2024 Concord Center Cultural District state grant. Funding was allocated to support a variety of creative public programs in conjunction with the "Freedom's Silhouette" art installation in Monument Square.

The LCC was given a new charge (see Town website: <https://www.concordma.gov/1074/Concord-Cultural-Council>), and renamed "Concord Cultural Council"(CCC), and we set about our new dual responsibility with determination.

The CCC advertised in the Concord Bridge, the Town Website and Facebook, and through the MCC's website. We will hold our third annual gathering in May, in an effort to continue to promote the opportunities available through the CCC. With our expanded charge we look to receive feedback from Concordians on their interests and wishes for arts in Concord going forward.

For the traditional Local Cultural Council grants granted in December 2024, the (MCC) provided Concord with \$7,400. This number is based solely upon Concord's population (The MCC distributed \$5.4 million statewide). The Town of Concord provided an additional \$2,000 for Concord grants specifically, for a total of \$9,400. With an additional \$1,162 carried forward from the previous year, the final budget was \$10,562. 46 grants were submitted requesting a total of \$36,590. The Council awarded 31 grants totaling \$9,857. The remaining \$677 will be used for the annual grantee's reception in May.

As of this writing the CCC is a Council of eight members: Edward Bernard, Andrea Foncerrada, Robert Gross (secretary), Tooley Rogers (chair), Janice Saragoni, Hilary Taylor, Anita Tekle (treasurer), and Leda Zimmerman. Economic Vitality Manager Mimi Graney is staff assistant and wonder worker. We are eager to tackle our new charge and mission in our continued effort to support and bring arts and culture to Concord, and to promote Concord's economic vitality. As Thoreau, one of Concord's many famous men and women, said, "Dreams are the touchstones of our characters." We hope to enhance Concord's dreams in 2025.

Veterans' Services



The Veterans' Services program is mandated according to Massachusetts General Law, Chapter 115 and is administered under State guidelines to provide information, advice and assistance regarding benefits to veterans and their families. Every city and town in the Commonwealth are required to have a benefits program for its resident veterans and their dependents, as well as a Veterans' Services Officer. The Veterans' Services Officer must be a war-era veteran and be available to provide assistance. The veterans agent is required to attend initial training on veterans benefits and annual training conducted by the Massachusetts Department of Veterans Services. The agent also must be certified every three years as a Veterans Service Officer (VSO) and within one year of hire. This certification must be maintained per Massachusetts General Laws. The Town is reimbursed by the State for 75%

of benefits paid under this mandated program. With the support of the Commonwealth's House, Senate and Executive Office, Massachusetts is now recognized as having one of the most comprehensive veterans' programs in the nation.

The Office of Veterans' Services, located at 55 Church Street (second floor), advocates and provides critical services to those who have worn the uniform and their loved ones. At the start of the civil war in 1861, the state legislature formalized assistance provided to needy veterans by establishing M.G.L. Chapter 115 benefits and the Massachusetts Executive Office of Veterans' Services to oversee Chapter 115 distribution in a constant effort to improve benefits and keep the up to date. Current benefits extend to "natural disasters" where benefits may apply to a loss resulting from a hurricane, blizzard, tornado or the current pandemic.

Most recently, in August of 2024, The Healey-Driscoll Administration passed the Hero Act, honoring, empowering, and recognizing our service members and veterans proposing seventeen spending and policy initiatives, tax credits and statute changes organized in three buckets:

- > Benefit Expansion
- > Commitment to Inclusivity and Greater Representation
- > Modernization of Veterans Services

Some of these changes will happen automatically while others will happen via "home-rule" and need to be voted in at town meetings.

The Veterans' Service Officer will help Veterans complete their application for Chapter 115 benefits which offers a need-based program of financial and medical assistance for Veterans and their dependents. The mission of the Veterans' Services Officer has grown to encompass the full range of VA federal benefits, rehabilitation, employment and educational opportunities, military records, tax exemptions, housing and shelter assistance, annuities, funeral assistance and care and decoration of veterans' graves. Financial assistance to qualified veterans and their dependents is provided, in accordance with State and federal regulations.

Our veteran population is dropping very rapidly but from 2001 to 2025 we have tens of thousands of new veterans in the Commonwealth. This increase is due to: Women Veterans, Latino Veterans and African American Veterans. This is a very small amount returning compared to veterans that returned from WWII.

Program Implementation

The Veterans' Services Officer (VSO) responds to daily calls requesting information, advice and assistance. With so many veterans and their families facing profound challenges related to their service and the current economy due to the covid pandemic, the VSO has

become more important than ever.

The VSO often helps veterans obtain assistance from veterans' organizations as well as other local, State and federal organizations, such as Concord Community Services, Concord Council of Aging, Social Security, local food pantries and farmer markets. The VSO reviews legislation, regulations, and precedents, and studies veterans' medical records and service history to evaluate and determine validity of claims. The VSO provides assistance in the area of housing placement for veterans and their dependents, job rereferrals, medical and educational, as well as, referrals to alcohol/drug rehabilitation programs. The VSO does home visits for the purpose of filing of benefits. He assists veterans obtaining discharges and other military records. The VSO also works with funeral directors to ensure proper veterans' burials, ensures proper identification and maintenance of graves. Currently there are four individuals receiving financial assistance for qualifying Chapter 115 benefits. This number changes annually as the veteran may have moved, gained employment, change in assets or passed away.

The VSO has been networking with local civic groups, senior citizen groups and area veterans' organizations as well as families of service members currently deployed. In the past he has worked with students and presenters at Veterans' Day and Memorial Day exercises, served as a guest speaker in some high school and elementary school classes as well as for Rotary Club of Concord, the Lions Club of Concord, Concord Deaconess, and Concord Park Assisted Living.

The Town of Concord is proud of the Commonwealth for continuing its tradition of leading the nation in supporting our veterans, military members and their families. Chapter 115 benefits aids those who have supported America during some of the country's most difficult times by looking at a broad range of issues and providing resources to help them build a bright future. Chapter 115 addresses issues from job training and education to affordable housing and the uniform provision of veterans services.

For information or assistance on Veterans' Services please call 978-318-3038 or e-mail dkrug@concordma.gov. For information about services, events, and other veterans' organizations please visit Concord's web page at www.concordma.gov/clerk/veterans.

Registrar of Veteran's Graves

There were 32 interments of United States Veterans in Concord cemeteries in 2024. The names of the Veterans, their respective wars, date of burials, and place of burial are as follows:

VETERAN'S NAME	PERIOD OF DUTY	INTERMENT DATE	CEMETERY
John P. Cooper	Peacetime	January 13, 2024	Sleepy Hollow
Charles J. Stephanelli Jr.Korea	Korea	January 17, 2024	St. Bernard's
Sally Williamson	Peacetime	March 2, 2024	Sleepy Hollow
Warren G. Sproul	Vietnam	March 13, 2024	Sleepy Hollow
Thruston H. Hammer	World War II	April 12, 2024	Sleepy Hollow
Warren Goorno	Vietnam	April 12, 2024	Sleepy Hollow
Grant S. Anderson	Vietnam	April 13, 2024	Sleepy Hollow
Remo G. Sodano	World War II	April 28, 2024	Sleepy Hollow
Dennis P. Berk	Vietnam	May 5, 2024	Sleepy Hollow
Frederick D. MacNeill Jr.K	Korea	May 13, 2024	St. Bernard's
David S. Baker	Vietnam	May 17, 2024	Sleepy Hollow
Robert Runck	Peacetime	June 4, 2024	Sleepy Hollow
Robert A. Flynn	Korea	June 7, 2024	St. Bernard's
James Walker	Korea	June 27, 2024	Sleepy Hollow
Dexter Foss	World War II	July 17, 2024	Sleepy Hollow
Bradford T. Joyce	World War II	July 23, 2024	Sleepy Hollow
Jeffrey S. Wilburn	Vietnam	August 3, 2024	Sleepy Hollow
Linda M. Hardiman	Vietnam	August 11, 2024	Sleepy Hollow
Diane D. Nichols	Korea	August 24, 2024	Sleepy Hollow
Donald R. Knudson	Peacetime	October 9, 2024	Sleepy Hollow
Richard A. Perini	Vietnam	October 17, 2024	St. Bernard's
Leonard N. Palmer	Vietnam	October 19, 2024	St. Bernard's
Ross R. Roberts	World War II	October 20, 2024	Sleepy Hollow
Evan M. Geilich	Peacetime	October 24, 2024	Sleepy Hollow
Arthur S. Hansel Jr	Vietnam	October 29, 2024	Sleepy Hollow
William T. Hutchinson	Peacetime	October 30, 2024	St. Bernard's
Joseph C. Wheeler	World War II	November 2, 2024	Sleepy Hollow
Arthur T. Alcares	Korea	November 15, 2024	St. Bernard's
John P. Basile	Peacetime	November 21, 2024	St. Bernard's
Philip J. Messina	World War II	November 23, 2024	Sleepy Hollow
Eugene Moroz	World War II	December 21, 2024	Sleepy Hollow
Philip Stark	Peacetime	December 24, 2024	Sleepy Hollow

The Council on Aging

Daniel Petitt, Director

The mission of the Concord Council on Aging (COA) is to enhance the quality of life for Concord residents aged 60 and older by promoting their health, independence, and dignity. This mission is achieved through a variety of activities and services designed to support physical, social, emotional, intellectual, and spiritual well-being. The COA also collaborates with family members, friends, and local resources to ensure seniors remain engaged and active participants in the Concord community.

Guided by its dedicated Board, staff, and volunteers, the COA continues to expand its comprehensive programs and services to meet the evolving needs of Concord's aging population. As of 2024, Concord, Massachusetts, has an estimated total population of 18,119. According to recent data, approximately 17.51% of the population is aged 65 to 84, and 4.71% are 85 years and older. This suggests that around 22.22% of Concord's residents are 65 years and older. Additionally, 7.13% of the population falls within the 60 to 64 age group. Combining these percentages indicates that approximately 29.35% of Concord's population is aged 60 and over. Applying this percentage to the total population, it can be estimated that about 5,320 residents are 60 years of age and older.

