

OLD NORTH BRIDGE

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

Land Use Working Group Agenda

Wednesday, July 30, 2025 at 5:00 PM

Department of Planning and Land Management, 141 Keyes Road
First Floor Conference Room and via Zoom

Join Zoom Meeting

<https://us02web.zoom.us/j/87447200339?pwd=8QqS8xeB2l66dS79MafXfLYqlM0bPz.1>

Meeting ID: 874 4720 0339

Passcode: 111859

Dial In Toll-Free: 877 853 5257

| | Agenda Item |
|------|---|
| I. | Approve Meeting Minutes from July 15, 2025 and July 21, 2025 |
| II. | Debrief Site Tour of Public Works Campus and Public Safety Campuses |
| III. | Discuss Results of Working Group Questionnaire |
| IV. | Discuss Workplan and Potential Workstreams |
| V. | Discuss Data Needs |
| VI. | Public Comment |
| VII. | Adjournment |

** Times are approximate and subject to change.*



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**Town of Concord
Land Use Working Group
Minutes
July 15, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group convened in a meeting at the Department of Planning and Land Management Building, 2nd Floor Conference Room and via Zoom on Tuesday, July 8, 2025 at 5:00 PM.

Present were: Rob Almeida, Scott Bates, Keith Bergman, Phil Griffiths (5:09 PM), Mary Hartman, Judith Long, Co-Chair, Tracey Marano, Mark Martines, and Sven Weber, Co-Chair

Also present were: Paul Boehm (appointment to the Working Group pending), Alan Cathcart, Director of Public Works, Russ Karlstad, Facilities Director, Shannon McAndrew, Management Specialist

Elect Working Group Officers

Mr. Bergman nominated Mr. Weber as Chair.

Ms. Marano nominated Ms. Long as Chair.

Mr. Martines asked if both candidates could give a background of their experience and commitments to the Town, since the role of Chair will be an intense commitment.

Ms. Long started sharing her professional experiences in urban planning and noted that she carries a full-time job requiring commuting to Michigan throughout the academic calendar, but is not on other Town committees. Ms. Long suggested if Mr. Weber was open to Co-Chairing, she would be interested in that as Mr. Weber has experience in working with Town committees.

Mr. Weber shared that he has been involved with Town committees for three out of the five years that he has lived in Concord, is involved in venture capital and has a background in physics. Mr. Weber was the Chair of the Public Works Commission last year, but is no longer Chair, which frees up some time in his schedule for the Working Group. Mr. Weber said he is open to the Co-Chair model.

Mr. Bergman supported the motion being amended for Mr. Weber and Ms. Long to be Co-Chairs and praised the Co-Chair model for other Town committees such as MCI Concord Advisory Board. Mr. Boehm and Ms. Marano echoed support for the Co-Chair model.

Upon a motion duly made and seconded, it was UNANIMOUSLY **moved**: to elect Ms. Judith Long and Mr. Sven Weber as Co-Chairs of the Working Group.

Upon a motion duly made and seconded, it was UNANIMOUSLY **moved**: to not elect a Clerk, as the Co-Chairs would review draft meeting minutes prior to approval at Working Group meetings.

**Town of Concord
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July 15, 2025**

Approval of Meeting Minutes

Ms. Hartman noted a small correction that she was listed as Chair of the Select Board, which she is no longer Chair of.

Upon a motion duly made and seconded, it was UNANIMOUSLY **moved**: to approve the meeting minutes from July 8, 2025 with the amendment discussed during the meeting.

Review of the 2020 Facilities Assessment – Russ Karlstad, Facilities Director

Russ Karlstad, Facilities Director appeared before the Working Group to provide a review of the 2020 Facilities Assessment. Mr. Karlstad stated that work on the assessment began in 2018 with interviews and data collections, with three scenarios developed from there: a) business as usual/operating with the existing square footage, b) some additional square footage added to business as usual, and c) consolidation of Town operations and footprint into fewer buildings for increased efficiency. Mr. Karlstad noted challenges with cost, location of buildings (e.g., bordering watershed), and historic districts. A brief overview of Town owned facilities was given.

