

# Agenda

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## TOWN OF CONCORD

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

### Select Board Meeting

Monday, October 27, 2025 at 6:00 PM

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

### Join Zoom Meeting

<https://us02web.zoom.us/j/87098451325?pwd=kraA7bXqZJn0uc2UArWKRqyF6PNk77.1>

Meeting ID: 870 9845 1325

Passcode: 130118

Dial In: 1-646-931-3860

	Time	Agenda Item
I.	6:00 PM	<i>Public Comment:</i> Public Comment is an opportunity for the public to address the Select Board on matters under consideration by the Select Board. Therefore, comments related to political campaigns are not appropriate. Public Comment is limited to up to 15 minutes, with no more than 3 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
II.	6:15 PM	Consent Agenda: a. Executive Session Minutes for Approval but Not Release: October 20, 2025 b. Town Account Warrants: October 23, 2025
III.	6:20 PM	Select Board Appointments:  a. Leah Zivalic of 44 Bradford St. to the Pollinator Health Advisory Committee to a term to expire on May 31, 2028.  b. Isabel Bailey of 121 Everett Street to the Pollinator Health Advisory Committee for retroactive reappointment to a term from June 1, 2024 – May 31, 2027 (Term 2).  c. Mark Hanson of 340 Holden Wood Rd. to the Pollinator Health Advisory Committee retroactive reappointment to a term from June 1, 2023 – May 31, 2026 (Term 3) with an exemption from APP#10 VIII (b) from term limits to prevent loss of continuity and institutional knowledge.

		<p>d. Amy Hoey of 217 Central Street to the Pollinator Health Advisory Committee retroactive reappointment to a term from June 1, 2024 – May 31, 2027 (Term 1 – previous term was a partial term to fill an unexpired term)</p> <p>e. Lois Suarez of 34 Everett Street #10B to the Pollinator Health Advisory Committee, reappointment to a term from June 1, 2025 – May 31, 2028</p>
IV.	6:25 PM	Chair’s Report
V.	6:30 PM	Town Manager’s Report
VI.	6:40 PM	<p>Discussion and Vote: Receipt of Gift of Shauna Lo, Naming of Town Property, Placement of Teak Bench along Nashoba Brook</p> <p>Presenter: Mimi Graney, Economic Vitality Manager</p>
VII.	6:45 PM	<p>Update: Land Use Working Group</p> <p>Presenters: Judith Long and Sven Weber, Co-Chairs of the Land Use Working Group</p>
VIII.	7:00 PM	<p>Discussion: Cell Coverage – Update on Townwide Cell Service Improvements and West Concord Site Evaluation – FY26 Select Board Goal</p> <p>Presenter: Megan Zammuto, Deputy Town Manager</p>
IX.	7:15 PM	<p>Update on Antisemitism and Bias Initiatives</p> <p>Presenter: Mark Howell, Chair</p>
X.	7:25 PM	Select Board Liaison Reports
XI.	7:30 PM	Executive Session under M.G.L. c. 30A, § 21(a)(6) to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body and not return to Open Session
XII.		Adjournment

*\* Times are approximate and subject to change*

**Upcoming Meetings:**

Monday, November 17, 2025

Monday, December 8, 2025

Monday, December 22, 2025



The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at [jporter@concordma.gov](mailto: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.

Please see the Town of Concord website at [https://concordma.gov/739/Vacancies---Member Positions](https://concordma.gov/739/Vacancies---Member-Positions) to learn about volunteer opportunities on boards and committees.

## Consent Agenda

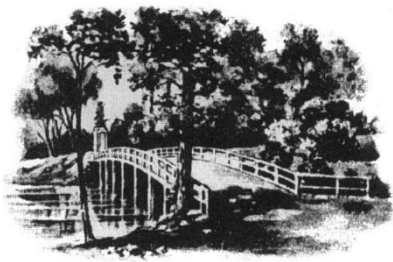
*Favorable action is requested:* Move to approve the Consent Agenda which includes the Executive Session Minutes for Approval but Not Release: October 20, 2025 and Town Account Warrants: October 23, 2025

## **Discussion and Vote:**

### **Receipt of Gift of Shauna Lo, Naming of Town Property, Placement of Teak Bench along Nashoba Brook**

Presenter: Mimi Graney, Economic Vitality Manager

*Favorable action is requested:* Move to approve a gift in the amount of \$1200.00 given by Shauna Lo which will cover the purchase, installation and a personalized plaque for a bench, the naming of town property as described, and the placement of the teak bench along Nashoba Brook as described.



