

# Town of Concord, Massachusetts



2016  
Annual Report

# CONCORD AT A GLANCE

Settled:	Incorporated 1635
Population:	Town Census as of January 2016 – 15,987
Miles of Road:	107
Area:	26 square miles
Elevation:	130 feet
Residential Tax Rate:	\$14.07 per \$1,000 of valuation
Form of Government:	Open Town Meeting / Select Board / Town Manager
Religious Institutions:	Catholic, Christian Science, United Church of Christ (2), Episcopal, Unitarian Universalist, Presbyterian, Society of Friends, Synagogue, Baha'i, Swedenborg, Non-denominational (3)
Hospital:	Emerson Hospital
Transportation:	MBTA Commuter Rail to Boston and Fitchburg; Commuter Bus to Boston; Council on Aging Van - weekday door-to-door transportation for seniors
Utilities:	Concord Municipal Light Plant; Concord Public Works provides water to most of the Town and a portion of the Town has sewer; National Grid supplies natural gas to the Town
Schools:	Preschools/Nursery Schools - several Public - 3 elementary; 2 middle; 1 regional high school, 1 regional career & technical high school Private - 2 elementary/middle; 2 high schools
Public Safety:	Full time Police and Fire Departments; Emergency service ambulance provided by Concord Fire Department
Recreation:	Municipal tennis courts, urethane track, fitness course and athletic fields; conservation land and trails for recreational use; municipal recreation center with year-round programs and outdoor teaching pool; municipal swim and fitness center, State swimming and picnicking facilities at Walden Pond; private health clubs, tennis, swimming and skating facilities.

To find out if a public meeting has been cancelled, call the Cancellation Line (978) 318-3006. Visit the Town's website at [www.concordma.gov](http://www.concordma.gov) for a calendar of municipal events and meetings, and for general information about the Town.



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



**FOR THE YEAR ENDING  
DECEMBER 2016**

# Front

## BALL'S HILL ROAD

### Cover:

View of the Concord River from October Farm Riverfront off Ball's Hill Road. Identified as a property of interest in the 2014 "Open Space & Recreation Plan", the Town in conjunction with the Concord Land Conservation Trust, successfully purchased the 78± acre parcel of land at the end of Ball's Hill Road. This could not have happened without support from the residents of Concord, Town staff, Community Preservation Act funding, and the LAND grant awarded by the Executive Office of Energy and Environmental Affairs.

# Back

## ELECTRIC SCHOOL BUS

### Cover:

On Thursday, November 17, Concord received the first full-size electric School Bus in Massachusetts. Concord is a community committed to sustainability. Through the efforts of Town staff, and citizen involvement on Boards and Committees, strides have been made to reduce the carbon footprint of Concord by finding environmentally friendly alternatives when using energy.

### COVER DESIGN

Trish and Steve Ng

### PHOTO CREDITS

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p. 65	Paul Cooke	p. 165	Charles F. Davis, Jr.
p. 67	Anna Trout	p. 166	Ginnie Whalen
p. 72	Paul Cooke		

Many thanks to all who contributed to the 2016 Concord Town Report. Special thanks to Ruth and Hugh Lauer, Trish and Steven Ng, Jane Hotchkiss, Sean Dugan, and Laurel Landry. This report was prepared using Adobe InDesign and other software and typeset in Adobe Garamond Pro. The Annual Town Report is also available online in color at [www.concordma.gov](http://www.concordma.gov).

Andrew W. Mara, Editor

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# TOWN OFFICERS

## ELECTED OFFICIALS

### SELECT BOARD

(Elected for three years)  
Michael E. Lawson (2017)  
Alice N. Kaufman (2019)  
Steven Ng (2018)  
Jane C. Hotchkiss (2018)  
Thomas McKean (2019)

### MODERATOR

(Elected for one year)  
Carmin C. Reiss (2017)

### SCHOOL COMMITTEE

(Elected for three years)  
Johanna Neilson Boynton (2019)  
Wallace Wally Johnston (2017)  
Heather Ann Bout (2018)  
Daniel R. Conti (2018)  
Robert G. Grom (2019)

### HOUSING AUTHORITY

(Elected for five years)  
Linda L. Escobedo (2017)  
Edward Tar Larner (2019)  
Todd L. Benjamin (2018)  
Hester Hill Schnipper (2021)  
Richard W. Eifler, State Appointee (2019)

## BOARDS AND COMMITTEES

### BOARDS ESTABLISHED BY STATE STATUTE

#### RETIREMENT BOARD

(Elected/Appointed for three years)  
Peter J. Fulton (10/31/16-10/30/19)  
Elected by Plan Members  
Arnold Roth (1/1/13-12/31/18)  
Appointed by Retirement Board  
Brian Whitney (5/30/14-5/29/17)  
Elected by Plan Members  
Anthony T. Logalbo (5/31/18)  
Appointed by Select Board  
Mary Barrett – Indefinite  
Ex-Officio Member

#### APPOINTED BY THE MODERATOR

#### FINANCE COMMITTEE

(Appointed for three years)  
Terri Ackerman (2017)  
Karle S. Packard (2017)  
Wendy Rovelli (2017)  
Thomas A. Tarpley (2017)  
Brian Taylor (2017)  
Richard Jamison (2018)  
Linda Miller (2018)  
C. Thomas Swaim (2018)  
Philip C. Swain, Jr. (2018)  
Triveni Upadhyay (2018)  
Dean Banfield (2019)  
Daniel P. Cassidy (2019)  
Scott Randall (2019)  
June Rzepczynski (2019)  
Christina C. Williams (2019)

#### MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT

(Appointed for three years)  
Carolyn H. Flood (2019)

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

Franklin Cannon (Until Project Completed)

#### APPOINTED BY THE SELECT BOARD

#### AGRICULTURAL COMMITTEE

(Appointed for five years)  
Brian Cramer (2017)  
Stephen Verrill (2017)  
Emily Wheeler (2017)  
Dudley Goar (2018)  
Lise Holdorf (2018)  
Carolyn Goethert (2018)  
Laura Sackton (2018)

#### BOARD OF APPEALS

(Appointed for three years)  
Robert Sepucha (2017)  
Stuart Freeland (2018)  
John Brady (2019)  
James A. Smith (2017)  
Elizabeth Akehurst-Moore (2018)

#### BRUCE FREEMAN RAIL TRAIL COMMITTEE

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

**COMMUNITY PRESERVATION COMMITTEE**

(Appointed for four years)  
 Barbara Pike (2018)  
 Bouzha Cookman (2017)  
 Dorothy Ortner (2019)  
 Greg Higgins (2017) Natural Resources Commission  
 Geoffrey Taylor (2017) Historical Commission  
 Peter Ward (2017) Recreation Commission  
 John Cratsley (2018) Planning Board  
 Linda L. Escobedo (2017) Housing Authority

**COMPREHENSIVE LONG RANGE PLAN COMMITTEE**

(Terms to expire January 2018)  
 John Boynton, IV  
 Margaret Briggs  
 James Bryant  
 Peter Hunter  
 Wallace Johnston  
 Gary Kleiman  
 Barron Lambert  
 Barbara Morse  
 Sharyn Lenhart  
 Nick Pappas  
 Wade Rubenstein  
 Elise Woodward  
 Judith Zaunbrecher

**CONCORD HOUSING DEVELOPMENT CORPORATION**

(Appointed for three years)  
 Jerry Evans (2018)  
 Marshall McLean (2018)  
 Philip Posner (2018)  
 Amir Viskin (2018)  
 Marylynn Boris (2019)  
 Lee Smith (2019)

**CONCORD CULTURAL COUNCIL**

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

**CONSERVATION RESTRICTION STEWARDSHIP COMMITTEE**

Catherine Perry (2017)  
 Kathryn Angell (2018)  
 David Bell (2018)  
 Joan Wesolowski (2018)  
 John Ferguson (2019)

**ENERGY FUTURE TASK FORCE**

(Terms to expire May 2017)  
 Pam Hill  
 Brian Foulds  
 Dan Gainsboro  
 Elise Woodward  
 John Dalton  
 Wallace Wally Johnston

**ESTABROOK WOODS ACCESS STUDY COMMITTEE**

(Terms to expire December 2016)  
 Jeffery Adams  
 Kathryn Angell  
 Justin King  
 Lisa Pohl  
 Bonnie Pohlig  
 Neil Rasmussen  
 Polly Reeve  
 Sally Schnitzer  
 Paul Siebert

**FINANCIAL AUDIT ADVISORY COMMITTEE**

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

**HANSCOM FIELD ADVISORY REP.**

Steven Ng (2016)

**HATS REPRESENTATIVES**

Steven Ng, Select Board  
 Brooke Whiting Cash, Planning Board  
 Dorothy Ortner

**HISTORIC DISTRICTS COMMISSION**

(Appointed for five years)  
 Dennis Fiori (2018) Library Corporation  
 William Gregory (2019) Planning Board  
 Mark Giddings (2020) Natural Resources Commission  
 Justin King (2021) Select Board  
 Nea Glenn (2022) Concord Museum  
 Peter Nobile (2018) Library Corporation  
 Luis Berrizbeitia (2019) Planning Board  
 Satish Dhingra (2020) Natural Resources Commission  
 Melinda Shumway (2021) Select Board  
 Kathleen Chartener (2022) Concord Museum

**HUGH CARGILL TRUST COMMITTEE**

(Appointed for three years)  
 J. Raymond Andrews (2017)  
 Christopher Jane Corkery (2017)  
 Paul LoVecchio (2018)  
 Susan Eckel (2019)  
 Judith A. Terry (2019)

**JUNCTION VILLAGE FUNDING ADVISORY COMMITTEE**

(Terms to expire June 1, 2016)  
 Todd Benjamin  
 Walter Birge  
 Gregory Howes  
 Toby Kramer  
 Terry Rothermel

**LIBRARY COMMITTEE**

(Appointed for three years)  
 Mav Pardee (2017)  
 Matthew Boger (2018)  
 Sandy Shen (2018)  
 Michael Barker (2019)  
 Tara Edelman (2019)  
 Beverly Gauthier (2019)  
 Carl Vause (2019)

**MAGIC/MAPC REPRESENTATIVE**

Steven Ng

**MASSPORT COMMUNITY ADVISORY COMMITTEE**

Pamela Hill (2017)

**MBTA REPRESENTATIVE**

Wayne Miller (2018)

**PERSONNEL BOARD**

(Appointed for three years)  
 Nancy Crowley (2016)  
 Ellen Quackenbush (2017)  
 Claude Cicchetti (2018)  
 Susan Bates (2019)

**PLANNING BOARD**

(Appointed for five years)  
 John Canally (2017)  
 John Cratsley (2017)  
 Brooke Whiting Cash (2018)  
 Robert Easton (2019)  
 Gary Kleiman (2019)  
 Matthew Johnson (2020)  
 Allen Sayegh (2021)

**PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE**

(Appointed for five years)  
 Edward Murray (2019)  
 Robert Norton (2019)  
 John Arena III (2020)  
 Thomas Valle (2021)  
 Trish Ng (2021)  
 Erin Logan (2021)

**PUBLIC PRIVATE PARTNERSHIP STUDY COMMITTEE**

(Terms expire March 2017)  
 Carol Aronson  
 Ingrid Detweiler  
 Miguel Echavarri  
 Abraham Fisher  
 Phil Gibson  
 Jean Goldsberry  
 Robert Grom  
 Dorrie Kehoe  
 Peter Mahler

**RECORDS & ARCHIVES COMMITTEE**

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

**REGISTRARS, BOARD OF**

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

**SUAsCo RIVER STEWARDSHIP COUNCIL**

Elissa J. Brown

**TAX FAIRNESS COMMITTEE**

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

**TAX RELIEF COMMITTEE**

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

**TRUSTEES OF TOWN DONATIONS**

(Appointed for three years)  
 Janet Friedman (2017)  
 Thomas Doe (2018)  
 James Dohoney (2018)  
 Christine Ayotte-Brennan (2019)  
 Robert Donelan (2019)

**2229 MAIN STREET ADVISORY COMMITTEE**

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

**WHITE POND ADVISORY COMMITTEE**

(Appointed for three years)  
 Steve Goodman (2016)  
 Deborah Ellwood (2017)  
 Carmen Jacquier (2018)  
 Joan Kennedy (2019)  
 Michael Glennon (2019)

**YOUTH COORDINATOR ADVISORY BOARD**

Jeffrey Campbell (2016)  
 Susan Giles (2016)  
 Terri Dugan Frost (2016)  
 Jennifer Lannan (2016)  
 Patricia Vasiliadis (2016)

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

**ASSESSORS, BOARD OF**

(Appointed for three years)  
Christian Fisher (2017)  
David Karr (2017)  
Cynthia Rainey (2018)  
Jim Sommer (2018)  
Gerald Vigneron (2019)

**COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE**

(Appointed for three years)  
Jill Appel (2017)  
William Lehr (2017)  
Gilda Gussin (2018)  
Bradley Hubbard-Nelson (2018)  
Anne Moore (2018)  
Bruce Blumberg (2019)  
Alan Whitney (2019)  
Janet Miller (2019)

**COMMITTEE ON DISABILITY**

(Appointed for three years)  
Jean Goldsberry (2017)  
David Holdorf (2017)  
Lloyd Price (2017)  
Marybeth Baker (2018)  
Jennifer Brooke (2018)  
Meryl Schwartz (2019)  
Nora McShane (2019)

**HISTORICAL COMMISSION**

(Appointed for three years)  
Diann Ralph-Strausberg (2017)  
Geoffrey Taylor (2017)  
Electa Tritsch (2018)  
Andrew Koh (2019)  
Claire Gauthier (2019)

**NATURAL RESOURCES COMMISSION**

(Appointed for three years)  
Lynne Huggins (2017)  
Charles Poutasse (2017)  
Jeffrey Adams (2018)  
Judith Zaunbrecher (2018)  
Gregory Higgins (2019)

**APPOINTED BY THE TOWN MANAGER**

**CEMETERY COMMITTEE**

(Appointed for three years)  
Paul Cooke (2017)  
Gina Nasson (2017)  
Andrea Solomon (2017)  
Carol Harney (2019)  
Whitney Kocher (2019)

**COUNCIL ON AGING BOARD**

(Appointed for three years)  
Pamela Hanson (2017)  
Janet Kenneally (2017)  
Meryl Schwartz (2017)  
Arthur Alcares (2017)  
Ann Schummers (2018)  
Patty Kean (2019)  
Michael Rudd (2019)  
Carole Cushing (2019)  
Sharyn Lenhart (2019)  
Milton Cohen (2017)  
Courtland Booth, Schools Rep

**HEALTH, BOARD OF**

Joann Dinardo-Halper (2017)  
Mark Haddad (2018)  
Deborah Greene, MA (2019)  
Ray Considine (2019)

**MUNICIPAL LIGHT BOARD**

(Appointed for three years)  
Margaret B. Briggs (2017)  
Lynn Salinger (2017)  
James B. Terry (2017)  
Dan Gainsboro (2019)  
Gordon Grockway (2019)

**PUBLIC WORKS COMMISSION**

(Appointed for three years)  
Arthur S. Fulman (2017)  
Toby Kramer (2017)  
Peter Wallis (2017)  
Andrew Boardman (2018)  
K.C. Winslow (2019)

**RECREATION COMMISSION**

(Appointed for three years)  
Peter Hunter (2017)  
Paul Grasso (2018)  
Peter Ward (2019)  
John Carlton (2019)  
Casey Atkins (2019)

## APPOINTED INDIVIDUALS

### GENERAL GOVERNMENT

Town Manager	Christopher Whelan
Assistant Town Manager	Kate Hodges
Inspector of Animals	Gabrielle P. White
Building Commissioner	John R. Minty, Jr.
Inspector of Wires	Bill Choate
Plumbing & Gas Inspector	Jim O'Reilly
Public Health Director	Susan Rask
Town Counsel	William L. Lahey
Workers' Compensation Agent	Amy Foley

### PUBLIC SAFETY

Civil Defense Director	Mark R. Cotreau
Chief of Police/Constable	Joseph O'Connor
Constable	Joseph Topol
	Robert P. DiRenzo, Jr.
Dog Officer	Jennifer Condon
Assistant Dog Officer	Donna DeWallace
Fire Chief/Fire Warden	Mark R. Cotreau
Municipal Right to Know Coordinator	Mark R. Cotreau

### PUBLIC WORKS & LIGHT PLANT

Public Works Director	Richard Reine
Superintendent of Light Plant	David G. Wood
Town Engineer	William Renault
Water & Sewer Superintendent	Alan Cathcart
Highway & Grounds Superintendent	Daniel Rowley
Environmental Services Program Administrator	Rod Robison

### COMMUNITY DEVELOPMENT

Hanscom Field Advisory Committee Rep.	Steven Ng
MAPC Representative	Steven Ng
MBTA Advisory Board	Wayne Miller
Tree Warden	Peter G. Flynn

### SCHOOLS

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

Director of Elder Services	Virginia Quarles
Library Director	Kerry Cronin
Director of Recreation Services	Ryan Kane
Registrar of Veterans' Graves	Harold Nichols
Veterans' Agent/Director of Veterans' Services	Richard F. Krug
Burial Agents	Charles W. Dee
	Richard F. Krug
ADA Coordinator	Kate Hodges
Community Services Coordinator	Bonnie Wilbur

### FINANCE

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

# SELECT BOARD

## *General Business*

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

## *Select Board Agenda and Goals*

Each year the Board establishes short and long-term goals and objectives to guide its deliberations and actions. These values and guiding principles are:

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

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

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

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

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

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

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

**Diversity:** Economic and Social Diversity;

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

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



*From left: Steven Ng, Alice Kaufman, Michael Lawson, Chair; Jane Hotchkiss, Clerk; Thomas McKean*

Our goals and our guiding principles help the Select Board maintain continuous and consistent progress while balancing our tax burden and the expectations for Town services. It is our commitment to the Town, and one each member takes to heart.

## *Communications*

In order to carry out our responsibilities, the Board continued its practice of meeting at 7:00 p.m. on Monday evenings, every other week, with additional meetings as necessary. To allow greater time for consideration of more substantive matters, the Board employs a consent calendar for routine and non-controversial matters such as gift acceptances and special licenses. The Board strives for greater transparency on all matters of Town policy. Meetings are open to all interested Concord citizens and time is allotted for the Board to hear public comments. Copies of supporting materials for meetings of the Board are posted on the Town website. CCTV records the Board's meetings and broadcasts live on Concord's local access cable channel ([www.concordtv.org](http://www.concordtv.org)). The *Concord Journal* ([www.concord.wickedlocal.com](http://www.concord.wickedlocal.com)) and *Concord Patch* ([www.concord.patch.com](http://www.concord.patch.com)), both regularly report on the Board's meetings. In addition, our Town Public Information Officer oversees regular postings on social media and the Town's websites, which were completely rebuilt this year and earned the 2016 Massachusetts Municipal Association's Municipal Website Award.

Members of the Board also meet regularly with Carlisle officials, the Town's representative to the Massachusetts House of Representatives, Cory Atkins and State Senator Mike Barrett, and with representatives of the MBTA. Select Board members participate in the Hanscom Area Towns Committee as well as with the Massachusetts Municipal Area Planning Association, which works with a Boston metro-west coalition of 16 towns. The Select Board actively participated on the Minuteman Vocational Technical School Building Committee, working to construct a new school, held two separate regional elections, as well as Town-wide public outreach and education. All Select Board members serve as liaisons to the various Town committees and work with the Town Manager to form new ones when the need arises. This year saw the creation of: the Public Private Partnership Study Committee, the Estabrook Woods Access Study Committee, the Polystyrene Education and Outreach Committee, the Comprehensive Long Range Plan Committee, and the Energy Future Task Force.



*The Select Board generally meets every other Monday night at the Town House in the Select Board Meeting Room.*

The Select Board attempts to stay as current as possible with minutes of past meetings and they should be accessible on our website at [www.concordma.gov](http://www.concordma.gov); we also have a Facebook page @Concordmass and twitter account @concord\_ma. Our Town Manager, Chris Whalen and Assistant Town Manager Kate Hodges offer weekly reports which are posted under a column entitled "news and notices", on the website. Citizens can sign up from Concord's home page for short weekly updates on the social media of choice. You may also want to sign up for emergency notifications from the Town or Police Department. Many of us no longer use a landline and prefer receiving emergency updates to our cell phone.

### *Boards and Committees*

Citizen participation – this has been a hallmark of Concord since its founding. The Town has three elected boards: the Select Board, the School Committee and the Housing Authority. Citizens also elect the Town Moderator. The Town's elected officials along with citizen members of 65 other boards and committees are all volunteers and demonstrate the extraordinary engagement our residents have with the democratic process of the Town. Starting from that seemingly innocuous action of filling out a Green Card –(which can be done either in person or on our website at <http://concordma.gov/greencard>), there are over 500 people in Town who have demonstrated a willingness to serve and who annually donate hundreds of hours of service toward the betterment of Concord.

Once a month the Board hosts a Chairs Breakfast, which provides an overview of recent or planned activities from each of the Town boards and committees in an informal information-sharing format. To further engage the citizens and to help ensure transparency, committees and boards hold public hearings and forums throughout the year on a wide variety of matters. In addition, the Town hosts a number of public events each year such as CSEC's planned Cooler Concord Fair, the annual Agricultural Day, ribbon cuttings on Walden Pond's new Net Zero visitor center and welcoming our Japanese sister city Nanae's visiting delegation.

Significant this year are five broad-ranging initiatives, benefitting from time-limited attention.

- In keeping with the needs of our Planning Department in producing our next State-required ten year plan, the board charged a Comprehensive Long Range Planning Committee to spend 18 months familiarizing itself with and working with our planning department to design our next Long Range Plan utilizing the new American Planning Association's sustainable planning guidelines.
- The Energy Future Task Force was formed to develop an overarching energy strategy for Concord's energy future that can guide the various Town Committees, Boards and Departments.
- The Public Private Partnership Study Committee (P3 Committee) wrestled with producing guidelines for managing the increasing number of P3s from which Concord benefits.

- As concerns over parking management at Estabrook Road and increasing use of Estabrook Woods developed, the Select Board formed the Estabrook Woods Access Study Committee to study the problems and make recommendations to the Select Board on how to address these.
- After Town Meeting's vote, the Select Board formed the Polystyrene Education and Outreach Committee to work with the retail and food service establishments effected by the recently-enacted ban on these products, so as to find a balanced approach to compliance.



*The Select Board, Town Moderator Carmin Reiss, and members of the Hanscom Air Force Base Honor Guard get ready to march in the 2016 Patriots' Day Parade.*

### *Significant Milestones*

Concord is blessed with strong leadership and the highest quality professional staff; and while this benefits the Town daily, it rarely receives the attention that comes from transition. This year has seen a number of significant transitions. We began by electing a new Town Moderator. In choosing to step down as Town Moderator, after 6 years of service, Eric Van Loon was followed by our former Select Board Member Carmen Reiss, who debuted as Moderator at Special Town Meeting in December. Revered Finance Director Tony Logalbo retired this summer after 36 years of outstanding service and the Town Manager chose Kerry Lafleur, formerly with the towns of Chelmsford and Sudbury, to succeed him. Longtime Select Board Administrator Ruth Lauer announced her retirement and Andrew W. Mara joined the Select Board Office from the Planning Office. Building Commissioner John R. Minty stepped down after 30 years. There have also been other changes. Aileen

Buford, Community Services Coordinator, moved to join family, Firefighter Owen Neville retired after 32 years and Ryan Kane joined us as Recreation Director. Tom McKean was elected to the Select Board. Mike Lawson succeeded Alice Kaufman, as this year's Chair and Jane Hotchkiss became Clerk.

### *Notable Issues*

In keeping with our Town Meeting form of government the Select Board and other board and committee actions moved forward initiatives Concord approved. 2016 brought the build-out of both our 4.5 MW solar farm and the bus depot at the former W.R. Grace site. The first electric school bus in the Commonwealth arrived in November thanks to a grant from the Division of Energy Resources. In November, the Town was host to the 10th annual farm-based education network conference, which drew hundreds of leaders in agriculture, food and education to events scattered throughout our community.



*Select Board Chair Michael Lawson speaking at the ribbon cutting event for Concord's new electric school bus.*

In keeping with the Town's Sustainability Principles adopted by the Select Board in 2011, we are nearing completion of a 4.5 MW solar farm and the bus depot at the former W.R. Grace site. The Massachusetts Cultural Council named West Concord Junction as a cultural district alongside Concord Center, and *Boston Magazine* selected Concord as the "best downtown" of 2016.

Concord was also visited by several destructive natural events in 2016 The Town responses serve to further highlight the planning and foresight that current and past leaders demonstrated, and which continue to protect the unique quality of life we all share. The summer began with a significant and prolonged

drought, which dried wells, lowered aquifers and limited water use in Concord and throughout the region. The Town placed restrictions where we had the legal authority to do so and increased vigilance over drinking water storage tanks, some of which were repeatedly vandalized. At the same time on a very bright note, in August we and our open space partner, the Concord Land Conservation Trust added a new and important conservation jewel to the Town's protected lands, initiated in part because this tract at the end of Ball's Hill Road contains three prospective wells along with containing significant Sudbury River frontage and hiking trails. In addition to these and other wells, Concord's water supply can also be found across Route 2 in Acton in Nagog Pond. Concord has been an owner of Nagog Pond since the late 1800's, and has had a limited filtration plant located there for 20 plus years. The Town began the permitting process for a new and required water treatment facility at the beginning of 2016 when we had hopes of including a small solar facility on the site to offer a carbon free, quiet power source. Unfortunately, while Concord worked with the appropriate committees in Acton, this site has caused conflicts with the abutting neighborhoods, and although within our legal rights, Concord spent much of the late summer, fall and now winter in front of Acton's Selectmen to secure a permit to build the facility to filtrate our water on our land, water that in fact supports many Acton residents and businesses along route 2A. We hope that 2017 will bring this permitting phase to a positive conclusion so that all can benefit from well-managed public works.

And then there was the Tornado. On August 22 a historic F1 hit Concord's historic district in early morning and swept down Lexington Road with 100-mile an hour winds uprooting trees already weakened by drought. Lexington Road, the neighborhoods around the former Ripley School, and Author's Ridge area were badly hit; however, no injuries were sustained. In his review of the event, Fire Chief Cotreau especially commended the public emergency collaboration both within departments in Concord and among the emergency preparedness teams from the region who gathered. Services were rapidly restored and the Town will be continually grateful to all the first responders.

Finally, adhering to time-honored tradition, on a cool autumn day this past fall, members of the Board joined by Natural Resources Director, Delia Kaye, perambulated the Town Boundaries and marked 4 bounds along Concord and Sudbury.

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

This was a banner year for Town Meetings with one Special Town Meeting on February 4 and a second on December 8, 2016. Town Moderator Eric Van Loon oversaw his final Annual Town Meeting from April 4 to April 6.

Annual Town Meeting – On April 4, Concord voters assembled for the Annual Town Meeting to take action on 59 Warrant Articles.

Highlights of Town Meeting were the following: voted to approve Town and School budgets; voted to further the Town's commitment to sustainability by eliminating the use of polystyrene in food service wares and passed a three-year moratorium on the installation of synthetic turf on Town Land; voted to establish a home rule petition to establish a Concord senior means-tested property tax exemption (which we then passed at the ballot this past Fall); voted to support land acquisition at Ball's Hill (which we completed in December); voted in favor of a zoning by-law amendment requiring dimensional regulation & maximum floor area ratio for residential districts and non-conforming single and two-family structures, and voted to add a demolition review for homes built before 1941. Voters declined to support remediation at the Landfill at CCHS; declined to support articles removing parking meters and detailing snow removal from our retail districts. Voters approved a revised sign bylaw amendment and approved borrowing authorization of \$200,000 to continue our municipal building renovations, and furthered the Bruce Freeman Rail Trail progress by passing trail right-of-way and easement amendments.

Special Town Meetings – Special Town Meetings are held for very specific needs. The February Special Town Meeting focused on amendments to our regional agreement for Minuteman High School and for a solar lease at our proposed Nagog Pond water treatment facility. Both warrant articles passed. The second Special Town Meeting was held on December 8. Concord residents passed articles supporting a Payment in Lieu of Taxes (PILOT Agreement) for the nearly complete solar project on the former W.R.

Grace property, 214Y Main Street; granting of easements for construction of the Bruce Freeman Rail Trail over Town-owned property on Powdermill Road; and an appropriation of \$400,000 from free cash for the acquisition of 221 and 265 Ball's Hill Road to be reimbursed at a later date by a Land grant with the State. Article 3, an Alternative Planned Residential Development proposal for Lot 4A and Parcel A on Forest Ridge Road failed to pass. As a result, no motions were made on the remaining associated articles.

In addition to three Town Meetings and one annual Town Election, two special regional elections were held to deal with debt exclusion articles associated with the High School landfill and Minuteman Regional High School's amended agreement and bonding as well as the Primary and Presidential Elections. Concord won an award for our smooth early voting process. All of which once again points to the skill and leadership we all benefit from, beginning with the Town Clerk's Office and extending to the many volunteers and paid workers who oversee our precincts and process year in and year out.

#### *Gifts and Acknowledgements*

The generosity of Concord citizens, visitors and organizations to our Town stands as a truly remarkable tribute to the community we have built and share. The Town was very fortunate to receive numerous gifts from residents, charities and other organizations. The Select Board is pleased to formally acknowledge all gifts in excess of \$500. The Town is grateful for each and every gift, including the historic addition of our new Ball's Hill open space preserve due to the extreme generosity of the Concord Land Conservation Trust's members, whose partnership with the Town has led to the preservation of hundreds of acres of open space throughout Concord. The Land Trust contributed \$4,000,000 adding to the \$2,000,000 from the Town and \$400,000 from the State and in December October Farm Riverfront joined our panoply of open space jewels.

In addition, the Board accepted, among many others, the following generous and greatly appreciated gifts: CC Community Chest gift of \$36,701 to the Community Services Coordinator gift account and a gift of \$34,205 to the Council on Aging gift account, Middlesex School gift of \$100,000 to resurface the track at Emerson Field, Library Friends gift of \$3,500 to the Library Staff account, Concord Free Public Library Corporation gift of \$25,000 for the

Archives Gift Account, Friends of Concord-Carlisle Fields gift of \$50,000 to the Concord Fields maintenance account, Caitlyn Lewis Emerson Softball Field Scoreboard gift of \$2,000, Alcott PTG gift of \$1,000 for Recreation Summer Program Scholarships, The Boston Foundation gift of \$2,500 to the Nanae Gift Account, an anonymous donor's gift of \$22,599 for Police Training and Equipment, Carmin Jaquier water quality instrument gift of \$1,500, Doug White Memorial Sports and Recreation Fund gift of \$2,000 to the Drinking Water Fountain gift account, Concord Youth Soccer gift of \$1,500 to the Drinking Water gift account, Rotary Club of \$9,379 for Police and Fire Department Fitness Equipment, Concord-Carlisle Youth Baseball gift of \$7,700 to Ripley Baseball Field gift account, Concord Lions Club gift of \$1,841 to the Concord Lions Rescue Vest gift account, Stone Soup Dinner gift of \$5,000 for the Irrigation well at the Harrington Community Garden, Stone Soup Dinner gift of \$500 to the Agriculture Committee gift account, Chung Der gift of \$500 to the Concord Public Works Park and Tree account, Richard Presti gift of \$1,500 to the Bruce Freeman Rail trail account, the Friends of Sleepy Hollow gift of \$5,400 to Sleepy Hollow Cemetery, Anderson & Kreiger gift of \$500 to the Retirement Celebration gift account, Florence Von Freund Lynch gift of \$2,000 to the Beede Center Dive Well Lift gift account and Abode Builders of New England gift of \$1,000 to the Beede Center General Purpose gift account.

The Board wishes to thank Town Manager Chris Whelan, Assistant Town Manager Kate Hodges and Executive Assistant Laurel Landry and all of the employees of the Town of Concord for their professionalism and dedication in serving the residents of Concord. We especially want to wish our longtime leaders Finance Director Tony Logalbo and Building Commissioner John Minty as well as our guiding hand, Ruth Lauer all the best in their well-deserved retirements and we welcome Finance Director Kerry Lafleur and Senior Administrative Assistant Andrew W. Mara to their new positions alongside their remarkable colleagues.

We wish to acknowledge and thank the hundreds of citizen volunteers willing to devote their time and skill to Town affairs and without whom the Town simply could not function.

# TOWN MANAGER

Christopher Whelan, Town Manager

2016 was an active year for the Town in many respects. Town Meeting voted to authorize the purchase, in collaboration with the Concord Land Conservation Trust, of 79 acres of land on Ball's Hill Road including a mile of frontage along the Concord River. The purchase, completed in December, is another wonderful example of the partnership between the Town and the Land Trust. Funding was approved for a new school bus maintenance facility on Knox Trail in West Concord and that building will be ready for occupancy in June of 2017, concluding several years of effort to provide an in-Town storage location for our school transportation services. On the same site, the former W.R. Grace property acquired by the Town in 2015, a large solar installation generating 4.5 megawatts of electric power was completed and put into service in December, providing about 3.5 percent of the Concord's electrical demand. And an application was filed with the Town of Acton to construct a \$13 million upgrade of our water treatment plant at Nagog Pond to replace the 100 year-old intake pipe and build a water filtration plant that will enable the Town to balance our use of ground water wells in Concord with a surface water supply acquired by the Town in the late 1800's.

2016 saw the departure of several long-serving Town staff. Finance Director Tony Logalbo retired after 36 years of outstanding service guiding the Town safely through many financial challenges. Building Commissioner John Minty retired after more than 30 years with the Town, setting the example for how a fair and competent inspections organization should

be operated. Anita Tekle announced her plans to retire in January of 2017 after more than 40 years in public service. Ruth Lauer, Chip Gent, Rick Hodgson, Kevin Walsh and Owen Neville also retired following long and successful careers with the Town.

The Town dealt effectively with serious drought conditions during the summer, and in August was struck by a rare nighttime tornado, with no reported injuries. Work was begun to stabilize the embankments at White Pond and to reduce pollutants entering the pond from run-off.

Concord received an award for the best municipal website after the Assistant Town Manager's office implemented a completely new format intended to ease access to public information. The Public Information Officer utilized social media as a platform to provide more information to the public about Town activities and operations.

Town residents remained very active in town affairs with committees such as the Public Private Partnership Study Committee and

Estabrook Woods Access Study Committee delving deeply into issues of concern to the community. Concord continues to benefit from the community spirit and enthusiasm of residents who volunteer to work on Town projects together with a very professional staff committed to Concord's continuing success as a place to live, work and play.



*Town Manager Chris Whelan and the Senior Management Team gather around Finance Director Tony Logalbo and his wife, Mary, at Tony's retirement party in August 2016.*

## INFORMATION TECHNOLOGY

Mark Howell, Chief Information Officer  
Leslie Koplow, Senior Information Systems Technician  
Russ Gaulin, GIS & Application Integration Program Manager  
Jill Moonheron, GIS Analyst

The Information Technology function became an independent department in 2011. It is managed by the Chief Information Officer (CIO), Mark Howell, who reports to the Town Manager. The department's mission is to provide information systems and technology to support all Town Departments and Enterprises. Key accomplishments in 2016 included a major upgrade of the Town's data network core, multiple application server upgrades, deployment of a new video security system at the police department, reconstruction of the CMLP server room, and launch of a new website.

Among the application system upgrades are the Windows Domain Controllers which manage security and access control, the Exchange e-mail server, Rectrac for recreation program registrations, Orca e-mail archive application, and Futura used by the light plant's engineers. The telephone system was expanded again, adding the Hunt Gym and upgrading phones at the main library. The Geographic Information System (GIS) team deployed new aerial imagery, added an all-new Building footprint layer, and started a long-term project to document and reconcile parcel boundary lengths with deed documentation. As always, these projects required investments and improvements in servers, data storage, and workstation hardware.

The IT Department planned and deployed technology for the Town Meetings that were held in the new Concord-Carlisle Regional High School building. Working with CCTV and the high school staff we are now able to host a Special Town Meeting without outside contractor assistance. Regular Town Meeting, which is considerably larger, was held in multiple rooms of the new building for the first time in 2016. IT coordinated the technology for that as well. The Select Board room was outfitted with new display screens and recording equipment which enables the Select Board to conduct meetings with far less paper. The system was also used heavily for staff training on the website and GIS in 2016.

The CIO manages the IT Department, provides strategic guidance to the Town's Senior Managers, and

directs all major IT initiatives. The CIO is responsible for making capital investments in information technology such as servers, workstations, telephone systems, data networks, and information storage. The CIO also guides all major application system investments made by departments. This strategic focus emphasizes collaboration and coordination to address common needs in applications systems and business processes across departments.

The Senior Information Systems (IS) Technician manages all aspects of end-user computing for Town employees. Her responsibilities include management of the IT help desk (staffed by a vendor); planning, purchasing and overseeing replacement of all workstations, laptops, printers and other peripheral end user equipment; writing and maintenance of help desk procedures; direct support to individuals to install job-specific hardware, software, and applications; first-level technical support for the Town's phone system; and support of Town Meeting by receiving, testing and displaying all the electronic presentations submitted by Town departments and Concord citizens. The Town now owns and uses 365 workstations and laptops, representing a 9% increase over the number of systems in use last year. In 2016 the IS Technician planned and oversaw the replacement of 40 workstations and laptops which were approaching obsolescence, required an upgrade, or failed and deployed approximately 15 new laptops for new initiatives. Of the 70-plus printers that are in use, 5 failing or obsolete printers were replaced.

The IT Department supports a variety of GIS systems used by employees and citizens. The GIS staff includes the GIS & Application Integration Program Manager, who focuses on major application systems, sharing data between multiple systems and integrating Geographic Information Systems (GIS) data into business systems; and the GIS Analyst who maintains the data and publishes many of the maps available on the Town's web site. Formed in 2015, the GIS team has already made notable improvements in the quality of the data available to departments in support of their missions. Concord's Parcel data now has MassGIS (State of MA) Level 3 accuracy certification, and Concord's Building footprints are now derived from 2016 aerial imagery. The team has also started work to upgrade the GIS data repository to utilize a specialized GIS server. Over time the server will enable consistent data to be made available across

applications, on the web and to mobile applications. During 2016 the GIS team conducted end-user GIS training for Town staff and started a well-received quarterly newsletter which helps to keep everyone up to date on this important information asset.

Maps and aerial images were also greatly improved in 2016. Concord acquired new aerial imagery 2016 and used these images to identify all Building structures. The new images have three-inch resolution, which allows for mapping of hydrants, manholes, and single trees with one-foot horizontal accuracy. This increased detail greatly improves the value of the maps Departments use today. In addition oblique images now provide a “birds-eye view” of buildings and land, adding both perspective by presenting images from four compass points, as well as directly overhead. All these improvements support planning and land use goals by ensuring the best information is available to both the staff and the public.

Major IT infrastructure investments in 2016 included the expanding the server data storage at the CMLP and Public Safety Building server rooms. Key host servers which provide the processing power for our applications were also upgraded. Storage was increased by 60% to support video storage and application archiving, replacing physical servers with virtual servers and upgrading application servers to more current operating systems. Both of Concord’s server sites are always processing work and each site provides backup for the other. During 2016, while the CMLP server room was renovated and the air conditioning replaced, all processing was moved to the other site without disruption.

Data and voice communications are critical to municipal operations, and network requirements continue to grow rapidly. In order to address these needs and stay aligned with IT strategic direction the Light department’s telecommunications staff is also managed by the CIO. In 2016, the telecommunications team working with IT, installed a new core network for the Town’s data network. This new core more than doubles the capacity of the network and added substantial redundancy to prevent outages. The telecommunications staff also supported the Town’s operations by installing fiber-optic based connections to the new Town

properties at 37 Knox Trail, and coordinating the telephone system upgrade project at the Hunt Gym. They were involved in the CMLP data center renovation, deployment of the new servers, and implementation of the network for the new video system at the Concord Police Department. Telecommunications staff has been deeply involved in the design and planning of the new wireless network that will be installed in all Town-owned facilities in 2017. This was accomplished even as that same staff continued to deploy internet service to residents and businesses as described in the CMLP Telecommunication Operations section of this Annual Report.

Effective Information Technology depends on a mix of hardware and software, personnel and business applications. Performing ongoing maintenance is critical to stability, security and functionality of the applications used by employees. In 2016, multiple servers were upgraded to the latest operating systems. Three major application upgrades were completed across Town Departments. In the Light Plant and Water & Sewer Department a much-needed utility billing system upgrade was completed. In Human Resources, the primary HR information system was moved from an older database to ADP’s Workforce Now platform. Lastly, the billing process for the Curbside Solid Waste Disposal Program was moved from an independent application to a new Miscellaneous Billing system module within the Town’s financial system.

In summary, the rate of technology change and the need for information continue to increase. Keeping our information secure, and our systems available requires more effort by IT, well-trained employees, and constant maintenance. Fortunately the Town has been able to increase the resources expended on Information Technology over the past few years. These investments are resulting in a more stable, secure, and functional platform for Town operations. We have a few more outdated systems that must be replaced soon and a great deal more opportunity to leverage technology to improve services and meet new goals. The results of recent years’ efforts are more stable, resilient systems that permit staff to do their jobs and deploy new capabilities requested by departments and citizens.

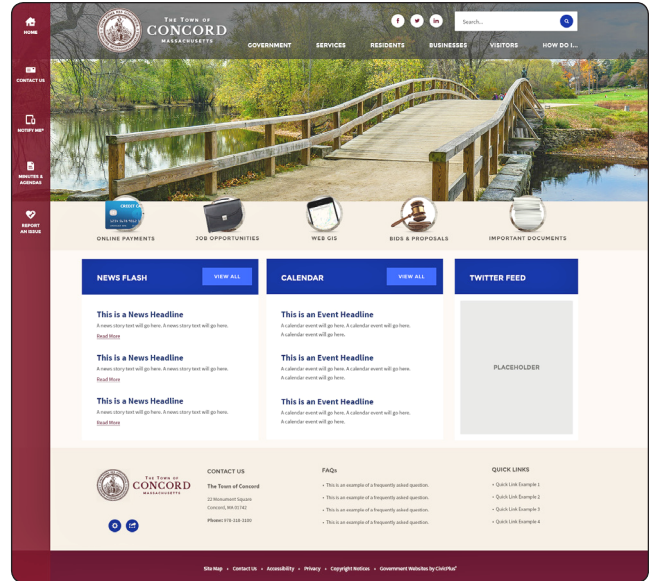
# PUBLIC INFORMATION OFFICER

Sean Dugan

The year marked a turning point for technology in the Town of Concord. Steps were taken to increase transparency, accessibility, and accountability for residents with regard to publicly available information. The Town implemented a redesign of the nearly decade-old website, invested in technology to identify and recommend changes to the website that would improve web accessibility, and created additional avenues for residents to interact with, and obtain information from, their municipal government.

A year after the Town's first Public Information Officer (PIO) was hired, the Town unveiled the redesigned version of the Town's website. In February, the PIO, with approval of the Town Manager and Assistant Town Manager, chose CivicPlus as the vendor to redesign the Town's website. CivicPlus offers a robust content management platform, with a variety of capabilities that would increase citizen's access to publicly available information, such as text and email alerts, for example. The process of migrating information from the existing site to the new site, making design decisions, and training nearly 50 employees took approximately 6 months; the new website was launched on September 8. Since the launch, the PIO, with input from colleagues and residents, has continued to make changes to the site to tailor it to the needs of the community. One of a handful of helpful new aspects of the website is that all agendas and minutes are consolidated into one place, the Minutes & Agendas Center, as opposed to the old site, which placed agendas in various places throughout the website.

Additionally, the Town has invested in technology for the PIO to use, which searches the website regularly and identifies broken links, misspellings, accessibility



Early rendering of the Town's new website.

issues, and makes recommendations to improve search engine results. The web-based program, SiteImprove, has proved to be a critical piece in making sure the entire site was attended to, meaning that even issues on the less-trafficked pages were caught and addressed before it potentially inconvenienced a member of the community.

The PIO created the [publicinfo@concordma.gov](mailto:publicinfo@concordma.gov) email address for community members to use when they have general comments or questions about Concord, but they don't exactly know who to contact. By having this address setup, the Town seeks to make contacting municipal government easier and to get answers quicker. The email address has already received a wide variety of inquiries and comments, and the community is encouraged to continue to contact the Town with comments and questions.

## FOLLOW THE TOWN'S ACTIVITY VIA SOCIAL MEDIA



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



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

# 2016 SPECIAL TOWN MEETING

February 4, 2016

*The February 4, 2016 Special Town Meeting minutes printed below are excerpted from the official minutes of the Meeting. For the complete text of all votes taken at this Meeting, contact the Town Clerk's Office.*

Pursuant to a Warrant signed by the Select Board on January 4, 2016 and posted on January 21, 2016, Town Moderator Eric E. Van Loon called the Special Town Meeting to order at 7:00 p.m. on Thursday, February 4, 2016 at the Concord-Carlisle High School Auditorium.

Mr. Van Loon noted that this was the first time that Town Meeting was being held in the new facility. He reminded attendees and those watching from home on CCTV of the purpose and significance of Town Meeting, which serves as the legislative body for our Town.

Mr. Van Loon declared that he had inspected the Return of Service of the Warrant, finding it to be in order, and that a sufficient number of voters were present to permit the meeting to be opened.

Mr. Van Loon noted that James Smith had been elected Deputy Moderator at 2015's Annual Town Meeting, and would continue to serve in that capacity at this meeting. He noted the appointment of Abraham Fisher as Head Teller and David Karr as Ballot Supervisor, should the meeting need to have any counted votes. He reminded voters who were present and wished to fully participate in the meeting that they should check in with the Election Officers in the Lobby and obtain a voting slip. Town Counsel Kevin Batt and Town Meeting Procedures Resource Person Johanna Glazer were introduced. Fire Chief Mark Cotreau reviewed evacuation procedures in the event of an emergency.

Girl Scouts and Boy Scouts brought the flags forward. Mr. Van Loon asked attendees to stand in a moment of silence to reflect on how, through this Town Meeting, we and our neighbors are gathered to provide for our common good. As we deliberate and vote, may we remember that the passions of the moment are not always the best guide for our conduct in the future. And if a Town Meeting action requires sacrifice by some, may it be only where the common goal is worthy of the sacrifice. Let us approach each issue, no matter how difficult or divisive, with an open mind and heart. And above all, may each of us maintain a saving sense of humor, so that the debates at this Town Meeting will not be a source of division among us when our business here is concluded. Mr. Van Loon thanked Town officials and employees who assisted in the preparations for this meeting.

At 7:17 p.m. the meeting took up the first order of business.

## **ARTICLE 1. AMENDMENTS TO THE REGIONAL SCHOOL DISTRICT AGREEMENT OF THE MINUTEMAN REGIONAL VOCATIONAL SCHOOL DISTRICT**

The Motion was made by Carolyn Flood that the Town vote to accept the amendments to said Agreement which have been initiated and approved by a vote of the Regional School Committee on December 21, 2015, and which have been submitted as a restated "Regional Agreement" bearing the date of December 21 to the Board of Selectmen of each member town.

Affirmative action was recommended by the Select Board, the Finance Committee, and the League of Women Voters. After further discussion, a Vote was taken, and Article 1 Passed by a near unanimous vote, and was so declared by the Moderator.

## **ARTICLE 2. AUTHORIZE LONG-TERM LEASE FOR NAGOG POND GROUND-MOUNTED AND ROOFTOP SOLAR PANELS**

A motion was made by Christopher Whelan that the Town vote to authorize the Town Manager to enter into long-term leases, licenses and/or other contractual agreements subject to terms and conditions approved by the Select Board for all or a portion of the following Town of Concord municipal properties located in Acton, MA: Town of Acton parcel numbers C4-14, C4-32 and Town of Concord utility and access easements located on Town of Acton parcel number C4-29 and C4-21; for the purposes of installing and operating solar energy generating facilities and supplying solar energy, including rooftop, ground-mounted and other solar facilities, and further to authorize the Select Board and Town Manager to take such action as may be necessary under State law to effectuate said agreements.

Mr. Van Loon announced that both the Select Board and Finance Committee recommend affirmative action on Article 2. After further discussion, a Vote was taken, and Article 2 Passed by an overwhelming two-thirds majority vote, and was so declared by the Moderator.

At 8:00 p.m., upon a Motion duly made and seconded, the Special Town Meeting was adjourned and dissolved.

Respectfully submitted,

Anita S. Tekle, Town Clerk

Attendance: 168 registered voters

# 2016 ANNUAL TOWN MEETING

April 4, 5, and 6

*The 2016 Annual Town Meeting minutes printed below are excerpted from the official minutes of the Meeting. For the complete text of all votes taken at this Meeting, contact the Town Clerk's Office.*

Pursuant to the Warrant signed by the Selectmen on February 22, 2016, Town Moderator Eric E. Van Loon called the 2016 Annual Town Meeting to order at 7:00 p.m. on Monday, April 4, 2016 at the Concord-Carlisle High School Auditorium and Cafeteria. Mr. Van Loon reminded those present of the purpose and significance of Town Meeting, which serves as the legislative body for our Town, approving expenditures and enacting Town policy and bylaws. Individual voters can attend Town Meeting in person, voice their views, and vote their convictions on the financial and policy matters that shape the quality of life in Concord. He thanked those present for taking the time to attend and participate.

Mr. Van Loon declared that he had inspected the Return of Service of the Warrant, finding it to be in order, and that a sufficient number of voters were present to permit the meeting to be opened.

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

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

On a Motion made by Carmin Reiss and duly seconded, it was Voted that this Meeting elects Margaret Briggs as Deputy Moderator to carry out the Moderator's duties, in the event the Moderator elected by the Town is unable to serve.

Mr. Van Loon reported that he had appointed the following individuals to serve as Assistant Moderators: Gary R. Clayton, Carolyn C. Flood and James A. Smith. All had been duly sworn to the faithful and impartial discharge of their duties.

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

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

Mr. Van Loon urged those present to review the key procedural documents available at the entrance to both rooms.

He noted the important and useful document *Report of the Finance Committee of the Town of Concord*. He noted that *Town Meeting Time* serves as Concord's parliamentary procedure for the conduct of Town Meeting. Attendees were urged to review the "Concord Town Meeting Traditions & Procedures" document. He noted Concord's long tradition of disuse of reconsideration of a vote, except for "compelling circumstances." Substantive materials with motions,



*Town Moderator Eric E. Van Loon takes a break from reviewing his notes to smile for the camera.*

amendments and back-up information are printed on white paper and are available on the cafeteria tables.

Mr. Van Loon introduced Mark Howell as the staff person available to provide technical presentation assistance. Voters were asked to silence their cell phones and other electronic devices. Fire Chief Mark Cotreau reviewed evacuation procedures in the event of an emergency. Mr. Van Loon asked that those seated in the cafeteria not move the chairs. Voters were reminded to check in with Election Officers to pick up a Voting Slip which will be used to identify those present as entitled to vote.

Concord Girl Scouts and Boy Scouts brought the flags forward. Mr. Van Loon asked attendees to stand in a moment of silence to reflect on how, through this Town Meeting, we and our neighbors are gathered to provide for our common good. As we deliberate and vote, may we remember that the passions of the moment are not always the best guide for our conduct in the future. And if a Town Meeting action requires sacrifice by some, may it be only where the common goal is worthy of the sacrifice. Let us approach each issue, no matter how difficult or divisive, with an open heart and with an open mind. And above all, may each of us maintain a saving sense of humor, so that the debates at this Town Meeting will not be a source of division among us when our business here is concluded.

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

He brought to the assembly's attention the 2015 Town Report and the presence of Green Cards. Residents were encouraged to participate in the governance of the Town. He noted that more than 250 residents are

serving on over 40 committees in Concord, helping to improve and preserve our community. Mr. Van Loon reviewed the schedule for the meeting, noting that he does not anticipate a motion on four articles, and 25 articles are included on the Consent Calendar, which leaves 30 articles for action. He also noted that to keep discussion flowing and facilitate participation by as many as possible, initial article presentations will be limited to five minutes, and citizen commentary to two minutes each, with a few exceptions previously sought and granted. His goal is to conclude the meeting in three sessions, and to avoid late-night marathons. He asked that the meeting maintain civility and the comportment of Town Meeting as a legislative body, noting that no demonstrations of approval/disapproval for speeches are allowed. He announced that the meeting was being broadcast live by CCTV and WIQH Radio 88.3.

On a Motion made by Alice Kaufman and duly seconded, it was Voted that the Meeting take up no new business after 10:00 p.m., and that when we adjourn, we adjourn and reconvene at 7:00 p.m. on April 5 and any subsequent evenings, in these same halls.

On a procedural Motion made by Alice Kaufman and duly seconded, it was Voted that Article 20 be taken up following action on Article 25.

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

Under Article 1, Mr. Van Loon reported the results of the Annual Town Election held on March 1, 2016.

On a Motion made by Alice Kaufman and duly seconded, it was unanimously Voted that Article 1 be left open for such other action thereunder as may be necessary and that the Meeting take up Article 2.

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

On a Motion made by Alice Kaufman and duly seconded, it was Voted to accept the reports of the various Town Officers and Committees.

Richard Giles made a Motion that was duly seconded that the 2016 Annual Town Meeting advance for consideration Articles 3, 4, 5, 6, 9, 10, 19, 22, 24, 26, 27, 31, 33, 35, 37, 38, 39, 40, 50, 51, 52, 53, 54, 55 and 56, and take action on such Articles without debate on any of such Articles, provided that upon the request of five voters at this Meeting, made before the vote is taken on this motion, an Article shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

The Moderator explained the Consent Calendar purpose and process. After announcing each proposed Consent Calendar item, the motion appeared on the screen, asking voters to follow along in the handout. The Moderator inquired as to whether there were any requests from five or more voters to drop any of the Articles from the Consent Calendar Motion. There were no such requests. The Consent Calendar was accordingly Voted by a near unanimous vote, and so declared by the Moderator, as follows:

*CONSENT CALENDAR*

*(Articles 3, 4, 5, 6, 9, 10, 19, 22, 24, 26, 27, 31, 33, 35, 37, 38, 39, 40, 50, 51, 52, 53, 54, 55 and 56)*

**ARTICLE 3. MEETING PROCEDURE**

Upon a Motion made by Richard Giles and duly seconded, it was Voted that the Town adopt a “Rule of the Meeting” Resolution governing requirements on motions and amendments to motions made under articles concerning expenditures, in order to assure compliance with the requirements of Proposition 2½.

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

Upon a Motion made by Nancy Crowley that was duly seconded, it was Voted to ratify the Personnel Board’s actions to amend the Classification and Compensation Plan, with the understanding that no other changes were voted by the Personnel Board between January 4, 2016 and April 4, 2016.

**ARTICLE 5. PERSONNEL BYLAW AMENDMENTS**

Upon a Motion made by Nancy Crowley that was duly seconded, it was Voted to amend Sections 3, 5, 10 and 11 of the Personnel Bylaw, pertaining to Personnel Policies & Procedures, Classification Plan, Pay Policies, and Sick Leave.

**ARTICLE 6. CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**

Upon a Motion made by Nancy Crowley that was duly seconded, it was Voted to amend the Classification & Compensation Plan for all regular-status Town positions effective July 1, 2016.

**ARTICLE 9. CLOSE ELEMENTARY SCHOOL DEBT STABILIZATION FUND**

Upon a Motion made by Christopher Whelan that was duly seconded, it was Voted to close the Elementary School Debt Stabilization Fund established by vote under Article 10 of the 2008 Annual Town Meeting and transfer the balance to the General Stabilization Fund account.

**ARTICLE 10. PEG ACCESS & CABLE-RELATED FUND**

Upon a Motion made by Christopher Whelan that was duly seconded, it was Voted to appropriate \$560,000, said funds to be expended during FY2017 under the direction of the Town Manager and to be used for cable-related purposes, of which \$468,000 is the estimated revenue to be received during FY2017 and the sum of \$92,000 shall be allocated from the available fund balance.

**ARTICLE 19. FREE CASH USE**

Upon a Motion made by Richard Giles and duly seconded, it was Voted that the Town authorize and direct the Assessors to take \$1,000,000 from the certified free cash balance of June 30, 2015 to reduce the tax levy for the fiscal year ending June 30, 2017.

**ARTICLE 22. MUNICIPAL BUILDING RENOVATIONS**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted to appropriate the sum of \$200,000, to be expended under the direction of the Town Manager for remodeling, reconstructing or making extraordinary repairs to the Harvey Wheeler Community Center and the Hunt Gymnasium; and to authorize the Town Treasurer with the approval of the Select Board to borrow said sum for this purpose.

**ARTICLE 24. PUBLIC SAFETY EQUIPMENT**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted to appropriate the sum of \$150,000 for the remodeling, reconstruction or rehabilitation of existing firefighting apparatus, said funds to be expended under the direction of the Town Manager; and to authorize the Treasurer with the approval of the Select Board to borrow said sum for this purpose.

**ARTICLE 26. 2016 ROAD PROGRAM**

Upon a Motion made by Nicholas Pappas and duly seconded, it was Voted that the Town appropriate the sum of \$1,350,000 to be expended under the direction of the Town Manager for the repair, reconstruction, renovation or design of roads, streets and parking lots within the Town, including drainage, curbing and sidewalk improvements; and that to meet this appropriation, the Treasurer, with approval of the Select Board, be authorized to borrow \$1,350,000 for this purpose; and further to authorize the Town Manager to apply for, accept and expend State grants as may be available for the same purpose, and to authorize the Treasurer, with approval of the Select Board, to borrow funds for such purpose in anticipation of reimbursement from said grants.

**ARTICLE 27. ROAD REPAIR REVOLVING FUND EXPENDITURES**  
Upon a Motion made by Nicholas Pappas and duly seconded, it was Voted that the income from fees paid by applicants to the Town for permits to dig up, alter, or disturb a public way, in an amount not to exceed \$140,000, be expended without further appropriation for the purpose of repairing, restoring, maintaining and inspecting public ways, to be managed and expended by the Town Manager.

**ARTICLE 31. REGIONAL HOUSING SERVICES REVOLVING FUND EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted that fees paid by member towns into the Regional Housing Services Revolving Fund in an amount not to exceed \$210,000 be expended without further appropriation for the fiscal year ending June 30, 2017 under the direction of the Town Manager, for the purpose of continuing the operation of a multi-town consortium managing affordable housing resources.

**ARTICLE 33. HISTORIC DISTRICTS MAP AMENDMENT – HUBBARDVILLE DISTRICT**

Upon a Motion made by John Cratsley and duly seconded, it was Voted to extend the Hubbardville Historic District southward to add the property and building located upon it at 368-374 Sudbury Road, known as Assessor Parcel #0471.

**ARTICLE 35. ZONING BYLAW AMENDMENT – RESIDENTIAL USES**

Upon a Motion made by John Cratsley and duly seconded, it was Voted to amend §4.2.2.1 of the Zoning Bylaw – two-family or additional dwelling unit.

**ARTICLE 37. ZONING BYLAW AMENDMENT – SITE PLAN REVIEW FOR RELIGIOUS USES, EDUCATIONAL USES & CHILD CARE FACILITIES**

Upon a motion made by Brooke Whiting Cash and duly seconded, it was Voted to amend §11.8.7.1 of the Zoning Bylaw – Site Plan Review for religious uses, educational uses and child care facilities.

**ARTICLE 38. ZONING BYLAW AMENDMENT – FLOOD PLAIN CONSERVANCY DISTRICT BOUNDARY**

Upon a Motion made by Scott Bates and duly seconded, it was Voted to amend the third paragraph of the Zoning Bylaw §2.2 – Zoning Map to update the Flood Plain Conservancy District boundary.

**ARTICLE 39. ZONING BYLAW AMENDMENT – FLOOD PLAIN CONSERVANCY DISTRICT**

Upon a Motion made by Scott Bates and duly seconded, it was Voted to amend Zoning Bylaw by moving §7.2.5.2 – Uses permitted subject to review by the Board to a new §7.2.4.8 entitled – Uses permitted without review by the Planning Board.

**ARTICLE 40. ZONING BYLAW AMENDMENT – AGRICULTURAL USES**

Upon a Motion made by Robert Easton and duly seconded, it was Voted to amend the Zoning Bylaw Extensive Uses §4.1.2 – Agriculture, horticulture, floriculture and viti-culture; §4.1.3 – Greenhouse; Table I – Principal Use Regulations – §4.1.3, §5.3.4, §5.3.7; Table II – Zoning Bylaw Accessory Use Regulations--§5.3.4, §5.3.7, §5.3.8, and §5.4.4.

**ARTICLE 50. DEBT RESCISSION**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted to rescind the following unused borrowing authorization: Article 28 of the 2012 Annual Town Meeting (\$500,000); Article 32 of the 2014 Annual Town Meeting (\$75,000); and Article 34 of the 2014 Annual Town Meeting (\$65,000).

**ARTICLE 51. LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted that the income from sales of electricity and from servicing and jobbing during the ensuing fiscal year together with the balance of operating cash in the Light Plant Fund, be expended without further appropriation under the direction and control of the Town Manager for the expenses of the Light Plant for said fiscal year; and to authorize a transfer of \$465,500 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, 2017.

**ARTICLE 52. SOLID WASTE DISPOSAL FUND EXPENDITURES**

Upon a Motion made by Peter Wallis and duly seconded, it was Voted that the income from user fees for solid waste disposal services, associated services, and jobbing services by Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Solid Waste Disposal Fund, be expended without further appropriation under the direction and control of the Town Manager.



*Town Manager Christopher Whelan speaking at Annual Town Meeting.*

**ARTICLE 53. SEWER SYSTEM EXPENDITURES**

Upon a Motion made by Andrew Boardman and duly seconded, it was Voted that the income from user fees, special service fees and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund be expended without further appropriation under the direction and control of the Town Manager.

**ARTICLE 54. SEWER IMPROVEMENT FUND EXPENDITURES**

Upon a Motion made by Andrew Boardman and duly seconded, it was Voted that the income from sewer improvement fees during the ensuing fiscal year, together with the balance of operating cash in the Sewer Improvement Fund, be expended without further appropriation under the direction and control of the Town Manager.

**ARTICLE 55. WATER SYSTEM EXPENDITURES**

Upon a Motion made by Toby Kramer and duly seconded, it was Voted that the income from user fees, special service fees, and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Water Fund, be expended without further appropriation under the direction and control of the Town Manager.

**ARTICLE 56. BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted to appropriate \$3,032,600 for operating and capital expenses, including building improvements and equipment replacements, of the Beede Swim and Fitness Center for the fiscal year beginning July 1, 2016, said funds to be expended under the Town Manager; and that to meet this appropriation \$2,392,542 is appropriated from the estimated FY2017 revenues and \$650,058 is appropriated from the certified undesignated fund balance as of July 1, 2015 of the Community Pool Enterprise Fund.

*END OF CONSENT CALENDAR*

**ARTICLE 7. TOWN BUDGET**

Upon a Motion made by Alice Kaufman and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator to raise and appropriate money for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2017, and that the same be expended only for such purposes under the direction of the Town Manager:

**TOWN BUDGET FISCAL YEAR 2016-2017**

<u>No.</u>	<u>Department</u>	<u>Appropriation</u>	<u>No.</u>	<u>Department</u>	<u>Appropriation</u>
<b>GENERAL GOVERNMENT</b>			<b>PUBLIC WORKS (continued)</b>		
1	Town Manager's Office		22	Sidewalk Management	\$100,000
	A. Town Manager	\$369,362	23	Road Improvements	\$90,000
	B. Human Resources	\$230,271	24	133/135 Keyes Road	<u>\$102,263</u>
	C. Facilities Management	\$235,000		TOTAL Public Works & Facilities	\$4,054,201
	D. Resource Sustainability Fund	\$118,433	<b>HUMAN SERVICES</b>		
	E. Visitor's Center and Restroom	\$32,635	25	Library	\$2,081,963
	F. 37 Knox Trail	<u>\$8,334</u>	26	Human Services	
	Subtotal	\$994,036		A. Human Services	\$21,217
2	Legal Services	\$225,000		B. Senior Services	\$343,870
3	Elections and Registrars			C. Recreation Services	\$73,175
	A. Elections	\$34,815	27	Harvey Wheeler Community Center	\$119,340
	B. Registrars	<u>\$7,967</u>	28	Hunt Recreation Center	\$104,147
	Subtotal	\$42,782	29	Veterans	\$69,990
4	Town Meeting and Reports	\$44,900	30	Ceremonies and Celebrations	<u>\$24,376</u>
5	Planning			TOTAL Human Services	\$2,838,078
	A. Planning Administration	\$460,857	<b>UNCLASSIFIED</b>		
	B. Natural Resources	\$228,799	31	Town Employee Benefits	
	C. Inspections	\$461,727		A. Unused Sick Leave	\$90,000
	D. Health	<u>\$297,156</u>		B. Public Safety Disability	\$2,500
	Subtotal	\$1,448,539		C. Employee Assistance Program	<u>\$7,500</u>
6	141 Keyes Road	<u>\$70,654</u>		Subtotal	\$100,000
	TOTAL General Government	\$2,825,910	32	Reserve Fund*	\$225,000
<b>FINANCE &amp; ADMINISTRATION</b>			33	Salary Reserve**	\$755,708
7	Finance Committee	\$3,410	34	Land Fund	<u>\$15,000</u>
8	Finance			TOTAL Unclassified	\$1,095,708
	A. Finance Administration	\$284,105		Town Government Subtotal (#1-34)	\$21,964,013
	B. Treasurer-Collector	\$283,744	<b>JOINT (TOWN-CPS)</b>		
	C. Town Accountant	\$157,708	35	Insurance	
	D. Assessors	\$405,291		A. Group Insurance	\$4,650,000
	E. Town Clerk	<u>\$240,696</u>		B. OPEB	\$1,400,000
	Subtotal	\$1,371,544		C. Property/Liability	<u>\$250,000</u>
9	Information Systems	\$768,020		Subtotal	\$6,300,000
10	Town House	<u>\$106,440</u>	36	Unemployment/Workers' Comp.	
	TOTAL Finance & Administration	\$2,249,414		A. Unemployment Comp.	\$100,000
<b>PUBLIC SAFETY</b>				B. Workers' Comp.	<u>\$100,000</u>
11	Police Department	\$4,244,504		Subtotal	\$200,000
12	Fire Department	\$4,299,821	37	Retirement	\$3,317,000
13	West Concord Fire Station	\$40,289	38	Social Security and Medicare	\$765,000
14	Police-Fire Station	\$275,011	39	Debt Service	
15	Emergency Management	\$15,077		A. Long-Term Debt	
16	Animal Control Officer	<u>\$26,000</u>		Town Principal and Interest	\$2,751,725
	TOTAL Public Safety	\$8,900,701		CPS Principal and Interest	\$883,375
<b>PUBLIC WORKS</b>				Subtotal	\$3,635,100
17	Public Works			Interest on Notes	\$54,900
	A. CPW Administration	\$184,155		Other Debt Expense	\$40,000
	B. Engineering	\$383,244		Subtotal Within Levy Limit	\$3,730,000
	C. Highway Maintenance	\$1,288,605		B. Excluded Debt	
	D. Parks and Trees	\$663,288		Town Principal and Interest	\$101,089
	E. Cemetery	<u>\$66,684</u>		CPS Principal and Interest	\$3,906,739
	Subtotal	\$2,585,975		Less: Use of Stabilization Funds	<u>-\$1,000,000</u>
18	Snow and Ice Removal	\$597,500		Subtotal Excluded Debt	<u>\$3,007,828</u>
19	Street Lighting	\$73,463		Debt Service Subtotal	<u>\$6,737,828</u>
20	CPW Equipment	\$300,000		TOTAL Joint (Town-CPS)	<u>\$17,319,828</u>
21	Drainage Program	\$205,000		TOTAL APPROPRIATION	\$39,283,841

That the Town Manager is authorized to turn in or sell at public auction the surplus equipment, the amount allowed or received therefor to be applied against the purchase of new equipment; that the sum of \$11,000, State aid to libraries, be transferred to the use of the Library Committee for the purchase of books, periodicals, and subscriptions; that the Town appropriate and transfer the sum of \$500 from the dog inoculation fees reserve account for the cost of the Board of Health rabies clinic; that the appropriation for salary reserve under line item 33 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established at July 1, 2016 and thereafter pursuant to the salary schedules adopted under Article 6, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfers shall be reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year;

That the Town authorize the following sums to be expended from the Title 5 Septic Loans Betterments reserve account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY17:

<u>Amount</u>	<u>Loan #</u>	<u>Original Loan</u>	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Town Authorization</u>
\$10,828.73	T5-97-1070	\$200,000	12/22/99	FY21	Art. 46 (1997)
\$70,317.00	T5-05-1243	\$703,170	3/18/09	FY19	Art. 50 (2004)
\$29,616.00	T5-05-1243-A	\$296,830	6/13/12	FY23	Art. 50 (2004)
\$32,472.00	T5-05-1243-B	\$324,715	5/22/13	FY23	Art. 42 (2009)
\$19,745.70	T5-05-1243-C	\$197,457	1/7/15	FY25	Art. 42 (2009)

That the Town appropriate the sum of \$50,000 from the Emergency Response Stabilization Fund, to be expended under the direction of the Town Manager, for the purpose of partially paying the third year operating costs of the Fire Department for the deployment of an ambulance in West Concord, including salaries, protective gear, equipment, fuel and related expenses, and that said appropriation shall be in addition to the sum contained in line item 12 herein;

That the Town appropriate the sum of \$1,000,000 from the High School Debt Stabilization Fund, to be expended under the direction of the Town Manager, to pay a portion of Concord's share of debt service excluded from the property tax levy limit due and

payable during fiscal year 2017, and that said appropriation shall be in addition to the sum contained in line item 39 herein

**ARTICLE 8. HOME RULE PETITION TO ESTABLISH A CONCORD SENIOR MEANS-TESTED PROPERTY TAX EXEMPTION**  
Upon a Motion made by Reinier Beeuwkes and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator to request the Select Board submit to the legislature a Home Rule Petition to establish a Concord senior means-tested property tax exemption.

**ARTICLE 10. PEG ACCESS & CABLE-RELATED FUND**  
Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator to appropriate \$560,000, said funds to be expended during FY17, under the direction of the Town Manager and to be used only for cable-related purposes consistent with the franchise agreement, of which \$468,000 is the estimated revenue to be received during FY17 and the sum of \$92,000 shall be allocated from the available fund balance.

**ARTICLE 11. PUBLIC SCHOOL BUDGET**  
Upon a Motion made by Wallace Johnston and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator that the Town raise and appropriate \$35,660,111 for the necessary and expedient purposes of the public school for the fiscal year ending June 30, 2017; and that the same be expended only for such purposes and under the direction of the Concord School Committee.

**ARTICLE 12. CONCORD PUBLIC SCHOOL RENOVATIONS**  
Upon a Motion made by Heather Bout and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator to appropriate \$570,000 to be expended under the direction of the Concord School Committee for remodeling, reconstructing or making extraordinary repairs, including original equipment and related work, at various Concord Public School facilities, and that the Town appropriate \$300,000 to be expended under the direction of the Town Manager for facilities to be newly constructed on behalf of the Concord Public Schools, provided that if this sum, in the determination of the Town Manager, is not needed for such new construction, it shall be available to be expended by the Concord School Committee in addition to the sum of \$570,000 specified heretofore; and that to meet

this appropriation the Town Treasurer with the approval of the Select Board be authorized to borrow \$870,000.

**ARTICLE 13. CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET**

Upon a Motion made by Johanna Boynton and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator that the Town raise and appropriate \$20,783,976 as the Town's apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2017, and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.

**ARTICLE 14. CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT – LANDFILL REMEDIATION**

The following Motion was made by Kathleen Snook and duly seconded, that the Town approve \$1,100,000 of debt authorized by the Concord-Carlisle Regional School Committee for landfill remediation; provided, however, that this approval shall be contingent upon passage of a Proposition 2½ debt exclusion referendum to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing.

After a presentation by Ms. Snook and a discussion, a Vote was taken, and the Motion Failed to Pass, and was so declared by the Moderator.

**ARTICLE 15. SCHOOL TRANSPORTATION FACILITY – SUPPLEMENTAL APPROPRIATION**

The following Motion was made by Wallace Johnston and duly seconded: to appropriate \$1,950,000, to be expended under the direction of the Town Manager for the purpose of designing, constructing and originally equipping a transportation facility to be located at 214Y Main Street, including facilities for vehicle repair, fueling, storage and parking, and related activities, and including design, engineering, testing and other related work; and to authorize the Town Treasurer with the approval of the Select Board to borrow the sum of \$1,950,000 for this purpose; provided, however, that this borrowing authorization shall be contingent upon passage of a Proposition 2½ debt exclusion referendum to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing.

Susan Felshin made a Motion to Call The Question, which was duly seconded and Voted by a two-thirds

majority, and so declared by the Moderator. A Vote was then taken on Mr. Johnston's motion, which Passed by a two-thirds majority, and was so declared by the Moderator.

**ARTICLE 16. RECONSIDERING THE SCHOOL BUS TERMINAL LOCATION (BY PETITION)**

The following Motion was made by Mark Hanson and duly seconded: to recommend the Select Board and School Committee reconsider locating a school bus terminal at an appropriate location either at the CCHS property or the former landfill.

After discussion, Thomas Rarich made a Motion To Call The Question, which was duly seconded and Voted by a two-thirds majority, and so declared by the Moderator. A vote was then taken on Mr. Hanson's motion, which Passed by a majority vote and was so declared by the Moderator.

On a Motion made by Alice Kaufman which was duly seconded, the meeting was adjourned until 7:00 pm at the same location.

**ADJOURNED SESSION – ANNUAL TOWN MEETING  
APRIL 5, 2016**

Mr. Van Loon opened the meeting at 7:00 pm. He introduced the officials involved with Town Meeting and reminded those present about voting slips and reference to key documents used throughout the meeting. Fire Chief Mark Cotreau reviewed safety procedures in the event of an evacuation. The tellers and ballot counters were sworn to the faithful performance of their duties. He reviewed the progress made at the first session and noted that Article 20 would be considered after Article 25, since Articles 23 and 25 provide background explanations for several Community Preservation Committee items being considered in Article 20. The speaker time limits would generally be five minutes for presenters and two minutes for others, unless otherwise prearranged.

On a Motion made by Alice Kaufman that was duly seconded, it was Voted to take up no new business after 10:00 pm, and that when we adjourn, we adjourn and reconvene at 7:00 pm tomorrow evening in these same halls.

Christopher Whelan offered a tribute and thanks to Finance Director Tony Logalbo for his 36 years of outstanding service to the Town as Finance Director/Treasurer/Collector, noting that this would be his last Annual Town Meeting. Mr. Logalbo is scheduled to

retire in September. Johanna Boynton offered a tribute and thanks to retiring School Committee member Kathi Snook for her three years of dedicated service to the Town. Alice Kaufman offered a tribute and thanks to retiring Select Board member Carmin Reiss for her six years of dedicated service to the Town. She noted that Ms. Reiss was recently elected to serve as Town Moderator, so her service will continue. Carmin Reiss and Steven Ng offered a lyrical tribute to retiring Moderator Eric Van Loon, thanking him for his six years of dedicated service to the Town.

**ARTICLE 17. MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET**

Upon a Motion made by Carolyn Flood and duly seconded, it was Voted by an overwhelming majority vote, and so declared by the Moderator that the Town raise and appropriate Concord's apportioned share of \$423,444 for the Minuteman Career and Technical School District assessment for the fiscal year ending June 30, 2017.

**ARTICLE 18. MINUTEMAN REGIONAL HIGH SCHOOL BUILDING PROJECT APPROVAL**

Upon a Motion made by Carolyn Flood and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator that the Town approve the \$144,922,478 borrowing authorized by the Minuteman Regional Vocational Technical School District, for the purpose of paying costs of designing, constructing and originally equipping the new district school; provided, however, that this approval shall be contingent upon passage of a Proposition 2½ debt exclusion referendum to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing.

**ARTICLE 21. OUTDOOR RECREATIONAL FACILITIES – EMERSON TRACK**

No Motion was made under this article.

**ARTICLE 23. LAND ACQUISITION – BALL'S HILL ROAD**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by unanimous vote, and so declared by the Moderator to authorize the Select Board to acquire by purchase the fee, easement or other property interests in, on, over, across, under and along all or any portion of the property located at 221 and 265 Ball's Hill Road, shown on the Assessors' Maps as parcel #s 1376-1 and 1374-2, consisting of approximately 80± acres, for open space and water supply purposes, on such terms and conditions

as the Select Board may determine; and that to meet such expenditure the Town appropriate the sum of \$150,000 from the Community Preservation Land Acquisition Fund account appropriated as item M of Article 30 of the 2015 Annual Town Meeting, and authorize the Town Treasurer with the approval of the Select Board to borrow the sum of \$1,600,000, and provided further that it is the intent of the Town that the annual debt service cost on \$800,000 of the borrowing authorization be supported from the Water Fund.

**ARTICLE 25. CEMETERY ROADWAY INFRASTRUCTURE & DRAINAGE IMPROVEMENTS**

Upon a Motion made by Paul Cooke and duly seconded, it was voted by a near unanimous vote, and so declared by the Moderator to appropriate the sum of \$157,392.96 for the repair, reconstruction, and renovation of roadways within the Sleepy Hollow Cemetery including drainage, curbing, retaining walls and related roadway infrastructure, said funds to be expended under the direction of the Town Manager, and further that the Town Manager be authorized to accept and expend State and/or county grants as may be available for the same purpose; and that to meet this appropriation the balances from prior borrowings be designated for these purposes, totaling \$107,392.96, and further, that the Town Treasurer be authorized, with the approval of the Select Board, to borrow the sum of \$50,000.

**ARTICLE 20. COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS**

Upon a Motion made by Bouzha Cookman and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator to appropriate the sum of \$1,480,844 from the Concord Community Preservation Fund, of which up to \$85,427 shall be appropriated from the undesignated fund balance as of June 30, 2015; \$70,417 shall be appropriated from the Open Space Reserve Fund; \$15,000 shall be appropriated from the Historic Preservation Reserve Fund; and up to \$1,310,000 shall be appropriated from projected Fiscal Year 2017 Fund Revenues, in accordance with Chapter 44B of the Massachusetts General Laws, to be expended under the direction of the Town Manager as follows:

**COMMUNITY PRESERVATION COMMITTEE  
APPROPRIATION RECOMMENDATIONS**

Item	Project/Description	Category	Sources				Total Amount Recommended
			Open Space Reserve Fund	Historic Preservation Reserve Fund	Prior Year Fund Balance	FY17 CPA Fund Revenues	
A	Town of Concord – Regional Housing Services Program	Community Housing				17,500	17,500
B	Concord Housing Development Corporation – Affordable Housing Buy Down Program	Community Housing				120,000	120,000
C	Community Housing Reserve Fund (reserve for future appropriation)	Community Housing				82,500	82,500
D	Emerson Umbrella – Window Restoration	Historic Preservation			79,427	58,823	138,250
E	Town of Concord Public Works Department - Sleepy Hollow Cemetery Roadway and Stone Wall Improvements	Historic Preservation		15,000		210,000	225,000
F	Town of Concord – Wheeler Harrington House Preservation	Historic Preservation				40,000	40,000
G	New Church – Main Entrance Steps Repair	Historic Preservation				12,000	12,000
H	Town of Concord Natural Resources Division – Old Calf Pasture Habitat Restoration	Open Space	36,000			0	36,000
I	Concord Children’s Center/Sudbury Valley Trust– Gowings Swamp Invasive Plant Removal	Open Space	14,100			0	14,100
J	Town of Concord – Bruce Freeman Rail Trail Phase 2C	Open Space			6,000	56,500	125,000
		Recreation				62,500	
K	Town of Concord Natural Resources Division – White Pond Restoration Project	Open Space	20,317			104,183	166,000
		Recreation				41,500	
L	Town of Concord/Concord Rotary Club – USS Concord Bell Memorial Park Restoration	Recreation				50,000	50,000
M	Town of Concord/Concord On Tap – Drinking Water Fountains for Concord Playing Fields	Recreation				24,494	24,494
N	Concord Carlisle at Play – CCHS Field Renovation Project Phase III	Recreation				150,000	150,000
O	Town of Concord -- Land Acquisition of 265 Ball’s Hill Road	Open Space				250,000	250,000
P	Town of Concord – Staff and Technical Support	Administrative				30,000	30,000
			<b>70,417</b>	<b>15,000</b>	<b>85,427</b>	<b>\$1,310,000</b>	<b>\$1,480,844</b>

**ARTICLE 28. NAGOG POND WATER TREATMENT FACILITY, INTAKE PIPING & RESERVOIR IMPROVEMENTS**

Upon a Motion made by Arthur Fulman and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator to appropriate the sum of \$16,500,000 for the construction of water supply and water treatment facilities and improvements associated with the Nagog Pond water filtration plant, Nagog Pond water intake piping and Annursnac and Pine Hill reservoir improvements, including engineering, regulatory and other related services and costs necessary for said facilities and improvements; and that to meet this appropriation the Treasurer with the approval of the Select Board be authorized to borrow the sum of \$16,500,000.

**ARTICLE 29. REMOVAL OF PARKING METERS (BY PETITION)**

The following Motion was made by Bill Montague and duly seconded: to determine whether the Town will vote to require the Town of Concord to remove all parking meters from the Town. A vote was taken, and the motion Failed To Pass.

**ARTICLE 30. SNOW REMOVAL FROM SIDEWALKS (BY PETITION)**

The following Motion was made by Bill Montague and duly seconded: to determine whether the Town will vote to remove snow from the sidewalks, streets and gutters in Concord Center Main & Walden Streets; Thoreau Street in the Depot area; and on Commonwealth Avenue in West Concord. A vote was taken, and the motion Failed To Pass.

The meeting took a five-minute stretch break.

**ARTICLE 32. DEMOLITION REVIEW BYLAW**

On a Motion made by Geoffrey Taylor and duly seconded, it was Voted by an overwhelming majority vote, and so declared by the Moderator to replace the existing Demolition Delay Bylaw with a new Demolition Review Bylaw.

**ARTICLE 34. ZONING BYLAW AMENDMENT – COMBINED BUSINESS/RESIDENCE**

Upon a Motion made by Gary Kleiman and duly seconded, it was Voted by a two-thirds majority, and so declared by the Moderator, to amend §4.2.3.2 of the Zoning Bylaw – Combined Business/Residence.

The meeting adjourned at 10:01 pm, until Wednesday, April 6, 2017 at 7:00 pm at the same location.

**ADJOURNED SESSION – ANNUAL TOWN MEETING  
APRIL 6, 2016**

Moderator Eric Van Loon called the meeting to order at 7:00 p.m. He introduced the key people and documents that would be referenced during the proceedings. Fire Chief Cotreau reviewed the emergency evacuation procedures. The tellers and ballot counters were sworn to the faithful performance of their duties. Mr. Van Loon thanked outgoing Finance Committee Chair Richard Giles and Finance Committee members Patricia Nelson and Mark Garvey for their service to the Town. He announced his appointment of the following to second three-year terms to 2019: Daniel Cassidy, Scott Randall and June Rzepczynski. He announced the following new members to three-year terms to 2019: Christina Williams and Dean Banfield.

**ARTICLE 36. ZONING BYLAW AMENDMENT – PLANNED RESIDENTIAL DEVELOPMENT DIVERSITY OF DWELLING UNITS**

Upon a Motion made by Brooke Whiting Cash and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator to amend the §10.2.3 of the Zoning Bylaw – Planned Residential Development, Diversity of Dwelling Units

**ARTICLE 41. ZONING BYLAW AMENDMENT – LIMITED BUSINESS DISTRICT #2, PRINCIPAL USE REGULATIONS, COMBINED BUSINESS/RESIDENCE & DIMENSIONAL REGULATIONS**

Upon a Motion made by John Canally and duly seconded, it Voted by a two-thirds majority vote, and so declared by the Moderator to amend the following sections of the Zoning Bylaw: §4.2.3 – Table I Principal Use Regulations; §4.2.3.4 Combined Business/Residence; and Table III Dimensional Regulations.

**ARTICLE 42. ZONING BYLAW AMENDMENT – DIMENSIONAL REGULATIONS/ADD MAXIMUM FLOOR AREA RATIO**

The following Motion was made by Matthew Johnson and duly seconded: to amend the following sections of the Zoning Bylaw: Table III Dimensional Regulations; §6.2.13 Maximum floor area ratio; and §7.1.5 Nonconforming single and two-family residential structures.

After discussion, Earl Smith made a Motion To Call The Question, which was duly seconded and Voted on a two-thirds majority. A Vote was then taken on Mr. Johnson's motion, which Passed by a two-thirds majority, and was so declared by the Moderator.

**ARTICLE 43. SIGN BYLAW AMENDMENT**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a near unanimous vote and so declared by the Moderator, to amend the existing Sign Bylaw.

**ARTICLE 44. REQUEST TO CREATE A CONCORD MUNICIPAL LIGHT BOARD ADVISORY COMMITTEE TO ANALYZE BENEFITS OF AND REQUIREMENTS TO IMPLEMENT A SINGLE REVENUE DECOUPLED TIME-OF-USE RATE STRUCTURE (BY PETITION)**

There was no Motion made under this article.

**ARTICLE 45. BYLAW PROHIBITING POLYSTYRENE IN FOOD SERVICE WARE (BY PETITION)**

The following Motion was made by Scott Richardson and duly seconded: to amend the Town Bylaws by adding a Bylaw for the prohibition of polystyrene in food service ware and packaging.

After discussion, Pamela Dritt made a Motion To Call The Question, which was duly seconded and Voted by a two-thirds majority. A Vote was taken on Mr. Richardson's motion, which Passed by a near unanimous vote and so declared by the Moderator.

**ARTICLE 46. REQUEST TO CREATE A NET ZERO GREENHOUSE GAS EMISSIONS GOAL, TASK FORCE, FUNDING & PLAN (BY PETITION)**

There was no Motion made under this article.

**ARTICLE 47. THREE-YEAR MORATORIUM ON THE INSTALLATION OF SYNTHETIC TURF ON TOWN LAND (BY PETITION)**

The following Motion was made by Janet Miller and duly seconded: to adopt a moratorium on the construction or installation of any synthetic turf and any surface covering of loose fill made from scrap tires on any land, of any size owned by the Town for a three-year time period starting on April 18, 2016 and ending on April 18, 2019.

After discussion, Bob Andrews made a Motion To Call The Question, which was duly seconded and Voted by a two-thirds majority. A Vote was taken on Ms. Miller's motion, which Passed by an overwhelming majority, and was so declared by the Moderator.

**ARTICLE 48. WORK TO REDUCE THE SALE AND USE OF NEONICOTINOID PESTICIDES (BY PETITION)**

The following Motion was made by Mark Hanson and duly seconded: to request that the Select Board transmit to appropriate State authorities Concord Town Meeting's support for more targeted and com-

prehensive regulation of the sale and use of neonicotinoid pesticides in order to reduce their potential impact on pollinator populations, and further to request that Town departments take all appropriate measures to discourage their use within the Town.