The Working Group discussed the Assessment and noted that it is outdated now for current Town department needs due to changes in Town properties, operational requirements, and demographics in Town. The Working Group continued and noted that the Assessment at least provides a baseline to build on. Mr. Karlstad stated that he is working with Department Heads directly to build from the Assessment and understand how individual departmental needs have changed over the course of the last 5 years.

Discuss Data Needs

The Working Group acknowledged that they have several reports providing data for their work, but they do not have enough time nor the budget to work with a consultant on gathering new data. Instead, the Working Group will need to triage the data already available.

The Working Group considered how to make the data and needs of the community digestible to the public, such as informing residents that certain Town facilities like the Public Safety and Public Works campuses are not in the condition many believe them to be in.

The Working Group also discussed how to utilize existing GIS layers for their work.

Discuss Workplan

The Co-Chairs will develop an initial workplan to review at the next Working Group meeting. The idea of creating Subcommittees was discussed, such as a Communications Subcommittee.

**Town of Concord
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July 15, 2025**

Discuss Site Tours

Ms. McAndrew noted that the site tour for Public Works and Public Safety campuses would be held on Monday, July 21st from 4:00 PM to 7:00 PM and that she would send out a scheduling poll for a site tour of MCI Concord. Ms. Zammuto was still working to schedule a site tour for 2229 Main Street.

Mr. Weber asked about site tours for other Town owned facilities. Ms. McAndrew responded that she would provide a list of Town owned facilities that members could tour self-guided.

Adjournment

The meeting adjourned at 6:45 PM.

DRAFT

**Town of Concord
Land Use Working Group
Minutes
July 21, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group scheduled site visits on Monday, July 21, 2025 at 4:00 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: Scott Bates, Keith Bergman, Mary Hartman, Mark Martines, and Sven Weber, Co-Chair

**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.

The site visits concluded at 6:45 PM.