OLD NORTH BRIDGE

## TOWN OF CONCORD

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

To: Mark Howell, Select Board  
From: Mimi Graney, Economic Vitality Manager  
Date: October 20, 2025  
Re: Project Approval Request –  
    Receipt of Gift of Shauna Lo  
    Naming of Town Property  
    Placement of Teak Bench along Nashoba Brook

### Background

Through its Economic Vitality Division, the Town is enhancing economic vitality by encouraging pedestrian activity, supporting visitors, and growing its Age Friendly Concord initiative by providing comfortable seating in the West Concord business district.

On April 14, 2025, the Select Board approved the creation of the West Concord Beautification Gift Account for the receipt of private donations to improve the public realm in West Concord including the addition of new benches.

In August 2025 the Select Board approved the placement 5 benches and one bike rack based on the recommendations of community members submitted as part of a neighborhood walk-about and from one-on-one conversations.

Since the start of 2025 three benches and bike rack have been installed.

### Project Detail

Shauna Lo wishes to donate \$1,200 to provide a bench in memory of her mother, Cynthia, a former resident of Concord Greene who treasured her years in the neighborhood. This contribution fully covers the purchase and installation of a bench including a personalized donor plaque.

The proposed site is the grassy area overlooking Nashoba Brook near the Bruce Freeman Rail Trail behind Brookside Square. A formal agreement for placement of the bench has been secured with the property owners.

Proposed donor plaque to read “In memory of our mother, Cynthia Lo”

## Program Sites

### Bench Sites

1. Mandrioli Park – public property – *installed with gift of the West Concord Green Thumbs and approved as a single request in Spring 2025*
2. In front of West Village Tavern, 13 Commonwealth Ave. – *Public property – installed with gift of the West Concord Cultural District Committee using Mass Cultural Council funds*
3. Beside Poetry Phone at BFRT, Beharrell St. – *Public property - installed with gift of the West Concord Cultural District Committee using Mass Cultural Council funds*
4. Overlooking Nashoba Brook at Bruce Freeman Rail Trail (BFRT), 70 Beharrell St. – *Private property – proposed gift of Shauna Lo*
5. Reflections Plaza, 101 Commonwealth Ave. – *Private property* Future Guitar Museum, 74 Commonwealth Ave. – *Private property*

### Bike Rack Site

1. Teacakes Plaza, 53 Commonwealth Ave. – *Private property – installed with surplus town property from the Peabody School*

## Site Considerations

- Bench Standard: Kingsley Bate Dunbarton Teak 5' Bench – matches existing benches in West Concord. Donors will be recognized with a brass plaque.
- 4 of the 6 sites are located on private property and will require license agreements, comparable to those for 250<sup>th</sup> benches installed in Concord Center.
- The intended term is three years for each of these benches and bike racks. Should the amenity remain in good repair it could remain in place. No plan for maintenance is instituted. If the item falls into disrepair before or at the end of that term, they will be removed.
- Installation will be carried out by Public Works or an experienced contractor

## **Update: Land Use Working Group**

Presenters: Judith Long and Sven Weber, Co-Chairs  
of the Land Use Working Group

## PROGRESS REPORT

**To:** Town of Concord Select Board  
**From:** Land Use Working Group  
**Date:** October 23, 2025  
**Subject:** Q1 Progress Report

### Introduction

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The Land Use Working Group (LUWG), established by the Select Board in July 2025, is tasked with analyzing future municipal needs while also considering Concord's broader goals for commercial development, diverse housing, and recreation/open space. The first phase of this work focuses on undertaking a comprehensive review of Concord's portfolio of municipal buildings. Many of these public facilities, which support essential municipal operations and resident services, have evolved over time in an ad hoc fashion, resulting in a patchwork of sites with varied conditions, capacities, and suitability for current and future needs. Several buildings are outdated, undersized, or require significant upgrades, and the dispersion of services across many locations contributes to operational inefficiencies.