With more than 2000 residents connecting with the Council on Aging in the past year, the following is a sample of the types of programs that engaged: 353 fitness classes were offered during the year, both in person and hybrid, including a Fall Prevention class that is extremely popular. 349 people borrowed 860 pieces of durable loan equipment. 176 educational programs were delivered. 197 seniors began participating for the first time and 486 for special events. 215 seniors used the van service and received 7724 rides. 567 seniors were assisted by Outreach/Social Services. 996 office consultations with the Social Outreach Team, 665 Blood Pressure Clinic Visits and 162 home visits conducted by the Outreach Team.

Collaborative Partnerships

The Council on Aging (COA) maintains strong working relationships with a range of town departments, including the Police and Fire Departments, Parks and Recreation and the Board of Health, as well as local medical providers, aging service access points, housing authorities, and agencies that distribute public benefits. These partnerships enable the COA to deliver comprehensive and integrated services to the community.

The Outreach, Social Services, and Wellness Team



The Outreach, Social Services, and Wellness team offers a robust and diverse range of services tailored to address the evolving needs of Concord's senior residents. Our professional staff provides support, advice, assessment, consultation, and referrals to seniors and their support network of family, friends, and neighbors while adhering to strict standards of confidentiality. This includes support groups, led by the COA Assistant Director, that meet weekly to address critical issues such as isolation, caregiving challenges, and anxiety, fostering a sense of connection and emotional well-being. During 2024, support groups were an ongoing and vital aspect of social services.

Our Geriatric Health Nurse collaborates closely with the Social Services and Outreach team to provide vital support to residents. In partnership with the Board of Health, local pharmacies, and medical providers, the COA also coordinates programs and town-wide vaccination clinics, ensuring accessible and responsive healthcare services for older adults.

Weekly health clinics and screenings, as well as educational programs resumed with a primary focus on in-person participation. Both hearing loss and vision loss support groups continued as in person and virtual, offering information and resources as needed.

Social, Recreational, and Educational Opportunities

The opportunity to interact with peers, stay intellectually active, and feel valued and needed by the community is recognized as key to emotional and physical health. A typical week provides the opportunity to sign up for informational programs, day trips, classes, movies, parties, computer and cell phone tutoring, discussion groups, art workshops, book groups, cooking classes, games, and music classes. Working with community partners, programs such as Ask a Lawyer, the SHINE program and AARP tax assistance are vital to the COA community. We continue to seek ideas from participants towards the goal of enhancing program options. A monthly newsletter is produced by staff that details the many choices of activities and services.

Transportation

Our vans provide local transportation Monday through Friday for seniors who no longer drive or who have temporary limitations. In addition to providing transportation around town to medical appointments, banks, pharmacies, grocery stores, hospitals, etc. We continue to provide transportation to the Annual Town meeting and for voting on Election Day. We typically have two vans on the road daily to meet demand.

Volunteers

Volunteers play a vital role in enhancing and supporting the Concord Council on Aging (COA), contributing over 5,803 hours of their time and dedication this year. Their invaluable efforts enable the COA to expand its

programs, activities, and services, directly enriching the lives of our senior community.

Harvey's Treasure Chest Gift Shop, run entirely by volunteers, provides proceeds that help sponsor COA events. Specialized volunteer services include the work of seamstresses, blood pressure clinic assistants, and host desk volunteers who offer critical support for daily operations. The COA Library remains both contemporary and well-maintained thanks to the dedication of a retired professional librarian, while musical volunteers bring entertainment and joy to those who visit.

Volunteers are also integral to providing transportation assistance, ensuring seniors can attend essential medical appointments. In addition, technology tutoring has been made possible through volunteer efforts, leading to the donation of 68 refurbished laptops to seniors over the past two years.

The weekly Wednesday lunch program is a success thanks to the volunteers who assist in serving a hot meal, followed by the ever-popular BINGO games enthusiastically called by a dedicated team of volunteers. Volunteers also support the COA lockbox program in partnership with the Concord Police and Fire Departments, offering a vital service for senior safety.

This year saw the successful implementation of the COA Handyman Service, where two committed volunteers completed over 100 small home improvement projects. This service empowers seniors to maintain their independence, ensuring they can continue living safely and comfortably in their own homes.

With over 170 volunteers contributing their time, skills, and dedication, the COA can offer a rich variety of programs and services that truly enhance the lives of Concord's seniors. Their hard work and commitment reflect the generosity and strength of our community.

Community Partnerships

The Council on Aging (COA) collaborates with a variety of community organizations to enhance its programming throughout the year. Partners such as the Friends of the Aging, the Lions Club, the Rotary Club, Concord schools and youth groups, the Garden Club, the National Charity League of Middlesex County, and the Concord Service

Outreach Highlights



Local Charity funds secured for urgent financial needs = \$ 40,588



Office Visits with Outreach & Wellness = 1661



Home Visits by Outreach Coordinators = 162

Squad play a vital role in the COA's continued success. We extend our deepest appreciation to these organizations and to our dedicated volunteers, whose efforts and talents are essential to providing a diverse array of programs for the community.

Outreach and Communication

To increase awareness and engagement, the COA utilizes interactive platforms such as Facebook and Minuteman Media Services. These tools serve as valuable resources for keeping the community informed and connected to the vibrant programs and services offered by the COA. As the shift from paper-first to digital-first communication continues, the COA remains committed to meeting the needs of all residents by distributing both USPS-mailed monthly newsletters and electronic versions.

The Council on Aging has adopted a new logo designed to assist seniors in identifying the Harvey Wheeler Community Center. The logo incorporates the building's image as a distinctive wayfinding element. This design was thoughtfully created by Steve Bermundo.

Financial Support

In addition to funding from the Town's General Fund, the COA is deeply grateful for the support of the following organizations:

Concord-Carlisle Community Foundation

Executive Office of Elder Affairs – Formula Grant: Allocated based on the number of seniors in the community.

This collective financial support ensures the COA can continue to provide vital services and enriching opportunities for Concord's senior residents.

Harvey Wheeler Treasure Chest Gift Shop:

We extend our sincere gratitude to the residents who generously donate quality items for resale, the patrons who support us through their purchases, and the dedicated volunteers whose efforts make it all possible. Proceeds from these efforts are used to fund a variety of COA programs.

COA Gift Account: We deeply appreciate the contributions made to the COA Gift Account. These donations enable us to offer scholarships, ensuring that seniors who might otherwise be unable to participate in events or trips can enjoy these opportunities. Your support makes a meaningful difference in the lives of our community members.

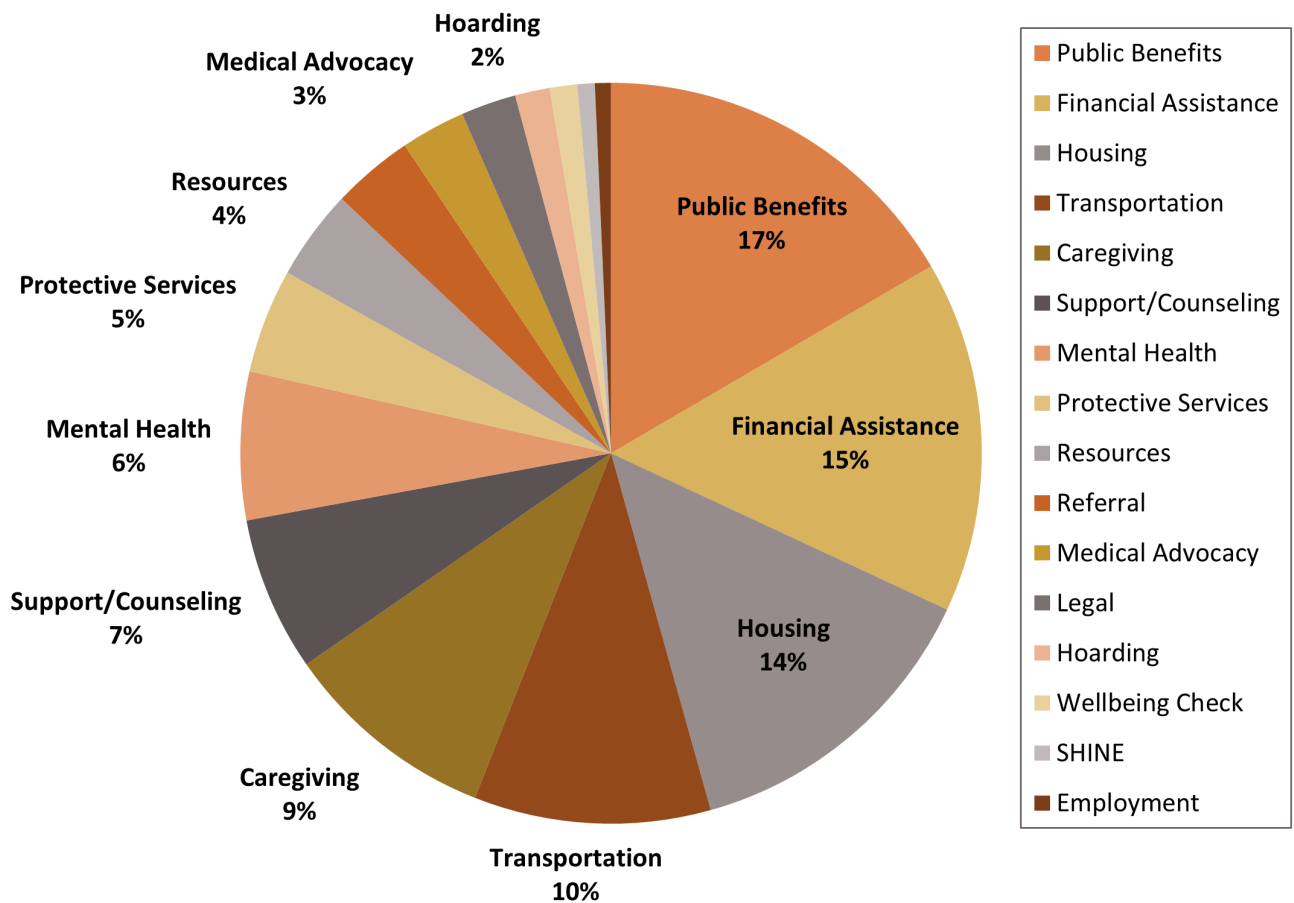
COA Staff and Board members.