After discussion, Bernadean Jenkins made a Motion To Call The Question, which was duly seconded and Voted by a two-thirds majority. A Vote was taken on Mr. Hanson's motion, which Passed by a near unanimous vote, and was so declared by the Moderator.

**ARTICLE 49. UNPAID BILLS**

There was no Motion made under this article.

**ARTICLE 57. BRUCE FREEMAN RAIL TRAIL – PHASE 2B**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator, to appropriate the sum of \$250,000 for the purpose of completing the Phase 2B design and engineering for the Bruce Freeman Rail Trail, said funds to be expended under the direction of the Town Manager; and to authorize the Town Treasurer with the approval of the Select Board to borrow \$250,000 for this purpose.

**ARTICLE 58. LAND ACQUISITION – BRUCE FREEMAN RAIL TRAIL RIGHT-OF-WAY**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator, to authorize the Select Board to acquire by purchase, gift, eminent domain or otherwise all or fee, easement, leasehold, license or other real property interests in, or, over, across, under and along (a) all or any portion of the land comprising the former Lowell Secondary Track railroad right-of-way; and (b) abutting and underlying properties as necessary for clearing title to said railroad right-of-way, on such terms and conditions as the Select Board may determine, and further that funds needed for this purpose shall be expendable from appropriations made from the CPA appropriation under Article 20, Item J of the 2016 Annual Town Meeting Warrant, or from any prior year unencumbered CPA appropriation made for the Rail Trail purposes.

**ARTICLE 59. BRUCE FREEMAN RAIL TRAIL EASEMENTS OVER TOWN LAND**

Upon a Motion made by Christopher Whelan and duly seconded, it was Voted by a near unanimous vote, and so declared by the Moderator to authorize the Select Board to grant easements to the Town for

rail trail/bicycle path use over two parcels of land owned by the Town for the Bruce Freeman Rail Trail Phase 2C Preliminary right-of-way.

Mr. Van Loon thanked staff and participants. He has found his time as Moderator both enjoyable and satisfying. He noted that the position is a year-round job, with many dimensions. He considered it a wonderful experience to see first-hand how government works and ought to work, providing him with an opportunity to meet and get to know and respect so many people. Concord is better off for the involvement of its citizens, which greatly contributes to Concord's quality of life.

There being no further business to come before the assembly, and upon a Motion that was duly made and seconded, the 2016 Annual Town Meeting was dissolved at 10:25 p.m.

Respectfully submitted,

Anita S. Tekle

Town Clerk

Attendance: There were 325 registered voters in attendance on the first session of Town Meeting; 416 registered voters in attendance on the second session; and 352 registered voters in attendance on the third and final session. This is an unduplicated voter count of 595 individual voters attending one or more nights of the 2016 Annual Town Meeting (4.9% of registered voters).



*A Vote is taken at 2016 Annual Town Meeting.*

# 2016 SPECIAL TOWN MEETING

December 8, 2016

*The December 8, 2016 Special Town Meeting minutes printed below are excerpted from the official minutes of the Meeting. For the complete text of all votes taken at this Meeting, contact the Town Clerk's Office.*

Pursuant to a Warrant signed by the Select Board on October 17, 2016 and posted on November 23, 2016, Town Moderator Carmin Reiss called the Special Town Meeting to order at 7:00 pm on Thursday, December 8, 2016 at the Concord-Carlisle High School Auditorium. Ms. Reiss declared that she had inspected the Return of Service of the Warrant, finding it to be in order, and that a sufficient number of voters were present to permit the meeting to be opened.

Ms. Reiss expressed gratitude to Principal Mastrullo, the Regional School Committee, and the faculty, students and staff of the high school for accommodating us here this evening. She noted that while voters may watch and listen to the proceedings in the cafeteria while enjoying a snack, all must be seated in the Auditorium in order to vote. Only water may be brought into the Auditorium.

She noted that Deputy Town Moderator Peggy Briggs was elected by the 2016 Annual Town Meeting to serve in that capacity until the 2017 Annual Town Meeting, and will preside over this meeting if the Moderator is unable to serve for whatever reason. Fire Chief Mark Cotreau reviewed the emergency evacuation procedures. Police Chief Joseph O'Connor and his officers were thanked for their presence and assistance. Voters were reminded of the "Concord Town Meeting Traditions & Procedures" booklet, and introduced Ned Perry as the Town Meeting Procedures Resource Person.

Ms. Reiss asked that any voter who wished to offer an amendment should consult with Mr. Perry and Sean Dugan, the Town's Public Information Officer. Voters were reminded of the requirement to have a voting slip in order to vote. Visitors must wear a visitor badge and be seated in the rear section of the Auditorium. She noted that she had appointed Abe Fisher as Head Teller, David Karr as Ballot Supervisor, and Paul Horwitz as Assistant Ballot Supervisor, should the meeting need to have any counted votes. The Tellers and Ballot Counters were sworn to the faithful performance of their duties. Ms. Reiss thanked Town

Officials and staff who assisted in the preparations for this meeting. She thanked former Moderators Ned Perry and Eric Van Loon for their generous assistance to her in preparing for this meeting.

Girl Scouts and Boy Scouts brought the flags forward. Ms. Reiss asked attendees to stand in a moment of silence to reflect on how, through this Town Meeting, we and our neighbors are gathered to serve as Concord's legislature and provide for our common good. In considering and voting upon the articles before us, we may and should ask probing questions, offer our views on the merits of proposals, and debate competing views. As we do so, we should be mindful that we also come together as a community, where every member has a right to belong, where every person feels safe, and where each individual's dignity and self-respect is strengthened by the respect and affection of neighbors. She noted that these observations on community, still meaningful to us today, were first made by President Lyndon Johnson in 1965. She asked that each of us maintain an open mind, an open heart, graciousness when we disagree, and a healthy sense of humor, so that debates of this Meeting will not be a source of division among us when our business here is finished.

Ms. Reiss noted the presence of the Select Board, Planning Board, and Finance Committee.

On a Motion made by Michael Lawson that was duly seconded, the following was Voted that the reading of the Warrant and the Return of Service thereon be omitted.

At 7:15 p.m. the meeting took up the first order of business.

## **ARTICLE 1. PILOT AGREEMENT – SOLAR PROJECT AT 214Y MAIN STREET**

On a Motion made by Christopher Whelan that was duly seconded, the following was Voted at 7:26 pm by a unanimous vote, and so declared by the Moderator, to approve the agreement for payment in lieu of taxes, as negotiated by the Town Manager, between the Town of Concord and Kearsarge Concord II LLC, re-

garding the real and personal property associated with solar power generating facilities on or to be located at 214Y Main Street.

**ARTICLE 2. BRUCE FREEMAN RAIL TRAIL – EASEMENTS OVER TOWN LAND**

On a Motion made by Christopher Whelan that was duly seconded, the following was Voted at 7:30 pm by a unanimous vote, and so declared by the Moderator, to authorize the Select Board to grant or deed easements over the town-owned parcel of land at 30Y Powdermill Road, shown on the Assessors maps as parcel #3182, for an improved multi-use rail trail for non-motorized transportation, open space and recreation purposes and for all other purposes for which rail trails are now or hereafter may be used in the Commonwealth.

**ARTICLE 3. ALTERNATIVE PRD PRELIMINARY SITE DEVELOPMENT AND USE PROPOSAL FOR LOT 4A & PARCEL A FOREST RIDGE ROAD (BY PETITION)**

The following Motion was made by Jack McBride and duly seconded, that the Town vote pursuant to §10.3.4 of the Zoning Bylaw to approve the Phase II Black Birch Alternative PRD Preliminary Site Development and use proposal for Lot 4A and Parcel A Forest Ridge Road dated September 12, 2016 as filed with the Town Clerk and Planning Board and as amended as set forth in an amendment dated November 21, 2016 and approved by the Planning Board on November 29, 2016, and subsequently filed with the Town Clerk and Planning Board on November 30, 2016.

After discussion, a Vote was taken at 8:14 on a show of hands, with the outcome unclear. A counted vote was then taken and at 8:28 pm Ms. Reiss reported the results, noting that a two-thirds vote was required. The Motion Failed To Pass, with 197 voting (115 voting yes and 82 voting no).

**ARTICLE 4. RELEASE OF RESIDENTIAL RESTRICTION APPLICABLE TO LOT 4A & PARCEL A FOREST RIDGE ROAD (BY PETITION)**

There was no motion made under this article.

**ARTICLE 5. AMENDMENT OF THE ZONING BYLAW TABLE III – DIMENSIONAL REGULATIONS UNDER MAXIMUM FLOOR AREA RATIO IN THE LIP #2 DISTRICT (BY PETITION)**

There was no motion made under this article.

**ARTICLE 6. LAND ACQUISITION – BALL’S HILL ROAD**

On a Motion made by Christopher Whelan and duly seconded, the following was Voted at 8:40 pm by a unanimous vote, and so declared by the Moderator, to appropriate from Free Cash the sum of \$400,000, said funds to be reimbursed to the Town by the Commonwealth of Mass. Pursuant to a Land grant agreement executed between the Town and the Commonwealth’s Dept. of Conservation & Recreation, said funds to be used for the purpose of purchasing for conservation and passive recreation purposes, and water and water supply purposes the property or portions thereof at 221 and 265 Ball’s Hill Road; that a portion of said land be conveyed to the Town to be managed and controlled by the Public Works Commission acting as Water Commissioners; and that a portion of said land be conveyed to the Town, to be managed and controlled by the Concord Natural Resources Commission, acting as its Conservation Commission.

At 8:41 p.m., upon a Motion duly made and seconded, the Special Town Meeting was adjourned and dissolved.

Respectfully submitted,

Anita S. Tekle

Town Clerk

Attendance: 220 registered voters

# GENERAL GOVERNMENT

## TOWN CLERK

Anita S. Tekle, Town Clerk

### *Staff*

During 2016, the Department was staffed by Assistant Town Clerk Patricia Clifford; Senior Department Clerk Arlene Fitzpatrick; and Office Assistant Kristine Sacco. The achievements of the Department were in large part due to the effort and commitment of these individuals, which is noted and appreciated. Information about the Elections and Town Meeting functions of the Town Clerk are reported elsewhere in this Town Report, under the Board of Registrars.

### *Vitals*

The presence of Emerson Hospital in the community results in a high number of birth recordings in Concord. The number of births rose in 2016, for the first significant increase in over ten years, while deaths and marriages remained fairly constant. In addition, the staff processed 56 Affidavits & Corrections of Vital Records, and issued 297 burial permits. Our online offering for the processing of birth, death and marriage certificates has proven to be very popular with customers, with one-third of our transactions being requested and completed online. This online offering allows us to provide expedited service for vital records (at an additional charge) and reduces the number of walk-in customers, allowing us to better manage the Division's workload.

<b>RECORDED VITAL STATISTICS 2007-2016</b>			
<i>NUMBERS INCLUDE BABIES BORN TO CONCORD PARENTS AT OTHER MASSACHUSETTS HOSPITALS (# OF CONCORD RESIDENTS IS IN PARENTHESIS)</i>			
<b>Year</b>	<b>Births</b>	<b>Deaths</b>	<b>Marriages</b>
2016	1,329 (113)	347 (164)	70 (30)
2015	1,215 (104)	356 (163)	83 (40)
2014	1,229 (100)	349 (160)	77 (32)
2013	1,194 (126)	397 (174)	81 (35)
2012	1,175 (103)	371 (169)	67 (32)
2011	1,213 (98)	360 (156)	80 (33)
2010	1,191 (107)	386 (159)	84 (32)
2009	1,204 (126)	375 (139)	76 (25)
2008	1,200 (102)	402 (149)	58 (22)
2007	1,181 (90)	353 (137)	87 (21)

### *Licenses*

We had another good year for dog licenses, with 1,877 licenses issued during the year. Staff participated in the Rabies Vaccination Clinic sponsored by the Board of Health in March.

### *Town Meeting*

The Town Clerk and staff attended and recorded the proceedings of the Annual Town Meeting and two Special Town Meetings during the year. For all Town Meeting events, the Department offered a daily update of the previous evening's session on the Town's web site, which proved very popular with residents.

### *Recordings*

The Department issued 157 Business Certificates, recorded 86 Historic Districts Commission decisions, and recorded 35 Zoning Board of Appeals decisions during the year.

### *Public Records Law Changes*

The State Legislature approved significant changes to the Public Records Law during 2016, which went into effect on January 1, 2017. The Town Clerk serves as the Town's principal Records Access Officer, coordinating the Town's response to requests for access to public records. The Town Clerk will prepare guidelines in early 2017 to assist requestors in making informed requests. Included among the amendments to the law is the requirement that an initial response be made to the request within ten business days, with a full response within 25 business days. Additional time for a response may be requested for good cause, but the decision for an extension is up to the State Supervisor of Public Records. Changes were also made to the fees that may be charged for a public record, with no fee charged for most records that are provided electronically.

### *Miscellaneous*

During the year, the staff swore in new Committee and Board appointees and posted 995 public meetings and agendas. Meeting postings are available on the bulletin board in the Town House lobby and for view on the Town's web site at [www.concordma.gov](http://www.concordma.gov). During the course of the year, the Office provided information to Staff, Boards and Committees, and citizens on the issues of the Open Meeting, Public Re-

cords, Conflict of Interest, and Campaign & Political Finance Laws, and maintained records of completion of the mandatory State ethics training by employees and board members. During the year, several inquiries were referred to the appropriate State authorities for formal determinations and rulings.

Department staff prepared and recorded 44 new cemetery deeds and continued to maintain the cemetery deed, burial permit, and lot records. Seventeen raffle permits were issued to community non-profit organizations. The Town Clerk's Office offers Notary Public services for customers with proper identification. A nominal fee is charged, and appointments are recommended for complex documents. In addition, several staff members have been appointed by the Governor's Office to serve as "Commissioners to Qualify," which authorizes us to administer the Oath of Office to individuals appointed as a Notary Public or Justice of the Peace in Massachusetts. We continued to receive and process routine genealogical requests, referring the more complex ones to the Library Archivist. During 2016, the Town Clerk's Office accepted and recorded fees totaling \$108,264, about 60% of which were for vital records (births, deaths, marriages).

Town Clerk Anita Tekle took an 11-week medical leave of absence from August to mid-October, during which time Assistant Town Clerk Patricia Clifford was named Acting Town Clerk. The staff is to be commended for their considerable efforts in running two September elections during Anita's absence, and in making preparations for the Presidential Election in November, while continuing the smooth running of the Town Clerk Division. Towards the end of the year, Anita announced her long-anticipated retirement at the end of February 2017, after a 45-year career in municipal government in Massachusetts, including the past 19 years as Town Clerk in Concord.

## **BOARD OF REGISTRARS**

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

The four-member Board of Registrars consists of two members from each of the major political parties—three members appointed by the Select Board, plus the Town Clerk. By virtue of the position, the Town Clerk is a participating and voting member of the Board of Registrars.

## *Voter Registration*

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

During the year when we encountered petition signers who were not registered voters in Concord (and therefore could not be certified as signers), we mailed voter registration information to them. We also continue to do this with younger residents when they reach voting age at 18, with good results. The Office registered 1,834 new voters during the year, ending the year with a record high of 13,141 voters. In addition, 739 voters were deleted, 556 switched parties, and 233 were placed on Inactive Voter status due to either not returning a census form, or information that we received that they no longer live in Concord. The increased level of activity was in part due to the high interest in the Presidential Election. The mandatory "mass delete" process was completed following the November 2016 election – i.e., deleting all voters who have not returned a census for four years and have not voted in any elections in the past two federal election cycles (2014 through 2016).

## *Census*

Census forms were distributed to residents in late December. The 2016 population per the Town Census was 15,987. This represents approximately 96% of Concord's households (about 4% of the households had not responded to the Town Census by July 26, 2016, when we finalized the census count). Note that the Town Census does not include the prison population, while the Federal decennial census counts the prisoners (approximately 1,500 additional residents).

## *Town Caucus – January 19, 2016*

Turnout for the Town Caucus was moderate, with 70 in attendance. One individual was nominated for Town Moderator. Two individuals were nominated for two positions on the Board of Selectmen and three were nominated for two positions on the School Committee. One person was nominated for the one vacancy on the Concord Housing Authority. All are to be commended for their willingness to run for office and serve the Town in these volunteer capacities.

### *Special Town Meeting – February 4, 2016*

A one-session Special Town Meeting was held on Thursday, February 4. The Select Board called the meeting to address two issues – to accept the proposed amendments to the Minuteman Regional School District Agreement, and to authorize a long-term lease for Nagog Pond Solar Panels. Both Articles passed, and the meeting concluded in one hour. There were 168 voters in attendance.

### *Annual Town Election – March 1, 2016*

As has been done in the past when the Presidential Primary is held in early March, the date of the Annual Town Election was moved up so that the two Elections could be held concurrently. Turnout was very high and lines were long at the polling locations. The three-person race on the School Committee attracted high interest, and the turnout was over 53%, which was one of the highest in recent years for a local election. 647 absentee ballots were distributed.

### *Presidential Primary – March 1, 2016*

This was held in conjunction with the Town Election. Turnout was very high with 60% of registered voters participating (vs. 37% voter turnout in Massachusetts). Of those who voted, 70% chose a Democratic ballot and 29% chose a Republican ballot. The remainder chose either a Green-Rainbow or United Independent ballot. 734 absentee ballots were distributed.

### *Annual Town Meeting – April 4, 5 and 6, 2016*

The Annual Town Meeting featured 59 Warrant Articles (including eight submitted by petition) and was attended by 325 registered voters on the first session, 416 on the second session, and 352 on the third and final session. During the course of the three sessions, 595 different voters were in attendance (4.9% of the registered voters in Concord).

### *Special Town Election – April 14, 2016*

A Special Town Election was held on April 14 to address three Debt Exclusion Ballot Questions - (1) Land-fill Site Remediation at Concord-Carlisle High School; (2) School Transportation Facility; and (3) New Minuteman High School Design & Construction. There was a low turnout (7.8%) and Question 1 failed to pass. Questions 2 and 3 both passed, as noted elsewhere in this report. 151 absentee ballots were distributed for this election.

### *State Primary – September 8, 2016*

There wasn't a lot of voter interest in the State Primary, held on Thursday, September 8, with only 6.4%

of Concord's registered voters participating. The only primary races were for Governor's Council and Sheriff on the Democratic ballot. There were no contested races on the Republican or Green-Rainbow ballots, and no candidates at all on the United Independent ballot. 213 absentee ballots were distributed.

### *Special District Election – September 20, 2016*

Although Concord voters approved Minuteman Regional School's building project at the Annual Town Meeting in April, and subsequently approved a debt exclusion vote at the ballot on April 14, one community in the district (Belmont) did not approve the school's capital project, triggering the need for a district-wide special election. This was held on Tuesday, September 20. One polling location was open in each community from Noon to 8:00 p.m., and in Concord 1,079 voters participated (8.6%). 229 absentee ballots were distributed. Minuteman paid most of the costs associated with this election directly, and reimbursed Concord for its out-of-pocket costs of \$2,607. The question passed district-wide, and Concord's vote was as follows: YES – 971; NO – 108; BLANKS – 0.

### *State/Presidential Election – November 8, 2016*

For the first time in Massachusetts, early voting was authorized for the State/Presidential Election held on November 8. Under a new law, early voting is allowed only at biennial State Elections, so unless the law is changed in the interim, the next time this will be possible will be at the 2018 State Election. A whopping 5,579 of Concord's voters participated in early voting, which was offered on 11 days preceding November 8 – from October 23 through November 4. Concord offered early voting at the Town House during normal business hours, and in addition offered it on two weekday mornings beginning at 7:00 a.m.; on two weekday evenings until 7:00 p.m.; and on the intervening Saturday from 10:00 a.m. to 3:00 p.m. Voters were pleased with the convenience of being able to vote early. The process itself was cumbersome - ballots placed into envelopes, which had to be recorded, opened, and processed through our voting machines on Election Day. Concord was awarded a \$1,000 State grant for offering extra early voting hours, which helped to defray the early voting cost.

With so many people voting early (42%) or by absentee ballot (8%), there were no lines on Election Day itself. Concord's overall voter turnout was 85.5%, which was considerably higher than the 75% turnout in the State. 1,144 absentee ballots were distributed.

*Special Town Meeting – December 8, 2016*

The last election event of the year was a Special Town Meeting held on December 4, with six articles on the Warrant. There were 220 voters in attendance.

*Nomination Papers/Initiative Petitions*

During the year the Clerk’s Office staff accepted and certified signatures as follows: 199 for the Town Election ballot; 279 for State Ballot Questions; 898 for State/federal candidates; 164 for Annual Town Meeting petition articles; and 402 for Special Town Meeting petition articles. Voters are reminded to sign petitions legibly, with a name and address consistent with voter registration.



*The Town House was a very busy place during early voting for the 2016 State/Presidential Election.*

TOWN PROFILE			
Population as of January 1, 2016 Census		Political Party Affiliation as of December 31, 2016	
Adults (age 17 or over)	12,747	<b>Recognized Parties in MA</b>	
<b>Population by Age Group</b>		Democrat	4,586
Under 20 years	4,001	Republican	1,623
20-29 years	1,448	Green-Rainbow	14
30-39 years	1,073	United Independent	32
40-49 years	2,065	Unenrolled	6,858
50-59 years	2,728	<b>Political Designations</b>	
60-69 years	2,270	Libertarian	20
70 years and over	2,402	Other	8
<b>Total</b>	<b>15,987</b>	<b>Total</b>	<b>13,141</b>

TOWN OF CONCORD VOTER REGISTRATION HISTORY 1960 TO 2017 (AS OF JANUARY 1, 2017)									
YEAR	Democrats	%	Republicans	%	Unenrolled/ Independents	%	Other	%	Total
2017	4,586	34.90%	1,623	12.35%	6,858	52.19%	74	0.56%	13,141
2016	4,359	34.49%	1,672	13.23%	6,518	51.58%	88	0.70%	12,637
2015	4,331	34.42%	1,693	13.46%	6,506	51.71%	51	0.41%	12,581
2010	4,311	35.64%	1,774	14.66%	5,970	49.35%	42	0.35%	12,097
2005	3,988	34.47%	2,067	17.87%	5,425	46.89%	90	0.78%	11,570
2000	3,393	29.65%	2,110	18.44%	5,907	51.62%	34	0.30%	11,444
1995	3,268	31.61%	2,088	20.20%	4,975	48.12%	7	0.07%	10,338
1990	3,320	32.74%	2,335	23.03%	4,486	44.24%	0	0.00%	10,141
1985	3,446	32.67%	2,478	23.49%	4,624	43.84%	0	0.00%	10,548
1980	3,088	32.62%	2,393	25.28%	3,986	42.10%	0	0.00%	9,467
1975	2,863	31.58%	2,576	28.41%	3,628	40.01%	0	0.00%	9,067
1970	1,941	26.94%	2,724	37.81%	2,540	35.25%	0	0.00%	7,205
1965	1,391	20.01%	2,825	40.65%	2,734	41.85%	0	0.00%	6,950
1960	805	12.32%	2,574	39.40%	3,154	48.28%	0	0.00%	6,533

**TOWN MEETING VOTER PARTICIPATION**

**1997-2016**

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

Year	# of Nights	Highest One Night Attendance	Total Duplicated Attendance	Total Unduplicated Attendance	% Registered Voters in Attendance
1997 ATM	4	933	2,060	1,120	11.5%
1997 STM (Oct)	2	1,242	1,541	1,265	13.0%
1998 ATM	4	355	1,391	628	6.2%
1999 ATM	4	960	2,375	1,299	11.6%
2000 ATM	4	925	2,613	1,290	11.0%
2000 STM (May)	1	923	923	923	7.9%
2001 STM (Jan)	1	448	448	448	3.9%
2001 ATM	5	1,277	3,416	1,727	15.0%
2002 ATM	4	930	2,321	1,215	10.5%
2003 ATM	6	912	3,109	1,368	12.2%
2003 STM (Aug)	1	883	883	883	7.9%
2004 STM (Mar)	1	405	405	405	3.5%
2004 ATM	4	1,330	3,524	1,977	17.2%
2005 ATM	3	816	1,616	1,032	9.0%
2006 ATM	5	888	2,537	1,297	11.0%
2007 ATM	3	1,390	2,402	1,568	13.6%
2007 STM (Apr)	1	565	565	565	4.9%
2007 STM (June)	1	1,819	1,819	1,819	15.8%
2007 STM (Nov)	1	1,283	1,283	1,283	11.0%
2008 ATM	3	816	1,509	925	7.7%
2009 ATM	3	539	1,382	802	6.7%
2010 ATM	4	528	1,926	946	7.9%
2011 ATM	3	843	1,904	1,147	9.5%
2011 STM (Apr)	1	514	514	514	4.3%
2011 STM (Nov)	1	1,664	1,664	1,664	13.6%
2012 ATM	4	831	2,311	1,183	9.7%
2012 STM (Apr)	1	651	651	651	5.4%
2013 ATM	3	1,352	2,878	1,795	14.2%
2013 STM (Dec)	1	1,043	1,043	1,043	8.2%
2014 ATM	3	684	1,589	894	7.0%
2014 STM (May)	1	684	684	684	5.4%
2015 ATM	4	840	2,001	1,171	9.4%
2015 STM (Apr)	1	842	842	842	6.7%
2016 STM (Feb)	1	168	168	168	1.5%
2016 ATM	3	416	1,093	595	4.9%
2016 STM (Dec)	1	220	220	220	1.6%

**Notes:**

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

STM Nov 2011 – High School Design & Construction  
 STM April 2012 – Land Acquisition & School Transport  
 STM Dec 2013 – Land & Bottle Bylaw Repeal  
 STM May 2014 – Knox Trail Land Acquisition  
 STM April 2015 – WR Grace & 2229 Main St Land  
 STM Feb 2016 – MRSD Agreement & Nagog Solar  
 STM Dec 2016 – Black Birch, Ball’s Hill Rd, BFRT

**TOWN OF CONCORD - PRESIDENTIAL PRIMARY - MARCH 1, 2016**  
**OFFICIAL RESULTS - INCLUDING OVERSEAS & PROVISIONAL BALLOTS**

PRECINCTS	1	2	3	4	5	TOTAL
TOTAL VOTES CAST	1,515	1,713	1,648	1,716	1,100	7,692
TOTAL REGISTERED VOTERS	2,491	2,949	2,764	2,824	1,847	12,875
% of Registered Voters	60.82%	58.09%	59.62%	60.76%	59.56%	59.74%

**DEMOCRATIC PRIMARY**

**PRESIDENTIAL PREFERENCE - VOTE FOR ONE**

Blanks	3	0	0	1	1	5
Bernie Sanders	397	474	434	495	242	2,042
Martin O'Malley	2	1	1	2	2	8
Hillary Clinton	678	767	700	690	506	3,341
Roque de la Fuente	0	0	1	0	0	1
No Preference	2	4	9	3	0	18
Write-Ins	1	3	0	4	1	9
Total Votes Cast	1,083	1,249	1,145	1,195	752	5,424

**STATE COMMITTEE MAN - VOTE FOR ONE**

Blanks	363	504	409	440	271	1,987
Ronald M. Cordes	719	743	734	754	481	3,431
Write-Ins	1	2	2	1	0	6
Total Votes Cast	1,083	1,249	1,145	1,195	752	5,424

**STATE COMMITTEE WOMAN - VOTE FOR ONE**

Blanks	292	423	357	375	220	1,667
Janet M. Beyer	790	823	788	818	532	3,751
Write-Ins	1	3	0	2	0	6
Total Votes Cast	1,083	1,249	1,145	1,195	752	5,424

**TOWN COMMITTEE - GROUP**

Group 1 (Boger Group)	495	487	495	520	365	2,362
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**TOWN COMMITTEE - VOTE FOR NOT MORE THAN 35**

Blanks	19,256	25,364	21,525	22,128	13,884	102,157
Matthew Boger	565	529	534	560	368	2,556
D. Currier Morrill	519	499	519	542	342	2,421
Marylynn Boris	515	518	519	555	349	2,456
Thomas McKean	540	517	526	566	358	2,507
Alan Proctor	533	510	525	542	360	2,470
Martha Schwope	517	521	529	587	354	2,508
Garret Whitney	522	526	521	579	352	2,500
Sadhana Upadhyay	517	516	527	554	346	2,460
Gail Kearns	565	556	559	593	369	2,642
Amedio Armenti	527	528	536	562	350	2,503
Richard Quanrud	507	499	514	535	338	2,393
Thomas Austin Tarpey	524	516	527	574	346	2,487
Marilyn Avakian	522	523	534	558	350	2,487
Helena V. Long	516	515	526	554	345	2,456
Justin A.B. King	513	494	509	531	345	2,392
John A. Kessler, Jr.	529	499	511	542	348	2,429
Paul Horwitz	546	568	535	574	359	2,582
Peter Charles Alden	527	543	534	563	355	2,522
David M. O'Brien	513	504	512	535	342	2,406
Philippe Villers	546	527	531	580	378	2,562
Edward W. Jones, Sr.	514	497	511	544	340	2,406
Janet M. Beyer	561	563	550	598	372	2,644
Cory Atkins	695	680	659	733	451	3,218
Nancy R. Cronin	549	551	549	600	367	2,616

**TOWN OF CONCORD - PRESIDENTIAL PRIMARY - MARCH 1, 2016**  
**OFFICIAL RESULTS - INCLUDING OVERSEAS & PROVISIONAL BALLOTS (CONTINUED)**

PRECINCTS	1	2	3	4	5	TOTAL
<b>DEMOCRATIC PARTY (continued)</b>						
<b>TOWN COMMITTEE - VOTE FOR NOT MORE THAN 35 (continued)</b>						
Triveni N. Upadhyay	506	508	517	548	344	2,423
C. Washburn Minkin	515	520	522	544	345	2,446
Janet K. Lawson	547	529	536	554	372	2,538
Robert Widing Lawson	530	511	518	543	356	2,458
J. Appleton Arnaud	525	508	518	548	346	2,445
Elizabeth D. Nadzo	511	516	531	541	341	2,440
Jose Luis Herrero	519	510	518	548	347	2,442
Richard B. Arnaud	523	495	510	539	341	2,408
Halvor Iverson	510	501	514	543	344	2,412
Pamela A. Hill	531	522	525	561	351	2,490
Lindsay Hoover Boger	550	532	544	567	365	2,558
Total Votes Cast	37,905	43,715	40,075	41,825	26,320	189,840
<b>REPUBLICAN PRIMARY</b>						
<b>PRESIDENTIAL PREFERENCE - VOTE FOR ONE</b>						
Blanks	3	0	2	2	4	11
Jim Gilmore	0	0	0	0	0	0
Donald J. Trump	107	132	137	137	77	590
Ted Cruz	22	30	41	44	14	151
George Pataki	0	0	1	0	0	1
Ben Carson	8	13	11	15	8	55
Mike Huckabee	1	0	0	0	0	1
Rand Paul	0	3	2	0	1	6
Carly Fiorina	0	3	0	1	0	4
Rick Santorum	0	0	0	0	0	0
Chris Christie	0	0	1	2	1	4
Marco Rubio	119	114	140	134	101	608
Jeb Bush	3	8	5	11	1	28
John R. Kasich	160	156	158	170	139	783
No Preference	4	3	5	4	1	17
Write-Ins	2	1	0	0	0	3
Total Votes Cast	429	463	503	520	347	2,262
<b>STATE COMMITTEE MAN - VOTE FOR ONE</b>						
Blanks	140	138	143	143	89	653
Peter Dulchinos	79	71	84	100	56	390
James E. Dixon	59	66	90	75	38	328
Jonathan A. Golnik	151	188	186	200	164	889
Write-Ins	0	0	0	2	0	2
Total Votes Cast	429	463	503	520	347	2,262
<b>STATE COMMITTEE WOMAN - VOTE FOR ONE</b>						
Blanks	160	168	166	168	122	784
Sandi Martinez	269	293	336	349	225	1,472
Write-Ins	0	2	1	3	0	6
Total Votes Cast	429	463	503	520	347	2,262
<b>TOWN COMMITTEE - GROUP</b>						
Group 1 (Franko Group)	168	164	217	199	126	874

**TOWN OF CONCORD - PRESIDENTIAL PRIMARY - MARCH 1, 2016**  
**OFFICIAL RESULTS - INCLUDING OVERSEAS & PROVISIONAL BALLOTS (CONTINUED)**

PRECINCTS	1	2	3	4	5	TOTAL
<b>REPUBLICAN PARTY (continued)</b>						
<b>TOWN COMMITTEE - VOTE FOR NOT MORE THAN 24</b>						
Blanks	5,793	6,699	6,282	7,156	4,825	30,755
Lawrence Franko	178	182	234	208	143	945
Marjorie Franko	178	181	231	210	144	944
James Littlefield	188	178	238	214	158	976
Mark Cohen	183	177	238	227	143	968
Helen Brady	201	187	238	248	160	1,034
William Haas	183	179	231	215	137	945
John Osepchuk	180	181	240	215	136	952
Michael Benn	194	190	253	223	138	998
Gregory Butterworth	181	181	233	207	133	935
Connell A. Benn	183	183	246	214	138	964
Patricia Gerty	183	189	244	220	135	971
Carol Ann Ryan	182	187	240	217	139	965
Ryan Benn	182	177	243	216	134	952
William Gluck	185	185	252	213	134	969
David Hale	183	182	232	237	149	983
G. Scott Staniar	201	182	261	228	157	1,029
Valerie K. Thayer	188	175	251	226	166	1,006
Jeffrey Newton	188	176	237	223	165	989
Joseph A. Koontz, Sr.	183	184	231	211	136	945
Patricia A. Hackmer	179	188	230	213	135	945
Faye Erhard Hayes	181	179	231	213	133	937
Thomas Hudner, Jr.	227	196	254	249	173	1,099
Marta T. Taylor	178	174	234	213	140	939
Anthony G. D'Ambrosio	214	220	268	264	177	1,143
Total Votes Cast	10,296	11,112	12,072	12,480	8,328	54,288
<b>GREEN-RAINBOW PARTY</b>						
<b>PRESIDENTIAL PREFERENCE - VOTE FOR ONE</b>						
Blanks	0	0	0	0	0	0
Sedinam Curry	0	0	0	0	0	0
Jill Stein	1	0	0	1	0	2
William Kreml	0	0	0	0	0	0
Kent Meslay	0	0	0	0	0	0
Darryl Cherney	0	0	0	0	0	0
No Preference	0	0	0	0	0	0
Write-Ins	1	1	0	0	1	3
Total Votes Cast	2	1	0	1	1	5
<b>STATE COMMITTEE MAN - VOTE FOR ONE</b>						
Blanks	2	1	0	1	1	5
Write-Ins	0	0	0	0	0	0
Total Votes Cast	2	1	0	1	1	5
<b>STATE COMMITTEE WOMAN - VOTE FOR ONE</b>						
Blanks	2	1	0	1	1	5
Write-Ins	0	0	0	0	0	0
Total Votes Cast	2	1	0	1	1	5
<b>TOWN COMMITTEE - VOTE FOR NOT MORE THAN TEN</b>						
Blanks	20	10	0	10	10	50
Write-Ins	0	0	0	0	0	0
Total Votes Cast	20	10	0	10	10	50

**TOWN OF CONCORD - PRESIDENTIAL PRIMARY - MARCH 1, 2016**  
**OFFICIAL RESULTS - INCLUDING OVERSEAS & PROVISIONAL BALLOTS (CONTINUED)**

PRECINCTS	1	2	3	4	5	TOTAL
<b>UNITED INDEPENDENT PARTY</b>						
<b>PRESIDENTIAL PREFERENCE - VOTE FOR ONE</b>						
Blanks	0	0	0	0	0	0
No Preference	0	0	0	0	0	0
Write-Ins	1	0	0	0	0	1
Total Votes Cast	1	0	0	0	0	1
<b>STATE COMMITTEE MAN - VOTE FOR ONE</b>						
Blanks	1	0	0	0	0	1
Write-Ins	0	0	0	0	0	0
Total Votes Cast	1	0	0	0	0	1
<b>STATE COMMITTEE WOMAN - VOTE FOR ONE</b>						
Blanks	1	0	0	0	0	1
Write-Ins	0	0	0	0	0	0
Total Votes Cast	1	0	0	0	0	1
<b>TOWN COMMITTEE - VOTE FOR NOT MORE THAN TEN</b>						
Blanks	10	0	0	0	0	10
Write-Ins	0	0	0	0	0	0
Total Votes Cast	10	0	0	0	0	10
<b>SUMMARY BY PARTY</b>						
Democrats	1,083	1,249	1,145	1,195	752	5,424
Republicans	429	463	503	520	347	2,262
Green-Rainbow	2	1	0	1	1	5
United Independent	1	0	0	0	0	1
TOTAL	1,515	1,713	1,648	1,716	1,100	7,692

**TOWN OF CONCORD - STATE PRIMARY - SEPTEMBER 8, 2016**  
**OFFICIAL RESULTS - INCLUDES OVERSEAS BALLOTS**

DEMOCRATIC PARTY	PRECINCTS					TOTAL
	1	2	3	4	5	
<b>TOTAL VOTES CAST</b>	<b>140</b>	<b>172</b>	<b>159</b>	<b>153</b>	<b>64</b>	<b>688</b>
<b>REPRESENTATIVE IN CONGRESS - 3rd District</b>						
Blanks	5	5	11	8	3	32
Nicola S. Tsongas	135	166	145	145	60	651
Write-Ins	0	1	3	0	1	5
<b>TOTALS</b>	<b>140</b>	<b>172</b>	<b>159</b>	<b>153</b>	<b>64</b>	<b>688</b>
<b>COUNCILLOR - Third District</b>						
Blanks	15	14	10	5	7	51
Marilyn M. Petitto Devaney	44	62	62	54	18	240
Peter Georgiou	50	51	45	50	25	221
William Bishop Humphrey	31	45	42	44	13	175
Write-Ins	0	0	0	0	1	1
<b>TOTALS</b>	<b>140</b>	<b>172</b>	<b>159</b>	<b>153</b>	<b>64</b>	<b>688</b>
<b>SENATOR IN GENERAL COURT - 3rd Middlesex</b>						
Blanks	9	19	19	12	8	67
Michael J. Barrett	131	153	140	141	55	620
Write-Ins	0	0	0	0	1	1
<b>TOTALS</b>	<b>140</b>	<b>172</b>	<b>159</b>	<b>153</b>	<b>64</b>	<b>688</b>
<b>REPRESENTATIVE IN GENERAL COURT - 14th Middlesex</b>						
Blanks	9	13	16	11	6	55
Cory Atkins	129	158	141	141	57	626
Write-Ins	2	1	2	1	1	7
<b>TOTALS</b>	<b>140</b>	<b>172</b>	<b>159</b>	<b>153</b>	<b>64</b>	<b>688</b>
<b>SHERIFF - Middlesex County</b>						
Blanks	29	38	26	16	11	120
Peter J. Koutoujian	93	115	109	114	38	469
Barry S. Kelleher	18	19	24	23	14	98
Write-Ins	0	0	0	0	1	1
<b>TOTALS</b>	<b>140</b>	<b>172</b>	<b>159</b>	<b>153</b>	<b>64</b>	<b>688</b>
REPUBLICAN PARTY	PRECINCTS					TOTAL
	1	2	3	4	5	
<b>TOTAL VOTES CAST</b>	<b>25</b>	<b>31</b>	<b>30</b>	<b>36</b>	<b>16</b>	<b>138</b>
<b>REPRESENTATIVE IN CONGRESS - 3rd District</b>						
Blanks	4	2	4	2	4	16
Ann Wofford	20	29	26	34	12	121
Write-Ins	1	0	0	0	0	1
<b>TOTALS</b>	<b>25</b>	<b>31</b>	<b>30</b>	<b>36</b>	<b>16</b>	<b>138</b>
<b>COUNCILLOR--Third District</b>						
Blanks	22	29	29	36	16	132
Write-Ins	3	2	1	0	0	6
<b>TOTALS</b>	<b>25</b>	<b>31</b>	<b>30</b>	<b>36</b>	<b>16</b>	<b>138</b>
<b>SENATOR IN GENERAL COURT - 3rd Middlesex</b>						
Blanks	22	31	30	36	16	135
Write-Ins	3	0	0	0	0	3
<b>TOTALS</b>	<b>25</b>	<b>31</b>	<b>30</b>	<b>36</b>	<b>16</b>	<b>138</b>
<b>REPRESENTATIVE IN GENERAL COURT - 14th Middlesex</b>						
Blanks	0	0	1	2	0	3
Helen Brady	24	31	29	33	16	133
Write-Ins	1	0	0	1	0	2
<b>TOTALS</b>	<b>25</b>	<b>31</b>	<b>30</b>	<b>36</b>	<b>16</b>	<b>138</b>
<b>SHERIFF - Middlesex County</b>						
Blanks	22	31	28	34	16	131
Angelo LaCivita	0	0	0	2	0	2
Write-Ins	3	0	2	0	0	5
<b>TOTALS</b>	<b>25</b>	<b>31</b>	<b>30</b>	<b>36</b>	<b>16</b>	<b>138</b>

**TOWN OF CONCORD - STATE PRIMARY - SEPTEMBER 8, 2016**  
**OFFICIAL RESULTS - INCLUDES OVERSEAS BALLOTS (CONTINUED)**

GREEN-RAINBOW PARTY	PRECINCTS					TOTAL
	1	2	3	4	5	
<b>TOTAL VOTES CAST</b>	1	1	0	1	1	4
<b>REPRESENTATIVE IN CONGRESS - 3rd District</b>						
Blanks	1	1	0	1	1	4
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	1	1	0	1	1	4
<b>COUNCILLOR - 3rd District</b>						
Blanks	1	1	0	1	1	4
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	1	1	0	1	1	4
<b>SENATOR IN GENERAL COURT - 3rd Middlesex</b>						
Blanks	1	1	0	1	1	4
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	1	1	0	1	1	4
<b>REPRESENTATIVE IN GENERAL COURT - 14th Middlesex</b>						
Blanks	0	0	0	0	0	0
Daniel L. Factor	1	1	0	1	1	4
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	1	1	0	1	1	4
<b>SHERIFF - Middlesex County</b>						
Blanks	1	1	0	1	1	4
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	1	1	0	1	1	4
UNITED INDEPENDENT PARTY	PRECINCTS					TOTAL
	1	2	3	4	5	
<b>TOTAL VOTES CAST</b>	0	0	0	2	0	2
<b>REPRESENTATIVE IN CONGRESS - 3rd District</b>						
Blanks	0	0	0	2	0	2
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	0	0	0	2	0	2
<b>COUNCILLOR - 3rd District</b>						
Blanks	0	0	0	2	0	2
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	0	0	0	2	0	2
<b>SENATOR IN GENERAL COURT - 3rd Middlesex</b>						
Blanks	0	0	0	2	0	2
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	0	0	0	2	0	2
<b>REPRESENTATIVE IN GENERAL COURT - 14th Middlesex</b>						
Blanks	0	0	0	2	0	2
Write-Ins	0	0	0	0	0	0
<b>TOTALS</b>	0	0	0	2	0	2
<b>SHERIFF - Middlesex County</b>						
Blanks	0	0	0	0	0	0
Write-Ins	0	0	0	2	0	2
<b>TOTALS</b>	0	0	0	2	0	2
<b>TOTAL VOTES CAST ALL PARTIES</b>						
Democrat	140	172	159	153	64	688
Republican	25	31	30	36	16	138
Green-Rainbow	1	1	0	1	1	4
United Independent	0	0	0	2	0	2
Total Votes Cast All Parties	166	204	189	190	81	832
Total Registered Voters	2,496	3,036	2,778	2,864	1,872	13,046
Voter Turnout	6.65%	6.72%	6.80%	6.63%	4.33%	6.38%

**TOWN OF CONCORD - PRESIDENTIAL/STATE ELECTION - NOVEMBER 8, 2016**  
**OFFICIAL RESULTS - INCLUDING PROVISIONALS & OVERSEAS BALLOTS**

PRECINCTS	1	2	3	4	5	TOTAL
REGISTERED VOTERS	2,543	3,170	2,847	2,934	1,902	13,396
TOTAL VOTES CAST	2,185	2,682	2,430	2,519	1,631	11,447
% of Registered Voters	86%	85%	85%	86%	86%	85%
<b>PRESIDENT &amp; VICE PRESIDENT</b>						
Blanks	61	37	36	39	32	205
Clinton & Kaine	1,645	1,993	1,765	1,857	1,200	8,460
Johnson & Weld	102	101	92	115	93	503
Stein & Baraka	27	46	24	35	18	150
Trump & Pence	329	462	464	439	257	1,951
Write-Ins	21	43	49	34	31	178
<b>TOTALS</b>	<b>2,185</b>	<b>2,682</b>	<b>2,430</b>	<b>2,519</b>	<b>1,631</b>	<b>11,447</b>
<b>REPRESENTATIVE IN CONGRESS - Third District</b>						
Blanks	66	87	71	87	34	345
Nicola S. Tsongas	1,618	2,026	1,760	1,839	1,188	8,431
Ann Wofford	500	567	598	590	408	2,663
Write-Ins	1	2	1	3	1	8
<b>TOTALS</b>	<b>2,185</b>	<b>2,682</b>	<b>2,430</b>	<b>2,519</b>	<b>1,631</b>	<b>11,447</b>
<b>COUNCILLOR - Third District</b>						
Blanks	601	731	726	696	457	3,211
M.M. Petitto Devaney	1,575	1,944	1,689	1,810	1,170	8,188
Write-Ins	9	7	15	13	4	48
<b>TOTALS</b>	<b>2,185</b>	<b>2,682</b>	<b>2,430</b>	<b>2,519</b>	<b>1,631</b>	<b>11,447</b>
<b>SENATOR IN GENERAL COURT - 3rd Middlesex</b>						
Blanks	565	695	697	641	427	3,025
Michael J. Barrett	1,614	1,980	1,722	1,869	1,202	8,387
Write-Ins	6	7	11	9	2	35
<b>TOTALS</b>	<b>2,185</b>	<b>2,682</b>	<b>2,430</b>	<b>2,519</b>	<b>1,631</b>	<b>11,447</b>
<b>REPRESENTATIVE IN GENERAL COURT - 14th Middlesex</b>						
Blanks	69	109	95	79	31	383
Cory Atkins	1,371	1,744	1,445	1,553	990	7,103
Helen Brady	699	759	827	824	577	3,686
Daniel L. Factor	46	70	62	62	31	271
Write-Ins	-	-	1	1	2	4
<b>TOTALS</b>	<b>2,185</b>	<b>2,682</b>	<b>2,430</b>	<b>2,519</b>	<b>1,631</b>	<b>11,447</b>
<b>SHERIFF - Middlesex County</b>						
Blanks	588	709	702	670	451	3,120
Peter J. Koutoujian	1,587	1,967	1,718	1,839	1,176	8,287
Write-Ins	10	6	10	10	4	40
<b>TOTALS</b>	<b>2,185</b>	<b>2,682</b>	<b>2,430</b>	<b>2,519</b>	<b>1,631</b>	<b>11,447</b>
<b>QUESTION 1 - Expanded Slot-Machine Gaming</b>						
Blanks	84	103	86	98	52	423
Yes	366	566	414	460	290	2096
No	1735	2013	1930	1961	1289	8928
<b>TOTALS</b>	<b>2185</b>	<b>2682</b>	<b>2430</b>	<b>2519</b>	<b>1631</b>	<b>11447</b>
<b>QUESTION 2 - Charter School Expansion</b>						
Blanks	53	82	71	69	33	308
Yes	1143	1167	1144	1208	867	5529
No	989	1433	1215	1242	731	5610
<b>TOTALS</b>	<b>2185</b>	<b>2682</b>	<b>2430</b>	<b>2519</b>	<b>1631</b>	<b>11447</b>
<b>QUESTION 3 - Conditions for Farm Animals</b>						
Blanks	46	62	60	56	31	255
Yes	1760	2111	1908	1987	1257	9023
No	379	509	462	476	343	2169
<b>TOTALS</b>	<b>2185</b>	<b>2682</b>	<b>2430</b>	<b>2519</b>	<b>1631</b>	<b>11447</b>
<b>QUESTION 4 - Legalization, Regulation, &amp; Taxation of Marijuana</b>						
Blanks	25	44	48	46	27	190
Yes	1082	1410	1134	1297	802	5725
No	1078	1228	1248	1176	802	5532
<b>TOTALS</b>	<b>2185</b>	<b>2682</b>	<b>2430</b>	<b>2519</b>	<b>1631</b>	<b>11447</b>

**TOWN OF CONCORD - SPECIAL TOWN ELECTION - APRIL 14, 2016**  
**OFFICIAL RESULTS - INCLUDING OVERSEAS & PROVISIONAL BALLOTS**

<b>PRECINCTS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>TOTAL</b>
<b>REGISTERED VOTERS</b>	2,510	2,985	2,772	2,841	1,856	12,964
<b>TOTAL VOTES CAST</b>	213	257	191	254	97	1,012
<b>% of Registered Voters</b>	8%	9%	7%	9%	5%	8%
<b>QUESTION 1 - Landfill Site Remediation Debt Exclusion Vote</b>						
Blanks	1	2	3	1	0	7
Yes	88	86	90	114	40	418
No	124	169	98	139	57	587
<b>TOTALS</b>	213	257	191	254	97	1,012
<b>QUESTION 2 - School Transportation Facility Debt Exclusion Vote</b>						
Blanks	1	1	3	2	1	8
Yes	152	164	129	178	73	696
No	60	92	59	74	23	308
<b>TOTALS</b>	213	257	191	254	97	1,012
<b>QUESTION 3 - New Minuteman High School Design &amp; Construction Debt Exclusion Vote</b>						
Blanks	1	4	0	3	0	8
Yes	160	191	143	175	76	745
No	52	62	48	76	21	259
<b>TOTALS</b>	213	257	191	254	97	1,012

## PERSONNEL BOARD



*From left: Claude Cicchetti, Nancy Crowley, Chair; Ellen Quackenbush, Susan Bates, and Amy Foley, Human Resources Director*

The Personnel Board has responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town and is supported by the staff of the Human Resources Department. The Town's Personnel Bylaw applies to approximately 180 regular-status employees and a few hundred temporary and limited-status employees. The Personnel Bylaw does not cover elected officers, employees with personal contracts, employees covered by collective bargaining agreements, and employees of the School Department.

### CLASSIFICATION AND COMPENSATION

The Town maintains a formal Classification and Compensation Plan that provides a uniform system for grouping regular non-union positions based on job requirements and establishes salary ranges based on market conditions. The Personnel Board is responsible for recommending Plan amendments to Town Meeting. Structural adjustments and salary increases are intended to uphold Concord's tradition of maintaining total compensation rates (i.e., pay plus benefits) that are above average, but not top, among comparable municipal employers in order to keep the Town competitive in attracting and retaining competent employees.

#### *FY17 Plan Structure Adjustments*

The 2016 Town Meeting approved the following changes effective July 1, 2016 (FY17) to minimum and maximum rates listed in the Classification and Compensation Plan:

- a 2.0% increase in the EM-1 and EM-4 ranges and all AC, TCL, MP and EL ranges;

- a 10.0% increase in the EM-2 and EM-3 ranges;
- an increase in the minimum of the SF-1 range to \$10.00 (consistent with the Massachusetts minimum wage).
- The SF-1 maximum and HS ranges were not increased because they remained current within their labor markets.

#### *FY17 Salary Increase Policies*

Funding for all salary increases is contained in the "Salary Reserve" line item of the Town Manager's annual budget. This line funds structural and performance-based increases for non-union employees, and negotiated increases under collective bargaining contracts. Each fiscal year, the Town Manager and Personnel Board determine the actual salary increases to be received by non-union employees based upon the amount of money appropriated to the Salary Reserve.

Employees in the Trades-Crafts-Labor, Electrical Labor, Administrative-Clerical, and Swim & Fitness categories were eligible for two salary increases during the fiscal year. Each of these employees who achieved satisfactory performance received a 2.0% structural increase plus a 2.5% performance increase, up to the maximum of their assigned salary range. Employees in the Managerial-Professional and Electrical Management categories were eligible for one increase during the fiscal year. Each of these employees received a performance-based increase of 0% to 6.0%, up to the maximum of their assigned salary range. Wage increases for employees in the Human Services categories are influenced by limited external funding sources such as grant, gift, general and revolving funds. Accordingly, a separate system for individually considering salary increases for these employees was developed and the ability to give increases was limited; where funds were available, these individuals were eligible to receive an increase of up to 4.5%.

### PERSONNEL BYLAW AMENDMENT

The Personnel Board recommended, and 2016 Town Meeting voted, to amend the below-listed sections of the Personnel Bylaw in consideration of the appropriate roles of authorities within a Town Manager form of government. The Personnel Board made these recommendations with the belief that they will lead to more efficient and effective administration of non-union personnel matters, while attracting and retaining competent employees.

### *Section 3 – Personnel Policies & Procedures*

The approved amendment removed references to specific personnel policies from the Bylaw. This recommendation was made because the Board felt it impractical to list those when legal needs and advice related to having such policies change over time. The amendment to Section 3 modified the authority of the Personnel Board such that the Board only adopts policies that relate to the Personnel Bylaw. Other policies often apply to both union and non-union employees, yet the Bylaw and Personnel Board's authority do not apply to unionized employees. Therefore, the Board felt the Town Manager should have sole responsibility for adopting such other policies.

### *Section 5 – Classification Plan*

Via this amendment, job description and classification review responsibility was transferred from the Personnel Board to the Town Manager or his designees, while preserving Board and Town Meeting authority for approving classification actions. Since Board members are not involved in the daily administration and management of personnel, they do not have the information needed to maintain job descriptions, nor do they have the technical expertise needed to review classifications. Given that the Town Manager is responsible for creating positions, appointing employees, and assigning duties, the Board felt that the Manager and his/her designated staff should also be responsible for the job descriptions and classification reviews.

### *Section 10 – Pay Policies (Appointment Rates)*

The amendment removed the requirement that the Personnel Board approve a starting pay that exceeds the position's salary-range midpoint. The Town Manager was given full authority to determine an employee's starting pay within the salary range approved by Town Meeting and based on factors listed in the Bylaw amendment. The Board recommended this change because the previous language was not consistent with the salary range design, which expects that multiple factors will influence an individual's pay rate, and because the Board felt the Town Manager is in the best position to evaluate those factors based on information and recommendations provided by the Town's senior managers and human resources staff. Furthermore, the need to schedule a Personnel Board meeting to consider an individual candidate's salary was sometimes detrimental to the hiring process by delaying a complete job offer and publicly discussing

candidates who had not yet given notice to a current employer; those circumstances may have resulted in the Town's loss of a strong candidate.

### *Section 11 – Sick Leave*

The approved language authorized the Town Manager and Personnel Board to adopt policies that expand the permitted uses of accrued sick leave to any purpose described in the Family and Medical Leave Act or Small Necessities Leave Act. This change provides the Town the ability to offer benefits that are responsive to multiple types of employee needs and are consistent with benefits offered by other municipal employers.

### **ACKNOWLEDGEMENT OF TOWN EMPLOYEES**

Concord is fortunate to have many employees who have worked for the Town for numerous years. Some employees work year-round, while others work on a sporadic, seasonal, or limited-hours basis. Regardless of their status, we benefit from the experience and dedication of long-term staff members. Accordingly, on behalf of all Concord citizens, the Personnel Board would like to express our sincere appreciation and gratitude to all such employees for their many contributions and efforts.

We would like to make special mention of the following employees, all of whom served the Town for 20 or more years in a regular-status position as of December 2016 (see chart on the following page):

### **HUMAN RESOURCES DEPARTMENT**

Amy Foley, Human Resources Director

The Human Resources (HR) Department provided services to approximately 650 regular, limited, and temporary employees on issues relating to: administering the Personnel Bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town Departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers' compensation case management and administrative services; and designing and administering employee benefits programs. HR advised the Personnel Board and Town Manager on related issues; advised managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

**EMPLOYEES WITH 20 OR MORE YEARS OF SERVICE**  
**NAMES NOTED WITH \* ARE EMPLOYEES WHO RETIRED IN 2016**

**Finance**

Linda Davis  
 Carolyn Dee  
 Anthony Logalbo\*  
 Patricia Robertson  
 Anita Tekle

**Fire**

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

**Human Resources**

Amy Foley

**Recreation**

Anita Stevanazzi-Hill  
 Jonathan Straggas

**Library**

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

**Light Plant**

Martin Boermeester  
 Ann Breitenwischer  
 Philip Connell  
 Beverly DuFresne  
 Herbert Gent\*  
 John McGarry  
 David Ransom  
 John Simeone  
 David Wood

**Police**

Robert Capone  
 Scott Camilleri  
 Joseph Connell  
 Paul Flynn  
 James Forten  
 Brian Goldman  
 Richard Hodgson\*  
 Gerard Mearn  
 Joseph Morahan  
 Paul Morrison  
 Roy Mulcahy  
 Jeffrey Shelley  
 Sylvia Toumayan  
 Kevin Walsh \*

**Planning & Land Mgmt**

Karen Byrne  
 Tracy LaPierre  
 John Minty\*  
 Marcia Rasmussen  
 Stanley Sosnicki

**Public Works**

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

**Town Manager's Office**

Laurel Landry  
 Christopher Whelan

HR staff processed 669 applications for employment; managed 52 recruitments and new appointments; managed 28 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 50 work-related injury cases; responded to unemployment claims and prepared defense of 2 appeals; verified and processed more than 1,029 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 4 contracts, including a newly certified unit of the Town's Highway and Grounds Division employees; made arrangements for an employee appreciation picnic attended by 227 employees and for an ice cream truck visit enjoyed by approximately 295 employees; coordinated 47 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 8 positions; and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

As part of its benefits administration activities, HR staff developed and distributed communications to

employees throughout the year, including notices regarding Affordable Care Act provisions, HIPAA requirements, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium-only plan. 21 coverage changes were processed during open enrollment and 188 individual long-term disability rate adjustments were determined and communicated to each subscriber. 26 GEM (Go the Extra Mile) Certificates and 10 gift-certificate awards were processed in recognition of employee actions that were noted and appreciated by others.

An employee benefits and wellness fair was coordinated and attended by approximately 150 employees in March. In addition to arranging representation from 12 benefit providers, HR staff engaged representatives of the Police, Fire, Health, and Recreation departments to provide attendees with personal wellness and safety information. Staff also supported the Minuteman Nashoba Health Group wellness coordinator's efforts in offering wellness programs for the Town's employees and their family members.

As part of management's efforts to increase communications and provide employees with necessary training, the HR Director assisted the Town Manager and Senior Management Team in planning the fifth annual forum for employees that took place in March; these meetings provide an opportunity to share information regarding goals, initiatives and programs and to address employee questions. Provisions were made for 28 new employees to attend harassment prevention training in November; and the Town's policy prohibiting harassment was distributed to all employees. HR staff also ensured that summaries of the Massachusetts conflict of interest law were distributed to all employees and that new employees completed training on the law.

HR staff continued to work with IT and Finance staff on a multi-year project to implement ADP's Workforce Now software, which is replacing an outdated human resources information system and will automate collection and calculation of payroll data, time and attendance/leave recordkeeping, performance evaluations, and applicant tracking. In 2016, staff set-up pay rules for administrative employees in the

time and attendance module; a test group was then utilized to fine-tune the system and develop procedures for replacing manual work currently done to process payroll. Staff also modified several procedures and documents used in the employment application process to adapt to an automated process. An on-line application system was established using the Town's new web services; this was a first step toward implementing an applicant tracking system that will work with the HRIS software.

## TOWN COUNSEL

William L. Lahey  
Anderson & Kreiger LLP,

The following is a description of the lawsuits by or against the Town filed or pending during 2016 handled by Town Counsel.

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

Appeal from denial of firearms license application. No damages claims against the Chief or the Town. Concord District Court affirmed the Chief's denial in October 2015. The applicant appealed the decision. A stipulation of dismissal of the appeal was filed in November 2016.

*Fitch, et al. v. Zoning Board of Appeals of Town of Concord*  
Appeal from denial of zoning enforcement. No damages claims against the Town. Discovery in this case has closed and a Summary Judgment Motion seeking dismissal of the case is expected.

### *Woytkiewicz v. John E. Hughes, et al.*

Town Clerk named as defendant in Probate Court matter involving dispute between private parties because of claim that Plaintiff's birth certificate might require amendment. No damages claims against the Town Clerk or the Town. Case settled and stipulation of dismissal filed December 2016.

Year	Male	Female
2016	62.80%	37.20%
2015	64.60%	35.40%
2014	61.50%	38.50%
2013	62.40%	37.60%
2012	62.50%	37.50%
2011	62.30%	37.70%
2010	62.10%	37.90%
2009	62.90%	37.10%
2008	63.60%	36.40%
2007	63.10%	36.90%

Year	White		Black		Hispanic		Asian		Native American		Total
	#	%	#	%	#	%	#	%	#	%	
2016	263	94.9%	2	0.7%	4	1.4%	5	1.8%	3	1.1%	277
2015	258	95.2%	2	0.7%	3	1.1%	5	1.8%	3	1.1%	271
2014	263	95.6%	2	0.7%	3	1.2%	5	1.8%	2	0.7%	275
2013	247	95.7%	2	0.8%	3	1.2%	4	1.6%	2	0.8%	258
2012	250	95.8%	3	1.1%	2	0.8%	4	1.5%	2	0.8%	261
2011	244	94.9%	4	1.6%	2	0.8%	5	2.0%	2	0.8%	257
2010	247	96.5%	3	1.2%	0	0.0%	4	1.7%	2	0.8%	256
2009	251	96.9%	2	0.8%	0	0.0%	4	1.5%	2	0.8%	259
2008	255	96.6%	3	1.1%	0	0.0%	4	1.5%	2	0.8%	264
2007	242	96.8%	2	0.8%	0	0.0%	4	1.6%	2	0.8%	250

# PUBLIC SAFETY

## FIRE DEPARTMENT

Mark R. Cotreau, Fire Chief

The Concord Fire Department (CFD) continued to be very busy in 2016.

At approximately 3:20 a.m. on August 22, a very rare night-time F1 tornado struck Concord. First companies on arrival found streets blocked, utility poles downed with live wires in the area of Lexington Road (400-500 blocks), Alcott Road and Independence Road. The dark of night made this a very dangerous situation to the public and first responders alike. I would like to commend the first on-site fire companies under the direction of Captain Bill Noke. Their recognition of the magnitude of the situation and initial actions set the tone for what was an organized, efficient and effective response to this natural disaster.

On June 1, CFD responded to a 3-alarm house fire on College Road. The house fire was fully involved on arrival and it required significant mutual aid to get it under control. On December 30, CFD responded to a 2-alarm structure fire at Hawthorne Village apartments. An aggressive fire attack kept this fire contained to the basement saving the rest of the apartment as well as adjoining residences. Additionally, CFD responded to significant fires on Beharrell Street, Davis Court and Monument Square. CFD provided mutual aid responses to structure fires in Acton, Bedford, Boxborough, Hanscom AFB, Maynard, Sudbury and Weston.

The 2016 drought conditions resulted in an increase in brush fire activity. In June there was a large brush fire in the woods behind Middlesex School which took three days to completely extinguish due to the root systems being involved. In August, a Fire District Strike Team with mutual aid from as far away as Framingham was needed to control a brush fire in Hapgood Forest on Walden Street. CFD also provided mutual aid for brush fires in Lexington, Lincoln, Framingham and Southborough. The Fire Department is very thankful for the help of our mutual aid partners. We stand ready, at a moment's notice, to assist them in their time of need.

On January 5, CFD successfully rescued a deer stuck in the ice off Fairhaven Road. This is a good time to remind the public to never follow an animal or pet onto thin ice. The CFD is trained, equipped and willing to perform such rescues. Please call 911 in such situations.

Massport Fire Department took over fire protection responsibilities for the runway at Hanscom airport. The Hanscom AFB continues to protect all other areas of the base and our relationship with Hanscom Fire Department remains unchanged. The result of this change has been an increase in response to aircraft emergencies at the airfield. CFD, along with the other adjacent communities now respond to standby for certain types of airplane emergencies when they occur. The training and integration that goes along with this shift will benefit the CFD when planes occasionally go down in our Town.

This is a summary of the Concord Fire Department activity statistics for 2016:

2016 FIRE EMERGENCY RESPONSES	
Category	Number
Fires/Explosions <sup>1</sup>	79
Overpressure/Ruptures	4
Emergency Medical (EMS) <sup>2</sup>	1961
Hazardous Conditions <sup>3</sup>	236
Service Calls	310
Good Intent Call/Public Service	214
Fire and CO Alarms/Other Alarm Calls	849
Weather Related	6
Special/Miscellaneous	11
<b>Total Emergency Responses</b>	<b>3670</b>
1. Fires occurred within the following subcategories:	
Structure fires	24
Vehicle fires	5
Brush fires	39
Other fires	11
Estimated dollar loss from all fires	\$644,500
2. Of the EMS responses, 1,651 resulted in patient transport to a hospital at the following level of care:	
Basic Life Support Transports	783
Advanced Life Support Transports	868
<i>(Included were 126 Motor Vehicle Accidents)</i>	
Concord received mutual aid ambulance	102
Concord provided mutual aid ambulance	90
3. Hazardous Conditions included:	
Gas/LPG leaks	65
Gasoline/Oil spills	16
Chemical hazard/spills	3
Electrical problems	66
Power lines down	49

**2016 FIRE PREVENTION ACTIVITY**

Category	Number
Permits issued	360
Inspections	177
School Inspections	9
Nursing Home Inspections	12
Hospital Inspection	4
Plans Reviewed	68
School Fire Drill	68
SAFE Activity	9
Code Enforcement	20
Real Estate 26F Inspections	315
Open Burning Permits Issued	478
Open Burning Permit Activations	954

*Second Ambulance Program Update*

Since implementing the staffed second ambulance in West Concord (8 a.m. - 8 p.m.), the benefits to the community are clear. During the staffed hours our response times and reliance on mutual aid (availability) have shown a significant tracked improvement. This translates to more effective pre-hospital EMS system for our residents. We are examining the data for the 8 p.m. - 8 a.m. period in which the second ambulance is not staffed. We will be issuing a supplemental report to the EMS Strategic Plan to help reflect our current operational status during this time period.

*Fire Prevention*

CFD conducted an in-depth, data-based, needs assessment of our Fire Prevention Division. The focus was to identify strengths/weakness and provide recommendations as appropriate. The report is available on the Fire Department website.

*Equipment and Apparatus*

Big thanks go to the Concord Lions Club for the donation of 7 new water rescue vests. The CFD is responding to more calls every year and these additional vests will be spread out on the apparatus so all members, regardless of their location will be prepared to respond to a water rescue in a safe, effective fashion.

We also thank the Rotary Club of Concord for their generous replacement of several pieces of gym equipment. The gym where the firefighters stay in shape had aging equipment which was in need of serious repair and upgrade. This donation will help the firefighters stay safe while working out.

In November, CFD took delivery of Concord's new Engine 3. This is a Structural Fire Pumper that will run out of the Walden Street headquarters station.

This past year we purchased snow tracks for our Kubota RTV. The RTV is used to access members of the public who are having a medical emergency in areas hard to reach such as cross-country skiing trails etc. This is an important upgrade to our capability and will help us give faster pre-hospital care.



*Newly purchased tracks for the RTV will improve access to injured patients in remote areas of Town.*

The Fire Department continues to be very thankful to Town residents for their constant support in providing quality fire apparatus to help us serve Concord.

*Training/Special Operations*

Throughout the year the Fire Department regularly conducts fire, rescue and emergency medical training. All our firefighters maintain certification as Emergency Medical Technicians, and take part in monthly skills and retention training. Firefighters also participate in regular department-wide Fire and Rescue training among which are water and ice rescue, pumper operations, ladder operations, equipment familiarization and incident management. Additional 2016 training highlights include: Bomb threat training, PTSD training, Protective gear safety, After Action Reviews (AAR's), Confined Space rescue, Fire Prevention, Leadership, and Emergency planning. All officers of the CFD were trained to the NIMS 300 level and the Shift Commanders, Assistant Fire Chief and Fire Chief were trained to the NIMS 400 level. The various levels of NIMS training are federally mandated depending on what your level of operational responsibility is within your organization. This training is part of our continuous efforts to ensure terrific, competent emergency incident management.

Several houses slated for demolition were utilized for fire training this year. CFD companies worked on such skills as search and rescue, hose advancement and

ventilation. Thank you to the contractors that have shown a willingness to make these buildings available for this important purpose.

In August, several CFD staff traveled to Logan Airport to take part in live aircraft fire training. In November we took part in a water supply drill at Hanscom Airfield. In October, CFD took part in a comprehensive live simulated plane crash on the airfield. Much was learned by all!



*Aircraft Firefighting class at Logan Airport. From left: Captain Dave Curran, FF Lindsay McGloughlin, FF Brendan Lyons, and FF Jim Mazzola.*

New firefighters Mike Allain and Joe Walter graduated from the 10 week recruit academy at the Massachusetts Firefighting Academy (MFA) in Stow, MA. In this academy, newly appointed firefighters learn the skills, physical fitness and especially the teamwork necessary to effectively and safely navigate their careers here at the CFD. In January, Assistant Fire Chief Tom Judge graduated from the 17 week Chief Fire Officer (CFO) course at the MFA.

The National Fire Academy (NFA) in Emmitsburg, Maryland is a great national and world wide fire training resource where Concord Firefighters can train with firefighters from across the nation, developing and learning the best practices in rescue and fire services. This year newly promoted Lt. Brad Ferrie graduated from the NFA Command and Control of Multiple Alarm Incidents course. This 6-day course is simulation-intensive and focuses on the command officer's responsibility while conducting major operations. Emphasis is placed on quick ground decision-making, advanced incident command and control, safety, personnel accountability, and communications.

Firefighter Lindsay McGloughlin, one of our EMS Coordinators, graduated from the NFA EMS Program Management course. This challenging 2-week course is intensive and focused on giving students the skills to improve the effectiveness of their department EMS programs.

#### *Community Outreach*

The Department participated in many community programs, including the annual flag burning ceremony, community CPR classes, a Holiday toy drive; Picnic in the Park, providing support to Town Meeting, Concord Family Network annual fire truck wash, Concord Center Christmas tree lighting and shopping night, children visits to the fire station, and regular fire station visits by school groups. In conjunction with the Council on Aging, firefighters are able to install smoke detectors and carbon monoxide detectors in homes of older residents, and twice annually Department personnel prepare and serve lunches at the Harvey Wheeler Community Center. The CFD supports the Concord Independent Battery by providing medical EMT stand by at all their cannon firings. This past year we were pleased to assist the Recreation Department with the Winter Wonderland celebration. In conjunction with the CPD, the CFD held an Open House for the public this past fall. This fun event was well attended and created a terrific opportunity for us to interact with the public on all sorts of fire / EMS related topics.

The Student Awareness of Fire Safety Education (SAFE) program, coordinated by Lt. Sean Murphy, visited each kindergarten, first and second grade class as well as the senior class in the Concord Schools to provide lifesaving instruction in home fire safety. CFD is involved with the Juvenile Fire Setter Intervention program and the Restorative Justice program. These unique programs provide an avenue for young adults who have engaged in reckless and unsafe behaviors to be made aware of the consequences of their actions in a positive manner. These programs are a proactive way to make our community safer.

The Fire Department participates in the Senior Safe program. This program uses grant funding and, often in concert with the Council on Aging, focuses on activities that create a safer environment for Concord's senior citizens. Examples of this include installing smoke and CO detectors for those seniors who need them, various safety talks to target audiences.



*Concord Firefighter on Lexington Road after the F1 Tornado.*

### *Personnel*

The CFD welcomed 3 new members this year: Mike Allain, Matt Avis and Joe Walter all topped a rigorous recruitment process and earned a spot on the CFD roster. This year we also welcomed our new Fire Prevention Clerk, Heather Vaughn. Congratulations to all!

Billy Nelson was promoted to Lieutenant and is stationed at the West Concord Station assigned to Group 2.

Firefighter Roddy Loynd retired after over 32 years of service to Concord. We wish him and his family health and happiness in his retirement.

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

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

## **LOCAL EMERGENCY PLANNING COMMITTEE**

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

Our Local Emergency Planning Committee, following Federal law definition, creates response plans for hazardous materials spills within the Town of Concord. The Committee also accepts Tier II reports from sites that store hazardous substances. The reports filed in 2016 are public documents and are available for inspection at Fire Headquarters.

The Committee continues to receive updates on the Superfund Site at 2229 Main Street, more commonly known as Starmet.

Concord LEPC is an enthusiastic Committee of dedicated individuals from various backgrounds who share a common vision of what citizen volunteers can do and who invest many volunteer hours to make Concord a safer community. The various Town Departments are active participants in all planning activities and exercises. To learn more about the LEPC and its role in keeping Concord safe, please contact the Fire Chief at 978-318-3450.

## CONCORD EMERGENCY MANAGEMENT AGENCY

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

Concord Emergency Management Agency (CEMA) maintains the Town's State-mandated Comprehensive Emergency Preparedness Plan (CEMP), a document that outlines the roles and responsibilities of different agencies during a large emergency and provides a resource guide. These could be emergencies involving a large spectrum of All-Hazard topics such as incidents caused by weather (floods, ice storms, etc.), public health crises, hazardous materials spills and other human created events. Working in conjunction with Public Health Director, Susan Rask, the Medical Reserve Corps integrates readily into our Town assets, ready to support the Town during times of crisis. Examples of this are emergency shelter operations and pandemic clinics.

One of our Deputy Directors, Steve Telsey resigned his position this year as he was relocating out of the area. Steve will be missed immensely. He volunteered tirelessly for the Town. Whether it was working with a family affected by a house fire or helping us with his knowledge of communications, Steve was there when needed. We wish him the best of luck in the future.

The Emergency Operations Center (EOC) was activated this year for the Town's response and recovery to the F1 Tornado on August 22. Massachusetts Emergency Management Agency (MEMA) provided a trailered Command unit which we used as a forward EOC in support of incident mitigation efforts. All Town Departments worked as a team to manage this incident. Concord is fortunate to have various departments who work so well together! We are also grateful to the affected residents who reacted to this traumatic event with patience and understanding as we conducted our operations. As with all major emergencies, CEMA held an After-Action Review (AAR) where we discussed lessons learned as a result of our response. Although the response went extremely well there are always lessons that can be applied to the future. This is an important step in continuously developing a higher level of response capability.

The staffed 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 the CPW, CPD, CMLP, CFD, Public Health etc. coordinate the Town's response to various emergency incidents impacting Concord.



*Tornado recovery efforts after daybreak.*

In 2016, we began updating our FEMA approved Town hazard mitigation plan. This review and update must be completed every five years.

CEMA relies on citizen volunteers to help it achieve its mission and exemplifies the Concord spirit of standing ready to help others. Looking to the future, the challenge will be to sustain these programs by providing on-going training, realistic exercises, and opportunities to utilize their skills.

Emergency preparedness is the crucial first step in facing an unexpected crisis. We encourage all Concord residents to develop a home/family Preparedness Plan. To learn more about planning, visit the Federal Emergency Management web site. A link can be found on the Town's website.

For more information about CEMA or any of the programs mentioned, please contact the Fire Chief/Emergency Management Director at 978-318-3450.

## POLICE DEPARTMENT

Joseph F. O'Connor, Police Chief

The Concord Police Department is committed to ensuring the confidence of the public by providing “Exceptional Service. All of the Time.” The Concord Police Department delivers a wide range of public safety services to the community with an authorized staff of 35 sworn officers, 8 Public Safety Dispatchers, 6 School Crossing Guards, 1 Senior Administrative Assistant, and 1 Senior Department Clerk. The Department continues to be active in community problem solving, criminal investigations, traffic control and enforcement, parking control and enforcement, school crossing safety, elder services, and emergency response and management. The Department provides several community programs, such as: crime prevention, youth services, Drug Abuse Resistance Education (D.A.R.E.), Rape Aggression Defense (R.A.D.) instruction, a School Resource Officer, child passenger safety seat installations, as well as processing a variety of permits, licenses and applications. In 2016, the Department continued the Craigslist Safe Exchange Program, which allows members of the community to come to the Police station lobby or parking lot to complete on-line purchases and sales. The Department received a grant from CHNA15 for safe disposal of medical sharps and needles, which is located in the lobby next to the prescription drug kiosk. Police are encouraging citizens to utilize the police station, which is equipped with surveillance cameras

and staffed 24 hours a day, 7 days a week, as a safe and secure meeting place. Additionally, the Department continued partnering with a local business and issuing “Good Behavior” Citations. This initiative receives attention from around the country. The Department announced its first Citizen’s Police Academy, overseen by the Community Safety Inspector, in which eleven students enrolled in the academy, and graduated in December. The academy was instructed by several Department members and was well received throughout the Town. A second academy is tentatively scheduled for spring of 2017.

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

The Concord Police Department continues to be an active member of the Central Middlesex Assessment for Safety Team (CMAST). The program was developed through the collaboration of stakeholders who recognized the need for a community approach to better protect and serve victims of domestic violence.



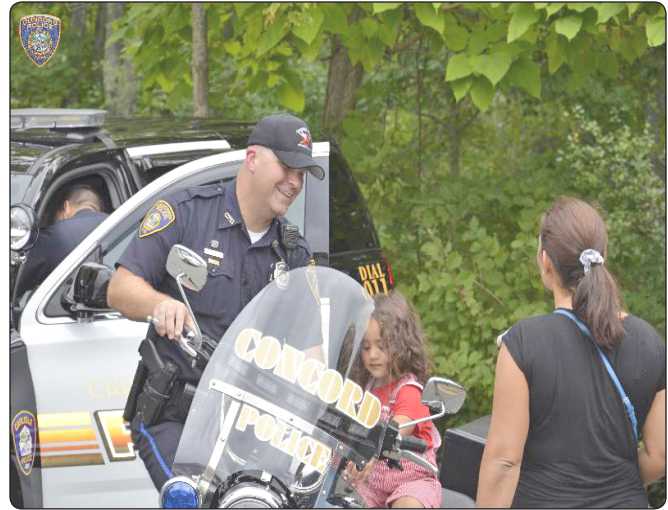
*The emergency response effort after the F1 tornado required communication and cooperation from various levels of government. From left: Assistant Town Manager Kate Hodges, Light Plant Director Dave Wood, Governor Charlie Baker, and Police Chief Joseph O'Connor.*

CMAST is now one of 7 Domestic Violence High Risk Teams within Middlesex County, and has been met with overwhelming success.

Partnerships with federal, state, and local agencies are important parts of the Department's strategy to ensure the safety of the community through resource sharing and mutual aid. The Concord Police Department continues to be an active member of the North Eastern 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, and the STARS Team (School Threat Assessment and Response System). The Department has strengthened their partnership with the State Police and will continue to conduct joint "Sobriety Check Points" during the year. The Department collaborated with 8 Middlesex County Police Departments and the Concord District Court, and continues work with a "Jail Diversion" Grant to address mental health issues. The Massachusetts Executive Office of Health and Human Services' Department of Mental Health awarded the coalition the grant. As part of the coalition's innovative model, officers work with a Clinical Coordinator, who manages the Jail Diversion Program. The role of the Clinical Coordinator continues to be to train Officers in mental health, first aid, and to serve on the Crisis Intervention Team (CIT). The Coordinator also works with the Department Officers to create a diversion strategy that is appropriate for any individual who comes in contact with police.

The Department continues working toward becoming fully accredited with the Massachusetts Police Accreditation Commission, Inc. The statewide standards for accreditation impact officer and public safety, address high liability/risk management issues, and promote operational efficiency throughout the agency.

The Department continues to enhance its sustainable energy practices with the continued use of hybrid cars, and continues replacing some of its fleet with more fuel efficient vehicles. Additionally, the Department is continuing its anti-idling initiatives, including the "Park and Walk" Program, with Officers walking or riding bicycles in districts and recreational areas. These practices aid considerably in achieving the goals of reducing fuel consumption.



*CPD Motor Unit 6*

Our Public Safety Dispatchers answer emergency and non-emergency calls, dispatch Public Safety Personnel, and monitor computer equipment. Concord Public Safety Dispatchers maintain certifications as emergency telecommunicators and law enforcement data professionals, trained to the standards of the Massachusetts State 911 Department, Massachusetts Criminal History Systems Board, National Academy of Emergency Medical Dispatch, and the Association of Public Safety Communications Professionals International. Several Dispatchers also have additional training as Tactical Communications Specialists.

#### 2016 INCIDENTS (PARTIAL LISTING)

Arrests (various)	185
Summons	293
Assaults	99
Suspicious Activity	1,011
Motor Vehicle Crashes	588
Motor Vehicle Crashes (Deer)	21
Operating Under the Influence	50
Protective Custody	14
Traffic Citations	4,246
Criminal Traffic Summons	230
Larceny Investigations	167
Domestic Violence Investigations	70
Narcotics, Drugs Investigations	23
Medical Assists	959
Animal Control	213
Vandalism Complaints	38
Alarms – Commercial/Residential	1,018
Breaking & Entering Investigations	43
Log Items	29,802

Inspector Richard Hodgson retired from the Department in February after serving more than 40 years with the Town. Officer Kevin Walsh also retired this year after serving more than 37 years.

Promotions in 2016 include Detective Jeffrey Young being promoted to the rank of Sergeant, and Officer Jeffrey Shelley being assigned Community Safety Inspector. The Department welcomed new Officers, Christopher Gulino, Mark Hatfield, and Luke Rennie, and new Public Safety Dispatcher Benjamin LaCure. In addition, School Crossing Guard Anna Willis joined the Department as a full time Crossing Guard.

State and federal grant funding continue to provide the Department with opportunities to purchase new equipment and technology, and fund existing programs. The Department was awarded and administered grants for underage alcohol enforcement, pedestrian and bicycle safety, and traffic enforcement initiatives, which were funded by the Massachusetts Executive Office of Public Safety and Security's Highway Division. The Department was also awarded and administered grant funding through the Massachusetts State 911 Department for dispatcher training and personnel support services.



*Captain Thomas Mulcahy on-site after the F1 tornado.*



*CPD leads motorcade past Emerson Field.*

## ANIMAL CONTROL OFFICER

Jennifer A. Condon

The Town contracts with a private vendor to provide dog and animal control services. The contract is awarded on the basis of a competitive bidding process and is administered by Chief Joseph F. O'Connor.

The Animal Control Officer responds to all animal complaints (domestic or wild), which includes the humane removal of all animals. The Animal Control Officer is required to provide a vehicle for the transporting of dogs, as well as a licensed kennel for the temporary housing of any dogs taken into 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.

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 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 appointment of an Animal Control Officer is mandated by the laws of the Commonwealth.

2016 ANIMAL ACTIVITY BY MONTH											
	Total Calls	Complaints	Lost Dog	Lost Cat	Other Cat	Wildlife	Misc	Pickups	Human/Animal- Animal Bite	Quarantine Orders	Citations Issued
January	62	10	1	1	2	3	33	1	H-2 / A-1	8	0
February	55	8	2	2	1	11	23	2	H-0 / A-1	5	0
March	92	5	4	1	0	14	51	4	H-1 / A-2	9	1
April	113	9	3	1	0	22	56	2	H-5 / A-1	11	3
May	124	12	6	7	2	19	65	4	H-1 / A-0	8	0
June	100	5	4	1	1	21	57	2	H-1 / 1-2	6	0
July	97	6	3	3	0	23	49	0	H-3 / A-0	10	0
August	83	5	1	2	1	20	49	1	H-0 / A-0	4	0
September	77	4	2	3	1	11	43	4	H-0 / A-1	8	0
October	68	3	1	0	2	9	40	0	H-1 / A-1	11	0
November	87	6	6	3	2	10	46	2	H-2 / A-0	10	0
December	46	5	4	1	0	5	19	0	H-0 / A-2	10	0
<b>Total</b>	<b>1004</b>	<b>78</b>	<b>37</b>	<b>25</b>	<b>12</b>	<b>168</b>	<b>531</b>	<b>22</b>	<b>H-16 / A-11</b>	<b>100</b>	<b>4</b>

# MUNICIPAL LIGHT PLANT

## CONCORD MUNICIPAL LIGHT PLANT

David G. Wood, Director

Concord Light 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. 2016 has been a worthy addition to Concord Light's history.

The Town Manager appoints a five member, volunteer advisory Light Board comprised of local residents. Current Light Board members include Margaret Briggs, Chair; Daniel Gainsboro, Lynn Salinger, James Terry, and Gordon Brockway.

The Board meets monthly to discuss topics such as rates, power supply and renewable energy options. The Board encourages customers to attend.

The Concord Municipal Light Plant (CMLP) operates as a completely self-sustaining, non-profit, Enterprise Fund within the Town government. No property tax money is required or used to operate the Light Plant. All operating expenses including electricity purchases, capital investments, and debt service are paid by the Light Plant customers. In addition, the Light Plant contributes to the Town's operating budget via a Payment-in-Lieu-of Taxes (PILOT). For 2016, this formula based payment was \$465,500.

### Power Supply

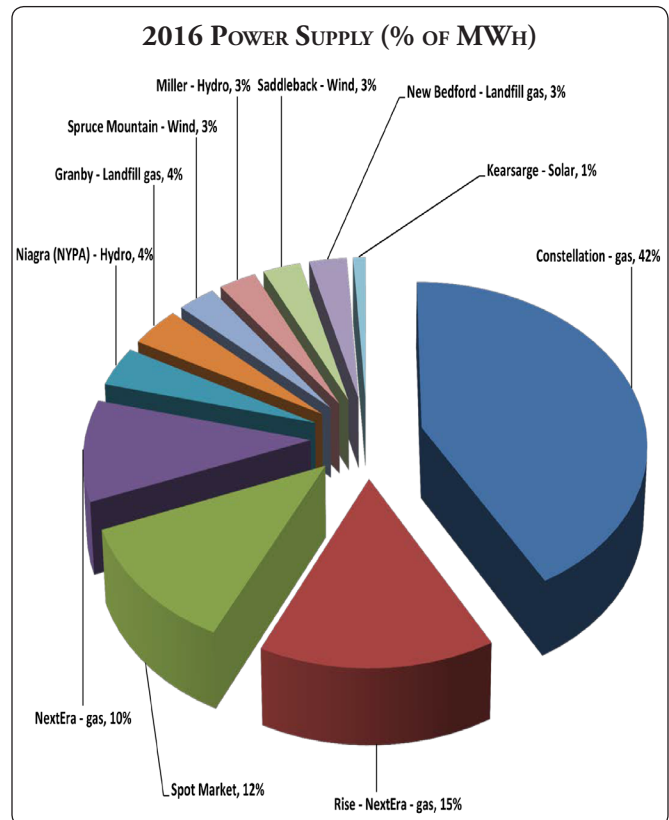
After the creation of Concord Light in 1898, the Town's electricity was provided by a coal-fired plant located at Keyes Road. By the late 1920's, the Town had outgrown the capacity of the plant and decided to retire the plant and purchase all of its electricity from the Boston Edison Company (now NSTAR). In the spring of 2002, NSTAR sold all of their generating facilities as part of the federal utility deregulation initiative. As a result, Concord Light entered into a seven and a half year contract with Constellation Power Source (parent of Baltimore Gas & Electric).