At the same time, Concord is presented with potentially transformative opportunities. Two large parcels, the MCI-Concord site (state-owned) and the former Peabody Middle School (town-owned), in addition to one possible future large parcel, 2229 Main Street, have recently become available or are expected to be available soon. These properties, in addition to other properties that could be acquired by the town, create a rare opening to rethink how municipal services are delivered and where strategic investments could be made to meet future needs. The choices made now will have a lasting impact on Concord's fiscal stewardship, resilience, and ability to respond to future regulatory and demographic changes.

In response, the LUWG's is charged with providing actionable and prioritized recommendations for existing municipal buildings, evaluating options for repair, renovation/expansion, replacement, and relocation. We are considering not only the physical condition and functional requirements of each facility but also the potential for consolidation into upgraded, leased, and/or new civic buildings. We will assess the opportunities presented by these large parcels to meet public facility needs, while also evaluating their viability for market rate development that may better serve the town's future interests. Where appropriate, we will identify town-owned parcels that may become surplus as a result of relocation and/or consolidation recommendations, with attention to their redevelopment potential for other town priorities such as housing and economic development.

### Work Plan and Timeline

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The LUWG has developed a one-year work plan divided into two six-month phases. Phase I focuses on an examination of public facilities in three priority categories: i) public works, ii) public safety, and iii) municipal consolidation. Phase II examines the implications of public facility needs for the on other land uses in town, including housing, commercial, and recreation/open space. This first quarterly report highlights activities undertaken by the LUWG between July and October 2025,

emphasizing needs assessments, site visits, staff consultations, data gathering, and the steps planned for the next quarter.

### **Subgroup 1: Public Works**

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The Public Works Subgroup is currently assessing Concord's public works facilities, focusing on the diverse functions and staffing needs that are spread across multiple buildings and sites. Administrative operations, such as permitting, engineering, and project management, require secure, climate-controlled offices, modern meeting spaces, and up-to-date IT infrastructure. At present, these offices are distributed across several buildings, which staff report creates challenges for workflow coordination, resource sharing, and communication. The subgroup has met with representatives from public works as well as community development, building inspections, health, and natural resources. Staff report that many of these facilities are aging and lack features needed for efficient, modern operations and for attracting and retaining high-quality personnel.

Field operations, including the management of Concord's rolling stock, vehicle garages, and material storage, are similarly distributed, creating inefficiencies in equipment maintenance and deployment. This arrangement leads to inefficiencies in maintenance and deployment, complicates safe access for large vehicles like snowplows and dump trucks, and results in higher material costs (ordered in sub-optimal amounts) as well as accelerated equipment wear due to inadequate garage space and off-site parking. Safety concerns arise from the cross-traffic between field activities and public access to administrative areas. Additional staff concerns include limited parking, outdated utility systems, insufficient indoor maintenance space, and a lack of modern amenities, such as break rooms, lockers, secure storage, and flexible spaces to accommodate staffing surges during weather emergencies or special events.

A key consideration for our assessment is the Keyes Road campus, which serves as the primary hub for many public works functions but also occupies a site with potential value for alternative uses that are priorities for the town. The subgroup is gathering capacity and condition data to evaluate scenarios such as continued use, phased renovation, relocation, or consolidation. The subgroup is also reviewing the potential acquisition of the Wastewater Treatment Plant and adjacent buildings at the MCI-Concord site, since the acute shortage of wastewater treatment capacity impacts many of the town's needs, especially sustainability goals (as two-thirds of the town rely on septic systems), and limits potential business expansion or growth in housing. As our review progresses, we are developing evaluation criteria based on regulatory compliance, operational reliability, safety, sustainability, and the long-term fiscal impact of any proposed changes.