The Council on Aging (COA) team is composed of highly skilled and dedicated professionals, all driven by a shared commitment to providing outstanding services and support to Concord's senior community. In

April 2024, Amanda Wootan joined as Social Outreach Coordinator, and Daniel Pettit assumed the role of Director. Nicole Saia, previously Director of Social Services, was promoted to Assistant Director, while Emily Nash and Lisa Bergemann transitioned to Senior Administrative Specialists. Additionally, Caroline Partridge began her role as Geriatric Wellness Nurse in September 2024, further enhancing the COA's capacity to support the community.

The COA Board, which acts in an advisory capacity to the Director, consists of nine full members appointed for three-year terms and two associate members appointed for one-year terms by the Town Manager. Members of the COA Board serve as liaisons to the following committees: Disability Commission, Housing, Board of Health, Concord After Sixty, Public Works, PEG Access and Minuteman Senior Services. Board members for Fiscal Year 2023 were: Christina Kendrick (Chair), Gracia de la Cruz (Secretary), Harold Carmel, Julia Gallagher, Kathryn Hanley, Teresa Stokes, Paul Levine, Susanna Bedell and Tracey Zellmann. Wendy Rovelli serves as the liaison from the Select Board and Bernice Fousek serves as the liaison from the Concord Housing Authority.

COA Outreach Assistance in 2024



Concord Nanae Network Committee

John Cratsley

Sue Curtin

Jim Terry

Lee Flight

Nancy McJennett

Jack Nevison

Holly Cratsley

Liz Cobbs

Court Booth

Mike Lawson

Junko Kargula

Miho Horikoshi

Nouna Pinto, CCHS Liaison

Following the 25th Anniversary celebration at the Town House in 2023, the Concord Nanae Network (CNN) greeted this year's delegation with renewed energy. Visitors from our Sister City of Nanae, Hokkaido, Japan, arrived in October for a 7-day visit. Boys and girls, ages 14 to 17, were joined by three adults: an English teacher, a town official, and Concord native Jack McCarthy, our current representative in Nanae's Town Office.

As is the CNN tradition, generous Concord and Carlisle families welcomed the visitors into their homes. The students visited CCHS for classes and extracurriculars, as well as Sanborn, Peabody, and the Thoreau School to give presentations about Japan. CCHS highlights were an onigiri lunch, prepared by Mme. Pinto in her classroom, and an exuberant "ikka dance" demonstration in the auditorium, with CCHS students joining in.

The adults pursued their own interests. Miyuki Hirobe toured the Town House and the DPW and witnessed our national election in progress. She and Michiru Sakuri enjoyed a trip to Plimoth/Patuxet, and separate gatherings for Halloween, a particular Japanese favorite.

Orchard House gave a private tour for everyone with a Japanese-speaking docent, and volunteer tour guides lectured about the Robbins House and the North Bridge. The week was capped by farewell dinner at Verrill Farm, featuring clam chowder, pulled pork barbecue, and apple pie.

Sunday, after the clocks "fell behind," sleepy visitors and families said goodbye. Nanae returns in the fall of 2025 and an adult trip to Japan is planned for June of 2025. We thank School Superintendent, Dr. Laurie Hunter, the School Committee, teachers and principals at CCHS, CMS, and Thoreau, as well as Select Board members and Town employees for their wholehearted support. CNN salutes the families who embrace our guests as well as our local interpreters – they are the secret to our continued success!



Finance



Board of Assessors

Dr. Mera Tilley – Chair

Yannis Tsitsas – Vice Chair

Brendan Kemeza

Arry Charles

Shriram Bharath

Assessing Division

Meredith Stone, MAA, Town Assessor

Michael Gibbons, Assistant Assessor

Carolyn Dee, Office Administrator

Lee Phelan, Data Collector

Samantha Perry, Administrative Specialist

The Assessing Division of the Finance Department is responsible for the fair and accurate listing and assessment of all Real Estate and Personal Property for taxation purposes, in accordance with state statutes and regulations. The Division assists taxpayers in determining eligibility for Property Tax Exemptions and in understanding the basis for all property assessments. The Division also carries out the valuation of all real property under construction as of June 30, determines the applicability of the Supplemental Assessment Law for newly constructed property receiving a Certificate of Occupancy during the year, and examines all property sales during the year for inclusion in the annual sales analysis. The Division is responsible for the commitment of 16,957 motor vehicle excise tax bills during the year, based on data received from the Registry of Motor Vehicles, and assists taxpayers with the adjustment of excise bills throughout the year as vehicles are added and

removed from registration.

The Town Assessor, three full-time staff and one part-time staff member assist the Board of Assessors. The Board, consisting of five members and up to three non-voting associate members, appointed by the Town Manager, is the decision-making body with respect to all property valuation determinations.

Property Valuations-FY24-FY25 Interim Year

Massachusetts General Law requires the Town to value property, for tax purposes, as of January 1st preceding the start of July 1 Fiscal year for which properties taxes will be levied. Once every five years, the Department of Revenue (DOR) certifies the valuation of local assessments at “full and fair cash value” with an on-site examination. This process is referred to as the “Certification Year”. The four intervening years are “interim” years, during which the DOR review of required annual valuation adjustments is by a desk analysis. Fiscal Year 2028 is the next Recertification year. For the Division, the work is the same as an interim year, but without the process of on-site DOR examination.

On November 18, 2024, following a public hearing, a tax rate of \$13.26 for Residential and \$12.39 for Commercial, Industrial, and Personal Property was adopted by the Select Board. The FY2025 property tax rate was approved by the Department of Revenue on December 3, 2025. The FY2025 values are based on an assessment date of January 1, 2024, and a market value analysis using calendar year 2023 “arms-length” sales. The Town’s total taxable property value increased 1.8 % from FY2024 to FY2025.

The goal of the Assessing Division is to value properties as equitably and consistently as possible.

Assessments by Property Use (Form LA-4)

<i>Class Type</i>	<i>Class Code</i>	<i>FY 2024</i>		<i>FY 2025</i>	
		<i>Parcel Count</i>	<i>Total Value</i>	<i>Parcel Count</i>	<i>Total Value</i>
Single Family	101	4,623	\$7,185,189,700	4628	\$7,318,881,900
Condominium	102	902	659,500,600	914	679,632,361
Miscellaneous	103,109,140	54	161,726,200	54	161,761,800
2-Family	104	93	88,639,050	90	86,616,200
3-Family	105	1	1,384,700	1	1,441,400
Apartments	111-125	27	268,994,700	27	276,602,900
Vacant Land	130,132,106	277	54,863,012	273	52,906,112
Commercial	300-393	322	468,626,800	323	475,005,000
Industrial	400-452	27	27,558,604	29	29,985,204
Forest Land (Ch. 61)	601-602	12	60,981	12	48,470
Agricultural (Ch. 61A)	700	26	1,119,411	20	1,143,159
Recreation Land (Ch. 61B)	800	8	9,309,210	8	9,329,005
Mixed Use	012-043	27	212,751,545	27	211,799,735
Personal Property	501-508	266	71,056,870	263	74,664,390
Total		6,713	\$9,212,781,383	6,719	\$9,379,716,636



Property Valuation-FY25 Interim Year Adjustment

Massachusetts General Law requires the Town to value property for tax purposes, as of January 1st preceding the start of the July 1 Fiscal Year for which

property taxes will be levied. Once every five years, the Department of Revenue (DOR) certifies the valuation of local assessments at “full and fair cash value” with an on-site examination. This process is referred to as the “Certification Year”. The four intervening years are “Interim” years, during which the DOR review of required annual valuation adjustments is by a desk analysis. Fiscal Year 2024 was an Interim year. For the Division, the work is the same for an interim year, but without the process of on-site DOR examination.

On November 18, 2024, following a public hearing, a tax rate of \$13.26 for Residential and \$12.39 for

Commercial, Industrial, and Personal Property was adopted by the Select Board. The FY2025 property tax rate was approved by the Department of Revenue on December 2, 2024. The FY2025 values are based on an assessment date of January 1, 2024, and a market value analysis using calendar year 2023 “arms-length” sales. The Town’s total taxable property value increased 1.8 % from FY2024 to FY2025.

The goal of the Assessing Division is to value properties as

equitably and consistently as possible.

*Residential Property Tax Exemption-Massachusetts
General Law Chapter 59 Section 5C*

The Select Board voted for a Residential Exemption again for FY25. The Division began an outreach to ensure that everyone who was potentially eligible had the information needed apply for the Residential Exemption. The early deadline was November 1, 2024, to be included on the 3rd and 4th quarter tax bills. The final deadline to apply is on or before April 1, 2025. Applications received after April 1, 2025, will not qualify for FY25. Eligibility to qualify for the Residential Exemption is the property must be owned and occupied by the applicant to receive one exemption. Even if the applicant owns multiple properties in Concord.

The Select Board voted to adopt a 10% shift for the Residential Exemption. The average residential assessed value for FY25 is \$144,348. Multiply this value by the tax rate of \$13.26 and the exemption amount for FY25 is \$1,942.92. Below is a chart of Tax Rate with and without Residential Exemption and the impact.

Information concerning the Residential Exemption can be found on our website, www.concordma.gov/assessing

Article 15 Town Meeting: Establish a Permanent Senior Means Tested Property Tax Exemption passed unanimously at the Town Meeting.

In September 2024 A Ballard established and Set for the Town to Vote and passed to create a Permanent Senior Means Property Tax Exemption.