At the conclusion of the Constellation contract in the fall of 2009, no energy suppliers were offering contracts at reasonable prices due to the growing risk arising from the wide fluctuations in the cost of natural gas. For Concord, the alternative was the devel-

opment of a power supply portfolio from multiple sources under a power supply strategy that best suited our community's needs. The power supply selection strategy included the following tenets:

- Diversified 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, Concord Light 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.



It should be noted that energy from NYPA (hydro), Miller (hydro), Industrial Power Services (landfill gas), Spruce Mt (wind), Saddleback (wind), New Bedford (landfill gas) and the Solar Projects are all renewable sources that have delivered 21% of all wholesale energy purchased in 2016. Concord Light will continue to seek out renewable energy opportunities along with other economic and reliable supplies of wholesale energy in an effort to provide the most beneficial energy mix for its customers.

Power Supply includes the cost of Capacity and Transmission – two market services provided by the regional Independent System Operator at Federal Energy Regulatory Commission regulated rates. Power supply costs, generation, capacity and transmission, are passed to CMLP's customer-owners at cost.

#### *Electric Rates*

Electric rates are based upon the estimated cost for generation, capacity, transmission and overhead and the cost to serve each rate class. Any difference between estimated and actual costs are paid to/paid back by the customers through a mechanism called the Power Cost Adjustment. In 2016 CMLP prepared a detailed budget of expected costs and relied upon the Cost of Service Study conducted in 2015 to determine the appropriate apportionment of overall costs.

#### *Energy Conservation*

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

#### *Residential Energy Efficiency Rebates*

Concord Light provided residential customers with over \$34,000 in rebates for purchasing and installing LED lights as well as electric heat pumps.

#### *Commercial Energy Efficiency Rebates*

In 2016, seventeen business customers installed or upgraded to more efficient lighting, and received a total of \$110,000 in rebates through Concord Light's High Efficiency Lighting Program. The seventeen commercial lighting projects are projected to reduce electricity consumption by 339,738 kWh per year.

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

Fifty PV systems with an overall capacity of 555 kW DC were installed by Concord Light residential and commercial customers in 2016. Concord Light contributed over \$70,000 in rebates towards the installation of these systems. There are now a 280 PV systems between the residential and commercial customers in Concord with a combined output of 2.9 mW DC.

### **COMMUNITY SERVICE**

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

Concord Light employees met with each of the twelve 3rd grade classes in the Concord Public Schools to talk about how electricity is made, how it gets to their homes, and how Concord Light line workers do their job. As part of the interactive lesson, students got the chance to make some electricity by riding a bicycle generator, create circuits to operate fans and pin-wheels, and touch a real solar panel – the same type of panel that provides some of the electricity used by the Willard School. This is the third year in which these presentations were conducted for the Concord Elementary Schools. Jan Aceti, Concord Light Energy Conservation Coordinator, is behind the program's success with support from Concord Light engineers, lineworkers, electrician and custodian.

#### *Public Power Open House*

To promote and celebrate Public Power Week, CMLP held an Open House at our facility on Elm Street in early October for all Concord residents. More than 130 visitors stopped by to check out the family-friendly activities and informative demonstrations about electricity generation, solar energy, broadband service and more.

#### *Annual holiday tree lighting*

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

#### *Hugh Cargill Trust*

In 2016, Concord Light contributed \$14,000 to the Hugh Cargill Trust that helps eligible Town residents pay their electric bills.

#### *Residential Rate Assistance*

Concord Light began our Residential Rate Assistance program in 2006 to help Concord residents in financial need. Eligible customers are able to lower their bills by as much as 50%. As of December 2016, there were 141 households enrolled in this program.

## OPERATIONS

### *Tornado*

An F1 tornado touched down in the very early hours of August 22, knocking down trees and utility equipment as it tore through a stretch of Town about 400 yards wide and a half-mile long.

No injuries were reported, but some 39 homes were damaged and about 1,000 Concord Light customers lost power. Mutual Aid crews responded from municipal utilities in Groton, Middleton, Reading, and Wakefield, and about 500 customers had power restored by early morning.

While cleanup efforts continued, the majority of the remaining customers had power restored by Monday evening. The remaining 68 customers had power restored by Tuesday afternoon.

“The effort put forth by our staff in conjunction with the Mutual Aid crews was exceptional,” said Concord Light Director David Wood. “Without the help of the additional crews our restoration time would have doubled. On behalf of the organization we want to thank Groton, Middleton, Reading and Wakefield for assistance.”



*Downed power lines on Lexington Road caused by the August 22 Tornado*

### *Knox Trail Solar Project*

Concord Light added an additional 4.5 megawatts to its renewable power supply portfolio with the completion of the solar field located off of Knox Trail. During peak usage this site can potentially offset the Town’s peak demand by approximately 10% thus reducing ISO’s and NEMA’s peak demand charges.

To connect to the solar field, Concord Light staff extended the Town’s underground electrical and telecommunication infrastructure from Forest Ridge Road down Knox Trail through Acton to the new solar site in Concord. This extension included design, duct bank installation, underground electrical primary installation, substation relay upgrades, and new padmounted switch gear equipment located at the solar site.



*CMLP staff extended underground electrical and telecommunication infrastructure to the new solar site in Concord.*

### *New Underground Circuit Tie*

Concord Light has completed construction and has installed a new underground circuit tie along Sudbury Road. This tie connects two existing electrical distribution circuits located on either side of the Sudbury River between Heath’s Bridge Road and Route 2. This circuit tie will greatly benefit customers and allow for additional sectionalizing, faster restoration, and better reliability in the event of a power outage.

### *Overhead to Underground Electrical Distribution Conversions*

Concord Light is currently working towards completing the Emerson Field Project. The Emerson Field Project area includes sections of Thoreau Street, Sudbury Road, Hubbard Street, and adjacent side streets. Throughout 2016 Concord Light staff has in-

stalled approximately 80% of the remaining underground electrical infrastructure in preparation for energizing the underground cable and devices and converting customers to the new system. The remaining conversions are scheduled begin in the Spring.

#### *Infrared System Survey*

In March, Concord Light contracted with Infrared Analyzers, Inc to perform an analysis of the Town's overhead electrical infrastructure and underground devices and switch gear equipment utilizing infrared thermography. Infrared thermography utilizes a highly sensitive infrared imaging system which converts radiated energy into a thermal image of the object radiating the energy. The resulting image captures any hot spot indicating defective equipment, components, cables, and connections. These locations are repaired or replaced by Concord Light staff and unscheduled outages are prevented.

#### *Telecommunications*

2016 was the second full year of operation for the CMLP's Broadband service. Operating as "Concord Light Broadband" the service has been enthusiastically received by the community. CMLP launched the Broadband service in March 2014 after the 2013 Annual Town Meeting passed Article 48 which authorized borrowing to fund startup expenses. Article 48 provided a mechanism to fund expansion of telecommunications service offerings, while ensuring that the expenses are repaid exclusively by current and future telecommunication revenue.

Demand for the service has been strong. Subscriptions grew 70% to over 750 residential and business accounts between January and December 2016, an increase of over 300 subscribers for the year. Revenues in 2016 exceeded \$560,000, an increase of 70% as well. Operating costs are in line with expectations. At the end of 2016, Concord Light Broadband is generating sufficient operating income to cover expected

operating expenses in 2017. During 2016 we were also able to hire two additional Telecommunication Technicians who do installations and provide technical support. We procured an additional bucket van for fiber construction. This enabled us to expand our service hours and decrease the installation wait times. In 2016 we expanded our service area to include new developments in Concord as well as Knox Trail in Acton. We also invested in expanding the capacity and reliability of the Internet service. Additional investments in fiber and equipment will be required in 2017 as the system is expected to continue to grow.



*Aerial photograph of the new solar field off Knox Trail*

Concord Light Broadband has continued to offer straight-forward pricing without teaser or introductory rates or hidden increases down the road. We improved the value and speeds available in our small business offerings in 2016. Residential service starts at \$49.95

per month for 25 Mbps. Speeds up to 200 Mbps are available. This technically superior offering is implemented with fully symmetrical bandwidth (matching upload and download speed). The fiber-to-the-home installation includes the industry's best 802.11ac Wi-Fi router for those customers that wish to upgrade their wireless service. Information about the offerings is on the Town's web site at [www.concordma.gov/broadband](http://www.concordma.gov/broadband). Concord Light Broadband has a staffed help desk that answers calls for assistance 24 hours a day, seven days a week.

The ability to cost effectively deploy secure telecommunications to municipal facilities is a benefit of having in-house telecommunications operations. The telecommunication staff, working with Town IT staff, participated in projects to upgrade the Town government data network, provide wireless access in Town buildings and improve the Town's phone system.

In 2016, CMLP continued to provide additional leases for "dark fiber." The 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.

## COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE



*From left: Bruce Blumberg, Jill Appel, Bill Lehr, Brad Hubbard-Nelson, Chair; Gilda Gussin, Alan Whitney, Annie Moore, and Janet Miller*

### *Charter and Goals*

The Comprehensive Sustainable Energy Committee was established in 2007 to assist the Town in identifying, designing, and implementing programs and projects for fostering energy conservation, energy efficiency, and renewable-energy generation in the Town, and also to track and report on the financial and environmental impacts of such programs. The Committee focus has included all Town sectors - municipal and schools, commercial (including non-profit), and residential – with energy use including electricity, natural gas, heating oil, and transportation fuels, as well as renewable energy such as solar.

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

from renewable-energy credits ('SRECs') for energy generated by the Willard School solar-panel array.

### *Concord Energy Baseline Update*

The year began following the December 2015 Paris Accord, in which the major nations of the world committed to reduce Greenhouse Gas (GHG) emissions significantly over time. To meet these ambitions goals, which mirror the MA 2008 Global Warming Solutions Act target of 80% GHG reduction by 2050, will take effort at the local, state and federal levels, and require regular measurement and reporting of progress. CSEC undertook an analysis of energy use and GHG emissions in Concord for the year 2015, as an update to the 2011 Concord Energy Master Plan report for the year 2008. Preliminary results indicate that while energy use decreased by 3% over the seven year period, GHG emissions fell by 12% due to residents switching from oil to natural gas for heating, and the New England electricity mix eliminating most coal fired power plants. Overall, the fraction of Concord's GHG emissions attributed to the residential, commercial and municipal sectors are 62%, 34% and 4%, respectively. These results will be released in a report in 2017.

### *Green Communities Program*

Having been designated by the State as a 'Green Community', Concord set a goal of reducing municipal energy usage by 20% from the FY11 year during the 5-year period FY12-FY16. With the designation, the Town has been eligible to apply for State energy efficiency grants. To date, Concord has received \$726,000 in State funding for major projects, which include replacement of aging boilers at Peabody and Sanborn schools, which reduced total energy consumption by about 30%; the HVAC system at Hunt Gymnasium and lighting upgrades and weatherization/insulation at a number of Town facilities. Savings to date as a result of these projects amounts to an estimated \$230,000 annually.

In 2016, Concord received another Green Communities grant of \$250,000, which will be used for six LED lighting retrofit projects at CMLP offices, the Waste-Water Treatment Plant, the three elementary schools, and the Main and Fowler Library buildings. These lighting projects will be completed in 2017, and are expected to reduce the electricity use in those buildings by 11-13%.

Municipal energy use is tracked in detail through the Mass Energy Insight software and reported to CSEC by Jan Aceti of CMLP, to consider further opportunities for energy savings. To date, Green Community projects have netted approximately 6% annual savings, less than the 20% target. The main factors in not achieving the goal are: a) the fact that since 2008, Concord had been aggressively working to lower its energy consumption, addressing much of the 'low-hanging fruit' before the FY2011 base-comparison year; b) energy use at the Beede Center, currently the largest consumer, increased by 20% due to requirements for health code compliance; and c) energy use by municipal vehicles increased by 5%, which needs further attention. It should also be noted that the newly built Concord Carlisle High School, recently recognized as the most energy efficient high school in Massachusetts with only 52% of the energy consumption of the old school, is not included in the Green Communities total. Thankfully, the State is understanding of this fact (which is also the case with a number of other towns in the State) and continues to be supportive of Concord's 'Green Communities' status.

#### *Green Your Heat Program*

The Green Your Heat (GYH) program was launched by CSEC in 2015 and completed in 2016, to help Concord residents heating with oil, electricity or propane weatherize their homes, saving energy and money. Natural gas customers in Concord are eligible for the State's MassSAVE program, which provide free energy audits and generous rebates (75% of homeowner's cost up to first \$2,000 spent) to residents who weatherize their homes. CSEC sought to create a similar program for those residents not eligible for MassSAVE, and received a State grant for \$145,000, augmented by \$75,000 in Town funds, to create the GYH program. This program provides weatherization (insulation, air-sealing, and programmable thermostats) rebates to homeowners, covering 50% of the homeowners' costs up to the first \$2,000 spent.

Green Your Heat was successful, due to good marketing efforts and follow-up contacts by the Energy Manager Pamela Cady working with CSEC. Over 400 Concord residents (about 8% of homes) contacted the program, resulting in 135 completed weatherization projects, received a total of \$122,000 in rebates to augment the amount spent by residents themselves. These weatherization projects are estimat-

ed to save approximately 440,000 lbs of CO2 emissions annually, equivalent to 19,000 less gallons of oil, and depending on prices save the residents \$40,000-\$70,000 annually. The marketing effort also resulted in many additional referrals of natural gas customers to MassSAVE, with approximately 65,000 lbs. of annual CO2 reduction as a result. When the program ended, the remaining funds in the program were \$16,700, which were repurposed to install the first two public electric car charging stations.

#### *Community Impact*

The impact of energy efficiency projects funded by the Sawyer Trust Fund, the over \$800,000 from state grants awarded to Concord through CSEC-initiated proposals to support Green Your Heat and Green Communities programs, and contributions to the Concord Solar Challenge that installed 1.3MW of solar-generation capability on Concord homes, can be summarized as follows:

- \$2,550,000 in one-time revenue to Concord
- \$410,000 annual savings to the Town
- \$630,000 annual savings to Concord residents
- 3,500,000 lbs. of CO2 emissions avoided annually (equivalent to CO2 absorption capacity of 17,500 mature trees)

#### *Cooler Concord*

To continue addressing residential energy, by far the largest fraction of the Town's use, CSEC has embarked on a new campaign called Cooler Concord, the aim of which is to promote and facilitate conservation and challenge residents to lower their annual CO2 footprints by 10-20% in the next year. The kick-off event for the campaign will be held at CCHS in 2017, featuring exhibits on topics including home heating, weatherization, hot water, appliances, solar energy, transportation, food and landscaping. The fair, funded from a \$25K from the Town's resource sustainability fund, is being organized by CSEC and involving all the public schools, the Municipal Light Plant and a large number of volunteers. The key to the success is eliminating barriers to action, be they financial, lack of information or time, and using social marketing to encourage follow-through, with local follow-up from local experts to facilitate action. One component of Cooler Concord is a new website, with information for residents on saving energy and money, allowing them to share information on their progress, and through which CSEC can monitor success of the initiative.

# CONCORD PUBLIC WORKS

## PUBLIC WORKS COMMISSION

Peter W. Wallis, Chair  
Andrew Boardman, Vice Chair  
Arthur Fulman  
Toby Kramer  
Nicholas Pappas  
K.C. Winslow

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 advises Town Meeting, the Town Manager, Planning Board and other Town officials and Boards on matters that concern Town water and sewer service, drainage and roads. The Commission is responsible for setting policy and rate schedules for water, sewer and solid waste services; for acting as an appeals board for right-of-way permits and water and sewer bills; and for approving minimum standards for the final layout of Town roads.

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

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

Highlights of the Commission's activities for 2016 included (in chronological order):

- Conducted several meetings to discuss the Nagog Pond Water Treatment Facility Upgrade.
- Discussions relative to the 2016 Town Meeting request for development of a capital budget for the water system improvements.
- Water Treatment and Photo Voltaic discussion.
- Nagog Pond permitting update and town of Acton water connection request.
- Further discussion regarding Nagog Pond and water supply, including a vote to appoint Commissioner Fulman to represent the Public Works Commission at a meeting with the Town Managers and other interested parties of Acton and Concord.

- Voted to support an expenditure from the water fund to acquire an 80 acre parcel of land on Ball's Hill Road to be used as Brewster Well conservation restriction.
- Conducted a public hearing and approved revised curbside collection and disposal rates.
- Discussed and approved support of a Massachusetts Water Works Association letter to the MassDEP Drinking Water Program regarding comments on proposed changes to 310 CMR 22.00.
- Discussed Town Meeting Article 30 regarding "Snow Removal from Sidewalks" with a detailed explanation of the Town's current procedure. The main message was that a good job is being done today taking into account safety and available funding, while minimizing impacts on commerce.
- Discussed other Town Meeting articles including a vote to support Article 20 (Community Preservation Committee Appropriation Recommendations), Article 23 (Land Acquisition – Ball's Hill Road) and Article 25 (Cemetery Roadway Infrastructure and Drainage Improvements).
- Discussed Town Meeting Article 45 – Bylaw Prohibiting Polystyrene in Food Service Ware.
- Conducted a Roads Program Briefing followed by a formal public hearing discussing the 2016/2017 Roads Program.
- Conducted the Water and Sewer Rate public hearing and approved the 2016 rate schedule.
- Conducted a Church Street traffic calming public meeting.
- Conducted a review and granted an appeal for increased wastewater capacity for the Residence Inn located at 320 Baker Ave. Ext.
- Conducted a review for the Select Board relative to the PWC Mission Statement and Charge along with confirmation that agendas and minutes are posted on the website in a prompt manner.
- Conducted a review and granted an appeal for increased wastewater capacity for the Millbrook Tarry located at 97-107 Lowell Road.

- Conducted a review and declared a State of Water Supply Conservation and a Seasonal Water Conservation Advisory Outdoor Water Use Restriction.
- To ensure there remains a safe and reliable supply of water for all customers served by Concord municipal water, the “Outdoor Water Use Restriction” was elevated to an “Outdoor Water Use Emergency”.
- The “Outdoor Water Use Emergency” will be relaxed to an “Outdoor Water Use Restriction” at a date deemed appropriate by the PWC Chair in consultation with the Public Works Director as voted.
- Voted to approve a drainage easement to the Town for property owned by the Middlesex School on Lowell Road.
- Voted to approve a drainage easement to the Town for property owned by Boynton Builders on Shadyside Ave.
- Conducted a meeting to review the Polystyrene Education and Outreach Committee and voted to recommend Nancy Kerr as a member of said committee and to provide Stephan Bader’s name as a person interested in being a member at large.
- Issued an official commendation to Town of Concord staff and vendors for their extraordinary efforts in cleaning up the damage caused by the surprise early morning tornado, which impacted the area on Lexington Road near the Wayside, and also addressing the issues that arose over the summer at the Pine Hill Reservoir.
- Conducted a public meeting for input and discussion and voted to adopt the Concord Public Works Americans with Disabilities Act Right of Way Transition Plan.
- Conducted a meeting to discuss the 2017 Community Preservation Act CPW submittal for additional improvements to the Sleepy Hollow Cemetery, and voted affirmatively to support this effort.
- Conducted a Cambridge Turnpike Project Public Information Meeting that was well attended.
- Participated in a CPW winter maintenance discussion.

The Commission and Concord Public Works continue to focus on their joint goal of promoting greater

community involvement in Concord Public Works projects and programs. This deliberate strategy has resulted in greater responsiveness to all stakeholders and positive project outcomes. Examples of these efforts include neighborhood on-site meetings for large infrastructure improvement projects, and outreach meetings for the Roads Program. In addition the Director continues to review the activities of Concord Public Works through the monthly Director’s report and the Public Works Commission sets aside time for public comment during each meeting.

## CEMETERY COMMITTEE

Paul Cooke, Chair  
 Gina Nasson, Vice Chair  
 Carol Harney  
 Andrea Solomon  
 Whitney Kocher

It is the privilege of the Cemetery Committee’s five members to be responsible for the care of Concord’s Old Hill Burying Ground, established in 1635, the South Burying Ground (1697), and the care and operation of Sleepy Hollow Cemetery (1855), which latter is Concord’s only active burial ground. We are entrusted with three of the Town treasures, a space constituting some 55 acres.

In 2016, the Committee witnessed the near-completion of the first of a much-needed, two-phase project to rebuild the greater part of the historic cemetery’s roadway system, restore large segments of its stone walls and replace and upgrade its stormwater management system. Phase One involved the part of the cemetery overlooked by Author’s Ridge, the area found to be in most dire need of restoration. Special thanks go to Highway and Grounds Superintendent Daniel Rowley, who serves as Cemetery Director, for his work in securing the funding and overseeing the execution of the project, as well as to Public Works Director Richard Reine, Cemetery Supervisor Patricia Hopkins, to the Concord Engineering Division led by William Renault, PE, and to the Cemetery Committee.

Phase One was funded with \$225,000 in Community Preservation Act funds, a debt authorization of \$157,000 voted for unanimously at Town Meeting, and with monies from the Concord Cemetery Fund. At year’s end, the Committee was applying for funding for Phase Two of the project which is expected to span the 2017 and 2018 construction seasons.

A culvert replacement and drainage project at the rear of Chestnut Hollow (just north of Sleepy Hollow Cemetery proper), including a beautiful new foot-bridge over the water formerly handled by the culvert, was completed. This creates a very appealing entryway to the cemetery from the woods to the north of the grounds.

The Committee was contacted by the Surveyors Historical Society, who have selected Concord as the site for their annual meeting in 2017. In advance of their gathering they requested the Committee's permission to place a small GPS marker near the gravesite of Henry David Thoreau, who was himself a surveyor. This wish of the Society to honor Thoreau as a surveyor was approved by the Committee.

In May, Cemetery Supervisor Patricia "Tish" Hopkins informed the Committee that she had been contacted by a citizen wishing to purchase a mausoleum site in the cemetery. Currently the cemetery only contains one such structure - the Pope tomb. This individual inquired about purchasing a space next to the Pope tomb and presented the Committee with a design plan for a mausoleum. As part of the Committee's research concerning the new request, Committee member Andrea Solomon along with Ms. Hopkins visited two other cemeteries in the Greater Boston area to evaluate their rules for selling sites for the building of mausoleums. It is the opinion of Concord Public Works Division officials that a new master plan for all of Sleepy Hollow Cemetery is needed before a decision on any new mausoleum can be made. As the year closed, no decision had been made regarding the inquiry. It is an unusual request; no one, as far as we know, has asked about installing a mausoleum in Sleepy Hollow in 80 years!

In July, Tish was featured in a lengthy *Concord Journal* story celebrating her long tenure in her current position: Ms. Hopkins began as supervisor in 1988. Richard Reine, Concord Public Works Director, said of her for the article, "She's a great ambassador for the Town." As supervisor, she helps plan funerals and is in charge of all burials in the cemetery and of sales of cemetery plots.

Memorial Day and Veterans Day ceremonies were once again held at Sleepy Hollow honoring all those interred in the cemetery as well as Concord's service members who never returned. Due to current construction in the Author's Ridge section of the ceme-

tery, the Veteran's Day parade marched to the Chestnut Hollow section for the 2016 observance which included the annual Flag Retirement Ceremony. This is traditionally held each year on Veterans' Day to provide a way to retire worn American Flags in a respectful manner. November 11, 2016 was the 51st consecutive observation of the moving ceremony, established in 1965.



*The Pope Tomb and a small portion of the adjacent hillside in Sleepy Hollow Cemetery. In 2016 the Cemetery Committee received a request by a citizen wishing to purchase a site for an additional mausoleum. No such request has been made, so far as we know, since the 1930s.*

#### *Statistics*

There were 109 interments at Sleepy Hollow Cemetery; of these, 39 were Concord residents at the time of their deaths. There was one disinterment. Of the interments 40 were full burials and 69 were cremations. Lot sales for the year totaled 74, with 16 of these being sold to eligible former residents. The waiting list for the purchase of burial plots in the cemetery was updated to 56 names, down from 97 names identified before the updating. There are many lots available in the new portion of the cemetery; the waiting list is for the old portion. Most sales of burial plots now take place in the new section of Sleepy Hollow, an area known as The Knoll. New lots in the old part become available when present owners determine they no longer wish to hold them and so sell them back to the Cemetery.

### *The Friends of Sleepy Hollow Cemetery*

A noteworthy success in 2016 in the ongoing cooperation between the Cemetery Committee and the private, non-profit organization, The Friends of Sleepy Hollow ([www.friendsofsleepyhollow.org](http://www.friendsofsleepyhollow.org)) began in April when a delegation from the Friends, including Ms. Susan Dee, Ms. Barbara Ewen and Ms. Pricilla Sturges, came to a Cemetery Committee meeting to discuss future project ideas. Working with Committee Vice-Chair Gina Nasson, the Friends chose as their project the planting of some 60 trees and shrubs in Sleepy Hollow to the east of Pritchard Gate. They worked, with a landscape architect and Concord's Tree Warden. Because of this year's drought, the project, funded entirely by the generosity of the Friends, barely got underway in the fall; the bulk of the work is scheduled for 2017. Committee member Carol Harney also serves as the Committee's unofficial liaison with the Friends.

### **ADMINISTRATION**

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

The Concord Public Works Team continues to focus on its principal mission to enhance the quality of life for those living, working or visiting the Town of Concord, and through sound management, communication, leadership, innovation, teamwork and vision provide dependable, high quality, responsive public works and utility services, consistent with community values and at reasonable costs to Concord's citizens, businesses, institutions and visitors for today and into the future.

#### *Protecting the Town's Infrastructure/Providing Essential Services*

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

These assets include Concord's roads and roadsides; curbs and sidewalks; catch basins, storm drains, culverts and outfalls; traffic islands; guardrails; street signs and traffic signals; public shade trees and park trees; Town parks, common areas, playgrounds, ball

fields, and recreation equipment; Town cemeteries; the Town's compost site and closed landfill, including the earth products and snow storage facility; the public water supply including its storage, pumping, and distribution systems; the Town's sewer collection, pumping, and treatment systems; and CPW buildings and equipment.

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

#### *Keys to Organizational Excellence*

CPW's strategy for success in meeting its goals relies on the principles of ingenuity, fact-based problem solving, accountability, safety and environmental stewardship, context sensitivity, respect and integrity, diversity, customer satisfaction, empowerment, communication and continuous improvement. These key principles along with the experience and dedication of the CPW team leads to organizational excellence.

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

Concord Public Works is made up of 55 dedicated individuals with a wealth of experience. It is a team that is passionate about Concord, that takes great pride in their work, and fully understands their stewardship responsibilities.

The Four CPW divisions manage eight programs - Administration, Engineering, Highway, Grounds (Parks and Trees), Cemetery, Recycling and Waste Management, Water, and Sewer. Two of the programs - Water and Sewer are totally supported by user fees while two other programs - Recycling and Waste Management, and Cemetery, are primarily funded from fees.

#### *Infrastructure Improvements and Initiatives*

The Divisional Reports that follow summarize a series of initiatives and accomplishments in 2016. Notable accomplishments include:

- The continued targeted roadway and sidewalk maintenance and management program resulted in the internal design and scheduled construction of approximately 3.86 miles of roadway and .33 miles of sidewalk improvements. This work also included the improvement of 14 curb ramps.
- Multiple improvements to the Town's drainage system were constructed. These were accom-

plished with two separate bids. The first included Barrett's Mill Road, Liberty Street and Powder Mill Road, which replaced/installed 40 drainage structures and 2,000 linear feet of drain pipe. The second bid was for Adams and Sudbury Road which replaced/installed 21 drainage structures with 2,800 feet of drain and underdrain pipe.

- Significant improvements were also made to the Town's culvert network. Three culverts within the Sleepy Hollow wetland system were replaced and a new pedestrian bridge and two new inlet control structures were completed. Three culverts on Shadyside Avenue were also replaced.
- EPA/NPDES MS4 Permit – The Permit Year 14 annual reporting to the Environmental Protection Agency was completed.
- Park and Tree Staff under the direction of the Tree Warden planted over 29 public shade and park trees as well as street/scape trees. 211 potentially hazardous trees were removed.
- Expert maintenance continued by CPW Highway and Grounds Division staff of almost 50 acres of athletic fields for use by baseball, softball, soccer, lacrosse and other programs.
- The winter of 2015-16 included 35 inches of snow with no major storms. DropOff SwapOff events held in May and October which included unwanted medication and Sharps collection were well attended.
- Continuation of the water conservation rebate program for high efficiency clothes washers and toilets occurred.
- Environmental Partners Group (EPG) completed the 50% design of a full scale water treatment facility planned for the Nagog Pond water supply. The permitting track of this project has met considerable resistance from the host community, Acton.
- Numerous water main extension and replacement projects were undertaken including portions of Monument Street.

#### *Learning and Growth*

With the ever increasing complexity of public works operations, the need for professional development of CPW employees continues to play an important role in the organization. Concord Public Works is committed to providing its employees with opportunities

to increase skills while endeavoring to make certain our team is comprised of motivated, informed and inspired team members who can utilize this knowledge for the benefit of Concord.

#### *Safety*

CPW's Safety Committee continued its meetings and received input from the CPW Team to update the Safety Manual which included job risk assessments and safety requirements. All employees utilized the Pure Safety online training system customized for specific public works job risks to accomplish their monthly training goals.

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

Concord Public Works celebrated National Public Works Week on June 2 with the 8th grade class from Concord's Middle School for the tenth consecutive year. The theme was "Public Works – Always There" The entire public works team worked with CPW's Administrative and Special Projects Coordinator, Anna Trout and Applied Technology Teacher, Doug Shattuck to showcase the importance of public works. Events included stormwater system maintenance, stormwater and water quality, recycling/reuse opportunities, a tour of the Wastewater Treatment Plant, best management practice for turf grass and presentations of stormwater pollution prevention videos created by the students.



*Demonstration at Public Works Week 2016*

### *Personnel*

Concord Public Works appreciates the contributions made by the following employees who moved on from their positions within the department: Ian McKenzie (Assistant Public Works Engineer), Peter Laptewicz (GIS Technician/Analyst) and Bill Drayton (Building Maintenance Custodian). We were happy to welcome Valerie Doerrer (Public Works Engineer) and Ben Clayman (GIS Technician/Analyst).

## **ENGINEERING DIVISION**

William J. Renault, P.E.  
Town Engineer

The Engineering Division is responsible for the planning, design, engineering and construction of the Town road, sidewalk, bridge, and stormwater/drainage infrastructure assets. CPW Engineering Division provides a wide range of professional engineering and construction management services for Concord Public Works (Administration, Water, Sewer and Highway/Grounds/Cemetery) and other Town departments and boards.

### *Roads Program*

There are approximately one hundred and seven miles of public roads, classified as arterial roads, collector roads and local streets. Arterial roads provide movement between collector roads, other arterial roads and major highways and make-up approximately 34% of Concord's public roads. Collector roads, used primarily to connect local streets to other collector and arterial roads, make-up approximately 7% of Concord's public roads, and the remaining 59% of public roads consist of local streets.

Concord's pavement management strategy and 20-year Roads Program emphasize adequate capital investment in the roadway network combined with preventive and routine maintenance activities to prolong the pavement life cycle. Capital roadway improvements typically include the reclamation, mill and overlay and overlay pavement treatments. The reclamation treatment pulverizes the roadway's pavement, re-grades the new subgrade material and installs two new layers of hot mix asphalt pavement. A mill and overlay treatment cold planes off the top wearing course of pavement and a new pavement layer is installed over the grooved pavement. An overlay treatment is a thin asphalt layer installed over an existing roadway.

A condition survey of the Town's roadway network is performed every four years and inputted into the Town's roads program software. This survey was most recently completed within the 2014 calendar year. The software utilizes the pavement condition data, estimated traffic volumes and treatment cost to recommend pavement improvement projects. CPW Engineering Division utilizes this software output, engineering judgment and planned utility improvements to finalize the year's roads program.

Maintenance activities are used to preserve the integrity of the existing road structures while reducing the need for the more costly rehabilitation treatments. Crack sealing is utilized as the primary preventative maintenance activity, while full depth patching and infrared spot repair are used as the primary routine maintenance activities by CPW.

### *3.86 Miles of Roads Improved*

CPW Engineering Division completed the internal design for two bids for the Roads Program. In total the projects improved 3.86 miles of Concord roadways. The FY16 (Phase III) Roads Program bid rehabilitated 2.68 miles of roadway including the reclaim of Powder Mill Road and Jennie Dugan Road, the mill and overlay of Estabrook Road and combination mill/overlay and reclaim treatment for Liberty Street and Barrett's Mill Road.

The second road program bid was the 2016/17 Roads Program bid which rehabilitated 1.18 miles of roadway including mill and overlay treatments for two sections of Sudbury Road near Heath's Bridge as well as proposed reclaim treatments on Shadyside Avenue and Adams Road. The reclaim of Shadyside and Adams will be completed within the spring of 2017.

### *15.50 Miles of Roads Maintained*

CPW continued with a significant roadway maintenance program, maintaining a total of 15.5 miles of Concord's roadways. A total of 7 miles of roadway patching were bid, including mill and pave patching for portions of Old Marlboro Road, Monument Street, Main Street, Sudbury Road, Westford Road, Monument Square, Lexington Road, and Monument Street. CPW completed its annual crack sealing bid, selecting 8.5 miles of roadway to be treated with a hot-poured asphalt fiber compound, specifically designed to improve the strength and performance of asphalt pavements and extend the life expectancy of the road. The roads selected for treatment included:

Bedford Street, Old Bedford Road, Williams Road, Keyes Road, Lexington Road, Lowell Road and Thoreau Street.

#### *Cambridge Turnpike Improvement Project*

The Cambridge Turnpike Improvement Project (CTIP) proposes to construct roadway improvements to address a major flooding issue which causes frequent closure of the roadway in heavier rain events. The Town views this as an important opportunity to design and construct improvements to the roadway and other public infrastructure to enhance the experience of the people who use the area. To the extent that is feasible, a project objective will be to integrate several modes of transportation in an aesthetically pleasing manner that complements the community's character and is sensitive to the nearby environmental and historical resources that Concord residents value and enjoy. CPW initiated a significant public outreach program for the project to provide the residents multiple input opportunities as the project's design is advanced. Public outreach efforts in 2016 included a project update meeting with the Public Works Commission.

CPW Engineering Division continued consultant management and technical engineering guidance through the 75% roadway design and 30% structural design phases of the complex infrastructure improvement project. Preliminary work to support the project's environmental permitting began in late 2016. The project is scheduled to be bid in the 2017.

#### *Sidewalk/ADA Compliance Program*

Concord's sidewalk management strategy emphasizes adequate capital investment to the existing sidewalk network to maintain and/or improve the pedestrian experience for all sidewalk users. The sidewalk budget funds ADA compliance maintenance activities and upgrades to the sidewalk network including pedestrian access routes and curb ramps. The sidewalk network contains approximately 58 miles of public sidewalks and approximately 876 curb ramps. A condition survey of the sidewalks is performed every four years in conjunction with the roadway condition survey. A Town-wide curb ramp inventory and condition assessment was initially completed in 2011. An assessment of physical mobility barriers along pedestrian access routes (sidewalks and curb ramps) was completed as part of an update to the Town's ADA Right of Way Transition Plan in 2016.

Sidewalks and curb ramp projects are prioritized for repair based on their proximity to high pedestrian generators, overall condition and compliance with current ADA accessibility standards. Sidewalk and curb ramp reconstructions are bid as standalone projects, included within the roads program bid or completed as internal projects by CPW's Highway Division.

*0.33 Miles of Sidewalk and 14 Curb Ramps Improved*  
CPW Engineering Division incorporated sidewalk and curb ramp improvements into three bids. The 2015/16 Roads Program Phase III replaced 0.18 miles of sidewalk on Barrett's Mill Road and installed 10 curb ramps. The 2016/17 Roads Program incorporated the replacement of four curb ramps. Additionally a small portion of stone dust sidewalk on Thoreau Street was paved as a CPW Highway Division internal project.

CPW Engineering Division completed the in-house design and bidding of the Sidewalk Project which would have installed 27 new curb ramps and replaced 0.28 miles of sidewalk. The project proposed the installation of new curb bumpouts and park rehabilitation at the Church Street/Commonwealth Avenue intersection, replaced curb ramps in the Old Marlboro/Old Pickard area, and replaced sidewalk on Lawsbrook Road. The bid results were unfavorable and the project will be re-bid in 2017.

#### *ADA Public Right of Way Transition Plan*

CPW Engineering Division completed an update to the Public Right of Way portion of the Town's ADA Transition Plan. The update included a Town-wide assessment of physical mobility barriers along pedestrian access routes (sidewalks), development of a new Accessibility Standards Section for the Concord Public Works – Design and Construction Standards and Details, development of a new ADA Variance Request Policy and updates to the Sidewalk Plowing Procedures.

#### *Roads and Sidewalks in Sound Condition*

The accompanying tables show the condition of Town roads and sidewalk. The roads are located within the target range of 80-85 PCI (Pavement Condition Index) and sidewalk condition is just outside of the 80-85 SCI (Sidewalk Condition Index). The Town's overall investment in its road and sidewalk assets has resulted in cost effectively protecting and improving Concord's public way infrastructure for pedestrians and drivers while avoiding a multi-million dollar backlog to be paid by future residents of Concord.

### ROAD CONDITION SUMMARY

Pavement Condition Index	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>(PCI) Network Average</b>	83	81	82	80	80	81	82	82	80
<b>(PCI) Arterial/Collector Average</b>		88	86	84	82	87	85	84	82
<b>(PCI) Local Road Average</b>		75	79	78	77	77	79	79	78
Recommended Repairs	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Rehabilitation</b>	12%	9%	8%	8%	10%	6%	7%	6%	12%
<b>Maintenance</b>	52%	51%	48%	52%	51%	40%	29%	36%	58%
<b>No Maintenance Required</b>	36%	40%	44%	40%	39%	54%	64%	58%	50%

*The above referenced table is based on an infinite budget. Using the FY17 budget, the actual performed repairs breakdown was: Rehabilitation 3.6%, Maintenance 14.5%, No Work Performed 81.9%*

### SIDEWALK CONDITION SUMMARY

	<u>Sidewalk Condition Index (SCI)</u>			<u>Network Average</u>			
	SCI Range	Miles	Percent	Year	SCI	Year	SCI
Replace	0-50	1	1%	2007	82	2012	81
Localized Repair	51-70	15	26%	2008	76	2013	78
Shows Wear	71-90	34	57%	2009	76	2014	82
No Distresses	91-100	8	16%	2010	75	2015	81
<b>Total Miles</b>		<b>58</b>	<b>100%</b>	<b>2011</b>	<b>81</b>	<b>2016</b>	<b>79</b>

#### *Stormwater/Drainage Program*

Concord's stormwater infrastructure consists of approximately 211 culverts, 440 outfalls, 1,187 drainage manholes, 2,788 catch basins, 150 leaching structures, 61.4 miles of drain lines, 15 detention basins, 2 infiltration basins, 5 bioretention areas, 8 treatment chambers and 3 dams. Concord Public Works plans, designs, coordinates and performs construction of drainage improvements in conjunction with the Roads and Sidewalks Programs to minimize disruptions and to eliminate expensive emergency repairs. All drainage maintenance activities are coordinated with the Division of Natural Resources and are typically performed under a general maintenance permit issued by the Natural Resources Commission.

In 2002 and 2003 the Town performed a closed drainage system inventory and in 2011 completed a culvert inventory. Within these inventory projects, condition assessments and rating systems were developed and integrated into the Town's geographical information system (GIS) to provide the basis for the development of the Town's 20-year Stormwater/Drainage Management Plan. This Plan is intended to provide a cost-effective framework for the upgrade and repair of the Town stormwater/drainage system and to prevent

expensive emergency repairs from occurring in the future through a planned and scheduled maintenance and replacement program.

Staff continues to update the location and condition data of Concord's Stormwater/Drainage infrastructure within the GIS system. CPW Highway Division staff verifies and supplements GIS drainage data during annual catch basin system cleaning operations. CPW Engineering Division updates drainage data obtained through ground survey for various capital improvement projects. All updated inventory data is used to prioritize drainage rehabilitation/replacement projects and to meet National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit requirements.

The NPDES MS4 Phase II General Permit issued by the EPA is a major component of the Town Drainage Program. The permit, issued in August 2003, requires towns to meet multiple objectives or "minimum control measures" to improve water quality within the Commonwealth including: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction-site stormwater runoff control, post-construction stormwater management in new development

and redevelopment, pollution prevention and good housekeeping in municipal operations. An updated permit was finalized by EPA in 2016 with increased requirements for the six minimum control measures.

#### *Stormwater/Drainage Projects*

The Engineering Division incorporated improvements to the Town's drainage collection system. CPW Engineering Division designed, bid and constructed a drainage system expansion in Barrett's Mill Road, rehabilitations of the drainage system in Liberty Street and an extension of the drainage system in Powder Mill Road as part of the 2015/16 Roads Program-Phase III contract. The bid included replacement/installation of 40 drainage structures and 2,000 linear feet of drain pipe.

CPW Engineering Division designed and bid the rehabilitation of the drainage collection system in Adams Road as well as Sudbury Road as part of the 2016/17 Roads Program bid. The design proposed the replacement/installation of 21 drainage structures and approximately 2,800 feet of drain and underdrain pipe.

CPW Engineering Division completed significant improvements to the Town culvert network in 2016.

CPW Engineering Division completed in-house design, permitting, bidding and construction for the replacement of three culverts within the Sleepy Hollow wetland system between Bedford Street and the Reformatory Branch Trail. The project included the installation of a new pedestrian bridge as well as two new inlet control structures. CPW Engineering Division also completed in-house design, permitting and construction administration for the replacement of three culverts on Shadyside Avenue through the 2016/17 Roads Program bid. The work consisted of the installation of a new 48" RCP culvert pipe with a natural gravel bottom, the installation of a new 18" culvert with an inlet box structure and the installation of a new 18" CPP driveway culvert.

CPW Engineering Division also completed the culvert design and permitting for the Lowell Road Culvert Replacement Project. The project will replace an undersized stone culvert with a new 8'x2' concrete box culvert with a gravel bottom. The project will be bid in the winter of 2017 and constructed during the 2017 construction season. The Town received over \$500,000 in HMGP grant funds from FEMA for the culvert replacement. CPW Engineering Division completed in-house design and permitting

and construction of a culvert repair to correct a sink hole that developed over a stone box culvert within the Reformatory Branch Trail. The construction was completed as an internal project by contracted and CPW Highway Division forces in July.

CPW Engineering Division incorporated the internal design of sustainable drainage infrastructure retrofits for two planned bids: the Commonwealth Avenue and Church Street streetscape enhancement project and the parking lot rehabilitation bid. The Commonwealth Avenue and Church Street project incorporated the installation of porous pavers in Mandrioli Park and the Tea Cakes Plaza as well as a new bioretention area on Church Street. CPW Engineering Division incorporated a bioretention area retrofit within the Keyes Road and Walden Street parking lot rehabilitations. Both projects will be bid in early 2017.

#### *EPA - NPDES MS4 Permit*

CPW Engineering Division completed the NPDES MS4 Permit Year 14 annual reporting to the Environmental Protection Agency. Major permit accomplishments within Year 14 included environmental monitoring review and administration for 14 projects meeting NPDES permit thresholds. Additionally, CPW Engineering and GIS staff continued efforts to update the accuracy of the Townwide drainage system layer within the GIS to meet current and upcoming NPDES MS4 permit requirements.

CPW Engineering Division began review of the 2016 NPDES MS4 permit which was finalized by EPA in 2016. The Massachusetts Coalition for Water Resources Stewardship (MCWRS), of which Concord is a member, filed a petition for review of the final Massachusetts MS4 permit with First Circuit of the United States Court of Appeals. The expectation is that the Court's interpretation of the municipal stormwater provisions of the federal Clean Water Act will be consistent with that of Massachusetts' municipalities. The use of the courts to challenge EPA actions is a step frequently employed by environmental advocacy groups in Massachusetts and across the country. This action by MCWRS is very much in keeping with that practice. The Town of Concord will be required to file a Notice of Intent to be covered under the new NPDES MS4 Permit after the case is decided.

### *Bridges*

CPW Engineering Division is responsible for the management and monitoring of the Town-owned bridges: Heath's Bridge (Sudbury Road), Pine Street Bridge (Pine Street), Flint's Bridge (Monument Street), Hurd's/ Nashawtuc Bridge (Nashawtuc Road) and Pail Factory Bridge (Commonwealth Avenue). Bridge inspections are completed every two years by MassDOT bridge staff and forwarded to CPW Engineering Division office for inclusion within Town records and to prioritize any needed repairs. Inspections are completed to evaluate the structural condition of bridge components as well as underwater stability/erosion issues to meet National Bridge Inspection Standards. When required, bridge rehabilitation project scopes are developed and managed by CPW Engineering Division. Bridge repair funding comes from a variety of sources including: Chapter 90 State aid, local funding, State accelerated bridge program, etc.).

### *Cemetery Infrastructure Rehabilitation*

CPW Engineering Division completed the in-house design, bidding and construction inspection/administration of the first phase of the infrastructure rehabilitation of historic Sleepy Hollow Cemetery. The project included the rehabilitation of 3,700 linear feet of roadways, installation of 30 new drainage structures, 1,350 feet of new drainage pipe, 400 feet of new stone waterways and 200 feet of retaining wall improvements in the cemetery.



*A portion of the newly restored stone wall along Upland Avenue near the Author's Ridge section of Sleepy Hollow Cemetery.*

## HIGHWAY, GROUNDS & CEMETERY DIVISION

Daniel Rowley  
Highway & Grounds Superintendent

The CPW Highway and Grounds Division maintains approximately 107 miles of public streets along with the associated drainage systems consisting of approximately 61.4 miles of drain lines, 2,788 catch basins, 211 culverts, 1,187 drainage manholes, 440 outfalls, 150 leaching structures, 15 detention basins, 5 bioretention areas, and 3 dams. In addition, CPW Highway and Grounds Division maintains 58 miles of sidewalks, 2,793 signs, over 90 pieces of CPW vehicles and equipment, and manages the compost facility. It is responsible for 82 acres of public parks and grounds including 50 acres of active recreation areas which includes ten athletic fields. CPW Grounds Division maintains all public shade and park trees, under the direction of the Park and Tree Supervisor who is also the Town's Tree Warden.

### *Snow Removal Program*

The winter of 2015-2016 brought below average snowfall to Concord. With a total of 35 inches of snow and no major snow storms, it contrasted from the year before where 99.5 inches of snow fell during the winter season. The first snowfall occurred on December 29, and the last on April 4. The most significant storm was on February 5, when 8 inches of snow accumulated. This storm was particularly challenging since the snow had high moisture content and temperatures remained around 32 degrees during the event which caused the snow to be wet and heavy. As the snow accumulated on trees it resulted in many tree-related issues ranging from downed limbs to fallen trees that were blocking roadways. In the end, CPW responded to over 60 calls for tree related issues during this storm.

The late arrival of snow during the 2015-2016 season allowed CPW crews to continue maintenance work well beyond the typical season. Crews were able to work right up to the first snowfall as temperatures were mild through the month of December. CPW Park and Tree Division crews completed infield maintenance work which included removing and replacing sod in infield areas that had developed lips. CPW Highway Division crews were able to complete clean-up work that was typically done in the spring to prepare for the Patriots Day Parade.



*CPW Snowfighters 2016*

### *Roads And Sidewalk Maintenance*

CPW Highway Division completed continuous maintenance and improvement to Concord's roads and sidewalks throughout the year. One focus this year was the replacement of street signs. Significant effort was invested in replacing regulatory, advisory, and street name signs throughout Town. A total of 326 signs were installed based on an inventory and condition assessment that was completed previously with support from CPW Engineering Division. Other roadway improvements included full-depth patching on many roads including Temple Road, Park Lane, Minot Road, Monsen Road, Garrison Road and Cambridge Turnpike. Town-wide street sweeping and sweeping of the designated sidewalk route was completed by the end of May with weekly sweeping of the downtown areas completed throughout the season. A section of sidewalk on Thoreau Street between Laurel Street and Everett Street, that was constructed of stone dust, was excavated and paved with 2 ½ inches of base course and 1 ½ inches of top course asphalt.

### *Drainage*

Drainage system maintenance and improvements continued to be another priority of CPW Highway Division. The goal of cleaning approximately 50% of the total inventory of catch basins was achieved, so they are on an every-other-year cleaning cycle. This work is completed by CPW Highway Division crews utilizing Town-owned equipment. Catch basin repairs and manhole cover adjustments required ongoing attention from CPW Highway Division crews. Many of these needed repairs were identified as part of the inspection that was completed during the catch basin cleaning process.

Significant effort was invested in maintaining other drainage structures such as bioretention areas, detention areas, drain swales, and culvert headwalls and outfalls. The drain swale on Annursnac Hill Road received ongoing cleaning and maintenance to ensure it is functioning properly. Bioretention areas were weeded, mowed, and new mulch installed to maintain their functionality and aesthetic properties. Detention areas were mowed and cleaned during the season. Culvert headwalls and outfalls were inspected with maintenance being completed at many locations including Lowell Road, Barrett's Mill Road, Nashoba Road, Walden Street, and Border Road. Work included installing erosion controls, vegetation trimming or removal, repointing any failing masonry, sediment removal, and restoring the area with loam and grass seed to retain the slopes.

### *Parks And Playgrounds*

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

The drought that impacted the region during the summer made maintaining turf and newly-planted

trees challenging for most of the season. Due to the outdoor watering restriction that was in place, all irrigation systems that are connected to the Town's public water supply were not used. The remaining systems that are serviced by their own wells received significant maintenance to ensure they were operating at optimal levels. This maintenance included adjusting irrigation heads, inspecting and repairing leaks, and replacing many irrigation heads that were malfunctioning. A new irrigation controller was installed at Rideout Field which features a web-based platform that allows users to adjust watering programs and review issues with the system from any computer or mobile device that is connected to the internet. The implementation of this technology was very successful in aiding in our efforts to reduce water consumption from the use of irrigation.

Several significant projects were completed to sports fields this year. A contractor was utilized to complete deep cleaning and grooming work to reduce compaction on both of the Doug White Fields. These services were very beneficial to maintaining the playing surfaces at this complex. CPW Grounds Division crews were able to perform infield renovation work. Over 7,000 square feet of sod was removed and replaced at Rideout 1, Rideout 2, and Emerson 1. This work was necessary to level playing surfaces to eliminate lips that had developed where the infield clay meets the turf surfaces. Areas selected for this project included the infield diamonds and areas near base paths.

#### *Trees*

Concord Public Works planted a total of 29 public shade and park trees. These trees were planted throughout the year on Town property and through the Public Shade Tree Planting Program. Each tree was carefully selected after reviewing the planting location to ensure it is planted within the established policy of planting "the right tree in the right place". Watering and monitoring of the newly planted trees was ongoing throughout the year to ensure they were well established and thrived. Additional monitoring and watering was provided to trees planted in previous years due to the drought. Plantings were limited in order to make funds available for a Town-wide public shade tree inventory and management program. The procurement process for this project was completed. In future years, CPW hopes to meet the goal of planting one tree for every tree that is removed or dies.

Under the direction of the Town Tree Warden, CPW Grounds Division pruned over 54 trees and removed 211 trees that were determined to be in declining health and potentially hazardous. Support for tree maintenance needs at Sleepy Hollow Cemetery was also provided, which included tree pruning to address limited access to graves and the removal of hazardous trees. Assistance was provided to CMLP for tree issues that could potentially impact their infrastructure.

Recognizing the potential for irreversible damage that can be caused during the construction process, Concord Public Works continued to actively promote the "public shade tree protection policy" as much as possible through interactions with the public, contractors, and Town Departments.

In the early morning hours of August 22, Concord was impacted by an EF1 tornado that caused significant damage. The area impacted included Independence Road, Alcott Road, and Lexington Road near Hawthorne Lane. The damage caused by the tornado required assistance from two contracted tree service companies which were able to complete the majority of the tree debris removal in areas adjacent to the roadways within two days. Additional cleanup and tree stump removal continued for several weeks following the event.

#### *Cemetery*

CPW Cemetery Division provided burials year round and properly maintained the Town's cemeteries. A great deal of pride is taken in the professional and compassionate service that is provided to residents. This year 109 interments were completed; of which 40 were full burials and 69 were cremation burials. The use of contracted landscaping services continued for the mowing and spring/fall cleanup needs of Sleepy Hollow Cemetery. CPW Cemetery Division crews provided mowing and spring/fall cleanup for the Old Hill Burying Ground and South Burying Place. All other maintenance for the cemeteries was completed by Concord Public Works crews including pothole patching, tree and stump removal, and ongoing turf improvements.

A significant infrastructure improvement project began this year. The Author's Ridge area of Sleepy Hollow Cemetery was targeted for the first phase of improvements. The construction improvements included removing all asphalt in the roads, installing drainage upgrades, removing and rebuilding the

stone wall on Upland Avenue and repaving with base course. Work on this project began in September and will be completed in 2017. This project was funded by Community Preservation Act funds, a debt authorization, and funds from the Cemetery Fund.

An application for Community Preservation Act funding was submitted in the fall in order to secure additional funding for infrastructure improvements. If awarded, this second request for CPA funding will allow for a second phase of roadway, drainage, and stone wall repairs in Sleepy Hollow Cemetery.

The preservation of the Melvin Memorial continued to be a priority for CPW Cemetery Division. Ongoing monitoring and care of the Melvin Memorial was completed throughout the year with no major changes noted. Significant preservation efforts of the Melvin Memorial are planned in the coming years based on technical specifications that have been created by an outside firm.

## RECYCLING AND WASTE MANAGEMENT PROGRAM

Rod Robison  
Environmental Services Program Administrator

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

The municipal curbside collection program provided trash and recycling services to 3,608 households. Subscribers to the municipal curbside collection program set out 1,186 tons of mixed paper, 575 tons of commingled containers, and 2,581 tons of trash for collection. The average subscriber on the Town's curbside program recycled 0.48 tons of materials and disposed of 0.71 tons of trash.

SUBSCRIBERS (AS OF JUNE 30)				
Year	Number of Subscribers	Recyclables collected (tons)	Trash collected (tons)	Recycling Rate
FY98	2,518	1,264	2,351	35%
FY08	3,305	2,025	2,467	45%
FY09	3,323	1,864	2,387	44%
FY10	3,407	1,810	2,426	43%
FY11	3,468	1,780	2,483	42%
FY12	3,488	1,794	2,484	42%
FY13	3,514	1,734	2,513	41%
FY14	3,517	1,760	2,544	40%
FY15	3,539	1,767	2,574	40%
FY16	3,608	1,761	2,581	40%

### *Curbside Recycling Rate*

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

### *Recycling Savings Exceed \$2.2M*

The curbside program received revenue of \$480 for paper and avoided \$88,723 in disposal costs by not disposing of paper as trash. Since 1998, recycled paper revenue has totaled \$496,059 and avoided disposal costs have totaled \$1,755,128 for an overall savings of \$2,251,187.

RECYCLING SAVINGS			
Year	Disposal Cost	Paper Revenue	Avoided Disposal Cost
FY98	\$110,564	(\$8,061)	\$38,798
FY08	\$194,254	\$58,188	\$116,818
FY09	\$194,254	\$25,833	\$93,282
FY10	\$186,786	\$20,220	\$93,247
FY11	\$191,191	\$30,325	\$91,915
FY12	\$191,815	\$32,200	\$92,352
FY13	\$196,067	\$4,981	\$86,868
FY14	\$193,318	\$5,904	\$89,756
FY15	\$199,925	\$1,567	\$90,946
FY16	\$204,424	\$480	\$88,723

### *Waste Management Contract*

The Town's contract with Waste Management for curbside collection of solid waste and recyclables runs through 6/30/21. The terms of the contract required Waste Management to purchase two new dual stream recycling trucks for use on the Town's curbside routes during the first half of FY17. Waste Management purchased two new dual stream recycling trucks in the fall of 2016 and these have been utilized in Town since November 11. Annual contract increases for FY18-FY21 will range from 2.7% - 3.1% based on the number of curbside subscribers currently depicted in the Town's contract with Waste Management.

*Reuse and Recycling DropOff & SwapOff Events*

The Spring DropOff & SwapOff event on May 14 attracted 918 households. The Fall DropOff & SwapOff event on October 15 was also a great success with 749 households participating. Both events went smoothly, thanks to the volunteers who make these events possible.

DROPOFF SWAPOFF PARTICIPANTS		
Year	May	October
1999	521	430
2008	974	918
2009	889	981
2010	931	989
2011	979	891
2012	890	852
2013	893	851
2014	931	893
2015	929	928
2016	918	749

*Unwanted Medication & Sharps Collection*

Unwanted medication & Sharps were collected at the May 14 and October 15 DropOff events. Nine boxes of unwanted medication and ten boxes of Sharps were collected between the two events.

*Hazardous Products Collection*

CPW hosted a hazardous waste collection on September 21 at 133 Keyes Rd. The event was very well attended. There were 207 vehicles in attendance. This was CPW’s largest hazardous waste collection event to date. Curbside subscribers received a free pass to the event. Non-curbside subscribers paid the vendor, Clean Harbors, directly.

Additionally, sixty-one curbside subscribers and eight non-curbside subscribers brought hazardous waste to the Minuteman Regional Household Hazardous Products Facility in Lexington from April – November 2016.

*Composting Site Turns Yard Waste into Garden Gold*

From April through mid-December, residents made more than 7,000 visits to the 755 Walden Street Compost Site, dropping off leaves, grass clippings and brush, while 267 residents dropped off paint at the paint shed and 183 residents picked up paint for reuse. At the Compost Site, 1,179 Christmas trees were recycled and 131 bags of Styrofoam™ were collected for recycling.

*Landfill Inspection & Reporting*

MassDEP requires an annual landfill inspection by a third-party DEP-approved inspector for closed landfills in the Commonwealth. CPW coordinated the annual landfill inspection with Weston & Sampson. The inspection was conducted on November 1. The annual landfill inspection report included a summary of the 2016 monitoring results at the landfill.

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

VISITS TO THE COMPOSTING SITE				
Year	Leaves & Grass	Brush	Paint Drop-off	Paint Pickup
2004	5,963	329	204	148
2005	6,078	418	230	118
2006	6,651	615	298	158
2007	7,880	697	296	171
2008	8,093	508	222	138
2009	6,723	667	210	145
2010	6,470	587	252	156
2011	5,106	650	279	156
2012	5,376	667	200	190
2013	6,547	675	341	183
2014	6,484	371	351	182
2015	7,556	489	432	196
2016	6,558	590	267	183

*Keeping Mercury Out Of the Environment*

Concord Public Works collected 8,000 linear feet of fluorescent light bulbs and 293 lbs. of nickel cadmium, lithium, and lead acid batteries from residents and municipal facilities, for recycling. This is in addition to 39,682 lbs. of computers, TV’s, and other electronics that were collected at the two DropOff events. Another 6,532 linear feet of fluorescent bulbs and 4,503 lbs. of computers and electronics were collected from businesses at the April and September business recycling events.

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

Annual Right-To-Know (RTK), Hazardous Waste Management, and SPCC (Spill Control & Countermeasure) training was conducted for CPW employees on June 29 and July 13. The RTK training is required by the Mass. Division of Occupational Safety (DOS), while Hazardous Waste Management and SPCC training are mandated by the EPA and MassDEP.

### *Grants*

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

### *Polystyrene Bylaw*

Residents voted to enact a Polystyrene Bylaw (Article 45) at Town Meeting. The Town Manager designated CPW to coordinate outreach and enforce the bylaw. The bylaw went into effect 1/1/17 and becomes enforceable on 7/1/17. CPW worked with the Polystyrene Education and Outreach Committee to coordinate outreach, and will continue to conduct outreach through 6/30/16, prior to enforcement.

### *Bike Giveaway*

CPW hosted a bike giveaway in June. This was a pilot program which included bikes collected at the DropOff portion of the May 14 DropOff-SwapOff. The bike giveaway was very popular with residents. Leftover children's bikes were donated to the Boys and Girls Club of Worcester and non-working bikes were donated to Emerson Umbrella for bicycle art projects. Given the interest in CPW Concord bike giveaway, a second bike giveaway will be scheduled for June 2017. It is anticipated this will be a larger event as it will include bikes collected at both the October 15 and the May 6 DropOff events.

### *91 Sudbury Road Demolition*

Bids were opened on December 1, for the demolition of the vacant dwelling at 91 Sudbury Road following the declaration of the structure as an imminent public safety hazard. Work included related site work which consisted of removal of designated trees and

brush, grading, and seeding. Demolition commenced at approximately 8:30 a.m. on December 28, after the Concord Fire Dept. inspected the dwelling to ensure there were no occupants inside. The dwelling was demolished by 10:45AM, and the project was completed on December 30. Six trailer loads of construction and demolition (C&D) materials were hauled to ERRCO, a state-of-the-art C&D recycling facility in Epping, NH. ERRCO reports that 78% of the materials delivered to their facility are recycled.

## **WATER AND SEWER DIVISION**

Alan H. Cathcart, Superintendent

In 1974 and 1976, Annual Town Meeting established separate Water and Sewer Enterprise Funds, to ensure that the operation, maintenance and capital improvement of Concord's water and sewer systems would be financially viable. Expenses incurred for each system are covered by revenues generated by each respective enterprise. The Water and Sewer Division of Concord Public Works (CPW) is responsible for managing the day-to-day operations of drinking water and sewer infrastructure. As of 2015, the total assets for each system are 20.6 million and 18.6 million dollars, respectively.

### **WATER SYSTEM**

Concord was provided with legislative authority to establish a public water system in 1872. In 1874, water from Sandy Pond, Lincoln, began flowing through the original network of water mains to Concord Center. Today, the water system has evolved to include six groundwater wells and one surface water source, seven water pumping stations, two water treatment facilities, and a high pressure water main network consisting of over 132 miles of pipe. Two covered storage reservoirs, one located on Annursnac Hill and the other located on Pine Hill in Lincoln provide total reserve capacity of 7.5 million gallons. The CPW Water Division provides potable water service and fire protection to 5,601 accounts presently. This represents approximately 95% of Concord residents and businesses, together with a small number of Acton properties along Rte 2A.

### *Regulatory/Policy Updates*

In the spring, Water utility leaders across the country convened in Washington to advance several important legislative initiatives on behalf of the American Water Works Association and its members. Alan Cathcart, the Water/Sewer Division Superintendent received

the honor of being asked to serve as the sole representative from Massachusetts, meeting with eight different congressional offices and one Senate office to raise awareness and generate support for water infrastructure funding needs opportunities.

The Massachusetts Department of Environmental Protection (MassDEP) issued all water systems located within the Concord River Basin an “Administrative Continuance” for pending Water Management Permit renewal activities. This continuance was issued in response to concerns raised by water suppliers across the State with respect to new demand management conditions (most notably in the area of outdoor lawn watering) which had been included within individual permits. Concord has been informed that MassDEP “is extending the permit renewal timeline to allow sufficient time for the consultation with all permit renewal applicants, and will contact [Concord] in the near future to arrange a time to discuss any additional information required to complete the review of your permit application under the new program regulations.”

In 1989, EPA established the Total Coliform Rule (TCR) to protect public health by ensuring the integrity of the drinking water distribution system and monitoring for the presence of microbial contamination. The rule requires all public water systems (PWSs) to monitor for the presence of total coliforms in the distribution system at a frequency proportional to the number of people served. This past year, MassDEP finalized changes to their Drinking Water Regulations, incorporating provisions of the new Federal Revised Total Coliform Rule. Notable changes include the setting of a maximum contaminant level goal and maximum contaminant level for increased protection against potential fecal contamination, setting associated treatment technique requirements, improved monitoring, and improvements to public notification requirements for associated water quality violations.

#### *Water Use and Demand Management*

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

In 2016, the total water production required to meet residential, commercial, institutional and municipal needs was approximately 728 million gallons. This calculates to an average daily demand of 1.99 million gallons per day. A peak daily demand of 4.15 million gallons was recorded on June 26. The RGPDC and total system “unaccounted” for water use estimates were calculated to be 70 gal/day and 11%, respectively.

On June 27, in response to a prolonged period of drought, Concord’s “State of Concord’s Seasonal Demand Management Plan” was escalated from a standing seasonal “Advisory” outdoor water use restriction (2 days/week -voluntary) to a mandatory “Restriction” which are enforceable. Notice to all customers was provided via an announcement via News and Notice e-mail blast, website update, code red alerts, and signboards. Notice was also issued to MassDEP in accordance with State regulations.

On July 1, based upon recommendations made by the State’s Drought Advisory Task Force, the Energy and Environmental Affairs Secretary, Matthew Beaton, declared a drought watch for much of the State, including the Central and Northeast regions. On August 1, 2016, this warning was elevated to a drought “warning” for these same regions.

Also on July 1, the Outdoor Water Use “Restriction” was elevated to an “Emergency” level when a critical component of the Town’s water system (the Pine Hill Reservoir) had to be taken off line due to a security concern. This Water Use Emergency declaration included the prohibition of all outdoor lawn watering, filling or topping off of swimming pools, and private washing of cars and boats. Notice was issued in the same manner as the “advisory” noted above. While most customers responded responsibly to these declarations, resulting in a water use reduction of over 1 million gallons per day, over 400 written warnings were issued to non-compliant property owners.

By the end of October, with large portions of Massachusetts continuing to experience rainfall amounts remaining well below average for a seventh straight month, the secretary re-affirmed the Drought Warning for all regions of Massachusetts with the exception of the Cape and Islands. At years end, while conditions had improved in some regions of the State, they had worsened in others. The long-term impacts

of this drought have yet to be reconciled and Concord, as well as many other communities, will monitor the situation closely.

#### *Water Conservation Program Highlights*

CPW Water Division continues to maintain its commitment to its comprehensive water conservation program that encourages water conservation through the adoption of seasonal increasing block rates, and by providing free residential water saving devices including shower heads, aerators, garden nozzles, rain gages, and toilet fill cycle diverters as well as customized outreach and assistance to customers who are interested in learning more about indoor and outdoor water saving opportunities.

While many of our customers have adopted responsible and efficient water use practices, in response to a number of specific inquiries, staff has developed a new program offering that includes site-specific water conservation consultations. These consultations educate our customers as to specific conservation opportunities that may work best for them, based upon their unique water usage habits as reflected in historic consumption patterns. These 30-60 minute hands-on consultations focused on both indoor and outdoor water savings opportunities including explanations as to how to read your water meter, how to operate your private irrigation controller and how to check for in-ground irrigation leaks. Information relating to water saving device rebate programs is also provided along with free water-saving gadgets such as low-flow showerheads and bathroom and kitchen aerators.

CPW Water Division participated in a system-wide audit on unaccounted water, funded entirely through a grant offered through MassDEP. Working with the third party engineering firm, Weston & Sampson, system-specific water use and operations information were compiled and entered into a comprehensive water audit that was completed in accordance with the American Water Works Association's model guidance document. The audit was comparable to what may one day be required by MassDEP as a condition within their Water Management Act permit. The audit is designed to identify various aspects of local water conservation programs and to target and prioritize infrastructure investments and future improvement projects.

New England Water Distribution Services completed a water leak detection survey on approximately

50% of the water distribution system, targeting water mains located in the southern half of the system. The survey required an acoustic assessment on all hydrants, select gate valves, and select service lines. In areas where non-metal mains existed, NEWDS traced the main using acoustic monitoring every 10 feet using a ground microphone. NEWDS work helped identify 1 mainline leak, 1 service line leak, and 6 hydrant leaks. The combined estimated water loss from these leaks totaled approximately 56.5 GPM or 81,360 gallons per day.

#### *Water Quality and Regulatory Compliance*

Routine and non-routine water quality testing activities continue to demonstrate that Concord's drinking water satisfied all applicable requirements. A summary of water quality test results is available on the Town website and the Annual Water Quality Report – updated each spring ([www.concordma.gov/wqreport](http://www.concordma.gov/wqreport)). For customers who prefer to receive a hardcopy of this information, please contact CPW Water/Sewer Division office directly to make such a request.

The Environmental Protection Agency continues to evaluate and update Safe Drinking Water Act standards in response to emerging water quality issues. To this end, EPA's Unregulated Contaminant Monitoring Rule requires all public water systems (PWS) serving more than 10,000 persons (such as Concord) to conduct assessment monitoring for 21 new chemical contaminants within a 12 month period during 2013 – 2015. As a result of this program, Concord detected chlorate levels in one of its samples over an EPA health reference level (HRL) of 210 parts per billion (ppb). As elevated levels of chlorate have been linked to the routine storage and handling practices associated with sodium hypochlorite, Concord Water is in the process of reviewing its internal practices to determine if they can be modified in a way that could help mitigate any unnecessary impacts.

In response to national attention placed on Flint Michigan and its highly publicized water supply issues (i.e. elevated concentrations of lead), regulators and water suppliers across the nation are re-evaluating needs and opportunities associated with source water quality, building plumbing systems and water service lateral issues. Because the most sensitive population for lead exposure is infants and children, MassDEP reached out to schools and childcare facilities to remind them of the Lead Contamination and Control Act (LCCA). We are fortunate that the Concord pub-

lic school district is well aware of its responsibilities as it relates to the LCCA and continues to communicate all findings directly with the Concord Board of Health.

Even though the percentage of lead water service laterals within the Concord water system is very low (less than 5%), CPW Water Division is reviewing all available documents to help identify where we believe lead service lines exist, for the purpose of developing a targeted outreach and notification program to those customers where records suggest their service may be lead. This outreach will include information made available through national studies and guidance that is being developed by EPA and MassDEP.

**2015 Water Fluoridation Quality Award:** CPW Water Division once again received an annual award from the Centers for Disease Control and Prevention (CDC) and the American Dental Association (ASTDD) in recognition that CPW Water Division has maintained effective dosing and documentation of ongoing drinking water fluoridation efforts.

In accordance with 310 CMR 22.06(5) "Inorganic Chemical Maximum Contaminant Levels, Monitoring Requirements and Analytical Methods" Concord conducted asbestos monitoring within its water distribution system. The findings showed no-detection (less than 0.2 MFL) of asbestos fibers within the sample collected.

**Cross Connection Control Program Update:** A cross connection is any physical connection which is created between a drinking water supply line and a piece of equipment or piping containing water that does not meet drinking water quality standards, or contains other substances that could make the water unsafe to drink. For example, cross connections may exist between pipes containing drinking water and boilers, lawn irrigation systems, solar heating systems, photography equipment or fire protection systems. Water Safety Services continued to perform inspections of new commercial operations to ensure appropriate protection controls are in place as well as testing of existing devices that are located within commercial properties throughout Town.

#### *Water Supply Protection*

**Brewster Well Site:** The preservation of 17 acres of water supply land, secured with an investment from the Water Enterprise Fund back in 2001, has been further leveraged by the Town through the purchase

of an abutting 80 acres of property along the Concord River which is accessible from Balls Hill Road. In exchange for additional Water Fund contributions, this newly acquired land has been designated for "water supply purposes" as well as conservation. Such land acquisitions are in keeping with CPW Water Division's long-range planning goals and interests.

**Nagog Pond Watershed Inspection:** MassDEP provided a letter report to CPW Water Division detailing their findings from the Annual Inspection of Nagog Pond Watershed performed in the fall. Their report concluded, "The Concord Water Division continues to meet the minimum source and finished water quality for all customers on the system". In addition to routine inspection and monitoring efforts, staff participated in design review for a roadway reconstruction and drainage improvement project to be performed along Nagog Hill Road. This work was successfully completed without any upset or disturbance to Nagog Pond.

CPW Water/Sewer Division staff attended the celebration of the Concord River event "Canoe for A Clean River" designed to increase awareness and appreciation of the Concord River and related natural resources. Staff joined Senator Jamie Eldridge and several river advocates who provided some inspirational comments as to Concord Public Works role in managing essential infrastructure and supports the preservation and protection of all natural water resources in and around Concord.

#### *Nagog Pond Filtration Plant Update*

Environmental Partners Group submitted their draft 50% design of a full scale water filtration facility planned for the Nagog Pond water supply. The design for this 1.5 MGD capacity water treatment plant integrates several large subsurface chambers associated with the existing ozone facility and will include the following new treatment processes: pre-oxidation; coagulation/flocculation; dissolved air flotation (DAF) for clarification; intermediate ozonation for enhanced organics control; and carbon filter media for filtration.

While the design issues associated with the proposed treatment facility are fairly clear, the permitting track has met considerable resistance from the host community, Acton. Staff has worked with Environmental Partners Group and special council for over a year attempting to navigate notable permitting needs and challenges that require resolution before final design

and construction can move forward. Permitting milestones successfully completed include a Notice of Intent issued by the Acton Conservation Commission (for the replacement of a raw water intake pipe and siting of facility) and a MEPA “Certificate of Approval” issued through the Secretary of Energy and Environmental Affairs (for both the intake pipe replacement and filtration facility). The Special Use Permit and Site Plan Special Permit request issued to the Acton Board of Selectmen has raised a considerable amount of interest and attention from the Acton community. Specific concerns include the scale of the required filtration facility, service vehicle traffic associated with routine chemical and residuals management activities, Nagog Pond water rights secured by the Town of Concord in 1884 and security fencing (impacts on connectivity to local recreation trails, potential impact on archaeologically sensitive areas, and potential impact on local wildlife habitat).

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

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

Pinnacle Ozone Solutions was awarded a contract to furnish ozone equipment that could be used to replace the ozone system located at Nagog Pond or, if time allowed, be incorporated into the new Nagog Pond Water treatment facility. With an understanding that permitting and construction of a new facility required approvals that could take time, the contract provided a provision for Pinnacle to provide a temporary “package” treatment unit that could be employed for summer/peak demand periods. This temporary “package” system was approved by MassDEP and employed during the summer of 2016.

In concert with the construction of the new Bruce Freeman Rail Trail - Rte. 2A pedestrian overpass, SPS New England, Inc. completed the relocation of several hundred feet of 16-inch (1909) suction main located immediately upgradient of Concord’s Nagog Pond booster pump-station. The work included the installation of two new 16-inch valves, a new hydrant branch, a spare 16-inch bypass (approx. 40 linear feet) and a partial relay of a pre-existing process wa-

ter discharge/drainage system. Station crew replaced approximately 6 feet of 14-inch main/station piping (circa 1950) with new 12-inch CLDI pipe to allow for a clean connection to the relayed 16-inch pipe.

Denis L. Maher replaced a damaged pump/motor assembly at the Robinson Well with a new 8-inch stainless steel submersible pump and 60 hp motor. As part of this project, CPW Water Division operations personnel partnered with CMLP operations personnel to replace an electrical service line that runs approximately 800 feet between the control facility and actual wellhead that houses the pump and motor. CPW’s Water Division operations group performed some additional building improvements including replacement of the main access door, replacement of trim boards, and staining of the building exterior.

On August 1, during a routine site visit to one of the Town of Concord’s water storage tanks, the Concord Public Works Water Division operations crew discovered that a lock to an access hatch had been compromised. After conferring with the local authorities, engineers from Environmental Partners Group, and representatives from the Massachusetts Department of Environmental Protection (MassDEP), the storage tank was isolated from the rest of the system to allow for further assessment. The assessment, including comprehensive water quality testing and an inspection by third party water supply tank specialist and water quality consultant provided assurance that the structure and water quality within it had not been compromised. On September 11, despite temporary facility “hardening” efforts, a second encroachment occurred at this same facility. The facility was isolated from the water system and emergency water quality monitoring protocols were implemented. The facility was re-activated only after it was determined there had been no water quality impacts and permanent site security controls had been implemented.

#### *Water Main & Service Rehabilitation and Extension Programs*

The water distribution system consists of over 132 miles of water main ranging in size from 6-inch to 16-inch. A replacement/rehabilitation program has been developed to maintain and improve upon system service reliability. Specific projects are prioritized based on age, condition and material of pipe. Plans are further refined with consideration to other public works initiatives such as drainage improvements, annual Roads Program or CMLP underground initiatives. Each year, new mains are introduced into

the system to serve new or existing properties where frontage to the municipal water distribution system does not otherwise exist. Projects completed within 2016 include:

**Monument Street Water Main Replacement Project:** N. Cibotti, Inc. replaced aging water and drainage infrastructure along a limited section of Monument Street - starting near the intersection of Liberty Street and ending several hundred feet north of Red Coat Lane. The scope of work included the replacement of approx. 1,568 linear feet of cast iron 8-inch water main with a new 12-inch diameter cement lined ductile iron (CLDI) water main, along with the installation of three hydrants, four main isolation valves and seven service connections. Drainage improvements included the replacement of three catch basin structures and the installation of one new drain manhole structure.

**Rte. 2A Gate Valve Improvements:** While mobilized in Town, N. Cibotti Inc. was retained to install a new three way gate valve assembly (16-inch by 8-inch) at the intersection of Commerford Road and Rte. 2A, near the Acton Town line. The need for this work was prioritized following the recent completion of the new water system loop created for the Black Horse planned residential development. The new gate valve assembly will not only improve upon our ability to more quickly isolate services along Rte. 2A in Acton in the event of water system emergencies, but will

improve the reliability of service during such times to those customers served in the area of Whit's End Road, Black Horse Road, Commerford Road and properties along Elm Street.

**Black Horse Place PRD - Meninno Construction** installed 2,510 ft. of private "common" 8-inch CLDI water service which included the addition of 5 new hydrants, 11 new gate valves and the creation of a system loop thereby eliminating two previously existing dead ends located on Commerford Road and Whit's End 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 fail. When they do, they can create sudden pressure drops or water discoloration events that can affect a few customers or entire neighborhoods. Depending on the nature and location of each break, water service interruptions can last from several hours to over 8 hours. This past year, CPW Water Division performed emergency repairs at the following locations: Cambridge Turnpike - near the intersection of Hawthorne Lane; Monument Street - near 1500 Monument Street; Monument Street - near 1199 Monument Street; Great Road, Acton - near 133 Great Road; Riverside Avenue - near 42 Riverside Avenue; and Harrington Avenue - near 349 Harrington Avenue.

Water Statistics	2016	2015	2014	2013	2012
Miles of Main	133.3	132.8	132.5	131.6	130.9
Hydrants	1,327	1,321	1,318	1,306	1,283
Main Pipe - New (linear feet)	2,510	1,660	2,557	3,476	1,595
Main Pipe - Replaced or Rehabilitated (lf)	1,568	4,800	7,328	98	1,950
Number of Service Accounts	5,601	5,554	5,518	5,497	5,537
Total Water Demand (million gal.)	728	767	722	755	745
Daily Average Demand (million gal.)	1.99	2.1	1.98	2.05	2.04
Peak Day Demand (million gal.)	4.15	3.79	3.82	3.91	3.91
Unaccounted for Water (percent)	11	10.6	10.9	11.3	12.1
Residential per Capital per day (gal.)	70	73	64	68	68
Annual Precipitation (inches)	35.59	35.51	48.29	41.73	40.48
Mean Annual Precipitation (inches)	41.95	41.92	41.97	42	42
Residential Rate per Unit (unit = 7.48 gal.)					
Base Rate - Step 1	\$0.0496	\$0.0477	\$0.0459	\$0.0441	\$0.0424
Conservation Rate - Step 2 (May 1 - Oct. 31)	\$0.0992	\$0.0954	\$0.0918	\$0.0882	\$0.0848
Conservation Rate - Step 3 (May 1 - Oct. 31)	\$0.1240	\$0.1193	\$0.1148	\$0.1103	\$0.1060
General Service Rate per Unit (unit = 7.48 gal.)					
Step 1 - (<50 Units)	\$0.0496	\$0.0477	\$0.0459	\$0.0441	\$0.0424
Step 2 - (>50 Units)	\$0.0630	\$0.0606	\$0.0583	\$0.0561	\$0.0539

## SEWER SYSTEM

Concord was provided with legislative authority to create a municipal sewer system in 1894. By early 1900 a small centralized collection system was designed and constructed, carrying wastewater from Concord center via a network of gravity mains to a collection chamber located at 141 Keyes Road where it was then pumped to a cluster of filter beds located approximately one mile away on fields located adjacent to Great Meadows. Over the years, the service area has expanded and treatment systems improved resulting in a system that consists of over 34 miles of collector mains (gravity and low pressure), two pumping stations six neighborhood lift stations and a 1.2 MGD treatment plant. The present sewer system serves over 1,866 customers or 35% of the community.

### *Sewer Pumping Stations*

The sewer pumping stations vary in size and complexity based on local land elevations and grades as well as the volume of wastewater handled. The Lowell Road and Assabet Sewer Stations are the two largest facilities in Concord and are designed to handle flows from the more densely populated and commercialized neighborhoods of West Concord and Concord Center. These two facilities are over 30 years old and are scheduled to be refurbished in the near future. The six neighborhood lift stations serve smaller service areas and have much more modest physical footprints. While inspections and routine maintenance occur at all stations on a daily basis, the only notable capital improvement projects undertaken in the past year include the replacement of one of two 7.5 HP submersible pumps located at the Park Lane Lift Station and the replacement of one of two 5 HP submersible pumps located at the Pilgrim Road Lift Station.

### *Collection System*

The sewer collection system is composed of over 34 miles of gravity and low pressure collection main (ranging in size 2-inch to 27-inch diameter) with manholes. While there has been no recent public effort made to expand the sewer service area, smaller private extensions are reviewed and approved so long as they serve areas consistent with the Town's Comprehensive Wastewater Master Plan (CWMP).

In accordance with the CWMP (Phase III – Recommended Plan) and subsequent wastewater planning efforts, the feasibility of incorporating a sewer collection system extension component

into the much anticipated Cambridge Turnpike Reconstruction project was identified. The lack of interest, expressed by all stakeholders but most especially the local residents, at a conceptual design planning meeting was attributed to the fact that the cost for such an extension would be appreciable and there were no notable design or construction funding assistance programs (local, State or federal) identified at this time. In the absence of such funding, it was determined that the Cambridge Turnpike project should proceed without the inclusion of a sewer system extension project.

### *Infiltration and Inflow Program*

Approximately 50% (15.4 miles) of Concord's sewer collection system is made up of clay pipes – much of it dating back to the original sewer system installed over 100 years ago. Concord continues to investigate the condition of this infrastructure and repair or replace it as needed to reduce preventable inflow and infiltration (I/I). Inflow and infiltration refers to stormwater and groundwater, respectively, which enters a sanitary or industrial wastewater collection system through illicit connections or leaking pipes. Unlike many cities and towns across the country, Concord is fortunate in that the stormwater and sanitary wastewater drainage systems were originally designed and constructed as completely separate systems. As such, Concord is fortunate in that we are not burdened by the operational, financial, and environmental challenges associated with managing combined sewer overflows (CSO's) that occur when peak flows of storm water are added to sanitary sewer flows.

A successful I/I program not only reduces the frequency of sanitary sewer overflows during periods of high groundwater but also reduces treatment costs incurred by requiring treatment of otherwise "clean" groundwater or stormwater. In 2016 there were no reportable sanitary sewer overflows identified within our system. The 12-month (rolling monthly average) discharge rate recorded at the wastewater treatment plant was reported as a ten year low of only 0.80 mgd. While some reduction in this flow can be attributed to recent I/I efforts and effective collection system maintenance activities, the regional drought, noted previously, is a significant factor as well.

As far as conventional industry flow metrics, the actual infiltration rate calculated for Concord's wastewater collection system in 2016 was 22.83%. While this value may appear to non-practitioners as significant,

it is not uncommon for older sewer systems to report values exceeding 50%. Another metric of interest relates to the estimated rate of inflow. The 0.15% value reported in 2016 is significantly lower than measured in previous years and is directly attributed to the lack of sustained rainfall. While the infiltration and inflow rates remain at favorable levels when compared to the “excessive” rates defined by the MassDEP; assessment, investigation and maintenance activities will continue to further identify and reduce sources of I/I within the collection system.

*Wastewater Treatment Plant Operations*

Woodard & Curran, Inc. continues to operate the Concord Wastewater Treatment Plant (WWTP), located off Bedford Street. They are in the 4th year of a 10-year service contract. CPW Water/Sewer Division continues to work closely with Woodard & Curran to ensure day to day operations and maintenance is performed in a quality manner. In 2016, the facilities and associated equipment ran reliably and in accordance with State and federally issued permits.

Regional inspectors from MassDEP and EPA conducted an inspection of the Concord WWTP on December 13. Their visit included a table top review of the Town’s collection system, pumping/lift stations, and customer service area followed by some limited discussion as to solids handling and disposal activities.

The inspectors then were walked through the facility by Woodard & Curran representatives (our contract operations group) with notable attention placed on the testing laboratory and the CoMag process (layout and operation). All in all we believe the inspection went very well and it was our general impression that the regulators were pleased with the operation.

The Comprehensive Sustainable Energy Committee (CSEC) voted unanimously to provide funding through the Sawyer Trust to allow for the design and installation of high-efficiency lighting upgrade to be performed at the WWTP. Design and detailed specifications were developed by GGD Engineering. Work has been bid and will be performed in early 2017.

Evoqua Water Technologies (EWT), present owner of the CoMag technology patent, was authorized to perform a hydrocyclone magnetite recovery pilot on their existing system to evaluate the efficiency of magnetite recovery using a simple hydrocyclone system vs. the drum recovery system currently employed at the Concord WWTP. The work had minimal impact on the day to day operations of the facility and provided EWT with valuable information as to recovery rates between the 2 stand-alone pieces of equipment along with energy consumption rates to allow comparisons as to operating and capital equipment costs.

ANNUAL SEWER REPORT SUMMARY TABLE					
Sewer Statistics	2016	2015	2014	2013	2012
Assabet Pumping Station					
Total Pumped (million gallons)	74.47	73.85	78.67	78.31	72.71
Monthly Average (million gallons)	6.21	6.15	6.55	6.53	6.06
Daily Average (million gallons)	0.2	0.2	0.22	0.21	0.2
Lowell Road Pumping Station					
Total Pumped (million gallons)	258.44	272.02	341.13	322.92	278.64
Monthly Average (million gallons)	21.54	22.67	28.43	26.91	23.22
Daily Average (million gallons)	0.71	0.75	0.93	0.88	0.76
Collection System					
Number of Service Accounts	1,866	1,851	1,834	1,832	1,837
Miles of Sewer Main	34.03	34.03	34.03	34	33.8
Main Pipe Inspected (lf.)	1,500	3,500	3,700	2,062	1,119
Main Pipe Replaced/Rehabilitated (lf.)	0	0	705	0	40
Rate per Unit (unit = 748 gallons)	\$0.1119	\$0.1086	\$0.1055	\$0.1014	\$0.0966

# COMMUNITY DEVELOPMENT

## DEPARTMENT OF PLANNING AND LAND MANAGEMENT

Marcia Rasmussen, Director

### *Mission*

To guide the development and use of private and public lands within the Town of Concord in a manner that preserves and celebrates the unique character that is Concord.