### **Subgroup 2: Public Safety**

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The Public Safety Subgroup is evaluating Concord's police and fire facilities with a focus on building condition, operational needs, and adaptability to future demands, including anticipated growth in West Concord. Police operations are based at the Walden Street public safety campus, which houses patrol, investigations, administration, and the police lockup. While the detention areas are of adequate size, the facility lacks a dedicated sally port for secure prisoner transfer and needs increased parking for staff and visitors. Other challenges include limited space for training and

meetings, outdated amenities, and building systems that do not fully support the recruitment and retention of qualified personnel or the integration of updated technology. With increasing service demands in West Concord, a small police substation in that area may be worth exploring to improve response times and coverage.

Fire services are split between the Walden Street station and the West Concord fire station. Both sites require apparatus bays, equipment maintenance areas, training rooms, dispatch spaces, and overnight accommodations for firefighters. The Walden Street location, despite its solid outward appearance, requires substantial renovation to meet modern standards and better support staff well-being, recruitment, and long-term retention. The West Concord fire station, although a valued historic landmark, cannot accommodate larger modern fire apparatus or allow for future equipment needs, limiting its effectiveness as calls and population increase in that area.

The subgroup met with the police and fire chiefs, as well as their deputies, to understand operational challenges, clarify service priorities, and review facility needs. Across both departments, common issues include limited space, aging utility systems and staff amenity spaces, as well as insufficient secure storage. The separation of facilities can complicate coordination and resource sharing, especially in emergencies, though it is important to note that police and fire do not always need to be housed at the same location. That said, co-location can offer operational synergies, such as shared training spaces, joint emergency planning, and efficiency in building systems, that may benefit service delivery. The long-term suitability of public safety sites will be assessed using data on capacity, condition, and flexibility, along with criteria such as compliance, reliability, response times, safety, fiscal impact, and staff recruitment and retention, as we consider renovation, relocation, consolidation (including possible co-location), or continued use.

### **Subgroup 3: Municipal Consolidation**

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The Municipal Consolidation Subgroup is evaluating Concord's town administrative offices with a focus on operational efficiency, building condition, and adaptability. Currently, more than fifteen buildings house municipal staff and services, the result of years of incremental growth as the town outgrew older facilities. This dispersal creates departmental silos, makes collaboration more difficult, and often forces residents to visit multiple locations to access services such as permits or bill payment. Moving toward consolidation—co-locating select town functions in shared, modern spaces—offers benefits for staff efficiency and public access, while also reducing the long-term costs of maintaining and renovating aging buildings.

Site visits to current locations—including the Town House, Assessor's Office, Harvey Wheeler Community Center, 55 Church Street, Hunt Gym, the Keyes Road Public Works campus, and both Police and Fire Stations—revealed generally positive staff morale but also a lack of awareness about challenges faced in other departments. Many buildings had substantial paper document storage, pointing to inefficiencies and space constraints. When assessing potential consolidation sites such as MCI Concord (Warden's HQ), Peabody, Ripley, and 2229 Main Street, the subgroup noted all would require major renovation, with new construction costs estimated to be similar to renovation. Of these, the Peabody building appears viable, though a more detailed analysis is needed and is underway to determine building condition, financial feasibility, and fiscal impacts.

The subgroup has established a list of facilities for consolidation or as possible receiving sites, supported by an evolving evaluation matrix weighing productivity, customer service, operational savings, revenue, capital costs, and suitability. This matrix draws on staffing figures (currently about 100–135 employees) and observations of program needs and facility usage. Leasing private space is also under consideration. Moving forward, the subgroup work focuses on refining the matrix and developing an economic assessment of consolidation scenarios to guide recommendations that emphasize operational improvement, fiscal prudence, and long-term adaptability.

### **Next Steps**

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The coming quarter will focus on systematically identifying and evaluating proposed options in all three areas. The group will expand its data gathering, refine analytical tools, and apply evaluation criteria to potential scenarios. A communications plan will also be developed to update stakeholders and ensure public visibility into the LUWG's work.