North Bridge



Emerson House

Fiscal Year 2025 Real Estate Tax Impact of Residential Tax Exemption (RTE)														
		Non-RTE Qualifying Residential Property Tax						RTE Qualifying Residential Property Tax						
		Value	Rate w/o RTE	Estimated Bill w/o RTE	Rate w/ RTE	Estimated Bill w/ RTE	*Variance (Increase)	Value	Rate w/o RTE	Estimated Bill w/o RTE	Taxable Value w/ RTE	Rate w/ RTE	Estimated Bill w/ RTE	*Variance (Savings)
10% RTE	\$144,338	500,000	12.39	6,195	13.24	6,620	425	500,000	12.39	6,195	355,662	13.24	4,709	-1,486
		750,000	12.39	9,293	13.24	9,930	638	750,000	12.39	9,293	605,662	13.24	8,019	-1,274
		1,000,000	12.39	12,390	13.24	13,240	850	1,000,000	12.39	12,390	855,662	13.24	11,329	-1,061
		1,500,000	12.39	18,585	13.24	19,860	1,275	1,500,000	12.39	18,585	1,355,662	13.24	17,949	-636
		1,800,000	12.39	22,302	13.24	23,832	1,530	1,800,000	12.39	22,302	1,655,662	13.24	21,921	-381
		2,000,000	12.39	24,780	13.24	26,480	1,700	2,000,000	12.39	24,780	1,855,662	13.24	24,569	-211
		2,258,682	12.39	27,985	13.24	29,905	1,920	2,258,682	12.39	27,985	2,114,344	13.24	27,994	9
		2,500,000	12.39	30,975	13.24	33,100	2,125	2,500,000	12.39	30,975	2,355,662	13.24	31,189	214
		3,000,000	12.39	37,170	13.24	39,720	2,550	3,000,000	12.39	37,170	2,855,662	13.24	37,809	639
		3,500,000	12.39	43,365	13.24	46,340	2,975	3,500,000	12.39	43,365	3,355,662	13.24	44,429	1,064
		4,000,000	12.39	49,560	13.24	52,960	3,400	4,000,000	12.39	49,560	3,855,662	13.24	51,049	1,489
		4,500,000	12.39	55,755	13.24	59,580	3,825	4,500,000	12.39	55,755	4,355,662	13.24	57,669	1,914
		5,000,000	12.39	61,950	13.24	66,200	4,250	5,000,000	12.39	61,950	4,855,662	13.24	64,289	2,339
		5,500,000	12.39	68,145	13.24	72,820	4,675	5,500,000	12.39	68,145	5,355,662	13.24	70,909	2,764
		6,000,000	12.39	74,340	13.24	79,440	5,100	6,000,000	12.39	74,340	5,855,662	13.24	77,529	3,189

* Difference between taxes without RTE and taxes with RTE
~ \$2.3M is the value where taxes will be increased even if the exemption is received
NOTE: ALL TAX RATES ARE APPROXIMATE PENDING DOR APPROVAL

Finance Committee

Membership

The Finance Committee consists of fifteen members who are appointed by the Town Moderator for three-year terms. The table below shows Finance Committee membership and officers for the 2024-2025 year:

Officers		
Chair: Eric Dahlberg	Clerk: Don Kupka	Guidelines Subcommittee Chair: Lyndsey Lis
Vice Chair: Lois Wasoff	Vice Clerk: Karlen Reed	Guidelines Subcommittee Vice Chair: Quazi Sadruzzaman
Members		
Suresh Bhatia	John Garofalo	Dee Ortner
Peggy Briggs	Pat Geyer	Paul Rodriguez
Kathy Cuocolo	Greg Guarriello	Sri Tupil

Responsibilities

The Finance Committee was established in 1922 to advise the town on financial matters. Its role has been further defined by Town Meeting several times since then. The Finance Committee's current responsibilities include:

Establishing an annual budget guideline for the three budget units: the Town, the Concord Public Schools (CPS), and the Concord-Carlisle Regional School District (CCRSD).

Conducting public hearings on finance-related warrant articles before Annual and Special Town Meetings;

Publishing an annual report highlighting its recommendations on all finance-related warrant articles under which an appropriation or expenditure of money or the disposition of any property of the Town may be made;

Publishing a 5-year projection detailing what the total tax burden is likely to be on the citizens of the Town;

Managing the Town's appropriated Reserve Fund, voting to disburse money from this fund, upon the request of the Town Manager, when unforeseen or extraordinary events occur.

Budget Guideline Process

The Finance Committee guidelines for each of our Town's three primary budgeting entities specify the year-over-year recommended increase to their current operating budgets for the next fiscal year. They reflect what the Finance Committee believes is the right balance between maintaining acceptable service levels while also maintaining stable and sustainable property tax increases.

In setting the guidelines, the Finance Committee seeks to limit operating cost increases to meet the goal of fiscal sustainability over the long term. The criteria for these limits include: maintaining adequate levy capacity to avoid Proposition 2½ overrides; maintaining an adequate Free Cash balance to retain favorable bond ratings; and working to minimize tax increases so that taxpayers are not burdened beyond what they can reasonably afford.

The Finance Committee usually sets the guidelines in a two-step process. Preliminary Guidelines are voted on after the Committee hears initial presentations from the budgeting entities about their financial performance in the current fiscal year and their anticipated needs for the upcoming fiscal year. That information is evaluated in the context of the metrics that the Committee has already developed by looking at publicly available data measuring external factors such as projected inflation and individual income growth. Final Guidelines are set after considering further input from the budgeting entities.

At its December 19th meeting, the Finance Committee approved a final overall target of 2.79% for spending subject to guidelines for fiscal year 2026 (FY26). This translates to final guidelines for the individual budget units as follows:

Budget Unit	FY26 final guideline for spending subject to guideline, \$	FY26 final guideline, % change YOY versus FY25 approved
Concord Public Schools*	\$47,632,091	2.40%
Concord-Carlisle Regional School District**	\$23,957,154	3.48%
Town	\$33,678,889	2.85%
Total	\$105,268,135	2.79%

*The CPS guideline reflects the budget impact of the savings achieved through the middle school consolidation.

**For the first time, the Concord and Carlisle Finance Committees collaborated and aligned on the CCRSD guideline for 2024.

Accounting Division

Richard P. Delorey, Town Accountant

The Accounting Division of the Finance Department is responsible for maintaining the financial records of the Town, utilizing Generally Accepted Accounting Principles (GAAP), Uniform Massachusetts Accounting System (UMAS), local Town Bylaws, as well as sound professional accounting practices. Accounting is responsible for annual financial statements and a multitude of reporting requirements to the Massachusetts Department of Revenue through the Division of Local Services, including Schedule A and the Balance Sheet. Accounting coordinates and manages the annual audit by our auditing firm CBIZ.

The Accounting Division is also the Town auditor and is responsible for accurate record keeping, and as such has access to all Town accounts, bills, books, vouchers, and all other records maintained by other Town departments in order to properly fulfill the internal auditor role.

During the accounts payable warrant process, Accounting processed over 50 warrants and processed payment for over 1,900 vendors and created and filed Form 1099-NEC for approximately 115 of those vendors.

During fiscal year 2024, Accounting was also responsible for launching the new Munis ERP system and worked closely with the Munis implementation team to get the Town staff trained and up to speed on the new accounting software.

The Accounting Division is now responsible for processing the Town's biweekly payroll for approximately 325 benefits eligible employees as well as approximately another 400 part-time employees. The compliance side of payroll is filing Form 941, the quarterly Federal tax return to report payroll taxes withheld and ensuring the accuracy of all employee W-2s prior to submission to the Internal Revenue Service and Massachusetts Department of Revenue.

The Town Accountant serves as Ex-Officio board member of the Concord Contributory Retirement System.

Treasurer-Collector Division

Colleen Rhinhart, Deputy Treasurer-Collector

Overview

The Treasurer-Collector division of the Finance Department is responsible for the receipt, investment and disbursement of all Town funds, billing and collection of all taxes, billing and collection of curbside trash and recycling subscriptions, utility collections, parking violation collections and hearings, debt management and other administrative duties. This division serves as custodian-treasurer for the Concord

Retirement System and supports the Trustees of Town Donations.

In 2024, in conjunction with other divisions of the Finance Department, the Treasurer's Office implemented Munis for the billing and collection of motor vehicle excise, personal property, and real estate taxes. The first billing for personal property and real estate taxes will be in FY2025, while the first billing for motor vehicle excise taxes occurred in November 2023.

Tax Collection

The property tax levy, which is billed in quarterly installments, is approximately \$119.5 million. The residential exemption was implemented in 2024, resulting in abatements and exemptions totaling over \$7.3 million. Collections during FY24 totaled over \$111.2 million net of refunds. This is 7.9% more collected than the previous year. By June 30, 2024 our collection rate for 2024 taxes was over 99%. This is the fourth consecutive year with a delinquency rate less than 1%, and the twenty-ninth consecutive year in which this rate has been under 1.5%. The total dollar amount of property taxes outstanding on the tax collector's records (all years) was \$981,417 at the end of FY24. Approximately 7,000 bills are issued quarterly for Real Estate Taxes and 260 for Personal Property Taxes. There were 410 Municipal Lien certificates issued.

During FY24, \$159,177 of unpaid property taxes was transferred to Tax Title accounts, including \$7,953 in utility liens. A Tax Title is a legal procedure involving the advertisement of the delinquency and the recording of a priority lien against the deed to protect the Town's claim for taxes owed. \$472,076 was collected during the year on Tax Title accounts, along with \$145,297 in penalty interest. Tax Titles bear a penalty interest rate of 16% per annum. At June 30, 2024, 31 properties were in Tax Title status, amounting to accumulated unpaid taxes of \$321,163 (compared to 33 parcels and \$615,064 at June 30, 2023).

In addition to property taxes, annual Motor Vehicle Excise Tax Billings total an estimated 17,900 bills, which generated more than \$3.6 million in revenue.

Other Collections

The Treasurer's Office works with Public Works to issue bills and collect payments for the subscription-based trash and recycling program. There were approximately 3,550 curbside trash and recycling bills issued for each of the two cycles. The Town works with Plymouth County to track and process payments for parking tickets. In FY2024 there were over 250 parking tickets issued. The total collection, net of fees, was approximately \$8,150.00. Along with the customer service representatives at CMLP, Treasury helped process utility payments which are paid via lockbox, bank draft, online through Smarthub, and in person.