### *Organization and Staffing*

The Department is comprised of sixteen full-time and 8-10 part-time individuals within four distinct Divisions – Building Inspections, Health, Natural Resources and Planning. The range and extent of authority exercised by these Divisions is found in State Law and in the Town's bylaws. This past year, we welcomed Administrative Assistant Heather Carey to the Planning Division and part-time Electrical Inspector Bill Choate to the Building Inspections Division. Recruitment for a new Building Commissioner was underway at year's end, when John Minty retired in December after serving the Concord community for thirty years. Two part-time summer conservation crew members, Andrew Carlson and Sean Joyce, were hired in the Natural Resources Division to work on trails maintenance, signage improvements, and invasive species control of Town open space and conservation lands, and, with funding through the Town Manager's budget, Rangers Brendan Burke and Roan Callahan were hired for a second year to advise visitors and residents about restricted swimming in White Pond and undertake measures to address erosion at the Pond. The Planning Division worked with Community Services staff to hire summer intern, Somerset Gall whose position was funded through Massport's Community Summer Jobs Program. Somerset then worked as an interim Administrative Clerk for the Planning Division, after Andrew W. Mara accepted a position in the Town Manager's Office.

The four Planning & Land Management Divisions provide staff support to the Town's regulatory boards and committees that address land use and development activities in the Town: the Board of Appeals, Board of Health, Natural Resources Commission, Planning Board and Historic Districts Commission.

DPLM staff provides support to the Community Preservation Committee and Historical Commission, in addition to many other sub-committees and task forces that may be appointed to address specific issues from time to time, such as the Conservation Restriction Stewardship Committee, Bruce Freeman Rail Trail Advisory Committee and West Concord Advisory Committee. Staff participates in regional groups such as the 13 communities that make up the MAPC-Minuteman Area Group on Inter-local Coordination (MAGIC), the Battle Road Scenic Byway Committee, the seven towns that participate in the Regional Housing Services Office and participation in the CHNA15 Partnership.

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

Planning & Land Management staff work cooperatively with other Town Departments to further the goals and objectives of the Town. Some of the projects in which we have been involved include: implementation of the 2013 Parking Management Plan, preparation of the next Comprehensive Long Range Plan, designation of the West Concord Cultural District, acquisition of easements for construction of the Bruce Freeman Rail Trail Phase 2C and design of Phase 2B, among other projects.

Detailed reports on the regulatory activities of the various boards staffed by DPLM and additional information specific to the four Divisions are included in this Annual Report.

## BUILDING INSPECTIONS DIVISION

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

The Building Inspections Division issued 909 building permits in 2016, which is a 13.7% decrease from last year. The overall construction value in 2016 was \$84.7 million compared to \$80.7 million in 2015. Of this total, \$53.8 million was for residential construction with \$30.9 million in commercial work. This is a 5% increase in overall construction value.

The value of “new residential dwelling units” built in Concord went from \$27.4 million last year to \$24.6 million in 2016. This new residential construction value represents forty-three new detached single family homes and 3 duplex homes permitted in 2016 versus fifty-one new home permits issued in 2015. Of these forty-three new homes, twenty-two or 45% were the result of “tear downs” (the demolition of an existing house to allow the construction of a new, often larger home). Over the past year, an additional \$29.2 million dollars was spent on alterations or additions to existing single family residential homes in Concord. This is a 15.5% increase over 2015.

In 2016, Mechanical permits decreased, while the number of both Electrical and Plumbing/Gas permits increased. A total of 2,881 permits (all types of permits) were issued in 2016 compared to 2,824 permits issued in 2015. This represents a 2% increase in the total number of permits issued over last year. The Division collected \$927,555 in permit fees in 2016 versus \$991,099 collected in 2015. This is a 6% decrease over last year.

Division staff, comprised of four full-time and three part-time positions, 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 access, structural integrity, fire safety and many other items relative to public safety. Technical assistance provided to property owners, builders, real estate professionals, other Town departments, boards, committees and staff, continues to increase each year. Beyond issuing building permits and conducting required onsite inspections, Division staff spends an increasing amount of time reviewing sub-division proposals, special permits, site plans, variance requests, making zoning determinations and addressing zoning complaints, in addition to providing review and comment on all Select Board annual license renewals. Inspections staff was called upon to inspect and determine the safety of a neglected vacant property at 91 Sudbury Road in accordance with MGL Ch. 143, taking the necessary legal steps to have the building demolished due to public safety concerns.

Significant projects completed this year include: Concord-Carlisle Regional High School at 500 Walden Street, Marriott Residence Inn at 320 Baker Ave., Landry Residence Hall on the Middlesex School Campus at 1400 Lowell Road, seven residential homes in the ‘Millstone’ Planned Residential Development on Ingham Lane, and the Science Laboratories at the Concord Academy Campus at 176 Main Street.

BUILDING PERMIT INFORMATION						
# Permits Issued	2011	2012	2013	2014	2015	2016
New single family homes	30	29	55	38	51	43
Multi-family attached units	0	0	0	75	6	6
Additions/Alterations	686	631	770	759	866	760
Commercial	90	73	100	114	115	100
<b>Total Building Permits:</b>	<b>806</b>	<b>733</b>	<b>925</b>	<b>873</b>	<b>1038</b>	<b>909</b>
Electrical	745	730	933	907	751	865
Mechanical	26	70	91	119	122	108
Plumbing	470	487	480	546	478	542
Gas	340	382	416	443	391	428
Signs	41	35	54	68	62	29
<b>Total all Permits:</b>	<b>2428</b>	<b>2437</b>	<b>2899</b>	<b>2956</b>	<b>2824</b>	<b>2881</b>
<b>Value of Const. (millions)</b>	<b>44</b>	<b>68.8</b>	<b>142.6</b>	<b>80.4</b>	<b>80.7</b>	<b>84.7</b>
<b>Permit Fee Revenue</b>	<b>\$554,211</b>	<b>\$809,045</b>	<b>\$783,883</b>	<b>\$1,015,370</b>	<b>\$991,099</b>	<b>\$927,555</b>

## ZONING BOARD OF APPEALS

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

The Board of Appeals is authorized by Massachusetts General Laws Chapter 40A and is responsible for conducting public hearings and meetings for Special Permits and Variances as required pursuant to the Zoning Bylaw of the Town.

The Board conducted twelve public hearings and twelve public meetings in 2016, during which it considered thirty-nine applications. Thirty-three special permits, including renewals and amendments were granted. One appeal of the decision of the Building Inspector was denied. There was one appeal of the Board's decision that was later withdrawn without prejudice. Two applications were withdrawn without prejudice at the request of the Applicant.

(Some of these applications included multiple activities; therefore, the activity totals below exceed the number of applications.)

<b>2016 ZBA APPLICATION ACTIVITIES</b>	
<b>Additional dwelling unit</b>	<b>5</b>
<b>Bed &amp; Breakfast</b>	<b>3</b>
<b>Change, alteration or extension of a nonconforming use and/or structure</b>	<b>26</b>
<b>Earth removal</b>	<b>1</b>
<b>Fairs, bazaars, antique shows, suppers, and dances</b>	<b>3</b>
<b>Increase gross floor area by more than 50% (incl. amendments)</b>	<b>12</b>
<b>Institutional uses</b>	<b>4</b>
<b>Relief from design requirements</b>	<b>1</b>
<b>Relief from maximum floor area ratio</b>	<b>3</b>
<b>Relief from maximum height requirements</b>	<b>2</b>
<b>Relief from parking requirements</b>	<b>15</b>
<b>Sign variances</b>	<b>7</b>
<b>Site plan approval (associated with a special permit)</b>	<b>4</b>
<b>Special home occupation renewal</b>	<b>1</b>
<b>Variance</b>	<b>1</b>
<b>Work within the flood plain conservancy district</b>	<b>5</b>
<b>Work within the wetlands conservancy district</b>	<b>1</b>

## BOARD OF HEALTH

Ray Considine, Chair  
 JoAnn DiNardo, RN  
 Mark Haddad Esq.  
 Deborah Greene, MD

The Board of Health is responsible for the overall stewardship of the public health of Concord. It promotes, enacts, and enforces health rules and regulations in accordance with local bylaws and State law. There are five members of the Board, appointed for three-year terms by the Town Manager. 2016 saw a large turnover in Board membership. In April, Thomas McKean was elected to the Select Board and resigned his position on the Board of Health. He was replaced by attorney Mark Haddad who joined the Board in October. In May, Alan Woodward's six year term on the Board expired and he was replaced by new member Deborah Greene, MD. Jack Bergman, who served almost a six year term on the Board, resigned in November due to moving his residency outside of Concord. Alan Woodward served as Chair of the Board until May, at which time Jack Bergman was elected Chair and held that position until November; the Board elected Ray Considine in November as the current Chair of the Board.

### *Regulations*

As the public health regulatory entity for the Town, the Board continues to endorse measures that can positively impact the public by promoting health and wellness. As in previous years, the Board of Health continued to pursue efforts to curb youth access to tobacco and nicotine delivery products such as e-cigarettes. Flavored tobacco and nicotine delivery products, including fruit-flavored small cigars, chewing tobacco, snus, e-cigarettes and candy items containing nicotine are increasingly marketed to youth. These products have as much potential to cause addiction to nicotine as conventional tobacco products. To address these concerns, the Board of Health in 2014 revised its regulation, "Sale of Tobacco Products and Nicotine Delivery Products" to prohibit the sale of tobacco and nicotine delivery products to persons under age 21; the sale of flavored tobacco and nicotine delivery products; the use of e-cigarettes in public places and workplaces. In 2016, the Board conducted one youth compliance check, in which persons under age 21 visit retail businesses and attempt to purchase tobacco or nicotine delivery products. During this check, 5 out of 14 vendors sold tobacco products to

the youth purchaser; all were ordered to attend a hearing before the Board of Health to explain how they intend to modify sales procedures to prevent sales to underage youth from occurring in the future. These types of compliance checks are essential for ensuring compliance with the regulation to help reduce youth access to tobacco.

At 2016 Annual Town Meeting, voters enacted a Bylaw Prohibiting Polystyrene in Food Service Ware. The bylaw, which applies to all licensed food service establishments in Concord, prohibits the use of food service articles made of polystyrene, and becomes effective January 1, 2017. The bylaw includes a provision for granting of a waiver in cases of undue hardship and the Town Manager has designated the Board of Health as the Town entity responsible for granting of the waivers. The Select Board formed a Polystyrene Outreach and Education Committee whose task is to conduct an outreach campaign and produce educational materials to educate restaurant owners, grocery stores, retail outlets and residents about the intent and conditions of the bylaw, and develop criteria for the granting of waivers. Board of Health members have attended meetings of the committee to provide input and plan for implementation of the bylaw.

Over the past year, the Board of Health has become increasingly concerned with the rising problem of opioid abuse in Massachusetts and has devoted much discussion to this issue. Passage of the November 2016 State Election Ballot Referendum, Regulation and Taxation of Marijuana, has raised concerns over the coming legal sale of marijuana for recreational use. The Board intends to expand its efforts in 2017 to work with Town leadership to address substance abuse prevention.

#### *Report of the East Middlesex Mosquito Control Project*

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

Abnormally low rainfall totals during the spring and summer resulted in lower than average mosquito populations. The Massachusetts Dept. of Public Health determined that there was a low West Nile Virus (WNV) and EEE risk in Concord during the 2016 season. There were 14 residents within the metropolitan Boston area, who contracted WNV in 2016.

The adult mosquito surveillance program monitored mosquitoes from 13 Concord trap collections during the season. Culex mosquitoes from 4 trap collections were sent to the State Public Health Laboratory, where they tested negative for WNV and EEE. The EMMCP collaborated with the Dept. of Public Health and used specialized traps to check whether Aedes albopictus, a mosquito species capable of transmitting a variety of mosquito borne viruses was present in the area. While Aedes albopictus has recently become established along the south coast of New England, they have not been found in the EMMCP area.

Bacillus sphaericus was applied to 2,761 catchbasins to control Culex mosquito larvae, which are considered the primary vector of WNV. Due to extreme drought conditions that occurred in the summer, no larvicide applications of Bacillus thuringiensis var. israelensis were made to control larvae in wetland areas.

The Project's public education program is designed to develop awareness within the public and the private sectors as to their roles in mosquito control. The Project serves as a resource to residents, municipal officials and the local media on mosquitoes and mosquito borne diseases.

## **HEALTH DIVISION**

Susan Rask, MS, RS, Public Health Director  
Stanley Sosnicki, CEHT, Assistant Public Health Director  
Gabrielle White, Public Health Inspector  
Karen Byrne, Administrative Assistant

The Health Division enforces State statutes and regulations relative to the protection of public health, the control of disease, the promotion of sanitary living conditions, and the protection of the environment from damage and pollution. Environmental and sanitary codes enforced by the Health Division include: onsite wastewater (septic) systems, food establishments, swimming pools, bathing beaches, summer camps, indoor ice skating rinks, housing, and lead paint. Administrative staff is responsible for assisting with annual flu clinics, the rabies control program, administration of the Septic Betterment Loan Program, and the issuance of approximately 815 annual licenses/permits.

#### *Regional Public Health Services*

The Concord Health Division has provided inspectional services to the Town of Lincoln under a regional contract since 1996. Over the past several years, the program has evolved from providing limited in-

spectional services to the administration of public health programs within the Town of Lincoln. The Assistant Public Health Director and Administrative Assistant are the primary contacts for providing services in Lincoln. In 2016, this program generated nearly \$35,000 in additional revenue for the Town of Concord (approximately 550 hours of public health and inspectional/administrative staff support). Staff witnessed test holes on 29 sites, issued 66 septic permits, reviewed 25 building projects, 70 septic inspections and conducted 30 food service inspections.

Awareness and prevention of tick-borne illnesses continues to be a priority. Lyme disease is the most commonly reported communicable disease in Concord. In 2016, the Health Division continued to work cooperatively with the surrounding towns of Acton, Bedford, Carlisle, Lincoln, Sudbury, Wayland, Westford and Weston in the Middlesex Tick Task Force to deliver educational programs on tick borne illnesses. In May, the Middlesex Tick Task Force presented a public forum, Tick and Mosquito Diseases from A to Z: Anaplasmosis to Zika, to increase public awareness about these diseases.

#### *Healthy Concord Project*

In 2013 and 2014, the Health Division received a total of \$40,000 in grant funding from Massachusetts Department of Public Health Community Health Network Area (CHNA) 15 to undertake the Healthy Concord project. During the public outreach process, two themes emerged as important to the entire Town: people of all ages in Concord are experiencing stress, with particular concern for youth; and there is desire for safer roads and paths for bicycling, sidewalks for walking, and better transportation in general. Based on what was learned, the Steering Committee selected two priority areas for the 2014-2015 Healthy Concord implementation projects – a Town-wide Stress Reduction program, and a Road Safety initiative that incorporates bicyclists, drivers and pedestrians, and has conducted numerous programs for residents on these topics. Using funding provided by the town, Healthy Concord sponsored many programs targeted at stress in youth. Training was provided for Concord Public Schools (CPS) teachers to model mindfulness/emotional resiliency technique, to assist teachers in putting these techniques into practice in their classrooms. The CPS K-12 Health Curriculum is being significantly revised; Healthy Concord provided stipends for three faculty on the mental health

team (from elementary, middle and high school) to participate on this team to assist in developing and integrating mental health curriculum components that address youth emotional health-resiliency-mindfulness. Concord Public Schools hosted a presentation/book discussion for parents on the book “How to Raise an Adult: Break Free of the Overparenting Trap and Prepare Your Kid for Success” by Julie Lythcott-Haims. The Center for Parents and Teachers (CPT), that has been a key Healthy Concord partner, sponsored a number of community programs: “Teen Technology Toolbox” for parents and adolescents, led by Susan Reynolds, M.Ed.; “The Benefits of Mindfulness: Cultivating Awareness, Balance and Compassion in Your Daily Life” for all community members, facilitated by Dr. Kim Nolan; “Come Play Yoga: An Exploration in Movement and Mindfulness”, a training for teachers of young children, facilitated by Heather Hauser. CPT hosted two showings of the film “Screenagers”, which examines how tech time impacts children’s development and offers solutions on how adults can empower youth to best navigate the digital world; over 1,000 parents attended the two showings of the film. CPT also sponsored a forum “Keeping Kids Safe in a Technology-Driven World”, and facilitated by nationally renowned internet safety expert Katie Greer, that was attended by 250 parents.

Healthy Concord funds were also used to help to support the purchase of sharps collection kiosk at the Concord Police Department. The remainder of the funding was obtained through a grant from MDPH Community Health Network Area 15 (CHNA15).

#### *Emergency Preparedness*

The Health Division continued to work with the Concord Emergency Management Agency (CEMA), the Concord Council on Aging, Massachusetts Department of Public Health Region 4A, and Emerson Hospital to enhance community emergency preparedness. Concord hosted a Region 4A Medical Reserve Corps training, Planning for Pets in Emergencies.

Concord maintains a plan, in compliance with MDPH requirements, for dispensing of medication (vaccines or pharmaceuticals) in an emergency. Concord’s primary Emergency Dispensing Site (EDS) is the Concord-Carlisle Regional High School. The EDS plan was updated in 2016 for use of the new CCHS building.

### Permits & Licenses

The Health Division issued the following licenses in 2016 and collected \$154,891.99 in permit fees: 210 Food Service/Retail Food (including farm stands, school cafeterias (private & public), food banks, churches, caterer operations, residential retail kitchens, mobile food trucks, bed & breakfast establishments); 14 Tobacco Sales; 107 Permits to Keep Farm Animals; 4 Bathing Beaches; 23 Swimming Pools; 52 Hazardous Material Storage/Usage; 2 Motels; 15 Recreational Camp Sites; 22 Day Camp Programs; 1 Tanning Facilities; 48 Registered Title 5 Inspectors, 92 Disposal Works Installers; 27 Septic Haulers; 15 Rubbish Haulers; 1 Body Art Establishment; 5 Body Art Technicians; 4 Funeral Directors; 2 Funeral Homes; 189 On-Site Sewage Disposal Permits; 195 Building Permit Reviews; and 19 Well Permits

### Public Health Nursing/Communicable Disease Control

Under a contract with the Health Division, Emerson Hospital Home Care provides nursing services for coordination and staffing of the annual influenza vaccination clinics, telephone and home visits to patients, and investigation of reported cases of communicable diseases. The cases of communicable diseases are reported to the Health Division for inclusion in statistical reports prepared by the Massachusetts Department of Public Health for epidemiological purposes. This confidential information is maintained by the public health nurses and Administrative Assistant and routed to MDPH for appropriate follow-up action through the MAVEN (Massachusetts Virtual Epidemiologic Network).

Catherine Joyce RN, the Public Health Nurse and Wellness Coordinator at the Council on Aging, conducts weekly blood pressure clinics at the COA, assisted by a number of volunteer nurses. In 2015-2016, Catherine initiated a research project using these health screenings to assess and quantify co-occurring, less visible health problems in seniors. At each clinic, each patient was screened for co-occurring conditions such as dehydration; depression/social isolation; stress and anxiety; need for assistance with medication management; nutrition issues; and chronic pain. With the assistance of a public health intern in summer 2016, data from these clinics was analyzed and will be used to better understand co-occurring health needs of seniors, target future health programming to meet these needs, and support Town and grant funding requests to address these issues.

COMMUNICABLE DISEASE TABLE

	2011	2012	2013	2014	2015	2016
Amebiasis	0	0	0	0	0	0
Babesiosis	0	0	0	2	7	0
Campylobacter	6	5	8	7	10	6
Cryptococcus	0	0	0	0	0	0
Cryptosporidia	2	1	0	0	0	1
Dengue	0	0	0	-	0	0
E. Coli	0	-	0	0	0	0
Ehrlichiosis	0	1	0	0	0	0
Encephalitis	0	0	0	0	0	0
Enterovirus	0	0	0	0	0	0
Giardia	4	2	0	2	2	6
Haemophilus influenzae	-	-	-	-	-	1
Hepatitis A	0	0	0	0	0	0
Hepatitis B	0	0	0	0	0	0
Hepatitis C	5	2	10	33	20	6*
H1N1 Influenza	0	0	0	0	0	0
HGA	1	1	0	2	5	4
Legionnaire's Disease	1	1	0	0	1	1
Lyme Disease	11	7	11	17	9	58**
Measles	0	0	0	0	0	0
Meningitis	0	0	0	0	0	0
Pertussis	1	2	0	0	1	0
Rocky Mtn Spotted Fever	0	0	0	0	0	0
Salmonella	3	2	12	2	5	7
Shigella	0	0	0	0	0	1
Streptococcal Pneumonia	1	0	1	1	1	0
Type B Streptococcus	0	0	0	2	1	0
Tuberculosis	0	0	0	0	0	0
Varicella (Chicken Pox)	0	0	0	0	0	0
Yersiniosis	1	0	0	0	0	0
Vibrio	-	-	-	-	-	1
Zika	-	-	-	-	0	1

\* Results for 2016 include 1 Town resident and 5 MCI prisoners

\*\* All 58 2016 cases were suspected cases with none confirmed or probable

### Influenza Vaccine Distribution & Clinics

The Health Division sponsored its annual seasonal influenza clinic for Concord Seniors at the Harvey Wheeler Center on October 20. Emerson Hospital Home Care nurses administered vaccine to 78 participants. Vaccine continues to be readily available from primary care physicians and local pharmacies throughout the year, therefore, cities and towns have seen attendance to these public clinics decrease; but, senior flu clinics allow public health departments to continue to serve the most at-risk population who may not be able to take advantage of those other venues.

The Town of Concord, through its Health Division, also sponsored a Seasonal Influenza Clinic for Town Employees on October 5. Emerson Hospital Home Care administered 93 doses of vaccine to Town Employees during this clinic.

*Sanitary Housing Inspections*

The Assistant Public Health Director is responsible for conducting inspections for compliance with the State Sanitary Code, 105 CMR 410.000, Minimum Standards of Fitness for Human Habitation. Health Division staff conducted 15 housing inspections and spent a significant amount of time working with tenants and property owners to resolve several complex housing situations.

**WASTEWATER PERMITTING PROGRAM**

*Onsite Sewage Disposal/Building Reviews for Title 5 & Town Sewer*

The Assistant Public Health Director oversees the on-site wastewater management (septic system) program in the Health Division. Staff issued 189 permits for construction and/or alteration of septic systems, reviewed 195 building permit applications for regulatory compliance, and witnessed percolation tests and soil evaluations for 98 properties. The Assistant Public Health Director conducted approximately 323 onsite inspections for compliance with Title 5.

*Septic System Betterment Loan Program*

The Community Septic System Betterment Loan Program is administered by the Health Division Administrative Assistant.

In 2009, Concord Town Meeting approved a loan/debt authorization for \$2,000,000 borrowing authorized to be carried out by the Massachusetts Water Pollution Abatement Trust (MWPAT) for the purpose of continuing to fund the Septic Betterment Loan Program. Concord property owners can borrow up to \$30,000 at two percent interest, to be paid back as a betterment-lien over 10 years. In 2016, a total of \$297,890.98 was committed to residents to offset costs for onsite sewage disposal expenses through the loan program. To date a total over a million dollars has been expended from the 2nd loan.

Assistant Karen Byrne works very closely with local engineers, septic installers and other Town Departments to actively promote this program and will continue to do so in 2017. The Town is very fortunate to be able to offer this type of financial assistance to its residents to alleviate some of the unexpected financial burdens

or stressors that may come with dealing with a failed onsite sewage system.

*Food Protection Program*

The Public Health Inspector conducts risk-based inspections of all Food Service Establishments. Food Establishments range from complex meal service in full service restaurants, hospital and school kitchens to convenience store packaged-food sales.

In 2016, Concord said a fond farewell to La Provence but will welcome in its place Karma. Other new, expanded or renovated food facilities include The Guild for Human Services school on Virginia Road, Marriott Residence Inn Hotel on Baker Ave., an expansion of Verrill Farm on Wheeler Road, and a renovation of the Ninety Nine Restaurant on Commonwealth Ave.

*Food Inspections & Temporary Food Events*

Temporary Food Event applications are reviewed by staff to identify and address any potential food safety risk factors that could impact the public health. 41 Temporary Food Events/Catered Events were permitted, including Patriots Day Festivities, Chamber of Commerce Spring/Fall Festival, the Memorial Day and Fourth of July Parades, and the Fall Ag Day Fair.

<b>2016 FOOD SERVICE / RETAIL PERMITS</b>	
<b>Retail Food Permits</b>	<b>39</b>
<b>Food Service Operations</b>	<b>46</b>
<b>Farm Stands</b>	<b>10</b>
<b>Public School Cafeterias</b>	<b>9</b>
<b>Religious Organizations</b>	<b>6</b>
<b>Food Bank</b>	<b>1</b>
<b>Sporting Event Food Service</b>	<b>1</b>
<b>Mobile Food Trucks</b>	<b>2</b>
<b>Caterers Base of Operations</b>	<b>9</b>
<b>Food Processors</b>	<b>1</b>
<b>Frozen Ice Cream/Desserts</b>	<b>7</b>
<b>Delicatessens in Retail Establishments</b>	<b>14</b>
<b>Nursing Homes/Assisted Living</b>	<b>6</b>
<b>Hospital/In-patient Kitchen</b>	<b>1</b>
<b>Private School Cafeterias</b>	<b>4</b>
<b>Community Assistance Food Groups</b>	<b>2</b>
<b>Home for Aged Community</b>	<b>1</b>
<b>Seasonal Operations</b>	<b>5</b>
<b>Bed &amp; Breakfast Establishments</b>	<b>2</b>
<b>Daycare with Food Service</b>	<b>1</b>
<b>Rental Hall Kitchens</b>	<b>4</b>
<b>Residential Retail Kitchens</b>	<b>6</b>
<b>Milk/Cream Permits</b>	<b>11</b>

### *Recreational Camp Program*

The Public Health Inspector reviewed 20 programs which meet the definition of “recreational camp” and which served 5,495 campers in Concord. Programs were reviewed for compliance with the regulatory requirements of 105 CMR 430.000: Minimum Standards For Recreational Camps For Children: background checks on staff, health records, trained personnel, medical protocol, and safety checks on all facilities with high risk activities such as ropes courses are reviewed and inspected. There are 15 sites which either host their own camp programs and/or serve as a rental location to “out of town” programs. In recent years, the Health Division has encountered a growing number of summer youth programs that are exempt from licensure because they operate for less than five days in a two-week period and therefore do not meet the regulatory definition of a recreational camp. These programs are not inspected or licensed by the Health Division and do not meet any of the regulatory requirements of a recreational camp. If residents have a question regarding whether a summer youth program is licensed and inspected, please call the Health Division for this information.

### *Bathing Beach Program*

The Health Division continued its contract with G&L Laboratories, to provide services for collection and analysis of bathing beach water samples. A new semi-public beach, the Dover St. Beach Association, was identified, required licensing, and was tested weekly along with the other three semi-public beaches during the season. Samples are taken weekly, from Memorial Day through Labor Day, for compliance with 105 CMR 445.00, Minimum Standards for Bathing Beaches. Sixty four water samples were collected from the 4 beaches over a 16 week time period. There were no beach closures during the 2016 season due to bacterial levels exceeding acceptable limits for bathing beach waters.

### *Swimming Pools*

There are 14 sites in Concord that hold recreational pool permits, the newest pool being located at the Marriot Residence Inn. There are currently 5 general purpose pools, 13 lap pools, 6 children’s pools, 3 special purpose pools and 1 diving well. The Public Health Inspector conducts water tests at each pool as well as monitors safety equipment and trained personal for each site.

### *Animal Permits*

The Public Health Inspector serves as the Town’s Animal Inspector. Recent years have demonstrated a growing trend for keeping of backyard animals. The number of permits for keeping of animals has more than doubled in the past five years: 107 permits were issued in 2016, compared to 48 in 2009. The Public Health Inspector conducts annual site visits at 108 permitted properties to inspect for sanitary conditions, health of animals and prevention of odors and pests from proper manure storage/removal.

	2011	2012	2013	2014	2015	2016
Chickens	1368	3211	3418	2903	973	538
Horses	163	182	171	119	146	154
Cattle	178	255	220	180	199	186
Rabbits	112	200	0	100	8	10
Goats	13	21	21	7	11	12
Geese/Ducks	38	37	46	35	52	20
Guinea Hens	8	7	7	12	5	5
Quail	-	-	-	30	40	62
Sheep	1	4	14	12	4	22
Beehives	-	-	-	-	-	-
Llamas	-	-	-	-	-	-
Donkeys	3	2	6	5	5	0
Turkey	8	57	57	2	0	0
Pigs	2	15	0	0	0	0
<b>Total</b>	<b>1894</b>	<b>3991</b>	<b>3960</b>	<b>3405</b>	<b>1443</b>	<b>1009</b>

### *Rabies Control Program*

There were no domestic animals (dogs & cats) that were quarantined by either the Concord Health Division or Animal Control Officers (Boardman Animal Control Services) due to contact with potentially rabid animals. Nineteen domestic animals were quarantined and followed by Dog Officer because of animal bites to humans. Rabies tests were conducted on four potentially rabid animals (2 bats, 1 raccoon and 1 woodchuck). None of the animals tested positive for the rabies virus.

At the Health Division’s Annual Rabies Clinic in March 2016, Concord Animal Hospital veterinarians administered the rabies vaccine to 19 dogs and 8 cats.

## EMERSON HOSPITAL HOME CARE SERVICES

Judith Labossiere, RN, BSN, MBA, ACHCE  
Interim Director, Emerson Hospital Home Care

Emerson Hospital Home Care is a Medicare/Medicaid Certified, Joint Commission accredited, provider of home health services in Concord, as well as 29 surrounding cities and towns. The mission is to deliver high quality, safe, and cost effective services to our patients. These services include skilled nursing, physical, occupational, and speech therapy, home health aide services, and medical social work, totaling 33,164 visits during FY16.

Home Care provides services in any place that a patient calls home. We accept referrals for services from a diverse referral population including; hospitals, skilled nursing facilities, assisted living facilities, physician offices, and referrals from patients with a physician's order for care. Members of the community can contact our office directly for skilled services for themselves or family members.

Emerson Hospital Home Care provides community health, education, and communicable disease follow up in accordance with our Board of Health contracts. Our contract with the Town allows Home Care to make home visits to qualifying individuals who have no source of payment to cover our services. This remains an important aspect of our work with the Board of Health. Home Care coordinates closely with Concord Council on Aging to promote health and wellness to seniors through lectures and other programs. The influenza vaccination program serves both residents and employees of the Town of Concord.

As a partner in the provision of care, Emerson Hospital Home Care plays an integral role in the organizations focus on enhancing the care of the growing elderly population in the communities we serve. Participating as one of the pilot States in the Centers for Medicare and Medicaid services Value Based Purchasing Pilot, our continuous focus on quality outcomes is integrated into all aspects of our care. This includes a focus on care-driven outcomes as well as patient satisfaction. At all levels of care we are committed to working together with the community partners to achieve a high level of patient satisfaction.

Emerson Hospital Home Care looks forward to a continued partnership with the Board of Health and other community organizations as we continue our commitment to care for the residents of Concord.

## SEALER OF WEIGHTS AND MEASURES

The function of the Weights and Measures official (DOS Inspector) is to safeguard the public in matters involving the commercial determination of "quantity" and ensure that whenever merchandise or service is bought or sold, that honest weights and honest measures are delivered, and that fraud, carelessness or misrepresentation of such transactions are eliminated. The accuracy of all weighing and measuring devices used for sale to the public are inspected, sealed or condemned as required. Inspections are conducted at all gasoline and diesel dispensing devices (pumps), home heating (fuel oil) delivery trucks, scales used at supermarkets, delis, meat/seafood markets, retail checkout counters, farm stands, pharmacies, and any other facility using a weighing or measuring device for sale of product. Bar Code pricing devices (scanners) are also inspected for accuracy and proper operation. Scanners were inspected this year as is required by State law, every two years for businesses with three or more electronic checkout systems. All were in compliance. On alternating years, scanners are verified if the Health Department is contacted via a complaint and/or a new device is installed.

The Town contracts with the Massachusetts Division of Standards (DOS) through the Concord Health Department. The Health Department Administrative Assistant and DOS Inspectors work closely together to coordinate and ensure that any complaint received by a consumer is addressed in a timely manner as well as ensuring that proper invoicing and payments are received by the Town. Inspections were performed at 38 establishments throughout Concord; 143 gasoline meters; 85 weighing scales, and 18 fuel delivery trucks. The Health Department invoiced for \$7,135 dollars in Weights & Measures fees in 2016.

## NATURAL RESOURCES COMMISSION



From left: Lynn Huggins, Chair; Jeff Adams, Charles Poutasse, Greg Higgins, and Judy Zaunbrecher

The Natural Resources Commission (NRC) and staff are responsible for the overall stewardship of the natural resources of the Town, and the establishment of Town environmental policy in conjunction with the Select Board and Town Meeting. The NRC administers the State Wetlands Protection Act (MGL Chapter 131, Section 40), the Rivers Protection Act (MGL Chapter 258 of the Acts of 1996) and accompanying regulations (310 CMR 10.00), and the Concord Wetlands Bylaw and Regulations. The NRC also plays an important role in open space planning pursuant to its authority under the Conservation Commission Act (MGL Chapter 40 Section 8c).

### *Wetlands Protection Act*

The majority of Commission and staff time is dedicated to administering and enforcing State and local wetland regulations. The NRC held 23 meetings to review permit applications, which included 39 Notices of Intent, four Abbreviated Notices of Resource Area Delineations and 20 Requests for Determinations of Applicability, for a total of 63 new applications. The NRC also received two requests to Amend an Order of Conditions. The NRC closed out many completed projects, issuing 24 Certificates of Compliance and one Partial Certificate of Compliance. Division staff reviewed 63 Administrative Approvals for very minor projects including limited tree and invasive species removal. The NRC also issued one Emergency Certification to breach the beaver dam at Crosby's Pond as directed by the Office of Dam Safety. There were no appeals in 2016.

Projects of interest reviewed by the NRC this year include construction of the Bruce Freeman Rail Trail Phase 2C, culvert replacement and construction of a pedestrian bridge in Sleepy Hollow Cemetery, expansion of the Concord Museum, and various projects at Middlesex School including expansion of the Theater and Visual Arts Center and installation of a cell tower.

## NATURAL RESOURCES DIVISION

Delia R. J. Kaye, Natural Resources Director  
Lori A. Capone, Natural Resources Assistant Director  
Karen T. Bockoven, Administrative Assistant

### *Land Protection Initiatives*

**October Farm Riverfront Acquisition.** The Town, working jointly with the Concord Land Conservation Trust, successfully acquired 79.8 acres of land at the end of Ball's Hill Road for conservation and water supply purposes. The land, with its varied terrain, historical significance as a former property of noted ornithologist William Brewster, adjacency to Town owned land for a future water supply, and over a mile frontage along the Concord River, has long been seen as a priority for permanent protection. Town Meeting authorized \$800,000 in borrowing, \$800,000 from the Water Fund, and \$400,000 in Community Preservation Act funds to be expended toward the purchase price of \$6,000,000. The Town received a LAND grant award from the State for an additional \$400,000, and the Land Trust raised over \$3,600,000 towards the acquisition. The Division and the Land Trust installed an interim parking area in December and will undertake a more formal parking area and trail improvements in 2017.

### *Conservation Restrictions (CR)*

The Natural Resources Commission accepted three new CRs covering approximately 8.8 acres: a 5.8-acre CR at 68 Commonwealth Avenue associated with the construction of the assisted living facility with frontage on the Assabet River and Nashoba Brook; a 1.8-acre CR associated with the extension of the Monsen Road subdivision to protect Blanding's turtle habitat; and a 1.15-acre CR associated with the development at 1888 Main Street with frontage on the Assabet River. All three CRs provide for public access and other significant public benefits.

### *Community Preservation Act (CPA)*

The design and implementation of erosion control measures at White Pond, funded in 2016, is underway. Additional water quality sampling at White Pond was

also conducted this year. Two new projects were submitted to the Community Preservation Committee for funding consideration in 2017: design funds to replace the pedestrian bridge at Chamberlin Park and invasive species management and restoration of the Mill Brook Way Conservation Land. Unfortunately, with many projects competing for limited funding, only the Chamberlin Bridge design project was recommended for Town Meeting approval.

#### *Old Calf Pasture*

Division staff oversaw a seventh year of invasive species control at Old Calf Pasture, in part with funding received through CPA funds awarded in 2016. Additional areas of invasive glossy buckthorn were treated by the New England Wildflower Society, expanding the areas of improved habitat for native flora and fauna, including the rare Britton's violet.

### **NATURAL RESOURCES MANAGEMENT**

Division staff are responsible for the stewardship of approximately 1,420 acres of Town conservation land (including White Pond Reservation), maintaining 24.5 miles of trails, and mowing 84 acres to maintain trails and open meadows. Natural resources management also includes staff support to three NRC active subcommittees, as well as coordinating with other local and regional stewardship initiatives.

#### *Rangers*

Rangers Brendan Burke and Roan Callahan returned this summer to monitor activities at White Pond, and educate the public on erosion control and swimming restrictions. The algae bloom experienced in the summer of 2015 did not return this summer, likely due in part to this year's drought.

#### *Conservation Crew*

Andrew Carlson and Sean Joyce were hired this summer to perform trail maintenance, remove invasive vegetation, and conduct general maintenance on conservation lands throughout Town. The Crew continued the hand pulling efforts to remove the invasive aquatic water chestnut from Macone Pond, Warner's Pond and Hutchins Pond, and continued the cooperative effort with US Fish and Wildlife Service, the Conservation Land Conservation Trust, and the Town of Lincoln to remove water chestnut from Fairhaven Bay and the Sudbury River. For the fifth consecutive summer, the aquatic weed harvester was not needed on the Sudbury River and Fairhaven Bay, a testament to the vigilant efforts of previous mechanical harvesting

efforts between 2001 and 2011 and continued hand pulling efforts. The crew also replaced, repaired, and/or repainted conservation land signs and kiosks, and maintained and constructed new boardwalks along seasonal trails. With the assistance of Jim Macone, the crew constructed a new kiosk for the Barretts Mill Conservation land on Barretts Mill Road and a new sign at Kaveski Field.

#### *Cooperative Invasive Species Management Area*

Division staff continued working with other towns, organizations, and individuals in the Sudbury, Assabet, and Concord Rivers (SuAsCo) watershed to develop strategic regional plans for invasive species management in the watershed, and to promote collaborative approaches to achieve these priorities.

#### *Conservation Restriction Stewardship Committee*

The CRSC continued its work to help maintain the open space character of the Town, working with Division staff to provide responsible management and care of the more than 80 Conservation Restrictions that have been granted to the Town. Working with Division staff and property owners, the Committee reviewed three new CRs, developed five Baseline Documentation Reports (BDR) (Hurley 146, Hallenbeck 79, Hammershimth 77, Westvale 68, CHA 145), and field monitored 16 existing CRs (#s16, 33, 19, 26, 35, 39, 43, 44, 49, 52, 59, 109, 54, 53, 1023, and 100). Over the course of the year, the balance of the Committee's work shifted from developing BDRs to annual monitoring as the backlog of outstanding BDRs has dwindled. Current members are Kathryn Angell (Chair), David Bell, John Ferguson, Catherine Perry, and Joan Wesolowski.

#### *Heywood Meadow Stewardship Committee*

The Heywood Meadow Stewardship Committee continued its mission to preserve and protect Heywood Meadow. Restoration of the stone retaining wall along Lexington Road on the west side of the Meadow was completed this year, using CPA funds. New stone steps were constructed at the western end of the meadow providing access into the meadow from Lexington Road and walking paths were laid out as well. The Committee, along with volunteers from the Appalachian Mountain Club, planted pollinator-friendly plants in the west meadow, generously funded with a grant from the Garden Club of Concord. Work continues on controlling invasive plants on both sides of the Meadow.



*Volunteers planting at Heywood Meadow*

### *Trails Committee*

Much effort was dedicated to completing the Westvale-Harrington Park conservation area with blazed trails now providing a continuous wooded walk from Main Street opposite Damonmill Square Office Park over a new footbridge traversing the Second Division Brook and on to the Rogers land and Harrington Park. New trail guides were prepared for Westvale-Harrington Park, Barrett's Mill Conservation Area, and Mattison Field. With the stabilization of water levels in Moore's Swamp, trails skirting Sleepy Hollow and through the swamp were blazed and added to the Reformatory Branch Trail Guide. The Committee, in conjunction with the Appalachian Mountain Club, hosted a volunteer day to construct bog bridges in a wet section of the Emerson-Thoreau Amble/Bay Circuit Trail. With the passing of Harry Beyer, a founding member of the Trails Committee and a strong proponent of handicap access to trails, the assessed trail on Brister's Hill was officially named in his honor, the Harry Beyer Assessed Trail. The newly acquired October Farm Riverfront land off Ball's Hill Road generated much excitement, with its possibilities for extensive hiking trails and boat access from the Concord River, in the historic environment of 19th century ornithologist William Brewster. Trail maintenance is always ongoing with assistance from stewards and committee members. Members include Spencer Borden, David Clark, Carlene Hempel, Jonathan Keyes, Ken Miller, Peter Siebert and Bob White (Chair).

Conservation Land Use Permits: A total of 19 permits were issued to various groups using Town conservation land for wetlands training, drag hunting, and for a Canoe for Clean Water event. Permits were also issued to the Musketaquid Arts and Environment Program for the Art Ramble 2016, to allow temporary installations from several artists at Hapgood Wright Town Forest.

### **FARMING AND COMMUNITY GARDENS**

Agricultural Farming Agreements: The Division continues working with local farmers to retain land in agricultural use, overseeing 15 agreements on over 200 acres. Site work and slope restoration at the Rogers land was essentially completed this year, allowing the land to be returned to agricultural production, and a new community garden to be launched. Crooked Row Fields was the successful bidder on the 2 acre parcel of farmland. The Division oversaw installation of a bedrock well on the Rogers land in early summer, generously funded in part from a donation from Stone Soup Dinner, Inc., which provided irrigation for the farmers and community gardeners in this drought year.

### *McGrath Farmstead*

Barrett's Mill Farm completed their third growing season at the McGrath Farmstead and expanded their operations to include the parcel at 41A Barretts Mill Road. Barrett's Mill Farm grew annual crops on 10

acres of land, cared for 1 acre of perennial crops, and prepared 4.5 acres at 41A Barretts Mill Road for future seasons through liming and cover cropping to improve soil quality. Produce was sold to the general public through the farm store which is open five days a week during the growing season, as well as to 179 Community Supported Agriculture (CSA) and Barrett's Bucks (farm store credit) members. The Pick-Your-Own Flower CSA served 28 members and a new November CSA was added with 29 members. Bees were kept on the property by a local beekeeper and the first batch of Barrett's Mill Farm honey was sold at the farm stand. Vegetables were donated weekly to Open Table and the Boston Area Gleaners for distribution to individuals and hunger relief organizations. Barrett's Mill Farm donated a regular CSA membership to Minute Man Arc. Capital investments included the construction of an additional greenhouse structure and the purchase of a waterwheel transplanter with the assistance of matching funding obtained through a grant from the Massachusetts Department of Agriculture. Barrett's Mill Farm participated in community activities including the annual Ag Day farmer's market and the Musketquid Arts and Umbrella's Art & Agriculture project.

#### *Thoreau Birthplace*

Gaining Ground is a non-profit farm that grows food for hunger relief with the help of volunteers of all ages and abilities. This season the farm donated over 60,000 pounds of organic produce to thirteen food pantries, meal programs, and direct donation markets in Lowell, Boston and surrounding Metro West communities. Gaining Ground successfully ran its first farmer apprenticeship program, training two beginning farmers on managing a small diversified organic farm. Staff worked alongside 2,900 volunteers throughout the season, with volunteers involved in all aspects of farm operation. Gaining Ground continues to be part of the New England tradition of sugaring, and in February and March, the snowy winter made for a short but productive season. The farm put up 200 buckets in Concord and finished 35 gallons of syrup. Gaining Ground held a community-raising of a post and beam barn in December. The barn will be used for storage, washing and packing vegetables, and staff office space.

Community Gardens: Organic community gardens continued to thrive under the helpful guidance of volunteer coordinators Terry Marzucco,

Rebecca Sheehan Purcell, and Michelle Wiggins at the Hugh Cargill Community Garden; Dale Clutter, Trish Ng, and India Rose at the East Quarter Farm Community Garden; and Brenna Roth Lindsay at Cousins Community Garden. Carol Aronson, Mark Del Guidice, Mary Hartman, and Joe Sleczeck provided guidance for the new Rogers Community Garden. Coordinators assign garden plots, coordinate annual meetings and cleanups, and offer guidance to gardeners to produce beautiful and bountiful harvests.

Despite the drought conditions, many gardeners at East Quarter Farm were able to grow a variety of crops and look forward to a wetter and more productive 2017.

The Hugh Cargill land has been farmed since its donation to the Town by Hugh Cargill in 1793. Originally used to benefit the nearby poor farm, it has evolved to serve all interested residents. Approximately 81 families and individuals worked plots this season, producing vegetables, herbs, and flowers for use in their homes, at the Town House, and in local food kitchens. This year's drought proved a challenge; however, heat-loving plants like tomatoes, eggplants and peppers did well. Thanks to the mild fall, gardeners were able to harvest well into November.

A new addition in 2016 was the Rogers Community Garden, home to 18 new community garden plots near the Assabet River in West Concord. The first year was a success, despite the drought conditions. Good crops included tomatoes, peppers and eggplants — all crops that thrive in hot, dry conditions. Headway was made to continue efforts to improve the quality of the soil with the addition of organic material. Additional plots are available for the 2017 growing season.

#### ENVIRONMENTAL AND EDUCATIONAL ACTIVITIES

The Division continues to sponsor the morning Conservation Coffees on the first Tuesday of most months. These lively and stimulating gatherings of citizens, conservation organization representatives, and federal, state, and local officials provide an interesting and effective forum to exchange information, ideas, and concerns about conservation and the environment.

The Division continues to host an annual spring migratory bird walk, led by Peter Alden. This popular walk, generally held on the second Saturday in May, brings together local birders to welcome the return of many colorful migrants back for the season or on

their way to more northern breeding grounds, as well as observe resident birds in a variety of habitats.

The NRC continues to support Dr. Bryan Windmiller's research and headstarting efforts on the Blanding's turtle, a threatened species which he has studied in depth since 2003.

## PLANNING BOARD



Back row from left: Allen Sayegh, Rob Easton, Matt Johnson, and John Cratsley. Front row from left: Gary Kleiman, Brooke Whiting Cash, Chair; John Cannally

The Planning Board's authority is contained in MGL Ch. 41 "Improved Methods of Municipal Planning" and MGL Ch. 40A "The Zoning Act". The Board is responsible for making rules and regulations relating to subdivision control, initiating Zoning Bylaws, holding public hearings on all Zoning Bylaws submitted to the Select Board, evaluating various developments through Site Plan Review, revising and updating the Comprehensive Long Range Plan, and from time to time making studies of the resources and needs of the Town. Additional responsibilities are found in the Town Bylaws and the Town Charter.

The Board met twenty-four times in 2016. In addition to their regular meetings, two public hearings were held. One public hearing was for zoning by-law amendments to be considered by Annual Town Meeting and one public hearing was for three citizen petition articles regarding an Alternative Planned Residential Development off Forest Ridge Road considered by the December Special Town Meeting. The Board attended the West Concord Advisory Committee's Open House in April.

### *Residential Development*

Thirteen "Approval Not Required" (ANR) plans were submitted to the Board for endorsement. Seven of these plans approved changes of lot lines that did not create additional lots. Four endorsed plans created seven additional lots. One plan submitted in December will be reviewed in January 2017.

In August, a Preliminary Subdivision Plan titled "Hosmer Meadow Subdivision" was submitted to consider road improvements with waivers of a subdivision plan of land that was recorded in 1913. The owner will be seeking a special permit for future development of 11 dwelling units as part of a Planned Residential Development on 12.48 acres off Keuka Road. Review of this plan continues into 2017.

### *Commercial, Institutional and Other Development*

Seven site plan/special permit applications received affirmative recommendations to the Zoning Board of Appeals (ZBA) in 2016.

Two amendments to Site Plan Decisions were granted to Middlesex School. One Decision dated 12/2/14 was modified in order to relocate an access driveway and modify parking and pedestrian areas on the campus. The other Decision dated 6/2/15 was modified to revise the layout and materials, grading, planting, and site preparation plans due to an adjustment to the limits of work and a revised layout for a new music and campus center on campus.

Site plan approval with conditions was granted to Innovative Engineering Solutions, Inc., on behalf of the Town of Concord and Kearsarge Solar LLC, for a large ground-mounted solar field on Town-owned land at 214Y Main Street, Parcel 2322, the former W.R. Grace property.

In June, after many months of review, the Board made a positive recommendation to the ZBA for a Special Permit and Site Plan application to redevelop the Millbrook Tarry site off Lowell Road, including the construction of a 15,062 s.f. market.

### *Zoning amendments and Town Meeting Actions*

For the 2016 Annual Town Meeting, the Planning Board sponsored nine Zoning Bylaw amendments all of which were approved. These articles allowed or amended:

- Section 4.2.3.2 to retain the requirement for affordable units in a combined business/residence use when there are four or more residential units

but allow the waiver of the affordable unit requirement if there are less than four residential units;

- Section 4.2.2.1 to require that any additions constructed to create an additional dwelling unit in an existing structure be integral to and part of the existing building and share a common wall or floor;
- Planned Residential Development Section 10.2.3 Diversity of Dwelling Units to prohibit the use of gross floor area as an element of diversity, require a mix in the style of units, and require half of any affordable units granted as part of a density bonus be offered at the low income level (80% or below);
- Section 11.8.7.1 Site Plan Review for religious uses, educational uses, and child care facilities to include three additional criteria for evaluating a site plan;
- Zoning Map Section 2.2 and Zoning Map Interpretation Section 2.3.5, which updates the Flood Plain Conservancy District as a result of a Letter of Map Revision for the Mill Brook accepted by FEMA;
- Flood Plain Conservancy District Section 7.2.5.2 moved to a new Section 7.2.4.8 – uses permitted without review by the Board to remove the requirement for a Special Permit to do work in the District if FEMA has issued a Letter of Map Amendment, Letter of Map Revision, or physical map revision that takes the area out of the 100-year floodplain;
- Agricultural Uses to revise Sections dealing with agricultural uses based on changes to M.G.L., Ch. 40A, Sec. 3.;
- Combined business/residence as an allowed use in the Limited Business District #2 (59 Walden St.), to increase the permitted building height from 25 ft. to 27.5 ft., and to prohibit waivers to allow a building height of 40 ft.;
- Section 6.2.13, Section 7.1.5, and Table III Dimensional establishing a maximum floor area ratio (FAR) for all residential zoning districts and allow a Special Permit to exceed the maximum FAR under certain conditions.

The Board recommended affirmative action on three citizen petition articles for consideration at the December Special Town Meeting regarding the Black

Birch Alternative Planned Residential Development and Use Proposal for a 16-unit over age 55 residential development, the release of Residential Restriction for that Lot 4A and Parcel A Forest Ridge Road, and an amendment to Table III – Dimensional Regulations under Maximum Floor Area Ratio in the LIP#2 District. The first Article did not pass at Special Town Meeting; there was no motion on the other two Articles.

#### *Other Actions*

Reviews of draft language for potential zoning bylaw amendments were held at several of the Board's meetings in anticipation of submitting at least six zoning bylaw amendments for the 2017 Annual Town Meeting. In addition, the Board:

- Established a Tree Preservation Subcommittee, appointed members, met with the Subcommittee members for updates and to provide direction, considered the Final Report and recommendations, took citizen comments, and decided to move ahead with drafting a tree preservation bylaw for possible consideration at the 2017 Annual Town Meeting.
- Held a joint meeting with the West Concord Advisory Committee to discuss that subcommittee's role and work.
- Recommended Planned Residential Development Moderate Affordable Eligibility Guidelines to the Zoning Board of Appeals.
- Met with Historical Commission members to discuss the proposed Demolition Review Bylaw and an amendment to the Hubbardville Historic District Boundary proposed for Annual Town Meeting.
- Prepared a report to Town Meeting supporting land acquisition of approximately 80 acres on Ball's Hill Road.
- Discussed with the Community Preservation Committee a proposal to change the CPA levy amount from 1.5% to 3% and discussed support for 2016 CPC recommendations for funding.
- Reviewed 2016 Community Preservation Act Applications for recommendations to the CPC.
- Developed goals and objectives for 2016 – 2017.
- Reviewed the Town Solar Project Tree Trimming Plan for 214Y Main Street.

- Discussed with the Building Commissioner and Local Inspector the potential for allowing food trucks as a principal or accessory use under the Zoning Bylaw.
- Made a recommendation to the Select Board to decline or not exercise the Town's Right of First Refusal under M.G.L. Chapter 61B for Lot 4A and Parcel A, Forest Ridge Road.
- Discussed the update to the Town's Hazard Mitigation Plan and heard a presentation by Metropolitan Area Planning Council staff.
- Devoted time at several meetings to discuss the important work and objectives of the Comprehensive Long Range Plan Committee and the ongoing development of the Town's next Comprehensive Long Range Plan.
- A plan to develop a wayfinding system in the Village. The WCAC worked with the Planning Division to brainstorm and design a signage system to mark the entrances of the Village and show visitors where to park.
- A plan to designate the Village as one of the Massachusetts Cultural Council's arts districts. The WCAC helped to survey what arts-related efforts already exist in the Village and helped to host the MCC team when they surveyed the area for consideration. The designation was successfully achieved.
- A plan to develop a summer concert series. The WCAC worked with Concord's Recreation Department to brainstorm a summer concert series for July 2017 that will include weekly concerts on Thursdays in the Village center.

One Board member serves on the Community Preservation Committee and another one the Comprehensive Long Range Plan Committee. Board members also serve as liaison to the Comprehensive Sustainable Energy Committee, West Concord Advisory Committee, and Tree Preservation Subcommittee. The Board appoints members to the West Concord Advisory Committee and the Tree Preservation Subcommittee and nominates a member for 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).

#### WEST CONCORD ADVISORY COMMITTEE

West Concord Advisory Committee (WCAC), a subcommittee of the Planning Board with seven regular and two associate members, serves as a resource for the Planning Board by providing input to developers and property owners as well as the Board when plans and concepts are proposed for development, renovation, circulation, etc. in West Concord. Village business owners and residents in and around the West Concord Village use the WCAC as a sounding board for ideas to communicate to Town staff as well as to pose questions they have. All members WCAC members have liaison responsibilities with other Town boards and committees and report about issues related to the Village and its surrounding neighborhoods. The WCAC worked on several initiatives in 2016, which included:

- An Open House entitled "Arts in the Village: West Concord's Arts & Music Renaissance," designed to spread awareness about what's going on within the Village's arts scene. The event, held in April, also featured a panel discussion about what needs to happen to make the arts continue to flourish, and live performances meant to highlight some of the talented musicians in our midst. The Open House also had a poster section, where 12 arts initiatives and projects were highlighted. Finally, the Open House included a slide show of more than 50 Village-area artists' work.
- Continued work on the new plaza between Concord Tea Cakes and Twin Seafood. The WCAC furthered its work on this plaza with tables and greenscape at the intersection of Commonwealth Avenue and Church Street in what is now a paved parking and driveway area. The WCAC met with Concord Public Works to review plans, arrange meetings between the Town and the abutting property owners, and with artists who would like to contribute to the design.
- A social media strategy. The WCAC created a Facebook page and a Twitter account in 2016, and also established a presence in an online "neighborhood" community to encourage participation and information exchange.

The WCAC finished the year with plans to work on a number of projects in 2017, including organizing a mural project for the new plaza at Commonwealth and Church; installing a new pocket park along

Commonwealth Avenue near the MBTA station; adding tables and chairs and perhaps a sculpture in Junction Park on Main Street; acquiring bike racks and perhaps rental bikes for the Village area; working to further the Assabet River Trail system, which we have been developing for several years, and; formalizing access to the public boat launches and fishing piers at various points along the Assabet River in and around the Village.

## PLANNING DIVISION

Marcia Rasmussen, Director of Planning & Land Management  
Elizabeth Hughes, Town Planner  
Lara Kritzer, Senior Planner  
Nancy Hausherr, Administrative Assistant

The Planning Division continues to provide professional and administrative staff support to multiple standing boards and committees including: the Zoning Board of Appeals, Planning Board, Historic Districts Commission, Historical Commission and Community Preservation Committee. Planning Division staff coordinated the town staff review of all development proposals that were submitted for regulatory approval to the aforesaid boards and committees. Planning Division staff also assisted the Community Preservation Committee with its plan updates, application process and funding distribution. This year the Division continued to provide staff support to the Bruce Freeman Rail Trail Advisory Committee and the West Concord Advisory Committee, a subcommittee of the Planning Board. Planning staff participated in the Battle Road Scenic Byway Task Force, the HOME Consortium and Regional Housing Services Office. The Division's agenda includes initiatives in the area of open space protection, affordable housing production, traffic and transportation planning, economic development guidance, historic resources protection, public facilities planning, development regulation creation and sustainable practices.

Town Planner Elizabeth Hughes provided professional support to the Planning Board and the Board of Appeals. In addition to shepherding the plan review process for all development proposals submitted to the Planning Board and Board of Appeals, Elizabeth, working with Town staff and the consultant, completed the development of the Permitting Guide for residents and developers. This Guide helps provide clear guidance about the plan review and permitting processes. Working with the DPLM Director and the Natural Resources Director, Elizabeth coordinated

with a transportation consultant to conduct a feasibility study for a pedestrian bridge over the Assabet River connecting the commercial businesses on Baker Avenue/Extension with the West Concord Village.

Senior Planner Lara Kritzer continued her professional supporting role to the Historic Districts Commission (HDC), Community Preservation Committee (CPC) and Historical Commission in 2016. Lara provided valuable support in developing the Demolition Review bylaw with the Historical Commission, which was approved at annual Town Meeting; updating the Community Preservation plan with the CPC and working with the HDC to update the Design Guidelines. Lara continued working on affordable housing initiatives with the Regional Housing Services Office (RHISO) and working with the Executive Director for the Chamber of Commerce to designate West Concord Junction as a Cultural District.



*Designation of the West Concord Junction Cultural District is celebrated at Three Stones Gallery. From: Select Board member Jane Hotchkiss, President of the Concord Chamber of Commerce Kevin Thomas Plodzick, Mass Cultural Council Executive Director Anita Walker, then-Executive Director of the Chamber Stephanie Stillman and State Representative Cory Atkins*

Director Marcia Rasmussen continued to provide staff support for the Bruce Freeman Rail Trail Phase 2C project; working with Town Counsel to complete construction easements over private property and coordinating with State agencies and design consultant Greenman-Pedersen, Inc. on the 100% design/construction plans that were advertised for construction in the fall. Marcia continued coordinating implementation of the 2013 Parking Management Plan, working with town staff from Finance, Police and Public Works; and, worked with the Town Planner and the Comprehensive Long Range Plan Committee to prepare a Request for Proposals for a planning consultant team to assist with preparation of a new Plan.

In June, Marcia and Lara attended the Massachusetts Housing Partnership Housing Institute along with Town Manager Christopher Whelan and Town residents who have worked with the Concord Housing Trust, Concord Housing Authority, Concord Housing Development Corporation and the Concord Housing Foundation to receive the Housing Hero Award in recognition of the community's collaborative work to support, preserve and create affordable housing.



*The Town of Concord was recognized by the Mass Housing Partnership (MHP) as a "Housing Hero" for its ongoing effort to create and maintain affordable housing in the community. From left: MHP Executive Director Clark Ziegler, Executive Director Concord Housing Authority Marianne Nelson, Concord Housing Development Corporation Chair Phil Posner, Concord Housing Foundation Chair Charles Phillips, Town Manager Christopher Whelan, Director PL&M Marcia Rasmussen, Housing Advocate Toby Kramer, Senior Planner Lara Kritzer and Housing Authority member Linda Escobedo.*

## COMMUNITY PRESERVATION COMMITTEE

Dee Ortner, Chair (Select Board Appointee)  
 Barbara Pike, Vice Chair (Select Board Appointee)  
 Bouzha Cookman, Clerk (Select Board Appointee)  
 Geoffrey Taylor, Treasurer (Historical Commission Appointee)  
 John Cratsley (Planning Board Appointee)  
 Linda Escobedo (Concord Housing Authority Appointee)  
 Greg Higgins (Natural Resources Commission Appointee)  
 Peter Ward (Recreation Commission Appointee)

The Community Preservation Committee (CPC) had another challenging year in 2016 with an increasingly competitive application process and major changes in the Community Preservation Act (CPA) program at the State level. At the 2016 Annual Town Meeting, the CPC recommended that \$1,630,844 in CPA funds be appropriated for projects involving community housing, historic preservation, open space, and recreation. These recommendations were approved by Town Meeting:

### *Community Housing Projects*

- Town of Concord/Planning Division - \$17,500 for the Town participation in the Regional Housing Services Office, an organization which provides professional housing staff for the administration of the affordable housing programs in Concord and six neighboring communities.
- Concord Housing Development Corporation - \$120,000 for the CHDC Affordable Housing Buy-Down Program which provides funds that can be used as needed to preserve existing affordable housing units and/or create new affordable housing units.
- Town of Concord - \$82,500 for the Community Housing Reserve Fund.

### *Historic Preservation Projects*

- Umbrella Community Arts Center - \$138,250 for the Emerson Umbrella Window Restoration project which will restore approximately 50 of the 100 original wood windows on the ca. 1929 former high school while improving the building's energy efficiency by installing wall insulation and double paned glass in the restored windows.
- Town of Concord/Concord Public Works - \$225,000 for the Sleepy Hollow Cemetery Roadway and Stone Wall Improvements which will preserve the historic landscape of the ca. 1855 site by correcting erosion damage, upgrading storm-water management systems, and repairing/replacing failing roads and pathways.
- Town of Concord/Planning Division - \$40,000 to preserve the Wheeler Harrington House by replacing the roofs, repairing damaged masonry and roof framing, and replacing inadequate rainwater drainage systems on the ca. 1745 farmhouse.
- New Church in West Concord - \$12,000 for the Main Entrance Steps Restoration which will repair and replace broken stair treads and restore the original brickwork surrounding the main staircase of the ca. 1903 Queen Anne style building located in the Church Street Historic District.

### *Open Space*

- Town of Concord/Division of Natural Resources - \$36,000 for the Old Calf Pasture Habitat Restoration which will continue Town efforts for another three years to eliminate the invasive Buckthorn from the field and preserve the regions' largest population of Britton's Violets.

- Concord Children's Center and Sudbury Valley Trustees - \$14,100 for the Gowings Swamp Invasive Plant Removal which aims to better preserve the unique wetland ecosystem adjacent to the Concord Children's Center's Natural Playscape.

*Open Space and Recreation Projects*

- Town of Concord/Planning Division - \$125,000 for the Bruce Freeman Rail Trail to complete the 100% design plan from Commonwealth Avenue to the Sudbury Town line in cooperation with the Mass. Dept. of Transportation.
- Town of Concord/Division of Natural Resources - \$166,000 for the White Pond Restoration Project to implement recommendations from the White Pond Watershed Maintenance Plan by designing and installing new erosion controls on Town land adjacent to the Pond and at the State boat launch.

*Recreation Projects*

- Rotary Club of Concord - \$50,000 for the USS Concord Bell Memorial which will construct a new memorial space and seating area dedicated to the USS Concord Bell adjacent to the Veteran's Memorial in Monument Square.



*USS Concord Bell Memorial*

- Concord on Tap and Town of Concord - \$24,494 for the Drinking Water Fountain Project which will install six new drinking water fountains at the fields adjacent to Alcott, Ripley, Sanborn, Thoreau, and Willard schools and at the South Meadow Field.
- Concord Carlisle High School - \$150,000 for Phase III of the Fields Renovation Project which will construct a new natural grass, multi-purpose field in the area adjacent to the Doug White playing fields.

*Administration*

- Town of Concord - \$400,000 for the Acquisition of 265 Balls Hill Road, an 80-acre parcel of open land located at the end of Balls Hill Road and adjacent to the Concord River which will be completed in partnership with the Concord Land Conservation Trust.
- Town of Concord - \$30,000 for administration of the CPA.

In addition to the funding recommendations noted above, the CPC worked closely with funding recipients and the Finance Department throughout 2016 to ensure that the reimbursement process went smoothly and efficiently and that completed projects were closed in a timely manner. Over the summer, the CPC completed its annual update of the Community Preservation Plan, refining its application process, and holding an informational meeting in September for potential applicants. At the end of September, the Committee received 16 new applications for 2017 Annual Town Meeting funding. As in previous years, the nearly \$2.8 million in CPA funds requested far exceeded the \$1.5+ million in CPA funds that is estimated to be available for distribution. From October through December, the CPC has been working to better understand these projects in order to make its recommendations to Town Meeting. A recommendation to allocate \$1,560,340 in CPA funds to 12 of these projects will be included in a warrant article for the 2017 Annual Town Meeting.

The CPC met with Town Boards and Commissions to discuss the possibility of increasing the Town's surcharge from 1.5% to 3% and to gain a better understanding of the future of the State's CPA Trust fund. The program's State matching funds are generated by filings at the Commonwealth's Registries of Deeds and the amount each town receives is impacted by the current real estate market, the number of com-

munity's participating in the CPA program, and the town's selected CPA property tax surcharge. The CPC is anticipating receiving its lowest State match yet, 20.6%, in the upcoming year. With the addition of 11 new communities to the program this year, including Boston and Springfield, the CPC anticipates that the State's funding match will continue to drop in the future, and is actively considering both the Town's needs and other potential options for sustaining current funding amounts for this popular program.

## HISTORIC DISTRICTS COMMISSION

Terry Gregory, Chair  
 Mark Giddings, Vice Chair  
 Nea Glenn, Secretary  
 Dennis Fiori  
 Justin King  
 Luis Berrizbeitia  
 Kate Chartener  
 Satish Dhingra  
 Peter Nobile  
 Melinda Shumway

The Historic Districts Commission (HDC) is charged with "the preservation and protection of buildings, places and districts of historic or literary significance" within Concord's six local historic districts - the American Mile, Barrett Farm, Church Street, Hubbardville, Main Street, and Monument Square/North Bridge. Concord's Historic Districts Act (Chapter 345) was one of the first such bylaws in Massachusetts when it was passed in 1960, and over the intervening years the HDC has worked diligently to preserve the Town's unique historical and architectural character by encouraging the retention of original building materials and the advancement of new elements that are in keeping with the character of each District. The District boundaries are periodically extended by vote of Town Meeting, and in 2016 the Hubbardville Historic District added 369-374 Sudbury Road, an early 19th century building considered for the Historic District when it was initially established.

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 way or place and issues Certificates of Appropriateness for their approval. The HDC held 21 regularly scheduled public meetings at which 80 new applications for Certificates of Appropriateness were reviewed. The Commission issued 85 Certificates of Appropriateness and one Certificate of Non Applicability. Six of these

Certificates of Appropriateness were for extensions of existing Certificates and five modified previous approvals. Three applications were withdrawn this year and one was continued at the request of the applicants to an HDC meeting in 2017. The Commission also conducted ten official site visits. No applications were denied in 2016.

Addition	7
ATM	1
Bollards	2
Demolition	2
Doors	3
Dormer	2
Drinking Fountain	1
Fencing	14
Garage	2
Garage Doors	2
Greenhouse	1
Handrails	3
Kiosk	1
Lighting	9
Mailbox	1
Monument	1
New Construction	3
Outdoor Seating	3
Paint Colors	10
Paving	16
Pergola/Trellis	2
Pool	1
Pool House	1
Ramp	1
Renovation/Alteration	6
Roofs/Roof Related	8
Septic System	1
Shed	1
Siding	1
Signage	10
Site Improvements	2
Solar Panels	2
Stone Walls	3
Storm Door	1
Temporary Art Installations	1
Windows	15

2016 was an unusual year for the number of large scale projects proposed within the Historic Districts. The HDC spent much of the year reviewing these projects which included a new academic building at Concord Academy, a significant addition to the Concord Museum, and a new marketplace and development at the Mill Brook Tarry. The HDC worked with the

applicants and neighborhood residents to fully understand the proposed changes and develop designs that are in character with their Historic Districts, ultimately approving all three with changes to their initial designs. The Commission also reviewed two requests for demolition of twentieth century buildings in the Historic Districts. In both cases, the Commission conducted site visits and reviewed both the history of the structures and their impact on the historic streetscape before ruling that they could be replaced with new structures.

Lastly, the HDC spent much of 2016 continuing to work towards the resolution of a significant violation within the Historic Districts, taking the unusual step of requiring the approval and implementation of a full landscaping plan as part of the solution for the site. The HDC continues to work closely with the Town and residents of the Historic Districts to find a balance between maintaining the historical and architectural character of some of Concord's most important streetscapes and the needs of today's homeowners.

## CONCORD HISTORICAL COMMISSION

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

2016 was a productive year for the Concord Historical Commission (CHC). Following passage of the updated Demolition Review Bylaw at the Annual Town Meeting in April, the Commission developed a new review program, while supporting and expanding its existing programs and activities designed to highlight Concord's unique historic resources and to encourage their preservation. This year's projects and programs include the following:

### *New Demolition Review Program*

After several years of outreach and discussion with the community, the Town passed the CHC's updated Demolition Review program, which allows for review of any building built before 1941 when complete demolition is proposed. This Bylaw marks a significant change from the former list of buildings that were subject to review, providing both a two-step review program and the ability to delay demolition for up to a year. The CHC drafted a process for completing these reviews, which went into effect beginning in August. The Commission reviewed nine applications for demolition in 2016, placing three of the proper-

ties under a one year demolition delay after completing its review and holding a public hearing on the subject property. The Commission will continue to work with affected property owners in 2017 to find solutions for the properties which avoid complete demolition, as well as to streamline the process to facilitate public and Commission use.

### *Archaeology Program*

Since 2014 the CHC has been working with Brandeis University on a multi-year cooperative archaeological survey project. In 2016, the Program finished its first year of onsite work at the Barrett's Mill Farm and moved into the study phase of the project. Brandeis students are now cataloguing and interpreting the artifacts recovered to date, and will continue field work at Barrett's Mill Farm in 2017. The CHC was also contacted by local residents Paul Macone and Joel Bohy about their research on "Camp Massachusetts", a three day gathering of Massachusetts militia held in 1859 in preparation for the Civil War. Thousands of troops and civilian onlookers came to Concord for the event, which was held in West Concord. The CHC is working with these Concord residents to develop the project and gain the permits necessary to complete an archaeological survey of the site in 2017.

### *Ball Benson House and Barn Project*

The CHC has been working to develop a plan for potential reconstruction of the late 17th century Ball Benson House and 18th century Barn, two timber frame structures rescued from demolition by a private citizen several years ago, that are being stored until a new use and location is found. This year, Planning Division staff discussed with the Commission the possibility of reconstructing one or both of the buildings in Harrington Park. Harrington Park is the Town-owned parcel on Harrington Avenue where the Wheeler Harrington House, an historic 18th century building owned by the Town and overseen by the CHC, is located. The Commission worked throughout the year with the Planning Division to research the former buildings and prepare a proposal for consulting services to evaluate the feasibility of the buildings' reconstruction. The CHC supports a future application for Community Preservation Act funding to develop a site plan for Harrington Park that will evaluate possible uses of one or both Ball Benson buildings in the future.

### *Concord's First Annual Preservation Awards Program*

After several years of consideration and development,

the CHC awarded the first annual Concord Preservation Awards this summer. Nominations were solicited for projects completed between 2012 and 2015 in a variety of historic preservation fields. Six projects were recognized this year for excellent work in the areas of Landscape Preservation, Sensitive Addition/Alteration, Adaptive Reuse and Proper Restoration/Rehabilitation. Award recipients were invited to the Select Board meeting on June 20 where CHC Member Annette Bagley and Chair Geoffrey Taylor gave a presentation on the award program and winning projects.

#### *House Marker Program*

The CHC reviewed and approved three historic house markers for buildings located at 48 Lexington Road, 50 Monument Street, and 169 Lowell Road.

#### *Demolition Delay Bylaw*

Concord's earlier Demolition Delay Bylaw, replaced this year by the Demolition Review Bylaw noted above, was triggered one last time by a request to demolish the ca.1770s Enos Fox House at 550 Old Bedford Road. The request was initiated by the property owner after the house had been available for sale for an extended period of time. The Commission worked with the owner and realtor to increase awareness of the unique and historic building, which was ultimately sold to a new owner who wished to preserve the house.

#### *Community Preservation Act Project Reviews*

The CHC reviewed seven applications submitted in the Historic Preservation funding category of the Community Preservation Act, to be voted on at the 2017 Annual Town meeting. Projects included repairs to the Sleepy Hollow Cemetery; accessibility improvements at the West Concord Union Church; completing the restoration of the Emerson Umbrella's original windows; replacing the mechanical and environmental systems in the Concord Museum's Little Building; replacing the Climate Control systems in the Orchard House and a Historic Structure report for the Timothy Wheeler House. The one project that was reviewed but not recommended for funding by the CPC was the Harrington Park Master Plan.

#### *State and National Register Program Reviews*

The CHC continued to review projects this year as part of its wider responsibilities concerning Section 106 Federal funding and other government-mandated reviews of proposed projects with potential impacts on local historic sites and structures. Additionally, the

Commission welcomed the planning and improvements at Walden Pond, a State park and National Historic Monument; and joined in celebrating the 50th anniversary of Minuteman National Historic Park and its important place in the century-long history of our national park system.

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

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

The purpose of the Bruce Freeman Rail Trail Advisory Committee (BFRTAC) is to advise the Select Board and Town Manager on matters concerning the design, development, and long-term maintenance of the Bruce Freeman Rail Trail in Concord.

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

Construction continues on this section of the trail. A construction activity blog can be found on the Town of Acton website. The project was 54% complete at the end of December 2016.

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

The 25% design was submitted February 25, 2016. A MassDOT public hearing was held in November 17, 2016. Funding of the Phase 2B will be shared by the US Federal Government, Commonwealth of Massachusetts and Towns of Acton and Concord. An RFP to complete the Phase 2B design is expected to be advertised and awarded in Spring 2017. Advertisement of the 100% design for construction is planned by September 30, 2018. Construction for Phase 2B is expected to begin in the spring of 2019.

#### *Phase 2C (Concord)*

The 100% design submittal was submitted February 2, 2016. The Phase 2C construction bid package was advertised on August 27, 2016. Bids were opened on November 29, 2016. The construction contract is expected to be awarded and signed in early 2017. Construction is expected to start in spring 2017.

#### *Phase 2D (Sudbury)*

The Town of Sudbury has created a Bruce Freeman Rail Trail Design Task Force to advise and assist the Board of Selectmen and the Town Manager in advancing the design of the project. Preliminary 25% design plans were submitted on November 16, 2016.



*MassDOT Design Public Hearing held in November*

The BFRTAC continued its collaboration with representatives of the Concord Historical Commission, and Natural Resources Commission to develop interpretive signs for the trail. Draft designs have been forwarded to the State for fabrication and installation during construction. Preliminary designs were posted at the November 2016 Public Forum.

The BFRTAC/WPAC (White Pond Advisory Committee) joint sub-committee continues to work towards the common goal of designing the best trail possible, while balancing the environmental concerns around White Pond. Signage suggestions have been submitted and long-term stewardship discussions are on-going.

A Community Preservation Act award was approved at Town Meeting 2016 for the final \$125,000.00 of the \$500,000.00 that was requested several years ago. These funds will be needed for the design and construction of Phases 2B and 2C.

Several Town Meeting 2016 Articles were approved authorizing the Select Board to approve necessary right of way deed easements over town-owned land for the BFRT. Later in 2016 the Select Board approved all the necessary right of way authorizations needed to advertise the Phase 2C construction contract.

The BFRTAC worked with the Planning Department to get a Frequently Asked Questions (FAQ) document posted about the trail on the Town Website. The BFRTAC is working with *The Concord Journal* to write and publish several articles to raise overall awareness of the upcoming Phase 2C construction and Phase 2B design work.

## WHITE POND ADVISORY COMMITTEE

Carmen Jaquier, Chair  
Deborah Ellwood  
Stephen Goodman  
Joan Kennedy

The White Pond Advisory Committee (WPAC) was formed in 1973 by the Board of Selectmen as an advisory and liaison Committee to review and analyze the concerns of the White Pond watershed and act as steward for the pond and its environs.

2016 was a year of severe drought in Concord and the surrounding area. The Town declared water restrictions and the level of White Pond dropped to levels many had not seen before. When there was rain, it came in heavy downpours flooding into the pond and worsening the existing problem areas of runoff and erosion. The worst area of runoff and main source of pollution to the pond, is the boat launch next to White Pond Associates (WPA) beach. Remedial work was done by Bob Hale, WPA, and his crew. The catch basins were lifted out, cleaned, replaced, and some grading was done around the drains to better direct runoff into them. CPW cleared the pipe from the catch basins to the cistern. These maintenance measures had not been done for years and helped the runoff situation. But during two heavy rain storms afterwards, serious erosion still occurred showing that more needs to be done. WPAC will continue to seek a solution for this problem working with the Town, WPA, and the State. WPAC will request yearly maintenance from the Town for cleaning the basins and clearing the pipe to the cistern.

Town staff is working on an erosion control/landscaping plan for the surrounds of the pond to be implemented in 2017. The main contributor to the deteriorating quality of the water at White Pond are the pollutants carried into the pond by runoff from erosion of surrounding shores and the boat launch.

The pond continues to be a test site for the EPA Citizen Science Cyanobacteria monitoring program set up by Hilary Snook of N. Chelmsford EPA Lab. White Pond was one of the first site visits for the EPA's new educational van which has full laboratory facilities inside and an outside computer monitor so the public can attend a lecture with video on Cyanobacteria and the testing program. On June 6, the van spent the day at White Pond with about 30 residents, neighbors, and the 2 DNR rangers attending, learning the protocols of collecting water samples.

From spring to end of November, the regular EPA volunteers took water samples weekly, processed slides, and posted results to the EPA Cyanobacteria website. White Pond had another summer of Cyanobacteria blooms. The blooms started late in summer and continued to late fall with the last bloom happening on November 30. The later start of the blooms might have been due to the drought with lack of rain lessening the churning of the layers of water.

Fresh and frozen samples were taken for analysis to Eastern Analytics Lab in Concord, NH. Frozen samples were taken to the EPA lab in N. Chelmsford. Dr. Bill Walker continued his decades long weekly testing for temperature and clarity and his monthly test for dissolved oxygen. ESS did sediment testing in 2016 and will finish the rest of their testing in 2017. When results from all these entities are processed, WPAC plans to have a public meeting to present the results.

The Rivers and Revolution program from CCHS conducted a sampling of soil and water at White Pond to understand the nutrient loading that has led to the Cyanobacteria blooms. Their samples were processed at UMASS and it was found that the farm fields had the highest concentration of phosphorus. The rangers hired by DNR in 2015 returned in 2016 and were a continued success in keeping order among those visiting the pond. They also participated in the EPA project, collecting water samples weekly.

The Town initiated the Beach Pass Program for Concord residents to be able to swim at White Pond. Residents could call the recreation department, reserve passes to swim at White Pond for the day. Each pass covered a car load of people. Costs were low with a discounted senior rate. WPAC believes the program needs more advertising as many residents were not aware of the program. WPAC will promote the program in 2017 with flyers placed around Town.

The Select Board asked all Town committees to review their charters and see if they were still fully relevant. The charter for WPAC, written in 1973, was not completely relevant to the issues WPAC is faced with today. The Committee wrote a new version that would cover the situations of today. We passed the revision to the Select Board for their response and were given further guidance and will work some more on this new version. There will be more back and forth we get to the finished product. WPAC wants this new charter to serve as the foundation for the care of

White Pond and its environs, be broad in scope, and be relevant for years to come.

WPAC continued to monitor the progress of the BFRT and Sudbury's ongoing process. Jim Lyon is the liaison to the WPAC from the BFRT and attends our meetings giving regular updates. Starting spring 2017, the culvert at Powder Mill Road will be built. The trail will not continue past the culvert until Sudbury comes to a more finished degree of their plans starting at Rt. 117. That is probably about 5 years in the future. WPAC is concerned with the open culvert being an invitation for bikers to continue on to White Pond and will depend on the rangers for monitoring that area.

Jerry Frenkil stepped down as Chair of WPAC and at his last meeting presented a State of the Pond report he had written describing activities carried out by WPAC and others to improve conditions at the pond.

Four construction projects in the White Pond watershed came before WPAC for approval. The Committee decided it would be helpful to the homeowners, before they come before the Committee, to have a list of what information the Committee wants to hear from them at our meeting. This would help the homeowners be prepared and the Committee to facilitate a quick review. WPAC advises the Building Dept. with our sole concern being the protection of the watershed. WPAC's role is to advise but not interfere with the other Town Committees requirements. We composed a preliminary list and will consult with the Committees involved to prepare a finished guide.

## CONCORD LAND CONSERVATION TRUST

### *Concord Land Conservation Trust Trustees*

Joan D. Ferguson, Chair  
Pauline Cross Reeve, Vice Chair  
Jonathan M. Keyes, Secretary  
Jeff Wieand, Treasurer  
Lynn G. Huggins  
Gordon H. Shaw  
John M. Stevens, Jr.

### *Concord Open Land Foundation Directors*

Thomas C. Tremblay, President  
F. Robert Parker, Treasurer  
Lynn G. Huggins, Secretary  
John G. Bemis  
Fred Mulligan

The Concord Land Conservation Trust is a tax exempt, 501(c)(3) charitable organization established in 1959. Our membership and the properties that we own are open to all. CLCT's mission is to conserve the natural resources of Concord and the Town's traditional landscape of woods, meadows and fields. Its programs complement other conservation efforts of the Town, State and national governments. The Land Trust works closely with its affiliate, the Concord Open Land Foundation.

The highlight of 2016 was the acquisition of the October Farm Riverfront, 80 acres of stunning waterfront along the Concord River at the end of Ball's Hill Road. This property is remarkable for its steep eskers and kettlehole ponds, its mile of riverfront and its historical association with the noted ornithologist William Brewster. An extensive trail system provides easy access to the riverfront and more challenging access to the summits and vistas of Holden and Ball's Hills. The area has been a priority for conservation for years because of its intrinsic ecologic value and its larger role in connecting the protected open space of the Great Meadows wildlife refuge to the east with Estabrook Woods to the west.

Over the course of the year, the Land Trust and the Town worked together to raise the \$6 million purchase price for the October Farm Riverfront. This was accomplished through a cooperative effort that included Town Meeting votes, a State grant, CPA funding and the exceptionally generous contributions of residents and Land Trust members. The Town now owns just over 33 acres of the property and the Land Trust, around 47 acres; all the land is preserved for conservation, water supply and passive recreation.



*Public walk at October Farm Riverfront*

In the spring, Concord's Select Board created the Estabrook Woods Access Study Committee and appointed a Land Trust representative to it. The Committee was asked to provide guidance regarding a number of issues concerning this 1,400-acre natural area, such as conflicts over parking, dogs and visitor impacts. The Land Trust not only owns and cares for nearly 100 acres in Estabrook Woods, it has worked for years as part of a cooperative effort to sustain the core of the woods as a biological preserve under Harvard University's ownership. Understanding the unique nature of the public/private ownership of the Woods and how that ownership informs the options for public access was an important aspect of the Committee's work. Several recommendations from the Committee were directed at improving access to Estabrook Woods through CLCT's Chamberlin Woods property on Lowell Road. The Land Trust looks forward to working with Harvard and other landowners in the Woods, as well as the Town, to support responsible and consistent standards for stewardship throughout this precious resource.

As in past years, the Land Trust organized seasonal walks on several of our properties to encourage their use by our membership. We partnered with the Musketaquid Program for the Arts and Environment by hosting some of its 'Wild Walks'. Members and others helped maintain and improve our properties

through a number of volunteer and service projects. For the annual Richard Taylor Environmental Lecture, Harvard Professor Scott Edwards explained how genomics can be used to study bird conservation and evolution. We sponsored the construction of deer exclosures in our Wright Woods property as part of a research project to measure the impact of deer populations on woodland ecology.

The Land Trust is a largely volunteer organization with a volunteer board, supported by annual membership donations. We are ably assisted by a property manager and an office manager, both part-time; the latter works out of a small office on Sudbury Road.

The Land Trust is grateful to the many residents of Concord who have been so generous in donating land, conservation restrictions on land and the funds necessary to acquire and maintain conservation land. We are privileged to live in a town that places such a high value on maintaining a balance of land uses characteristic of the traditions of a New England town. Our properties are available to the public for hiking, skiing and picnicking. We hope that all of you will join us in enjoying the open space that so many people have helped to preserve.