# **Discussion: Cell Coverage – Closing the Gap in West Concord**

Presenter: Megan Zammuto



# THE TOWN OF CONCORD MASSACHUSETTS

Office of the Town Manager  
Concord, Massachusetts 01742

**Kerry A. Lafleur**  
Town Manager  
Town House  
P.O. Box 535  
22 Monument Square  
www.concordma.gov  
(978) 318-3000

**To:** Select Board  
**From:** Megan Zammuto, Deputy Town Manager  
**Date:** October 27, 2025  
**Subject:** Update on Townwide Cell Service Improvements and West Concord Site Evaluation

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## Purpose

This memo provides an update on the Town's ongoing efforts to improve cellular service coverage—a multi-year Select Board priority—and outlines current progress toward the FY26 goal of advancing an improvement option in West Concord.

## Background

Reliable cell service remains a significant public safety, quality-of-life, and economic issue in Concord. Gaps in coverage continue to affect residents, businesses, visitors, and schools—especially in Concord Center, the Route 2/CCHS corridor, and West Concord.

In October 2023, the Town conducted a listening session and community survey on cell service. Feedback confirmed the same three geographic areas that technical analysis identified as Concord's primary weak zones – Concord Center, Route 2/CCHS area and West Concord.

## Townwide Strategy and Current Progress

The Town continues to partner with private carriers and infrastructure vendors to host equipment on municipal property. This approach allows Concord be proactive in engaging with providers to improve coverage, while also retaining local control over design and siting decisions.

### 1. Concord Center

- **Verizon at The Umbrella:** Equipment will be installed within the cupola to enhance coverage in and around Concord Center. Construction drawings were drafted this month, with permitting expected in the first half of 2026.
- **AT&T Small Cells:** Two small-cell pole installations approved by the Select Board in June are also targeting completion in 2026.

### 2. Route 2 / CCHS Corridor

- **Landfill Tower:** Following the 2023 citizen petition and subsequent site analysis, the Town executed a lease with Wireless Edge Towers for installation of a multi-carrier tower at the landfill.
  - The structure will host up to four carriers, improving coverage along Route 2 and at CCHS.
  - Site design and permitting will continue through FY26.

### 3. West Concord Focus

With projects now advancing in the Center and at the landfill, attention has turned to the FY26 Select Board goal of identifying a viable solution in West Concord.

#### **RF Analysis (2024):**

The Town’s consultant, IDK Communications, evaluated municipal sites to identify where new facilities could most significantly improve coverage. Harvey Wheeler Community Center and Rideout Park emerged as the top Town-owned candidates.

#### **Site Visits (August 2025):**

Town staff and IDK conducted preliminary feasibility reviews assessing utility access, topography, compatibility with existing uses, and visual impact.

#### **Preliminary Findings**

- **Harvey Wheeler Community Center:** Could provide incremental improvement but is constrained by limited space for ground-mounted equipment.
- **Rideout Park:** Offers greater technical potential given existing power and fiber access. IDK noted that a flagpole-style monopole where the current flagpole stands, along with a new or expanded shed near the existing sheds could minimize visual impact while adding both coverage benefit and possibility a recreation storage area.

### **Recommended Next Steps**

A recommended next step is to evaluate whether Rideout Park—identified as a technically feasible location—has both community support and market interest from carriers to address coverage gaps in West Concord.

#### **Ongoing and Upcoming Community Engagement**

Outreach will continue this fall and winter to ensure residents and committees are informed and engaged as potential next steps are considered. Feedback from the Recreation Commission, the West Concord Advisory Committee, and neighborhood residents will help shape the Town’s approach to evaluating options at Rideout Park.

#### **Testing Market Interest and Next Steps for Rideout Park**

West Concord is not currently an active search ring for major carriers. However, this status can change, and Rideout Park remains one of the few technically viable Town-owned sites in the area. To gauge potential interest and explore feasible configurations, staff recommend preparing a Request for Proposals (RFP) for Select Board consideration in spring 2026.

Issuing an RFP would not commit the Town to a project; rather, it would:

- Test whether carriers have current or emerging interest in expanding service in West Concord,
- Provide information about the types of equipment and facility needs carriers might propose, and

- Help the Town and community assess whether a viable project could be pursued in the future.

If carrier interest, technical feasibility, and community feedback align, a project could proceed through a transparent and multi-step permitting process later in FY27.