53G

In accordance with Massachusetts General Law Chapter 44, Section 53G as adopted by the Concord Board of Appeals, the Natural Resource Commission, and the Planning Board, it may be determined (due to a proposed project's size, scale, complexity, potential impact or use of land) that the review of a permit application warrants the assistance of outside consultants. Project applicants must pay for the services provided by the independent advisor. Funds provided by the applicant for this purpose are deposited with the Town Treasurer in an account separate from other monies. Expenditures made from the account may be made without further appropriation and used only for the review of a specific project whose funds have been received from the applicant. Upon completion of consultants' services required by the governing body, all funds (plus interest) remaining in the projects' balance are returned to the applicant.

The review of a few project applications proposed in Fiscal Year 2024 necessitated the expertise of outside consultants. The following table summarizes the activity in the 53G Review Fund for the fiscal year ending June 30, 2024.

53G Activity for FY2024				
Project	Beginning Balance 7/1/2023	Funds Received	Funds Disbursed	Ending Balance 6/30/2024
768 Elm St	\$ -	\$ 17,104.98	\$ (16,631.99)	\$ 472.99
166 Comm Ave	\$ -	\$ 12,329.87	\$ (9,490.00)	\$ 2,839.87
37 Lexington Rd (Center for Visual Arts)	\$ 2,614.38	\$ 27.79	\$ -	\$ 2,642.17
262-294 Baker Ave	\$ -	\$ 23,165.84	\$ (21,660.38)	\$ 1,505.46
166 Comm Ave Stormwater	\$ -	\$ 7,000.03	\$ (6,995.00)	\$ 5.03
NOVO 40B Baker Ave	\$ -	\$ 16,170.09	\$ -	\$ 16,170.09
275 Forest Ridge Rd Eng	\$ -	\$ 23,291.60	\$ (5,076.46)	\$ 18,215.14
275 Forest Ridge Rd Arc	\$ -	\$ 16,140.27	\$ (2,805.09)	\$ 13,335.18
Napoli Mausoluem	\$ 347.73	\$ 1.84	\$ (175.00)	\$ 174.57
Total	\$ 2,962.11	\$ 115,232.31	\$ (62,833.92)	\$ 55,360.50

Short Term Investments

For the year ended June 30, 2024, interest earnings on short-term investments of all Town funds totaled \$5,317,571.88. The General Fund, which supports the Town and Schools operating budgets, earned \$2,556,082.37. These earnings represent an average return for the fiscal year of 1.94%, up from the previous year's return of 1.37%. Interest earnings funded approximately 4% of the \$132.1 million General Fund budget for the fiscal year that ended June 30, 2024. Interest earnings funded about 2.6% of the \$124.7 million General Fund budget for the fiscal year 2023.

Debt & Bond Issuance

In fiscal year 2024, there was a BAN issued, to be permanently funded in FY2025.

BAN June 27, 2024	
Item	Amount
Assabet River Bluff Preservation	\$ 176,000.00
Pavement Management	\$ 2,650,000.00
Parking Lot Rehabilitation	\$ 425,000.00
Traffic Signals and Signage	\$ 515,000.00
Heavy Equipment	\$ 300,000.00
Concord Public Schools Capital Projects - School Remodeling/Reconstruction	\$ 495,000.00
Total	\$ 4,561,000.00

Interest Earned FY24	
Allocated by Fund	Amount
General Fund	\$ 2,556,082.37
Municipal Light Operating Fund	\$ 175,063.65
Land Acquisition Fund	\$ 1,776.19
Water Fund	\$ 719,406.72
Sewer Fund	\$ 389,930.07
CPA Fund	\$ 180,976.16
CMLP Depreciation Fund	\$ 475,523.67
CMLP Underground Fund	\$ 108,507.64
Pension Reserve	\$ 16,155.99
Contributory Retirement Fund	\$ 193,005.45
General Stabilization Fund	\$ 267.87
Student Activity	\$ 10.98
Beede Swim & Fitness Center	\$ 206,325.46
53G Fund	\$ 582.31
Parking Fund	\$ 137.37
CPS Capital Stabilization	\$ 2,695.29
CPS Tech Stabilization Fund	\$ 43.67
Emergency Response Stabilization Fund	\$ 5,989.89
Middle School Stabilization Fund	\$ 235,852.15
Affordable Housing	\$ 48,753.19
Arts Lottery Fund	\$ 485.79
TOTAL	\$ 5,317,571.88

Moody's Investors Services reaffirmed Concord's Aaa credit rating prior to the bond sale. The Town's credit rating has retained this Aaa rating since 1987.

Treasurer's Report for the Year Ended June 30, 2024

Combined statement, all funds

Beginning Balance @ June 30, 2023		Book Value	Market Value
Bank of America	\$ 637,433.49		
First American Government, US Bank	\$ 443,119.70		
Mass Municipal Depository	\$ 34,066.16		
Total cash accounts		\$ 1,114,619.35	\$ 1,114,619.35
Equity - stock and mutual funds		\$ 5,646,446.78	\$ 6,011,788.47
Fixed Income		\$ 3,634,888.48	\$ 3,541,734.31
TOTAL ASSETS @ June 30, 2023		\$ 10,395,954.61	\$ 10,668,142.13

FY2024 RECEIPTS:

Interest & Dividends	\$ 193,279.84		
Asset Appreciation	\$ 146,890.31		
Total Interest and Dividends		\$ 340,170.15	
Other receipts:			
Cemetery lots	\$ 69,835.00		
Cemetery Perpetual Care	\$ 67,835.00		
Other revenue	\$ -		
Total Other Receipts		\$ 137,670.00	
TOTAL Gross Receipts		\$ 477,840.15	
Less			
Investment mgmt. fees	\$ (21,784.44)		

TOTAL NET RECEIPTS		\$ 456,055.71	
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FY2024 DISBURSEMENTS

Distributions from income & gains	\$ 126,125.50		
Cemetery lot sale proceeds to Town, current year	\$ 41,740.00		

TOTAL DISBURSED		\$ 167,865.50	
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FY2024 NET ACTIVITY (RECEIPTS LESS DISBURSEMENTS)		\$ 288,190.21	
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Ending Balance @ June 30, 2024		Book Value	Market Value
Bank of America	\$ 124,828.16		
First American Government, US Bank	\$ 582,791.15		
Mass Municipal Depository	\$ 26,507.46		
Total cash accounts		\$ 734,126.77	\$ 738,565.11
Equity - stock and mutual funds		\$ 5,520,299.12	\$ 6,694,153.49
Fixed Income		\$ 4,429,718.93	\$ 4,424,339.40

TOTAL ASSETS @ June 30, 2024		\$ 10,684,144.82	\$ 11,857,058.00
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Trustees of Town Donations

Frederick Miller, Chair

Eric Macy

Gavin Morrissey

Jennifer Ubaldino

Prepared by Colleen Rhinhart, Deputy Treasurer-Collector

Citizens of Concord today continue to benefit from the remarkable generosity of those who preceded them. Our community is strengthened in important ways by the consideration of our forebears. Beginning more than 250 years ago, various funds were established according to the wishes of the donor. Generally, these wishes addressed specific needs such as scholarship funding, library materials, health and environmental concerns, and beautification of the Town.

For those individuals making their estate plans, the Trustees would be pleased to respond to inquiries about creating a new trust and/ or adding to an existing fund.

During FY2024, the Trustees received \$171,495.40 in Interest Earnings, net of fees, and \$146,890.31 due to proceeds of sales. Receipts totaled \$137,670.00, for lot sales and perpetual care. The Trustees distributed a total of \$167,865.50, including:

- > \$21,000 from the Silent Fund & Hugh Cargill Trust transferred to the Select Board, distributed by the Select Board to individuals in need (Fund #1 & Fund #3);
- > \$3,000.00 from the Anna M. Holland Funds for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Funds #8 & 9);
- > \$200.00 from the George F. Flavin Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #23);
- > \$300.00 from the Ruth E. Helsher Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #28);
- > \$3,488.00 from the Anne B. Chamberlin Park Fund (1970) for support of the maintenance of the park area that stretches between Lowell Road and the Mill Brook in Concord Center (Fund #30);
- > \$41,740.00 in lot sales transferred to the Cemetery division and in lot repurchases from Cemetery Donations, Sleepy Hollow Cemetery

(Fund #33), additional funds to be distributed in FY2025;

- > \$77,437.50 from earnings on the Cemetery Perpetual Care Fund, transferred to the Town's Cemetery Fund and used for support of the Cemetery maintenance costs (Fund #34) for FY22, no earnings were approved for FY24;
- > \$500.00 from the Maureen Taggart Memorial Fund for a student award conferred by the Recreation Commission and a charitable donation to an organization selected by the student (Fund #36);
- > \$9,200.00 from the Guy P. DiGiovanni Family Scholarship Trust for academic scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #39) and
- > \$11,000 from the Beede Center Endowment to support operation and maintenance of the Beede Center (Fund #40); a total of \$26,000 was issued to the Beede Center, \$15,000 was funded by the Alfred Sawyer Trust Fund.

FY2024 year end distributions were approved and issued in FY2025 and therefore will be reflected in the FY2025 Town Report. Additional disbursements include investment management fees of \$21,784.44, charged monthly. Advisory and investment management fees were paid to Morgan Stanley, who currently serves as Trustee investment advisor.

Morgan Stanley is retained to manage the portfolio, in accordance with the Investment Policy adopted by the Trustees, a copy of which is available on the Town's website. The annualized rate of return to June 30, 2024 (fiscal year reporting period), net of fees, is as follows:

PORTFOLIO RATE OF RETURN			
as of June 30, 2024			
<i>Annualized, net of fees</i>			
	One Year	Three Years	Since Inception
Concord	12.16		4.01
Custom Benchmark One	13.23		2.87
Custom Benchmark Two	12.87		2.75
Custom Benchmark Three	13.63		3.11
Custom Benchmark One	60% MSCI ACWI; 40% BC US Gov & Corp (%)		
Custom Benchmark Two	33% SPX/ 10% EAFE/ 7% EM/ 40% Bond (%)		
Custom Benchmark Three	43% R3000/ 10% EAFE/ 7% EM/ 40% Bond (%)		

The Trustees of Town Donations Investment and Distribution policies are available at <https://concordma.gov/240/Trustees-of-Town-Donations>.