<b>CONCORD LAND CONSERVATION TRUST</b>		
<b>STATEMENT OF FINANCIAL POSITION</b>		
<b>SEPTEMBER 30, 2016 AND 2015</b>		
	<u>2016</u>	<u>2015</u>
<b><u>Assets</u></b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 767,285	\$ 346,035
Investments	1,883,700	1,766,507
Promises to give	2,514,363	72,850
Prepaid expenses	4,060	3,932
<b>Total current assets</b>	<u>5,169,408</u>	<u>2,189,324</u>
<b>Non-current assets</b>		
Property, net of accumulated depreciation	-	18,628
Land - held as open space	24,833,419	24,833,419
Prepaid land costs	9,593	-
Deposits	100,600	600
<b>Total non-current assets</b>	<u>24,943,612</u>	<u>24,852,647</u>
<b>Total assets</b>	<u>\$ 30,113,020</u>	<u>\$ 27,041,971</u>
<b><u>Liabilities and Net Assets</u></b>		
<b>Current liabilities</b>		
Accrued expenses	\$ 4,362	\$ 3,871
Accrued payroll	4,442	3,042
<b>Total current liabilities</b>	<u>8,804</u>	<u>6,913</u>
<b>Net assets</b>		
Unrestricted net assets	1,954,656	1,806,936
Temporarily restricted net assets	394,703	394,703
Permanently restricted net assets	27,754,857	24,833,419
<b>Total net assets</b>	<u>30,104,216</u>	<u>27,035,058</u>
<b>Total liabilities and net assets</b>	<u>\$ 30,113,020</u>	<u>\$ 27,041,971</u>

CONCORD LAND CONSERVATION TRUST  
STATEMENT OF ACTIVITIES  
SEPTEMBER 30, 2016 AND 2015

	2016	2015
<b><u>Revenue and Support</u></b>		
Membership dues	\$ 140,563	\$ 142,806
Contributed land	-	2,900,000
Contributions	3,011,731	300,681
Rental income	10,061	10,061
Trail guide fees	202	313
Investment income, net	104,148	(24,046)
<b>Total revenue and support</b>	<b>3,266,705</b>	<b>3,329,815</b>
<b><u>Expenses</u></b>		
<b>Program services</b>		
Salary and wages	39,422	52,653
Property maintenance	34,292	24,457
Demolition of building	33,335	-
Education studies	4,250	9,271
Insurance	6,946	4,111
Real estate taxes and other taxes	9,425	5,610
Printing and postage	5,181	-
Professional fees	4,233	4,040
Payroll taxes	3,023	4,808
Organizational dues	1,075	1,075
Office rent and utilities	2,098	-
Depreciation	-	801
Annual meeting and events	322	566
Land protection	-	11,622
<b>Support Services</b>		
Salary and wages	16,313	17,918
Printing and postage	5,345	9,695
Office rent and utilities	4,935	8,979
Accounting	8,550	7,872
Payroll taxes	3,504	2,820
Office supplies and services	1,310	1,915
Telephone	1,073	1,071
Bank and credit card fees	643	342
Conference fees and training	162	188
State filing fees and other taxes	930	80
<b>Fundraising Expenses</b>		
Salary and wages	7,462	-
Office rent and utilities	2,098	-
Office supplies and services	850	-
Payroll taxes	571	-
Printing and postage	199	-
<b>Total expenses</b>	<b>197,547</b>	<b>169,894</b>
Increase (decrease) in net assets	3,069,158	3,159,921
Net assets at beginning of year	27,035,058	23,875,137
Net assets at end of year	<b>\$ 30,104,216</b>	<b>\$ 27,035,058</b>

## AGRICULTURE COMMITTEE

Steve Verrill, Chair  
Brian Cramer, Clerk  
Emily Wheeler  
Dudley Goar  
Lise Holdorf  
Happy Goethert, Associate

The Agriculture Committee provides a forum for matters of interest to farmers in Concord. It also advises the Select Board about how the Town can best support farming in Concord, and serves as a nexus for outreach efforts by the Concord agricultural community to the wider public.

The 2016 season was preceded by a mild winter, but the spring was unseasonably cold, with a stretch of subfreezing weather in early April, and a slow warm up thereafter. Not much precipitation fell during the winter, and it remained dry throughout the spring, summer and into the fall. Even as we enter 2017, there is a large water deficit compared to an average year. The severity of the 2016 drought was pretty much unprecedented and resulted in many crop failures and yield reductions. Irrigation proved to be a necessity for much of the season, and farms and fields without access to water suffered. At least one local farm, First Root Farm, which operated for many years on leased acreage at Minuteman National Historical Park with very limited options for irrigation, decided to fold this season, at least partly because of the very dry 2015 and 2016 seasons. Farms with access to irrigation had successful growing seasons with good yields and low disease pressure due to dry conditions.

### *Public Forum – ‘Meet Your Farmers’*

The Agriculture Committee held a well-attended event at the Harvey Wheeler Community Center in West Concord on March 29. The “Meet Your Farmers” public forum featured presentations by 5 Concord farmers, who discussed some of the challenges associated with farming, including irrigation, pest and disease control, controlling weeds, and season extension. There was also a discussion of Town Meeting Warrant Articles that had a bearing on local agriculture.

### *Article 48 on the Town Meeting Warrant*

The Agriculture Committee was approached by both the petitioner, Mark Hanson, and concerned farmers in Town to take a position on Article 48 of the Town Meeting Warrant, which asked the Town to actively discourage the use of neonicotinoid pesticides because

of potentially damaging impacts on pollinator populations. After extended discussion, the Committee expressed conditional support for Article 48, and Town Meeting passed it. The Committee offered to name a representative to participate in a Town task force to gather information on local usage of neonicotinoid pesticides and to make recommendations on the best way to implement the Article.

### *Art and Agriculture: Four Seasons on Concord Farms*

This innovative art project was spearheaded by associate committee member Happy Goethert. The Agriculture Committee collaborated with Concord’s Umbrella Community Arts Center to pair 11 artists, selected by a jury, with 13 Concord farms in a year-long endeavor to capture the cycle of the farm year. The project culminated in an exhibition at the Umbrella Gallery that ran from October 6 through November 13. A smaller parallel program encouraged artists interested in depicting Concord farms during a single season to participate and show their work in four separate, seasonal exhibitions. “Art and Agriculture” attracted a lot of interest and was very well received, and the Agriculture Committee is currently exploring ways to revive, extend, or reinvent the concept for another annual cycle.

### *‘View from the Fields’*

The committee continued a mostly monthly column in the *Concord Journal* newspaper. Most of the columns this year were based on oral histories of various Concord farms. Most all of the land that is currently farmed in Concord has been farmed in some fashion and by some farmer for time immemorial. The purpose of the farm history series is to get some of the stories about how the land was used, what was grown, who worked there, etc. into an archive. This project is still underway, as there are still many folks with stories to tell about the history of farming in Town. The committee plans to have the full series of columns available on the Town website in the near future.

### *‘Guide to Concord Farms’ Update*

The Ag Committee decided to use the need for an update to the Guide – first published in 2008 and revised regularly since – as a chance to re-design it as well. Committee members sought current information on all farms whose primary location is in Concord, and agreed on a new format for the printed brochure. Many thanks to the Goethert family for seeing this project through to print! Emphasis in the Guide is given to farms that market directly to consumers,

but mention is made of several primarily wholesale operations. The Guide lists 18 Concord farms, down from 20 in 2013. The new Guide is available at Concord farm stands, the Information Center, and Town House, and can also be downloaded from the Agriculture Committee's page on the Town web site.

*Ag Day/Food, Farm and Garden Fair/Stone Soup Dinner*  
Concord's annual celebration of local agriculture began on September 10th with the 11th annual Ag Day, a once-a-year farmers market held on Main Street in Concord center with the participation of about ten Concord farms and about a half dozen local organizations. Tours of residential food gardens followed the Ag Day market on Saturday, and the Food, Farm and Garden Fair weekend was capped off by guided tours of many participating local farms on Sunday. The following Sunday saw the 9th annual Stone Soup Dinner, a farm-to-table event on a town-wide scale, with the participation of local farms and chefs. The Stone Soup Dinner serves as a fundraiser for various Concord agricultural projects.



*View of Main Street during the 11th Annual Ag Day*

### *Housing for Concord Farmers*

Although a lot of effort and attention has been given in Concord to the preservation of farmland and open space in general, the related issue of affordable housing for the people who farm the land remains a concern of the Agriculture Committee. In late 2015, members of the committee and the Concord Housing Foundation, among others, were given a tour of some currently unused housing stock in Minuteman National Historical Park (all homes of former farmers) along with a discussion of some of the issues in-

volved, including renovation costs and federal policies on leasing directly or to intermediary organizations. No new initiatives were started or specific goals identified either in or out of the National Park, but the Agriculture Committee has identified farmer and farm worker housing as a priority in the coming years.

## CONCORD HOUSING AUTHORITY

Linda Escobedo, Chair  
Todd Benjamin  
Rick Eifler  
Edward Larner  
Hester Schnipper

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 heterogeneous and integrated community.

The Concord Housing Authority (CHA) was established in 1961 under M.G.L. Section 121.B as a local municipal agency for providing low income housing and is subject to State, Federal and local regulations. The CHA is governed by a Board of Commissioners, four of whom are locally elected and one of whom is a State Appointee. All programs are dependent on State, Federal, and vital local sources of funding and support.

Under the direction of Marianne Nelson, Executive Director, the CHA operates 228 subsidized units in both Public Housing and Section 8 programs and currently serves more than 375 people. Our State/Federal Family and elderly units are scattered throughout the Town in over 20 locations. Tenant turnover rates for CHA units remain low and waiting lists for available units remain high, translating into lengthy times for the next unit availability.

Several large capital improvement projects have recently been completed or are currently in the construction or design phase.

With the financial support of Community Preservation Committee, West Metro HOME Consortium, the State of Massachusetts Department of Housing and Community Development (DHCD), and the Town's Affordable Housing Fund, the final construction phase of the Peter Bulkeley Terrace (PBT) building project is finally underway. This includes four additional ground floor units, two of which will be handicapped accessible. The anticipated occupancy date is set for Spring 2017. The CHA is proud to announce that Abacus Architects (the architectural design team for PBT) is the recipient of several recent design awards for our very own Peter Bulkeley Terrace.

Capital improvements this year have included the installation of an Emergency Generator at PBT, new roofs and insulation at Everett Gardens and new energy efficient air source heat pumps that will supply both heat and air conditioning to eight apartments and the CHA office. Some of these projects were accomplished through a State sustainability funding initiative.

The design of three new boilers at Everett Gardens has been completed and funding is in place to install the boilers early spring.

Smaller projects have included a new kitchen in one of the State family units, a new roof and exterior painting to a local unit, several kitchen updates and bath upgrades to increase ADA compliant availability. Additionally, the CHA continues to update units at turnover, making capital improvements as necessary.

## CONCORD HOUSING FOUNDATION

Charles Phillips, President  
 Nancy McJennett, Treasurer  
 Barbara Powell, Clerk  
 Steve Carr  
 Tom Conway  
 Holly Darzen  
 Terry Rothermel  
 Win Wilbur

The Concord Housing Foundation, Inc. (CHF), (PO Box 751, Concord, MA 01742-0751) is a 501c(3) non-profit charitable corporation. Founded in 2001 and run by a volunteer Board of Directors, the CHF's purpose is to engage in fundraising, community outreach, and education in support of affordable housing in Concord.

To date, the CHF has undertaken campaigns to support seven affordable housing projects and raised more

than \$700,000. Over 350 households, businesses, and religious institutions have contributed to these capital campaigns over the last decade. Otherwise, the CHF relies on annual donations from "Friends of Housing" to defray the costs of the newsletters, fundraising, and annual legal filings.

This year, the CHF has pledged to raise up to \$200,000 as part of the Town's contribution to the Junction Village project. The Foundation continues to seek creative ways to preserve some of Concord's smaller houses and keep them within reach of a wider range of first-time buyers. We are looking for opportunities to help finance affordable housing for new farmers, as we did at the Barrett's Mill Farm.

The Foundation's newsletter, *The Concord Housing News*, is usually published in the spring and fall. The newsletter reports on topics related to affordable housing, including the current activities of the Concord Housing Authority and the Concord Housing Development Corporation. In addition, it covers housing issues at Town Meeting and the work of the CHF.

The CHF is supported by an Advisory Board whose members meet semiannually with the Directors for advice and comment. The current members of the Advisory Board are: Nancy Beeuwkes, Nan Conway, Nancy Cronin, Carrie Flood, Art Fulman, Phill Gross, Jay Keyes, Sally Schnitzer, Norma Shapiro, Gordon Shaw, Steve Steinberg, Kate Villers, Phil Villers, and Alec Walker.

## CONCORD HOUSING DEVELOPMENT CORPORATION

Phil Posner  
 Marshall McLean  
 Amir Viskin  
 Jerry Evans  
 Marylynn Boris  
 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. It assumed the responsibilities of the Concord Affordable Housing Committee. CHDC's bylaws were approved by the Select Board in June 2007. The CHDC is charged with investigating and implementing 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.

The CHDC will continue to pursue approval of an affordable housing development on the land given to it by the Commonwealth in 2013. The land is located at the end of Winthrop Street and is adjacent to the Concord Prison Complex. CHDC will also work to build our small grant program which assists low and moderate income residents of Concord with home repairs necessary for health and safety. As opportunities arise, CHDC will work with the Town to maintain the affordable status of units in the Emerson Annex and in other projects in the Town. We will also work with the Regional Housing Services Office to develop new ways to assist Concord residents to live safely in their homes, and will actively pursue the retention and upkeep of existing affordable properties and the creation of new ones.

#### *Activities during 2016*

The major activity undertaken by CHDC during 2016 was the continuation of the many steps required to develop a fully affordable, 83-bed assisted-living facility at the end of Winthrop Street adjacent to the Department of Corrections Concord Prison Complex. Following many public meetings and presentations to Town boards, the Select Board voted unanimously in July 2015 to support the project currently known as "Junction Village." This support was demonstrated in a letter to the Department of Community Housing and Development, the state agency charged with awarding the tax credits required to build such a project and issuing a "Project Eligibility Letter." Preliminary conversations with DHCD have been positive, with Concord being commended for the work it has already done for affordable housing and for this upcoming project. The Grantham Group (the developer selected for the Junction Village project) was praised by DHCD for affordable housing statewide.

Our activities including various meetings with the Select Board, the Finance Committee, other Town Committees and Boards and Town staff. Site visits with members of the community and an Open Space Forum were undertaken to solicit ideas and preferences from the public for the 'open space use' of the land that will be adjacent to the affordable assisted living project.

The Grantham Group, the Developer selected by CHDC to develop the affordable assisted living project prepared and filed a Local Initiative Proposal (LIP) which was approved by the Select Board and the Department of Housing and Community Development and filed a Comprehensive Permit application (a "friendly 40B") to the Zoning Board of Appeals and a Notice of Intent with the Natural Resources Commission. Hearings before the Planning Board and Zoning Board of Appeals are set to commence in January, 2017.

In addition to planning for the Winthrop Street development, the CHDC has continued its Small Grants Program, which helps low to moderate income residents of Concord make repairs to their homes to improve health and safety. In 2015 the Board voted to change the funding cycle from 3x/year to twice, and to increase the amount of each award to a maximum of \$5,000 (from \$3,000). This increase was made in recognition that those who had received awards were having difficulty completing work within the \$3000, and that a number of projects were incomplete. The change in funding cycle means that while each award will likely be larger, the total amount of money expended each year by the CHDC will remain approximately the same. Further information regarding the CHDC Small Grant Program is available on the Town website or from the Town Planning Office.

The CHDC continues to monitor and respond to the maintenance of existing affordable units, refurbishing and rewriting deeds as necessary to help maintain Concord's housing inventory. We have collaborated with both the Concord Housing Authority and the Concord Housing Foundation supporting efforts in which housing that comes to market might be made available for affordable uses. We participated in a local forum on housing needs in Concord supported by the Town Planning Office. The Board contributed to a "buy-down" for an affordable unit (within a larger housing development), helping to ensure that little or no difference between the market rate and affordable units will be discernible to any resident and that the unit would "count" towards the Town's subsidized (affordable) housing inventory. Even though the Town currently meets the State-required 10% minimum affordable housing guideline, the CHDC recognizes that accomplishment is subject to change, depending on the construction of new market rate homes and other factors. Based on the current levels of res-

idential housing growth, the number of units which “count” toward the State goal will be below 10% of the Town’s housing units in the absence of the creation of approximately 40 affordable housing units. Concord remains an 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 diversity.

## 2229 MAIN STREET ADVISORY COMMITTEE

Paul Boehm  
Ray Bruttomesso  
Len Rappoli  
Pam Rockwell  
Fred Seward  
Judith Zaunbrecher  
Steven Ng, Select Board  
Deborah Farnsworth, Board of Health

The 2229 Main Street Advisory Committee was formed to monitor the cleanup at the site previously occupied by defense contractor Starmet, formerly Nuclear Metals, Inc. (NMI). This site was put on the EPA national priorities list in 2001 and is now a superfund site. The Committee is pleased to report significant progress in 2016. EPA completed the building removal action – all the buildings at the site have been emptied and disassembled. Contaminated building contents and materials have been shipped off the site to appropriate disposal sites. Contaminated foundations and slabs have been coated and covered with tarps. At this point, the construction trailers, sampling well-heads, and fences are the only structures that remain at the site. The Committee is delighted to see the removal of this hazardous material. Reaching this key milestone means that most of the materials accessible to the public have been removed from the site, dramatically reducing the hazards to abutters and emergency responders in our Town. Further, this is an important step, paving the way for the larger site cleanup of soils and groundwater.

In July, EPA announced that they had reached an agreement with principal responsible parties to begin the remediation of chemicals used as solvents and cleaning agents at NMI. It was known that volatile organic compounds deep under the site may pose a vapor hazard to buildings that are built on the site in the future, but recent advances in detection technology revealed the presence of an emerging contaminant, 1,4-dioxane. In 2016, additional testing was per-

formed to characterize the movement of these chemicals in the groundwater, and it was determined that 1,4-dioxane, had moved off the site and was heading under the Assabet River, in the direction of Acton’s drinking water well field. The July agreement funded a Non-Time Critical Removal Action of 1,4-dioxane. The remediation design was started immediately to develop remediation wells that could prevent 1,4-dioxane in groundwater from impacting the Acton drinking water wells on the other side of the Assabet river. The Committee participated in working groups that reviewed plans for pump tests that were completed in November. Committee members expressed concern that contaminated water pumped out of the ground to protect Acton’s drinking water should not be discharged into the Assabet River without removing 1,4-dioxane, since other towns (notably Billerica) use water that has travelled downstream from the site for drinking water. EPA and the 2229 Committee agree that it is urgent to begin some form of hydraulic control to prevent any more 1,4-dioxane from reaching Acton’s drinking water wells.

With the removal of the buildings complete, EPA is now proceeding to implement the proposed remedial action plan as codified in the Record of Decision (ROD) issued on September 30, 2015. Depleted uranium in surface soils near building slabs, and in groundwater deep below the surface is confined to the 2229 Main Street property, and moves slowly, so EPA has ample time to ensure that the uranium never moves off the site.

The proposed plan requires:

- that all contaminated soils up to a 10 foot depth be dug up and removed from the site,
- that a large mass of depleted uranium extending deep below the old holding basin which is the source of groundwater contamination be chemically sequestered so that it will not leach into groundwater,
- that the source will be surrounded by a waterproof barrier like concrete or bentonite,
- that soils will be cleaned up to an extremely protective interpretation of the residential cleanup level (a final uranium level of 2.3 parts per million that contributes a risk of less than 1 in a million),
- and that contaminated soils will be shipped to a proper mixed waste disposal area and not buried at the site.

Once the remediation of the uranium at the site begins, it could theoretically take less than five years; the uranium remediation might be completed and the site could be redeveloped before the volatile organic chemicals have been eliminated from the groundwater. The proposed plan requires that that funds will be set aside to test for and prevent contaminated vapors from affecting future buildings at the site before the groundwater remediation is complete.

In 2015, Concord Town Meeting voted to allow the Select Board to take ownership of the property at 2229 Main Street. This year, the Committee has discussed possibilities for future use of the site, such as solar arrays, a dog park, recreation buildings, truck or bus parking and maintenance, assisted living, or outdoor recreation. The Committee has initiated conversations with the Comprehensive Long Range Planning Committee to be sure that the resources at the site are part of Concord's future plans.

More information about the 2229 Main Street clean-up can be found at the following websites. The committee does not have control over the content of these sites:

- [www.nmisite.org](http://www.nmisite.org) is the website created by the contractor de maximis inc. It includes a list of the current activities at the site, including data and maps from the sampling that has been completed and pictures of the building removal. There are also links to the EPA Record of Decision and feasibility study.
- The EPA Record of Decision is available at the Concord Free Public Library reference desk or can be viewed online or downloaded at <http://semspub.epa.gov/work/01/58>
- More information from the EPA about the 2229 Main Street superfund site can be found online at <http://www.epa.gov/superfund/nmi>

## HANSCOM FIELD ADVISORY COMMISSION

The Hanscom Field Advisory Commission (HFAC) was established in 1980 by the Massachusetts legislature and is comprised of representatives of Concord, Bedford, Lexington, and Lincoln, and other nearby towns; aviation-related interests and businesses; citizen groups; and the U.S. National Park Service. Its role as an advisory commission has primarily focused on review of issues of land use, noise and transportation at Hanscom Field. It also provides a forum for

communications among the surrounding towns, the users of the airfield, Massport and the FAA in matters pertaining to Hanscom Field.

In 2016 Bedford chaired HFAC. The HFAC acknowledges the benefits to the local economy that activities at Hanscom provide and continues to advocate for no commercial flights and no cargo flights at Hanscom. Massport continued to monitor aircraft noise and activity levels at Hanscom Field and reported the results of this monitoring to HFAC monthly. Improved methodologies for analysis of flight activity and noise reports include Noise Exposure contours for Day-Night Average Sound Levels (DNL), and a metric called EXP to distinguish civilian noise from military noise and to estimate changes in noise levels at Hanscom.

Comparisons between 2015 and 2016 monthly activity show that overall flight activity decreased approximately 4.9% less than in 2015. Military operations decreased 13% in 2015-2016, as compared to 2014. Noise disturbance reports have decreased each year since 2009. Military flights with high noise levels now comprise less than 1% of the activity at Hanscom. In July, the 2015 Annual Noise Report was published and presented to HFAC. The report showed a decrease of 4.5% in annual civil operations. Both publications are available on the Massport website: <http://www.massport.com>.

Massport reported on-going progress on funded capital projects including vegetation management, obstruction removal, continued the implementation of the Wildlife Hazard Management Plan, website improvements, and storm water infrastructure upgrades. Massport rehabilitated the Runway 23 safety area beyond the runway end and a portion of Taxiway Juliet, south of Taxiway Tango. Planning to rehabilitate runway 11/19 is scheduled for 2017. Massport reached an agreement with Minuteman National Historic Park and Mass DOT regarding the design and installation of new signage at Hanscom Drive. The lease for Hangar 12A expired, and Massport has initiated the RFP process with responses due by February 10, 2016. Massport approved a proposal from Boston MedFlight who will begin construction activities to re-develop Hangar 12A in spring 2017. Massport applied to the GSA and the FAA to acquire the Navy Property; it is anticipated that the parcel is to be transferred in early 2017. Phase I Construction of Jet Aviation's Ramp Extension and replacement

of Hangar 17 started in April and was completed in 2016 and Phase 2 began shortly afterward and includes construction of a new hangar and FBO facility.

## HANSCOM AREA TOWNS COMMITTEE

In 1988, the Hanscom Area Towns Committee was established to coordinate the policies and activities of the four towns that contain Hanscom Field (Bedford, Concord, Lexington, Lincoln) in their relationships with the major organizations that operate in the Hanscom Field area including: the U.S. Air Force, the National Park Service, Massport, MIT Lincoln Laboratory, and private corporations.

Selectmen representatives from each town comprise the committee with participation from Planning Board and at-large representatives. Since 2001, Selectmen representing the four towns serve on both HATS and HFAC for continuity. The Environmental Subcommittee assists with review of environmental impacts associated with airport activities.

Hanscom's mission has been focused on development and procurement of electronic systems that support the national defense. There is little military flight activity at the Base and the airfield and civil aviation activities are under the control of Massport. The four HATS towns have shared interests in maintaining Hanscom as a viable base for regional economic reasons and continue to participate in community-focused activities at HAFB. The towns also share the interest in having no commercial or cargo flights, and in diminished noise in the region. There may be opportunities for regional collaboration in environmental initiatives, including noise and traffic.

Massachusetts Military Asset and Security Strategy Task Force Update: HATS continued to participate in the working group of the Lt. Governor's Taskforce to support all military installations in Massachusetts. HATS formalized the communities' interest in maintaining proactive communication with the task force and with elected State and federal legislators.

HATS met with Minuteman National Park Superintendent, Nancy Nelson to discuss the 100th Anniversary for the National Park Service. Her presentation included a summary of all the activities and programs to celebrate this milestone at the MHNP this year. The park, established in 1959, welcomes over a million visitors each year.

Hanscom Field: Amber Goodspeed, Massport, updated the committee on General Electric's (GE) interest in relocating their six-jet corporate flight department to Hanscom Air Field. The Project is proposed to house the GE hangar on the north ramp site of the vacant Navy hangars on the US property that MassPort has been in the process of acquiring. GE would use helicopters to shuttle personnel between Boston and the Hanscom hangar.

Transportation Updates: The Rt. 2 Crosby's Corner project was completed at the end of 2016. Rt. 2/126 bridge project has been ongoing throughout 2016 and has also been completed at years' end. Concerns were raised at public meetings regarding the Rt. 3/128 interchange. Commuter rail service/schedule changes raised concerns with HATS – and were discussed with MBTA Advisory Bd. Director, Paul Regan. He presented the report on the status of the MBTA's 5 year \$700M Capital Plan, focusing on maintaining the entire system and to prepare for Mass Transportation 2040. The proposed 9.2% fare increase is part of a plan to offset the \$242M deficit. The revisions to the Commuter rail service schedule (10% of ridership) were not well received by the public.

Lt. Governor Karyn Polito attended a HATS meeting to discuss HATS concerns/observations. She commended the committee as an effective way for the Community to communicate with Hanscom AFB and Massport as well as with each other. She expressed support for HAFB as a \$6 billion-dollar enterprise providing over 16,000 jobs and that has immense community support. The Lt. Governor thanked Chris Willenborg for his service on the task force. Mr. Willenborg provided the Committee with an update on task force: \$2.9m has been invested in communications tower to help HAFB and collaborative partnerships with academic and private entities that are working toward cyber security. One effort through the P4 Community Partnership is the co-generation plant which will lower energy costs at the base and surrounding communities.

Massachusetts Port Authority CEO, Thomas P. Glynn presented to HATS the state of Massport. The implementation of the Strategic Plan 2014 is ongoing. Planning continues for Terminal E at Logan International airport, Worcester Airport – handling over 300K passengers to Florida each year. He confirmed that negotiations/discussions regarding GE hangar use at Hanscom Field was ongoing.

HATS held a round-table discussion regarding Route 128 development and transportation alternatives to mitigate traffic in affected communities. HATS held a roundtable to discuss Local Traffic Management with all four Committee Town Public safety and public works departments.

HATS welcomed newly appointed Installation Base commander Col. Roman Hund and Chief Master Sargent Patricia Hickey to the community. Col. Hund presented the state of Hanscom AFB and its role in the Life Cycle Management Center with the 66th Air Base Group. Hanscom AFB continues to serve and grow as the Center of Acquisition and Technology Development; currently over \$500M is invested at the base; Base security, progress towards accepting the State's land-gift that will enable dedicated truck-lane improvements at the Vandenberg gate; and subsequent construction of visitor center and entry canopies.

Massachusetts Military Assets Task Force Executive Director, John Beatty provided an update on the Task Force's efforts over the past year. Continued success with support from the Commonwealth and surrounding communities was noted.

Douglas Robbins of MITRE and Israel Soibelman of Lincoln Lab made a presentation to the HATS Committee on current status of their current and Long range planning objectives.

For more information, please visit the website at: <http://www.hanscomareatownscommittee.com>.

### **MINUTEMAN ADVISORY GROUP ON INTERLOCAL COORDINATION / METROPOLITAN AREA PLANNING COUNCIL**

The Minuteman Advisory Group on Interlocal Coordination (MAGIC) includes the towns of Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Lincoln, Littleton, Maynard, Stow, and Sudbury. MAGIC is a subset of the 101 cities and towns that are represented by the regional planning agency – the Metropolitan Area Planning Council (MAPC). MAGIC was established as a growth management committee in 1984 and has become a respected voice in regional decision-making, focusing on transportation, the environment, energy, open space, affordable housing, economic and community development, and legislative issues.

MAGIC held six regular business meetings in 2016. Highlight meeting topics included the following: MAPC Technical Assistance opportunities, Massachusetts Local Food Action Plan, Community Compact Program, Stormwater Management & the New MS4 Permit, MAGIC FY17 Work Plan, MAGIC Climate Resilience Project, Allocation of MAGIC Special Assessment Funds, MAPC Legislative Priorities & Zoning Reform, MBTA Fitchburg Line Commuter Rail schedule changes, and Solar Energy opportunities (SolSmart). MAGIC held three special events in 2016: the Annual Legislative Breakfast, a Community Engagement Workshop, and a Citizen Planner Training Collaborative workshop.

MAGIC communities make a voluntary annual contribution to a Special Assessment Fund to increase the region's capacity to pursue projects of regional interest. In its FY16 and FY17 Work Plans MAGIC identified seven areas as regional priorities, including regional climate resiliency, and stormwater management efforts. In this timeframe MAGIC allocated its special funds to pursue a two-phase climate planning process, and a stormwater management partnership. In addition, the region pursued a Regional Information Technology Services project to identify opportunities for the participating towns to establish a shared services model for information technology.

### **MBTA ADVISORY BOARD**

Wayne H. Miller, Concord Representative

As Town representative to the MBTA Advisory Committee, I attended all Advisory Committee hearings and subcommittee meetings held during 2016. Unfortunately, other than recognizing a number of both system-wide and local service problems with commuter rail service, in my view these meetings did not accomplish anything. I also received requests for help from Town citizens concerned with issues of accessibility to trains at Concord center and with the unreliability of peak daily service in Concord, due mainly to schedule changes which have left Concord with both less overall peak service and less reliable peak trains. As Town representative to the Advisory Committee, I conveyed these concerns to the Executive Director of the Committee, who promised to take them up with MBTA management. So far as I know, the poor service has not yet been remedied. Further, of course, the MBTA has failed to provide any train access for people with disabilities at the Concord Center station.

## RIVER STEWARDSHIP COUNCIL

Elissa Brown, Concord Representative

The River Stewardship Council (RSC) was established in 1999 to coordinate the conservation of the 29-mile Wild and Scenic River segment of the Sudbury, Assabet and Concord Rivers, which passes through Concord. Made up of representatives from 8 towns along the River, as well as OARS, Sudbury Valley Trustees, the State, National Park Service, and US Fish and Wildlife Service, the purpose of the RSC is to promote long-term protection of the rivers through cooperative management and decision making, and to raise awareness of the rivers through providing funding and activities.

In June, the RSC hosted the 15th annual RiverFest weekend. Over 600 people attended walks, talks, paddles, and kids' events around the watershed. Among the events were free canoe paddling and Quest for children, a 30-mile bicycle Ride for the River, a 70 mile science paddle, and a Summer Solstice picnic, bonfire and singing at the Old Manse.



*National Wild and Scenic Rivers System signage was installed in 2016.*

The RSC helps support river partners through directed funding for science, policy, land protection, environmental education, and invasive species control. RSC funding in 2016 helped the Sudbury Valley Trustees' land protection efforts, funded the Cooperative Invasive Species Management Area's (CISMA's) 4th annual small grant program, and funded Audubon's Drumlin Farm to teach river-based environmental science to youth across the region. This was the third year of the Community Grants program. The RSC made grants totaling \$19,660 to communities and groups near you to undertake smaller projects that advance the river conservation plan. Grants this year included funding OARS' preparation and printing of 5,000 Sudbury River Recreation Guides also available online at [www.oars3rivers.org](http://www.oars3rivers.org).

An important component of the Council's work is to help preserve and improve conditions in the rivers. This year the RSC submitted comments on the EPA's stormwater permit reissuance and pollution control measures. The RSC also funded OARS water quality and policy work, which included advocating for better drought response for our rivers such as improved indices for stream flow that would reflect intensity as well as duration of drought, and more consistent water conservation restrictions and messaging State-wide. Our Northeast region was in "Extreme drought" all summer and into December. Many tributaries in our watershed dried up, damaging aquatic wildlife, and the rivers were nearly stagnant, with resulting low water quality. OARS' staff and trained citizen scientist monitored water quality and biomass; the data will be published in OARS' annual Water Quality Monitoring Report on their website. Lastly, in order to raise awareness of the rivers' presence, Wild and Scenic River signs were replaced at road crossings in Wayland and Bedford as well as Concord.

# SCHOOLS

## CONCORD SCHOOL COMMITTEE

Wallace Johnston, Chair  
Heather Bout, Vice Chair  
Johanna Boynton  
Dan Conti  
Robert Grom

The Concord Public Schools continue to enjoy strong support from Concord citizens, which allows the provision of a high-quality education to every child in our community. The importance placed by the Concord community on education means that our schools can maintain high achievement levels, hire and support excellent teachers, introduce new curriculum and technology, and provide a safe and healthy environment for our students.

In 2016, we welcomed new School Committee member Robert Grom and recognized retiring member Kathleen Snook for her exemplary three years of service as a School Committee member.

### *Mission and Core Values*

The School Committee uses the vision provided by the District's mission statement and core values to guide our decisions. The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become independent lifelong learners, creative thinkers, caring citizens, and responsible contributors to our increasingly diverse global society. The core values are: academic excellence, empathic and respectful community, professional collaboration, educational equity, and continuous improvement. In addition, the School Committee and Administration set annual goals for student achievement and instruction, learning environment, professional collaboration, communication and community engagement, and infrastructure and operations.

### *Enrollment*

Concord Public Schools (CPS) serves 2,088 students in grades PK-8. CPS experienced an increase of 16 students in FY17. This followed a decrease in enrollment of 20 students in FY16 and a decrease in FY15 of 60 students. Over the last five years, the enrollment has varied between a high of 2,152 (FY13) and a low of 2,072 (FY16). CPS student enrollment is projected to decline evenly a total of 4% over the next five years.

The Superintendent and School Committee carefully monitor enrollment projections as well as other factors that could affect them, but may not yet be identified in the numbers.

### *Student Achievement and Activities*

The School Administration and School Committee focus on improving student learning. Teachers and Administrators work hard to ensure an appropriate educational experience and learning environment for each student. The district uses a variety of assessments to monitor student progress, and details of student learning and achievement are provided in the Superintendent's Report. The district continues efforts to integrate technology into the daily curriculum as one of many tools that enhance teaching and learning, with teachers exploring new strategies and serving as mentors to each other. The School Committee supports these efforts by providing resources through the school budget.

The level of student engagement in the learning process, the appropriate use of available tools to enhance teaching and learning, and the interdisciplinary aspect of learning activities is exciting to see and is further validation of the importance of the work being done in our schools.

We are extremely fortunate to have robust music and arts programs in our schools. All students receive music and art instruction, and most students participate in supplemental music programs for orchestra, band, and chorus that are offered from 4th through 8th grades. Activities beyond the school day extend the learning experience for students in a multitude of areas to include enhancements to academic studies, athletics, the arts, technology, games and student interest groups. Outside organizations such as the Concord Education Fund and the Parent Teacher Groups (PTGs) fund many of these activities. We are grateful to the teachers, parents and citizens who facilitate and support these opportunities for students.

### *Superintendent Evaluation and Contract*

In 2011, the Department of Elementary & Secondary Education (DESE) adopted new regulations for the evaluation of Massachusetts' educators releasing an implementation guide in 2012. The School

Committee completed the fourth year of this new procedure for the 2016 Superintendent Evaluation. The Superintendent began the third and final year of a three-year contract. Ms. Rigby informed the School Committee that she will retire when the current contract expires June 30, 2017. The School Committee thanks Ms. Rigby for her many years of service to the Concord, Carlisle and Boston students and families. We wish her well in all her future endeavors.

The School Committees engaged Hazard, Young, Attea & Associates for services related to hiring a new Superintendent to begin service July 1, 2017. It is the desire of the School Committees to have completed their search and secured the services of an exemplary Superintendent to lead our Districts in the coming years by the time you read this report.

### School Budget

The goal of the School Committee is to develop budgets that meet the needs of our students and are sensitive to the impact on taxpayers. The School Committee, School Administration, and Finance Committee meet every year in October and November to discuss funding priorities and cost drivers. The proposed FY18 CPS operating budget of \$37.04 million represents a 3.89% increase of \$1.387 million. Faculty salaries represent 52% of the budget, administration salaries 4% and staff salaries 27%. The balance is related to operations.

Major cost drivers for the CPS budget increase include teacher salaries, other collective bargaining and non-collective bargaining salaries (including Special Education Tutors and Aides) and the introduction of the K5 foreign language program and a half-time Latin teacher for CMS to the operations budget. Reductions are the result of lower transportation costs anticipated as use of the Knox Trail bus depot begins over the Summer of 2017, reduced salary contingency due to the successful settlement of the Committee's collective bargaining agreement with the Concord Teachers Association and building maintenance and utilities efficiencies. Salaries for faculty and staff comprise 97.1% of the proposed CPS budget increase and 82.7% of the total proposed FY18 CPS budget.

The proposed FY18 budget reflects the Administration and School Committee's desire to keep this year's budget increase request in line with the oft-stated 3-5% annual increase range. At 3.89%, the FY18 CPS budget increase is well within this range. The School Committee fully supports and strongly recommends the increased funds this year to maintain the educational excellence of our schools. For the 11th year in a row, the recommended budget does not require a Proposition 2½ override.

### Capital Projects

The District has identified the following capital improvements: HVAC, flooring and lighting improvements at Alcott (\$135,000); sidewalk replacement at Thoreau (\$140,000); Willard fields upgrade and maintenance (\$200,000); the Ripley Innovation STEAM Lab (\$300,000); and a commitment to the Integrated Preschool Playground Partnership (\$75,000).

### Facilities Assessment at CMS

The Committee hired Finegold Alexander Architects to perform a feasibility study of the two Middle School buildings to ascertain the current structural condition and renovation feasibility. A CMS Facility Study Committee including members of the parent community, faculty and administrators was seated to analyze the results of the study and make recommendations to the School Committee on how to proceed with improvement

Concord Public School Enrollment							
October 1, 2016							
Elementary School Grade level	K	1	2	3	4	5	Total
Alcott	67	90	75	81	83	71	467
Thoreau	71	75	70	81	75	86	458
Willard	<u>71</u>	<u>72</u>	<u>71</u>	<u>83</u>	<u>76</u>	<u>75</u>	<u>448</u>
<b>Total</b>	<b>209</b>	<b>237</b>	<b>216</b>	<b>245</b>	<b>234</b>	<b>232</b>	<b>1373</b>
Middle School Grade Level	6	7	8	Total			
Peabody	105	109	97	311			
Sanborn	<u>134</u>	<u>140</u>	<u>130</u>	<u>404</u>			
<b>Total</b>	<b>239</b>	<b>249</b>	<b>227</b>	<b>715</b>			
METCO (included above) & Non-Residents (included above)							
Alcott	45	Tuition Waived Students: 32 (included above)					
Thoreau	5						
Willard	3						
Middle School	<u>33</u>						
<b>Total</b>	<b>86</b>						
<b>Total - CPS</b>							<b>2088</b>
Out of District Special Education Students							<b>35</b>
<b>Grand Total CPS</b>							<b>2123</b>

of the Middle School learning complex and/or undertaking the building of a new facility. The results of the Study Committee's work are expected in the calendar year 2018.

#### *Communication and Community Engagement*

The School Committee has an ongoing goal of continuously improving communication with stakeholders. The Committee has held several School Committee - Community Coffees as forums beyond their regular business meetings, where members of the public can comment and ask questions of School Committee members. A direct email list has been implemented which stakeholders can subscribe to for updates and news directly from the Committee. We plan to continue these initiatives in 2017 along with our continuing work to explore other efficient means of interaction with CPS stakeholders. The public comment process for Committee meetings has been altered to allow for input at the beginning of the meeting and after Committee discussion of items of significant interest, but prior to Committee voting. In addition, the Committee continues to submit regular articles to the *Concord Journal* to update citizens about School Committee news and has rolled out a new and improved School Committee Web Page. School Committee meetings are open to the public and agendas with linked attachments are posted on the School Committee page of the district web site ([www.concordps.org](http://www.concordps.org)). The meetings are broadcast on CCTV and are available on demand at [www.concordtv.org](http://www.concordtv.org). We welcome everyone's participation through one or more of these avenues in our effort to be as informed as possible of stakeholder ideas and sentiments.

#### *Appreciation*

The School Committee is grateful to have exemplary school leadership and an exceptional faculty and staff, whose work places Concord Public Schools among the top districts in the Commonwealth of Massachusetts. We appreciate all the parents and community members who volunteer their time on behalf of our schools. Most of all, truly most of all, we thank the citizens of Concord for their ongoing support of our schools.

## CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

Bill Fink, Chair  
Dan Conti, Vice Chair  
Heather Bout  
Wally Johnston  
Mary Storrs  
Johanna Boynton

The citizens of Concord and Carlisle have continued to provide tremendous support to the students, faculty and Administrators of the Concord-Carlisle Regional High School. As is reported annually, we continue to be very proud of accomplishments both inside and outside the classroom. We are enjoying all that the new facilities have to offer. It is amazing to think that half of our current student population never attended classes in the old school. In addition to our new building, we are very proud of the work that CC at Play has accomplished making our campus athletic facilities second to none. We salute the many donors and volunteers who made this possible.

We have continued to focus on decreasing stress and increasing rest for our students; we supported the new homework policies and researched the benefits of a later school start time and have endorsed a proposal which will be presented to the community in the spring to fund a later start time at the High School.

The Committee is proud to be part of a district composed of teachers, administrators and staff who are dedicated to educating our students in new and progressive ways, and to shaping them into life-long learners, creative thinkers, caring citizens, and responsible contributors to our global society.

District Administration is going through a period of transition. Last summer we thanked Peter Badalament for his many years of service at CCHS and wished him well on his new career path. We welcomed Mike Mastrullo as our new Principal and by all accounts he is a very thoughtful, collaborative and experienced administrator. Superintendent Diana Rigby has announced her plans for retirement and the search for her replacement is well underway.

In May, the Committee welcomed Bob Grom as the newest member. Our current Committee has a wealth of diverse backgrounds and perspectives enabling us to challenge each other resulting in a strong Committee. This past spring we recognized Kathi Snook and thanked her for her years of service to the

community. Kathi had been an outstanding leader and tireless contributor in so many areas during her tenure on the School Committee.

#### *New High School Building Project*

The final project construction items were completed this past year and the overall project costs were tallied. The project came in more than \$400,000 under budget thanks in large part to the outstanding management of the project team. We welcomed the class of 2020 into the new building at the start of this school year.

The new Concord-Carlisle Regional High School was verified as the most sustainable public high school ever constructed in Massachusetts when officials at Massachusetts Collaborative for High Performance Schools (MA-CHPS) informed the Regional School District that the project had earned the highest sustainability score for a public school project to date.

#### *Athletic Fields Renovation*

In early 2016, the CC at Play organization completed Phase II of the Fields Renovation project. The new Memorial Field has been used by all the high school field sports, gym classes and youth sports. The new baseball and softball diamonds looked incredible just in time for the spring season. Phase III of the Fields Renovation Project was also initiated and completed this past year by CC at Play. The new upper grass multi-sport field opened in October and is a spectacular addition to our fully renovated, state-of-the-art campus. This phase also provided throwing areas for discus, shot put and javelin, a fantastic practice wall for Lacrosse and a redesigned and fully renovated Cross-Country running course. We are extremely grateful for all the volunteer hours along with the generous donations dedicated to making our athletic facilities and our campus a pride of the community. For more information on this project visit [www.ccatplay.org](http://www.ccatplay.org).

#### *Later Start Time Advisory Committee*

The Later Start Time Advisory Committee was formed in the spring. The committee was comprised of teachers, administrators, School Committee members, parents and students. The charge to the committee was to review the research regarding the benefits of a later start time for High School students, evaluate our current environment and provide a recommendation to the Regional School Committee. After a series of meetings in the spring and fall, the final rec-

ommendation was presented to the Regional School Committee in November. With unanimous support based upon the compelling benefits, the Regional School Committee voted to bring the issue to the communities of Concord and Carlisle at the 2017 Town Meetings.

#### *Landfill Remediation*

A proposal was presented to the community to remediate the soil contamination on the former landfill site that had been discovered during the planning of the new Regional High School. After the proposal failed to pass at Concord Town Meeting, the School Committee committed to address the concerns raised by the community. A second engineering firm was hired to review the proposed plans and research alternative designs that would provide more flexibility for future plans for the four plus acre site. A community forum was held to share the findings and address questions from community members. At the next Concord Town Meeting, the School Committee will present a new proposal to the community that more fully addresses potential future uses of the property.

#### *Student Academic Achievement*

CCHS students continue to achieve at high levels in both the State and the District assessments. Once again, the median SAT score for CCHS Class of 2016 was 1800 compared to the State average of 1552. 90% of students who took the College Board Advanced Placement exams received a passing grade with 86% scoring a 4 or 5.

#### *Enriching Experiences*

In addition to our students' academic success, 94.5% of CCHS students participated in a club, group, or athletic team at CCHS. The CCHS Repertory and Concert bands earned gold medals at the prestigious Massachusetts Instrumental and Choral Conductors Association State Concert Festival. A number of student musicians (band, orchestra, jazz band, and chorus) were nominated and accepted into MECH All-eastern Honors Ensembles. Student artists participated in the *Boston Globe* Scholastic Art Awards regional exhibit and earned an unprecedented number of gold and silver keys distinguishing CCHS as one of the most award-winning schools in New England.

On the stage, students performed as actors and musicians, created technical designs, built sets, implemented lights and sound, and served as stage crew in their spectacular production of *Phantom of the Opera*

last spring. This fall, students participated in the production of *Much Ado About Nothing*.

*Faculty, Administrators and Staff Inspire Students*

For the second year, School Committee members were invited to attend ‘a day in the life’ of students at CCHS. All School Committee members attended classes to observe and experience a sample of the high quality of education offered at CCHS. We all came away from the experience amazed at the energy, commitment, enthusiasm and level of intellect and collaboration that exists in our school. We gained a greater appreciation for the outstanding faculty, administrators and staff that inspire our students and make CCHS a first rate educational institution.

*Budget and Finances*

The District continues to maintain excellent academic programs while working in a challenging funding environment. Core budgeting principles remain focused on prioritizing resources to support student learning and growth. The Concord-Carlisle Regional School Committee advanced a recommendation for an operating budget of \$28,316,999 which reflects an increase of 6.42% over the previous year. This operating budget recommendation reflects a Finance Committee guideline recommendation of \$27,966,999 along with a \$350,000 increase to address anticipated transportation costs associated with a later High School start time. This recommendation includes a purchase of two buses, which is one more than a typical year along with an increase to our annual OPEB contribution of \$145,000 totaling \$850,000.

Committee members expressed their desire to analyze every dollar spent and to recommend budgets that called for modest increases that were sensitive to the impact that the budget has on taxpayers. Reductions were made within the budget to offset the impact of non-discretionary cost drivers.

The approval of this budget is the culmination of a six-month process that began with the submission of the annual School Improvement Plan that is developed with input from teachers, parents, and administrators. Based on this plan, the Superintendent and the Deputy Superintendent propose a budget to the School Committee who further develop the

recommendations and present them to the Concord and Carlisle Finance Committees for their review. Throughout this process, the School Committee engages with the public by encouraging them to attend regularly-scheduled business meetings and through discussions at Parent Teacher Group meetings and at a School Committee Community Coffee. We are pleased with the level of transparency and collaboration between the District and the Finance Committees of Concord and Carlisle.

Concord-Carlisle Regional School District Enrollment October 1, 2016					
<b>Resident Students</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Total</b>
Concord	202	232	244	210	888
Carlisle	82	84	64	90	320
<b>Non-Resident Students</b>					
METCO	13	11	14	13	51
Tuition Waived	4	7	3	2	16
State Wards	0	0	0	0	0
Total Non-Resident	<u>17</u>	<u>18</u>	<u>17</u>	<u>15</u>	<u>67</u>
Total Enrollment at CCHS	301	334	325	315	1,275
Out of District Special Education Students					37
<b>Grand Total - CCRSD</b>					<b>1,312</b>

*The Superintendent Search Process*

The Superintendent search process has progressed very well. In the spring, the Committee engaged with an executive search firm to assist with the planning and selection of the next Superintendent for the Concord Public School District and the Concord-Carlisle Regional School District. A strategy and timeline was developed including establishment of a cross-functional screening committee consisting of School Committee members, Administrators, Teachers, Parents, and Community members. A series of personal interviews, public forums and community surveys soliciting input from a wide range of constituents including Teachers, Students, Administrators, School Committee members, Parents, support staff, public officials and community members at large were undertaken. The information was compiled into a Leadership Profile Report representing the attributes, traits and requirements for the Superintendent position. The position has been posted and the Committee

has received overwhelming interest with 52 applicants to date. Over the next two months the screening and interview process is expected to result in the presentation of 3 finalists to the School Committees where a new Superintendent will be determined.

#### *Donations Make a Big Difference*

The District benefits from the immense generosity of citizen-run, non-profit organizations including the Concord Education Fund, the CCHS Parents' Association, the Concord-Carlisle Community Chest, CC at Play, and others. We are grateful to all of these organizations and to the generosity of individuals in Concord and Carlisle who donate to them. These donations allow us to enhance our students' experiences without asking the taxpayers for additional funds beyond the budgets that they so generously support.

#### *Gratitude to the Towns*

Once again, we offer the citizens of Concord and Carlisle our deep appreciation for your active support of the students and faculty at CCHS. The School Committee is grateful to have exemplary school leadership and an exceptional faculty and staff whose commitment to excellence consistently put CCHS among the top districts in the Commonwealth of Massachusetts. We appreciate all the parents and community members who volunteer their time on behalf of our schools. Most of all, we thank the citizens of Concord and Carlisle – we are indeed very fortunate to have your support!

## **SUPERINTENDENT'S REPORT CCRS & CPS**

Diana F. Rigby, Superintendent  
John Flaherty, Deputy Supt. of Finance and Operations  
Kristen Herbert, Director of Teaching and Learning  
Kelly McCausland, Director of Human Resources  
Jessica Murphy, Director of Special Education  
Peter Kelly, Director of Information Technology  
Mike Mastrullo, Concord-Carlisle High School Principal  
Drew Rosenshine, Concord Middle School Interim Principal  
Sharon Young, Alcott Principal  
Angel Charles, Thoreau Principal  
Pat Fernandes, Willard Principal

The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our diverse global society. We are able to achieve our mission through the investment of educators, staff, parents, and community members who work tirelessly to improve our schools.

#### *District Goals*

Every school year, the administration develops District Goals for the Concord Public Schools (CPS) and the Concord-Carlisle Regional School District (CCRS) which are approved by the School Committees. We focus on efforts to improve student learning by providing students with a rigorous and coherent curriculum and high quality instruction, monitoring student progress through common assessments, identifying appropriate interventions, adjusting instructional practices, and closing the achievement gap. The goals specify improvements in authentic learning experiences, instructional strategies, integrating digital tools, respectful and responsible student citizenship, teacher collaboration and evaluation. In addition, we strive for prudent management of school budgets, resources, and capital projects, the new high school building project, and resolution of fair collective bargaining contracts.

#### *Student Learning*

All District efforts focus on improving student learning and teaching. There is a focus on three curriculum areas this year: math, science, and STEAM. In each area, there is some new curricula and/or pedagogy which is intended to make students' learning experiences more relevant, more engaging, and more rigorous. The elementary schools implemented a new math curriculum, Everyday Math 4, and are already seeing the benefits in students' math learning. All grades have also implemented new units in Earth Science which are aligned with the new Massachusetts State Frameworks. About 90% of the K-5 students mastered end of the year grade level standards in English Language Arts and Math.

At Concord Middle School (CMS) 85% of the students earned grades of B- or higher across academic subjects: English, math, world language, science, and social studies. The English Department has added Leveled Literacy Intervention, our Response to Intervention (RtI) intensive, short-term, reading curriculum for 6th and 7th grade students. Special Education case managers are also providing this intervention to underperforming students throughout the year at each grade level in Literacy Strategies classes. Math teachers have increased the level of rigor in Independent level classes and they are piloting Everyday Math in 6th grade Independent Math classes. This pilot is focused on providing students with real world application of abstract mathematical concepts in alignment with curriculum standards. The iReady

growth monitoring and diagnostic tool is being utilized in Directed Math and Math Strategies classes. iReady supports the analysis of real-time mathematical assessment data which informs teacher instruction and skill remediation. Social Studies teachers are engaged in the thorough review and realignment of their curriculum to best meet State standards and frameworks. In science, CMS students are piloting Amplify, a NGSS aligned science curriculum that is designed to use authentic challenges for problem solving with evidence-based rationale. CMS students have experienced increased opportunities to learn coding skills in 6th grade Digital Literacy class, coding electives, and during the Hour of Code in December. Coding develops computational fluency and analytical and iterative thinking skills necessary for success in all subjects.

The *CMS Stands Together* bullying prevention and intervention program, which was adapted from the State-approved Bullyproofing Curriculum, was implemented for all students through six lessons during October-November. CMS welcomed Salva Dut as the culmination of a two year cultural and literary study of the book "A Long Walk to Water". 7th graders raised \$24,000 for the Water for South Sudan Charity which supports the drilling of wells to provide clean drinking water to communities across that country. CMS students also participated in the inaugural year of Concord Castaways, a Summer Reading Program.

At Concord-Carlisle High School (CCHS) 90% of the students earned a 2.5GPA or better, and 100% of the graduating class achieved Competency Determination. Every Department worked on developing and implementing common assessments to monitor student progress in the core curriculum and Common Core State Standards. The number of CCHS graduates planning to continue their education in post-secondary placements was 97%.

CCHS entered its second year as a 1:1 computing school, where each student has a laptop available to them in the classroom and at home. Teachers are finding exciting ways to help students understand course material and use their knowledge in creative ways using the powerful devices. Students use a variety of digital tools and the Google Suite (G-Suite) for Education, including Google Classroom. Students access online coursework, check email for classes and school information, contribute to online forum discussions, and work with a variety of web-based platforms.

G-Suite tools allow teachers to provide frequent feedback to students as they progress through their work and to collaborate on projects. Assessment tools like Pear Deck, Kahoot, Quizlet, or EdPuzzle give teachers immediate information on student progress, enabling them to adjust instruction as needed. Students learn the Java and Python programming languages in two elective courses. All students were introduced to coding during their Advisory block in December as part of The Hour of Code, celebrating Computer Science in Education week.

CCHS offers a robust and challenging program of studies. Science added AP Physics I and AP Environmental Science and the Meteorology course curriculum has been reinvigorated with the addition of the weather balloon project. Twice Told Tales, a new cross-disciplinary course offered by the English and Social Studies departments enrolled approximately 40 students who have enjoyed weaving together history in literature in a vibrant and challenging academic environment. In conjunction with their unit of study on Puerto Rico and imperialism, poet Martin Espada visited to work with the class as well as speak to the school community; his visit was inspirational for students, teachers, and support staff alike.

We continue to see an increase in the number of students taking Statistics courses: Statistics, AP Statistics, and BioStats. We expect this trend to continue as students are becoming more aware of the analytic requirements of most college majors.

The Health & Fitness Department established a partnership with REACH Beyond Domestic Violence. Through this partnership, professional development on teen dating violence prevention has been provided to faculty; an information night was provided for parents, and a five-lesson unit for juniors has been developed and is taught together with an education specialist from REACH. The Health & Fitness department also received a grant to provide 30 students with a 3-day training in gender-based violence prevention called Mentors In Violence Prevention (MVP). Student Health101, an online health magazine, was made available to all students and staff through a Parent's Association grant. The Health & Fitness Department held its 6th annual "Hoops for Heart" fundraiser to raise awareness about the importance of cardiovascular health and to benefit the American Heart Association. The CCHS Wellness Committee developed engaging programming for Health Week.

Our students continue to look far beyond our Town, State, and national borders. Students are demonstrating a keen interest in language, international causes, global travel while developing skills to be responsible contributors in our increasingly diverse global society.

The CCHS Global Literacy Certificate program at CCHS is designed to foster global and cross-cultural awareness in high school students. It aims to support CCHS students in acquiring a forward-looking global perspective. The primary goal of this program is to better support students in gaining cultural competence in order to contribute to, and participate in, an increasingly connected and globalized world. Studies have shown that improving cultural competence, combined with the study of world languages, promotes cross-cultural understanding and the ability to think globally while students reflect on, and gain a better understanding of their culture. The Global Literacy Certificate students understand that being linguistically and culturally competent are necessary skills for communicating effectively with people across geographic, cultural and language divides. In addition, they have a deep appreciation and regard for diversity and the ability to interact respectfully with others, at home and around the world. In March, two teachers and six Global Literacy Certificate students will participate in the International Student Leadership Summit in Peru.

World Languages Department added the AP Chinese Language and Culture course. Students studying French will have an exchange with students from Versailles, France. Latin students will travel to Italy on an educational trip in April 2017 where they will visit primarily Pompeii and Rome. Two CCHS teachers and twelve students are heading to the Yucatan over February vacation. While there, they will use data from longitudinal studies in combination with data they collect to explore trends in environmental changes (such as forest succession, sea turtle populations, and coral reefs.) Students will submit the data they collect for incorporation into a larger study for which the Smithsonian Institution is the orchestrator of data gathered from a variety of sources.

One hundred and thirty-seven students of color in grades K-12 who reside in Boston attend the Concord Public Schools and Concord-Carlisle High School via METCO. Our METCO Program is the sixth largest in Massachusetts. CPS provides a comprehensive orientation process for families of students entering

Kindergarten, concluding with a four-week summer readiness program at Alcott School to prepare students for the transition to Kindergarten. CPS also maintains a robust Family Friends Program and a strong relationship with Concord Recreation to provide enrichment opportunities for METCO students in grades K-8. CPS Kindergarten, first, and second grades partnered with The Umbrella Community Arts Center to provide a weekly arts enrichment course for METCO students, with a focus on early literacy, mathematics, and the arts. CMS provides individualized progress monitoring for all METCO students with English and math teachers and one tutor. Prior to the beginning of school, CMS provides a summer workshop for rising 6th grade METCO students which focuses on building students' organization, time management, and self-advocacy skills. Students also develop a stronger connection to Concord through field experience at the Old North Bridge, Sleepy Hollow Cemetery, and the Robbins House Interpretive Center. CMS METCO students may also attend a summer "Math Academy" grades 5-8. At CCHS, all 9th grade METCO students are enrolled in Achievement Strategies, a course designed to improve executive functioning skills. CCHS math teachers offer a summer math program, "Algebridge" that incoming Boston students attend to increase their participation in higher-level math courses. CCHS METCO students also serve as mentors in POWER (Positive Opportunities with Engaging Relationships), a student leadership initiative in which each METCO freshman is matched with an upperclassman. CCHS continued its implementation of the Anti-Defamation League's World of Difference Institute, an anti-bias program designed to prepare students for competence in a multicultural society with 50 new students completing training as peer leaders for Advisory.

More than 200 K-8 students participated in summer learning in reading, math, special education, or English as a Second Language during July.

#### *Student Achievement*

CCHS and CPS students continue to achieve at high levels both in State and District assessments. Students in grades 5, 8, and 10 continued to take the MCAS in science and scored consistently high. 97% of 10th grade students scored proficient or advanced on the ELA MCAS and 95% percent scored proficient or advanced on the Math MCAS. 96% of 10th grade students passed one of the Science MCAS. 100%

of the CCHS class of 2016 received a Competency Determination as a result of passing both the ELA and Math MCAS. For students in grades 3 - 8, CPS participated in a pilot of the PARCC online assessment of ELA and math. This is a more rigorous assessment than MCAS and Concord students continue to score at high levels. Grade 5 ELA - 90% met or exceeded expectations, Grade 5 math - 90% met or exceeded expectations, Grade 8 ELA - 96% met or exceeded expectations, and Grade 8 math - 76% met or exceeded expectations. Both Alcott and Thoreau schools met the target for the progress towards narrowing the proficiency gap between all students and high needs students and received the highest accountability rating, Level 1. Additionally, Alcott School was recognized by DESE as a 2016 Commendation School for high achievement and high progress.

The median SAT score for CCHS Class 2016 was 1800 (with 1552 as the State average). CCHS students also performed exceptionally well on College Board Advanced Placement Exams with 96% of our students receiving a passing score and 86% of students scoring a 4 or 5. In 2016, 81% of our students were admitted to their top two college choices, and many matriculated at selective institutions including forty (40) into the Ivy League.

2015-2016 was an extraordinary year for the CCHS Interscholastic Athletic Program. CCHS teams were victorious in 70% of the contests they participated in while winning one State Championship in Boys Indoor Track and reaching the State Final games in Girls Soccer and Boys Basketball. Gatorade State Player of the Year Awards were earned by two of our student athletes as well as multiple All-Scholastic recognitions. The competitive spirit, sportsmanship, and citizenship of our students made us all very proud.

Concord-Carlisle Community Connections (CCCC) provided a one-on-one career mentoring experience for 33 students, who engaged with area residents/professionals in a variety of career fields, such as architecture, biotechnology, and engineering. Also, a new internship program in partnership with Babson College has seen explosive growth with nearly 100 students taking advantage of this new initiative. The Senior Internship program at Concord Carlisle High School is a unique five-week course rooted in career exploration that integrates study with planned and supervised career-related work experience. Seniors are involved as non-paid "authentic employees" receiving

academic credit for work experiences. The purpose of the program is to develop and strengthen the student's educational and career preparation. These internships will expose the student to the interpersonal relationships a job requires, both with co-workers and supervisors that are essential in developing a variety of skills.

Student artists participated in the Boston Globe Scholastic Art Awards regional exhibit and earned an unprecedented number of gold and silver keys distinguishing CCHS as one of the most award winning schools in New England. Further, three junior students took a curatorial seminar at the Concord Art Association that culminated with a student-curated exhibition entitled Bird: Metaphor and Muse.

Concord Middle School students explored, created, competed, and performed in a wide range of exploratory and extra-curricular activities through creative, scientific, and critical thinking pursuits. CMS students participated in Lego Robotics, Science Olympiad, Math Team competitions, Girls Who Code, and Model UN. The Spider Team consisting of a small group of students working in conjunction with MIT's Laboratory for Atomistic and Molecular Mechanics continues to investigate the structural properties of spider silk. Many students participated in one of two Fall plays, *Scenes from the Diary of Anne Frank* and *The Lorax*.

In the elementary schools, Grade 5 students participated in the national Mathematical Olympiad program, and all school teams were named to the National Math Olympiad Honor Roll for scoring in the 90th percentile or higher. Fourth grade students at all schools participated in a special year long science project nurturing the development of Blandings' Turtles in the classrooms. They worked with a local ecologist to collect and contribute data as part of an ecological research project. Elementary students in all the schools participated in Science, Technology, Engineering, Art, and Math (STEAM) projects such as the BeeBot robots at Willard, sea turtles at Thoreau, and Marshmallow Challenge at Alcott. Highlights in fourth grade include the annual Chinese poetry and calligraphy project with a poet in residence, a special learning opportunity that is funded by a STARS Grant from the Massachusetts Cultural Council. Willard and Alcott 4th graders engaged in a day-long Immigration Day simulation which allowed students to simulate the immigrant experience as a culmi-

nating activity of the Immigration unit. Third graders enjoyed a variety of research projects including their study of Native Americans. Thoreau published *Thoreau Times* with students assuming the responsibilities of reporters, photographers, graphic designers, cartoonists, book critics, and advertisers. Willard published *Willard Student Monthly For Kids* with students assuming all aspects of newspaper writing, cartooning, and production. Elementary students also participated in many musical events with chorus, string, band, and theater performances throughout the year. The Willard Chorus once again represented CPS by participating in the annual MLK Concert sponsored by the Concord-Carlisle Human Rights Council. The elementary school orchestra performed at the State House and twenty-five strings students attended the March String Fest in Billerica. Fifth grade band students from all three elementary school gathered at Willard for an Informance, an open rehearsal for parents and family members to observe the performance routines and rituals of the band experience.

Elementary teachers continued to infuse technology across the curriculum. A sampling of activities includes the use of iPads in K and grade 1 for story creation and skill practice, research projects in grades 2-5, the 4th grade digital magazine project, the use of a variety of digital tools for writing and projects in the content areas. Fifth grade students continued to hone advanced technology skills as demonstrated by a PAX global read aloud project with skyping activity in a grade 5 classroom, the creation of tutorial videos to highlight and explain academic tasks in another 5th grade classroom, and the creative use of technology to demonstrate learning and creative expression in other 5th grade classrooms. All elementary students participated enthusiastically in the 2016 Hour of Code initiative with coding activities in their classrooms.

Elementary students engaged in a variety of community building and outreach efforts through the year including Grade 5 Service Day, Grade 5 Holiday Craft Day, Trick or Treat for UNICEF, From the Pumpkin Patch, Honoring our Veterans, Coats for Kids, Open Table, Concord Rec. Dept., Minuteman ARC, Emerson Hospital, Read to Feed, These Come from Trees, hosting visitors from Japan, and collaborating with CCHS student partners in the Rivers and Revolutions program.

CMS students developed cultural and community awareness and responsibility through involvement in

a variety of leadership opportunities as members of Student Leaders and CMS Stands Together. Awareness was raised for local organizations through the Coats for Kids drive, fundraising walk for Children's Hospital, and the Animals and Planet club's second annual Pet Palooza, a fundraising pet show. In September, student leaders created a community quilt to highlight this year's CMS Stands Together bullying prevention program.

These activities and achievements are only a sampling of the wide range of student programs and projects at Alcott, Thoreau, Willard, CMS, and CCHS. For more information, visit the district website [www.concordps.org](http://www.concordps.org).

### *Special Education*

The Special Education Department of Concord Public Schools and the Concord-Carlisle Regional School District is dedicated to providing quality services and programs for students with disabilities preschool through age 22. As the complexity of student needs continue to evolve, we remain committed to meeting the diverse needs of students with learning, medical, cognitive and social disabilities within their local communities. We continue to look at providing opportunities both in and out of school to increase independence at all age and grade levels. In accordance with State and Federal regulations we begin transition planning for students at age 14. In 2016, we expanded the scope of the transition specialist at CCHS, increasing the vocational opportunities for special education students, ages 14-22, with a greater focus on the independence and variety of experiences for students 18-22. The Concord Integrated Preschool continues to meet the needs of our earliest learners. Beginning at age three, students with disabilities are learning with community peers in all of our classrooms. Due to the increasing number of eligible students as well as their complex and individualized needs, we added a fourth classroom at the preschool in September. We now have the ability to provide more students the services they need within the district. Further, we have added a .6 BCBA preschool - grade 8 to help support students with behavioral and social emotional needs. At the Elementary level, the special education teachers are working in collaboration with their grade level general education colleagues on the district's EM4 math curriculum implementation at all grade levels. The special educators are also working on the science curriculum roll-out and are participating

in the STEAM planning process. At CMS a renewed focus on the direct instruction of executive functioning skills has been implemented. At CCHS, the special education department has continued to focus on increasing student self advocacy and independence in accessing support. Executive functioning coaching is being implemented for those students who require more individualized instruction. The programs and services for students with disabilities at CCHS reflect each student individually and are designed to meet each students' needs. The special education students are using the 1:1 laptops effectively and efficiently to be as independent in the classroom as possible as well as to access online classes.

At the end of 2016, both Concord Public Schools and Concord Carlisle Regional School District participated in a mid-cycle review completed by the Department of Secondary and Elementary Education (DESE). This is the mid point review of the six year coordinated program review process. The Program Review criteria encompasses both State and Federal education laws and regulations. The requirements selected for review in all of the regulated programs are those that are most closely aligned with the goals of the Massachusetts Education Reform Act of 1993 to promote student achievement and high standards for all students. The findings from DESE's mid-cycle review for each district will be available in early 2017.

*Professional Development*

The District continued to invest considerable resources in professional development, providing educators with learning opportunities in curriculum development and technology integration. A new professional development program, "The Concord Fellows," has been rolled out in the 2016 - 2017 school year. In this program, veteran teachers lead their colleagues in study on such topics as: Classroom Management; Mindfulness in the Classroom; Project Based Learning; Using Google Apps in the classroom. PreK-12 Teachers took courses in content areas, Open Circle, English Language Learners, and special education. Teachers participated in committee work on elementary math, K-12 science, and K12 STEAM education. During the summer, K-12 teachers participated in eighty curriculum development projects. Many of these focused on the implementation of new, more rigorous math curriculum, new science curriculum, and initiatives in STEAM education.

*Human Resources*

Fourteen staff members retired after many years of dedicated service. The Districts hired one principal, one interim principal, one interim assistant principal, one director of adult and community education, one digital literacy administrator, twenty-four teachers at CCHS & CPS, and forty-seven support staff members including bus drivers, food service employees, information technology, tutors, custodians, & assistants. The majority of the new hires filled vacancies created by retirements, resignations, and temporary leaves of absences. Retention rates for educators continue to remain strong. The CCHS retention rate in 2016 for educators was 97% with an eight year average of 97.5%. The CPS retention rate in 2016 for educators was 95.7% with an eight year average of 96.7%.

<b>25 Years or More of Service CPS-CCHS-Joint</b>	
<b><u>Educators</u></b>	<b><u>Support Staff</u></b>
Peter Atlas	Jim Bozak
Charlyn Bethell	Claudia Dellovo
Caroline Birdsall	Paula duPlessis
Denise Carver	Deborah Frederick
Nancy Dillon	Rocky Griffin
MaryAnn Durant	Carol Hammond
Mary Gallagher	Carol Horan
Andrea Gillis	Francesca Lattuca
Thomas Hourihan	Gary Reed
Heidi Kaiter	Linda Robbins
Karla Keefe	Penny Rodday
Lynne Kwarcinski	Maria Schofield
Christen Lekorenos	Bud Sheridan
Barbara Magee	Patty Siekman
Wendy Marotta	Lisa Soleau
Elizabeth Merrill	Mary Tessari
Linda Penniston	Elizabeth Wilson
Ines Rodriguez-Digon	Elizabeth Wood
Mitchell Stern	Mary Zellner
Bernard Wenstrom	

The Districts have significant mentoring programs to ensure that new educators swiftly and substantively become part of the learning communities at each school site. The human resources office continued supporting improvement in implementation of the new comprehensive supervision & evaluation system for educators including evaluators. The Teachers Associations and Administration continued to meet regularly to discuss ideas, issues, and concerns.

Other activities include ongoing efforts to align professional development offerings with educator plans and goals, school improvement goals, and district goals; create opportunities to reuse, reduce, and recycle; and implement initiatives to build community through District-wide wellness activities. Contract negotiations concluded with the Concord Teachers Association and the Concord-Carlisle Tutors Association.

**During the 2016 calendar year the following people retired from the Concord Public Schools and/or the Concord-Carlisle Regional School District**

<u>Educators</u>	<u>Years</u>
Vanessa Brown	22
Jeanne Connolly	6
Janine Gaudreau	14
Robert Lemaire	49
Marcia Smith	22
Elizabeth Sumner	12
Neil Lynch	14
June Patton	19
<u>Support Staff</u>	<u>Years</u>
Anibal Negron	11
Peter Foye	9
Sharon Trainor	19
Paul DiBacco	27

*Information Technology*

The IT department continues work on network modernizations throughout the District to meet the demands of classroom learning in a 1:1 teaching environment. Our new district firewall, Palo Alto Networks' next-generation firewall, is online and architected to enable applications safely and prevent modern security threats. New cable and fiber installations have replaced outmoded data cabling in the middle schools which return improved data transfer

rates. We also added more APs (wireless access points) throughout the District. The goal remains to replace APs that are aging as well as adding APs for more coverage where needed.

IT oversaw the successful completion of the District's development and redesign of school based and teacher websites. We also transitioned the HS to a new domain, concordcarlisle.org. Installation of cellphone network repeaters in remaining schools brings an increase in signal strength to areas that were weak or nonexistent. Current data projectors that have aged out of service in elementary schools were replaced.

To better manage how data passes throughout our network we have divided Internet bandwidth by building. We will continue to increase efficiency by rerouting network traffic between all our buildings. Work continues on our goal to advance wireless network security and an Internet-only guest wireless network. We successfully transitioned to a virtual environment using VMWare and continue to add core systems to this environment.

*Finance and Operations*

The Districts continue to maintain excellent academic programs while meeting challenging funding goals. Our core budgeting principles remain focused on using resources to support student learning and growth. The District goals approved by the School Committees provided direction to the budget process to support student learning opportunities. The District Administration and School Committees' work continue to reflect on completion of the MSBA audit of the new high school project. The FY17 CPS school budget at \$35,660,110 represented a 3.23% increase above the FY16 appropriation, and the FY17 operating budget for CCHS, \$26,608,381, increased by 3.12%. Both the CPS and CCHS FY17 budget requests matched the Finance Committee guidelines, were within levy limits, and for the tenth consecutive year did not require overrides. Both school districts managed successful FY16 year-end closings. The Regional School District met its planned \$705,000 commitment towards its OPEB liability in the year-end closing process. CCRSD's Excess and Deficiency (E&D) fund balance for the past fiscal year has been maintained above the 4.2% level. The Aaa bond rating has been maintained and the March \$2,500,000 Bond sale was assigned the highest possible rating by Moody's Investors Service on the borrowed funds at an effective interest rate of 2.4%.

### *Capital Projects and Transportation*

The major capital projects for CPS included installation of high efficiency boilers at the Sanborn and revitalization of the Thoreau fields. For CCHS, the new high school project is complete with the official dedication ceremony held in December 2015. The project completed below budget, scope, and current year student occupancy of 1,275 students is being accommodated above the design capacity of 1,225 students. The construction of a bus depot facility required for in-house transportation at the W.R. Grace site in Concord will be completed in June 2017. School District Transportation Administration will be housed at 37 Knox Trail, Acton.

### *Summary*

The major highlights of 2016 are the outstanding student achievement and the completion of the extraordinary high school building project. We are extremely proud of our students, faculties, and staff, and we are grateful for the Concord and Carlisle communities' support. The schools made significant progress in achieving the district goals by increasing student learning, improving curriculum and instruction, integrating technology into the classrooms, supporting faculty and staff, increasing teacher collaboration, developing responsive and responsible budgets, completing union contract negotiations, and building a beautiful, high performing high school. For more information, please visit the districts' website, [www.concordps.org](http://www.concordps.org) and review the CPS & CCRSD 2016 Performance Report.

## **MINUTEMAN VOCATIONAL TECHNICAL SCHOOL DISTRICT**

Dr. Edward A. Bouquillon, Superintendent-Director

### *Overview*

Calendar year 2016 was historic for Minuteman High School. The school secured voter approval of its long-planned and long-awaited building project, secured a major State grant to launch a new Advanced Manufacturing program, saw continued improvement in student test scores, regained its Level 1 Accountability Rating from the State, adopted a budget that was smaller than the previous year's, won more accolades for its Girls in STEM program, helped launch a new Statewide Girls in Trades initiative, and earned a spotless bill of health from its auditors for the second year in a row.

### *Voters Approve Funding for New School*

Minuteman High School really made history on September 20. In a special District-wide election, voters in the Minuteman Regional School District approved funding for a new \$144.9 million Minuteman High School. The project was approved in a landslide.

Superintendent Edward A. Bouquillon thanked voters for supporting the project. "The level of support was simply overwhelming," said Bouquillon, "I'm so grateful to the voters and to everyone who worked so hard to make this happen. This is a major milestone in Minuteman's history."

The final, certified tally was 12,160 in favor (69.47%) and 5,321 opposed (30.4%). There were 24 blanks (0.14%) Voter turnout was 9.78%.

The September 20 District-wide referendum only required a simple majority of those voting in the District to approve the project. They did, with nearly seven out of 10 voting in favor.

"What this mean is that we're going to build a brand new school for future generations," he said. "And we're going to do it with solid support from the voters in the vast majority of our towns."

Voters in 12 of the 16 member towns voted in favor of building the new school by wide margins. In one town (Needham) the margin was 92%-8%.

The MSBA has committed roughly \$44 million in State money to help finance the project. The District will pay for the rest through borrowing and through revenue generated by a new capital fee to be imposed on non-member communities that send students to Minuteman.

### *Building Project Advances*

Major milestones in 2016 include:

- January 27 – MSBA voted unanimously to pay up to \$44,139,213 for a new school.
- March 11 – The Commissioner of Elementary and Secondary Education approved a revised Minuteman Regional Agreement that had been previously approved by all 16 member towns.
- March 15 – The Minuteman School Committee voted to approve \$144.9 million in bonding for a new school under M.G.L. Chapter 71, Section 16(d). This method requires all member towns to either approve the bonding (or not disapprove it) at Town Meetings.

- April-May – Fifteen of the District’s 16 member towns voted to approve the bonding or take no action, a decision which is deemed approval. All votes were by overwhelming margins, several of them unanimous. Five towns made their Town Meeting approval contingent on a later debt exclusion vote by their town. All five of the debt exclusion votes later passed by wide margins.
- May 4 – Belmont rejected bonding for the Minuteman project, effectively blocking the project. It was the only town to vote against. (Later in the year, Belmont voted to withdraw from the District, a step that will not actually occur until July 1, 2020.)
- June 27 – The Minuteman School Committee voted 12-1 to issue \$144.9 million in debt for construction of a new school pursuant to M.G.L Chapter 71, Section 16(n), which requires approval at a district-wide referendum.
- September 20 – District voters approved funding for a new school in a District-wide referendum. The vote was overwhelming.
- December 13 – The District School Committee voted 14-0 to enter into a Project Funding Agreement with the Massachusetts School Building Authority (MSBA) and to approve the sale of \$8 million in bond anticipation notes (BANs) for the project.

*State Approves Changes in Governing Agreement*

In the spring, the State Commissioner of Elementary and Secondary Education approved revisions in the Regional Agreement that governs the operations of the Minuteman District. Many town leaders had said that approval of a new Regional Agreement was critical to the ultimate success of the Minuteman building project.

The new Minuteman Regional Agreement creates a four-year rolling average for the assessment of operating costs, gives larger towns more of a say in some School Committee decisions, eliminates the five-student minimum charged to member towns for capital costs, and requires out-of-district communities to help pay for their share of capital costs of a new building.

The new Regional Agreement also allowed several towns, most of which send few students to Minuteman, an option to withdraw from the District. Town Meetings in Boxborough, Carlisle, Lincoln,

Sudbury, Wayland, and Weston voted to exercise that option. Voters in Dover rejected the idea by a better than 2-1 margin. The departing towns will leave June 30, 2017.

*Minuteman Secures \$500,000 State Grant for Advanced Manufacturing*

With the help of a \$500,000 State grant, Minuteman High School will launch a new Advanced Manufacturing & Metal Fabrication program to train high school students and adults for high-wage, high-demand jobs in the field of advanced manufacturing.

The competitive grant was announced by Governor Charles Baker during ceremonies at the State House on February 24. The Governor announced grants totaling \$9.3 million from the new Massachusetts Skills Capital Grant Program. He was joined at the event by Lt. Governor Karyn Polito, Labor and Workforce Development Secretary Ronald Walker II, Education Secretary James Peyser, and Housing and Economic Development Secretary Jay Ash.

68 schools and training programs applied for grants. Only 35 were successful. Minuteman received \$500,000, the largest grant possible under the program. One other school received the maximum award.

*Minuteman Lands Competitive Grants for Biotechnology and Expanding Access*

In August, the Department of Elementary and Secondary Education (DESE) awarded the school a \$10,000 planning grant to expand student access to career and technical education programs. It was one of only 12 institutions in Massachusetts to receive a Competitive Career and Technical Education Partnership Planning Grant.

In December, the Massachusetts Life Sciences Center announced that it had approved Minuteman’s application for a STEM Equipment and Supplies Grant to assist the school’s Biotechnology program. The grant will provide \$100,000 for equipment and supplies and another \$8,172 for professional development. The equipment will include a water purification system, vacuum pumps, biological safety cabinets, and two 3-D printers. The Massachusetts Life Sciences Center received 105 applications. It approved 49.

### *Minuteman Sees Improved MCAS Performance, Regains Level 1 Accountability Rating*

Minuteman High School improved its performance on State MCAS tests this year, with that improvement extending to all disciplines and all student sub-groups. Results of the test were reported in October by the Massachusetts Department of Elementary and Secondary Education (DESE).

As a result of the continued MCAS improvement, Minuteman regained its Level 1 Accountability Rating from the State. Each year, DESE rates all schools and school districts in Massachusetts from Level 1 to Level 5, with Level 1 being the best.

“In most cases, the improvement was consistent with the strides we made last year,” said William J. Blake, Jr., Minuteman’s Director of Curriculum, Instruction and Assessment. “As a result, we have reestablished our Level 1 Accountability Rating. Improvement continues to be particularly significant for students with disabilities,” said Blake. Minuteman has the highest percentage of students receiving Special Education services of any public high school in Massachusetts. Approximately 47% of the students at Minuteman are classified as Students with Disabilities. The State average is about 17%.

### *School Committee Approves Smaller District Budget*

The Minuteman School Committee adopted a budget for the new fiscal year that was slightly smaller than the previous one. The Committee voted to approve a \$19.7 million budget for the fiscal year ending June 30, 2017. The budget was \$103,000 or 0.52% lower than the prior year’s budget of \$19.8 million.

The FY 2017 budget continues a multi-year transition to a school with a smaller, 628-student enrollment. The new budget continues to phase-out two vocational-technical education programs, merge two programs, and phase-in two new programs.

### *Minuteman Secures Highest Bond Rating and Exemplary Annual Audit*

The Minuteman Regional Vocational Technical School District got some excellent financial news. First, it received the highest short-term bond rating possible from rating agency Standard and Poor’s. Second, for the second year in a row, the District received a spotless bill of health from its auditing firm, Melanson & Heath. In a letter to the school, S&P Global Ratings assigned the Minuteman District an “SP-1+” rating, the highest short-term municipal

bond rating possible. It assigned the rating for an \$8 million general obligation bond anticipation note for Minuteman’s high school construction project.

The school also learned that its auditing firm would be making no audit findings for fiscal year 2016 – the second year in a row that that has happened. Observers say that public agencies such as the Minuteman School District rarely receive audits in which the auditors make no findings.

### *Girls in STEM Program Receives National Recognition*

For the second year in a row, Minuteman’s chapter of SkillsUSA was awarded the Grand Prize in the Student2Student Recognition Program for its Girls in STEM (Science, Technology, Engineering and Mathematics) outreach to middle-school girls. The Minuteman students also earned this honor because of a successful paper recycling program they launched at the school.

### *Minuteman Leads Girls in Trades Initiative*

Minuteman joined with leaders in business, trade unions, and education in launching a new organization to increase awareness and participation in the construction trades by young women: the Massachusetts Girls in Trades Advisory Group. The group held multiple planning meetings at Minuteman that culminated in the first-ever Massachusetts Girls in Trades Conference and Career Fair held at IBEW Local 103 in Dorchester on March 30.

The initiative was jointly originated and spearheaded by Minuteman and Wynn Boston Harbor. Maryanne Ham and Michelle Roche from Minuteman were among the key organizers.

### *Electrical Union Launches Partnership with Minuteman*

The International Brotherhood of Electrical Workers (IBEW) Local 103 launched a partnership with Minuteman High School aimed at giving students a head start on high-paying careers in the electrical field. Officials from IBEW Local 103 visited the school to announce the initiative.

“This is the real deal,” said Richard Antonellis, Jr., the Business Agent for IBEW Local 103 who will oversee the Pre-Apprentice Partnership with Minuteman. “This partnership will give two Minuteman students, one male and one female, the opportunity to join our five-year training program.”

Antonellis said getting into the IBEW’s training program is “highly competitive.” Each year,

he said the union has only 100-150 training slots and around 1,400 applications for the training. Antonellis and Business Manager John Dumas said the two Minuteman students would be selected by Minuteman teachers based on the students' overall attitude, attendance and grades. Nominees also need to pass an aptitude test.

Upon their graduation from Minuteman, the two students selected for the training would go into a five-year, union-paid apprenticeship program. Students work for an electrical contractor for four days per week and attend school one day per week. Students aren't paid for class time and need to pay for their books.

#### *Partnership Results in New Computer Lab in Bolton*

Students at the Florence Sawyer Middle School in Bolton now have a brand new computer lab, thanks to a unique partnership with Minuteman High School. Officials from the two schools cut a ceremonial ribbon to mark the opening of the new lab, which is part of Minuteman's Middle School Technology Outreach Program.

"We're very grateful to the partnership with Minuteman," said Sawyer School Principal Joel Bates. "This new lab gives students a practical experience that is engaging. It brings the 21st century into the classroom in a middle school."

As part of its effort to reach out to middle school students in its district, Minuteman committed more than \$30,000 to provide Florence Sawyer with 24 computers, a 3D printer, a laptop computer, and week-long teacher training. The lab itself is operated by Minuteman Middle School Outreach teacher Mary Mullahy and serves students in grades 5-8. The students are taught using curriculum provided by Project Lead the Way, a national organization that promotes learning in applied design and engineering.

#### *Minuteman Featured in Boston Globe Magazine*

Minuteman High School was prominently mentioned in a feature story in The Boston Globe Magazine on October 2. In bold, capital letters, the front page of the Magazine stated: "Vocational Education is Crucial to Our Economy. It's About Time It Gets Some Respect."

Inside, a 7-page article featuring students from Minuteman, Madison Park High School, and Greater Lowell Tech touted the success of vocational education in Massachusetts.

Among other things, the story quoted Minuteman Superintendent Dr. Edward A. Bouquillon as well as Brendan O'Rourke of Lexington, a Minuteman graduate now attending UMass Lowell.

#### *Minuteman in the National Spotlight*

In January, the School announced that Superintendent Edward Bouquillon had been elected to the board of trustees of a national organization that is the leading provider of competency-based career and technical assessments in the country. Dr. Bouquillon will serve on the 11-member board of NOCTI based in Michigan. Dr. Bouquillon is the only person from New England to serve on the volunteer board.

On March 1, Minuteman played host to an international delegation from Thailand. Led by the nation's Minister of Science and Technology, a five-member delegation from Thailand visited Minuteman on March 1. The delegation was hoping to learn about Minuteman's STEM initiatives and innovative vocational-technical education programs.

#### *Two Students Win Design Contests*

Melanie Hennessey, a Minuteman student from Dover, was the winner of a logo design contest sponsored by the Battlegreen Run Foundation. The Battlegreen Run Foundation, Inc. is a non-profit foundation that organizes an annual road race in Lexington, MA to fund a number of worthy local charities. Ms. Hennessey is majoring in Design & Visual Communications at Minuteman. Her winning logo design can be found on the foundation's website: [www.battlegreenrunfoundation.org](http://www.battlegreenrunfoundation.org).

Student John "Jack" Ross of Arlington won a logo design contest sponsored by the Minuteman Futures Foundation, Inc., a private, non-profit organization that raises funds to support students and programs at Minuteman. Mr. Ross will receive a \$500 scholarship for his efforts. The winning entry features a hand outlined in gold supporting the letters MFF, with the words Minuteman Futures Foundation underneath.

#### *Minuteman Graduate Dana Ham Helps Build the Future*

Minuteman graduate Dana Ham is thinking big these days. Really, really big. That's because he is now the Director of Facilities for what is probably the largest construction project presently underway in Massachusetts – Wynn Boston Harbor, the first five-star resort and casino in the Commonwealth. Located in Everett, this massive \$2.1 billion project will encompass over 3 million square feet on 33 acres and has

an anticipated opening date of June 2019. Mr. Ham works with the Wynn team overseeing the project.

A Lexington resident, he is a 1983 graduate of Minuteman and was inducted into the school's Hall of Fame in 2015. He credits Minuteman with giving him a solid foundation for his professional success. "I wouldn't be where I am right now if it wasn't for Minuteman," he said.