DRAFT

Work plan discussion

1

Review charge timeline, deliverables



2

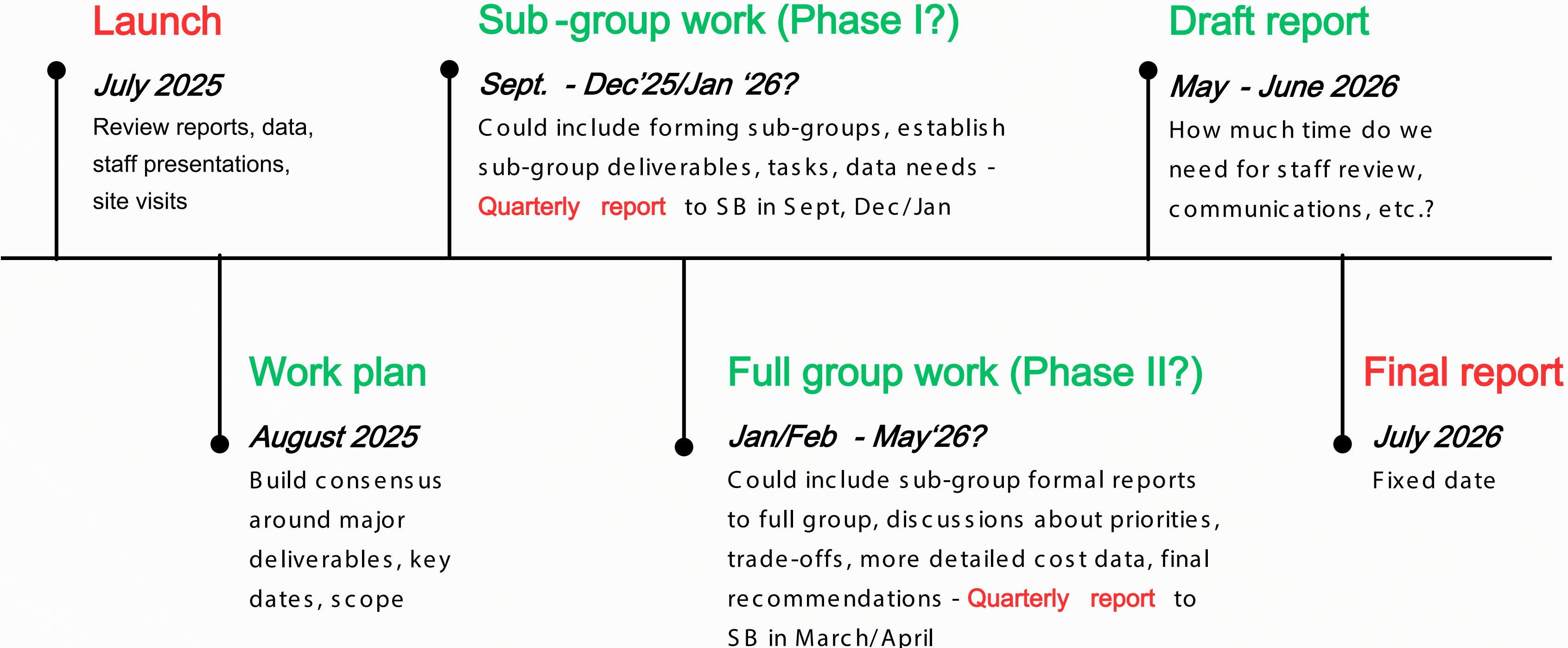
Form sub -groups, assign members



3

**Discuss and gather feedback on work plan,
phases, tasks, deliverables**

Timeline



Form sub-working groups

1. Public Works
Facilities

MEMBERS:

2. Public Safety
Facilities

MEMBERS:

3. Municipal Offices
Consolidation

MEMBERS:

—
Work plan
organization
are phases
useful?

I

PHASE I: Sub-group work: 4 -5 months?
Full working group meetings continue
monthly, sub -groups self -direct

II

PHASE II: Full -group work, integration of
sub -group findings —is 3 -4 months enough
time/too much?

III

PHASE III (?): Prepare final LUWG report
with recommendations, time for staff
review, external communications: 2
months enough?

PHASE I:

Example task list for sub-group work

These are suggestions to kick off our work plan discussions. What would you recommend adding, revising, eliminating, etc.?

- 1 For each sub -group: draft a **“state of”/needs assessment** , summarizing current issues, future needs, key metrics
- 2 Based on needs, **create inventory** of potential sites, using quick “triage” criteria (site/buildable area, location, ownership, etc.)
- 3 Based on inventory, recommend a **short -list of sites suitable for detailed evaluation** , based on broader criteria (operational efficiency, long -term planning goals, cost, fiscal impact, opportunity cost, etc. - see next slides for sample matrix)
- 4 Based on the short -list, prepare a more **in-depth analysis and discussion of 1 -5 options** , including pros/cons, recommendations, any additional info needed (e.g. cost)
- 5 **Draft a report** summarizing the activities of the sub -group, including recommendations

Sample site evaluation matrix (1 of 2)

| Criteria | Expanded Detail (Questions & Considerations) | Criteria Weight | Site 1 Score | Site 2 Score | Site 3 Score | Notes/ Evidence | Data Sources |
|------------------------------|---|-----------------|--------------|--------------|--------------|-----------------|---|
| Service Quality & Efficiency | Emergency response times, coverage, reliability for all neighborhoods | | | | | | GIS maps, response time modeling, dispatch data, community feedback |
| | Safe, rapid vehicle deployment and public accessibility | | | | | | |
| | Proximity to high-need areas, resilient infrastructure | | | | | | |
| Operational Efficiency | Supports optimal staff workflows | | | | | | Floor plans, workflow analysis, staff input, benchmark site visits |
| | Adequate space for all departments, co-location, secure parking | | | | | | |
| | Potential for shared services and future technology integration | | | | | | |
| Physical Condition | Building age, structural/code compliance, deferred maintenance | | | | | | Building condition assessment, ADA audits, engineering reports |
| | Meets ADA, fire, safety, and accessibility codes | | | | | | |
| | Needs for renovations or upgrades | | | | | | |
| Future Capacity | Room for expansion—staff, equipment, vehicles, technology | | | | | | Demographic/service projections, land/site surveys, zoning review |
| | Adaptability for future regulatory changes or emerging service trends | | | | | | |
| | Site and zoning constraints? | | | | | | |
| Location Compatibility | Access to major roads and public transit | | | | | | Traffic studies, GIS, zoning maps, community engagement findings |
| | Impact on adjacent uses, neighborhood fit | | | | | | |
| | Zoning compatibility, noise/traffic impacts | | | | | | |