The Trustees have established the target portfolio asset allocation as follows:

Large cap stocks	30%-55%
Mid cap stocks	0%-10%
Small cap stocks	0%-10%
International (developed)	0%-20%
International (emerging)	0%-10%
Fixed Income	35%-50%

As of June 30, 2024, the market value of assets was recorded at \$11,857,058.00, an increase of 11% from the prior year.

The Town of Concord Trustees of Town Donations administers the following funds:

1. Silent Fund

A trust fund for the benefit of the poor of Concord, established in 1731, income therefrom to be used for the aid of said poor, as directed by the Select Board of Concord.

2. Hugh Cargill Fund

Income paid annually to the Select Board of Concord and added to funds administered by the Hugh Cargill Committee for the aid of Concord residents in need.

3. Hugh Cargill Trust

A trust fund for the benefit of the poor of Concord, income therefrom to be used for the aid of said poor, as directed by the Select Board of Concord.

4. Public School Donations

Bequest of John Beaton and John Cumming.

John Beaton: to improve the schooling of the youth.

John Cumming: benefit to a school, Town of Concord and to be under the direction of the Select Board.

5. High School Donations

Bequest of Cyrus Stow in 1878, the net income to be expended by the School Committee for said Town for the benefit of the high school.

6. Manual Training School Donations

Bequest of William M. Prichard, income to be used for the purpose of manual training, industrial arts, mechanical drawings, and domestic science and in furtherance of those subjects.

7. Sarah E. A. Richardson Fund

Bequest of Sarah E. A. Richardson in 1926 of \$12,000 to be held as a permanent fund, the income thereof to be used by the Trustees of Town Donations for the Town of Concord for the assistance of people suffering from physical disabilities in a hospital, or as the Trustees of Town Donations shall deem best.

8. & 9. Anna M. Holland Fund

Income to be used for:

A. Frederic M. Holland Scholarships: Higher Education for boys and girls over 16, who have been students at the Concord High School.

B. Anna M. Holland Scholarships: Higher education for young women over 16, residents of Concord who have attended school in Concord for at least two years.

10. Mary E. Gross

Income to be paid to Emerson Hospital of Concord.

11. Shade Tree Donations

Bequest of Reuben N. Rice in 1886 of \$2,000 and Samuel Hoar in 1904 of \$1,000, the principal to be invested and the income thereof annually expended in planting and the care of shade or ornamental trees in the public square, or on the highways and streets of Concord.

12. Adelaide Fowler Tree Fund

To be held as a trust fund for 100 years or for such less periods as the Select Board or the Trustees of Town Donations may deem advisable, income thereof to be used by it for the setting out and care of trees and shrubs.

13. Hapgood Wright Semi-Centennial Trust Fund

Gift of Hapgood Wright, August 25, 1885. Income to be used for the semi-centennial celebration of the incorporation of the Town of Concord until the third centennial year of the incorporation of the Town of Concord.

14. Hapgood Wright Centennial Trust Fund

Gift of Hapgood Wright in 1916 for the benefit and improvement of the Town or the citizens of Concord as determined by a two-thirds vote of Town Meeting.

Part A. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 1985 and at each 100 years thereafter;

Part B. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 2035 and at each 150 years thereafter.

15. Nineteenth of April Donations

Bequest of Ebenezer R. Hoar in 1895 to be safely invested and the income added to the principal, and in the year 1925, and in every 25th year thereafter, so much of the then existing accumulations of income as the town shall think fit, shall be used for the celebration of the Nineteenth of April 1775, and the surplus, if any, for such educational purposes as the Town may determine. The principal, however, to be always kept intact.

16. Melvin Fund

Bequest of James C. Melvin in 1917, the sum of \$2,000 to provide income to be used in connection with the 19th of April celebrations.

17. The Colonel James Barrett Fund

Bequest received in 1936. Income to be accumulated for periods of 60 years to be spent as Select Board designate.

18. Charles Hosmer Walcott Fund

Legacy from the Estate of John Walcott, income to be used by the School Committee for a prize for papers of historical or other subjects relating to Concord.

19. Fanny E. Wheeler Fund

Bequest from Fanny E. Wheeler, parcel of land situated at the junction of Sudbury and Assabet rivers containing 7.9 acres more or less and having thereon "Egg Rock" so called. Bequest subject to the restriction that no building of any kind shall ever be erected or placed on said premises. Also, a bequest of \$1,000 the income therefrom to be used for the care and maintenance of said premises.

20. Martha R. Hunt Legacy

Remainder of the legacy from Martha R. Hunt of \$1,000 income to be expended for the improving, repairing, and renovating on grounds, fences, and structures of the Old Hill Burying Ground.

21. Mary Stone Eaton Fund

For the benefit of the people of Concord who are physically disabled in a hospital.

22. Harriet Louise Eaton Fund

For the benefit of the people of Concord who are physically disabled in a hospital.

23. The George F. Flavin Scholarship Fund

This fund created by bequest in 1984, the income to be used exclusively for the higher education of worthy boys and girls who are graduates of the Concord-Carlisle High School.

24. Edward B. Caiger Fund

The income of this fund, by bequest in 1960, is used for prizes for high school seniors.

25. Edward B. Caiger Library Fund

Bequest received in March 1978. Principal to remain intact and income to be paid to the Concord Free Public Library.

26. Edith F. Sellors Library Fund

Bequest by Edith F. Sellors in 1984. Trust fund to be administered by Board of Public Library Trustees, the income thereof to be expended in each year for the purchase of books for the library, in addition to those provided from town appropriations or other funds. By decision at the 1984 Annual Town Meeting (article 54) "to authorize the Trustees of Town Donations to hold, manage and administer such legacy in accordance with said will."

27. Political Science Scholarship Fund

This fund created by a gift in 1963, the income to be used for the benefit of a girl, in the graduating class of

Concord-Carlisle Regional High School, most interested in the science of government.

28. Ruth E. Helsher Scholarship Fund

This fund created by bequest in 1965, the income to be used for the higher education of boys and girls who are graduates of the Concord-Carlisle Regional High School.

29. Eleanor Baldwin Fenn Memorial Fund

Gift from the League of Women Voters of Concord, June 1980, to be supervised and invested by the Trustees of Town Donations. The gift is required to be retained as principal. The income each year will be awarded to a member of the Concord-Carlisle Regional High School graduating class who has demonstrated an ongoing personal commitment to servicing the community. The Scholarship and Awards Selection Committee at the high school shall choose the recipient. If there is no qualified recipient, the income for that year shall be divided and presented to the award recipients over the next three years. This award is given in beloved memory of Eleanor Baldwin Fenn who devoted her life to active, informed, concerned citizenship throughout the community.

30. Anne B. Chamberlin Park Fund

Gift in March 1970, from the Chamberlin family, of which a sum up to \$2,000 may be spent for plans and construction of a path from Lowell Road to the Town land on the westerly side of Mill Brook. The balance of such sum to be held in trust, the income to be expended on direction of the Natural Resources Commission, or its successor, toward the maintenance of the path and its borders.

31. John Upshire Smith Memorial Fund

a trust fund for the benefit of the needy of Concord, income therefrom to be paid to the Silent Poor Fund.

32. Sleepy Hollow Cemetery Fund

Income to be paid annually to the Town Treasurer, to be used by the Cemetery Department.

33. Sleepy Hollow Burial Lot Fund

Payments for lots purchased in Sleepy Hollow Cemetery; principal and income to be paid to the Town of Concord annually.

34. Cemetery Donations - Sleepy Hollow Cemetery

Funds paid for perpetual care on lots in Sleepy Hollow Cemetery; income paid to the Town Treasurer quarterly for the maintenance of Sleepy Hollow Cemetery.

35. Cemetery Donations - St. Bernard's Cemetery

Donations for care of lots in Saint Bernard's Cemetery. Income to be paid to St. Bernard's annually.

36. Maureen Taggart Memorial Award

The Recreation Commission established the Maureen Taggart Memorial Award in January 1985. The award

is open to any high school student, public or private, who is a resident of Concord or Carlisle, and who has demonstrated a loving and giving spirit through voluntary service in the community. The recipient will have the privilege of designating a deserving organization and/or individual to receive a financial grant in Maureen's name. The recipient's name will be placed on two plaques - one at the Harvey Wheeler Community Center, and the other at the school of the chosen student. The citizens of Concord and Carlisle and any faculty member or student of the candidate's high school will make nominations. Nomination forms are available at the Concord Recreation Department, the local high schools, the two Concord libraries and the Carlisle Library. Nominations should be sent to the Recreation Department. Submittal deadline is April 1.

37. Concord Scholarship Fund

A Fund established to receive gifts to be used for scholarships to further the education of Concord residents. Gifts should be made payable to the Town of Concord and the fund is to be administered by the Trustees of Town Donations to be called "Concord Scholarship Fund." Gifts are tax deductible as a charitable contribution on individual tax return.

38. Concord's 350th Birthday Fund

Funds received from the Town of Concord. The Select Board voted to use remaining funds raised for the Town's 350th-birthday observance to set up a permanent trust fund for the "maintenance and improvement of the Monument Square Flagpole, related lighting, and flags." The principal and interest can be expended on the authorization of the Select Board.

39. DiGiovanni Family Scholarship Trust

Initial funds received April 1999 from Guy P. DiGiovanni, the income to be paid to the Town Treasurer annually and, through June 30, 2011, to be used by the Concord Recreation Commission for the funding of summer camp scholarships for programs managed by the Concord Recreation Department. After June 30, 2011, the donor revised the purpose of the fund; income will be applied to academic scholarships for Concord students attending college.