#### *Minuteman Grad Beats Celebrity Chef Bobby Flay*

Chef Ed Cotton, a Minuteman graduate, beat celebrity chef and restaurateur Bobby Flay in a one-on-one competition televised nationally on The Food Network.

Cotton, 39, of Waltham, studied culinary arts at Minuteman, graduating in 1996. He was inducted into the school's Hall of Fame in 2014. Now based in New York, he was the featured contestant on the TV show "Beat Bobby Flay." The program's concept is for professional chefs to vie in the kitchen with Flay.

Cotton's list of credentials helped him get selected by the "Beat Bobby Flay" casting company. Cotton was the runner-up on season seven of "Top Chef," narrowly missing the chance to claim the \$125,000 first prize. Cotton graduated from the Culinary Institute of America and has worked in various restaurants in Boston, New York and Las Vegas. He is now executive chef at Tavern62 in New York.

#### *District Enrollment*

As of October 3, Minuteman had an enrollment of 623 students. 592 students were enrolled in high school day programs, including the "Minuteman in the Morning" program. Of these, 67% lived in one of the district towns and 34% lived outside the district. 31 students were enrolled in Minuteman post-graduate programs. Of these, 32% lived in one of the 16 district towns and 68% lived outside the district.

#### *Minuteman School Committee*

A 16-member School Committee, comprised of volunteers appointed by each of the member communities, approves the district budget, hires the Superintendent, and sets policy for the District.

School Committee officers include Jeffrey Stulin of Needham (Chair), Carrie Flood of Concord (Vice Chair), and David Horton of Lexington (Secretary). Other members included Pam Nourse of Acton, Susan Sheffler of Arlington, Jack Weis of Belmont, David O'Connor of Bolton, Vincent Amoroso of

Boxborough, Judith Taylor of Carlisle, Ford Spalding of Dover, Jennifer Leone of Lancaster, Sharon Antia of Lincoln, Alice DeLuca of Stow, David Manjarrez of Sudbury, Mary Ellen Castagno of Wayland, and Douglas Gillespie of Weston.

Mr. Weis resigned from the Committee in November and was replaced in December by James Gammill. Ms. Taylor moved away from the District and was succeeded by Christine Lear.

## **CONCORD-CARLISLE ADULT & COMMUNITY EDUCATION**

Demi Ayres, Chair

John Ballantine

Ron Bernard

Julie Dolan

Kathe Falzer

Claudia Feeney

Christine Lear

Robert Grom, School Committee Liaison

Jill Asser, Director

#### *Mission*

Concord Carlisle Adult & Community Education (CCACE) provides opportunities for lifelong learning to the citizens of the School District and surrounding towns.

Collaborating with citizens and organizations, CCACE responds to community needs and interests with our communities' talents and resources, calling upon local people to develop and coordinate programs and services for children, adolescents, and adults throughout the year.

We make schools available for extended-day educational use for citizens in Carlisle and Concord. We promote and support School and Town projects that cannot be funded or presented in traditional ways. CCACE is both a program of classes and educational events and a process that connects local citizens with each other and their public schools in ways that are creative, educational, and cost effective.

#### **FY16 SUMMARY OF ACTIVITIES**

- 1,879 enrollments in fee-based continuing education classes
- 432 group, individual and online courses
- 275 students studied music in weekly instrumental instruction
- 177 new students and their parents participated in driver education training

- 2,000+ (estimated) participants in walk-in programs and events (no registration or fee required)

*Year in Review*

CCACE provided a comprehensive program of non-credit, fee-based learning opportunities for local residents. While the high school is our “flagship” location, courses and other educational events were held in more than a dozen locations around the School District and Town. Over two hundred and seventy community educators contributed to the program during FY16, teaching one or more instructional programs or providing program support and leadership.

The Department completed its twelfth consecutive year of self-funded activity, recovering almost all of the costs for teachers, administrative and management salaries, non-salary expenses and capital investments. Department costs were \$684,373, and revenues \$674,273. The operating loss will be funded with student fees and from our revolving account balance. A grant from the Concord Carlisle Community Chest provided financial aid to more than 100 local families and individuals; every citizen seeking continuing education services who required financial assistance was helped.

The Department provided educational opportunities for all ages. Classes were held throughout the year, before the regular school day, after school, at night, on weekends, and during school holidays, at CCHS and at the Carlisle Schools. Instrumental music lessons were held throughout the year, enriching the school-day music curriculum. CCHS driver education provided behind-the-wheel training almost every day of the year. In total, over 250 courses and more than 10,000 individual lessons were provided during the year. The Village University continued to provide high quality daytime learning experiences for senior citizens. Summer classes and workshops complemented the CPS Summer School program.

All program information is available online at [www.ace.colonial.net](http://www.ace.colonial.net).

## THE SCHOLARSHIP FUND OF CONCORD AND CARLISLE

Lucy V. Miller, Chair  
Rebecca Britten ‘Bee’ LoPrete, Assistant Chair  
Welles Hatch, Treasurer  
Albert Powers, Assistant Treasurer  
Elaine DiCicco, Secretary

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 and is grateful for the continued support from the townspeople of Concord and Carlisle, and looks forward to the next 50 years of supporting our young men and women who aspire to higher levels of education. This milestone anniversary was marked throughout 2016 in a series of activities including the publication of a collection of personal scholarship narratives titled “Telling Our Stories”, a 50-50 Raffle at a CCHS football game, and a reception on May 15 which was attended by over 100 past awardees, named fund honorees, trustees, affiliates and benefactors of The Scholarship Fund.

The Fund is administered by a 22-member volunteer board of trustees. Scholarships are financed through an annual appeal, a student-staffed phonathon, and by income generated from memorial gifts, bequests, and named funds. For more information about The Scholarship Fund, please see the website: [thescholarshipfundofcc.org](http://thescholarshipfundofcc.org)

In 2016, the trustees awarded \$201,470 to 71 high school seniors and in-college students, while The Scholarship Fund’s affiliated organizations supplemented this amount with \$70,305, bringing the combined total awarded to \$271,775 benefiting a total of 82 students. Since its inception, The Scholarship Fund has assisted over 1,400 students.

The Scholarship Fund of Concord and Carlisle Trustees are pleased to announce that the following students have been awarded scholarships for the 2016-2017 academic year:

CONCORD CARLISLE SCHOLARSHIPS AWARDED IN 2016

Scholarships	Recipients
The Abby Memorial Scholarship*	Paris-Olivia Clachar
The Acton Toyota of Littleton Scholarship	Jennifer Brown
The William W. Anderson Memorial Scholarship*	Maxwell Morgan
The Janet Babb Memorial Scholarship*	Jessica Chin
The Bean Family Scholarship*	Charisse Strakutis
The Trudy Biemson Memorial Scholarship*	Sarah Hession-Kunz
The Carlisle Garden Club Debbie Wright Scholarship	Samuel Heinrich
The Carlisle Old Home Day Scholarship	Colleen Canavan Grace Materne
The Concord High School/Concord-Carlisle High School Alumni Scholarship*	Reed Cogliano
The Eleanor Winstanley Childs Memorial Scholarship*	Angela Ortiz
The Concord Firefighters' Relief Association Scholarship	J. Tyler Butts
	Rachel Bratton
	J. Tyler Butts
	Dan Callahan
	Marie Callahan
	Jeremy Chiang
	Luke Cogliano
	Kylie Copland
	Abigail Cramer
	Yvonne Cristy
	Norman Delorey
	Addison Pitha
The Concord Carlisle Scholarship Fund Trustees' Scholarship*	Timothy Collins
The Concord Children's Center Scholarship	Allyson Brennan
The Concord Lions Club	Briana Cohen
The Concord Women's Club – Ruth Bullerwell Scholarship*	Maxwell Morgan
The Mary Connorton Memorial Scholarship*	Jessica Chin
The Guido S. D'Asti Memorial Scholarship*	Julianna Struck
The Clair Day Memorial Scholarship*	Cameryn McCormack
The Joan M. & Norman E. Dec Scholarship*	Angela Ortiz
The Elaine DiCicco Scholarship*	Johanna Blake
The Guy P. & Teresa E. DiGiovanni Scholarship**	Samuel Heinrich
The Engels & Volker Scholarship	Reed Cogliano
The Charles Evans Scholarship*	Mary Goode
The John B. Finigan Memorial Scholarship*	Charlotte Meyers
The George F. Flavin Scholarship**	Winslow Beguelin
The Wilson Flight Scholarship*	Sarah Milofsky
The Essie Golden Scholarship*	J. Tyler Butts
The Bobby Gray Memorial Scholarship*	Sarina Gaines
The Margaret Haggerty Scholarship*	Mary Goode
The Wells A. Hall Memorial Scholarship*	Jovan Grant
The Anthony Halls-Keenan Smith Scholarship*	Charlotte Mahoney
The Thomas Hart Memorial Scholarship*	Charlotte Myers
The Ruth B. Helsher Scholarship**	

CONCORD CARLISLE SCHOLARSHIPS AWARDED IN 2016

The Christopher Hentchel-WIQH Scholarship*	Rose Piz			
The Anna M. Holland Fund #1 Scholarship**	Sarina Gaines			
The Anna M. Holland Fund #2 Scholarship**	Jennifer Brown			
The Seitaro & Shina Ishihara Memorial Scholarship*	Nicholas Wilbur			
The Tama Ishihara Memorial Scholarship*	Carly Chelton			
The Vinod Jalan Memorial Scholarship*	Jessica Chin			
The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship*	Norman Delorey	Matthew Driscoll	Savannah Kangas	Charlotte Myers
The Diane Kennecally Memorial Scholarship*	Jennifer Brown			
The Knights of Columbus Scholarship*	Joseph Jacobs			
The Sally Lanagan Memorial Scholarship	Angela Ortiz			
The Norton Levy Scholarship*	Norman Delorey			
The Charles E. Manion, Jr. Memorial Scholarship*	Sarah Hutchinson			
The Adrian A. Martinez Memorial Scholarship*	Aiden Long	Jhanel Potts	Lior Selve	Tia Zhang
The Elizabeth A. Mattison Memorial Scholarship*	Addison Pitha			
The Elizabeth V. McAllister Memorial Scholarship*	Christina Kim			
The Mary F. McHugh Memorial Scholarship*	Benjamin Friedman			
The Dr. Barbara Schips Miller Scholarship*	Briana Cohen			
The Middlesex Savings Charitable Foundation Scholarship	Daniel Brockway			
The Janet Gates Peckham Memorial Scholarship*	Sarah Hession-Kunz			
The Albert L. & June B. Powers Scholarship*	Katrina Schaaf			
The David Prifti Memorial Scholarship*	Sarina Gaines			
The Marguerite Purcell Memorial Scholarship*	Katrina Schaaf			
The Nick Ressler Memorial Scholarship*	Elanna Honan			
The Rivercrest – Deaconess – Newbury Court Scholarship	Sarah Hession-Kunz			
The Maura Roberts Memorial Scholarship*	Reed Coghiano			
The Al Robichaud Scholarship*	Winslow Beguelin			
The Rotary Club of Concord Scholarship	Alexandra Goulet	Sarah Hutchinson	Rose Paleologos	Jack Struck
The Rotary Club of Concord Interact Scholarship	Ben Friedman			
The Rotary Club of Concord William L. Eaton Memorial Scholarship	Jovan Grant			
The Rotary Club of Concord Richard L. Hale Scholarship	Briana Cohen			
The Rotary Club of Concord Thomas R. Huckins Memorial Scholarship	Charlotte Myers			
The James E. Shepherd Memorial Scholarship*	Carly Chelton			
The Farnham W. Smith Memorial Scholarship*	Clara Vierstra	Nicholas Wilbur		
The David S. Sozeau Memorial Scholarship*	Audrey Hunt			
The Mark Teverovsky Memorial Scholarship*	Gaetan Dupont			
The Jeanne A. Toombs Memorial Scholarship*	Mary Goode			
The United Women's Club of Concord Scholarship	Edith Benedict	Mary Goode	Katrina Schaaf	
The Video Revolution, Ralph & Ellie Grossi Scholarship*	Norman Delorey			
The Harvey Wheeler Memorial Scholarship*	Tia Zhang			
The Williams Fund Scholarship	Timothy Collins	Meghan Garvey	Elanna Honan	Helen Wargelin
The Doug White Memorial Scholarship*	Aidan Long	Charisse Stakutis		
The Charles K. Yermian Scholarship*	Marie Callahan			
The Tameji & Chiyo Yoshimura Memorial Scholarship*	Katrina Schaaf			

\*Scholarships managed by the Concord Carlisle Scholarship Fund

\*\*Scholarships managed by the Trustees of Town Donations

# HUMAN SERVICES

## SENIOR SERVICES DIVISION / COUNCIL ON AGING

Ginger Quarles, Director

The mission of the Senior Services Division and the Council on Aging is to promote quality of life for Concord's seniors (age 60 and older) by helping them to maintain their dignity, self-esteem, personal independence and their roles as full participants in the life of the community. The COA strives to fulfill this mission by providing opportunities for seniors to enhance their physical, emotional, intellectual and spiritual well-being.

According to the January 2016 Town Census, there are 4,672 Concord residents over the age of 60 and this continues to represent nearly 30% of the total population of Concord. This percentage is up from 22.5% in 2006. At the last Federal census, the State average was about 16%, so Concord's senior population is nearly double the State average.

The following is a sampling of service statistics for FY16: 1,790 seniors were active at the COA this past year. 68% were female and 32% were male. 169 new seniors began participating for the first time at the COA. 209 seniors used the van service and received 7,218 rides. 507 seniors used Outreach/Social Services, 174 seniors participated in a fitness class and 3,580 meals were served at the COA to 205 seniors.

### *Outreach And Social Services*

Our professional staff provides advice, assessment, consultation, and referrals to seniors and their support network (family, friends and neighbors) while adhering to strict standards of confidentiality. Their extensive and specialized knowledge of resources helps to assist seniors to live independently as long as possible. Strong working relationships with various Town Departments, hospitals, home health care agencies, aging service access points, housing authorities, and businesses provide the best comprehensive service. In July, we were able to reach our goal of having two full time outreach workers to meet increasing demand. We were also able to increase the hours of our Social Service Coordinator who provides supervision in addition to carrying her own caseload.

### *Wellness And Fitness*

The COA offers a wide diversity of program and fitness opportunities (Aerobics, Tai Chi, Yoga, and Strength and Flexibility) that contribute to the overall health of Concord seniors. We offer regular health clinics and screenings as well as a variety of speakers on an assortment of health topics. We continue to offer the free loan of durable medical equipment and 204 seniors borrowed 624 pieces of equipment this past year.

### *Social, Recreational And Educational Opportunities*

Because the opportunity to interact with peers, stay intellectually active, and feel valued and needed by the community is key to emotional and physical health, we offer day trips, speaker's series, movies, parties, computer tutoring, discussion groups, craft workshops, book groups, games, music classes, and a drama club just to name a few. We produce a 12-page monthly newsletter that is filled with many choices of activities to engage in and explains the services that we offer. Seniors who opt to receive the newsletter may do so by e-mail or postal mail delivery.

### *Transportation*

COA vans provide weekday local transportation for seniors who no longer drive or who have a temporary limitation. We offer transportation daily Monday through Friday and are now offering two vans three days a week in order to meet increasing demand. 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 to vote on Election Day. One of our vans is equipped with a wheelchair lift and we are able to transport wheelchair bound seniors to their necessary appointments around Town.

### *Lockboxes And File Of Life*

The COA offers the installation of a lock box on the residence of any senior who requests it. This box, installed by a COA volunteer allows the resident to place a key inside in case of emergencies. Only the Fire/Ambulance Service and the COA have master keys. In the case of any emergency, the locked home can be entered without breaking a door or window. The COA continues to encourage the use of "File of

Life”, which is a red plastic folder for the refrigerator and the wallet with important medical information in case of emergency. The COA provides these free of charge to all Concord seniors.

#### *Additional Support Services*

The COA offers these additional services thanks to cooperative arrangements with other agencies businesses and churches: “Ask the Lawyer” program which provides seniors with a free 30 minute consultation with an attorney, SHINE (Serving the Health and Information Needs of Everyone) counselors to help seniors with issues related to their health insurance, “Ask a Pharmacist”, eye glass adjustment, AARP tax return assistance program, fall clean up days and the delivery of buckets of sand for winter.

#### *Facebook*

The COA began its own Facebook page this past year and this is providing an opportunity for seniors to follow the activities of the COA and also to read important and relevant tips on successful aging.

#### *Volunteers*

Volunteers greatly enhance and support the work of the staff and thanks to their efforts and talents, we are able to offer a rich mixture of programming. This year we have added a dedicated volunteer bulletin board in our lobby to try to show our appreciation for all that volunteers do to make the COA a better place!

#### *Senior Worker Positions*

The COA currently offers two seniors positions of employment through the Town’s Senior Worker Program.

#### *Financial Support*

In addition to receiving funding from the Town’s General Fund, the COA is grateful to the following funding sources for their commitment to Concord seniors and the financial support of our work:

Concord-Carlisle Community Chest: Grant allocations provide partial funding for the following positions: Volunteer Coordinator, Social Service Coordinator and Outreach Coordinator.

Executive Office of Elder Affairs: The Formula Grant, based on the number of seniors in our community, provides full or partial funding for the following positions: Wellness Coordinator, Outreach Coordinator, and Activity Coordinators. Thanks to an increase in funding, we were able to add additional Activity Coordinator hours for FY17.

Harvey Wheeler Treasure Chest Gift Shop: Thanks to the many residents who donate quality goods for resale, the patrons who shop there and the many dedicated volunteers, proceeds are used to support many COA programs.

Concord Friends of the Aging: Funding was granted for several enrichment programs this past year.



*COA Board members. Standing from left: Meryl Schwartz, Carole Cushing, Pam Hanson, Chair; Michael Rudd, Milton Cohen, Arthur Alcaez, Sharyn Lenhart. Seated from left: Jan Kenneally, Ann Schummers, Patty Keane*

#### *COA Board*

The COA Board, which acts in an advisory capacity to the Director, consists of nine full members appointed for three year terms and two associate members appointed for one year terms by the Town Manager. A small sub group has worked on putting together a COA written history this year and this is now available on our website.

### **COMMITTEE ON DISABILITY**

Jean Goldsberry, Chair  
David Holdorf, Clerk  
Marybeth Barker  
Jennifer Brooke  
Nora McShane  
Lloyd Price  
Meryl Schwartz

#### *Accessibility for Concord Town Meeting*

Committee members worked with Concord ADA Coordinator, Kate Hodges, to ensure that Town Meeting would be accessible in the new location at the newly built high school auditorium and cafeteria. This included designation of a large area for handicapped parking, ensuring that people with mobility concerns had ample ability to enter and maneuver around the building. The idea of providing closed

captioning during the meeting was discussed, and although it was not possible for the 2016 meeting, Ms. Hodges plans to write a grant and hopes to have closed captioning for the 2017 meeting.

#### *Pool Lift for the Beede Center*

A resident and member of the Beede Center brought to the Committee's attention that there was no lift for the deep warm pool so she could not access that pool. The Committee met with the Town's ADA Coordinator about this, and although the Town could not find the funds for the lift, a donor provided the funds to the Beede Center to enable it to purchase a lift to make the pool accessible. The lift continues to undergo adjustments to ensure that it works correctly.

#### *Access at Bank of America*

A member of the public brought to the Committee's attention that the Bank of America site in Concord Center was not accessible as the door opener was not functioning. After many calls and contacts with bank staff, a functioning door opener was installed. There were continuing problems, and the Bank resolved these to ensure that their branch bank is accessible.

#### *Concord Integrated Preschool Playground*

Supporters of the Concord Integrated Preschool presented their plans for a new playground which would have many features allowing children with all kinds of abilities to use and enjoy the playground. The group asked for support from the Committee for its request for funding from Concord CPA funds. The Committee sent a letter of support, and the CIPS plans did receive a grant from the CPA.

#### *Other Activities*

In addition to the activities listed above, the Committee also reviewed:

- Parking in Town Center
- Accessibility at 51 Walden, including support for requested variance through AAB
- Accessibility at renovated barn at Gaining Ground
- Review of proposed remodeling of West Concord Union Church including support for CPA grant
- Review of access to parking at Nashoba Brook Bakery including discussion with bakery owner

## COMMUNITY SERVICES COORDINATOR

Bonny Wilbur, Community Services Coordinator

The Community Services Coordinator position was established in 2005 by the Town of Concord in collaboration with the Concord Carlisle Community Chest. The purpose of the position is to assist Concord and Carlisle residents under the age of 60 in accessing information on a broad range of local, privately funded, and State-funded services including financial, food and fuel assistance.

The position was originally part-time, funded entirely by a grant from the Concord Carlisle Community Chest. Due to an increased need for services, the Community Services Coordinator position was increased to full-time in 2014. The increase in hours has allowed for more face to face time with residents, as well as more involvement and collaboration with community agency programs. As the hours have increased, so has the Town of Concord's contribution to the funding for the position. In 2015, the Town contributed about 15% of the funding while the Concord Carlisle Community Chest contributed approximately 85% of the monies needed for salaries. In 2016, the Town's funding contribution increased to 26.6%; the Community Chest contributed 73.42%. The amount budgeted for the position for 2017 (FY18) will hopefully begin to close the gap between these funding sources. The Town is committed to funding the position completely by FY22; in order to begin this process, the proposal for FY18's funding has been a true 50/50 split between the Town's General Fund and the Community Chest Grant monies.

The Community Services Coordinator continues to aid individuals and families in accessing needed services on a variety of fronts. Referrals made to Concord and Carlisle residents over the course of the year continue to increase steadily. In 2016, referrals were made to food assistance programs, fuel assistance programs (both State and local), home mortgage counseling programs, job assistance agencies, mental health services, lower-income legal services, disability advocacy, low cost healthcare options, holiday assistance, temporary/emergency housing, financial assistance, after-school and summer camp scholarships, and tax relief assistance.

The Community Services Coordinator works collaboratively with the Concord and Carlisle Public Schools, Concord Housing Authority, the Domestic Violence

Services Network, Minuteman Arc, Concord and Carlisle Councils on Aging, the Concord Carlisle Community Chest, the Concord Carlisle Youth Services Coordinator, the Concord Veteran's Agent, the Society of St. Vincent de Paul, Hugh Cargill Trust Committee, the Salvation Army, Concord's First Parish Church, the Concord Police and Fire Departments, the Concord Masons, Concord Municipal Light Plant, Concord Recreation, Open Table, Concord Adult Community Education, the Concord Library, the Concord Cares team, the Concord Department of Planning and Land Management, the Concord Health Division, the South Middlesex Opportunity Council (SMOC), the Department of Transitional Assistance (DTA), and Mass Health.

The Community Services Coordinator continues to be a point of contact in conjunction with the Council on Aging, and Concord Police and Fire Departments for the Concord Cares Emergency Fuel Assistance Program. Concord Cares provides 75 gallons of home heating oil to any Concord resident who is in emergency need. The Community Services Coordinator is a referral source for Beacon Santa, the Silent Fund, the Salvation Army's Good Neighbor Energy Fund, SMOC's Fuel Assistance Program, and DTA's Supplemental Nutrition Assistance Program.

The Community Services Coordinator collaborates with community agencies that provide assistance to Concord and Carlisle families over the holidays. During the 2016 holiday season, the Community Services Coordinator nominated 46 families for assistance from the Silent Fund, up slightly from the year before. In addition, over \$6,000 in gift card donations was collected from Town of Concord employees, Concord residents, and the Concord Corinthian Masonic Lodge Angel Fund. This was a slight increase from 2015 as well. Several thousands of dollars in gifts and toys were donated through the Concord Carlisle Community Chest and Youth Services Holiday Gift Drive for distribution to almost 70 Concord and Carlisle families for the holidays.

In conjunction with the Concord Carlisle Youth Services Coordinator, the Community Services Coordinator once again printed and distributed a revised Concord Community Social Services Resource Guide. The Guide is available in hard copy in various locations throughout the Town, and online at <http://concordma.gov/DocumentCenter/Home/View/3270>.

Residents are welcome to speak to the Community Services Coordinator by phone, by appointment at the Community Services Office located at 105 Everett Street, 1st floor, or in their home. For additional information or to schedule a confidential appointment, please contact the Community Services Coordinator at 978-318-3034 or [bwilbur@concordma.gov](mailto:bwilbur@concordma.gov) or [www.concordma.gov/community](http://www.concordma.gov/community).

## YOUTH SERVICES ADVISORY BOARD

Jeffrey Campbell  
Suzanne Giles  
Jennifer Lannan  
Patricia Vasiliadis  
Eleanor Mathias (CCHS student rep)  
Jennifer Clarke, Youth Services Coordinator

The Youth Services Coordinator position for Concord and Carlisle was launched in 2011 with funding from the Concord-Carlisle Community Chest (CCCC). It is supported by the Youth Coordinator Advisory Board (YAB). The Youth Services Coordinator's (YSC) mission is to identify and broadly communicate to Concord and Carlisle families all of the resources and programs currently in place that support the social, emotional, and developmental needs of our youth. With particular focus on the middle and high school population, the YSC serves as a clearinghouse of information and a skilled networker, a facilitator of new and existing initiatives, and a high profile public advocate for youth in our communities. Working from a strategic plan approved by the Youth Advisory Board, activities for 2016 revolved around four priorities: 1) mental health awareness and prevention; 2) stress reduction; 3) substance abuse prevention; 4) online safety. The YSC served as participant, facilitator, or direct co-sponsor of the following community programs and events (not a complete list), in partnership with agencies and organizations listed:

- Revised and distributed 2016 Concord Social Services Resource Guide in conjunction with Community Services Coordinator and Town of Concord summer intern. This 73-page A-Z resource listing is available online and in hard copy.
- Co-hosted "Growing Up Digital" series to include two community viewings of "Screenagers" for youth and families and parent workshops. Collaborated with CMS PTG, Center for Parents and Teachers, and Concord Public Schools.
- Organized annual CCHS "Class Act Awards" to recognize and celebrate student service to

school and community. Done in partnership with CCHS, CC Community Chest, Rotary Club of Concord, Youth in Philanthropy and 2Volunteer.

- Co-hosted three community opioid forums in response to growing opioid epidemic. Partnered with Concord Public Schools/CCRS, Emerson Hospital and a variety of Town Departments to host these forums.
- Hosted Out of the Darkness Walk for Suicide Prevention, cosponsored with the New England chapter, the American Foundation for Suicide Prevention (AFSP). This event raised \$20,000 for AFSP who in turn offered Youth Mental Health First Aid training at low-cost to Concord and Carlisle residents. This year's event attracted 250+ walkers.
- Developed and implemented outreach campaigns including Back to School backpack drive and Holiday Youth Gift Drive in conjunction with Community Services and Concord-Carlisle Community Chest.

In addition to these events, the YSC maintains a Facebook and Twitter page; distributes a quarterly e-newsletter with Community Services; maintains a full listing of resources under Youth Services on the Town of Concord's website; and frequently contributes to the *Concord Journal* with articles highlighting achievements of our youth.

## HUGH CARGILL TRUST COMMITTEE

J. Raymond Andrews  
Christopher Corkery  
Susan Eckel  
Paul LoVecchio  
Judith Terry

The Hugh Cargill Trust Committee continued to implement the mission of the Trust, established over 211 years ago by Concordian Hugh Cargill. The Trust's purpose is to provide short-term emergency assistance to residents of the Town in times of financial need. The Committee acts on behalf of the Select Board in receiving and reviewing requests for assistance and in distributing funds in accordance with the provisions of the Trust. Concord residents request aid by leaving a phone message at the Town House: 978-318-3100, ext. 2030. Calls are returned promptly. The Committee can also be contacted through email at [hctc@concordma.gov](mailto:hctc@concordma.gov). All requests are confidential.

Funds totaling \$120,731 as of December 31, 2016 were received from the following sources: the Hugh Cargill Trust Fund: \$10,250; Private donations to the Hugh Cargill Fund: \$24,450; the Concord Municipal Light Plant: \$14,000; Select Board Tax Relief Fund: \$51,882; Silent Fund: \$20,000. These generous contributions were crucial to the Committee's efforts to meet the ever-increasing needs of Concord residents. The Committee met 12 times and approved 135 grants totaling \$40,878 from the Hugh Cargill Trust, including donor funds, plus the funds donated by the Concord Municipal Light Plant. The majority of approved requests were for the payment of utility bills (electricity, oil, gas, telephone and water). In addition, grants were approved for the payment of rent, medical expenses, and insurance.

This year the Select Board has designated the Hugh Cargill Trust Committee to administer the Silent Fund. This fund supports summer camp tuition for eligible Concord children and also small gifts during the winter holiday season for seniors. Approximately \$20,000 is distributed by the Silent Fund per year.

The Hugh Cargill Trust Committee has been designated by the Select Board to administer the tax-relief fund from monies raised in response to the Select Board annual appeal. Forty eight Concord citizens received a reduction in their Real Estate Tax bill each quarter. The total tax relief given in 2016 was \$61,175.

The Hugh Cargill Trust Committee also administers funds dispersed by Concord Cares for citizens in need of emergency fuel assistance. The total funds dispersed in 2016 were \$946 to six Concord citizens. Requests are granted by the Committee plus other Concord services such as the Community Services Coordinator, the Police Dept., the Fire Dept., and the COA.

The Committee continues to make known its existence and its mission through local communications such as the *Concord Journal* and the Adult & Continuing Education publications and contacts with the Community Services Coordinator, the Concord Housing Authority, the Council on Aging, the Recreation Department, the Community Chest, Open Table, local clergy, and other groups.

In light of the current economic conditions, the Committee anticipates 2017 could be another difficult year for many residents. We welcome private donations to continue the mission of providing short-

term, emergency assistance to Concord residents. Donations may be sent to: The Hugh Cargill Trust at the Town House, P.O. Box 535, Concord, MA 01742. All contributions are tax-deductible.

## TAX RELIEF COMMITTEE

Helena Long, Chair  
Stanly Black  
Terry Rothermel

The Tax Relief Committee was established in 2011 to carry out a private donation program that had previously been handled by the Select Board. Thus the Tax Relief Fund succeeded the Select Board Fund that had been initiated in 2006. The task of the Committee is to implement an annual fundraising on behalf of households in Concord with demonstrable financial need for assistance in paying their property taxes. The contributors to this fund are other caring citizens of Concord.

The Hugh Cargill Committee screens the applicants for tax relief from this fund and subsequently provides quarterly grants towards (i.e. credits against) their property tax obligations. The tax relief grants made by the Hugh Cargill Committee have annually helped 40 to 50 Concord households in recent years. Most of those receiving this aid are seniors on fixed incomes or other households struggling to stay in Concord. In 2016, grants of \$325 were made quarterly, leading to a maximum of \$1,300 over a year's time.

Annual contributions to the Tax Relief Fund have averaged over \$60,000 over the life of the fund. The number of annual donors has averaged over 200. Every three years, initial solicitations are Town-wide. Donations to the current campaign will continue to be gratefully received through June 30, 2017.

This past year saw a dual mailing of fundraisings for the Hugh Cargil Fund (HCF) as well as the Tax Relief Fund. Thus the HCF was able to add much needed funds to its resources to help our townspeople in temporary need. It is hoped that next year will see the HCF added to the Community Chest's list of grants. For information on the HCF, see its annual report elsewhere in this Town Report.

We continue to be impressed with the heartfelt contributions of so many to this purpose. We are thankful for the support of Andrew W. Mara and Laurel Landry in the Town House.

If you are in need and would benefit (or know someone who would benefit) from the assistance of the Tax Relief Fund, please contact the Hugh Cargill Committee at 978-318-3100, ext. 2030. Qualifications include ownership of only one home, a property value less than the median in Concord, and limited income resources. The process is confidential.

## CONCORD FREE PUBLIC LIBRARY COMMITTEE



*From left: Carl Vause, Matthew Boger, Mav Pardee, Beverly Gauthier, Chair; Sandy Shen, Kerry Cronin, Library Director; and Tara Edelman*

The mission of the Concord Free Public Library is to inspire lifelong learning and to actively promote personal enrichment by connecting community members to information, ideas, culture, unique historical resources and each other in a tradition of service, innovation and excellence.

The Library Committee consists of seven Concordians appointed by the Select Board for the purpose of:

- Providing policy guidance to the Library Director.
- Recommending policy and organizational methods to the Select Board.
- Serving as liaisons to the Trustees of the Library Corporation, governmental units, and private groups that relate to library services.

The Library Committee's charge is primarily to advise. Hearing reports and updates from a variety of staff members helps the Committee to be effective in that role. This year we met with several library staff members.

Caroline Nie, Library Technology Services Coordinator, told us of the many technology classes that are offered to patrons. She described the pieces of technology now available for use including a book scanning station and a new photocopier. Since her visit, two Hotspots have been purchased, one each for the Main Library and the Fowler Branch. The Library Committee reviewed and approved a policy for Hotspot use. A 3D printer has recently been purchased and the Library Committee will develop a policy for its use as well. Caroline also gave us a preview of the up-coming new user-friendly library website.

We met with Luisa Granitto, the Library Conservationist. She explained the complicated and exacting processes of book conservation. Concord is very fortunate to have its own conservationist. It is rare for a small town public library. Luisa is very accomplished. Among other historical and valuable texts, she has repaired the copy of WALDEN that Thoreau gave to Emerson.

Robin Demas, Circulation Supervisor, gave a comprehensive and impressive report on the numerous tasks performed by the circulation staff. Reaching out to patrons and giving them the best possible library experience is an important goal of the circulation department and they do it very well.

Karen Ahearn, Head of Children's Services, gave an enthusiastic report enhanced by photos about the programs and activities her department provided in 2016. She gave many examples of programs and collaborations that take place between the Library and community institutions such as the Umbrella Arts Center, the Concord Recreation Department, the Concord Museum and others.

On two occasions the Committee met with Sherry Litwack, President of the Library Corporation Trustees, to learn about and to discuss the proposed plan to physically and functionally incorporate the property at 151 Main Street into the existing Main Library. The second meeting was a joint meeting of the Friends of the CFPL, the Trustees and the Library Committee. This was an open meeting. The Library Committee is very enthusiastic about the proposed expansion. It is being designed to meet the needs of library patrons of all ages. We look forward to supporting the effort by meeting with groups having special needs in the hopes that we can help to address those needs going forward.

Anne Izra-Leggat, who manages the art gallery exhibits at the Main Library, explained the process she uses to organize the juried art exhibits that the library hosts twice a year. The Library Committee discussed with her the possibility of having art exhibits in the downstairs meeting room at Fowler. All agreed it was a good idea. The Library Committee accepted an Art Exhibit Contract for Fowler and a sub committee created an information sheet for artists wishing to show their work. In 2016 Fowler held three well-received exhibits.

Aside from those directly associated with the CFPL, we met with others as well. In May, State Representative Cory Atkins explained how the State budget process works. She encourages her constituents to write letters to their legislators about their personal and positive library experiences to help the legislators understand the importance of libraries and their need for State funding.

Robin Cicchetti, the librarian at CCHS, impressed us with the many interesting programs and projects she provides for the high school students. We discussed ways in which the CFPL might help to support her work especially around the use of primary sources to help develop students' research skills.

Jerry Wedge, Executive Director of the Umbrella Arts Center, described the five unique programs the Umbrella supports. Jerry and the Library Committee are looking forward to expanding our collaborative efforts in the future.

This is an exciting time for the CFPL. We embrace the many technological advances that enhance our patrons' library experiences while striving to maintain the more traditional aspects of the library. Working in cooperation with the Director, the Staff, the Library Corporation and the Friends, the Library Committee does all it can to meet the needs of the Main Library and the Fowler Branch. The Library Committee invites guests to attend its monthly meetings, held the third Tuesday of each month at 7 p.m. in the Main Library. All are invited to visit the library website: [www.concordlibrary.org](http://www.concordlibrary.org) and to sign up for the library e-newsletter.

## CONCORD FREE PUBLIC LIBRARY ADMINISTRATION

Kerry Cronin, Library Director

The Concord Free Public Library (CFPL) continues to thrive as it delivers programs and services in support of community interests and mission fulfillment. The past year's accomplishments include increased collaboration with local organizations and an expansion of programming for all ages, including more hands-on learning opportunities. Through the Full STEAM Ahead Library Services & Technology Act (LSTA) grant, children developed imaginative fairy gardens, and learned about the growing process through the raised garden beds at the Sudbury Road entrance, among other activities. Building on the success of this program, the Massachusetts Board of Library Commissioners has awarded CFPL an additional \$7,500 LSTA grant to expand the Library's role as an educational play space for preschoolers.

In April CFPL launched the exhibition, "From Thoreau's Seasons to Men of Concord: N.C. Wyeth Inspired", which ran concurrently with an exhibition at the Concord Museum of the 12 original panels created for the book by artist N.C. Wyeth. CFPL was able to simulcast the exhibition opening and record it for viewing on-demand via the library's YouTube channel and CCTV, so that the event could be enjoyed by a wider audience. This collaboration was very meaningful for both organizations and drew in guests from a wide geographic area over the six-month period. Over the year CFPL enjoyed additional community collaborations with the Concord Recreation Department, Umbrella Community Arts Center, the Rotary Club of Concord, and Concord's public and private schools.

Other popular programs included: a talk with John Palfrey, author of *Bibliotech: Why Libraries Matter More Than Ever in the Age of Google*, a new cookbook club where participants share and discuss their creations, a successful community reads series based on *The Martian* by Andy Weir, and a seasonal meditation/relaxation series in the Transcendental Alcove. CFPL hosted a very successful summer reading series. Exhibition opportunities have been expanded to include the Fowler Branch Library's community meeting room, where we displayed photographs of space taken by astronauts at the International Space Station, photographs of local athletes by sports pho-

tographer John Keklak, and historic postcard images of West Concord compiled by Project Archivist Janaya Kizzie. Additional services of note include the availability of free training courses via Lynda.com for Concord residents, and the opportunity to borrow wireless hotspots and/or a Starblast Telescope. The Minuteman Library Network has just launched a new mobile App available free of charge for IOS and Android devices.

Staff development has remained a priority with colleagues attending both national and regional library conferences, including those sponsored by the Massachusetts Library Association, Massachusetts Library System, Minuteman Library Network, New England Library Association, and the American Library Association. In addition, the Town of Concord has offered training sessions on fraud prevention and A.L.I.C.E. emergency preparedness.

### *Children's Room*

Each year, the focus of the children's room/young adult staff is to create a warm and inviting area for children and their families and the young adult patrons who frequent the teen area. From the weekly story times to the monthly visit by singer/musician Ed Morgan, there is always something going on that encourages families to stop and enjoy the wonders of books and reading. The popular Stay and Play, a self-directed activity program for the young, took place during the cold days of winter. The three book groups – Book Eaters for the 3rd graders, Bookmarkers for the 4th/5th graders and the Teen book group met regularly to discuss the selected titles. The popular Read to Phoebe the Golden Retriever program is in the second year. The monthly event encourages reading in a non-judgmental atmosphere.

Our year began with a wonderful Chinese New Year Celebration. Participants in the event included members from the local Concord Carlisle Chinese Club. The celebration contained music, dance, calligraphy, painting, origami, a lion dance, arts and crafts and food. A great time was had by all.

A FULL STEAM AHEAD grant was awarded to the Library in 2015 with the final report submitted this fall. The Federally-funded grant for \$7,500, issued through the Massachusetts Library Commissioners, gave us the chance to highlight the importance of science, technology, engineering, art and math in everyday services to the patrons with many activi-

ties during 2016. Highlights included a visit by local author Josh Funk (*Lady Pancake & Sir French Toast*) and a demonstration by Gaining Ground illustrating how local trees are tapped for maple sap. Everyone enjoyed pancakes with the freshly made maple syrup. A fairy garden was created by local patrons and school children. A visit by Liza Gardner Walsh (author) and Hazel Mitchell (illustrator) of *Where Do Fairies Go When It Snows* made for a fun program. A Discovery Table was set-up with monthly activities such as checking various materials with a microscope. Before the STEAM Grant was completed, a second grant was written and the grant for \$7,500 was awarded to support projects “that develop innovative programming and spaces that encourage invention and tinkering”. The Mind in the Making Grant kicked off with the second annual Scarecrow Festival.

This year, the Concord Reads title for adults was *The Martian* by Andy Weir. Children read *Space Case* by Stuart Gibbs as a related selection. A program highlight included a conversation with Stuart Gibbs via Skype. Many kids had a chance to speak directly to the popular author, who resides in California.



*An Evening with a Space Suit Designer given by Nikolay Moiseev of Final Frontier Design. The program was part of the annual Concord Reads, in which everyone reads the same book.*

The summer reading club, On Your Mark, Get Set, Read, encouraged readers of all ages to log the amount of time spent reading. An astounding 1,132,989 minutes were logged, with the corresponding programs having to do with best practices in nutrition and fitness as related to sports. Varied programs were attended by children, teens and adults. Tai Chi on the Lawn led by Taichun Pan, A Literary Walk to Sleepy Hollow Cemetery given by Jayne Gordon, Healthy Snacks with Debra from Debra’s Natural Gourmet, a fencing demonstration given by Marx Fencing, an interview of local Olympians Laurie Baker, Michael Marx and Anne Marden moderated by *Boston Globe* Sports Writer Kevin Paul Dupont and a Sports Origami workshop given by Michael LaFosse kept readers engaged in healthy practices and reading.

CFPL was fortunate to be able to hold all three summer concerts outside. Newpoli (music of the south of Italy), Island Breeze Quartet (Caribbean music) and Matt and Shannon Heaton and Friends (Irish) provided a concert series representing three cultures.

Outreach continues to be an important goal of our Department. We worked with Thoreau School Librarian Karen Pettyjohn in her school wide project for Pinwheels for Peace. The local Taiwanese community presented a series of story times in their native language. Many families took advantage of the opportunity to share their culture through this program. We continue to work with the Concord Museum on the extremely popular Family Trees exhibit held in the Museum during the month of December. For the past 21 years, we have suggested titles, helped create trees based on children’s literature and assisted with the programs associated with the project.

The Children’s Room staff enjoyed participating in the multi-faceted Wyeth exhibition sponsored by Special Collections. Participants learned how to draw in the spirit of N.C. Wyeth at one of the workshops and benefited from a display of illustrated books.

The TAB (the Teen Advisory Board) has been renamed the TAB Concord Explorers to better identify the many projects that are accomplished by the youth group. Among other projects, the members enthusiastically created a scarecrow for the Scarecrow Festival and they decorated bags that will be used in Concord’s Open Table. Library staff also reimagined the Main Library’s teen space with the acquisition of new furniture, a colorful light message board, and an

expanded graphic novels collection. The appeal of the redesigned space is evident every afternoon in the groups of teens seen enjoying the space.

Award-winning author/illustrator Grace Lin delivered the sixth Leslie Riedel Memorial Lecture. This year's talk was very memorable with interactive theater and audience engagement as part of the presentation. We appreciate the continued generosity of the Riedel family. This support allows us to offer the chance for local youth to meet some of the most admired authors and illustrators working today in the children's and young adult field of literature.

As this is being written, wonderful smells are coming from the lobby of the Library. Dr. Andrea Resciniti has once again created a highly decorated gingerbread house for all to enjoy.

### *Circulation*

On March 6, a couple from Cambridge visited the library and said "We come to the Concord Library because there's such a good vibe here and it's so beautiful." This is not an uncommon sentiment as we often hear some version of this and it is a priority for the Circulation Department to be welcoming. Our patrons make it easy for us to be excited about providing services that are all-encompassing.

Outreach continues to be a strong focus for the Circulation Department. We work closely with the Concord Public Schools and independent schools to provide what they need for students and teachers. We work with the Education Department of the Federal Medical Center Prison at Devens to provide them with borrowing and interlibrary loan services for the inmates. We work with MCI Concord and the Prison Outreach Program to provide resources and we help their volunteers keep track of the books borrowed through that program. New institutional library accounts were created this year for Concord Children's Center at Ripley, Council on Aging, Concord Recreation Summer Camp and the Turkish Council Foundation. Currently, two Circulation staff members at the Main Library and one library volunteer provide home delivery services to homebound Concord Residents and the library provides copies of books for book discussion groups at local assisted living facilities. In March, we held a successful Food for Fines program to benefit Concord's Open Table food pantry. We invited patrons to clear their outstanding overdue fines by bringing in one non-perishable item

for each \$1 waived. \$370.20 was waived and 10 boxes of food were delivered to Open Table.

In addition to the thousands of items handled each day, the 10 members of the Circulation Desk Staff provided individualized service. A list of non-travel books about Paris was created for a patron celebrating her 80th birthday with a trip, while lists of musicals on DVD and favorite audiobooks were provided for others. Displays highlighting Valentine's Day, Halloween, December holidays, Veteran's Day, American History DVDs for Patriot's Day, National Parks, Shark Week, Banned Books and the Olympics were all created by Circulation staff. The five Library Pages who reshelve items and maintain the stacks moved various collections to provide better access and maximize available space. Patrons reserved a total of 2,850 museum passes and we are grateful to the Friends of the Library for their continued support of this program. Expansions to this year's pass collection included the popular additions of Tower Hill Botanic Garden in Boylston and discount tickets to the Lowell Spinners.

Circulation technology upgrades included the ability to email date due receipts at the self-checkout stations, be alerted to library account expiration dates in advance of the expiration, and in April Hot Spots were added to the items available for circulation.

Professional development is a priority and Circulation staff members attended the MLA and NELA conferences, a technology fair, reader's advisory, ALICE training, Fraud Prevention, MLN training sessions and created an entry for the Family Trees exhibit at the Concord Museum. One staff member participated in the MLA Paralibrarian Certification program and achieved her Level 1 certification.

We welcomed new staff members Laura Mills and Christine Trufant and said goodbye to longtime volunteer Hannah Yelin.

### *Fowler Branch*

2016 was a busy year at Fowler. The library had numerous well-attended programs for children and adults. Our meeting room space is actively used by community groups, and our circulation is robust.

The year began with programming relating to Concord's Community Reads book, *The Martian*, by Andy Weir. Fowler hosted a screening of the film, a related book discussion and a popular talk on astronomy by the Aldrich Astronomical Society. This tied in very nicely with the acquisition of a telescope

that circulates to members of the Concord community for one week. The Branch also hosted a lovely exhibition of photographs taken by astronauts at the International Space Station in the community meeting room.

The Friends of the Library hosted their popular Friday Flicks at Fowler during the winter months. February vacation week included fun programming for children, such as Big Ryan's storytelling show and an educational program on magnets.

The Concord Seed Lending Library reopened in March and the library hosted related programs on composting and seed saving. Local gardeners come into the library to borrow seeds, and representatives from communities interested in starting a seed lending program called and visited to see how it works.

Fowler marked the 200th Anniversary of Charlotte Brontë's birth with a lecture by Randall Warniers and a showing of the film *Jane Eyre* in October. We created a scarecrow for the Main library's Scarecrow Festival.

Ongoing programs include a very popular Cookbook Club, Mystery Book Discussion Group, Toddler Story Hour, Lego Club and sing-alongs with Ed Morgan.

Personnel: Alison DeMers is the chairperson of the Circulation Interest Group of the Minuteman Library Network. Pat Pluskal attended Book Buzz at the Boston Public Library. Premi John and Laura Mills joined the staff as Circulation Assistants. In late December we were very pleased to welcome Kimberly Tolson as the new full-time Branch Librarian. Kim's strong outreach, programming, and customer service skills will be great assets to the Concord community.

### Reference

The Reference Department continues to be an important resource for all ages, offering research assistance to patrons and a vital inter-library loan service, assisting with technology-related questions, and helping patrons to download eBooks and audiobooks to their devices through Overdrive and Hoopla. The reference staff is also responsible for booking meeting rooms, which are heavily used by community groups and tutors. The scanner and self-service fax machine remain very popular. The Department has made great strides in its ongoing weeding project, with the assistance of Senior Worker Julie Melly, a retired librarian.

The Reference Department staff answered 5,892 in-person reference questions, 1,936 phone refer-

ence questions, and 89 email reference questions. Reference staff helped 1,474 patrons with computer questions. The library's meeting rooms were reserved 1,567 times.

### LIBRARY FACTS AT A GLANCE - FY16

Circulation	390,131
Collection holdings	323,199
Interlibrary loans received from other libraries	49,596
Interlibrary loans provided to other libraries	82,264
Number of registered Concord borrowers	11,669
New items (excl. magazines) added to collections	11,000+
Audio books and music CDs holdings	15,578
DVDs holdings	13,062
OverDrive eBooks and eAudiobooks holdings	48,026
Downloads & Streaming	24,527
Total hours the Main & Fowler libraries were open	5,954
Number of children's programs held	218
Children's programs total attendance	4,466
Number of Adult and Young Adult programs held	191
Adult & Young Adult programs total attendance	7,311
Public free wifi access logins per month (avg)	3,300+
Library website views per month (avg)	190,000+

The Department provided a broad spectrum of excellent programs and instruction. Popular programs included a talk on *Jane Eyre* and the life of Charlotte Brontë by Randall Warniers, in November. In April, Frank Rigg, former Curator and Director of Museum Operations at the JFK Presidential Library, shared his knowledge of presidential libraries from around the country in honor of National Library Week. In June, Karen Antonowicz, teacher of Historic Costume at the Rhode Island School of Design, gave a presentation about the costumes worn in Downton Abbey.

The Cookbook Club continues to be very popular, attracting an average of 30 enthusiastic participants each month. The Literary Book Discussion Group also continues to be popular. At the May book discussion, the group partnered with The Military Family Support Group of West Concord to read and discuss a military-themed title. In March, the group discussed *The Martian*, by Andy Weir, as part of the Concord Reads program.

The Reference Department creates monthly displays on popular and current topics that support community interests. Popular book display topics in 2016 included: genealogy, Charlotte Brontë, Pulitzer Prize winners and American winners of the Nobel Prize for

Literature. In September, reference staff worked with Amnesty International Local Group 15 to create a display on books about the death penalty.

Classes were offered on utilizing the library's resources and databases, including classes on [Lynda.com](http://Lynda.com), an online learning website, and genealogy databases such as Ancestry.com and Heritage Quest. In June, Reference librarian Debbie Yong was invited to give a presentation about Lynda.com to the Rotary Club of Concord, which was well-received. The Reference staff will build on the success of these classes in 2017 by offering additional database instruction classes, while continuously improving their knowledge about service trends and exploring new ways to improve services to the community.

In December, we were very pleased to welcome Barbara Gugliuzza as the new Head of Reference at the Main Library. With more than 10 years of experience as a professional librarian in both health sciences and public libraries, Barbara brings strengths in collection development, library instruction, and customer service to this role.

### *Special Collections*

For the William Munroe Special Collections, 2016 was truly the Year of Wyeth. The exhibition "From Thoreau's Seasons to Men of Concord: N. C. Wyeth Inspired" —two years in the making as part of a collaboration with the Concord Museum—opened in April and ran until mid-September, drawing unprecedented publicity and foot traffic to the CFPL Art Gallery. The Library Corporation funded the creation of a gallery video to highlight key points of and important items in the exhibition and also published an elegant catalog to accompany it. The Concord Museum's exhibition N. C. Wyeth's Men of Concord ran concurrently, the Museum's catalog for it dovetailing with the Library's in terms of both content and design. Special Collections staff and the CFPL's Wyeth Exhibition Committee designed a rich series of related programs, including a stellar opening lecture by Elliot Bostwick Davis of the Boston Museum of Fine Arts, a panel discussion moderated by Curator Leslie Wilson and featuring Wyeth biographer David Michaelis, Thoreauvian Sandra Harbert Petrulionis, and art historian Alan Wallach, a talk by local artist and illustrator Ilse Plume ("Art Inspired, Art Commissioned"), and a series of public gallery talks by Wilson.

In addition, Wilson began researching and preparing two major exhibitions for 2017—Picturing Emerson: A Selection of Lifetime Portraits of Ralph Waldo Emerson (to run March through May 2017; offered in anticipation of the publication by Harvard of an iconography of Emerson portraits compiled by Joel Myerson and Leslie Wilson) and "Concord, which is my Rome": Henry Thoreau and His Home Town (on view July through October in celebration of Henry David Thoreau's two hundredth birthday; to be accompanied by a published catalog). Serious planning has also gone into arranging a lecture series to accompany the Thoreau bicentennial exhibition.

Staff Assistant Constance Manoli-Skocay facilitated meetings of the art jury responsible for selecting work to fill the gallery during times when the space is not needed for Special Collections exhibitions. She also researched and installed a series of engaging small displays in the foyer of 129 Main Street, outside Special Collections, and at the Fowler branch. Viewers have shown particular interest in a display of early national park images by photographer Herbert Wendell Gleason. In addition, Project Archivist Janaya Kizzie planned and mounted at the Fowler branch an exhibit showcasing West Concord postcards and delivered a well-received talk at its opening.

The postcard display was part of a project to process, describe, and digitize the Concord Post Card Collection — one of several collections Kizzie processed this year. These special projects comprise the second round of work funded by appropriations by the Library Corporation to the Town of Concord. In 2016, the Trustees approved funding for a third round of processing projects.

Staff arranged a variety of other programs to promote understanding and use of Special Collections holdings — presentations to Calvin College students, a Wayland book group, the CCACE Concord History and Guides class, the Concord Retired Men's Club, CCHS Rivers and Revolutions students, Emerson College students, the Concord Rotary Club, multiple Concord Academy classes, a Beecher family gathering, Thoreau Society Annual Gathering participants, CFPL staff from other departments, the Old Concord Chapter of the Daughters of the American Revolution, and — on the spur of the moment — many walk-in visitors with a wide range of Concord-related interests. The Department also hosted a program on Thoreau pencils by Henrik Otterberg and Feng-I Tai

and, in partnership with the Thoreau Society, a book launch for the 2016 Cambridge University Press publication *Thoreau at 200*.

Since the William Munroe Special Collections exist to meet patron demand for information about Concord, the staff is gratified that close to 1,800 patrons contacted and/or visited the Department for research and instruction purposes in 2016, representing a slight increase over use figures for recent years.

Staff and five interns from the Simmons College Graduate School of Library and Information Science processed and described archival and manuscript collections and Technical Associate Robert Hall mounted the finding aids resulting from that work on the Special Collections pages of [concordlibrary.org](http://concordlibrary.org). Hall also maintained the Special Collections pages of the CFPL website, participated in meetings regarding the redesign of [concordlibrary.org](http://concordlibrary.org), completed quantities of digital work for our Emerson portraits and Thoreau bicentennial projects, prepared photo orders, cataloged recently acquired holdings, and contributed to computer and equipment maintenance and troubleshooting. Bob's departure in late 2016 after more than twenty years in Concord was an unanticipated loss. His long-time colleagues miss his competence and his sense of humor alike.

We added to Special Collections holdings by both gift and purchase. Materials donated in 2016 include W. Barksdale Maynard papers relating to research for and the writing of Maynard's *Walden Pond: A History* (gift of the author), John H. Loring papers (given by his daughter Tamara Loring), Ruth Haskin Emerson's copy of *The Book of Common Prayer* (later Edith Emerson's; donated by Sarah Forbes); Edward Jarvis Bartlett and related family papers (donated by Marjorie Brett), an extensive collection of Ada Shepard's correspondence (the gift of Susan Abele), and items relating to the organization *Let's Face It* (donated by Elizabeth Wilson).

Finally, Department staff worked in coordination to create new Concord documentation through additions to the Concord Oral History Collection. Wilson lined up most of the interviews, Manoli-Skocay managed logistics, and Hall mounted finished products on [concordlibrary.org](http://concordlibrary.org). In three separate rounds, contractors Michael and Carrie Kline captured interviews with Kristin Anderson and her sister Elizabeth Monaghan, Sherry Litwack, Sally Sanford and Sandy

Smith, and Jerry Wedge; sports writer Kevin Paul Dupont and Concord Olympians Laurie Baker, Anne Marden, and Michael Marx; Mike Frederick, Sandy Smith (a second interview, on a specialized topic); Kathy Cross Peters, Gregory Maguire and Andy Newman, Pierce Browne, Deb Richardson, Ellie Bemis, and C. C. King.

#### *Technical Services/Technology*

Technical Services/Technology Department is responsible for library material/resource management and technology enhancements. The scope of this work includes: planning, implementing, maintaining and supporting library technology, updating library web pages, publishing library eNewsletters, training staff and teaching the public computer and eBook classes and individual sessions. Some staff members are also book selectors and participate in reference/public services. Colleagues participate in the Minuteman Library Network Interest Groups and/or Working Groups and attend meetings to participate in discussions or provide leadership to working groups. Book conservation is another important responsibility of the Department. In addition to managing the repair of the general collections, our Book Conservator repairs and restores valuable materials owned by the Library's Special Collections.

A total of 11,000+ books, music and spoken CDs, DVDs and eBooks/audiobooks were ordered, received, cataloged, entered, processed and added to the Library collections and Minuteman online catalog. New books and spoken CDs are uploaded to the Library's website for display right before they become available for circulation.

The Concord Free Public Library's digital media collection continues to grow. At present, the Library provides access to 48,000+ eBook and audiobook titles in OverDrive, 140,000+ eBook, audiobook, music and movie titles in Hoopla, 34 eMagazines from Zinio online newsstand, including such popular titles as *National Geographic Interactive*, *The New Yorker*, *Newsweek*, and *The Economist*. All of these services are available to Concord residents 24/7.

In addition to the above digital content, the Library has renewed its subscription to an online learning website called Lynda.com which contains over 4,000 video-based courses on all topics from technology

skills to photography to “soft skills.” Concord residents can access the database from home with their library card.

Computer classes and Drop-In Tech Help are offered regularly at the Main Library. In the past year, CFPL offered the following classes to the public: Using Library Digital Media; Using MS Word: Tips and Tricks; iPad 101; Using Google Mail, Google Docs & Google Calendar; Getting to Know Encore – Library Online Catalog; Getting Started with Facebook; and Social Media 101, among others.

A BookScan station was added to the Fowler Branch in the past year. It allows users to scan to email, printer, USB, Google Doc and Dropbox.

Additional acquisitions include an Ultimaker 2+ 3D printer and 12 new Dell laptops for use by a weekly Girls Who Code club and other instructional purposes. The Fowler Branch added a 3M self-checkout machine identical to the one in use at the Main Library. In early 2017 we will be adding a credit card payment option on these machines at both Library locations.

Wireless printing is available at the Main Library and the Fowler Branch. Users can print directly to the wireless printer from their mobiles devices.

The redesign of the Library’s new website is nearing completion and is expected to go live in early 2017.

We are appreciative of the Town IT Department for their responsiveness and support to library technology needs in the past year. Among these contributions include: implementation of service phones on the 2nd and 3rd floors at the Main Library to facilitate patron communication with staff members and emergency communications; configuration of 12 new laptops; and an upgrade of the wireless service in the lower level meeting room.

Congratulations and best wishes to Staff Librarian Jane Misslin who retired in December after 27 years of service at the Concord Free Public Library. We are grateful to Jane for her contributions in the areas of cataloging, reference and collection development of AV materials. We also want to thank wholeheartedly our long-time volunteer Elaine Adams for her dedication and hard work.

## CONCORD FREE PUBLIC LIBRARY CORPORATION



*Back from left: Sandy Smith, Jeff Adams, Rick Briggs, O. Mario Favorito, Fred Lovejoy. Front from left: Di Clymer, Cristina Blau, Sherry Litwack*

The Concord Free Public Library Corporation (CFPLC) is a Massachusetts charitable corporation created by the Massachusetts Legislature in 1873 for the purpose of forming and maintaining a public library in Concord, which it undertakes to do in collaboration with the Town and the Library Committee.

The primary responsibility of the Trustees is to preserve, enhance, maintain, and protect the Library buildings and grounds – the Main Library in Concord Center and the Fowler Branch in West Concord – and to preserve, develop, and protect the Special Collections. In FY15-16 the Corporation contributed over \$600,000 to the Library, including nearly \$125,000 to supplement the Town Budget for library books and materials. The majority of these funds come from the Annual Appeal and income from the Corporation’s Endowment.

Three years ago, the Corporation purchased the property next door to the Main Library at 151 Main Street. Since making the purchase, we have been actively exploring how this additional space could enhance services and programs at the Library to meet the future needs of the community. We have solicited ideas from the Library staff, Library Committee, Friends of the Library, as well as a wide variety of Town groups and individuals, and we have identified many exciting pos-

sibilities, including improvements and enhancements in children's services, teen services, technology, energy efficiency, meeting space, and special collections. We have a preliminary architectural and financial plan and are beginning to raise money to make these plans a reality. While the Corporation is responsible for raising the funds for the project through private donations and grants, we will continue to work closely with Town officials as plans develop. We will share plans with the public well in advance of any Town budget approval needed for staff and utilities as specified in the Town/Library Agreement.

The William Munroe Special Collections continues to be an outstanding resource for researchers from around the world and the community. Our landmark collaboration with the Concord Museum on the Wyeth exhibitions was a great success. Having two significant Concord institutions partner in this way shined a light on our community and highlighted the extraordinary resources we have in our Town. Several projects were completed this year to make the Special Collections more accessible and useful to scholars and the public, including the processing and digitizing of the Concord Postcard Collection, Gourgas family papers, and documentation of the history and use of Herbert Wendell Gleason's photographic negatives.

As Trustees of the Williams Scholarship Fund, made possible by a bequest from Charles H. S. Williams, we continue to award grants to several college students pursuing studies in the arts. This year's recipients included Timothy Collins, Meghan Garvey, Elanna Honan, and Helen Wargelin.

This past year has been another busy and productive one for the Library. The Library Corporation is committed to supporting the growth and development of the Library by ensuring that our beautiful historic buildings meet the community's growing needs.

## THE FRIENDS OF THE CONCORD FREE PUBLIC LIBRARY

Anne Irza-Leggat, President  
Aiyana Currie, Vice-President  
Faith and Stephan Bader, Co-Treasurers  
Nancy Lyons, Clerk  
Jacqueline Barnard  
Victor Curran  
Janet Kaminstein  
Monika Kennedy  
Betsy Levinson  
E. Glenn Mitchell  
Fiona Stevenson  
Anne Marie McGarry, Book Sorters Liaison

The Friends of the Concord Free Public Library is a nonprofit organization of more than 900 members. We serve the Library and the community in a number of ways.

- We fund book and media purchases, museum passes, special programs, and Library staff professional development.
- We develop and present free programs at the Library, such as concerts, readings, and film series.
- We develop and present free programs at the Library for children and youth.
- We do community outreach that includes providing donated books to Open Table and Concord Prison Outreach and other organizations.

In 2016 we presented the annual Ruth Ratner Miller Award for Excellence in American History to Laurel Thatcher Ulrich, an American historian of early America and the history of women and a professor at Harvard University. She is also the author of *Well-behaved Women Seldom Make History*.

Our gifts and programs are funded through memberships, sales of donated books, and sales of *Historic Concord*, a book published by the Friends. Online sales are managed by Empire Books, and books are for sale every day on the Friends Book Sale shelves at the Main and Fowler Libraries.

The Friends' Holiday and June book sales are our biggest sources of revenue, and they're also much-loved and well-attended community events. The June Book Sale on the lawn raised \$22,663.75 and the Holiday Sale in December raised more than \$10,000 – both record-breaking! The heart and soul of this operation is a team of over a dozen enthusiastic volunteers who sort the many volumes donated to the Friends each

year and prepare them for the book sales. If you have books you'd like to donate, see the reference librarian at the Main Library.

To learn more, or to join the Friends pick up a brochure at the Library or visit the new website under the How We Work section: <http://concordlibrary.org/about/how-we-work>.

## CONCORD LOCAL CULTURAL COUNCIL

Janet Silver, Chair  
Patricia Bruttomesso  
Laurence Constable  
Maggie Terris  
Tom Martin  
Alicia Cleary

The Concord Cultural Council (CLCC), whose members are appointed by the Select Board, supports community cultural projects through its grant program. Funds are received from the Massachusetts Cultural Council (MCC) whose mission is “to promote excellence, access, education and diversity in the arts, humanities, and interpretive sciences in order to improve the quality of life for all Massachusetts residents and to contribute to the economic vitality of our communities.” For FY17, the amount available for grants was \$7,511.66. \$4,600 was received from the MCC, with an additional \$200 award for nominating a recipient of the Massachusetts Cultural Council Gold Star Award in the prior year grant cycle. The Town budgeted an additional \$2,000 to enhance this fund, which was supplemented by an approved \$751.66 in unallocated funds from FY16, enabling the CLCC to enrich its support of the many cultural projects requesting funding.

Individuals and organizations may apply to the CLCC for funding for projects and presentations in music, dance, visual arts, poetry, literature, drama, humanities, and scientific interpretation for all age groups. Preference is given to applicants who live or work in Concord or who offer programs, projects, or presentations that specifically benefit Concord.

Information about applying for FY17 grants was publicized in the *Concord Journal* and on the Massachusetts Cultural Council website at [www.mass-culture.org/Concord](http://www.mass-culture.org/Concord).

Guidelines and applications were available online. The application deadline for FY17 was October 15, 2016. Public meetings were held in 2016 on September 27, October 25, November 15, November 29, and

December 13, and on January 10, 2017. Applications were reviewed and voted on in accordance with both State and Local guidelines.

CLCC chose to fund the following 26 proposals:

- Open Door Theater
- MUSIC Dance.edu
- Williard Elementary School PTG
- The Concord Band Association
- The Concord Orchestra
- Concord Conservatory of Music
- Xianghai Lit
- Carlisle Chamber Orchestra
- The Virginia Thurston Healing Garden
- Indian Hill Music, Inc.
- The Massachusetts Educational Theater Guild, Inc.
- The Discovery Museums
- Minute Man Arc for Human Services
- Robert Creeley Foundation
- Sunanda Sahay
- 51 Walden
- Fitchburg Art Museum
- Walden Shakespeare
- Encorce Dance Ensemble
- Acton Community Chorus
- Suman Adishes
- Judith Kaloaora
- Kammerwerke Double Wind Quartet
- The Concord Chorus
- Jenn Houle
- Concord Women's Chorus

Additional information on the CCC grant program is available at <https://www.mass-culture.org/Concord>.

## RECREATION COMMISSION

Peter Hunter, Chair  
Casey Atkins  
John Carlton  
Paul Grasso  
Peter Ward

The Recreation Commission is a volunteer Town Manager-appointed Committee that provides community input, advice and guidance to the Recreation Division of Human Services. In 2016, this task was important as ever, with the transition from a Director who served for over 36 years for the Town to the hiring of a new Director in May, the Commission input and feedback was immensely valuable in providing leadership through the transition.

### *Financial Status*

The Recreation Division operates with minimal tax support. In 2016, the Department expenses (including the Beede Swim & Fitness Center) of \$3,950,911 for all programs and staff, received \$148,627 from the General Fund, working out to just under 4%. According to data from the National Recreation and Park Association, the average park and recreation agency receives a tax subsidy of approximately 70-75% of their expense. The Revolving budget experienced a healthy 2016 with \$1,802,115 in revenues and \$1,695,950 in expenses staying in black. While the Beede Enterprise Fund with \$2,318,464 in revenues and \$2,444,354 in expenses experienced its first financial loss of (\$125,890).

### *Department Awards*

The Commission awarded the 2016 Maureen Taggart Award to Julia Bailey Welles. The Taggart Award honors young adults who have given exemplary service to their community. The recipient receives a monetary award as well as designating a charity to receive a monetary contribution. This year's charity was The National Coalition Against Domestic Violence. Julia has served the Department as a summer camp counselor going on 5 years now and brings an amazing positive spirit and influence to the children participating in the Three Rivers Summer Camps. She joins her brother Peter Bailey-Welles (2013) as winners of the prestigious Taggart Award, congratulations Julia.

### *Community Support*

Thank you to our Community Sponsors and Supporters, without the involvement and commitment from many members of the Community the Department cannot thrive. Concord-Carlisle Community Chest, the Silent Fund, Alcott School Turkey Trot, Concord Public Schools all provide funding towards scholarship programs. Additionally, many corporate sponsors assisted in funding with Sponsorship dollars that helped keep many Community events low cost or free. Thank you to: Alphagraphics, Blue, Dunkin Donuts of Concord, Lunig Construction, Middlesex Savings Bank, Platinum Pensions, Orange Theory, Sorrento's. And finally, the assistance from other Town Department's and organizations that make things like the Touch-A-Truck, Stow Street Block Party, and Winter Wonderland possible – Public Works, Light Plant, Water, and facilities divisions.

### *Recreation Projects*

The Commission has continued to utilize the 2014 Recreation Facilities Strategic Plan as the guide for the direction of the Department and facilities improvements along the way. Future projects include: the updates planned for Rideout Park due in Spring/Summer 2017 that include new parking, walkways and Pavilion, partnership with a Friends group in the rehab of the Ripley Playground. 2016 marked a successful year for Recreation projects with the completion of the Rideout tennis courts and thanks to the CC at Play group Memorial Field at CCHS.

## **RECREATION DEPARTMENT SERVICES**

Ryan Kane, Director

### *Department Mission Statement*

Concord Recreation is a leader in providing activities that enhance personal development, promote healthy lifestyles, and encourage greater community involvement. As dedicated professionals, we strive to promote lasting experiences, while creating fun, unique inclusive opportunities in excellent facilities. Concord Recreation is a self-supporting operation that strives to meet the needs of the community by delivering the highest quality customer-focused programs, events and services.

### *New Leadership*

The Department has seen a major change in leadership, with all three Senior leaders of Recreation being new to their position. In the spring, the Town Manager's Office concluded the search for a new Director of Recreation Services. In May, Ryan Kane began service as the Town's Director of Recreation Services. Additionally, a new Assistant Director of Recreation was added in June, when Anna Wood joined the team. At the Beede Swim & Fitness Center, Jon Straggas is promoted from Recreation Coordinator to Beede Center General Manager, where his commitment to a first-class facility and his passion for the Health & Wellness industry will help in taking Beede to the next step.

### *Community Events*

In 2016, the Department focused on a goal driven by Town Manager, Chris Whelan, to provide more public events at no or low cost. Zach Vaillette, Recreation Coordinator took the lead in kicking off a multitude of new events to the Concord Community. The Winter Wonderland was a great success in February, with Horse drawn carriage rides, skating, a bonfire

and movie. The Stow Street Block party in May followed as again another opportunity for Concord families to get out and enjoy the community. The 37th Annual Minuteman Classic Road Race was held on July 4th. Additionally, new events were added or enhanced throughout the year (Trunk or Treat, Movies at Rideout) and are scheduled to continue through 2017 with the Sleepy Hollow 5K and Egg Hunt.



*The Recreation Department hosted the 37th Annual Minuteman Classic Road Race on July 4th.*

#### *New Website Launch*

Continuing to focus on the lead from the Recreation Commission and the Recreation Facilities Strategic Plan, the Department accomplished another objective this past summer with the launch of a new Department website. The website driven by Civic Plus is geared to match the Town of Concord site. It will be the major tool for connecting to the community and providing marketing for programs and events. Jon Straggas and T.J. Liakos have worked hard for the past year to map out the design, input the data and launch the site.

#### *Financial Support*

The Department still maintains the vision initiated by former Director DeStephano and provides financial assistance to those in need. In 2016, the Summer Camp programs provided \$49,867 in financial assistance, while the Before and After school program provided \$67,000 and Carousel Preschool provided \$28,000. The financial assistance continues to make it possible for many Concord families to access quality programming for their family and hold true to the Mission of the Department.

## **BEEDE SWIM & FITNESS CENTER**

Opened in April 2006, the Center celebrated its 10th year of operation in 2016. The 10 year Anniversary was celebrated by celebrating the facilities members. Specifically the 400 Charter families of facility were celebrated with a member appreciation day. The Charter members have been with the facility since inception and are the heart and soul of the facility. Many members gave testimonials about the value the Center provides them directly.

The Beede Swim & Fitness Center is managed by the Concord Recreation Department and is funded solely by membership and program fees. The Center is open 100 hours per week, 51 weeks per year and is staffed with approximately 60 full and part time employees. Membership to the facility is comprised of approximately 3,053 Concord residents and 625 users from surrounding communities.

#### *Facility Enhancements*

As an Enterprise Fund, the Center must pay for all Capital repairs beyond the operating maintenance. In 2016, the Center funded a \$1,500,000 install for the air dehumidification system in the aquatic facility. All told the Center has seen over \$2 million in capital expenses that have been funded through the Beede depreciation account. Additionally, the Department contributes to the Town's General Funds for services received from various Departments. In 2016, the Beede Enterprise Fund contributed \$69,674 back to the General fund. These services include support from the Town Managers office, Human Resources, Finance, Accounting and Treasury.

#### *Program Offerings*

The Beede Center is the home to two Swim teams; the Recreation Department-run Otters and the Concord Carlisle High School Patriots, along with B.A.D. Boston Area Diving and the CCHS Patriots Dive teams. Recently, Beede members Benjamin Bramley, Gracia Leydon-Mahoney and Sean O'Brien qualified for the U.S. Olympic Diving Trials held in Indianapolis in June 2016. They train at the Beede Center with coach and member Tracey Bird. The Center continues to be a "hub" of activity, providing a healthy option to an average of 600 visitors per day. The Aquatics Center offers programming for all ages from infant swim lessons to use of the warm water therapy pool for adults. The Fitness Center offers both cardio and strength equipment with highly

skilled and fully certified trainers. The trainers are always available to assist a member when needed and also offer personal training for those members who want a customized workout.

#### RECREATION DEPARTMENT BY THE NUMBERS

- 257 children attended a Concord Rec sponsored summer camps for the week of June 27.
- The Beede Center provides 180 hours for High School community use.
- 0 tax dollars goes into the Beede Center operation and Facility development. The Beede Center operates as an Enterprise fund, meaning that it must generate revenue to cover all its expenses, both operating and capital.
- Only 3.9% of the entire Recreation Department expenses are funded through tax dollars. The remaining comes from user fees in the form of two pay to play style budgets; Revolving (General Recreation programs) and Enterprise (Beede Swim & Fitness Center).
- 160 swimmers on the Otters swim team.

#### BEEDE CENTER TESTIMONIALS

*"I have been working out with Anne at the Beede Center since it opened in 2006 and I love it there. Beede is a warm and welcoming place. I am a very happy member."*  
- Sarah Lazarus

*"I am 81 years old and have belonged to many gyms over the years. Beede is a professionally supervised work-out facility for folks of all ages who want to improve their physical condition. I have enjoyed my years here and I plan to continue my membership. I am in pretty good physical condition and I have a lot of fun at Beede."*  
- Bob Marquis

*"Being a member of the Beede Center offers many options for keeping fit. I chose to work with a trainer who has exceeded my expectations. I work with him three times per week for 30 minutes each time. He is a true professional who has gotten familiar with my physical capabilities and limits. We work together setting my goals and how to achieve them. I owe him a debt of gratitude for helping me advance physically."*  
- Beth Roberts

## PICNIC-IN-THE-PARK JULY 4TH 2016

Frank Okurowski, Co-Chair/Treasurer  
Marie Foley, Co-Chair & booths  
Tina Browne, Secretary  
Karen Ahearn, Entertainment  
Irme Doane, Picnic Backers  
Ann Lang, Children's Parade  
Anne Edgar, Hot Air Balloon  
Michael Rudd, PA System, Posters

The annual Picnic-in-the-Park enjoyed a sunny day with gusty winds on the 4th. The REMAX Hot Air Balloon was unable to fly this year due to the wind conditions. Two of a Kind folksingers, the Southern Rail Bluegrass Band, Mike the Bubble Man, and the Concord Band provided entertainment. A favorite event is the Roaming Railroad train that transported Picnic attendees around Emerson Field. Henna tattoos, a Moon Walk and animal balloon twisting were also a big hit. In addition, the children's bicycle, tricycle and doll carriage parade was well attended. All Picnic activities and entertainment is provided free to the public. A total of 17 non-profit booths were set up on the allee to sell food and provide information on their programs.



*Ann Lang and Marie Foley selling patriotic novelties at Picnic in the Park.*

The Picnic Committee organizes and obtains donations for the event, but it would not be possible to hold it without the invaluable assistance of the Town of Concord. Peter Flynn, Mick Hone, and Marc Reardon from the Concord Public Works Highway Division provided valuable assistance for the booths setup and cleanup. The Concord Light Department set up the electric power; the Concord Fire Department provided standby safety services, a fire pump truck display, and the popular Fire House: the Concord

Police Department provided security services, the radar baseball toss, the emergency van and a Concord Police motorcycle. Concord residents Rebecca Purcell and Rob Beyer organized the Field Games, and Bruce Barker was the Master of Ceremonies for the parade, entertainment and general announcements.

The following corporate sponsors and private donors provided funds for the entertainment: Middlesex Savings Bank, Cambridge Trust Company, Salem Five Bank, McWalter Volunteer Insurance, Concord Lumber Company, Dunkin Donuts of Concord, Barret-Sotheby's Real Estate, and Charles and Gloria Clough. The Concord Bookshop and *Concord Journal* provided advertizing support. Private donor contributions and additional donations from local businesses go to cover operational expenses. The Committee encourages the citizens of Concord to support Picnic-in-the-Park in terms of financial contributions and volunteer effort, on the committee or during the day of the event.

## PUBLIC CEREMONIES AND CELEBRATIONS COMMITTEE



*From left: John Arena, III, Chair; Tom Valle, Trish Ng, Rob Norton, Ed Murray, and Erin Logan*

The Public Ceremonies and Celebrations Committee have the responsibility of organizing, coordinating and managing several ceremonies and celebrations sponsored by the Town of Concord. Celebrations for 2016 included: Honored Citizen Ceremony on March 20; Meriam's Corner Exercise on April 9; Patriots Day Parade on April 18; Dawn Salute on April 19; Memorial Day Ceremonies on May 30; and Veterans' Day Flag Retirement Ceremony on November 11.



*Minute Companies march through Monument Square during the 2016 Patriots' Day Parade*

The Committee is grateful to the many people and organizations who helped make 2016 such a successful year! These especially include Town and State officials, various Town Departments especially the Fire, Police and Public Works Departments, Parade Marshal Col. Roy H. Lynn, Jr. USAF (Ret.), Honored Citizen Sally Schnitzer, Concord Veterans, Concord Minutemen, Concord Independent Battery, Middlesex County 4H Fife & Drum Corps, participating clergy from Concord, Concord Girl and Boy/Cub Scouts, CCHS music volunteers, and all the many others and organizations who participated in and attended the 2016 events. We appreciate the continual support in upholding and orchestrating these valued traditions.



*Concord Boy Scouts, Girl Scouts, and residents pass the flags to Veterans, who then hand the flags to members of the Concord Fire Department for burning.*

## CONCORD-CARLISLE HUMAN RIGHTS COUNCIL

Rob Morrison, Co-Chair  
Ronni Olitsky, Co-Chair  
Libby Kurten, Treasurer  
Louisa Paushter, Secretary

Formally established in 1979 as a 501c3, the Council has a membership of approximately 675 households in the Concord-Carlisle community, with an Executive Board that meets monthly.

The first event of 2016 was on January 13 when we held our annual Martin Luther King, Jr. concert at the Fenn School. The performers were Vocalist Carl Allenye, the Fenn School Treble Chorus, the Willard School Fifth Grade Chorus, the Boston Children's Choir and the Imani Choir from the Noble and Greenough School. It was a joyful evening of song masterfully emceed by CCHS graduate, Charisse Gilmer.

On May 1, the Council coordinated the Annual Holocaust Memorial on behalf of the Concord Select Board. This year's speaker was Helen Epstein, daughter of Auschwitz and Bergen Belsen survivors, Epstein is the author of numerous books, including the ground-breaking "Children of the Holocaust," examining inter-generational transmission of trauma. As a frequent guest lecturer, Epstein's delivery was both moving and beautifully delivered. Rabbi Darby Leigh and Cantor Rosalie Gerut from Congregation Kerem Shalom offered memorial prayers and music. Select Board member, Alice Kaufman, represented the Town of Concord with welcoming remarks.

Our "Climate for Freedom" breakfast was held on Monday, December 5 at Trinitarian Congregational Church. Awarded every two years by the Council, the Climate for Freedom Award is presented to a local organization that works to foster a climate of freedom in its work and mission. The 2016 recipient was The Nature Connection of Concord. Past recipients include Gaining Ground, Communities for Restorative Justice, Open Table, PFLAG and Minuteman Arc, among others.

The Nature Connection, formerly known as Animals As Intermediaries, brings animal and nature programs to people with limited access to the natural world. Founded in 1983, the organization connects individuals with nature's capacity to heal, teach, and create joy. "Our mission is to support the human spirit

by offering and building connections between people and the natural world," said Executive Director Sophie Wadsworth.

Apart from these annual events, sub-committees of the Council have been busy following up local issues of human rights, and we have liaised with the Concord Police Department to help follow up with complaints of human rights abuses.

We can be reached by email through our website [cchumanrights.org](http://cchumanrights.org) or through the Police Department, or the Town House.

## CONCORD-NANAE NETWORK JAPANESE SISTER CITY

John Cratsley, Co-chair  
Susan H. Curtin, Co-chair  
Jim Terry, Treasurer  
Holly Cratsley  
Lee Flight  
Junko Kargula  
Nancy McJennett  
Jack Nevison  
David Nurenberg

A CNN executive committee was established in 2016 when Tom Curtin, former CNN chair and founder, resigned from that position due to ill health.

The annual Nanae delegation visit including adults and students occurred in late October. In addition to visiting key historical sites in Concord, several themes such as energy, flower arranging, farming, and Town government led to organized site visits for our Japanese guests. Students enjoyed their days at CCHS and visits to Salem, Cambridge and Boston. The Nanae adults and students were welcomed by the hospitality of Concord and Carlisle homestays.



*The Nanae delegation meeting with Concord Officials during the delegation's annual visit to Concord*

Andrew Krupa became the CIR (Coordinator of International Relations) in the Nanae town government. Anna Pettyjohn became the ALT (Assistant Language Teacher) in the Nanae schools. Each position is funded by the Nanae town government. Concordians who have graduated from college are provided with a salary, a car, and an apartment, and they work in Nanae for two years. A subcommittee of the CNN executive committee recruits and recommends potential CIRs and ALTs to the Nanae town government.

In November, CNN will celebrate the twentieth anniversary as a sister city with Nanae, Hokkaido, Japan. Thanks are due to all the citizens who have participated in and supported this sister city relationship.

A very special honor occurred on December 2, when Boston's Japanese Consul General Michii presented Emperor Akihito's Order of the Rising Sun with Gold and Silver Rays to Tom Curtin in recognition of his decades of work to promote understanding and friendship between American and Japanese peoples. Tom is the second Concordian to receive this award; the first was William Wheeler who helped develop Hokkaido, Japan in the late nineteenth century.



*Tom Curtin receives the Japanese Order of the Rising Sun*

## CCTV, INC.



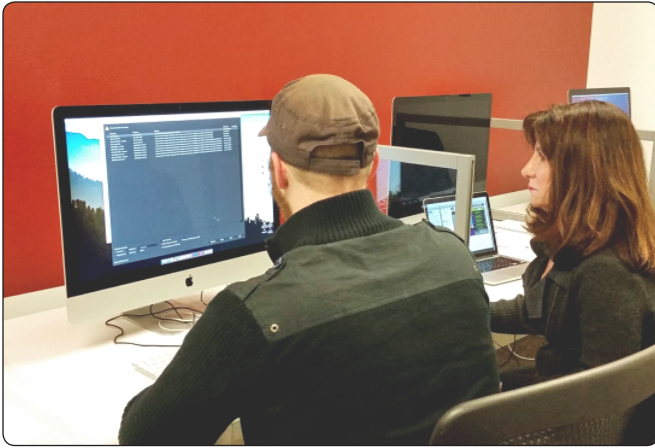
Neville Webb, President  
 Tamarah Green, Executive Director  
 Kester Krueger, Education and Outreach Manager  
 Sam Krueger and Brendan Crewe, Production Assistants  
 Mike Dyer, Community Producer

### *Directors*

Sid Levin  
 Chuck Palmer  
 Tracy Brady  
 Steve Kirk  
 Clint Conley  
 Heather Bout  
 Claude von Roesgen

CCTV is a membership-based non-profit, access media center. We are an independent corporation that operates under contracts with the Towns of Concord and Carlisle, and utilizes franchise fee revenues from Comcast to fund most of the operations of the station. We operate three community cable channels and a media-rich website, [www.concordtv.org](http://www.concordtv.org). CCTV has been led by a forward-thinking board of directors, who constantly push CCTV to improve services and outreach and to explore new ideas in community programming.

Our mission is to foster community, communication, and collaboration by providing citizens who live, work or attend school in Concord with the skills and equipment necessary to produce their own local cable television programs. With our commitment to a training method that is tailored to every individual's particular needs and goals, we've helped residents develop the skills to become accomplished television producers. Our training and production activities continue to grow year after year with this past year being particularly busy. We've taught citizens how to edit using Adobe Premiere, how to use AfterEffects to create motion graphics and animation, how to create a blog, use social media and much, much more. In fact, we teach everything from camera, editing, producing and social media skills. With this training, members can go on to produce shows that reflect their interests or those of the community.



*CCTV Staff member Sam Krueger teaches Karen Kugel, a volunteer producer, how to edit programming.*

Public Access Channel 8 is a local, mass-media forum for free speech and features programming produced or sponsored by CCTV members. It is a place where residents find and share their voices. Every producer has worked hard to give their show a unique look and an individual tone. CCTV does not control content as we believe freedom of expression and speech are important rights; instead of restricting speech, we encourage open extensive communication while promoting diversity and responsibility.

Education Channel 99 features a wide variety of educational and youth-produced programming from Concord and Carlisle School districts. Students taking the Meteorology class at the High School work with CCTV to create daily weather forecasts. Students not only learn about meteorology, but they also learn how to operate the cameras, direct the production and even work in front of a green screen.

Government Channel 9 features government programming originating from local, State, and federal sources. Concord has a strong interest in government transparency. With this in mind, CCTV provides a valuable service by broadcasting gavel-to-gavel coverage of Concord Town Meeting, the Select Board meetings, the Finance Committee, the Concord School Committee meetings and the Concord-Carlisle Regional School Committee meetings, in addition to various other public hearings and meetings.

Anyone who lives in Concord and subscribes to Comcast is able to watch CCTV's programming on Channel 8, 9 and 99. Interested viewers who either don't subscribe to Comcast, aren't a resident or simply are unable to tune in live can easily access CCTV's

programming via our online streaming at <http://concordtv.org/watch-live> or through our video on demand feature at <http://concordtv.org/video-on-demand>. It has never been easier to stay apprised of local politics and all that is happening in your own community. In fact, our website had approximately 3,500 hits in the past year where people viewed everything from municipal meetings to lectures, political forums and more.

CCTV has shown over 12,000 hours of programming over all three channels. Some of the new programs that started this past year include Concord Connection, a program that spotlights some of Concord's businesses, Newbury Court Presents, where residents of Newbury Court tape the many lectures and concerts held at their facility and Living and Learning Well, which aims to help high school seniors and their parents navigate the transitional year between high school and college.

