



OLD NORTH BRIDGE

TOWN OF CONCORD

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

**Land Use Working Group
Agenda**

Friday, September 26, 2025 at 2:00 PM

**Town House, 22 Monument Square
Select Board Room and via Zoom**

Join Zoom Meeting

<https://us02web.zoom.us/j/83439024222?pwd=TsLQC0faU1jNUai43iPh31k4r9FV1p.1>

Meeting ID: 834 3902 4222


Passcode: 866614

Dial In: 1-301-715-8592

	Agenda Item
I.	Call to Order
II.	Approve Available Meeting Minutes
III.	Welcome New Members Matt Boger, Recreation Commission Representative and Linda Miller, MCI Concord Advisory Board Representative
IV.	Reports from Subcommittees
V.	Preparations for first Quarterly Report to the Select Board - Review Template prepared by Judith Long
VI.	Discuss Funding Requests for Studies/Reports - Peabody – Fast-Tracking - Public Safety
VII.	Data Updates
VIII.	Communications Plan Updates

IX.	Adjournment
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** Times are approximate and subject to change.*

	<p>The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at jporter@concordma.gov or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.</p>
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**Town of Concord
Land Use Working Group
Minutes
September 5, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group scheduled a site visit on Friday, September 5, 2025 at 12:30 PM at the Ripley School Building, 120 Meriam Road.

Present were: Keith Bergman, Paul Boehm, Mary Hartman, Judith Long, Tracey Marano, Linda Miller, and Mark Martines

Also present were: Megan Zammuto, Deputy Town Manager, Alan Cathcart, Director of Public Works, Russ Karlstad, Facilities Manager, Shannon McAndrew, Management Specialist, and Superintendent Dr. Laurie Hunter and Bob Conry of Concord Public Schools

Site Visit of Ripley School Building

The site visit of Ripley School Building began at 12:30 PM. Dr. Hunter led the site visit. There was no deliberation of the Land Use Working Group.

The site visit concluded at 1:30 PM.

DRAFT

**Town of Concord
Land Use Working Group
Minutes
September 5, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group convened in a meeting on Friday, September 5, 2025 at 2:00 PM at the Ripley School Building, 120 Meriam Road.

Present were: Rob Almeida, Keith Bergman, Paul Boehm, Mary Hartman, Judith Long, Co-Chair, Tracey Marano, Linda Miller, and Mark Martines

Also present were: Megan Zammuto, Deputy Town Manager, Alan Cathcart, Director of Public Works, Russ Karlstad, Facilities Manager, and Shannon McAndrew, Management Specialist

Approve Meeting Minutes

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted**: to approve the meeting minutes of August 18, 2025.

Roll Call Vote:

Mr. Almeida – Aye
Mr. Bergman – Aye
Mr. Boehm – Aye
Ms. Long – Aye
Ms. Marano – Aye
Mr. Martines – Not yet present
Ms. Miller – Aye

De-Brief on Ripley Site Tour

- The building's layout was described as highly inefficient. The building is considered to be at its end of life.
- There is a need for a substantial infrastructure investment, raising questions about ongoing maintenance and cost-effectiveness of operation. Renovating the existing inefficient format is not deemed a cost-effective strategy.
- The Working Group's charge regarding Ripley is to evaluate its fitness for municipal consolidation, public safety, or public works uses. The site is not considered ideal for public safety as it is too far on one side of Town to meet service requirements.
- The site is flat and was identified as a potentially great location for a recreational complex, including an indoor/outdoor youth center (Phase 2 consideration).
- Working Group members noted how creatively and hard staff have worked to "make do" with the space in current conditions.

De-Brief on MCI Concord Advisory Board Input from last Working Group Meeting

- The integration of the two groups' work is ongoing. The next step with the MCI Concord Advisory Board is tentatively scheduled for early October, coinciding with the Working Group's first quarterly report to the Select Board.

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- The negotiations for the potential acquisition of the wastewater treatment plant are advancing and this is considered crucial to add treatment capacity for development at the site and at adjacent site Junction Village.
- Alan Cathcart, Public Works Director, discussed a recommended best practice of a 300-foot buffer from the wastewater treatment plant and developable area for **residential**. Mr. Cathcart noted that there is an existing building on the site in this buffer that could be used by the Department of Public Works.
- It was noted that Scenario 1 of the MCI Concord Vision Plan Report considers a “civic institution” which could be municipal use, like the Department of Public Works.
- The Working Group noted that it will be important to work closely with the Select Board and Advisory Board during their negotiations with the Division of Capital Asset Management and Maintenance (DCAMM) moving forward.
- Concerns were raised about the West Concord Fire Station, which is a major hub of activity that will be near major new housing developments.