40. Beede Center Endowment

The Special Town Meeting of November 5, 2007 acted under Article 4 to transfer to the custody of the Trustees a gift of \$300,000 from the Alfred Sawyer Trust for the purpose of establishing an endowment for the Beede Swim and Fitness Center. The Town Meeting vote further stipulated that the principal was to remain intact and the income was to be made available upon request of the Town Manager for the operation and maintenance of the Beede Center. Subsequently, the gift was accepted by the Board of Selectmen on December 27, 2007 with further

condition of the Sawyer Trustee that use of the endowment income would be restricted to capital expenses. \$55,000 was applied for such purpose in fiscal year 2014.

Other funds under management by the Trustees of Town Donations:

Alfred H. Sawyer Trust Gift

Article 4 of the Special Town Meeting of November 5, 2007 also transferred to the custody of the Trustees of Town Donations "the sum of \$1,700,000 or any other sum that may be accepted by the Board of Selectmen from the Trustees of the Alfred Sawyer Trust to create an expendable fund for sustainable energy and other resource conserving initiatives for town buildings, said funds to be expended under the direction of the Town Manager, in accordance with certain terms and conditions to be agreed upon by the Board of Selectmen and the trustees of the Alfred Sawyer Trust."

On December 21, 2007, the Board of Selectmen executed a Memorandum of Agreement with the Trustees of the privately held Alfred Sawyer Trust and on January 3, 2008 the sum of \$1,730,437.58 was received into the custody of the Town of Concord Trustees of Town Donations. Subsequently, the sum of \$15,507.80 has been received into the fund as supplemental distributions from the Sawyer Trust trustees

As this is an Expendable Trust which initially was expected to have a payout period extending five to seven years, the Town of Concord Trustees of Town Donations placed the funds in a short-term bond fund account. In August 2013, the remaining funds were transferred into a money market account, an action taken in view of the diminished return available on the short-term bond fund account and the expected short-term horizon for disposition of the remaining balance of the Sawyer Trust gift account balance. Through June 30, 2024, \$272,757.33 has been earned on the funds under the custody of the Trustees of Town Donations and added to the Sawyer Trust gift account by the Trustees.

Through the end of fiscal year 2024, 73 energy conservation projects in various town-owned buildings have been funded. Activity since inception and for the most recent fiscal period ended June 30, 2024 is as follows:

ALFRED SAWYER RESOURCE CONSERVATION FUND

	Fiscal Year 2024	Since Inception
Market Value, BEGINNING	\$ 81,431.77	\$ 1,730,437.58
Add:		
Additions to trust capital	\$ -	\$ 15,507.30
Income	\$ 4,513.00	\$ 218,848.03
Realized Gains	\$ -	\$ 53,909.30
Less:		
Project funding - transfer to Town	\$ (15,000.00)	\$ (1,947,757.44)
Mark Value, ENDING	\$ 70,944.77	\$ 70,944.77

Trustees of Town Donations			
Fund Balances as of June 30, 2024			
Fund #	Fund Name	Book Value	Market Value
1	Silent Fund	\$ 459,746.16	\$ 681,069.85
2	Hugh Cargill Fund	\$ 2,652.52	\$ 3,214.85
3	Hugh Cargill Trust	\$ 436,234.03	\$ 536,680.15
4	Public School Donations	\$ 83,301.61	\$ 102,824.88
5	High School Donations	\$ 90,417.48	\$ 111,826.64
6	Manual Training	\$ 363,934.78	\$ 449,335.49
7	Sarah E. A. Richardson fund	\$ 195,126.69	\$ 240,996.12
8	Anna M. Holland Fund #1	\$ 52,100.13	\$ 74,857.51
9	Anna M. Holland Fund #2	\$ 32,343.12	\$ 48,121.90
10	Mary E. Gross	\$ 7,219.21	\$ 8,917.48
11	Shade Tree Donations	\$ 1,857.87	\$ 2,250.24
12	Adelaide Fowler Tree Fund	\$ 10,182.30	\$ 12,038.57
13	Hapgood Wright Semi-Centennial	\$ 26,106.07	\$ 30,887.02
14A	Hapgood Wright Centennial Trust (1985 and each 100 years)	\$ 21,224.92	\$ 25,094.29
14B	Hapgood Wright Centennial Trust (2035 and each 150 years)	\$ 1,686,265.85	\$ 1,993,683.89
15	Nineteenth of April Donations	\$ 23,423.91	\$ 32,931.68
16	Melvin Fund	\$ 2,315.65	\$ 2,994.33
17	Colonel James Barrett Fund	\$ 8,542.96	\$ 10,101.03
18	Charles Hosmer Walcott Fund	\$ 2,933.33	\$ 3,468.11
19	Fanny E. Wheeler Fund	\$ 133,355.26	\$ 157,666.83
20	Martha Hunt Legacy	\$ 1,142.99	\$ 1,295.11
21	Mary Stone Eaton Fund	\$ 48,035.01	\$ 56,792.11
22	Harriet Louise Eaton Fund	\$ 39,446.43	\$ 46,637.79
23	George F. Flavin Scholarship	\$ 7,810.49	\$ 11,056.15
24	Edward B. Caiger Fund	\$ 2,313.35	\$ 3,583.75
25	Edward B. Caiger Library Fund	\$ 7,788.71	\$ 9,576.15
26	Edith F. Sellors Library Fund	\$ 3,790.35	\$ 4,717.32
27	Political Science Scholarship	\$ 2,618.89	\$ 3,990.12
28	Ruth E. Helsher Scholarship	\$ 4,898.34	\$ 14,690.08
29	Eleanor Baldwin Fenn Memorial	\$ 4,065.08	\$ 6,321.35
30	Anne B. Chamberlin Park Fund	\$ 369,291.41	\$ 451,305.88
31	John Upshire Smith Memorial	\$ 2,765.27	\$ 3,309.41
32	Sleepy Hollow Cemetery Fund	\$ 13,750.68	\$ 14,576.49
33	Sleepy Hollow Burial Lot Fund	\$ 41,939.62	\$ 12,711.39
34	Cemetery Donations - perp. Care	\$ 5,695,317.64	\$ 5,748,544.73
35	Cemetery Don. - St. Bernard's	\$ 69,800.96	\$ 83,989.32
36	Maureen Taggart Memorial	\$ 28,982.57	\$ 36,288.87
37	Concord Scholarship Fund	\$ 2,937.80	\$ 4,123.25
38	Concord's 350th Birthday	\$ 10,642.15	\$ 15,695.03
39	Guy P. DiGiovanni Fund	\$ 240,328.16	\$ 253,591.87
40	Beede Center Endowment	\$ 447,195.05	\$ 545,300.98
TOTAL		\$ 10,684,144.82	\$ 11,857,058.00

Contributory Retirement Board

Peter J. Fulton, Chair (elected member)

Anthony M. Ansaldi, Jr. Town CFO (Select Board's appointed member)

Richard Delorey, Town Accountant (ex officio member)

Eric Macy (5th member appointed by the Board)

Brian J. Whitney (elected member)

Jill Hersey, Executive Director

The Concord Retirement Board administers the Contributory Retirement System, a multi-employer pension board that includes the Town of Concord (including non-teaching staff of the Concord K-8 School Department), the Concord-Carlisle Regional School District non-teaching staff and the Concord Housing Authority. The system covers all employees working at least 25 hours per week in regular employment, except for teaching personnel (who are members of the State Teacher Retirement System). The Town Accountant, by statute, is a member ex officio of the Retirement Board. The Town Treasurer is the Treasurer of the Retirement System. Staff of the Concord Town Treasurer and the Town Accountant provide administrative support for the System.

The Retirement System operates on a calendar year fiscal period. Legally, the Concord Retirement Board is a state agency rather than a town committee. Its work and financial records are supervised by the Public Employee Retirement Commission Administration (PERAC), a state agency located within the Massachusetts Department of Revenue, Executive Office of Administration and Finance.

The Concord Retirement Board is one of 104 local Boards operating under one set of statewide rules and one benefit structure established by Massachusetts General Laws Chapter 32. Its responsibility is fiduciary to the members and beneficiaries of the Concord Retirement System.

As of the most recent actuarial valuation (January 1, 2024), Concord's funded ratio (assets compared to system actuarial liabilities) was 93.1%, down from the prior year's 93.9%, and nearing the system high of 96.0% as of January 1, 2008, before the market collapse of late 2008 and early 2009. Total assets and accrued liabilities as of January 1, 2024 and 2023 were reported as follows:

Actuarial Accrued Liability (AAL)	\$250,966,945	\$239,913,404
Actuarial Value of Assets (AVA)	\$233,618,503	\$225,252,027
Unfunded Actuarial Accrued Liability (UAAL)	\$17,348,442	\$14,661,377
Discount Rate (assumed earnings rate)	6.5%	6.5%
Funded Ratio	93.1%	93.9%

The actuarial value of assets is a derivation that spreads investment gains and losses (results above and below the assumed rate of return, the rate at which future liabilities are discounted to present value) over a four-year period. Thus, for example, the investment gains in 2022 that resulted from exceeding the 6.50% discount rate are divided equally into four parts, with one-quarter (one part) recognized in calendar year 2022 results and the other quarter parts recognized in 2023, 2024 and 2025. Thus, AVA may depart from the Market Value of Assets (MVA) – but are limited to within 10% of Market Value.

The actuarial assumptions used in the 2024 valuation are consistent with the 2023 valuation.

The funding schedule extended by two years, amortizing the remaining unfunded liability through FY2031. The funding schedule determines the annual employer contributions to be paid by the Town of Concord, the Concord-Carlisle Regional School District, and the Concord Housing Authority, with the Town portion being further allocated between Water, Sewer, Electric Light, Swim & fitness, and the Remainder of the Town.

Of the 104 Boards comprising the Massachusetts Retirement System, Concord's funded ratio ranked 11th highest on the listing published as of October 1, 2023, down from 9th highest last year, as reported by PERAC. As of 1/1/23, just three of the 104 boards in the MGL Chapter 32 public employee pension system were using a discount rate lower than 6.5% (Andover, Leominster & Wellesley), and three others were using a discount rate of 6.50%, like Concord (GLSD, Maynard & Needham). Ninety-seven (97) boards were using discount rates higher than 6.50%. Of the eight boards with higher funded ratios, 6 reported that the discount rates used in the most recent actuarial valuation range was higher than 6.50%. Use of a lower discount rate increases the present value calculation of future liabilities and therefore tends to lower the reported funded ratio. Since the valuation of January 1, 2010, the Concord Board has lowered its assumed rate of return from 7.75% to the current 6.50% rate, reflecting its expectation of achievable future investment returns.