CCTV shares 4.8% of the gross annual revenues of Concord's Comcast subscribers, the town's cable provider. These fees are supplemented by membership and class fees. In FY16, CCTV had total revenue and support of \$646,026 with expenses totaling \$471,725.

Over the next five years CCTV will invest upwards of \$500,000 of its income from cable revenues to support our growing Community Media Center. This investment will include new robotic equipment in Concord's Town House as well as new equipment to tape School Committee meetings.

As we move forward into 2017, CCTV will unveil a new, streamlined website, which will improve the viewer's experience. You've already seen a taste of our more modern digital presence through our new logo. We are excited for the unveiling and hope you will like it as much as we do!

CCTV is a well-managed organization with a capacity for innovative change and the ability to customize services and training to meet community needs. As new media and technology have evolved, so too has CCTV. We are constantly working to strengthen the organization by examining the successes of the past, the highly respected achievements of the present, and combine them with new approaches in order to enable CCTV to better serve its audience.

CCTV invites all residents to join their community television project. Come in and learn how to operate

a camera, edit a program, and share the fascinating activities of your hometown with an enthusiastic and interested audience. For more information, please visit our website, email us at [manager@concordtv.org](mailto:manager@concordtv.org), or call the station at 978-369-5038.

We are very proud of our accomplishments over the past year and are gratified by the steady increase in scope, depth and power of CCTV's contribution to the social and cultural community life. We encourage you to view your community-produced programming, to look for our equipment and crews around town and to become a member, volunteer or producer at CCTV.



## THOREAU FARM TRUST

Margaret Carroll-Bergman, Executive Director  
 Ken Lizotte, President  
 Nancy McJennett, Vice President  
 Molly Eberle, Treasurer  
 Debbie Bier, Director  
 Courtland Booth, Director  
 Lawrence Buell, Director  
 Brian Donahue, Director  
 Joseph Wheeler, Director  
 Robert Pinsky, Honorary Chair  
 Bill McKibben, Honorary Director

Thoreau Farm Trust, a nonprofit organization, serves as steward of the Henry David Thoreau birthplace on Virginia Road. At one time suffering from neglect and deterioration, the Thoreau birthplace has been transformed through a \$1 million restoration greatly supported by the local community, including Concord Community Preservation Act funding. The site is now listed on the National Register of Historic Places and received two awards for the restoration project.

Thoreau Farm Trust offers a unique historic house experience for visitors from Concord and around the

world. We believe Thoreau's extraordinary insights and ideas about life, nature, and individual responsibility are as relevant in the 21st century as they were during his lifetime, and view his birthplace as a source of inspiration for living deliberately, practicing simplicity, and exploring new ideas for positive change.

Tours and educational programming focus on Thoreau's ideas, stimulate discussion and debate with visitors, and encourage visitors to reflect on how they can live more deliberately in accordance with their own values. In 2016, Thoreau Farm Trust continued its educational and programming offerings that included hosting classes through Concord-Carlisle Adult Education and participating in the Concord Festival of Authors. This fall, Thoreau Farm board member and author Larry Buell spoke about his latest book on the Great American Novel.

As participants in the Concord Solar Challenge, a Town-wide effort to increase the amount of solar power generated in Concord, we installed a solar photovoltaic system in 2016 that is expected to power 100% of our building's electric needs. The solar photovoltaic system and its installation were donated by Solect Energy of Hopkinton, Massachusetts with a critical equipment item called an inverter donated by Solectria Renewables in Lawrence, Massachusetts. Solar energy is the latest addition to our efforts to be green, reduce our carbon footprint and to carry on into the 21st century Henry Thoreau's legacy as an environmental pioneer.

Other 2016 achievements and developments include:

- Every year on July 12, the house is open to the public and Thoreau Farm offers free guided tours, activities for children, and birthday cake. We look forward to seeing fellow Concordians and Thoreauvians at the 200th birthday celebration in 2017.
- A comfortably furnished "writers studio" located in the Thoreau birth room available for rent by day, week or month; over a dozen writers took advantage of this resource in 2016.
- Expert docents available for guided tours every Saturday and Sunday from May through October, and by appointment on other days and months.
- Continued transcendental insights from Sandy Stott and Corinne Smith posting entries on our blog "The Roost".
- Participation in Ag Day in Concord center.

- A Sunday picnic serving attendees of the Thoreau Society's Annual Gathering
- Participation in a special collaboration of Thoreau-related organizations working to create a series of celebratory events in 2017, the year of Henry's 200th birthday.

As we head into this momentous bicentennial year, Henry's birthplace will be the focal point of activity. All eyes will be on Thoreau Farm. As Henry wrote: "I am grateful for what I am and have. My thanksgiving is perpetual." We thank the residents of Concord for their generous support and interest in Thoreau Farm.

## VETERANS' SERVICES

Richard Krug, Veterans' Service Officer

The Veterans' Services program is mandated according to Massachusetts General Law, Chapter 115 and is administered under State guidelines to provide information, advice and assistance regarding benefits to Veterans and their families. Every city and town in the Commonwealth is required to have a benefits program for its resident Veterans and their dependents, as well as a Veterans' Services Officer (VSO). The Veterans' Services Officer must be a war-era Veteran and be available to provide assistance. The Town of Concord is reimbursed by the Commonwealth 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 105 Everett Street, advocates for, 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 Department of Veterans' Services. The Department oversees Chapter 115 distribution in a constant effort to improve benefits and keep them up to date with changing times. Current benefits extend to natural disasters where benefits may apply to a loss resulting from a hurricane, blizzard or tornado. The Veterans' Service Officer will help Veterans complete their application for Chapter 115 benefits, which offers a need-based program of financial and medical assistance for Veterans and their dependents. The mission of the VSO has grown to encompass the full range of VA federal benefits, rehabilitation, em-

ployment 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.

Concord's Veteran population is dropping rapidly, but from 2001 to 2015 we have tens of thousands of new Veterans in the Commonwealth. The rising numbers are due to increases in women, Latino, and African American Veterans. This is a very small amount returning compared to Veterans that returned from WWII.

### *Program Implementation*

The Veterans' Services Officer responds to daily calls requesting information, advice and assistance. With so many Veterans and their families facing profound challenges related to their service and the current economy, the Veterans' Services Officer has become more important than ever.

The VSO often helps Veterans obtain assistance from Veterans' organizations, as well as other local, State and federal organizations, such as community services, youth services and Social Security. The Veterans' Services Officer also has been called upon to provide transportation to and from medical appointments for veterans when there is no other transportation available. Currently there are ten individuals receiving financial assistance for qualifying Chapter 115 benefits.



*Colonel Michael V. Samaro, 25th Marine Regiment, 4th Marine Division, spoke at the Retired Men's Luncheon Group on November 10, 2016. A graduate of Concord-Carlisle Regional High School, Colonel Samaro is currently stationed at Fort Devens.*

The Veterans' Services Officer has been networking with local civic groups, senior citizen groups and area Veterans' organizations, as well as families of service members currently deployed. He has provided assistance at Veterans' funerals, worked with students and presenters at Veterans' Day and Memorial Day exercises, and served as a guest speaker in some high school and elementary school classes. Additionally, the VSO has worked with the Rotary Club of Concord, the Lions Club of Concord, Concord Deaconess, and Concord Park Assisted Living. In addition to reaching out to Veterans in obtaining "alternative sources of income", he has generated Veteran-related programming for the local cable television channel.

The following is a list of applications applied for or services requested from Concord Veterans' Services during the year 2016:

For information or assistance from the Office of Veterans' Services, please call 978-318-3038 and leave a voice message or e-mail Dick Krug at [dkrug@concordma.gov](mailto:dkrug@concordma.gov). For information about services, events, and other veterans' organizations please visit Concord's web page at [www.concordma.gov/veterans](http://www.concordma.gov/veterans).

## 2016 APPLICATIONS FOR VETERANS' SERVICES

Prescription Benefits	72
Death Benefits	9
Housing Benefits	14
Assisted Living	12
Transportation	58
Aid & Attendance	18
Chapter 115	137
Fuel Assistance	96
VA Forms	36
Financial Assistance	144
Social Security	24
Well Being Checks	3
Hugh Cargill Trust	11
Military Medals and Flags	12
Military Records	15
Health Benefits	73
Employment	24
SNAP Food Assistance	18
Disability Filing	6
Disability Tax Abatement	44
Veterans' Outreach	13
Annuities	6
Post GI Bill	3



*Veterans attending the Veterans' Day Flag Retirement Ceremony at Sleepy Hollow Cemetery.*

## REGISTRAR OF VETERANS' GRAVES

Harold Nichols, Registrar

There were 38 interments of United States Veterans in Concord cemeteries in 2016. The names of the Veterans, their respective wars, date of burial and places of burial are as follows:

<u>VETERAN'S NAME</u>	<u>PERIOD OF DUTY</u>	<u>INTERMENT DATE</u>	<u>CEMETERY</u>
William M. Siebert	World War II	January 15, 2016	Sleepy Hollow
John H. Kellogg	World War II	January 30, 2016	Sleepy Hollow
John R. Swanson Sr.	World War II	February 4, 2016	Sleepy Hollow
Thomas F. Murphy Jr.	Vietnam	April 21, 2016	Sleepy Hollow
William E. Ritchie	Korea	April 26, 2016	St. Bernard's
Richard L. Flynn	Korea	April 29, 2016	Sleepy Hollow
Frank W. Verny	Vietnam	May 4, 2016	Sleepy Hollow
Calvin W. Cumings	World War II	May 4, 2016	Sleepy Hollow
Walter Carew	Vietnam	May 4, 2016	St. Bernard's
Norman Beecher	World War II	May 14, 2016	Sleepy Hollow
Stewart Bennett	Korea	May 20, 2016	Sleepy Hollow
Ronald V. Jones	World War II	May 21, 2016	Sleepy Hollow
Frank Dana Abbott Jr.	Vietnam	May 25, 2016	Sleepy Hollow
John K. Spring	World War II	May 26, 2016	Sleepy Hollow
Curtis N. Potter	Korea	May 29, 2016	Sleepy Hollow
Robert R. Leland	Korea	July 13, 2016	St. Bernard's
Norton T. Pierce	World War II	June 14, 2016	Sleepy Hollow
Guy Digiovanni	World War II	June 24, 2016	Sleepy Hollow
Robert Maeda	Korea	June 25, 2016	Sleepy Hollow
Carroll P. Griffith Jr.	Korea	July 2, 2016	Sleepy Hollow
David S. Huston	World War II	July 16, 2016	Sleepy Hollow
Salvatore A. Sepe	Korea	July 19, 2016	St. Bernard's
Chester W. Dymysza Jr.	Peacetime	September 9, 2016	St. Bernard's
Edward K. Damon	World War II	September 10, 2016	Sleepy Hollow
Ray Erne	Persian Gulf	September 13, 2016	St. Bernard's
Paul Friedrich	World War II	September 17, 2016	Sleepy Hollow
Travis A. Manchuso	Kosovo	September 22, 2016	Sleepy Hollow
Paul R. Dinsmore	Korea	September 22, 2016	Sleepy Hollow
Herbert S. Schnitzer	World War II	September 25, 2016	Sleepy Hollow
Allan Corderman	Peacetime	October 3, 2016	Sleepy Hollow
James P. Gallagher	World War II	October 7, 2016	St. Bernard's
Robert Driscoll	World War II	October 13, 2016	Sleepy Hollow
Jospeh S. Antognoni	World War II	October 14, 2016	Sleepy Hollow
David Ross Loring	Korea	November 6, 2016	Sleepy Hollow
Henry A. Beyer	Korea	November 15, 2016	Sleepy Hollow
Ellis E. Walker Jr.	World War II	November 19, 2016	Sleepy Hollow
Robert Gravel	Korea	December 3, 2016	Sleepy Hollow
Richard S. Ryan	Korea	December 21, 2016	St. Bernard's
Leo R. Reynolds	Korea	December 22, 2016	St. Bernard's

# FINANCE

## FINANCE COMMITTEE

Linda Miller, Chair  
Terri S. Ackerman  
Dean S. Banfield  
Daniel P. Cassidy  
Richard Jamison  
Karle S. Packard  
Scott Randall  
Wendy Rovelli  
June Rzepczynski  
Thomas C. Swain  
Philip C. Swain, Jr.  
Brian Taylor  
Thomas A. Tarpey  
Triveni Upadhyay  
Christina C. Williams

The Finance Committee has served the Town as an overseer of the Town's financial matters and advisor to the Town Meeting since its creation at the 1922 Annual Town Meeting. The Finance Committee consists of fifteen members who are appointed by the Town Moderator to represent a diversity of ages, genders, precincts, financial circumstances and professional backgrounds. Each member is appointed for a three-year term, with five terms expiring each year at the close of the Annual Town Meeting. During their appointment, no member can serve concurrently as a Town officer or member of any other board of the Town.

Concord's Bylaws require that the Finance Committee review warrant articles for Town Meeting that appropriate funds or involve the disposition Town property. The Committee holds one or more public hearings and reports its recommendations on those articles to the Town Meeting in print. These recommendations are included in The Report of the Finance Committee of the Town of Concord, which is issued each spring in advance of the Annual Town Meeting.

The Committee was charged by Town Meeting to produce a 5-year projection of the overall impact to existing taxpayers of budgetary actions in place. This was first produced in 2012, and the Finance Committee has continued to refine the model to simulate the impact of various assumptions on both the current guideline recommendations and future tax levy increases.

In addition, it is the Finance Committee's charge to consider any or all municipal questions and report or make recommendations to the Town, including carrying out special studies of Town services, programs and facilities; approving or disapproving the transfer of moneys from the Reserve Fund; and making recommendations to the Town regarding the transfer of any amount of public money previously appropriated to any other use authorized by law. Finance Committee members observe other Town Committees and follow issues of financial importance to the Town, contributing to financial oversight by asking question of the appropriate bodies regarding the financial analyses being conducted.

### *FY18 Operating Budget Guidelines*

Every fall, the Finance Committee considers the upcoming spending needs of our Town departments and school systems and sets operating budget guidelines for the following fiscal year. These guidelines are meant to inform and advise the Town and School Administrations, the Select Board, and the School Committees as to what the Finance Committee believes are the appropriate levels of spending. Salary requirements, regular capital spending, operating expenses and other budget drivers are all considered.

The Finance Committee evaluates these needs against a variety of other considerations. What is the economic outlook, especially for our State and Town? What is the likely availability of resources other than property taxes (such as State aid, other local taxes and new property growth in Town)? What is the recent trend in the overall levy and property taxes assessed on existing taxpayers and what is projected to be the impact on taxes of budget increases in the coming year and for five years forward? What is the additional impact of already-approved, excluded debt on taxpayers? What unfunded liabilities does the Town have and what funding schedule is established to meet these liabilities? What are the effects of shifting demographics - between Concord and Carlisle regarding relative assessments by the Regional School District, regarding enrollment changes within the Concord Public Schools, and regarding needs for new or enhanced Town services? How do different categories of households - by income group or household age - perceive

Concord's "affordability"? How do Concord's tax bills and spending levels compare with those in other reference communities? How do they compare with growth rates and levels of household income?

Trying to find the right balance for the times is a complex process. Finance Committee members research, debate, interview, invite feedback and seek consensus-- within the Committee, with the budgeting entities and ultimately with the Town's citizens. The Select Board, Town Manager, School Committees and Superintendent of Schools work collaboratively with the Finance Committee to reach consensus on budgets without impairing any important Town services or the quality of public education in Concord.

Over the last ten years, the rate of increase in Concord's property taxes has varied reflecting the effects of the national and local economic slowdown. For the period of FY07–FY11, the average taxes levied on existing taxpayers rose 2.86% per year, while the increases for FY12 through FY16 averaged 2.6% per year. However, the FY17 rate is projected to increase only 1.62% (based on the FY17 Operating Budget Guideline and related assumptions) because of higher than anticipated increases in other local taxes and fees. While this increase is lower on a percentage basis than the past two years it still reflects an increase of expenditures of approximately \$2.4 million.

The Finance Committee issued its FY18 guidelines on November 30, 2016, as required by our Town by-law. Those guidelines provide for moderate growth in operating budgets for the Town, Concord Public Schools and the Concord-Carlisle Regional School District. The guidelines recognize, among other things, anticipated changes in salaries and benefits, including higher than anticipated increases in employee health insurance after a prolonged period of stability; increased appropriations at CCHS to OPEB funding (other post-employment benefits); student enrollment growth at the integrated preschool and CCHS; and resources to support increased demand for Town services particularly in public safety, inspection services and human services. The 4.15% increase in operating budget contemplated by the guideline would result in a forecasted 3.09% overall increase in the property tax in FY18 for existing taxpayers, inclusive of the debt service on excluded debt. The total levy projected for FY18 remains well within the Proposition 2 1/2 levy limit.

Looking ahead, the Committee foresees increased demands for fiscal resources. The burden of the debt service for the high school building project began to impact taxpayers in FY14 and will peak in FY18. Other possible future expenditures have been identified, though the details to address these needs are not yet fully defined. These include possible shifts in Concord's assessment for CCHS costs due to changes in enrollment ratios relative to Carlisle, a new building project at Minuteman Vocational Technical High School, a proposed change in school start time at the high school requiring the purchase of many new buses and hiring of additional drivers, and potential renovation of or new construction at the middle schools. Utility and other public works infrastructure decisions are also on the horizon. The Finance Committee's five year projection will be updated as new information is received with respect to these factors, along with operating needs and projected resources, to provide up-to-date projections of the current and future tax impacts to existing citizens.

## TAX FAIRNESS COMMITTEE



*From left: Reiner Beeuwkes, Jonathan Keyes, Chair; Nancy Cronin, James Phelps. Not pictured: Walter Birge.*

The Select Board appointed the Tax Fairness Committee in early 2014 as a successor to the Local Option Local Income Tax Committee which had been unable to achieve legislative approval for that option. The mission of the Tax Fairness Committee is to consider the fair allocation of property tax burdens and the loss of economic diversity resulting from reliance on the residential property tax in the Town.

Throughout 2015 the Committee worked on an alternative proposal, a means-tested senior property tax exemption like the one being implemented in the Town of Sudbury under a local option provision.

The Committee's 2016 Warrant Article requesting a Special Act by the State Legislature for this purpose was passed unanimously by Town Meeting, and at the very end of 2016 it was approved by the Legislature. The Committee will bring a Warrant Article to the 2017 Town Meeting seeking the Town's acceptance of this Act. A majority vote both at this Town Meeting and the subsequent Town election will be needed to put this real estate tax exemption into effect.

## BOARD OF ASSESSORS



*From left: Jim Sommer, Gerald Vigneron, Cynthia Rainey, David Karr, Chair, and Christian Fisher.*

The Board of Assessors began Calendar Year 2016 by processing 56 abatement applications, completing all by the deadline of May 1, 2016. The Board granted abatements in whole or in part for 30 applications. The dollar amount of abatements granted during the FY16 abatement hearings totaled \$4,693,580 for real estate, which is \$65,334.63 in tax dollars. The majority of abated taxes was attributed to small corrections in property listings and most resulted in permanent adjustments to the property data. There have been three FY16 appeals filed with the Appellate Tax Board (ATB).

The remainder of the year was devoted to the FY17 interim year revaluation program. Property valuations for FY17 tax purposes (the tax year beginning July 1, 2016) are based on a valuation date of January 1, 2016. Market value as of this valuation date is derived from the analysis of calendar year 2015 sales.

The Board of Assessors revalues all properties in the Town every year in accordance with the State law requirement that property values must be at 100% of their full and fair cash value each year. The values are certified by the Massachusetts Department of Revenue (DOR) once every five years through on-

site and intensive examination of the procedures and methodology being employed by the local Board of Assessors. In the intervening years the local valuation process is the same but State oversight consists of review and approval of the required statistical analysis. The DOR has approved Concord's FY17 assessed values. This year was the final interim year, with FY18 being our next re-certification year.

The major objective in any year is to update the various factors in the tables of the Computer Assisted Mass Appraisal (CAMA) system. The CAMA system is used to calculate the assessed value for each property, adjusting the valuation tables as indicated by sales data. The DOR issues regulations that define how the statistical sales analysis must be done. There were 387 sales with 247 qualified sales in calendar year 2015, the time frame required by DOR guidelines. A qualified sale is an open market transaction between a willing and educated buyer and seller. Types of sales not considered qualified by the DOR include those between family members or intra-corporation sales, those not exposed to the market, auction and foreclosure sales, those that involve more than one property and/or additional personal property, stressed sales (such as an estate sale, court settlement or as a result of a divorce), and where there has been a significant change in the property after the sale and before the sales analysis is done.

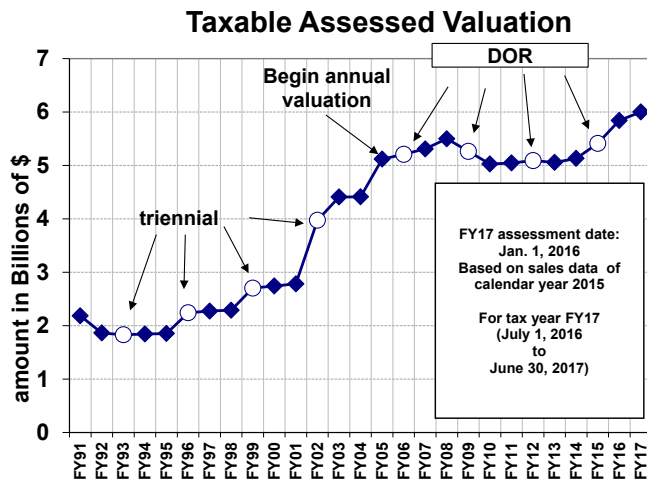
State law requires that the median Assessment to Sales Ratio (ASR) fall within required parameters each year:

- A) The overall ASR median must be within plus or minus ten percent of 100% of full and fair market value.
- B) The median for each subcategory within the sales stratifications - such as style, location and size - must be within plus or minus five percent of the overall median.

The overall median ASR is 0.94 for FY17. The DOR requires that buildings and land be valued separately and that land valuations must also be supported by the sales. In the absence of vacant land sales, a technique called "Land Residual" analysis is used. This analysis subtracts the building's calculated value from the sales price, and then the assessed land value is divided by the residual sale price amount to produce a land residual ASR. This ASR for the land must be within 5% of the overall ASR and proves the land value to be correct.

For FY17, Concord's average Single Family Residence (SFR) is valued at \$987,566 (up 1.90% from FY16)

and the median SFR is valued at \$819,400 (up 2.68%). The overall valuation of the Town indicates that property values have had some increase, but not as high as last year. Assessed values are 2 years behind the actual real estate market, because State law requires a valuation date of January 1st of the prior fiscal year using the sales information from the previous calendar year. Therefore, the downturn in the real estate market of CY07 was not seen in assessment value until FY09. The real estate market and therefore the assessments remained fairly stable with only slight changes through FY15. There was a large increase for FY16 and then values stabilized again with only a 2.46% change from FY16 to FY17. This change reflected the improved residential real estate market in Calendar 2015. The Commercial and Industrial segments of the market remained almost level with only a slight change up for the commercial segment of 0.29% and a 0.9% downturn for the industrial segment. Please see the graph below for the overall change in value from FY91 to FY17



The FY17 final values are then used to establish the tax rate in order to meet the budget requirements as voted at Town Meeting. Since the percent increase in the overall value of the Town was lower than the percent increase in the levy, the tax rate increased 1.08%, from \$13.92 to \$14.07 per thousand dollars of valuation.

### New Growth

The value of new construction increases the levy limit. It is measured for the period from July 1, 2015 through June 30, 2016. The new growth amount for FY17 is attributable primarily to building permits from additions and new construction of mostly single-family dwellings. The growth this year was higher

as compared to the prior year, primarily due to an increase in the volume of building permits, the new hotel at 320 Baker Avenue and the completion of the Brookside apartments on Beharrell Street. The growth included 69 new homes, 42 major renovations and 14 major additions. The condominiums on Ingham Lane and the start of the Black Birch project also contributed by adding 25 new units. Personal Property new growth is largely due to the addition of property on four accounts Comcast, Kayak, Prysm, Inc. and Welch Foods.

All the components together account for the increase in growth from FY16 to FY17.

NEW GROWTH BY CLASS, FISCAL 2017 TAX LEVY			
Property Class	Value	Levy Limit Adjustment	% of Total New Growth
Class One, Residential	\$86,212,699	\$1,200,081	85%
Class Two, Open Space	\$0	\$0	0%
Class Three, Commercial	\$3,818,900	53,159	4.00%
Class Four, Industrial	0	0	0%
Personal Property	<u>\$11,466,850</u>	<u>\$159,619</u>	11%
Totals	\$101,498,449	\$1,412,859	
Prior Year Growth, FY16	\$89,853,350	\$1,284,004	

### Classification Hearing

The Board of Assessors recommended to the Select Board that for FY17 it vote: to adopt a Uniform Tax Rate, not to grant an Open Space discount, not to adopt a Residential Exemption and not to adopt a Small Commercial Exemption. Since FY98 the Select Board has adopted a uniform tax rate for all classes of property. A public hearing was held on November 14, 2016, at which time the Select Board voted a uniform tax rate for FY17. The full report of the Board of Assessors is available on the Town's website.

### Statutory Exemptions

Tax exemptions are available to qualified homeowners who are disabled veterans, elderly or blind. The exemption amount and the income and asset limit eligibility conditions are set by State statute. The State reimburses the Town for certain specified amounts. State law allows a local option to increase the exemption amount by up to 100% (up to double the statutory amount). The State does not participate in financing this added cost. Since 2002, Concord Town Meeting has voted to increase the standard exemption by the allowed maximum 100%, with the additional cost being borne by the Town. At 2015 Annual Town

**VALUATION, TAX RATES, AND TAX LEVY  
FY04 To FY17**

FY	Assessed Valuation	Tax Rate	Tax Levy	% Change Tax Levy	Tax Levy as % of Assessed Value
2006	\$5,207,535,371	10.23	\$53,273,087	6.20%	1.02%
2007	\$5,309,253,833	10.56	\$56,065,720	5.20%	1.06%
2008	\$5,498,736,316	10.72	\$58,946,453	5.10%	1.07%
2009	\$5,264,591,702	11.90	\$62,648,641	6.30%	1.19%
2010	\$5,026,552,229	13.09	\$65,797,569	5.00%	1.31%
2011	\$5,045,140,030	13.19	\$66,545,397	1.10%	1.32%
2012	\$5,090,058,629	13.58	\$69,122,996	3.90%	1.36%
2013	\$5,054,970,094	14.07	\$71,123,429	2.90%	1.41%
2014	\$5,130,493,662	14.45	\$71,135,633	4.20%	1.45%
2015	\$5,412,298,562	14.29	\$77,341,746	4.32%	1.43%
2016	\$5,841,889,295	13.92	\$81,319,099	5.14%	1.39%
2017	\$5,973,716,402	14.07	\$84,050,190	3.35%	1.40%

Meeting, the Town took advantage of a recent change in legislation that allows for a one-time vote for this purpose rather than voting each year. Beginning in FY10, several of these exemptions have an annual State-determined cost-of-living adjustment applied to the qualifying thresholds (income and/or whole estate value), pursuant to a vote at the 2009 Annual Town Meeting which accepted this provision of State law.

*Agricultural, Recreational and Forest Land*

State law provides property tax relief designed to encourage the continuation of certain types of land use. These classifications carry strict application requirements. The law directs the valuation methods and procedural requirements, as well as how to calculate

the payment of back taxes when land is withdrawn from these tax-favored classifications. The three categories are:

Chapter 61 – Forest Land refers to land of at least 10 contiguous acres held in a wooded state and subject to a management plan certified by the State Forester. Such land is valued at a specific acreage value set by the State.

Chapter 61A – Agricultural/Horticultural Land refers to land of at least 5 contiguous acres that is used to raise agricultural or horticultural products to be sold on the market. The State requires the Town to verify the income requirements from the sale of the products. The State has also established specific acreage valuations which depend upon the product produced on the land.

Chapter 61B – Recreational Land refers to land of at least 5 contiguous acres that is retained in substantially a natural, wild or landscaped condition designed to preserve wildlife and natural resources. Included under this classification are golf courses, horse stables and riding areas, hunting and fishing areas, areas for target shooting, camps, and other picnic, swimming, boating and recreational areas.

Due to a change in listing requirements from the DOR the overall chapter values now include the mixed use chapter properties. Mixed use chapter properties mostly consist of chapter land and a house. Previously these properties were listed in the single family category in error.

**FY 16 EXEMPTIONS GRANTED**

Exemption Type	MGL Ch. 59, S.5,	# Granted	State Base Amount	Total Base	Actual* Abated	State Reimbursement	Net Town Funds
Veterans	22	44	\$400	\$17,600	\$35,200	\$9,900	\$25,300
Veterans	22A	0	0	0	0	0	0
Veterans	22D	2	Various	9,230	9,230	9,230	0
Veterans	22E	7	1,000	7,000	1,400	5,775	8,225
Elderly & Surviving Spouse	17D	5	175	875	1,750	900	850
Elderly	41C	6	500	3,000	6,000	0	6,000
Blind	37A	11	500	5,500	11,000	963	10,037
<b>TOTALS</b>		<b>75</b>			<b>\$77,180</b>	<b>\$26,768</b>	<b>\$50,412</b>

\* Inclusive of optional 100% increase where applicable.

**FY17 FOREST, AGRICULTURAL, AND RECREATION LAND  
VALUES AND DISCOUNTS**

Chapter	Class	# of Parcels	Market Value	Taxable Value	Exempted Value	Tax Levy Impact
61	Forest Land	16	\$29,031,000	\$6,165,894	\$22,865,106	\$321,712
61A	Agricultural Land	63	\$90,834,800	\$50,508,264	\$40,326,536	\$567,394
61B	Recreation Land	35	\$88,666,600	\$68,150,454	\$20,516,146	\$288,662
	Totals	114	\$208,532,400	\$124,824,612	\$83,707,788	\$1,177,768

**FY17 TAXABLE ASSESSED VALUE**

Class	Assessment Date:		Budget Year:		FY17 % Share	Last Year FY16 % Share	10 Years FY07 % Share
	January 1, 2015	January 1, 2016	7/1/15 - 6/30/16	7/1/16 - 6/30/17			
	FY16 Valuation	FY17 Valuation	\$ Change FY16-17	% Change FY16-17			
Class 1 Residential	\$5,339,204,392	\$5,470,440,285	\$131,235,893	2.46%	91.58%	90.96%	91.20%
Class 2 Open Space	\$0	\$0	\$0	n/a	0%	0%	0%
R/O Subtotal	<u>\$5,339,204,392</u>	<u>\$5,470,440,285</u>	<u>\$131,235,893</u>	<u>2.46%</u>	<u>91.57%</u>	<u>90.96%</u>	<u>91.20%</u>
Class 3 Commercial	\$428,233,033	\$429,475,137	\$1,242,104	0.29%	7.19%	7.51%	7.40%
Class 4 Industrial	\$23,865,400	\$21,616,900	(\$2,248,500)	-9.42%	0.36%	0.67%	0.60%
Class 5 Personal Property	<u>\$50,586,470</u>	<u>\$52,184,080</u>	<u>\$1,597,610</u>	<u>3.16%</u>	<u>0.87%</u>	<u>0.86%</u>	<u>0.80%</u>
C/I/P Subtotal	<u>\$502,684,903</u>	<u>\$503,276,117</u>	<u>\$591,214</u>	<u>0.12%</u>	<u>8.42%</u>	<u>9.04%</u>	<u>8.80%</u>
TOTAL	<u>\$5,841,889,295</u>	<u>\$5,973,716,402</u>	<u>\$131,827,107</u>	<u>2.26%</u>			
Class 9 Exempt	\$842,403,700	\$857,361,400	\$14,957,700	1.78%			

## TRUSTEES OF TOWN DONATIONS

REPORT FOR THE FISCAL YEAR ENDING  
JUNE 30, 2016

Thomas Doe, Chair  
Christine Ayotte-Brennan  
James Dohoney  
Robert Donelan  
Janet Friedman  
Anthony T. Logalbo, Treasurer

Citizens of Concord today continue to benefit from the remarkable generosity of those who preceded them. Our community is strengthened in important ways by the consideration of our forebears. Beginning more than 250 years ago, various funds have been established according to the wishes of the donor. Generally, these wishes address specific needs such as scholarship funding, library materials, health and environmental concerns, and beautification of the Town.

For those individuals making their estate plans, the Trustees would be pleased to respond to inquiries about creating a new trust or adding to an existing fund.

During FY16 the Trustees received \$232,625 (including \$89,490 from the sale of Cemetery lots) and recorded \$61,644 of realized capital gains. The Trustees transferred \$39,070 of cemetery lot sale proceeds to the Town's Cemetery Fund, disbursed \$82,564 from income according to the terms of the various trusts, made special disbursements from temporarily restricted assets totaling \$28,085 (permitted expenditures from accumulated capital gains), and incurred administrative expenses of \$13,509 and advisory and investment management fees of \$32,230 (approximately 47 basis points annually and charged on a monthly basis). Administrative expenses are primarily for the services of the Concord Finance Department. Advisory and investment management fees were paid to BNY Mellon Wealth Management.

BNY Mellon Wealth Management is retained to manage the portfolio. The annualized rate of return to June 30, 2016 (fiscal year reporting period), net of fees, is as follows:

<b>PORTFOLIO RATE OF RETURN</b> <b>AS OF JUNE 30, 2016</b> <i>ANNUALIZED, NET OF FEES</i>			
	One Year	Three Years	Five Years
Concord	0.59%	+ 5.15%	+ 3.98%
Benchmark	-0.33%	+ 4.92%	+ 4.49%
The portfolio blended benchmark is: 60% MSCI ACWI and 40% BarCap U.S. Intermediate Gov/Credit			

The Trustees have established the target portfolio asset allocation as follows:

Large cap stocks	30%-55%
Mid cap stocks	0%-10%
Small cap stocks	0%-10%
International (developed)	0%-20%
International (emerging)	0%-10%
Fixed Income	35%-50%

As of June 30, 2016, the market value of assets was recorded at \$6,855,635, a decrease of 0.6% from the year earlier.

A partial listing of disbursements made by the Trustees during FY16 includes:

- \$20,000 from the Silent Fund transferred to the Select Board, and distributed by the Select Board to individuals in need (Fund #1);
- \$18,915 from the Hugh Cargill Trust transferred to the Select Board and administered, along with various other direct donations, through the Hugh Cargill Trust Committee for the benefit of those in financial need in the Concord community (Fund #3);
- \$990 from the bequest of Cyrus Stow (1878) to benefit Concord-Carlisle High School (Fund #5);
- \$3,900 from the William M. Prichard bequest (1899) to benefit students in Concord public schools (Fund #6);
- \$2,070 from the Sarah E. A. Richardson Fund (1926) and the Estate of Mary E. Gross to benefit Emerson Hospital (Funds #7 and 10);
- \$130 from the bequests of Edward B. Caiger (1960) and Edith F. Sellors (1984) for the Concord Free Public Library to purchase books (Funds #25 and 26);
- \$3,225 from the Anna Holland Fund for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Funds #8 and #9);

- \$5,952 from the Anne B. Chamberlin Park Fund (1970) for support of the maintenance of the park area that stretches between Lowell Road and the Mill Brook in Concord Center (Fund #30);
- \$46,400 from earnings on the Cemetery Perpetual Care Fund, transferred to the Town's Cemetery Fund and used for support of the Cemetery maintenance costs (Fund #34);
- \$500 from the Maureen Taggart Memorial Fund for a student award conferred by the Recreation Commission and a charitable donation to an organization selected by the student (Fund #36).
- \$5,000 from the Guy P. DiGiovanni Family Scholarship Trust for academic scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #39).

The Trustees of Town Donations administers the following funds:

### 1. Silent Fund

A trust fund for the benefit of the poor of Concord, established in 1731, income therefrom to be used for the aid of said poor, as directed by the Select Board.

### 2. Hugh Cargill Fund

Income paid annually to the Select Board and added to funds administered by the Hugh Cargill Committee for the aid of Concord residents in need.

### 3. Hugh Cargill Trust

A trust fund for the benefit of the poor of Concord, income therefrom to be used for the aid of said poor, as directed by the Select Board.

### 4. Public School Donations

Bequest of John Beaton and John Cumming.

John Beaton: to improve the schooling of the youth.  
 John Cumming: benefit to a school, Town of Concord and to be under the direction of the Select Board.

### 5. High School Donations

Bequest of Cyrus Stow in 1878, the net income to be expended by the School Committee for said Town for the benefit of the high school.

### 6. Manual Training School Donations

Bequest of William M. Prichard, income to be used for the purpose of manual training, industrial arts, mechanical drawings, and domestic science and in furtherance of those subjects.

### 7. Sarah E. A. Richardson Fund

Bequest of Sarah E. A. Richardson in 1926 of \$12,000

to be held as a permanent fund, the income thereof to be used by the Trustees of Town Donations for the assistance of people suffering from physical disabilities in a hospital, or as the Trustees of Town Donations shall deem best.

#### **8. & 9. Anna M. Holland Fund**

Income to be used for:

A. Frederic M. Holland Scholarships: Higher Education for boys and girls over 16, who have been students in the Concord High School.

B. Anna M. Holland Scholarships: Higher education for young women over 16, residents of Concord who have attended school in Concord for at least two years.

#### **10. Mary E. Gross**

Income to be paid to Emerson Hospital of Concord.

#### **11. Shade Tree Donations**

Bequest of Reuben N. Rice in 1886 of \$2,000 and Samuel Hoar in 1904 of \$1,000, the principal to be invested and the income thereof annually expended in planting and the care of shade or ornamental trees in the public square, or on the highways and streets of Concord.

#### **12. Adelaide Fowler Tree Fund**

To be held as trust fund for 100 years or for such less periods as the Select Board or the Trustees of Town Donations may deem advisable, income thereof to be used by it for the setting out and care of trees and shrubs.

#### **13. Hapgood Wright Semi-Centennial Trust Fund**

Gift of Hapgood Wright, August 25, 1885. Income to be used for the semi-centennial celebration of the incorporation of the Town of Concord until the third centennial year of the incorporation of the Town of Concord.

#### **14. Hapgood Wright Centennial Trust Fund**

Gift of Hapgood Wright in 1916 for the benefit and improvement of the Town or the citizens of Concord as determined by a two-thirds vote of Town Meeting.

A. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 1985 and at each 100 years thereafter;

B. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 2035 and at each 150 years thereafter.

#### **15. Nineteenth of April Donations**

Bequest of Ebenezer R. Hoar in 1895 to be safely invested and the income added to the principal, and in the year 1925, and in every 25th year thereafter, so

much of the then existing accumulations of income as the town shall think fit, shall be used for the celebration of the Nineteenth of April 1775, and the surplus, if any, for such educational purposes as the Town may determine. The principal, however, to be always kept intact.

#### **16. Melvin Fund**

Bequest of James C. Melvin in 1917, the sum of \$2,000 to provide income to be used in connection with the 19th of April celebrations.

#### **17. The Colonel James Barrett Fund**

Bequest received in 1936. Income to be accumulated for periods of 60 years to be spent as the Select Board designate.

#### **18. Charles Hosmer Walcott Fund**

Legacy from the Estate of John Walcott, income to be used by the School Committee for a prize for papers of historical or other subjects relating to Concord.

#### **19. Fanny E. Wheeler Fund**

Bequest from Fanny E. Wheeler, parcel of land situated at the junction of Sudbury and Assabet rivers containing 7.9 acres more or less and having thereon "Egg Rock" so called. Bequest subject to the restriction that no building of any kind shall ever be erected or placed on said premises. Also a bequest of \$1,000 the income therefrom to be used for the care and maintenance of said premises.

#### **20. Martha R. Hunt Legacy**

Remainder of the legacy from Martha R. Hunt of \$1,000 income to be expended for the improving, repairing, and renovating on grounds, fences, and structures of the Old Hill Burying Ground.

#### **21. Mary Stone Eaton Fund**

For the benefit of the people of Concord who are physically disabled in a hospital.

#### **22. Harriet Louise Eaton Fund**

For the benefit of the people of Concord who are physically disabled in a hospital.

#### **23. The George F. Flavin Scholarship Fund**

This fund created by bequest in 1984, the income to be used exclusively for the higher education of worthy boys and girls who are graduates of the Concord-Carlisle High School.

#### **24. Edward B. Caiger Fund**

The income of this fund, by bequest in 1960, is used for prizes for high school seniors.

**25. Edward B. Caiger Library Fund**

Bequest received in March 1978. Principal to remain intact and income to be paid to the Concord Free Public Library.

**26. Edith F. Sellors Library Fund**

Bequest by Edith F. Sellors in 1984. Trust fund to be administered by Board of Public Library Trustees, the income thereof to be expended in each year for the purchase of books for the library, in addition to those provided from town appropriations or other funds. By decision at the 1984 Annual Town Meeting (article 54) "to authorize the Trustees of Town Donations to hold, manage and administer such legacy in accordance with said will."

**27. Political Science Scholarship Fund**

This fund created by a gift in 1963, the income to be used for the benefit of a girl, in the graduating class of Concord-Carlisle Regional High School, most interested in the science of government.

**28. Ruth E. Helsner Scholarship Fund**

This fund created by bequest in 1965, the income to be used for the higher education of boys and girls who are graduates of the Concord-Carlisle Regional High School.

**29. Eleanor Baldwin Fenn Memorial Fund**

Gift from the League of Women Voters of Concord, June 1980, to be supervised and invested by the Trustees of Town Donations. The gift is required to be retained as principal. The income each year will be awarded to a member of the Concord-Carlisle Regional High School graduating class who has demonstrated an ongoing personal commitment to servicing the community. The Scholarship and Awards Selection Committee at the high school shall choose the recipient. If there is no qualified recipient, the income for that year shall be divided and presented to the award recipients over the next three years. This award is given in beloved memory of Eleanor Baldwin Fenn who devoted her life to active, informed, concerned citizenship throughout the community.

**30. Anne B. Chamberlin Park Fund**

Gift in March 1970, from the Chamberlin family, of which a sum up to \$2,000 may be spent for plans and construction of a path from Lowell Road to the Town land on the westerly side of Mill Brook. The balance of such sum to be held in trust, the income to be expended on direction of the Natural Resources Commission, or its successor, toward the maintenance of the path and its borders.

**31. John Upshire Smith Memorial Fund**

A trust fund for the benefit of the needy of Concord, income therefrom to be paid to the Silent 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 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 FY14.

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 Select Board executed a Memorandum of Agreement with the Trustees of the privately held Alfred Sawyer Trust and on January 3, 2008 the sum of \$1,730,437.58 was received into the custody of the Town of Concord Trustees of Town Donations. Subsequently, the sum of \$15,507.80 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, 2016, \$254,494.95 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 2016, 66 energy conservation projects in various town-owned buildings have been funded. Activity since inception and for the most recent fiscal period ended June 30, 2016 is as follows:

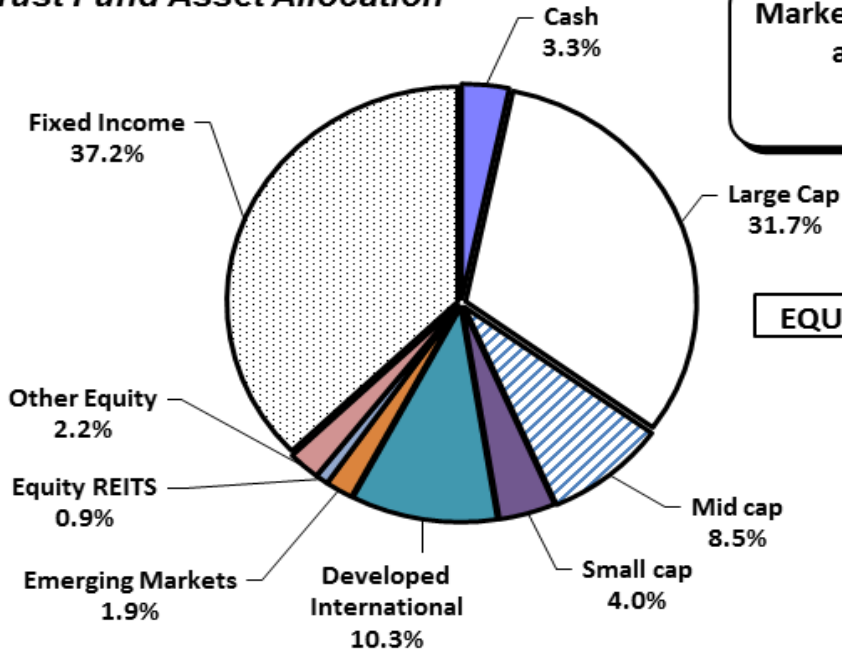
ALFRED SAWYER RESOURCE CONSERVATION FUND		
	FY16	Since Inception
Market Value, BEGINNING	\$211,421.07	\$1,730,437.58
Additions to trust capital	\$310.38	\$15,507.30
Income	\$893.64	\$200,585.65
Realized gains	\$0	\$53,909.30
<i>Less:</i>		
Project funding – transfer to Town	\$0	\$1,787,814.94
Market Value, ENDING	<u>\$212,625.09</u>	<u>\$212,625.09</u>

TREASURER'S REPORT FOR THE YEAR ENDED JUNE 30, 2016

Combined statement, all funds

<b>Beginning Balance @ June 30, 2015</b>			
		<b>Book Value</b>	<b>Market Value</b>
Bank of America	\$ 16,583.65		
Mellon Cash Reserves	73,578.43		
Mass Municipal Depository	10,447.81		
<b>Total cash accounts</b>		\$ 100,609.89	\$ 100,609.89
Equity - stock and mutual funds		3,661,044.97	4,376,406.28
Fixed Income		2,440,516.65	2,421,032.51
<b>TOTAL ASSETS @ June 30, 2015</b>		<b>\$ 6,202,171.51</b>	<b>\$ 6,898,048.68</b>
<b>FY2016 RECEIPTS:</b>			
interest	\$ 127.45		
dividends	141,589.68		
<b>Total interest and dividends</b>		\$ 141,717.13	
<b>other receipts:</b>			
Cemetery lots	43,970.00		
Cemetery Perpetual Care	45,520.00		
Realized gains	61,643.59		
Other revenue	1,417.74		
<b>Total Other Receipts</b>		\$ 152,551.33	
<b>TOTAL Gross Receipts</b>		\$ 294,268.46	
<b>Less</b>			
General expense	(13,508.77)		
Investment mgmt. fees	(32,230.21)		
<b>TOTAL NET RECEIPTS</b>		<b>\$ 248,529.48</b>	
<b>FY2016 DISBURSEMENTS</b>			
Distributions from income		\$ 82,564.15	
Distributions from temporarily restricted assets		28,085.00	
Cemetery lot sales proceeds to Town		39,070.00	
Cemetery lot buybacks		7,700.00	
<b>TOTAL DISBURSED</b>		<b>\$ 157,419.15</b>	
<b>Ending Balance @ June 30, 2016</b>			
		<b>Book Value</b>	<b>Market Value</b>
Bank of America	\$ 900.46		
Mellon Cash Reserves	205,014.99		
Mass Municipal Depository	19,820.53		
<b>Total cash accounts</b>		\$ 225,735.98	\$ 225,735.98
Equity - stock and mutual funds		3,522,029.21	4,077,972.08
Fixed Income		2,545,516.65	2,551,926.63
<b>TOTAL ASSETS @ June 30, 2016</b>		<b>\$ 6,293,281.84</b>	<b>\$ 6,855,634.69</b>

### Trust Fund Asset Allocation



Market Value of Core Fund  
at June 30, 2016

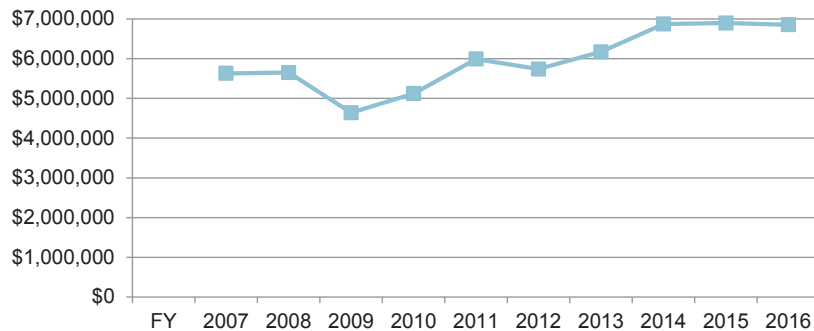
**\$6,855,635**

**EQUITY TOTAL: 59.5%**

### CHANGE IN ASSET ALLOCATION (TOTALS MAY NOT SUM DUE TO ROUNDING)

	6/30/13	6/30/14	6/30/15	6/30/16	FY16 Change (% of total)
Cash	2%	1%	2%	3%	1%
Equities	62%	64%	63%	59%	-4%
Fixed Income	35%	34%	35%	37%	2%
Other Assets	0%	0%	0%	0%	nc

### Assets at Fiscal Year End for June 30, 2016 (10-Year History)



TRUSTEES OF TOWN DONATIONS - BOOK AND MARKET VALUE OF ASSETS AT JUNE 30, 2016

	Identification	Book Value	Face Value or # shares	Book Value per share	Market Value @ price	Market Value Value	% of Core portfolio
Bank of America	830-40809	900.46				900.46	
Mellon	CON00433000	205,014.99				205,014.99	
MMDT	44-201242	19,820.53				19,820.53	
<b>Total cash accounts</b>		<b>\$225,735.98</b>				<b>\$225,735.98</b>	<b>3.29%</b>
<b>US large cap</b>							
Individual stock holdings		801,073.70				945,523.60	13.79%
Dreyfus S&P Index	DSPIX	826,260.72	24,793.174	33.326	42.95	1,064,866.82	15.53%
Dreyfus US Equity Fund	DPUYX	135,309.69	9,167.323	14.760	17.59	161,253.21	2.35%
<b>US mid cap</b>							
Plains gp Holdings LP	PAGP	11,133.68	460.000	24.204	10.43	4,797.80	0.07%
Southwestern Energy	SWN	364.17	35.000	10.405	12.58	440.30	0.01%
ISHARES TR	IJH	425,810.26	3,875.000	109.887	149.39	578,886.25	8.44%
<b>US small cap</b>							
Dreyfus Select Mgrs Small Cap Growth	DSGYX	111,680.44	6,563.489	17.015	20.94	137,439.46	2.00%
Dreyfus Select Mgrs Small Cap Value	DMVYX	127,467.64	6,659.356	19.141	20.14	134,119.43	1.96%
<b>Developed international</b>							
Mellon International Fund	MPITX	206,125.93	17,648.002	11.680	10.67	188,304.18	2.75%
Dreyfus Int'l Small Cap Fund	DYYPX	165,000.00	12,066.933	13.674	12.53	151,198.67	2.21%
Dreyfus/Newton Int'l Equity	NIEYX	215,000.00	10,760.094	19.981	18.05	194,219.70	2.83%
Dreyfus Int'l Stock Fund	DISYX	81,384.65	6,450.556	12.617	14.77	95,274.71	1.39%
Strategic Global Stock Fund	DGLYX	44,325.75	4,213.693	10.519	17.68	74,498.09	1.09%
<b>Emerging markets</b>							
Dfa Emerging Markets Core	DFCEX	98,674.56	5,057.640	19.510	17.11	86,536.22	1.26%
Virtus Emerging Markets	HIEMX	49,038.42	4,774.919	10.270	9.74	46,507.71	0.68%
<b>Equity reits</b>							
New Residential Investment Corp	NRZ	21,850.39	1,645.000	13.283	13.84	22,766.80	0.33%
Outfront Media	OUT	14,478.39	459.000	31.543	24.17	11,094.03	0.16%
Starwood Property Trust	STWD	27,855.92	1,260.000	22.108	20.72	26,107.20	0.38%
<b>Other equity</b>							
American Tower Corp Preferred 5/15/17		16,394.30	152.000	107.857	112.50	17,100.00	0.25%
American Tower Corp Preferred 2/15/18		9,886.15	100.000	98.862	112.32	11,232.00	0.16%
Dominion Res Inc VA Pref. Convertible		7,168.00	140.000	51.200	51.84	7,257.60	0.11%
Dominion Res Inc VA Preferred		22,459.88	430.000	52.232	60.10	25,843.00	0.38%
Dynegy		26,932.28	360.000	74.812	62.99	22,676.40	0.33%
Exelon Corp Preferred		21,137.05	410.000	51.554	49.34	20,229.40	0.30%
Hess Corp Preferred		18,740.12	270.000	69.408	75.78	20,460.60	0.30%
Southwestern Energy Co. Preferred		20,879.25	400.000	52.198	30.10	12,040.00	0.18%
Stanley Black & Decker Preferred		15,597.87	149.000	104.684	116.10	17,298.90	0.25%
<b>Total Equity</b>		<b>\$3,522,029.21</b>				<b>\$4,077,972.08</b>	<b>59.48%</b>
Mellon Intermediate Bond Fund		2,545,516.65	200,465.564	12.698	12.73	2,551,926.63	37.22%
<b>Total Fixed Income</b>		<b>\$2,545,516.65</b>				<b>\$2,551,926.63</b>	<b>37.22%</b>
<b>Subtotal, Core</b>		<b>\$6,293,281.84</b>				<b>\$6,855,634.69</b>	<b>100%</b>
<b>Sawyer Trust/MMDT money market</b>		<b>212,625.09</b>				<b>212,625.09</b>	
<b>GRAND TOTAL</b>		<b>\$6,505,906.93</b>				<b>\$7,068,259.78</b>	

**TRUSTEES OF TOWN DONATIONS - TRUST FUND ASSETS, JUNE 30, 2016**

Fund #	Fund	Book Value 6/30/15	Market Value 6/30/15	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/16	Market Value 6/30/16
1	Silent Fund	198,250.92						198,250.92	
	temp restricted	166,382.57				13,810.00	3,503.18	156,075.75	
	Expendable	1,068.00	<b>500,217.78</b>	5,633.73		6,190.00		511.74	<b>479,722.86</b>
2	Hugh Cargill Fund	600.00						600.00	
	temp restricted	927.66					17.62	945.28	
	Expendable	240.41	<b>1,951.12</b>	27.80		265.00		3.20	<b>1,694.08</b>
3	Hugh Cargill Trust	117,519.88						117,519.88	
	temp restricted	161,585.03				10,000.00	2,706.34	154,291.37	
	Expendable	5,052.64	<b>319,507.57</b>	4,263.18		8,915.00		400.82	<b>301,726.38</b>
4	Public School Donations	22,384.65						22,384.65	
	temp restricted	33,594.53					558.89	34,153.41	
	Expendable	102.31	<b>62,846.90</b>	881.67		900.00		83.98	<b>62,187.26</b>
5	High School Donations	24,523.72						24,523.72	
	temp restricted	36,805.76					612.37	37,418.14	
	Expendable	119.40	<b>68,860.18</b>	966.06		990.00		95.46	<b>68,133.58</b>
6	Manual Training	98,010.76						98,010.76	
	temp restricted	147,093.54					2,446.72	149,540.26	
	Expendable	412.80	<b>275,138.91</b>	3,859.85		3,900.00		372.65	<b>272,291.16</b>
7	Sarah E. A. Richardson fund	52,601.49						52,601.49	
	temp restricted	78,951.04					1,313.96	80,265.00	
	Expendable	296.96	<b>147,748.30</b>	2,072.84		2,000.00		369.81	<b>146,313.64</b>
8	Anna M. Holland Fund #1	38,586.13						38,586.13	
	temp restricted	5,039.76				1,300.00	430.93	4,170.69	
	Expendable	141.68	<b>55,782.94</b>	682.27		650.00		173.96	<b>53,854.49</b>
9	Anna M. Holland Fund #2	24,129.42						24,129.42	
	temp restricted	3,305.43				875.00	270.97	2,701.40	
	Expendable	99.52	<b>36,327.78</b>	429.08		400.00		128.60	<b>35,041.68</b>
10	Mary E. Gross	1,946.50						1,946.50	
	temp restricted	2,922.07					48.69	2,970.76	
	Expendable	17.35	<b>5,474.21</b>	76.81		70.00		24.16	<b>5,425.18</b>
11	Shade Tree Donations	409.14						409.14	
	temp restricted	614.55					10.54	625.09	
	Expendable	33.74	<b>1,180.72</b>	16.62		0.00		50.37	<b>1,185.35</b>
12	Adelaide Fowler Tree Fund	1,128.70						1,128.70	
	temp restricted	2,898.95					57.75	2,956.70	
	Expendable	1,767.57	<b>6,229.30</b>	91.11		0.00		1,858.68	<b>6,259.31</b>

TRUSTEES OF TOWN DONATIONS - TRUST FUND ASSETS, JUNE 30, 2016 (CONTINUED)

Fund #	Fund	Book Value 6/30/15	Market Value 6/30/15	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/16	Market Value 6/30/16
13	Hapgood Wright Semi-Centennial	1,207.80						1,207.80	
	temp restricted	6,762.59					148.07	6,910.66	
	Expendable	6,887.84	<b>15,988.97</b>	233.59		0.00		7,121.43	<b>16,065.57</b>
14A	Hapgood Wright Centennial Trust (1985 and each 100 years)	1,000.00						1,000.00	
	temp restricted	5,144.96					120.39	5,265.35	
	Expendable	5,935.17	<b>12,984.92</b>	189.92		0.00		6,125.09	<b>13,047.48</b>
14B	Hapgood Wright Centennial Trust (2035 and each 150 years)	1,000.00						1,000.00	
	temp restricted	426,970.49					9,564.34	436,534.83	
	Expendable	531,764.95	<b>1,031,624.54</b>	15,088.28		0.00		546,853.23	<b>1,036,594.60</b>
15	Nineteenth of April Donations	2,000.00						2,000.00	
	temp restricted	8,255.99					132.86	8,388.85	
	Expendable	3,075.68	<b>18,635.97</b>	209.59		0.00		3,285.27	<b>18,622.23</b>
16	Melvin Fund	291.42						291.42	
	temp restricted	724.72					13.13	737.85	
	Expendable	301.81	<b>1,627.54</b>	20.72		0.00		322.53	<b>1,630.31</b>
17	Colonel James Barrett Fund	1,000.00						1,000.00	
	temp restricted	2,290.46					48.47	2,338.93	
	Expendable	1,573.24	<b>5,228.03</b>	76.46		0.00		1,649.71	<b>5,253.22</b>
18	Charles Hosmer Walcott Fund	122.72						122.72	
	temp restricted	777.72					16.64	794.35	
	Expendable	769.07	<b>1,794.56</b>	26.25		0.00		795.31	<b>1,803.21</b>
19	Fanny E. Wheeler Fund	3,000.00						3,000.00	
	temp restricted	34,142.16					756.38	34,898.54	
	Expendable	38,756.74	<b>81,584.11</b>	1,193.23		0.00		39,949.97	<b>81,977.16</b>
20	Martha Hunt Legacy	251.78						251.78	
	temp restricted	378.14					6.48	384.62	
	Expendable	20.60	<b>653.01</b>	10.23		0.00		30.82	<b>657.27</b>
21	Mary Stone Eaton Fund	6,447.74						6,447.74	
	temp restricted	12,979.78					272.45	13,252.23	
	Expendable	7,911.54	<b>29,386.90</b>	429.81		0.00		8,341.34	<b>29,528.48</b>
22	Harriet Louise Eaton Fund	5,087.90						5,087.90	
	temp restricted	10,632.71					223.74	10,856.45	
	Expendable	6,730.25	<b>24,132.54</b>	352.96		0.00		7,083.20	<b>24,248.81</b>
23	George F. Flavin Scholarship	5,658.13						5,658.13	
	temp restricted	800.80				200.00	63.84	664.63	
	Expendable	27.66	<b>8,167.30</b>	101.08		100.00		28.75	<b>7,872.21</b>

TRUSTEES OF TOWN DONATIONS - TRUST FUND ASSETS, JUNE 30, 2016 (CONTINUED)

Fund #	Fund	Book Value 6/30/15	Market Value 6/30/15	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/16	Market Value 6/30/16
24	Edward B. Caiger Fund	1,000.00						1,000.00	
	Principal								
	temp restricted	271.45					13.12	284.57	
	Expendable	45.15	2,112.93	20.70	0.00	0.00		65.85	2,106.33
25	Edward B. Caiger Library Fund	2,113.52						2,113.52	
	Principal								
	temp restricted	3,172.05					52.75	3,224.80	
	Expendable	7.68	5,932.08	83.22	85.00			5.90	5,869.76
26	Edith F. Sellors Library Fund	1,053.75						1,053.75	
	Principal								
	temp restricted	1,581.89					26.33	1,608.22	
	Expendable	5.97	2,960.19	41.53	45.00			2.50	2,926.51
27	Political Science Scholarship	1,210.62						1,210.62	
	Principal								
	temp restricted	347.88					16.08	363.96	
	Expendable	54.99	2,443.51	25.37	0.00			80.36	2,438.23
28	Ruth E. Helsler Scholarship	5,132.29						5,132.29	
	Principal								
	temp restricted	787.43					58.42	645.85	
	Expendable	17.68	12,588.66	92.51	80.00			30.19	12,620.10
29	Eleanor Baldwin Fenn Memorial	1,710.62						1,710.62	
	Principal								
	temp restricted	530.16					23.06	553.22	
	Expendable	72.83	3,732.57	36.37	0.00			109.20	3,720.60
30	Anne B. Chamberlin Park Fund	20,000.00						20,000.00	
	Principal								
	temp restricted	155,888.83					2,376.17	158,265.01	
	Expendable	67,591.56	268,156.48	3,769.47	5,952.15			65,408.88	263,207.12
31	John Upshire Smith Memorial	485.00						485.00	
	Principal								
	temp restricted	790.80					15.68	806.49	
	Expendable	298.05	1,724.62	24.74	0.00			322.79	1,732.14
32	Sleepy Hollow Cemetery Fund	3,692.83						3,692.83	
	Principal								
	temp restricted	4,392.00					80.87	4,472.87	
	Expendable	30.17	8,456.34	127.58	145.00			12.75	8,358.37
33	Sleepy Hollow Burial Lot Fund	0.00						0.00	
	Principal								
	temp restricted	14,045.86					236.07	14,281.93	
	Expendable	57.94	15,553.23	383.93	400.00			41.87	15,326.53
34	Cemetery Donations - perp. care	1,589,427.45						1,631,047.45	
	Principal								
	temp restricted	1,360,860.63					29,527.50	1,390,388.13	
	Expendable	4,310.26	3,244,620.30	46,584.27	46,400.00			4,494.54	3,252,066.83
35	Cemetery Don. - St. Bernard's	18,409.81						18,409.81	
	Principal								
	temp restricted	27,630.68					459.68	28,090.36	
	Expendable	85.90	51,690.86	725.17	740.00			71.07	51,148.56

**TRUSTEES OF TOWN DONATIONS - TRUST FUND ASSETS, JUNE 30, 2016 (CONTINUED)**

Fund #	Fund	Book Value 6/30/15	Market Value 6/30/15	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/16	Market Value 6/30/16
36	Maureen Taggart Memorial	7,972.66						7,972.66	
	Principal								
	temp restricted	12,427.63				150.00	202.62	12,480.24	
	Expendable	66.14	<b>22,975.41</b>	321.04		350.00		37.18	<b>22,556.47</b>
37	Concord Scholarship Fund	1,200.00						1,200.00	
	Principal								
	temp restricted	330.12					16.66	346.78	
	Expendable	141.93	<b>2,331.55</b>	26.29		0.00		168.21	<b>2,329.94</b>
38	Concord's 350th Birthday	3,386.39						3,386.39	
	Principal								
	temp restricted	4,627.35				447.00	78.42	4,258.77	
	Expendable	0.15	<b>10,057.68</b>	124.39		90.00		34.53	<b>10,430.15</b>
39	Guy P. DiGiovanni Fund	110,500.00						110,500.00	
	Principal								
	temp. restricted	80,705.14				1,700.00	1,902.73	80,907.86	
	Expendable	1,073.33	<b>172,793.55</b>	3,007.97		3,300.00		781.30	<b>169,345.54</b>
40	Beede Center Endowment	300,000.00						300,000.00	
	Principal								
	temp restricted	8,623.68					3,212.71	11,836.39	
	Expendable	13,756.10	<b>356,844.85</b>	5,068.23		0.00		18,824.33	<b>358,315.99</b>
	<b>TOTAL</b>	6,202,171.51	<b>6,898,048.68</b>	97,395.89	89,490.00	157,419.15	61,643.59	6,293,281.84	<b>6,855,634.69</b>

TRUSTEES OF TOWN DONATIONS - TEN-YEAR ANALYSIS 2007-2016

<i>fiscal year</i>	Market Value beginning (7/1)	Net Receipts (without gains)	Disbursements	Realized gains	Unrealized Gains (losses)	Market Value at year end (6/30)	Change in market value
2007	\$5,099,095.88	\$193,217.66	\$206,028.97	\$369,984.76	\$175,040.07	\$5,631,309.40	10.44%
2008	5,631,309.40	487,959.11	151,655.54	192,319.44	(508,977.04)	5,650,955.37	0.35%
2009	5,650,955.37	191,109.07	159,772.17	(615,462.75)	(428,231.22)	4,638,598.30	(17.91)%
2010	4,638,598.30	155,176.40	112,416.80	64,596.25	375,358.35	5,121,312.50	10.41%
2011	5,121,312.50	154,958.41	135,672.89	110,391.99	739,049.49	5,990,039.50	16.96%
2012	5,990,039.50	186,850.33	128,065.53	84,443.33	(393,357.88)	5,739,909.75	(4.18)%
2013	5,739,909.75	184,758.95	125,249.18	680,571.31	(308,612.78)	6,171,378.05	7.52%
2014	6,171,378.05	140,935.23	177,821.70	170,434.00	567,390.95	6,872,316.53	11.36%
2015	6,872,316.58	176,185.57	155,332.00	155,869.09	(150,990.56)	6,898,048.68	0.37%
2016	6,898,048.68	186,885.89	157,419.15	61,643.59	(133,524.32)	6,855,634.69	(0.61)%
<i>Total, 10 years</i>		\$2,058,036.62	\$1,509,433.93	\$1,274,791.01	(\$66,854.94)		

<i>detail, net receipts:</i>	Interest, Dividends & Misc.	Cemetery Lots	Cemetery Perpetual Care	Gifts/Bequests & other	General Admin.	Inv. Mgmt. Fees	Net receipts (without gains)
2007	\$165,309.81	\$36,425.00	\$39,650.00	\$0.00	\$8,194.26	\$39,972.89	\$193,217.66
2008	177,441.53	31,245.00	31,770.00	300,000.00	9,548.33	42,949.09	487,959.11
2009	153,985.72	40,943.00	42,968.00	275.00	11,137.04	35,925.61	191,109.07
2010	129,808.57	36,275.00	39,000.00	0.00	11,141.65	38,765.52	155,176.40
2011	132,796.99	39,317.50	37,155.00	0.00	11,486.75	42,824.33	154,958.41
2012	142,997.17	47,900.00	51,350.00	237.82	12,729.99	42,904.67	186,850.33
2013	153,481.00	42,987.50	46,162.50	0.00	12,740.79	45,131.26	184,758.95
2014	148,463.89	27,090.00	27,515.00	0.00	13,149.80	48,983.86	140,935.23
2015	144,024.04	38,560.00	40,060.00	0.00	13,153.01	33,305.46	176,185.57
2016	143,134.87	43,970.00	45,520.00	0.00	13,508.77	32,230.21	186,885.89
<i>Total, 10 years</i>	\$1,491,443.59	\$384,713.00	\$401,150.50	\$300,512.82	\$116,790.39	\$402,992.90	\$1,694,965.16

<i>detail, disbursements:</i>	from income & gains	transfer to Town	Lot buybacks and other	Total Disbursements
2007	\$168,403.97	\$34,825.00	\$2,800.00	\$206,028.97
2008	116,010.54	28,645.00	7,000.00	151,655.54
2009	118,829.17	37,143.00	3,800.00	159,772.17
2010	72,291.80	32,450.00	7,675.00	112,416.80
2011	95,167.89	33,855.00	6,650.00	135,672.89
2012	77,465.53	42,900.00	7,700.00	128,065.53
2013	85,931.68	34,917.50	4,400.00	125,249.18
2014	142,736.70	26,810.00	8,275.00	177,821.70
2015	110,772.00	35,560.00	9,000.00	155,332.00
2016	110,649.15	39,070.00	7,700.00	157,419.15
<i>Total, 10 years</i>	\$1,098,258.43	\$346,175.50	\$65,000.00	\$1,196,682.78

## CONTRIBUTORY RETIREMENT BOARD

Peter J. Fulton, Chair (*elected member*)  
 Mary Barrett, Town Accountant (*ex officio member*)  
 Anthony T. Logalbo, (*Select Board appointed member*)  
 Arnold Roth (*Retirement Board appointed member*)  
 Brian J. Whitney (*elected member*)  
 Linda Boucher, Retirement System Administrator

The Concord Retirement Board administers the Contributory Retirement System, a multi-employer pension board that includes the Town of Concord (including non-teaching staff of the Concord K-8 School Department), the Concord-Carlisle Regional School District non-teaching staff and the Concord Housing Authority. The system covers all employees working at least 25 hours per week in permanent employment, except for teaching personnel (who are members of the State Teacher Retirement System). The Town Accountant by statute is a member ex officio of the Retirement Board. The Town Treasurer is the Treasurer of the Retirement System. Staff of the Concord Town Treasurer and the Town Accountant provides administrative support for the System.

The Retirement System operates on a calendar year fiscal period. Legally, the Concord Retirement Board is a State agency rather than a Town committee. Its work and financial records are supervised by the Public Employee Retirement Commission Administration (PERAC), a State agency located within the Mass. Department of Revenue, Executive Office of Administration and Finance.

The Concord Retirement Board is one of 104 local Boards operating under one set of statewide rules and one benefit structure established by Massachusetts General Laws Chapter 32. Its responsibility is fiduciary to the members and beneficiaries of the Concord Retirement System.

The PERAC Annual Report for the year ending December 31, 2015, reported the following data regarding Concord's system:

PERAC DATA REGARDING CONCORD		
Annualized Rate of Return	Concord Board	Composite (All Boards)
1 year (2015)	0.84%	0.91%
5 years (2011-15)	8.17%	7.49%
10 years (2006-15)	6.23%	5.93%

As of the most recent actuarial valuation (January 1, 2016), Concord's funded ratio (assets compared to system actuarial liabilities) was 82.5%, slightly up from the year earlier but down from a high of 96.0% as of January 1, 2008, before the market collapse of late 2008 and early 2009. Since the January 1, 2008 valuation, the assumed rate of return on invested assets (the discount rate) has been lowered in stages by the Retirement Board, from 7.75% to 7.00%. This reduction of the discount rate has reduced the funded ratio by about ten percentage points. Total assets and accrued liabilities as of January 1, 2016 and 2015 were reported as follows:

	January 1, 2016	January 1, 2015
Actuarial Accrued Liability (AAL)	\$167,011,493	\$156,552,131
Actuarial Value of Assets (AVA)	\$137,855,240	\$126,816,839
Unfunded Actuarial Accrued Liability (UAAL = AAL-AVA)	\$29,156,253	\$29,735,292
Discount rate (assumed earnings rate)	7.00%	7.25%
Funded ratio (AVA/AAL)	82.54%	81.01%

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 loss in 2015 that resulted from falling short of the 7.25% discount rate applicable to that year is divided equally into four parts, with one-quarter (one part) recognized in calendar year 2015 results and the other quarter parts recognized in 2016, 2017 and 2018. Thus, AVA may depart from the Market Value of Assets (MVA) – but PERAC regulations require that the ratio of MVA to AVA must remain within a band of ±10%. As of the January 1, 2016 valuation, the market value of system assets was 97% of the actuarial value.

Approximately 42% or \$4.4 million of the total \$10.5 million increase in the Actuarial Accrued Valuation was due to the Board's decision to reduce the assumed rate of return by one quarter of 1% - from 7.25% to 7.00%. Mortality assumptions were unchanged, with continued use of the RP-2000 sex-distinct table projected with scale BB and Generational Mortality. In general, retirees and spousal beneficiaries reaching age 65 are living longer than was the case 10 and 20 years ago and thus the payouts from the defined benefit system are for a longer time period from the point of retirement.

Pursuant to this valuation, the Retirement Board adopted a revised funding schedule to amortize the remaining unfunded liability by 2030 (no change from the prior schedule) using a 2% increasing annual amortization (also no change from the prior schedule). The funding schedule determines the annual employer contributions to be paid by the Town of Concord, the Concord-Carlisle Regional School District and the Concord Housing Authority.

Of the 104 Boards comprising the Massachusetts Retirement System, Concord's funded ratio ranked 9th highest on the listing published as of data available at January 1, 2017 and published on PERAC's website. As of that date, just 4 of the 104 board's in the MGL Chapter 32 public employee pension system were using a discount rate lower than 7.25% and 51 boards were using discount rates ranging from 7.75% to 8.25%. Of the eight boards with higher funded ratios as reported on PERAC's website on January 1, 2017, six used a discount rates of 7.50% or higher for the most recent actuarial valuation. Use of a lower discount rate increases the present value calculation of future liabilities and therefore tends to lower the reported funded ratio.

The funding schedule is subject to revision based on the results of each actuarial valuation study. The investment results of calendar year 2016 will be reflected in the next planned valuation with an effective date of January 1, 2017. Preliminary unaudited calendar year 2016 investment results indicate that the Concord Board's earnings rate is in the range of 8.0% to 8.5%.

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.

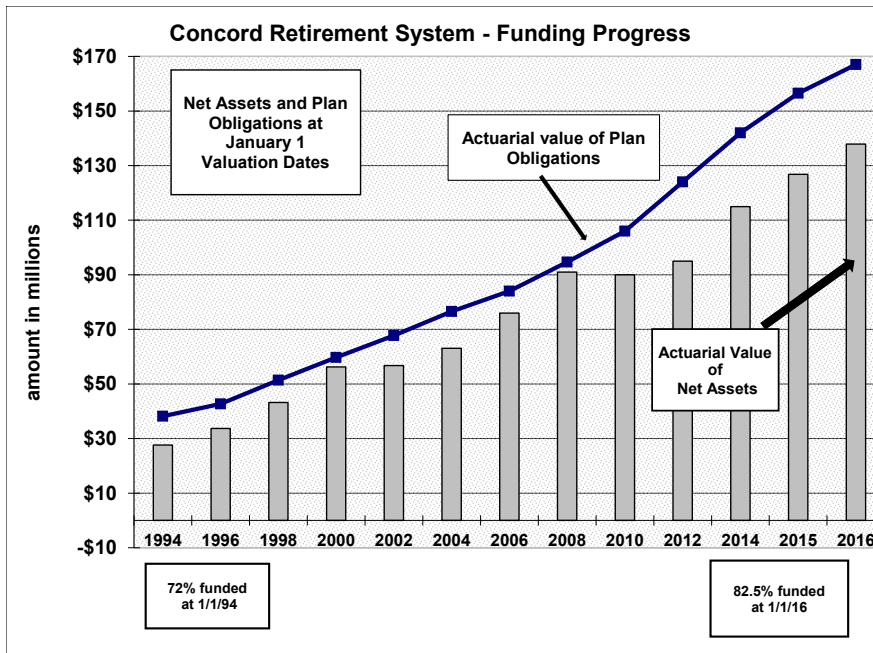
*The Pension Fund* receives and maintains the employer contributions. Retirement benefits funded by employer contributions are disbursed from this fund.

*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 (2013-2015) of total assets by fund is shown below:

3-YEAR COMPARISON OF TOTAL ASSETS BY FUND			
Fund	2013	2014	2015
Annuity Savings	\$27,130,580	\$28,041,994	\$29,242,180
Annuity Reserve	\$5,227,530	\$5,967,211	\$6,615,553
Military Service	\$4,475	\$4,479	\$4,484
Pension	\$230,444	\$1,734,956	\$1,393,241
Pension Reserve	<u>\$89,562,335</u>	<u>\$97,325,589</u>	<u>\$96,511,306</u>
Total @ Market Value	\$122,155,364	\$133,074,229	\$133,766,764



This Division handles all aspects of Town payroll administration and all Federal and State reporting of wages and payroll taxes for the Town departments, the Concord Public Schools (K-8) and the Concord Retirement System. The Division handles retiree benefit administration and direct interaction with the Town's 300 retirees for all group insurance matters. These functions are under the direction of the Assistant Treasurer supported by the Finance Assistant.

The Finance Director is responsible for group insurance administration and is custodian-treasurer of the Retirement System and Treasurer of the Trustees of Town

## FINANCE DEPARTMENT

Kerry A. Laffleur, Finance Director

The Department of Finance and Administration consists of five divisions: Administration, Assessing, Treasurer/Collector, Accounting and Town Clerk. The Department is also responsible for budget management, Town purchasing administration, Town payroll administration, group insurance management (in collaboration with the Human Resources Department) and Retirement System administration. The Town Treasurer serves as the Parking Clerk, administering the parking violation system. The Town Treasurer also serves as Treasurer for the Trustees of Town Donations. The report of the Town Clerk Division appears elsewhere in this Town Report.

### ADMINISTRATION DIVISION

Kerry A. Laffleur, Finance Director and Treasurer-Collector  
Jonathan Harris, Budget and Purchasing Director

This Division is responsible for the development and implementation of the Town Manager's budget, the Enterprise Fund budgets, and the five-year Capital Improvement Program. The division provides guidance and oversight of procurement and public bidding procedures for all Town Departments under the Town Manager in accordance with applicable State laws. These functions are conducted under the direction of the Budget and Purchasing Director with the assistance of the Senior Budget & Operations Analyst.

Donations. The Division provides staff support to the 15-member Concord Finance Committee appointed by the Town Moderator. The Finance Assistant provides administrative support in these activities.

The Finance Director is also appointed as the Town Treasurer-Collector. In this capacity, the Finance Director is responsible for cash management, debt management and treasury operations. The Director is supported in these activities by the Deputy Treasurer.

### Payroll

Total payrolls for the Town Government Departments and the Concord Public Schools, for the fiscal periods ended June 30, 2015 and 2016, were as follows:

PAYROLL - ALL FUNDS			
	Year Ended 6/30/15	Year Ended 6/30/16	Percent Change
Town Manager Departments	\$ 23,996,636	\$ 25,163,764	4.9%
Concord Public Schools	\$ 26,672,633	\$ 28,253,259	5.9%
Total	\$ 50,669,269	\$ 53,417,023	5.4%

### Group insurance

Group health plans are offered to the Town's employees through the multi-town Minuteman-Nashoba Health Group (MNHG) established in December 1990 under the authority granted by Massachusetts General Laws Chapter 32B, section 12. This statute

permits local governments to join together for the joint provision of employee group health insurance plans. The MNHG presently includes 20 area towns and regional school districts with 4,028 employee and retiree members and approximately 6,600 covered persons (including dependents) as of December 2016. Financial operations for the group are handled by the Concord Finance Department, Administration Division. The Group's financial performance is independently audited annually.

The primary health care networks offered are the Harvard Pilgrim Health Plan (HP), the Tufts Total Health Plan, and the Fallon Health Plan. The Plans offered to active employees, early retirees (pre-age 65)

and non-Medicare eligible retirees are self-funded. The group also provides Medicare Supplement plans for eligible retirees, with premium rates set by Tufts, Harvard Pilgrim and Fallon. The MNHG Group establishes the prices for the various active employee and non-Medicare retiree plans annually based on actual claims experience and with the protection of a stop-loss reinsurance program. Harvard, Tufts and Fallon are paid an administrative fee, negotiated annually, which is based on the number of enrollees.

For the Group's Plan Years ending May 31, 2015 and May 31, 2016, the following financial information was reported.

<b>MINUTEMAN-NASHOBA HEALTH GROUP</b>		
<b>SUMMARY FINANCIAL STATEMENT</b>		
	<b>Year Ending 5/31/15</b>	<b>Year Ending 5/31/16</b>
<b><u>Assets, Liabilities and Fund Balances</u></b>		
Cash & Investments	\$12,018,766	\$11,199,970
Other current assets	<u>781,716</u>	<u>1,111,970</u>
Total assets	\$12,800,482	\$12,311,940
Claims Liabilities	\$170,233	\$412,254
Claims incurred but not reported	\$2,784,076	\$3,648,781
Other	<u>695,324</u>	<u>1,499,277</u>
Total Liabilities	\$3,649,633	\$5,560,312
Unrestricted/Total Net Position	<u>\$9,150,849</u>	<u>\$6,751,628</u>
<b><u>Revenues, Expenses and Change in Net Position</u></b>		
<b>OPERATING REVENUES</b>		
Participants' contributions	\$40,686,325	\$43,864,208
Other revenues	<u>107,937</u>	<u>0</u>
Total Operating Revenues	\$40,794,262	\$43,864,208
<b>OPERATING EXPENSES</b>		
Claims expense	\$32,833,528	\$36,170,134
Claims administration expense	2,576,939	2,562,762
Other group expenses	<u>6,950,192</u>	<u>7,571,569</u>
Total Operating Expense	\$42,360,659	\$46,304,465
<b>OPERATING INCOME (LOSS)</b>	(\$1,566,397)	\$2,440,257
<b>NON-OPERATING REVENUES</b>		
Investment income	<u>\$24,878</u>	<u>\$41,036</u>
Change in net position	<u>(\$1,541,519)</u>	<u>(\$2,399,221)</u>
Net position, beginning of year	<u>\$10,692,368</u>	<u>\$9,150,879</u>
Net position, end of year	<u>\$9,150,849</u>	<u>\$6,751,628</u>

## TREASURER-COLLECTOR DIVISION

Patricia A. Robertson, Deputy Treasurer-Collector

The Treasurer-Collector Division of the Finance Department is responsible for the receipt, investment and disbursement of all Town funds, billing and collection of all taxes, curbside collection subscriptions, utility and parking violation collections, and debt management. This division serves as custodian-treasurer for the Concord Retirement System and manages the funds of the Trustees of Town Donations.

### Short-term Investments

For the year ended June 30, 2016, interest earnings on short-term investments of all Town funds totaled \$342,107.51. The General Fund, which supports the Town and Schools operating budgets, earned \$158,040.80. These earnings represent an average return for the fiscal year of 0.43%, up from the previous year's return of 0.24%. Interest earnings funded approximately 0.15% of the \$96.3 million General Fund budget for the fiscal year that ended June 30, 2016. Interest earnings funded about 0.09% of the \$90 million General Fund budget for the previous fiscal year.

INTEREST EARNED FY16	
Allocated by Fund	Amount
General Fund	\$158,040.80
Municipal Light Operating Fund	45,175.30
Land Acquisition Fund	129.23
Water Fund	31,175.03
Sewer Fund	34,717.04
CPA Fund	8,423.34
CMLP Depreciation Fund	11,108.51
CMLP Underground Fund	5,369.38
Pension Reserve Fund	11,870.12
Contributory Retirement Fund	4,076.87
Stabilization Fund	4.77
Group Insurance Claims Trust Fund	367.77
Student Activity Fund	747.69
Beede Swim & Fitness Center Fund	14,107.54
53G Fund	97.2
CPS Capital Stabilization Fund	4,020.09
CPS Tech Stabilization Fund	3.05
Elementary School Debt Fund	5.92
High School Debt Stabilization Fund	9,564.11
Emergency Response Stabilization Fund	3,094.32
Arts Lottery Fund	9.43

### Tax Collection

Property tax collections during FY16 totaled \$80,607,430 net of refunds. This is 5.13% more collected than the previous year. The delinquency rate on the FY16 tax levy was 0.51% as of June 30, 2016, the twenty-first consecutive year in which this rate has been under 1%. The total dollar amount of property taxes outstanding on the Tax Collector's records (all years) was \$692,415 at the end of FY16.

#### FIVE-YEAR HISTORY OF PROPERTY TAXES OUTSTANDING AS OF JUNE 30

Year	Amount
2016	\$692,415
2015	\$648,206
2014	\$698,212
2013	\$695,291
2012	\$865,766

During FY16, \$231,223 of unpaid property taxes was transferred to Tax Title accounts, along with \$26,138 in penalty interest and related charges. A Tax Title is a legal procedure involving advertisement of the delinquency and the recording of a priority lien against the deed to protect the Town's claim for taxes owed. \$153,311 was collected during the year on Tax Title accounts, along with \$33,817 in penalty interest. Tax Titles bear a penalty interest rate of 16% per annum. At June 30, 2016, 37 properties were in Tax Title status, amounting to accumulated unpaid taxes of \$548,288 (compared to 37 parcels and \$463,984 at June 30, 2015).

#### FIVE-YEAR HISTORY TAX-TITLE ACCOUNT BALANCE AT JUNE 30

Year	Amount
2016	\$548,288
2015	\$463,984
2014	\$808,397
2013	\$817,491
2012	\$793,028

*Debt and credit rating*

One bond was issued in FY16, as detailed below. 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.