Reports from Subcommittees

Municipal Office Consolidation

- **Consolidation Benefits:** Economic savings (operational costs), communication efficiencies, improved customer service, revenue potential from vacated buildings, and possible reduction of FTEs (Full-Time Employees) in administrative areas.
- **Inventory:** Finishing the first layer of staff inventory, including school staff. Program issues (e.g., Harvey Wheeler/Carousel Preschool) are still being factored into square footage needs.
- **Movable Staff/Buildings:** Identified approximately 130 people who are movable. Departments like the Library, Fire, and Police are off the consolidation table.
- **Receiving Locations (Long List):** Peabody, the Wardens House at MCI Concord, and leasing possibilities. Ripley was previously on the list but may now be removed.
- **Future Planning:** The Subcommittee must project needs; FTE growth is expected to stay **flat** in the near to medium term (at least 5 years), though some segments (like public safety) may see population-related growth.
- **Next Steps:** Finalize criteria for evaluating sites (operational savings, customer service, cost savings, flexibility). Need specific information on program spaces for the Council on Aging and schools.

Public Safety

- **Condition & Communication:** Many citizens do not understand the poor state of the Public Safety buildings. The West Concord Fire Station is visibly small and historic, but the Walden Street Station also has significant internal issues, including flooding and electrical problems.
- **Criteria Framework:** Evaluating sites based on Capacity, Condition, and Location. Location is critical, driven by state guidelines for emergency response time. Fire response time is

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Minutes
September 5, 2025**

generally more stringent (e.g., 90% of calls within 8-9 minutes) compared to Police response time.

- **Evidence:** The Subcommittee is working to move from qualitative impressions (poor building shape) to data-driven evidence (cost to upgrade vs. build new, response time impact) to justify the significant capital outlay needed from taxpayers.
- **Consolidation:** The Chiefs noted functional overlap and beneficial commonality in their work, suggesting benefits to having the Chiefs and some staff in the same building.

Public Works

- The Subcommittee held an organizational meeting but has not yet elected a chair.
- Their purview will cover more than just the Public Works Campus at Keyes Road and the MCI Concord wastewater treatment facility, considering other wastewater treatment areas and substations.
- The Facilities Department falls under the Public Works and is currently temporarily relocating to Peabody.
- The group conducted a deep dive into the MCI Concord site and wastewater potential.
- Mr. Almeida intends to meet with Alan to review uses and potential project ideas based on what other towns have done.

Discuss Funding for Studies

Megan Zammuto, Deputy Town Manager, reported that the Town allocated \$150,000 in ARPA funds to support facilities studies focused on the two top municipal priorities identified in the 2020 Municipal Facilities Assessment: Concord Public Works and the Walden Street Public Safety Campus. Ms. Zammuto noted that ARPA funds must be spent by December 31, 2026.

Proposed Use of Funding for Peabody:

- The existing ARPA funding scope was written prior to the Working Group's charge. Staff is inquiring with the Town Manager about the flexibility of the ARPA funds, hoping to use them for more refined site evaluations.
- The Municipal Office Consolidation Subcommittee identified an urgent need for two studies at the Peabody site to seriously consider it for consolidation. These studies are necessary to address the public concern of moving Town services into a building previously deemed unsuitable for the School District.
 - **Conceptual Space Layout Study:** To determine which programs might fit in the building. Cost estimate: **\$7,500.**
 - **Environmental Due Diligence (Phase 2):** A Phase 1 environmental study identified hazardous materials (PCBs, asbestos), a Phase 2 environmental study is needed for sampling (lead paint, PCBs, etc.) to estimate remediation costs. Cost estimate cap: **\$15,000.**

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September 5, 2025
Discuss Work Plan Updates**

Ms. Long reported that Subcommittees should be transitioning from the needs assessment phase into the criteria and evaluation phase.

Discuss Data Updates

Shannon McAndrew, Management Specialist, provided a data update to the Working Group and presented a breakdown of the resources in the shared, view-only SharePoint folder.