The funding schedule is subject to revision based on the results of each actuarial valuation study. The investment results of calendar year 2024 will be reflected in the next planned valuation with an effective date of January 1, 2025.

At January 1, 2024, system membership was 584 Active Members, 255 Inactive Members and 375 Retired Members.

The Retirement System maintains the following fund balances:

- > The Annuity Savings Fund contains the accumulated contributions plus earnings of active member employees and terminated employees who have not withdrawn their

balances. By law, interest earnings to be credited to the individual member account within this fund (and the Annuity Reserve Fund) is set by the state for the calendar year at the average passbook savings rate of the prior year, not at the earnings rate actually realized by the System.

- > The Annuity Reserve Fund contains the accumulated contributions and earnings of members receiving retirement or disability payments. Accumulated balances are transferred to this fund from the Annuity Savings Fund upon a member's retirement.
- > The Special Military Services Fund contains employer appropriations for certain armed services veterans who qualify for additional benefits under Massachusetts law.
- > The Pension Fund receives and maintains the employer contributions. Retirement benefits funded by employer contributions are disbursed

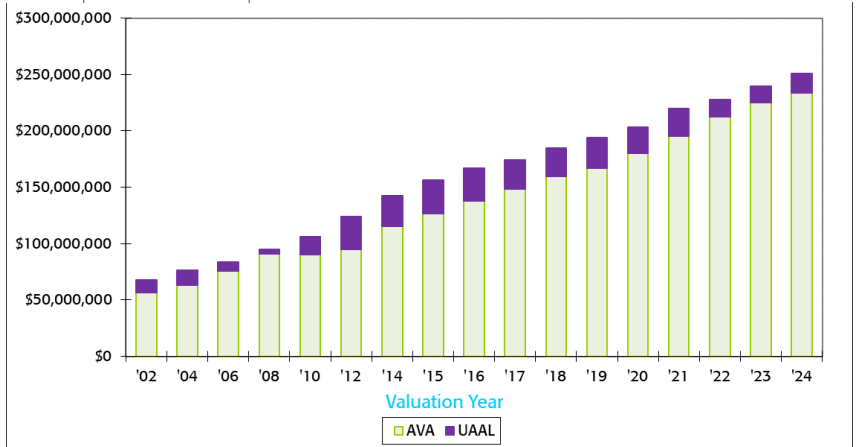
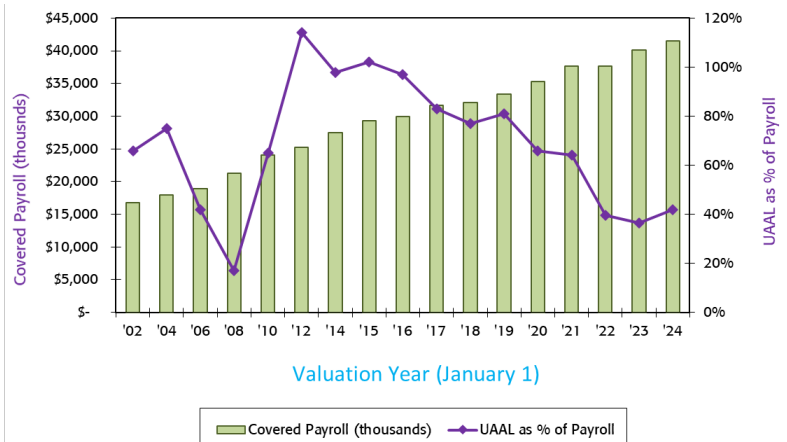
from this fund.

- > The Pension Reserve Fund receives excess investment income (if any) after allocations are made to all other funds. This fund also receives any pension assessments made against federal grants and any forfeit of accumulated interest by a member withdrawing from the system before 5 years (all annuity account interest is forfeited) or ten years (50% of annuity account interest is forfeited).
- > The Expense Fund receives and disburses monies associated with the Retirement Board's administrative expenses.

Based upon calendar year financial statements published by the Concord Retirement Board and audited as part of the Town's annual audit, a three-year comparison (2019-2021) of total assets by fund is shown below:

Audited Financial Data at December 31, 2023

	2021	2022	2023
Annuity Savings Fund	\$ 34,120,288	\$ 35,639,782	\$ 35,919,335
Annuity Reserve Fund	\$ 11,433,578	\$ 11,482,467	\$ 12,595,440
Military Service Fund	\$ 4,510	\$ 4,515	\$ 4,520
Pension Fund	\$ 2,730,925	\$ 143,887	\$ -3,031,466
Pension Reserve Fund	\$ 185,954,060	\$ 157,616,337	\$ 178,291,662
TOTAL AT MARKET VALUE	\$ 234,243,361	\$ 204,886,988	\$ 223,779,491



*Graphs can be found on Page 18 of the January 1, 2024 Actuarial Valuation Report Prepared by Stone Consulting, Inc.

Telephone Directory

Ambulance, Fire, and Police Emergency - 911

Call this Department/Entity:	For questions on:	Phone:
AFTER HOURS EMERGENCIES	Electricity, highways, parks, sewer, snow removal, trash, trees, water	(978) 318-3400
Assessing	Assessments, Abatements	(978) 318-3070
Board of Appeals	Zoning Appeals, Special Permits & Variances	(978) 318-3295
Board of Health	Health, Sanitation, Septic Permits/Title V	(978) 318-3275
Building Inspector	Building Permits, Electric Permits, Plumbing & Gas Permits, Plot Plans, Home Occupation Permits, Zoning Enforcement	(978) 318-3280
Minuteman Media Network	Local Public Access Television	(978) 318-3052
Comcast Cable (Westford)	Cable Television sales and service	(978) 692-6500
Community Services Coordinator	Financial assistance, counseling, legal services, domestic violence resources, after school and camp support, employment, fuel assistance, parenting support groups	(978) 318-3034
Council on Aging	Senior Activities, Information & Transportation	(978) 318-3020
Fire Department	Routine Fire & Ambulance Business, Burning Permits	(978) 318-3488
Historic Districts Commission	Historic Districts	(978) 318-3299
Concord Housing Authority	Affordable, Subsidized & Elderly Housing	(978) 369-8435
Human Resources	Town Personnel Information & Job Openings	(978) 318-3025
Library	Main Library	(978) 318-3300
	Circulation Desk	(978) 318-3301
	Fowler Branch Library	(978) 318-3350
	Children's Services	(978) 318-3358
	Reference Services	(978) 318-3347
Light Plant	Electric Service & Operations	(978) 318-3101
	Electric, Water & Sewer Final Readings; Electric New Accounts	(978) 318-3154
Natural Resources	Conservation Land/Environment, Wetlands	(978) 318-3285
Planning & Land Management	Planning, Land Use, Zoning, Affordable Housing Lotteries	(978) 318-3290
Police	Routine Police Business and Animal Control Officer	(978) 318-3400
Public Works	Administration	(978) 318-3206
	Cemeteries	(978) 318-3230
	Engineering/Road Permits	(978) 318-3210
	Highways/Snow & Ice Removal	(978) 318-3220
	Parks & Trees	(978) 318-3230
	Trash, Recycling & Yard Waste Information	(978) 318-3240
	Water & Sewer Operations (see Town Accountant for Billing)	(978) 318-3250
Recreation Department	Recreation Programs, After/Before School, Carousel, Terrific Tuesday, Hunt Gym	(978) 287-1050
	Beede Swim and Fitness Center	(978) 287-1000
Retirement Board	Town Retirement System Information/Benefits	(978) 318-3068

School Department	Ripley Administrative Offices/Superintendent's office	(978) 318-1500
	Alcott Elementary School	(978) 318-9544
	Thoreau Elementary School	(978) 318-1300
	Willard Elementary School	(978) 318-1340
	Peabody Middle School	(978) 318-1360
	Sanborn Middle School	(978) 318-1380
	Concord-Carlisle Regional High School	(978) 318-1400
	Concord-Carlisle Adult and Community Education	(978) 318-1432
Select Board	Committee Appointments; Alcoholic Beverage Licensing	(978) 318-3001
Town Accountant	Accounting	(978) 318-3060
	Utility Billing (Light, Water, Sewer)	(978) 318-3062
	Water & Sewer New Accounts	(978) 318-3062
Town Clerk	Births, Deaths, Marriages; Dog Licenses; Business Certificates; Elections; Voter Registration	(978) 318-3080
Town Manager's Office	General Administration	(978) 318-3000
	Public Information Officer	(978) 318-3052
	Facilities Manager	(978) 318-3132
Treasurer/Collector	Ambulance Bills; Parking Tickets; Property & Excise Tax Bills; Trash Collection & Recycling Subscriptions; Electric, Water & Sewer Bill Payments	(978) 318-3050
Youth Services Coordinator	Assists with programs and services for youth and families	(978) 318-3043
Veterans Agent	Veterans' Information/Referrals/Benefits	(978) 318-3038

Acknowledgments

Rooted In History, Focused On The Future

Front Cover:

The North Bridge in early autumn - an iconic symbol of Concord's legacy and resilience.

Back Cover:

The Concord Town House, home of Concord's local government, representing both historic foundations and present-day civic life.

Cover Design:

Amanda Moore, Executive Assistant to the Town Manager

Book Compilation:

Compiled and prepared by Amanda Moore, Executive Assistant to the Town Manager
with support from Donna McIntosh, Communications Manager

The 2024 Annual Town Report represents the dedication and collaboration of Concord's many departments, boards, committees, and community partners. Deep thanks go to the Town Manager's Office, the Select Board, and all who serve the Town with professionalism and care.

This report was prepared using Adobe InDesign.

The Annual Town Report is also available online at www.concordma.gov