**Staff seek the Select Board's feedback on this approach—specifically, whether the Board is comfortable with continued community outreach and preparation of a spring 2026 RFP for Rideout Park.**

# SB FY26 Goal: West Concord Cell Service Improvement

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Update on Townwide Cell  
Service Improvements and  
West Concord Site Evaluation

# Select Board Goals

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FY23 Review the town's wireless communications policies and provide a definitive plan for addressing the priority safety and access concerns of town center cellphone coverage

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FY25 Take action to improve Town infrastructure: cell phone service

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FY26 Cell Service: West Concord improvement option is under way

# October 2023 Listening Session and Survey

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# Concord Center Projects Verizon and AT&T



Proposed Conditions

Location



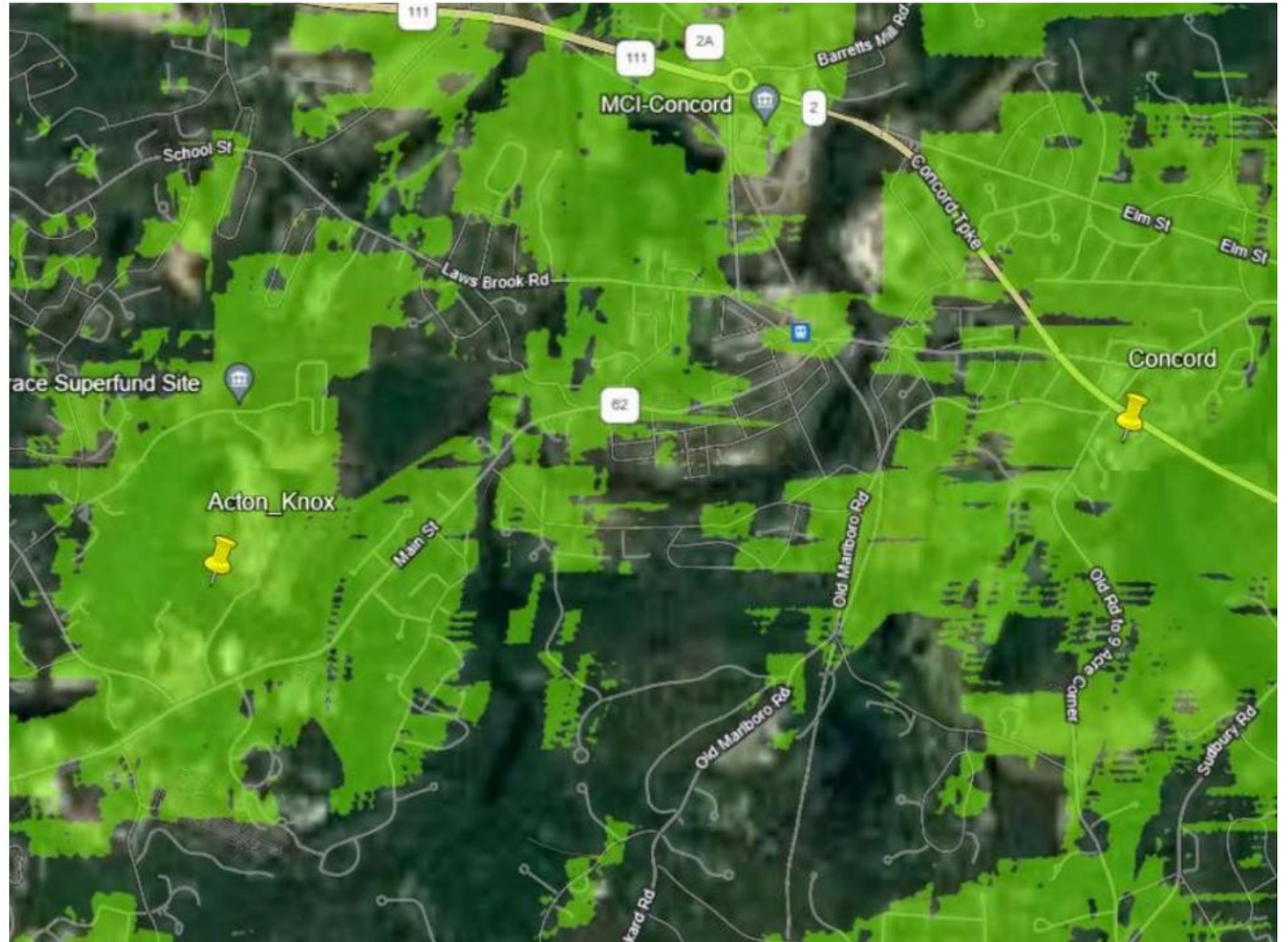
# Landfill Cell Tower



# West Concord Focus

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## Existing Coverage



# Harvey Wheeler Community Center



Cupola has sufficient space, but identifying a location for ground mounted equipment was challenging.



# Rideout Park

Offers greater technical potential given existing power and fiber access.



Jul 2025 See latest date



Monopole in Plymouth, MA

# Recommended Next Steps

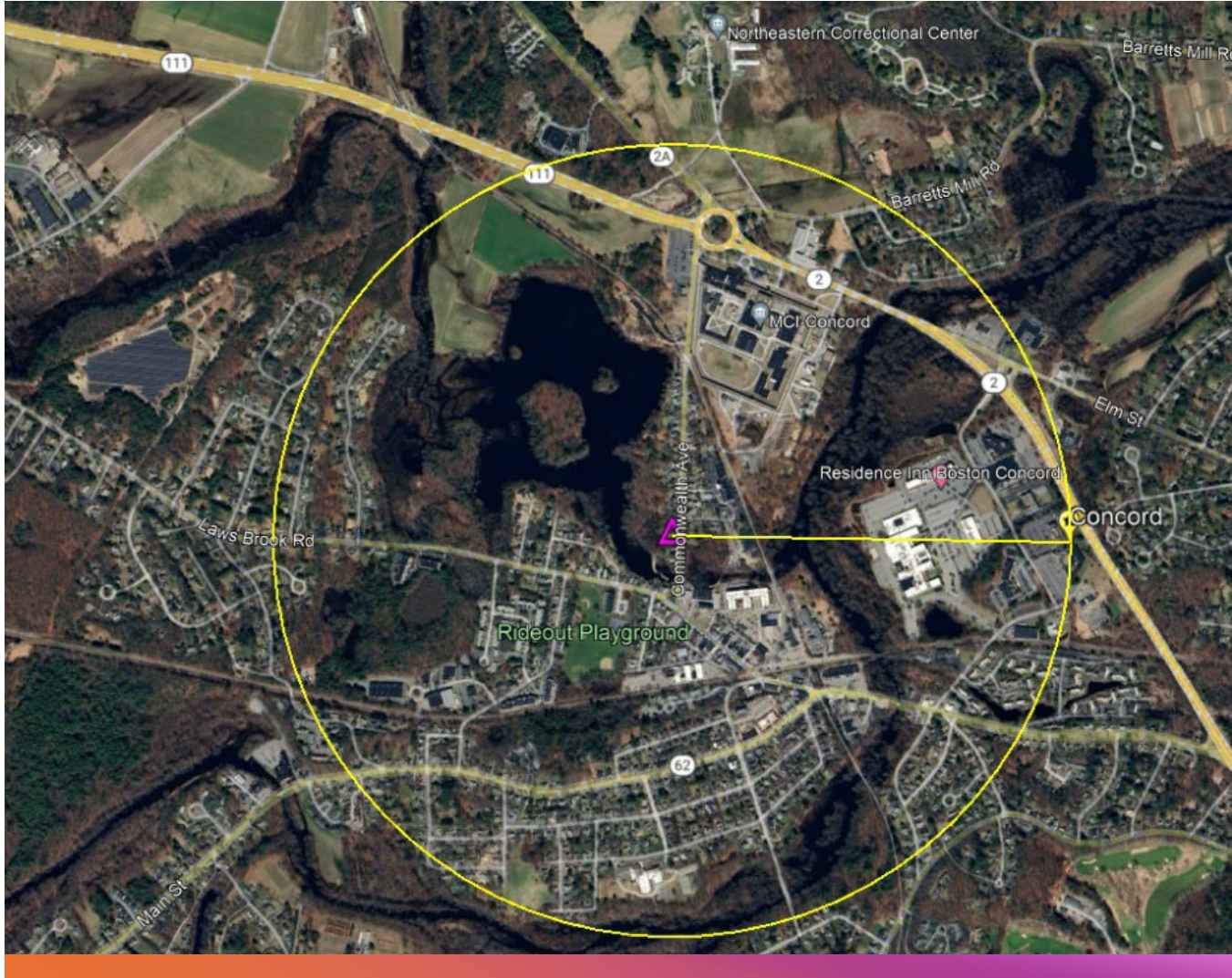
- Determine whether Rideout Park could be both:
  - Community Supported, and
  - Of interest to carriers