Sample site evaluation matrix (2 of 2)

| Criteria | Expanded Detail (Questions & Considerations) | Criteria Weight | Site 1 Score | Site 2 Score | Site 3 Score | Notes/Evidence | Data Sources |
|---------------------|---|-----------------|--------------|--------------|--------------|----------------|---|
| Capital Cost Class | Land acquisition, construction/renovation, site prep, utilities | | | | | | Project estimates, contractor quotes, capital plan benchmarks |
| | Offsite infrastructure and utility costs | | | | | | |
| Fiscal Impact | Projected annual maintenance/utility spend | | | | | | O&M cost models, HR/finance data, state/local facilities reports |
| | Changes in staff or equipment costs versus current | | | | | | |
| | Lifecycle replacement/major repairs expectations | | | | | | |
| Opportunity Cost | Alternative development potential (housing, commercial, open space) | | | | | | Comp plan, economic development studies, land appraisals |
| | Lost tax revenue or strategic future use | | | | | | |
| | Alignment with comprehensive/community plans | | | | | | |
| Timeline & Phasing | Site acquisition timing, permitting requirements | | | | | | Real estate files, permitting records, project schedules |
| | Project phasing—can interim operations be maintained? | | | | | | |
| | Urgency/flexibility of schedule | | | | | | |
| Constraints & Risks | Environmental, legal, community or entitlement barriers | | | | | | Risk register, environmental studies, legal reviews, public input |
| | Flood, brownfield, hazardous materials presence | | | | | | |
| | Political or stakeholder concerns | | | | | | |

| Outcomes | Description |
|---|--|
| Repair Only | Address urgent code violations, life -safety issues, and deferred maintenance without altering layout or capacity . This option may extend facility life in the short term but may not improve long -term functionality or efficiency . |
| Renovate/Expand | Modernize the facility to meet current standards and, if needed, enlarge the space to accommodate projected service demands . This option preserves site continuity while addressing key deficiencies in layout, systems, and capacity . |
| Rebuild (all or part) on Existing Site | Demolish and reconstruct a new facility on the current or adjacent parcel . This approach allows for modern design, improved sustainability, and code compliance while retaining geographic continuity . It typically requires phasing or interim accommodations . |
| Relocate | Shift the function to a new site—either town -owned or newly acquired—allowing the original parcel to be reused, sold, or redeveloped . This strategy may unlock better siting opportunities, especially for facilities with specific spatial or access requirements . |
| Consolidate | Combine multiple departments or service functions into a shared building or campus, either new or renovated . Consolidation may improve operational efficiency, lower long -term costs, and enable repurposing of surplus facilities . |
| Decommision/ Disposition/ Redevelop | Retire a facility permanently and evaluate the site for alternative civic or private -sector uses (e.g., housing, open space, tax-generating redevelopment) . |
| Interim/Temporary Use | Provide short -term accommodations to maintain services during renovation, construction, or transition . This could include leased office space, modular units, or temporary relocation of staff or equipment . |