Adjournment

Ms. Long adjourned the meeting at 3:30 PM.

DRAFT

**Town of Concord
Land Use Working Group
Minutes
September 19, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group scheduled site visits on Friday, September 19, 2025 at 1:00 PM of the Department of Public Works, 133 Keyes Road, Public Safety Campus, 209-219 Walden Street, and the West Concord Fire Station, 1201 Main Street.

Present were: Paul Boehm, Matt Boger, Judith Long, Co-Chair, Tracey Marano, and Linda Miller

Also present were: Alan Cathcart, Director of Public Works, Russ Karlstad, Facilities Manager, Police Lieutenant Tim Landers, and Interim Fire Chief Brian Whitney

**Site Visits of Department of Public Works, Public Safety Campus,
and West Concord Fire Station**

There was no quorum of the Land Use Working Group present. Further, there were no deliberation or votes taken by the Land Use Working Group.

DRAFT

To: Town of Concord Select Board

From: Land Use Working Group (LUWG)

Date: October X, 2025

Re: Quarterly Progress Report

Outline (target length is 2 pages, with 1-2 additional data sheets):

- 1) Review Select Board Charge to the Land Use Working Group
 - Simply restate
- 2) Overall Progress and Timeline:
 - Brief summary of goals for Phase I work (subgroups)
 - Key dates; we are on track to workplan
- 3) Subgroup #1 Report: Public Works Focus
 - See below for Public Safety template suggestions
- 4) Subgroup #2 Report: Public Safety Focus
 - Potential topics to be addressed in 2-3 total paragraphs:
 - Goals/concerns of subgroup
 - The public safety subgroup is focused on the present and future needs for police and fire safety facilities
 - Main issues: i) the condition of the main public safety campus on Walden Street and the West Concord fire station, ii) the capacity of these two facilities to meet future needs, and iii) the location of these stations relative to response times given population growth in West Concord
 - Site visits
 - Summarize sites visited, when, who attended, general impressions
 - Interviews
 - Any interviews with staff, other experts consulted, general impression
 - Evaluations
 - Work on developing a short list of properties

- Which properties of continuing interest, which eliminated
- How the group is approaching evaluation criteria
- Next steps
 - Identifying options, ranking/rating options
 - Additional data, studies

5) Subgroup #3 Report: Municipal Consolidation Focus

- See below for Public Safety template suggestions

6) Next Steps

- Overview of next quarter's work plan
- Communication plan added

7) Appendices

- List of town-owned properties under review
- Map of properties



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Concord, Massachusetts 01742

Kerry A. Lafleur
Town Manager
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P.O. Box 535
22 Monument Square
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(978) 318-3000

Memorandum

To: Land Use Working Group
From: Kerry Lafleur, Town Manager
Date: September 12, 2025
Re: ARPA Funding

Overview

As you continue your work evaluating municipal land use and facility needs, I want to share information about a funding source that could help support next-phase feasibility work, and highlight a key timing consideration.

The Town has allocated \$150,000 in ARPA funding to support a facilities study focused on Concord Public Works and the Walden Street Public Safety building—two top priorities identified in the 2020 Municipal Facilities Assessment. This funding has already been obligated and must be fully expended by December 31, 2026, in accordance with federal requirements.

Opportunity and Timeline

Your group is charged with developing a high-level plan and recommendations over the course of a 12-month period. The ARPA timeline creates a relatively narrow window in which to translate your recommendations into contracted feasibility work and ensure that those funds are fully spent before the deadline.

To that end, we anticipate using the ARPA funds to support:

- More detailed site-specific feasibility work that builds on the Working Group's recommendations
- Tasks such as refined site evaluations, infrastructure constraints analysis, zoning and permitting considerations, and conceptual cost modeling

We recommend planning to initiate that feasibility work in late FY26, as your recommendations take shape—likely by mid to late 2026—so there is sufficient time to complete the contracted work and fully expend the funds by year-end.



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Next Steps

- Staff will coordinate with the Working Group to monitor progress and begin framing a scope of feasibility work in alignment with your recommendations.
- We will work to identify appropriate consultants and contract mechanisms in advance to support timely project launch and execution.
- Your feedback on timing, sequencing, and priority areas will be essential to maximizing the impact of these funds.

Thank you for your service on this important initiative. Please don't hesitate to reach out if you'd like to further discuss how this funding can support your work.