## Ongoing Public Outreach

- Recreation Commission
- West Concord Advisory Committee
- Residents
- Other boards, committees, neighborhood groups and stakeholders

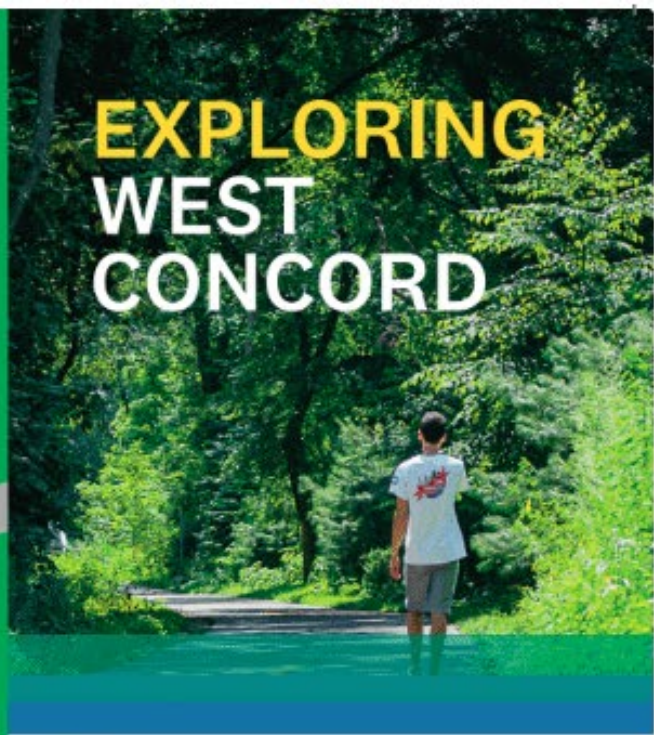


# Identify Carrier Interest

- Test the market with a Request for Proposals (RFP)



**GETTING HERE**  
**CAR:** Route 62 links West Concord and Concord Center.  
**TRAIN:** Concord and West Concord are both stops on the MBTA Fitchburg Commuter Rail Line.  
**BIKE:** The Bruce Freeman Rail Trail winds through West Concord. It's a lovely way to explore the village and its rivers, ponds, and natural areas.



# EXPLORING WEST CONCORD

- COMMERCIAL DISTRICT**
    - Distinctive artisan shops
    - Restaurants, bakeries, cafés, pizzerias, and ice cream parlor
    - Antique shops and art galleries
    - Dance, yoga, and fitness studios
    - Health spas and beauty salons
  - Public Art: Murals, Poetry Phone, Signal Boxes
  - Mural that includes a local-history panel
  - West Concord and Bruce Freeman Rail Trail history
  - Exhibition galleries
  - Parks, trail, playground, sports fields, courts, bike trail, beach
  - Minuteman Bike Share
- 
- PERFORMANCE VENUES**
    - Concord Youth Theater
    - Concord Conservatory of Music's Concert Hall
    - Harvery Wheeler Community Center stage and gallery

**Shops to check out**

[visitconcord.org/  
listing-towns/  
west-concord](http://visitconcord.org/listing-towns/west-concord)

# Select Board Liaison Reports

## **Executive Session**

*Favorable action is requested:* Move to enter into Executive Session under M.G.L. c. 30A, § 21(a)(6) to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body and not return to Open Session.

Roll call vote required.