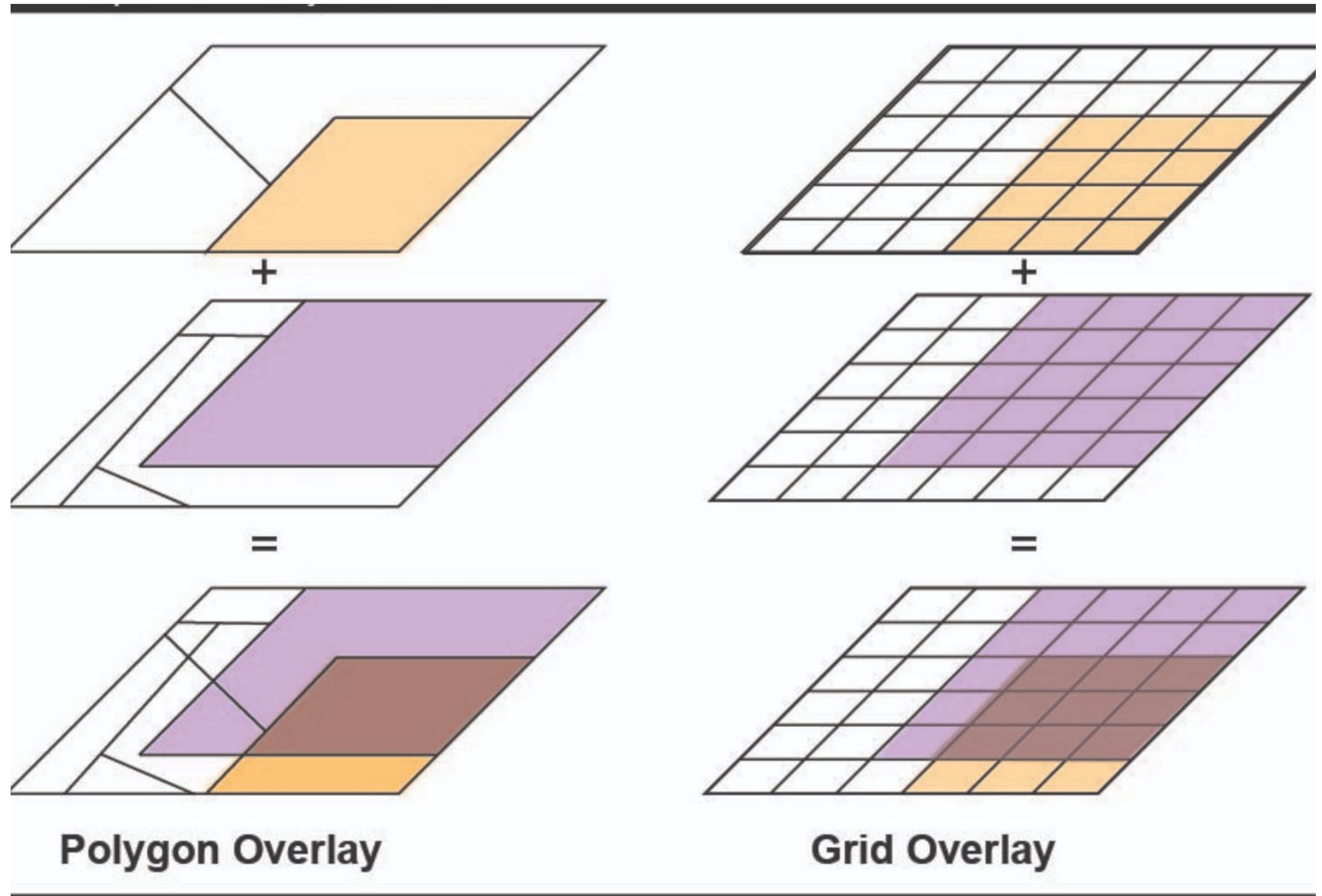
PHASE II:

Example task list for full -group work

- 1 Each sub -group **presents their draft report to the full group** , with supporting draft report, maps, data
- 2 The full working group **begins discussion of how best to integrate the findings of the three sub -groups.** A map overlay technique can summarize findings, identify overlaps/conflicts (see next slide)
- 3 The full working group **identifies a set of 1 -3 options** (more or less) to address facility siting issues across three sub -group concerns, including a discussion of pros and cons.
- 4 The full working group **decides on a set of final recommendations** , either identifying a preferred scenario, or ranking options, or other approach.
- 5 The full working group **drafts the final report** , circulates to staff for comment, etc. (This could be a separate phase - III.)

These are suggestions to kick off our work plan discussions. What would you recommend adding, revising, eliminating, etc.?

Map overlays
visualize
priorities,
overlaps
across sub-
groups



Final Report:

Work plan
informs
structure,
scope

1

LUWG Charge

2

The Problem

3

Why Now?
What's at Stake?

4

Work Plan/
LUWG Activities

5

Phase I Findings
(3 sub -group
sections)

6

Phase II Findings

7

Recommendations

8

Path Forward

9

Appendices

Based on feedback

1

Next meeting: updated timeline



2

Sub -groups can begin meeting/activities



3

Next meeting: co -chairs will return with updated work plan proposal for review