<b>BOND ISSUANCE</b>	
<u>\$9.955 million Bond</u>	
Issue date: May 29, 2016	
Payable September 15, 201 through September 15, 2027	
Maturity date: 1-12 years	
Interest rate: 1.165705% true interest cost	
<hr/>	
Purpose:	
Article 30 of 2014 ATM	
Town Building Improvements-141 Keyes Road	\$200,000
Article 23 of 2015 ATM	
CPS School Building Renovations	\$650,000
Article 24 of 2015 ATM	
School Transportation Facility Construction	\$950,000
Article 42 of 2015 ATM	
Road Improvements (2015 Road Program)	\$1,200,000
Article 53 of 2015 ATM	
Parking Management Plan-equipment	\$150,000
Article 54 of 2015 ATM	
Town House Interior Improvements	\$350,000
Article 55 of 2015 ATM	
37 Knox Trail renovations & site improvements	\$200,000
Article 57 of 2015 ATM	
Fire Engine Replacement	\$550,000
Article 36 of 2012 ATM & Article 1 of 2015 STM	
W.R. Grace Site Acquisition	\$25,000
Article 28 of 2012 ATM	
Telecommunication services (CMLP)	<u>\$500,000</u>
<b>TOTAL NEW FUNDS</b>	<b>\$4,775,000</b>
Advance Refunding of 3/1/07 and 9/15/07 bonds	\$5,180,000

**FY16 DEBT SERVICE SUMMARY BY ISSUE**

Issue	Detail	Amount	True Interest Cost	Final Maturity	FY16 Total		
					Principal	Interest	Total Debt Service
7/24/03	WPAT T5-97-1070	\$ 195,089.00	0.000	02/01/21	\$ 10,828.73	\$ 3,340.88	\$ 14,169.61
2/15/04	HWCC & Alcott School	\$ 11,450,000.00	2.703 / 3.702	09/15/24	\$ 245,000.00	\$ 9,187.50	\$ 254,187.50
11/16/05	WPAT CW-04-01	\$ 4,190,000.00	2.000	07/15/25	\$ 206,892.00	\$ 48,335.22	\$ 255,227.22
3/1/06	Thoreau School	\$ 4,800,000.00	3.540	03/01/16	\$ 300,000.00	\$ 15,000.00	\$ 315,000.00
9/15/06	Thoreau School	\$ 10,000,000.00	3.858	09/15/24	\$ 555,000.00	\$ 33,300.00	\$ 588,300.00
3/1/07	Alcott School	\$ 8,700,000.00	3.912	03/01/27	\$ 435,000.00	\$ 135,675.00	\$ 570,675.00
9/15/07	Thoreau School	\$ 6,800,000.00	3.992	09/15/25	\$ 380,000.00	\$ 161,762.50	\$ 541,762.50
4/1/08	Willard School	\$ 6,301,000.00	3.016	04/01/18	\$ 540,000.00	\$ 50,875.02	\$ 590,875.02
12/9/08	MWPAT CW-06-01	\$ 9,967,780.00	0.000	06/30/27	\$ 523,932.48	\$ 135,460.89	\$ 659,393.37
3/18/09	Willard School, General, MWPAT	\$ 15,168,170.00	3.609 / 0.000	03/15/28	\$ 915,317.00	\$ 319,100.00	\$ 1,234,417.00
1/15/10	Willard School, General	\$ 15,100,000.00	3.093	01/15/29	\$ 850,000.00	\$ 315,600.00	\$ 1,165,600.00
5/17/11	CMLP, Water, Willard School	\$ 8,750,000.00	2.314	05/15/26	\$ 745,000.00	\$ 150,475.00	\$ 895,475.00
5/29/12	Willard School, General	\$ 2,875,000.00	0.942	05/15/19	\$ 350,000.00	\$ 34,500.00	\$ 384,500.00
6/13/12	MWPAT T5-05-1243-A	\$ 296,830.00	0.000	07/15/22	\$ 29,572.00	\$ -	\$ 29,572.00
5/22/13	MWPAT T5-05-1243-B	\$ 324,715.00	0.000	01/15/23	\$ 32,472.00	\$ -	\$ 32,472.00
6/4/13	Water, General	\$ 3,360,000.00	0.857	06/01/21	\$ 465,000.00	\$ 44,000.00	\$ 509,000.00
6/12/14	CMLP, Telecom, General	\$ 7,985,000.00	1.757	06/01/27	\$ 875,000.00	\$ 250,925.00	\$ 1,125,925.00
1/7/15	MWPAT T5-05-1243-C	\$ 197,457.00	0.000	01/15/25	\$ 19,745.70	\$ -	\$ 19,745.70
5/21/15	School Refunding, General	\$ 8,160,000.00	1.525	09/15/24	\$ 1,165,000.00	\$ 183,057.50	\$ 1,348,057.50
					\$ 8,643,759.91	\$ 1,890,594.51	\$ 10,534,354.42

**AS OF JUNE 30, 2016, THE FOLLOWING AMOUNTS REMAIN AUTHORIZED, BUT UNISSUED**

Category	Town Meeting Vote	Purpose	Debt Amount Authorized & Unissued	Account Code	Bond or Note Issuance & Other comment	Expected Future Issue	Expected to Rescind	Total	Projected May Bond Issue
Betterment	42-ATM-09	Septic Betterment Loan (Title V)	\$ 1,477,826	18-455-455-0316	Interim Note dated 3/1/15, due 12/31/16	\$ 1,477,826	\$ -	\$ 1,477,826	
Enterprise	36-ATM-12	Land Acquisition (WR Grace)	\$ 187,500	62-460-460-345	\$800k bond issued 5/21/15	\$ -	\$ 375,000	\$ 375,000	\$ -
Enterprise	23-ATM-16	Land Acquisition, Ball's Hill Road	\$ 187,500	60-440-440-345	\$25k bond issued 5/19/16	\$ -	\$ -	\$ -	\$ 800,000
Enterprise	48-ATM-13	Telecommunications	\$ 400,000	61-450-450-376	\$100k bond issued 6/12/14	\$ 400,000	\$ -	\$ 400,000	\$ 200,000
Enterprise	28-ATM-16	Water System Improvements	\$ 13,665,000	61-450-450-380	\$500k bond issued 5/19/16	\$ -	\$ -	\$ -	\$ -
			\$ 965,000	61-450-450-381	Water Treatment Plant	\$ 13,665,000	\$ -	\$ 13,665,000	\$ 8,000,000
			\$ 1,870,000	61-450-450-382	Reservoir Improvements	\$ 965,000	\$ -	\$ 965,000	\$ -
			\$ 1,950,000	30-122-123-374	Nagog Water Intake Pipeline	\$ 1,870,000	\$ -	\$ 1,870,000	\$ -
Excluded	15-ATM-16	Concord Public Schools, Bus Depot	\$ 1,950,000	30-122-123-374		\$ 1,950,000	\$ -	\$ 1,950,000	\$ 1,950,000
Within Levy	30-ATM-14	Keyes Road Public Works Facilities Design	\$ 150,000	30-426-426-357		\$ 150,000	\$ -	\$ 150,000	\$ 150,000
Within Levy	31-ATM-14	141 Keyes Road Renovations (Planning Design)	\$ 400,000	30-197-197-358	\$200k bond issued 5/19/16	\$ 400,000	\$ -	\$ 400,000	\$ 400,000
Within Levy	33-ATM-14	West Concord Infrastructure Improvements	\$ 100,000	30-410-410-360		\$ 100,000	\$ -	\$ 100,000	\$ 100,000
Within Levy	34-ATM-14	Public Safety Building Security Improvements	\$ 85,000	30-215-215-361		\$ 85,000	\$ -	\$ 85,000	\$ 85,000
Within Levy	23-ATM-15	Concord Public School Renovations	\$ -	30-300-300-365	\$650k bond issued 5/19/16	\$ -	\$ -	\$ -	\$ -
Within Levy	24-ATM-15	Concord Public Schools, Bus Depot	\$ -	30-122-123-366	\$950k bond issued 5/19/16	\$ -	\$ -	\$ -	\$ -
Within Levy	42-ATM-15	Road Improvements, 2016 Program	\$ -	30-429-429-367	\$1.2M bond issued 5/19/16	\$ -	\$ -	\$ -	\$ -
Within Levy	52-ATM-15	Rideout & Emerson Playground Improvements	\$ 600,000	30-122-123-368		\$ 600,000	\$ -	\$ 600,000	\$ 600,000
Within Levy	53-ATM-15	Parking Management Plan Implementation	\$ 100,000	30-180-175-369	\$150k bond issued 5/19/16	\$ 100,000	\$ -	\$ 100,000	\$ 100,000
Within Levy	54-ATM-15	Town House Interior Improvements	\$ 350,000	30-122-123-370	\$350k bond issued 5/19/16	\$ 350,000	\$ -	\$ 350,000	\$ 350,000
Within Levy	55-ATM-15	37 Knox Trail Renovations & Site Work	\$ -	30-122-123-371	\$200k bond issued 5/19/16	\$ -	\$ -	\$ -	\$ -
Within Levy	57-ATM-15	Fire Engine Replacement	\$ -	30-220-220-372	\$500k bond issued 5/19/16	\$ -	\$ -	\$ -	\$ -
Within Levy	12-ATM-16	Concord Public School Renovations	\$ 570,000	30-300-300-373		\$ 570,000	\$ -	\$ 570,000	\$ 570,000
Within Levy	22-ATM-16	School Bus Depot	\$ 300,000	30-300-300-366		\$ 300,000	\$ -	\$ 300,000	\$ 300,000
Within Levy	23-ATM-16	Municipal Building Renovations (Hunt & HWCC)	\$ 150,000	30-520-546-375		\$ 150,000	\$ -	\$ 150,000	\$ 150,000
Within Levy	23-ATM-16	Land Acquisition, Ball's Hill road	\$ 50,000	30-520-631-375		\$ 50,000	\$ -	\$ 50,000	\$ 50,000
Within Levy	23-ATM-16	Land Acquisition, Ball's Hill road	\$ 800,000	30-122-123-376		\$ 800,000	\$ -	\$ 800,000	\$ 800,000
Within Levy	24-ATM-16	Public Safety Equipment, Fire Engine Refurbish	\$ 150,000	30-220-220-377		\$ 150,000	\$ -	\$ 150,000	\$ 150,000
Within Levy	25-ATM-16	Cemetery Improvements	\$ 50,000	30-410-491-378		\$ 50,000	\$ -	\$ 50,000	\$ 50,000
Within Levy	26-ATM-16	Road Improvements, 2017 Program	\$ 1,350,000	30-429-429-379		\$ 1,350,000	\$ -	\$ 1,350,000	\$ 1,350,000
Within Levy	57-ATM-16	Rail Trail Design/ Engineering, Phase 2B	\$ 250,000	30-180-175-383		\$ 250,000	\$ -	\$ 250,000	\$ 250,000

### 53G Fund

In accordance with Massachusetts General Law Chapter 44, Section 53G as adopted by the Concord Board of Appeals, the Natural Resource Commission and the Planning Board, it may be determined (due to a proposed project's size, scale, complexity, potential impact or use of land) that the review of a permit application warrants the assistance of outside consultants. Project applicants must pay for the services provided by the independent advisor. Funds provided by the applicant for this purpose are deposited with the Town Treasurer in an account separate from other monies. Expenditures made from the account may be made without further appropriation and used only for the review of a specific project whose funds have been received from the applicant. Upon completion of consultants services required by the governing body, all funds (plus interest) remaining in the projects' balance are returned to the applicant.

The review of three project applications proposed in FY16 necessitated the expertise of outside consultants. Consulting services for eight projects proposed in prior years continued through FY16.

The following summarizes the activity in the 53G Review Fund for the fiscal year ending June 30, 2016:

## ASSESSING DIVISION

R. Lane Partridge, Town Assessor

The Assessing Division of the Finance Department is responsible for the fair and accurate listing and assessment of all real estate and personal property for taxation purposes, in accordance with State Statutes and Regulations. The Division assists taxpayers in determining eligibility for statutory property tax exemptions and in understanding the basis for all property assessments. The Division also carries out: the valuation of all real property under construction as of each June 30; determines the applicability of the Supplemental Assessment Law for newly constructed property receiving a Certificate of Occupancy during the year; and examines all property sales during the year for inclusion in the annual sales analysis. The Division is responsible for the commitment of approximately 17,000 motor vehicle excise tax bills during FY17, based on data received from the Registry of Motor Vehicles, as well as for assisting taxpayers with the adjustment of excise bills throughout the year as vehicles are added and removed from registration.

The Town Assessor and three full-time staff members assist the Board of Assessors. The Board, consisting of five members and up to three non-voting associate

### 53G REVIEW FUND FOR THE FISCAL YEAR ENDING JUNE 30, 2016

<b>Project</b>	<b>Balance 7/1/2015</b>	<b>Funds received</b>	<b>Funds disbursed</b>	<b>Balance 6/30/2016</b>
Review Underground Lining - 1112 Main St.	\$1,711.41	\$4.00	\$1,715.21	\$0.20
Solar Panels - 755 Walden St.	\$1,001.34	\$3.35	\$1,004.47	\$0.22
Construction Review - Granite Post Rd.	\$798.62	\$3.60	\$0.00	\$802.22
Environmental Review - Anrad/Keuka Rd.	\$0.94	\$0.00	\$0.94	\$0.00
Peer Review - 300-330 Baker Ave.	\$911.04	\$0.54	\$911.52	\$0.06
Traffic Study - 50 Beharrel St.	\$440.53	\$0.11	\$440.64	\$0.00
Project Review & Inspections - Monsen Farm	\$9,271.75	\$41.71	\$0.00	\$9,313.46
Traffic Review - 140 Commerford Rd.	\$1,706.01	\$0.43	\$1,706.44	\$0.00
Wetlands Delineation - 385-405 Cambridge Tpk.	\$0.13	\$0.00	\$0.13	\$0.00
Site Plan Review - Concord Country Club	\$0.00	\$4,101.82	\$4,100.00	\$1.82
Site Plan Review - 1888 Main St.	\$3,182.54	\$2.69	\$2,920.00	\$265.23
Site Plan Review - 385-405 Cambridge Tpk.	\$5,003.69	\$0.00	\$5,003.69	\$0.00
Site Plan Review - Black Birch/Forest Ridge Rd	\$4,700.78	\$2,511.36	\$4,700.00	\$2,512.14
Site Plan Review - 1400 Lowell Rd. (Middlesex School)	\$602.36	\$2.70	\$0.00	\$605.06
Parking/traffic review - 91, 97 Lowell Rd & 105 Keyes Rd	<u>\$0.00</u>	<u>\$16,171.96</u>	<u>\$10,600.00</u>	<u>\$5,571.96</u>
<b>TOTAL</b>	<b>\$29,331.14</b>	<b>\$27,447.20</b>	<b>\$37,704.86</b>	<b>\$19,073.48</b>

members, appointed by the Town Manager, is the decision-making body with respect to all property valuation determinations.

*Property Valuation*

Massachusetts General Law requires the Town to value property for tax purposes as of the January 1 preceding the start of the July 1 fiscal year for which property taxes will be levied. Once every five years, the Department of Revenue (DOR) certifies the valuation of local assessments at “full and fair cash value” with on-site examination. This is referred to as the “Certification Year”. The four intervening years are referred to as “Interim” Years, during which the DOR review of required annual valuation adjustments is done by desk review of the required submitted documentation. FY17 is an Interim Year. For the Division,

the work is the same in an Interim Year, but without the process of on-site DOR examination.

On November 14, 2016, following a public hearing, a Uniform Tax Rate was adopted by the Select Board for FY17, acting upon the recommendation of the Board of Assessors. The FY17 property tax rate was approved by the Department of Revenue on November 22, 2016. The FY17 values are based on an assessment date of January 1, 2016 and a market value analysis using calendar year 2015 “arms-length” sales. The Town’s total taxable property value increased 2.26% from FY16 to FY17.

The goal of the Board of Assessors is to value properties as equitably and consistently as possible. The following table summarizes the Town’s values by property use.

ASSESSMENTS BY PROPERTY USE (FORM LA-4)					
Class Type	Class Code	FY16		FY17	
		Parcel Count	Total Value	Parcel Count	Total Value
Single Family	101	4,576	\$4,434,742,801	4,589	\$4,531,943,000
Condominium	102	782	336,750,035	816	380,125,900
Miscellaneous	103,109,140	63	138,447,600	62	135,312,100
2-Family	104	113	74,837,100	109	72,320,050
3-Family	105	2	1,489,100	2	1,527,900
Apartments	111-125	26	187,760,900	26	189,965,500
Vacant Land	130-132,106	305	49,961,100	291	41,523,800
Commercial	300-393	336	375,646,200	335	375,260,000
Industrial	400-452	29	23,865,400	28	21,616,900
Forest Land (Ch. 61)	601-602	16	331,528	16	32,873
Agricultural (Ch. 61A)	700	61	1,196,961	63	1,116,749
Recreation Land (Ch. 61B)	800	35	11,211,200	35	10,820,700
Mixed Use	012-043	29	1,55,062,900	29	159,966,850
Personal Property	501-508	<u>234</u>	<u>50,586,470</u>	<u>233</u>	<u>52,184,080</u>
<b>Total</b>		<b>6,602</b>	<b>\$5,841,889,295</b>	<b>6,634</b>	<b>\$5,973,716,402</b>

*Tax Levy*

At 2016 Annual Town Meeting, taxpayers voted appropriations totaling \$101,983,709 for the Fiscal Year July 1, 2016 through June 30, 2017, a 7.39% increase in appropriations over the prior year.

In addition, certain State Assessments, Snow/Ice Removal Account Deficits and the Overlay Account to cover the cost of tax abatements and exemptions must be added to determine the total budget amount. The FY17 total General Fund budgeted amount is \$98,245,582, a 2.00% budget increase. Monies to support this local spending are raised by the property tax levy, State aid, local receipts and other sources. The maximum permitted property tax levy for FY17, the total amount of money that can be raised through real and personal property taxes in accordance with State Law, is \$88,382,941. This includes a levy of \$6,266,168 for excluded debt service. The actual FY17 property tax levy is \$84,050,189. Thus, \$4,332,752 of the maximum permitted levy limit remains unused. The Annual Levy Limit is calculated as follows:

LEVY LIMIT CALCULATION	
FY16 Levy Limit	\$ 78,712,008
FY16 New Growth Adjustment (form LA-13a)	\$ 23,518
2½% allowed increase	1,968,388
New Growth (form LA-13)	<u>1,412,859</u>
<b>TOTAL (before debt exclusion and override)</b>	<b>\$ 82,116,773</b>
DEBT EXCLUSION Levy for FY17 <i>(principal and interest due on debt authorized to be repaid from taxation above the levy limit)</i>	\$ 6,266,168
Override	\$ -
<b>Maximum Permitted Levy for FY17</b>	<b><u>\$ 88,382,941</u></b>
FY17 Property Tax Levy	\$ 84,050,189
Unused Levy Limit	\$ 4,332,752

The FY17 tax levy increase on the Existing Base, from FY16 is 3.36%. Of this total, 1.74% was derived from New Growth. The increase on the base prior year levy without New Growth was 1.62%.

*Property Tax Rate*

The Town of Concord has repeatedly had one of the lowest tax rates of the surrounding communities; however, the average tax bill is one of the highest in the State. This is due to the Town's high average single family residential valuation of \$987,566. The median single family residential valuation is \$819,400.

The tax rate, in its simplest form, is the tax levy divided by the town's taxable valuation. This is called the Uniform Tax Rate and under this rate, each class of property pays a share of the tax levy equal to its share of the total town value. The calculation for the Town of Concord for FY17 is:

$$\begin{aligned} & \$84,050,189 / \$5,973,716,402 = .01407 \\ & \text{or } \$14.07 \text{ per thousand dollars of assessed valuation} \end{aligned}$$

Property taxes are billed quarterly. For FY17 the first two tax payments were due August 1 and November 1, 2016. These were estimated based on the previous year's taxes plus 3.07%, a preliminary adjustment allowed by State law and based on the permitted 2.5% increase plus any increase attributable to the FY17 cost of overrides or debt exclusions previously voted by town ballot. In November, the Select Board voted a "residential factor" of 1.00, thereby setting the FY17 tax rate at a Uniform Tax Rate, which has been its practice for the past 20 years. The third and fourth quarter tax payments are due on February 1, 2017 and May 1, 2017, based on the total annual taxes minus the total of the first two estimated billings. Utility Liens for unpaid town utility bills and the annual allocation of betterment apportionments are added to the third quarter bill due February 1.

*Motor Vehicle Excise Tax*

The Assessing Division is responsible for committing Motor Vehicle Excise Taxes to the Town Collector. The tax is calculated by the Registry of Motor Vehicles which conveys the bill file electronically to each municipality based on the place a vehicle is garaged. The taxable value is based on the manufacturer's original list price for the particular model (without regard to accessories and without regard to the purchase price negotiated between the buyer and seller) multiplied by a yearly discount. The yearly discount schedule applied to the original list price is as follows:

- 50% the year preceding the designated year of manufacture
- 90% the year of manufacture
- 60% the second year of manufacture
- 40% the third year of manufacture
- 25% the fourth year of manufacture
- 10% the fifth and all succeeding years of manufacture

Once the taxable value of the vehicle is determined, an excise tax is calculated at the rate of \$25.00 per thousand. By State law, the tax is adjusted by the number of full or partial months the vehicle is on the road. Abatements are issued when vehicles are sold or disposed of, calculated only in full months proration (again, according to state law) and subject to a minimum bill of \$5.00.

The Assessing Division committed the following Excise Tax amounts to the collector during FY16:

<b>MOTOR VEHICLE COMMITMENTS JULY 1, 2015 TO JUNE 30, 2016</b>			
<b>Tax Year</b>	<b># of Commitments</b>	<b># of Bills</b>	<b>Amount Committed</b>
<b>2015</b>	<b>5</b>	<b>1,833</b>	<b>\$286,113</b>
<b>2016</b>	<b>7</b>	<b>15,362</b>	<b>\$2,704,222</b>
<b>Totals</b>	<b>12</b>	<b>17,195</b>	<b>\$2,990,335</b>

The total amount of Motor Vehicle Excise Tax collected in FY16, net of refunds, was \$2,990,335 4.33% higher than the prior year.

## ACCOUNTING DIVISION

Mary Barrett, Town Accountant

The Accounting Division of the Finance Department is responsible for maintaining the financial records of the Town, preparing periodic and annual financial statements, overseeing and processing the Town bills for inclusion in the weekly disbursement warrant for approval by the Select Board, providing financial reporting services to other Town Departments and coordinating and managing the annual Town Audit. Other duties include maintaining budgetary records, monitoring and retaining records of all contracts and grants including State and Federal grants and ensuring that statutory reports are in compliance with standards set by the State and by the Government Accounting Standards Board (GASB). Furthermore, the Town Accountant serves as Ex-Officio board member of the Concord Contributory Retirement System.

In addition, this division handles the billing and cash application of the Town's 5,602 water/sewer accounts and 8,226 electric accounts for the Town's utilities.

Financial results from operations of municipal enterprises and for the General Fund for the most recently completed fiscal period are shown below and on the following page.

<b>FINANCIAL RESULTS FROM OPERATIONS OF MUNICIPAL ENTERPRISES YEAR ENDED 6/30/16, ELECTRIC YEAR ENDED 12/31/15</b>				
	<b>Electric Fund</b>	<b>Water Fund</b>	<b>Sewer Fund</b>	<b>Beede Center</b>
<b>Operating Revenues</b>	\$26,216,645	\$5,986,690	\$4,081,575	\$2,318,465
<b>Operating Expenses</b>	<u>23,986,722</u>	<u>3,428,019</u>	<u>2,910,584</u>	<u>2,257,461</u>
<b>Operating Income (loss)</b>	\$2,229,923	\$2,558,671	\$1,170,991	\$61,004
<b>Non-operating Income (expense)</b>	(314,622)	(157,732)	(147,711)	14,108
<b>Transfer from Other Funds</b>			80,895	
<b>Transfers to Other Funds</b>	(472,400)	(72,280)	(18,070)	(77,106)
<b>Change in net position</b>	\$1,442,901	\$2,328,659	\$1,086,105	(\$1,994)
<b>Net Position at Beginning of Year, as restated (electric fund only)</b>	\$43,890,161	\$23,364,649	\$18,838,282	\$11,421,636
<b>Net Position at End of Year</b>	\$45,333,062	\$25,693,308	\$19,924,387	\$11,419,642

**General Fund**  
**Statement of Revenues, Expenditures and Change in Fund Balance**  
**Year Ending June 30, 2016**

**Revenues:**

Property Taxes	\$81,253,467
Excise Taxes	3,837,781
Penalties, interest and other taxes	249,066
Departmental	1,482,533
Licenses and permits	1,517,571
Fines and forfeitures	153,052
Intergovernmental	4,468,352
Investment income	260,355
Other	<u>708,597</u>
<b>Total Revenues:</b>	<b>\$93,930,774</b>

**Expenditures:**

General government	\$5,465,319
Public safety	8,961,053
Education	54,242,367
Public works	3,606,210
Health and human services	491,140
Culture and recreation	2,155,578
Employee benefits	10,939,128
Debt service	7,655,197
Intergovernmental	<u>492,837</u>
<b>Total Expenditures:</b>	<b>\$94,008,829</b>

Excess (deficiency) of revenues over expenditures	\$ (78,055)
Other financing sources	<u>\$ 74,151</u>
Change in fund balance	\$ (3,904)

Fund Balance Beginning	\$35,407,763
Fund Balance Ending	\$35,403,859

**CLASSIFICATION OF ENDING FUND BALANCE (GAAP Basis, GASB STATEMENT #54):**

	<u>At 6/30/15</u>	<u>At 6/30/16</u>	
Restricted	\$10,291,652	\$9,824,326	MSBA Thoreau Grant / Pension Reserve
Committed	7,582,438	4,444,871	Stabilization and Insurance Reserve funds
Assigned	5,167,430	6,385,454	Encumbrances & FY15 Certified Free Cash use
Unassigned	<u>12,366,243</u>	<u>14,749,208</u>	
	<b>\$35,407,763</b>	<b>\$35,403,859</b>	

**Notes on abbreviations used:**

**GAAP:** Generally Accepted Accounting Principles

**GASB:** Government Accounting Standards Board

**MSBA:** Massachusetts School Building Authority

**TOWN OF CONCORD – LONG-TERM DEBT STATISTICS  
DIRECT DEBT – JUNE 30, 2006 TO JUNE 30, 2016**

@ June 30	Assessed Value	Outstanding Long-term Debt		Population <i>decennial census</i>	per capita income <i>decennial census</i>	% of Assessed value		Debt per capita		Debt per capita as % of per capita income	
		Gross	Net			gross debt	net debt	gross debt	net debt	gross debt	net debt
2006	\$5,207,535,371	\$29,542,533	\$19,758,290	16,993	\$51,477	0.57%	0.38%	\$1,739	\$1,163	3.38%	2.26%
2007	\$5,309,253,833	\$55,091,156	\$31,052,480	16,993	\$51,477	1.04%	0.58%	\$3,242	\$1,827	6.30%	3.55%
2008	\$5,498,736,316	\$62,606,176	\$39,739,546	16,993	\$51,477	1.14%	0.72%	\$3,684	\$2,339	7.16%	4.54%
2009	\$5,264,591,702	\$71,479,238	\$49,853,220	16,993	\$51,477	1.36%	0.95%	\$4,206	\$2,934	8.17%	5.70%
2010	\$5,026,552,229	\$79,599,890	\$59,831,473	16,993	\$51,477	1.58%	1.19%	\$4,684	\$3,521	9.10%	6.84%
2011	\$5,045,140,030	\$80,557,680	\$57,138,277	17,668	\$67,374	1.60%	1.13%	\$4,560	\$3,234	6.77%	4.80%
2012	\$5,090,058,629	\$75,393,732	\$53,893,601	17,668	\$67,374	1.48%	1.06%	\$4,267	\$3,050	6.33%	4.53%
2013	\$5,054,970,094	\$70,984,036	\$50,782,417	17,668	\$67,374	1.40%	1.00%	\$4,018	\$2,874	5.96%	4.27%
2014	\$5,130,493,662	\$70,598,766	\$48,544,694	17,668	\$67,374	1.38%	0.95%	\$3,996	\$2,748	5.93%	4.08%
2015	\$5,412,298,562	\$62,596,727	\$41,730,402	17,668	\$67,374	1.16%	0.77%	\$3,543	\$2,362	5.26%	3.51%
2016	\$ 5,841,889,295	\$58,382,967	\$38,486,800	17,668	\$67,374	1.00%	0.66%	\$3,304	\$2,178	4.90%	3.23%

*"Net debt" is tax-supported, net of self-supporting debt issued for the water, sewer and electric funds.*

*EQV and Debt:* The Town's Equalized Valuation (EQV) is set by the state biennially. The value set at Jan. 1, 2016 is \$6,238,214,600.

This EQV is used in various state formulas for FY15 and FY16. By state law (MGL c. 44, § 10), the Town's debt limit is capped at 5% of its EQV. The Town's outstanding debt as of June 30, 2016 is 0.94% of EQV.

GENERAL FUND BUDGET - ALL ACCOUNTS FY14-FY17

Line #		FY14 Budget	FY15 Budget	FY16 Budget	FY17 Adopted	Dollar Change	Percent change	Percent of Total
<b>Town Government</b>								
1	personal services	\$ 14,494,368	\$ 15,181,707	\$ 15,721,241	\$ 16,468,178			
2	O & M	3,234,645	3,332,306	3,458,772	3,470,835			
3	capital outlay	1,520,000	1,625,000	1,709,000	1,800,000			
4	Reserve Fund	225,000	225,000	225,000	225,000			
5	<i>Total General Fund</i>	<u>\$ 19,474,013</u>	<u>\$ 20,364,013</u>	<u>\$ 21,114,013</u>	<u>\$ 21,964,013</u>	\$ 850,000	4.03%	
<b>Emergency Services Stabilization Fund</b>								
	<i>Total Town Government</i>	<u>200,000</u>	<u>200,000</u>	<u>100,000</u>	<u>50,000</u>	50,000		
		<u>\$ 20,564,013</u>	<u>\$ 21,214,013</u>	<u>\$ 21,214,013</u>	<u>\$ 22,014,013</u>	\$ 800,000	3.77%	22.41%
6	Concord Public Schools	\$ 31,140,538	\$ 32,440,538	\$ 34,542,735	\$ 35,660,111	\$ 1,117,376	3.23%	36.30%
7	Concord-Carlisle RSD	\$ 15,356,221	\$ 15,856,221	\$ 16,556,221	\$ 17,035,005	\$ 478,784	2.89%	17.34%
8	<b>Total Operating Budgets</b>	<u>\$ 65,970,772</u>	<u>\$ 68,860,772</u>	<u>\$ 72,312,969</u>	<u>\$ 74,709,129</u>	<u>\$ 2,396,160</u>	<u>3.31%</u>	<u>76.05%</u>
<b>JOINT TOWN &amp; CPS ACCOUNTS</b>								
9	Group Insurance	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000			4.78%
9a	OPEB Trust	650,000	900,000	1,150,000	1,400,000	250,000	21.74%	1.44%
10	Retirement	3,035,000	3,125,000	3,220,000	3,317,000	97,000	3.01%	3.41%
11	Debt Service	3,400,000	3,500,000	3,605,000	3,730,000	125,000	3.47%	3.84%
11a	Refunding savings, required levy			114,217	(114,217)	(114,217)	-100.00%	0.00%
12	Social Security/Medicare	640,000	685,000	740,000	765,000	25,000	3.38%	0.79%
13	Other Fixed & Mandated	400,000	425,000	425,000	450,000	25,000	5.88%	0.46%
14	<i>subtotal</i>	<u>\$ 12,775,000</u>	<u>\$ 13,285,000</u>	<u>\$ 13,904,217</u>	<u>\$ 14,312,000</u>	<u>407,783</u>	<u>2.93%</u>	<u>14.72%</u>
15	Minuteman Voc Tech	\$ 227,033	\$ 191,689	\$ 407,041	\$ 423,444	16,403	4.03%	0.44%
16	High School Debr - Not Excluded				80,753	80,753		0.08%
17	High School Debt Exclusion	1,551,843	1,858,841	3,514,429	3,668,218	153,789	4.38%	3.77%
18	Town Debt Exclusion	4,624,457	4,495,632	4,206,283	4,007,828	(198,455)	-4.72%	4.12%
19	<i>subtotal</i>	<u>\$ 6,403,333</u>	<u>\$ 6,546,162</u>	<u>\$ 8,127,753</u>	<u>\$ 8,180,243</u>	<u>\$ 52,490</u>	<u>0.65%</u>	<u>8.42%</u>
20	Appropriations from Free Cash			\$ 625,000	\$ (625,000)	\$ (625,000)		0.00%
21	<b>TOWN MEETING VOTE</b>	<u>\$ 85,149,105</u>	<u>\$ 88,691,934</u>	<u>\$ 94,969,939</u>	<u>\$ 97,201,372</u>	<u>\$ 2,231,433</u>	<u>2.35%</u>	<u>98.94%</u>
22	State assessments	\$ 429,403	\$ 511,384	\$ 497,843	\$ 488,210	\$ (9,633)	-1.93%	0.50%
23	Snow/Ice & other deficits	101,951	285,362	310,772	(310,772)	(310,772)	-100.00%	0.00%
24	Overlay	539,880	555,513	543,663	550,000	6,337	1.17%	0.56%
25	<i>subtotal</i>	<u>\$ 1,071,234</u>	<u>\$ 1,352,259</u>	<u>\$ 1,352,278</u>	<u>\$ 1,038,210</u>	<u>\$ (314,068)</u>	<u>-23.23%</u>	<u>1.06%</u>
26	<b>TOTAL BUDGET PLAN</b>	<u>\$ 86,220,339</u>	<u>\$ 90,044,193</u>	<u>\$ 96,322,217</u>	<u>\$ 98,239,582</u>	<u>\$ 1,917,365</u>	<u>1.99%</u>	<u>100.00%</u>

GENERAL FUND BUDGET - ALL ACCOUNTS FY14-FY17 (CONTINUED)

Financing the Budget Plan

Change from FY16 Budget

Line #	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Adopted	Change from FY16 Budget		
					Dollar Change	Percent change	Percent of Total
27	state aid \$ 3,792,628	\$ 4,147,519	\$ 4,272,640	\$ 4,642,015	\$ 369,375	8.65%	4.73%
28	motor vehicle excise tax 2,400,000	2,600,000	2,850,000	2,850,000	-	0.00%	2.90%
29	investment earnings 125,000	100,000	100,000	150,000	50,000	50.00%	0.15%
30	other local revenue 3,094,400	3,436,400	3,723,200	3,632,000	(91,200)	-2.45%	3.70%
31	<b>Appropriations financed from:</b>						
32	Elem. Debt Stabilization Fund \$ 735,000						0.00%
33	CCHS Debt Stabilization Fund 230,000	500,000	1,500,000	1,000,000	(500,000)	-33.33%	1.02%
34	Emergency Services Stab. Fund 850,000	200,000	100,000	50,000	(50,000)	-50.00%	0.05%
35	Free Cash		625,000		(625,000)	-100.00%	0.00%
36	<b>Transfers to General Fund:</b>						
37	from CMLP (Light Fund) \$ 447,800	\$ 458,650	\$ 472,400	\$ 465,500	\$ (6,900)	-1.46%	0.47%
38	Thoreau School MSBA grant 409,878	409,878	409,878	409,878	-	0.00%	0.42%
39	"free cash" transfer 850,000	850,000	950,000	1,000,000	50,000	5.26%	1.02%
40	<i>subtotal</i> \$ 12,084,706	\$ 12,702,447	\$ 15,003,118	\$ 14,199,393	\$ (803,725)	-5.36%	14.45%
<b>Property Tax:</b>							
41	property tax base \$ 68,113,587	\$ 71,061,652	\$ 74,224,261	\$ 76,474,021	\$ 2,249,760	3.03%	77.84%
42	new growth 1,220,624	835,499	1,284,004	1,300,000	15,996	1.25%	1.32%
43	<i>total within the Levy Limit</i> \$ 69,334,211	\$ 71,897,151	\$ 75,508,265	\$ 77,774,021	\$ 2,265,756	3.00%	79.17%
44	debt service excluded from Levy Limit 4,801,422	5,444,595	5,810,834	6,266,168	455,334	7.84%	6.38%
45	<i>total property tax</i> \$ 74,135,633	\$ 77,341,746	\$ 81,319,099	\$ 84,040,189	\$ 2,721,090	3.35%	85.55%
<b>TOTAL RESOURCES</b>				\$ 98,239,582	\$ 1,917,365	1.99%	100.00%

"Concord-Carlisle RSD" (line 7) is Concord's share of the assessable portion of the High School budget.

"Other Fixed & Mandated" (line 13) includes: Property & Liability Insurance; Unemployment and Worker's Compensation.

**FY16 TRANSACTIONS AND CHANGES IN FUND BALANCES  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2015 Balance	Adjusts & Transfers in	Adjusts & Transfers out	Revenues & other credits	Expenses & other debits	6/30/2016 Balance
Fund 10	Community Preservation Fund	1,827,739.94			1,396,071.74	1,174,702.43	2,049,109.25
Fund 15	Parking	174,137.20		64,192.00	404,203.95	256,084.48	258,064.67
Fund 16	Cemetery	398,484.33		139,228.13	148,315.00	0.00	407,571.20
Fund 17	PEG Access	277,170.83			384,794.64	0.00	661,965.47
Fund 18	Reserved for Appropriation						
000-000-610	Dog Fund	975.57					975.57
000-000-612	Dog inoculation fees	7,814.10		500.00		0.00	7,314.10
455-455-669	Title 5 D Betterments	0.00			3,146.12	150,467.45	(147,321.33)
455-455-660	Title 5 C Betterments	292,330.37			44,046.66	19,745.70	316,631.33
455-455-667	Title 5 A Betterments	90,104.42				10,828.73	79,275.69
455-455-671	Title 5 B Betterments	365,506.44			80,630.42	132,361.00	313,775.86
455-455-763	MWPAT Title 5 Septic Loan Program	7,329.02				7,329.02	0.00
610-610-611	State aid to Libraries	16,496.50		11,000.00	16,506.92	0.00	22,003.42
	<b>Subtotal Fund 18</b>	<b>780,556.42</b>	<b>0.00</b>	<b>11,500.00</b>	<b>144,330.12</b>	<b>320,731.90</b>	<b>592,654.64</b>
Fund 19	53G Review Fund	28,651.14			16,926.04	31,007.11	14,570.07
Fund 20	Other Special Revenue	67,200.59			91,685.80	100,143.69	58,742.70
Fund 22	School Lunch	165,144.64			529,540.45	566,803.22	127,881.87
Fund 23	Gifts						
	<b>Town Manager:</b>						
122-123-180	Environmental Improvement	33,000.00					33,000.00
122-123-210	Beharrel St Traffic Study	1,504.70					1,504.70
122-123-213	Solar Fair	48.98					48.98
122-123-220	Tercenary Signs Restoration Gift	270.00					270.00
122-123-221	McGrath Farm Affordable Housing Gift	6,652.51					6,652.51
122-123-240	Parking Management Gift	2,500.00					2,500.00
122-123-305	Public Safety Middlesex School	5,200.00					5,200.00
122-123-319	San Marcos Sister City	2,028.46				2,028.46	0.00
122-123-320	Saint Mande Sister City	317.20					317.20
122-123-617	Energy Efficiency Improvements	500.00					500.00
122-123-691	Selectmen's Budget Reduction	1,300.00					1,300.00
122-123-768	Selectmen's Gift	1,091.96					1,091.96
122-123-808	Boston Foundation Curni Kargula Nanae	3,772.85			2,500.00	2,153.33	4,119.52
122-123-809	Nanae Sister City	3,609.48			100.00		3,709.48
122-123-874	Colonial Inn	3,910.00					3,910.00
122-123-879	Plantings	596.44					596.44

**FY16 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2015		Adjusts &		Revenues &		Expenses &		6/30/2016
		Balance	Balance	Transfers in	Transfers out	other credits	other debits	Balance		
122-123-892	Hanscom Legal Fund	250.00								250.00
122-123-943	Community Service Coordinator	0.00				43,000.00		43,000.00		0.00
122-123-925	Visitors Center	20,975.00								20,975.00
122-123-621	Rogers Land Gift	0.00				5,000.00		5,000.00		0.00
	<b>Finance Department</b>									
131-131-613	Finance Committee	62.91								62.91
133-133-598	James Catterton Memorial Bench Fund	73.11								73.11
133-145-616	Concord Medal	26.26								26.26
133-145-622	Emerson Annex	1,850.24								1,850.24
133-145-789	Melvin Memorial	44,605.82								44,605.82
133-145-813	Hapgood Wright/Melvin Mem.	52,512.45								52,512.45
133-145-875	Celebration Year 2000	6,319.19								6,319.19
133-145-919	Fireworks Gift	1,069.23								1,069.23
	<b>Planning &amp; Land Management Department</b>									
180-171-211	White Pond Management Plan	1,625.00								1,625.00
180-171-400	Tree Restorative School	50.00								50.00
180-171-563	Bruce Freeman Rail Trail	400.00								400.00
180-171-606	Colonel Barrett/ Nat. Resources	402.01								402.01
180-171-607	Wildlife Passages Task force	5,552.88								5,552.88
180-171-615	Hanscom Gift Account	464.00								464.00
180-171-627	Community Gardens	11,484.36				4,343.50		1,153.66		14,674.20
180-171-674	Memorial Tree	114.00								114.00
180-171-754	Garden Club	1,528.26						500.00		1,028.26
180-171-790	Arena Farm	395.00								395.00
180-171-810	Hapgood Wright/Open Space Guide	532.46								532.46
180-171-880	Agriculture Committee	1,222.15				235.00		217.50		1,239.65
180-171-893	Conservation Land Management	86,200.98				11,599.00		8,424.10		89,375.88
180-171-915	Conservation Land Trail Guide	210.42								210.42
180-171-953	Warner's Pond	10,547.14								10,547.14
180-171-974	Conservation & Wetland Protection	2,422.12								2,422.12
180-171-1084	Concord Housing Foundation	1,785.60						1,536.00		249.60
180-175-173	Community Preservation Committee	311.51								311.51
180-175-656	Historical Commission Gifts	975.02								975.02
180-175-773	Monument Farm subdivision	4,556.00								4,556.00
180-175-793	Affordable Housing	60,000.00								60,000.00
180-175-894	Transportation Demand Prog	10,000.00								10,000.00
180-175-961	Academic Support Services	851.93								851.93

**FY16 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

<b>Acct. #</b>	<b>Fund</b>	<b>6/30/2015 Balance</b>	<b>Adjusts &amp; Transfers in</b>	<b>Adjusts &amp; Transfers out</b>	<b>Revenues &amp; other credits</b>	<b>Expenses &amp; other debits</b>	<b>6/30/2016 Balance</b>
<b>Board of Health</b>							
180-510-758	Board of Health	3,402.38					3,402.38
<b>Police Department</b>							
210-210-150	CPD Community Svs, Gift Fund	180.83			205.00	284.06	101.77
210-210-579	Police Department	502.56			27,548.50	119.95	27,931.11
210-210-912	K9 Police	13,120.00				11,430.00	1,690.00
<b>Fire Department</b>							
220-220-224	New Ambulance Equipment Gift	244.40					244.40
220-220-614	Fire Department	9,482.10			5,039.50	1,504.50	13,017.10
220-220-819	Fire S.A.F.E. Program	10,030.00				4,015.86	6,014.14
220-220-827	Local Emergency Plan	6,880.43					6,880.43
<b>Concord Public Schools</b>							
300-300-215	Concord Integrated Preschool	4,372.66			4,122.50	3,463.50	5,031.66
300-300-225	Mac Gift - MA Agriculture In Classroom	100.00					100.00
300-300-619	Boston Univ. Proposals	4,649.82				4,649.82	0.00
300-300-645	Willard PTG	746.05			8,649.50	8,649.50	746.05
300-300-657	Middle School PTG	2,518.27			34,988.50	7,065.00	30,441.77
300-300-658	Music Program	3,236.55			552.00	549.88	3,238.67
300-300-659	Alcott PTG	5,186.45			4,320.00	4,320.00	5,186.45
300-300-661	Public Schools	101,199.83			65,435.00	58,352.32	108,282.51
300-300-749	Thoreau PTG	14,115.11			2,932.93	11,100.00	5,948.04
300-300-1075	Teen Buddy Program	15,684.92			12,500.00	12,566.68	15,618.24
<b>Public Works Department</b>							
410-410-209	Willard Water Fill Station	884.00					884.00
410-410-1072	Public Drinking Fountain Gift	968.38			6,966.00		7,934.38
410-411-890	Walden St Sidewalk Extension	0.00			16,050.00	16,050.00	0.00
410-411-731	General Drainage Improvements	26,550.00				25,756.81	793.19
410-411-954	Baker Ave Extension Gift	66,881.78					66,881.78
410-490-208	Ripley Baseball Field	538.67			7,700.00	8,238.67	0.00
410-490-321	Public Shade Tree Gift	473.10			400.00	873.10	0.00
410-490-509	W. Concord Beautification	7.85				7.85	0.00
410-490-743	FCCF Field Maintenance	58,373.22			50,000.00	36,164.09	72,209.13
410-490-230	Rideout Baseball Field Gift	0.00			6,900.00	6,894.41	5.59
410-491-896	Cemetery Trees	296.48			597.55	894.03	(0.00)
414-414-846	Sidewalk Management	93,489.00				62,854.92	30,634.08

**FY16 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2015		6/30/2016			
		Balance	Adjusts & Transfers in	Adjusts & Transfers out	Expenses & other debits	Revenues & other credits	Balance
<b>Library</b>							
610-610-212	Renee Garrellick Oral History	503.27					503.27
610-610-218	Library Gifts	292.61			165.00		127.61
610-610-226	Library Special Gifts	4,751.00			4,207.13		543.87
610-610-227	Archival Projects	0.00			22,150.00		0.00
610-610-229	Library Staff Gifts	0.00			421.53		3,078.47
<b>Human Services</b>							
520-541-214	John J. Florio COA Bequest Gift	80,446.80			12,969.00		67,914.80
520-541-219	Comm Chest Worker Benefit Costs	4,687.00			2,445.00		7,132.00
520-541-329	COA Van Drivers	7,459.85					7,459.85
520-541-586	Social Services Coordinator	1,041.30			10,707.05		334.25
520-541-623	COA Gift Account	76,532.25			8,650.05		95,716.04
520-541-680	COA Outreach Worker	11,582.21			20,609.95		7,337.26
520-541-742	H.E.A.L. Gift	349.59					349.59
520-541-944	COA Volunteer Coordinator	0.00			5,600.00		5,600.00
520-541-952	COA Programs Gift	8,322.26			442.05		8,764.31
520-541-952-0620	Men's Munchkin Mtg	9.00					9.00
520-541-963	COA Van Repairs Gift	86.63					86.63
520-544-648	Veterans Gifts	5,585.43			35.00		5,850.43
520-546-618	HWCC Building Fund	4,537.93					4,537.93
520-630-226	Southmeadow Playground Gift	10,000.00					10,000.00
520-630-228	Recreation General Gifts	250.00					250.00
520-630-295	Skate Park	8,600.00					8,600.00
520-630-300	Friends of CC Playing Fields	4,566.86					4,566.86
520-630-301	Alcott Baseball Field	10,000.00					10,000.00
520-630-604	Sarah Rood Memorial	92.00					92.00
520-630-750	Elsie Kennedy Scholarship	250.00					250.00
520-630-707	Danner Destephano Scholarship	119,143.00					119,143.00
520-630-777	J. Cushing - Soccer	18.32					18.32
520-630-994	Playing Field Study Gift	260.39					260.39
520-630-708	Middlesex School-Emerson Track	0.00			50,000.00		50,000.00
520-630-099	Golf Tournament	47,428.39					47,428.39
520-630-923	Summer Camp Scholarship	1,000.00			1,000.00		2,000.00
<b>Beebe Swim &amp; Fitness Center</b>							
650-650-304	Beebe General Purpose	500.00					500.00
650-650-778	Beebe Center Capital Reserve	39,297.68					39,297.68

**FY16 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2015 Balance	Adjusts & Transfers in	Adjusts & Transfers out	Revenues & other credits	Expenses & other debits	6/30/2016 Balance
<b>Ceremonies &amp; Celebrations Committee</b>							
692-692-608	375th Birthday	28,682.57					28,682.57
692-692-646	Ceremonies & Celebrations	1,000.00					1,000.00
692-692-823	WWII Memorial	315.00					315.00
<b>Sawyer Trust</b>							
950-950-687	Sawyer Gift Expendable	42,027.08			30,704.86		11,322.22
<b>Subtotal Fund 23</b>		<b>1,359,410.89</b>		<b>42,408.00</b>	<b>461,757.37</b>	<b>1,660,607.24</b>	<b>1,360,730.69</b>
FUND 24	<b>Recreation</b>	<b>768,494.85</b>			<b>1,802,115.93</b>		<b>867,595.54</b>
FUND 25	<b>Revolving Funds:</b>						
<b>Town Manager:</b>							
122-123-624	Harrington House	83,800.93			6,050.00	4,142.41	85,708.52
<b>Finance Department</b>							
133-145-628	Insurance Reimbursement	17,021.25			72,617.67	49,513.37	40,125.55
133-145-647	Safety Code Enforcement	500.00					500.00
133-145-675	Insurance Reserve	1,647,747.40	23,100.36		0.00	23,155.50	1,647,692.26
133-145-697	Surplus Equipment	46,565.77					46,565.77
<b>Planning &amp; Land Management</b>							
180-171-634	Conservation Fund	100,196.17					100,196.17
180-171-634-0932	Conservation AG Rentals	2,062.50			4,562.50		6,625.00
180-171-634-0933	Conservation NOI Fees (Wetlands)	5,674.50			8,140.00	3,000.00	10,814.50
180-175-901	Performance Bond Default - Concord Homes	23,233.49					23,233.49
180-175-1074	Regional Housing Services	2,495.94			186,517.23	184,701.84	4,311.33
<b>Concord Public Schools</b>							
300-300-626	School Lost Books	336.38			490.61	501.97	325.02
300-300-630	School Athletics Fund	20,958.90			11,925.00		32,883.90
300-300-895	School Extra Curricular Activity	1,657.40					1,657.40
<b>Public Works Department</b>							
429-429-744	Road Repair Fund	136,395.70			40,600.11	86,064.85	90,930.96
<b>Subtotal Fund 25</b>		<b>2,088,646.33</b>	<b>23,100.36</b>	<b>0.00</b>	<b>330,903.12</b>	<b>351,079.94</b>	<b>2,091,569.87</b>
FUND 26	<b>Land Acquisition Fund</b>	<b>15,021.26</b>	<b>15,000.00</b>		<b>10,018.08</b>	<b>4,500.00</b>	<b>35,539.34</b>
FUND 27	<b>Federal Grants</b>						
<b>Police Department</b>							
210-210-156	Violence against Women	0.02			(0.02)		(0.00)
210-210-165	DNA Evidence Grant				1,300.39	1,300.39	0.00
<b>Fire Department</b>							
220-220-736	Ambulance Task Force	401.00					401.00

**FY16 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

<b>Acct. #</b>	<b>Fund</b>	<b>6/30/2015 Balance</b>	<b>Adjusts &amp; Transfers in</b>	<b>Adjusts &amp; Transfers out</b>	<b>Revenues &amp; other credits</b>	<b>Expenses &amp; other debits</b>	<b>6/30/2016 Balance</b>
<b>Concord Public Schools</b>							
300-300-544	Title I	5,155.16			141,585.00	146,740.16	0.00
300-300-545	SPED 94-142	0.00			487,471.00	487,471.00	0.00
300-300-546	Title II	355.61			32,989.00	32,988.99	355.62
300-300-549	Sped Prgm Improvement	987.00			16,791.00		17,778.00
300-300-557	Sped Early Childhood	322.09			14,033.00	14,235.39	119.70
<b>Public Works Department</b>							
410-416-554	FEMA Spring Floods 2010	25,898.25			43,822.02	69,720.27	0.00
433-433-154	Medicine Collection	276.10					276.10
<b>Library</b>							
610-610-714	LSTA Full Stream Ahead	0.00			7,500.00	6,456.80	1,043.20
<b>Subtotal Fund 27</b>		<b>33,395.23</b>	<b>0.00</b>	<b>0.00</b>	<b>745,491.39</b>	<b>758,913.00</b>	<b>19,973.62</b>
<b>FUND 28</b>							
<b>State Grants</b>							
<b>Town Manager</b>							
122-129-1076	Doer Green Community Grant	400.00					400.00
122-129-1078	Doer Energy Manager Grant	15,373.56			35,000.00	38,608.78	11,764.78
122-129-1082	CMLP Energy Efficiency Grant	80,075.21				109,223.63	(29,148.42)
122-129-1097	2015 Green Comm. Competitive Grant	0.00			244,000.00	244,000.00	0.00
<b>Finance Department</b>							
133-145-625	Arts Lottery	4,702.23			6,809.43	5,850.00	5,661.66
<b>Planning and Land Management</b>							
180-175-666	Masport Intern	1,687.50			2,205.00	1,405.00	2,487.50
180-175-1058	W Concord Historic Resource Survey Update	10,000.00					10,000.00
180-510-161	BOH/MAPC	167.60					167.60
<b>Police Department</b>							
210-210-720	State 911 Training	(7,786.16)			15,391.14	8,853.07	(1,248.09)
210-210-745	State 911 Support	(35,028.05)			73,287.97	46,831.00	(8,571.08)
210-210-751	Ped-Bike Safety Grant	(0.03)			1,572.79	1,572.76	0.00
210-210-996	Traffic Safety Enforcement	0.14			6,710.22	6,710.36	0.00
210-210-997	EOPSS U/A Alcohol Enforcement	9.14					9.14
210-210-280	CHNA15 Capacity Bldng	0.00			1,500.00		1,500.00

**FY16 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2015 Balance	Adjusts & Transfers in	Adjusts & Transfers out	Revenues & other credits	Expenses & other debits	6/30/2016 Balance
<b>Fire Department</b>							
220-220-153	EMPG	186.00					186.00
220-220-516	Mass Decontamination	2,000.00					2,000.00
220-220-584	Firefighting Equipment	3,957.80					3,957.80
220-220-819	Safe Grant	0.00			4,837.00	4,837.00	0.00
220-220-820	Senior Safe Grant	390.62			2,917.00	262.88	3,044.74
220-220-1014	Bioterrorism Preparedness	2,000.00					2,000.00
<b>Emergency Management</b>							
291-291-153	Fy09/10 EMPG Grant	180.40					180.40
291-291-159	FY13/14 EMPG Grant	0.00			8,435.00	8,435.00	0.00
<b>Concord Public Schools</b>							
300-300-536	Metco	21,967.59			508,871.00	508,871.02	21,967.57
300-300-538	DOE Circuit Breaker	381,467.00			804,056.00	409,813.88	775,709.12
300-300-601	Big Yellow Bus Cultural	0.00			200.00	146.40	53.60
<b>Public Works Department</b>							
410-422-771	Cambridge Turnpike	(57,012.66)			57,012.66	106,337.97	(106,337.97)
410-422-1071	Winter Rapid Recovery Road Program	0.00					0.00
410-422-1083	Winter Recovery Assistance Program	0.00					0.00
433-433-605	DEP Materials Recovery				4,850.00	3,087.66	1,762.34
455-455-916	Water Pollution Abatement Trust	1,442.19					1,442.19
<b>Human Services</b>							
520-541-730	MCOA Aging Mastery Program	14.98					14.98
520-541-733	COA Formula Grant	0.00			41,994.00	41,994.00	0.00
<b>Library</b>							
610-610-155	Reader's Advisory	0.28			(0.28)		(0.00)
610-610-668	LEPC Grant	1,801.00					1,801.00
610-610-715	Library Non-Resident Circulation	45,075.41		15,000.00	8,997.02	0.00	39,072.43
	<b>Subtotal Fund 28</b>	<b>473,071.75</b>	<b>0.00</b>	<b>15,000.00</b>	<b>1,828,645.95</b>	<b>1,546,840.41</b>	<b>739,877.29</b>
<b>Fund 29</b>	<b>Highway Fund</b>	<b>0.00</b>			<b>778,865.46</b>	<b>778,865.46</b>	<b>0.00</b>
<b>Fund 30-32</b>							
<b>Capital Projects</b>							
000-000-703	Department Equipment Art 11/89	8,409.80				8,409.80	0.00
000-000-795	Capital Equipment Article 13, 1987	13.32					13.32
122-123-352	Art 50 ATM13 51 Laws Brook/Rideout Field	75,279.00				36,213.30	39,065.70
122-123-354	Art44 ATM 13 Town Hse Exterior Reno	6,519.58					6,519.58
122-123-364	Art1 ATM14 Land Acquisition & Improv.	74,671.71				8,250.00	66,421.71
122-123-366	Art 24 ATM15 CPS Bus Depot	0.00				287,667.99	662,332.01
122-123-370	Art 54 ATM15 Town House Interior Reno	0.00				72,591.11	277,408.89

**FY16 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2015 Balance	Adjusts & Transfers in	Adjusts & Transfers out	Revenues & other credits	Expenses & other debits	6/30/2016 Balance
122-123-371	Art55 ATM15 37 Knox Trail Reno/Site Work	0.00			200,000.00		200,000.00
122-123-415	Art12 ATM14 Use CPS Cap Needs Stab Funds	0.00	925,000.00		0.00		925,000.00
180-175-369	Art53 ATM15 Parking Mgmt Plan Implementatio	0.00			150,000.00	9,950.00	140,050.00
197-197-358	Art31 ATM14 141 Keys Rd Renovatons	0.00			200,000.00		200,000.00
215-215-343	Art 12 ATM12 Police Station Improvements	100,000.00				11,645.42	88,354.58
220-220-336	Art 33, 11 Ladder Truck	43.65					43.65
220-220-347	Art 12 ATM12 Fire Station Improvements	74,543.26				10,698.52	63,844.74
220-220-372	Art57 ATM15 Fire Engine Replacement	0.00			550,000.00	9,259.00	540,741.00
300-300-348	Art 8 ATM 13 CPS Bldg Improvements	174,741.84				174,741.84	0.00
300-300-356	Art 9 ATM14 CPS Renovations	450,000.00				450,000.00	0.00
300-300-365	Art23 ATM15 CPS Renovations	0.00			650,000.00	323,188.37	326,811.63
300-300-453	Thoreau Schl Art 27,04	3,055.16				3,055.16	0.00
300-300-528	Ripley Roof Art 58, 2003	12,144.60				12,144.60	0.00
300-300-531	Middle School Reno Art 57,03	43,272.01				43,272.01	0.00
300-300-559	Alcott Schl phase II	2,818.66				2,818.66	0.00
300-300-594	Art 40,06 Thoreau HVAC	3,044.16				3,044.16	0.00
300-300-695	Art 5 STM08 Willard Construction	3,958.24				3,958.24	0.00
410-411-593	Art 39, 06 Mill Dam Culvert	17,191.86				17,191.86	0.00
410-491-378	Art25 ATM16 Cemetery Improvements	0.00			107,392.96		107,392.96
429-429-334	Art 22, 11 2011 Road Improvements	2,485.02				2,485.02	0.00
429-429-339	Main St. Road Design/Engineering	7,076.59				4,976.59	2,100.00
429-429-342	Art 26 ATM12 Road Improvements	1,314.08				1,314.08	(0.00)
429-429-349	Art 45 ATM 13 Road Improvements	41,754.88				41,754.88	0.00
429-429-363	Art 55 ATM14 Road Improvements	510,860.41				330,607.81	180,252.60
429-429-367	Art42 ATM 15 Road Improvements	0.00			1,200,000.00	360,133.31	839,866.69
520-546-362	Art 34 ATM14 Harvey Wheeler Bldg Improv	5,301.25					5,301.25
610-610-337	Art 34, 11 Library RFID System	5,370.50				5,370.50	0.00
520-630-300	Art 30, 07 Playing Fields	1,475.00				1,475.00	0.00
520-630-338	Art 35, 11 Rideout Playground Equipment	490.92				490.92	0.00
520-631-203	Hunt Gym, Art 29,05	830.61				830.61	0.00
520-631-308	Art 24,08 Emerson Playground	1,444.55				1,444.55	0.00
520-631-681	Art 29,05 Hunt Gym Roof	4,384.00				4,384.00	0.00
32-000-000-663	Thoreau Birthplace Art 35, 1997	4,873.39				4,873.39	0.00
	<b>Subtotal Funds 30 - 32</b>	<b>1,637,368.05</b>	<b>925,000.00</b>	<b>0.00</b>	<b>4,357,392.96</b>	<b>2,248,240.70</b>	<b>4,671,520.31</b>

**FY16 TRANSACTIONS AND CHANGES IN FUND BALANCES (CONTINUED)**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2015 Balance	Adjusts & Transfers in	Adjusts & Transfers out	Revenues & other credits	Expenses & other debits	6/30/2016 Balance
<b>Fund 63</b>	<b>Solid Waste Fund</b>	229,872.87		134,710.00	1,286,392.88	1,063,730.79	317,824.96
<b>Funds 78 thru 89</b>							
<b>Stabilization Funds</b>							
78	High School Debt Stabilization Fund	3,535,765.63			9,564.11	1,500,000.00	2,045,329.74
79	Emergency Response Stabilization Fund	805,790.11			3,094.32	100,000.00	708,884.43
80	CPS Technology Stabilization Fund	691.10			3.05		694.15
83	Stabilization Fund - General	2,280.20	1,917.82		4.77		4,202.79
85	CPS Capital Needs Stabilization Fund	963,251.82		925,000.00	4,020.09	0.00	42,271.91
86	Elementary School Debt Stabilization Fund	1,911.90		1,917.82	5.92	0.00	0.00
<b>Trust and Agency Funds</b>							
81-960-914-000	Group Insurance Trust	48,505.64			7,649,725.37	7,647,982.60	50,248.41
82-180-171-638	Shade Trees	1,884.02					1,884.02
82-210-210-635	Law Enforcement	2,788.52				815.04	1,973.48
82-300-300-629	Public Schools	17,174.30			900.00		18,074.30
82-300-300-636	Manual Training	82,904.48			3,900.00		86,804.48
82-610-610-639	Library	34.62					34.62
84-911-911-000	Pension Reserve (market value)	9,471,897.33	559,937.00		85,621.52	703,008.14	9,414,447.71
87	OPEB Trust	8,499,758.80	1,780,000.00		(104,978.42)		10,174,780.38
88-000-000-825	Middle School Activity	167,976.94			139,634.83	126,771.34	180,840.43
89	Agency Accounts	(2,561.88)					123,148.26
<b>Sub-Total Fund Group #78-89</b>		23,600,053.53	2,341,854.82	926,917.82	7,791,495.56	10,078,577.12	22,853,619.11
<b>Grand Total - All Funds</b>		33,924,419.85	3,304,955.18	1,333,955.95	22,124,151.80	21,401,265.06	37,128,810.60

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2016**

Account name (account code/dept-division) - Note 1	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out	Expenditures	Encumbrances	To Revenue (Note 3)
<b>1. Town Meeting &amp; Reports (113-113)</b>								
Current: Total	\$81,550.00	\$81,550.00	\$0.00	\$81,550.00		\$64,266.00	\$0.00	\$17,284.00
<b>2. Town Manager's Office (122)</b>								
<b>A. Town Manager (122-123)</b>								
Current:	\$366,308.00	\$366,308.00	\$201,992.00	\$568,300.00		\$564,420.41	\$3,350.00	\$529.59
Prior:	\$129,049.64	\$129,049.64		\$129,049.64		\$49,058.70	\$79,296.77	\$694.17
<b>B. Transfer To Stabilization (122-125)</b>								
Current:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Prior:								
<b>C. Town-wide Building Maintenance (122-127)</b>								
Current:	\$220,000.00	\$220,000.00	\$5,962.00	\$225,962.00		\$154,412.60	\$70,549.00	\$1,000.40
Prior:	\$120,552.23	\$120,552.23		\$120,552.23		\$0.00	\$120,054.38	\$497.85
<b>D. Resource Sustainability (122-128)</b>								
Current:	\$75,000.00	\$75,000.00		\$75,000.00		\$4,293.24	\$70,706.76	\$0.00
Prior:	\$105,513.57	\$105,513.57		\$105,513.57		\$52,766.89	\$52,567.68	\$179.00
<b>E. Human Resources Admin (122-152)</b>								
Current:	\$215,367.00	\$215,367.00	\$139,343.00	\$354,710.00		\$340,332.12	\$14,000.00	\$377.88
Prior:	\$111,007.25	\$111,007.25		\$111,007.25		\$10,916.52	\$100,050.25	\$40.48
<b>F. Information Center (122-671)</b>								
Current:	\$27,426.00	\$27,426.00		\$27,426.00		\$23,654.18	\$3,319.50	\$452.32
Prior:	\$42,470.65	\$42,470.65		\$42,470.65		\$8,517.59	\$33,879.67	\$73.39
<b>Total - Town Manager's Office</b>								
Current:	\$904,101.00	\$904,101.00	\$347,297.00	\$1,251,398.00		\$1,087,112.55	\$161,925.26	\$2,360.19
Prior:	\$508,593.34	\$508,593.34		\$508,593.34		\$121,259.70	\$385,848.75	\$1,484.89
<b>3. Selectmen Articles (124)</b>								
Current:	\$625,000.00	\$625,000.00		\$625,000.00		\$550,169.78	\$74,830.22	\$0.00
Prior:	\$0.00	\$0.00		\$2,320.00		\$0.00	\$1,500.00	\$820.00
<b>4. Finance Committee (131-131)</b>								
Current: Expense	\$3,410.00	\$3,410.00		\$3,410.00		\$2,151.00	\$0.00	\$1,259.00
<b>5. Finance Department (133)</b>								
<b>A. Finance Administration (133-133)</b>								
Current:	\$275,831.00	\$275,831.00	\$199,131.00	\$474,962.00		\$469,377.35	\$5,500.00	\$84.65
Prior:	\$52,273.21	\$52,273.21		\$52,273.21		\$12,371.14	\$39,899.82	\$2.25
<b>B. Town Accountant (133-135)</b>								
Current:	\$150,769.00	\$150,769.00	\$149,593.00	\$300,362.00		\$299,649.98	\$0.00	\$712.02
Prior:	\$0.00	\$0.00		\$62,648.50		\$7,198.50	\$55,450.00	\$0.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2016 (CONTINUED)**

Account name (account code/dept-division) - Note 1	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out	Expenditures	Encumbrances	To Revenue (Note 3)
<b>C. Assessors (133-141)</b>								
Current:		\$392,676.00	\$16,476.00	\$409,152.00		\$349,737.31	\$58,500.00	\$914.69
Prior:	Encumbrance	\$0.00		\$90,908.04		\$23,429.00	\$67,058.04	\$421.00
<b>D. Treasurer-Collector (133-145)</b>								
Current:		\$281,056.00	\$205,213.00	\$486,269.00		\$450,520.47	\$34,569.35	\$1,179.18
Prior:	Encumbrance	\$43,643.34		\$43,643.34		\$13,307.12	\$30,336.22	\$0.00
<b>E. Town Clerk (133-161)</b>								
Current:		\$233,879.00	\$7,711.00	\$241,590.00		\$239,247.46	\$2,342.54	\$0.00
Prior:	Encumbrance	\$0.00		\$18,578.56		\$4,778.56	\$13,300.00	\$500.00
<b>Total - Finance Department</b>								
Current:		\$1,334,211.00	\$578,124.00	\$1,912,335.00		\$1,808,532.57	\$100,911.89	\$2,890.54
Prior:	Encumbrance	\$0.00		\$268,051.65		\$61,084.32	\$206,044.08	\$923.25
<b>6. Salary Reserve and Reserve Fund</b>								
Current:		\$643,404.00		\$643,404.00	\$521,457.26	\$0.00	\$32,500.00	\$89,446.74
		\$225,000.00		\$225,000.00	\$36,500.00	\$0.00	\$0.00	\$188,500.00
		\$868,404.00		\$868,404.00	\$557,957.26	\$0.00	\$32,500.00	\$277,946.74
Prior:	Encumbrance (salaries)	\$0.00		\$152,668.00		\$130,882.27	\$21,785.73	\$0.00
<b>7. Legal Services (151-151)</b>								
Current:		\$225,000.00		\$225,000.00		\$164,763.38	\$13,387.48	\$46,849.14
Prior:	Encumbrance	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>8. Information Systems (155-155)</b>								
Current:		\$675,933.00	\$5,677.00	\$681,610.00		\$562,144.83	\$119,465.17	\$0.00
Prior:	Encumbrance	\$0.00		\$368,459.38		\$225,282.79	\$141,376.59	\$1,800.00
<b>9. Elections &amp; Registrars (170)</b>								
<b>A. Elections (170-162)</b>								
Current:		\$52,164.00		\$52,164.00		\$24,839.36	\$27,324.64	\$0.00
Prior:	Encumbrance	\$0.00		\$144.88		\$144.88	\$0.00	\$0.00
<b>B. Registrars (170-163)</b>								
Current:		\$8,103.00		\$8,103.00		\$3,710.26	\$4,392.74	\$0.00
Prior:	Encumbrance	\$0.00		\$1,215.00		\$0.00	\$1,215.00	\$0.00
<b>Total - Elections and Registrars</b>								
Current:		\$60,267.00		\$60,267.00		\$28,549.62	\$31,717.38	\$0.00
Prior:	Encumbrance	\$0.00		\$1,359.88		\$144.88	\$1,215.00	\$0.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2016 (CONTINUED)**

Account name (account code/dep-division) - Note 1	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out	Expenditures	Encumbrances	To Revenue (Note 3)
<b>10. Planning and Land Management Department (180)</b>								
<b>A. Natural Resources (180-171)</b>								
Current:		\$205,256.00	\$60,202.00	\$265,458.00		\$245,667.98	\$18,231.00	\$1,559.02
Prior:	\$41,351.24	\$0.00		\$41,351.24		\$15,811.03	\$24,955.00	\$585.21
<b>B. Planning Admin (180-175)</b>								
Current:		\$439,629.00	\$75,703.00	\$515,332.00		\$384,277.87	\$123,747.00	\$7,307.13
Prior:	\$47,507.14	\$0.00		\$47,507.14		\$16,756.07	\$27,308.12	\$3,442.95
<b>C. Inspections (180-241)</b>								
Current:		\$422,087.00	\$29,487.00	\$451,574.00		\$465,100.63	\$283.60	(\$13,810.23)
Prior:	\$10,000.00	\$0.00		\$10,000.00		\$0.00	\$10,000.00	\$0.00
<b>D. Board of Health (180-510)</b>								
Current:		\$291,209.00	\$69,860.00	\$361,069.00		\$348,751.62	\$6,436.33	\$5,881.05
Prior:	\$25,771.08	\$0.00		\$25,771.08		\$10,327.00	\$10,129.08	\$5,315.00
<b>Total - Planning &amp; Land Management</b>								
Current:	\$0.00	\$1,358,181.00	\$235,252.00	\$1,593,433.00		\$1,443,798.10	\$148,697.93	\$936.97
Prior:	\$124,629.46	\$0.00		\$124,629.46		\$42,894.10	\$72,392.20	\$9,343.16
<b>11. Land Fund (188-188)</b>								
Current:		\$15,000.00		\$15,000.00		\$15,000.00	\$0.00	\$0.00
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>12. Town House (192-192)</b>								
Current:		\$103,370.00	\$18,618.00	\$121,988.00		\$106,131.57	\$15,000.00	\$856.43
Prior:	\$78,210.41	\$0.00		\$78,210.41		\$19,287.35	\$58,923.06	\$0.00
<b>13. 141 Keyes Road (197-197)</b>								
Current:		\$73,368.00	(\$0.00)	\$73,368.00		\$38,529.77	\$31,940.54	\$2,897.69
Prior:	\$49,594.90	\$0.00		\$49,594.90		\$14,650.00	\$34,619.90	\$325.00
<b>14. Police (210-210)</b>								
Current:		\$4,217,360.00	\$169,077.26	\$4,386,437.26		\$4,270,051.88	\$101,376.00	\$15,009.38
Prior:	\$54,129.86	\$0.00		\$54,129.86		\$35,921.70	\$18,208.16	\$0.00
<b>15. Police &amp; Fire Station (215-215)</b>								
Current:		\$234,812.00	(\$0.00)	\$234,812.00		\$212,656.05	\$22,136.21	\$19.74
Prior:	\$10,638.62	\$0.00		\$10,638.62		\$9,033.62	\$1,605.00	\$0.00
<b>16. Fire (220-220)</b>								
Current:		\$4,143,072.00	\$136,313.00	\$4,279,385.00		\$4,172,734.69	\$65,150.00	\$41,500.31
Prior:	\$137,138.41	\$0.00		\$137,138.41		\$80,003.63	\$56,820.97	\$313.81

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2016 (CONTINUED)**

Account name (account code/dept-division) - Note 1	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out	Expenditures	Encumbrances	To Revenue (Note 3)
<b>17. West Concord Fire Station (225-225)</b>								
Current:		\$60,062.00		\$60,062.00		\$45,531.18	\$12,190.00	\$2,340.82
Prior:	\$25,783.21	\$0.00		\$25,783.21		\$362.50	\$25,420.71	\$0.00
<b>18. Emergency Management (291-291)</b>								
Current:		\$22,810.00		\$22,810.00		\$1,847.23	\$20,800.00	\$162.77
Prior:	\$12,310.00	\$0.00		\$12,310.00		\$0.00	\$12,310.00	\$0.00
<b>19. Animal Control (292-292)</b>								
Current:		\$25,100.00	(\$0.00)	\$25,100.00		\$23,464.28	\$0.00	\$1,635.72
Prior:	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>20. Dog Inoculation (293-293)</b>								
Current:		\$0.00	\$500.00	\$500.00		\$500.00	\$0.00	\$0.00
<b>21. School Department (300-300)</b>								
Current:		\$34,542,735.00		\$34,542,735.00		\$33,486,980.45	\$1,055,754.55	\$0.00
Prior:	\$325,347.32	\$0.00		\$325,347.32		\$276,689.90	\$0.00	\$48,657.42
<b>22. Public Works (410)</b>								
<b>A. Public Works (PW)-Administration (410-410)</b>								
Current:		\$181,462.00	\$197,925.00	\$379,387.00		\$369,872.93	\$4,228.60	\$5,285.47
Prior:	\$29,841.30	\$0.00		\$29,841.30		\$5,014.36	\$24,812.93	\$14.01
<b>B. PW Engineering (410-411)</b>								
Current:		\$373,062.00	\$127,064.00	\$500,126.00		\$401,372.97	\$93,551.10	\$5,201.93
Prior:	\$206,609.37	\$0.00		\$206,609.37		\$45,376.65	\$161,232.72	\$0.00
<b>C. PW-Highway Maintenance (410-422):</b>								
Current:		\$1,281,985.00	\$45,117.00	\$1,327,102.00		\$1,207,331.45	\$106,022.97	\$13,747.58
Prior:	\$195,142.61	\$0.00		\$195,142.61		\$116,717.66	\$77,543.03	\$881.92
<b>D. PW-Park &amp; Trees (410-490)</b>								
Current:		\$633,992.00	\$35,903.00	\$669,895.00		\$583,991.16	\$77,363.58	\$8,540.26
Prior:	\$234,611.33	\$0.00		\$234,611.33		\$104,478.49	\$129,880.18	\$252.66
<b>E. PW-Cemetery (410-491)</b>								
Current:		\$67,381.00	\$136,963.13	\$204,344.13		\$159,935.98	\$33,563.09	\$10,845.06
Prior:	\$39,139.90	\$0.00		\$39,139.90		\$21,415.51	\$17,532.54	\$191.85
<b>Total - Public Works</b>								
Current:	\$0.00	\$2,537,882.00	\$542,972.13	\$3,080,854.13		\$2,722,504.49	\$314,729.34	\$43,620.30
Prior:	\$705,344.51	\$0.00		\$705,344.51		\$293,002.67	\$411,001.40	\$1,340.44
<b>23. PW Equipment (413-413)</b>								
Current:		\$250,000.00		\$250,000.00		\$211,575.20	\$38,424.80	\$0.00
Prior:	\$4,343.00	\$0.00		\$4,343.00		\$4,343.00	\$0.00	\$0.00

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2016 (CONTINUED)**

Account name (account code/dept-division) - Note 1	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out	Expenditures	Encumbrances	To Revenue (Note 3)
<b>24. PW-Sidewalk Mgmt (414-414)</b>								
Current:		\$100,000.00		\$100,000.00		\$5,000.00	\$95,000.00	\$0.00
Prior:	\$196,844.69	\$0.00		\$196,844.69		\$78,599.28	\$117,734.35	\$511.06
<b>25. PW Drainage (416-416)</b>								
Current:		\$205,000.00		\$205,000.00		\$28,770.32	\$176,229.68	\$0.00
Prior:	\$395,772.67	\$0.00		\$395,772.67		\$30,189.41	\$365,583.26	\$0.00
<b>26. PW-Snow Removal (423-423)</b>								
Current:		\$570,000.00		\$570,000.00		\$468,987.90	\$220.00	\$100,792.10
Prior:	\$108.12	\$0.00		\$108.12		\$108.12	\$0.00	\$0.00
<b>27. PW-Street Lighting (424-424)</b>								
Current:		\$73,463.00	\$0.00	\$73,463.00		\$65,248.80	\$0.00	\$8,214.20
Prior:	\$3,939.75			\$3,939.75		\$3,939.75	\$0.00	\$0.00
<b>28. PW-133/135 Keyes Road (426-426)</b>								
Current:		\$100,967.00	\$68,801.00	\$169,768.00		\$134,724.06	\$34,873.33	\$170.61
Prior:	\$91,496.49	\$0.00		\$91,496.49		\$19,478.03	\$71,997.46	\$21.00
<b>29. PW-Road Improvements (429-429)</b>								
Current:		\$90,000.00		\$90,000.00		\$90,000.00	\$0.00	\$0.00
Prior:	\$2,150.00			\$2,150.00		\$2,120.00	\$0.00	\$30.00
<b>30. Human Services (520-521)</b>								
Current:		\$9,000.00	\$0.00	\$9,000.00		\$1,769.85	\$5,075.00	\$2,155.15
Prior:	\$0.00			\$0.00		\$0.00	\$0.00	\$0.00
<b>31. Council on Aging (541-541)</b>								
Current:		\$328,996.00	\$7,892.00	\$336,888.00		\$303,574.28	\$31,273.91	\$2,039.81
Prior:	\$67,359.80	\$0.00		\$67,359.80		\$3,903.30	\$62,456.50	\$1,000.00
<b>32. Veterans (543)</b>								
Current:		\$60,889.00	\$26,500.00	\$87,389.00		\$86,512.53	\$250.00	\$626.47
Prior:	\$0.00			\$0.00		\$0.00	\$0.00	\$0.00
<b>33. Harvey Wheeler C. C. (546-546)</b>								
Current:		\$117,079.00	\$866.00	\$117,945.00		\$93,667.55	\$21,632.05	\$2,645.40
Prior:	\$89,713.19	\$0.00		\$89,713.19		\$424.00	\$90,289.19	(\$1,000.00)
<b>34. Library (610-610)</b>								
Current:		\$1,995,097.00	\$65,464.00	\$2,060,561.00		\$1,910,254.56	\$68,979.36	\$81,327.08
Prior:	\$224,852.96	\$0.00		\$224,852.96		\$50,712.41	\$174,140.55	\$0.00
<b>35. Recreation (520-630)</b>								
Current:		\$50,000.00	(\$0.00)	\$50,000.00		\$33,390.74	\$16,000.00	\$609.26
Prior:	\$40,000.00	\$0.00		\$40,000.00		\$39,322.11	\$121.21	\$556.68

**ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2016 (CONTINUED)**

Account name (account code/dept-division) - Note 1	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out	Expenditures	Encumbrances	To Revenue (Note 3)
<b>36. Hunt Recreation Center (631-631)</b>								
Current:		\$95,623.00	\$21,658.00	\$117,281.00		\$111,459.90	\$5,370.00	\$451.10
Prior:	\$11,925.10	\$0.00		\$11,925.10		\$10,188.35	\$995.50	\$741.25
<b>37. Ceremonies &amp; Celebrations (692-692)</b>								
Current:		\$21,506.00		\$21,506.00		\$17,576.43	\$0.00	\$3,929.57
		\$1,500.00		\$1,500.00		\$1,814.40	\$0.00	(\$314.40)
		\$1,000.00		\$1,000.00		\$0.00	\$1,000.00	\$0.00
		\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Total		\$24,006.00		\$24,006.00		\$19,390.83	\$1,000.00	\$3,615.17
Prior:	\$9,700.00	\$0.00		\$9,700.00		\$2,499.51	\$7,200.00	\$0.49
<b>38. Debt Service (700-700)</b>								
Current:		\$6,425,500.00		\$6,425,500.00		\$6,199,881.95	\$0.00	\$225,618.05
<b>39. Assessment (800-800),(810-810)</b>								
Current:		\$20,070,650.00		\$20,070,650.00		\$20,070,650.00	\$0.00	\$0.00
		\$407,041.00	\$0.00	\$407,041.00		\$407,041.00	\$0.00	\$0.00
Total		\$20,477,691.00	\$0.00	\$20,477,691.00		\$20,477,691.00	\$0.00	\$0.00
<b>40. Retirement (911-911)</b>								
Current:		\$3,220,000.00		\$3,220,000.00		\$3,220,000.00	\$0.00	\$0.00
<b>41. Social Security and Medicare (916-916)</b>								
Current:		\$740,000.00	\$0.00	\$740,000.00		\$708,552.78	\$0.00	\$31,447.22
<b>42. Employee Benefits (919-919)</b>								
Current:		\$90,000.00		\$90,000.00		\$0.00	\$90,000.00	\$0.00
		\$2,500.00		\$2,500.00		\$151.89	\$0.00	\$2,348.11
		\$7,500.00		\$7,500.00		\$7,176.92	\$0.00	\$323.08
Total		\$100,000.00		\$100,000.00		\$7,328.81	\$90,000.00	\$2,671.19
Prior:	\$180,360.75	\$0.00		\$180,360.75		\$57,895.66	\$122,465.09	\$0.00
<b>43. Unemployment &amp; Workers' Compensation (930)</b>								
<b>A. Workers' Compensation (930-912)</b>								
Current:		\$100,000.00		\$100,000.00		\$121,536.69	\$10,000.00	(\$31,536.69)
Prior:	\$5,000.00	\$0.00		\$5,000.00		\$9,969.13	\$0.00	(\$4,969.13)
<b>B. Unemployment (930-913)</b>								
Current:		\$100,000.00		\$100,000.00		\$48,495.05	\$5,000.00	\$46,504.95
Prior:	\$5,000.00	\$0.00		\$5,000.00		\$0.00	\$0.00	\$5,000.00

ANALYSIS OF GENERAL FUND APPROPRIATIONS - JUNE 30, 2016 (CONTINUED)

Account name (account code/dept-division) - Note 1	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out	Expenditures	Encumbrances	To Revenue (Note 3)
<b>44. Town Insurance (960)</b>								
<b>A. Property and Liability Insurance-44B (960-193)</b>								
Current:	\$225,000.00	\$225,000.00		\$225,000.00		\$225,000.00	\$0.00	\$0.00
<b>B. Employee Group Insurance (960-914)</b>								
Current:	\$4,650,000.00	\$4,650,000.00		\$4,650,000.00		\$4,650,000.00	\$0.00	\$0.00
Prior: Encumbrance	\$62,000.00	\$0.00		\$62,000.00		\$60,441.11	\$1,558.89	\$0.00
<b>C. OPEB (960-915)</b>								
Current:	\$1,150,000.00	\$1,150,000.00		\$1,150,000.00		\$1,150,000.00	\$0.00	\$0.00
Prior: Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>TOTAL</b>	<b>\$4,215,145.47</b>	<b>\$93,369,939.00</b>	<b>\$2,225,011.39</b>	<b>\$99,810,095.86</b>	<b>\$557,957.26</b>	<b>\$92,864,864.82</b>	<b>\$5,385,453.65</b>	<b>\$1,001,820.13</b>
			<i>see note #2</i>					<i>see note #3</i>

*Notes:*

1. Each numbered account is a separate appropriation. Letter codes indicated budget divisions of the appropriation.
2. "Transfers In" includes transfers from Salary Reserve and Reserve Fund (item #6) and interfund transfers.
3. The column "To Revenue" shows the unexpended balance of the appropriation that was returned to the General Fund balance at year end, with the following exceptions:
  - a. Account 10D - Inspections: Funds from other DPLM divisions cover this deficit
  - b. Account 25 - Drainage: Journal Entry for expenses not covered by the FEMA grant
  - c. Account 33 - Harvey Wheeler: Offset via surplus in Council on Aging Account
  - d. Account 44 - Workers' Compensation: This account is offset via the surplus in the Unemployment Account

**TELEPHONE DIRECTORY  
AMBULANCE, FIRE AND POLICE EMERGENCY – 911**

<b>Call this Department/Entity:</b>	<b>For questions on:</b>	<b>Phone:</b>
<b>AFTER HOURS EMERGENCIES</b>	<b>Electricity, highways, parks, sewer, snow removal, trash, trees, water</b>	<b>318-3400</b>
Assessing	Assessments, Abatements	318-3070
Board of Appeals	Zoning Appeals, Special Permits & Variances	318-3295
Board of Health	Health, Sanitation, Septic Permits/Title V	318-3275
Building Inspector	Building Permits, Electric Permits, Plumbing & Gas Permits, Plot Plans, Home Occupation Permits, Zoning Enforcement	318-3280
CCTV	Local Public Access Television	369-5038
Comcast Cable (Westford)	Cable Television sales and service	692-6500
Community Services Coordinator	Financial assistance, counseling, legal services, domestic violence resources, after school and camp support, employment, fuel assistance, parenting support groups	318-3034
Council on Aging	Senior Activities, Information & Transportation	318-3020
Fire Department	Routine Fire & Ambulance Business, Burning Permits	318-3488
Historic Districts Commission	Historic Districts	318-3299
Concord Housing Authority	Affordable, Subsidized & Elderly Housing	369-8435
Human Resources	Town Personnel Information & Job Openings	318-3025
Library	Main Library	318-3300
	Circulation Desk	318-3301
	Fowler Branch Library	318-3350
	Children's Services	318-3358
	Reference Services	318-3347
Light Plant	Electric Service & Operations	318-3101
	Electric, Water & Sewer Final Readings; Electric New Accounts	318-3154
Natural Resources	Conservation Land/Environment, Wetlands	318-3285
Planning & Land Management	Planning, Land Use, Zoning, Affordable Housing Lotteries	318-3290
Police	Routine Police Business and Animal Control Officer	318-3400

Public Works	Administration	318-3206
	Cemeteries	318-3230
	Engineering/Road Permits	318-3210
	Highways/Snow & Ice Removal	318-3220
	Parks & Trees	318-3230
	Trash, Recycling & Yard Waste Information	318-3240
	Water & Sewer Operations (see Town Accountant for Billing)	318-3250
	Recreation Programs, After/Before School, Carousel, Terrific Tuesday, Hunt Gym	287-1050
	Beede Swim and Fitness Center	287-1000
	Town Retirement System Information/Benefits	318-3068
School Department	Ripley Administrative Offices/Superintendent's office	318-1500
	Alcott Elementary School	318-9544
	Thoreau Elementary School	318-1300
	Willard Elementary School	318-1340
	Peabody Middle School	318-1360
	Sanborn Middle School	318-1380
	Concord-Carlisle Regional High School	318-1400
	Concord-Carlisle Adult and Community Education	318-1432
	Committee Appointments; Alcoholic Beverage Licensing	318-3001
	Accounting	318-3060
Town Accountant	Utility Billing (Light, Water, Sewer)	318-3062
	Water & Sewer New Accounts	318-3062
	Births, Deaths, Marriages; Dog Licenses; Business Certificates; Elections; Voter Registration	318-3080
	General Administration	318-3000
	Public Information Officer	318-3052
	Facilities Manager	318-3132
	Ambulance Bills; Parking Tickets; Property & Excise Tax Bills; Trash Collection & Recycling Subscriptions; Electric, Water & Sewer Bill Payments	318-3050
	Assists with programs and services for youth and families	318-3043
	Veterans' Information/Referrals/Benefits	318-3038
Town Clerk		
Town Manager's Office		
Treasurer/Collector		
Youth Services Coordinator		
Veterans Agent		

To find out if a public meeting has been cancelled, visit the Town's web site at [www.concordma.gov](http://www.concordma.gov). Also visit the web site for a calendar of municipal events and meetings, and for general information about the Town.



photos:

View of the Concord River  
from Ball's Hill Road  
Conservation Area  
(front cover)

New all-electric school bus  
(back cover)