Town of Concord Land Use Working Group (LUWG) Subcommittee Report: Public Works Feasibility Study

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1. Executive Summary

Purpose:

In line with Concord's Masterplan, *Envision-Concord: A Bridge to 2030* which prioritizes the goal to "Continue to maintain and improve the Town's existing public buildings, facilities, infrastructure, and service delivery at a level consistent with the Town's fiscal sustainability" and

the *Land Use Working Group Charge*, "Concord faces critical challenges delivering the services of its municipal departments due to the limitations of existing facilities. Both the Public Safety building and the Public Works facility are in failure mode, and both require relocation",

this report evaluates options for Concord's key public works buildings for future municipal needs.

Properties reviewed by the Land Use Working Group – Public Works Subcommittee (LUWG-PWS) include current sites of the Public Works Division's (PWD) administration and operations:

- Main facilities at 133 and 135 Keyes Road and adjacent properties,
- 755 Walden Street landfill site used for recycling, composting and solar arrays,
- 509 Bedford Street wastewater treatment plant and nearby municipal lands, and

other municipal locations included in the Land Use Working Group's (LUWG) list of Town properties or potential properties, or locations recommended by residents:

- 965 Elm and 6X Winthrop Streets (the decommissioned MCI-Concord prison and Junction Village),

- 120 Meriam Road (Ripley School used for Concord Public and Regional School administration and early education classes),
- 1231 Old Marlboro Road and 78 Old Pickard Road (former Peabody Middle School),
- 2229 Main Street (Federal Superfund site) and,
- commercial property on Virginia Road near Hanscom Airport.

Our analysis aims to ensure that Concord's Public Works facilities meet modern municipal standards for safety, efficiency, cost-effectiveness, and sustainability. Based on input from staff, administration, industry experts, and benchmarking with comparable towns, the subcommittee determined that consolidating public works services at a single site is essential. Operating from multiple locations would decrease efficiency, reduce productivity, and increase costs.

Criteria:

The LUWG-PWS used the following major and minor criteria to assess sites for hosting a Public Works facility:

Major

- Physical features, including size and shape,
- Cost of site development such as necessity for cut and fill, extent of site clearing, difficult subsoil conditions, timing and phasing requirements, Town ownership of site, renovation vs. reuse,
- Location, whether centrally located to service areas, adequate access to site,

Minor

- Site history, favorability of past/existing use, presence of hazardous materials,
- Sustainability and environmental impacts including moderation of neighborhood effects,
- Zoning consistency and requirements,
- Potential traffic impacts,
- Access to utilities, and,
- Permitting and other risks.

Key Findings:

- The facilities at 133 and 135 Keyes Road are inadequate for efficient operations and do not meet current safety, security, or service standards.
- These sites fail to align with the Town objectives for sustainability, economic vitality, and fiscal responsibility.
- Growing service demands, particularly in West Concord. underscore the need for updated infrastructure.
- Comparative analysis with peer municipalities further highlights the need for modernization, increased functionality and improved interface with residents and businesses.
- Potential locations for future Public Works facilities were grouped into three categories based on their suitability:

Good Use	Possible Use	Not Suitable
MCI-Concord	133-135 Keyes Road	755 Walden Street
120 Meriam Road (Ripley)	2229 Main Street	Virginia Road
509 Bedford Street (Concord WWTF)	1231 Old Marlboro Road (Peabody)	

Next Steps:

- *Co-ordinate findings* of this report from this LUWG-PWS with reports from two other subcommittees- LUWG-Public Safety Subcommittee and LUWG-Municipal Consolidation Subcommittee.
- *Initiate additional studies* (service analysis, design and engineering for renovation/new build, location analysis, financial viability).
- *Plan and engage in stakeholder and community engagement*.

2. Role of Public Works in Concord

Concord Public Works (CPW) is responsible for Engineering, Highway and Grounds, Solid Waste Disposal, Water and Sewer and Facilities Management Operations throughout Town. Concord's Public Works' facilities are concentrated at 133 and 135 Keyes Road. There are also operations at the 755 Walden Street compost and landfill site and the 509 Bedford Street wastewater treatment plant, plus smaller buildings for specific functions. The Concord Municipal Light Plant (CMLP) operates separately from Concord Public Works.

The *Engineering Division* of CPW is chiefly accountable for the planning, engineering, design, and construction of municipal infrastructure, encompassing roads, curbing, sidewalks, and drainage systems.

Highway and Grounds is responsible for the comprehensive maintenance of all public ways, encompassing streets, sidewalks, stormwater drainage systems, guardrails, signage, snow removal operations, and the upkeep of Public Works buildings, vehicles, and equipment. This division manages and maintains over ninety (90) vehicles to service approximately 107 miles of public streets, fifty-eight (58) miles of sidewalks, and eighty-two (82) acres of parks and grounds. Additional duties include managing public playgrounds, athletic fields, shade trees, cemeteries (Old Burying Ground, South Burying Grounds, Sleepy Hollow Cemetery), conservation lands, and recreation infrastructure (Gerow Park, White Pond, and Warner's Pond).

Solid Waste Disposal is responsible for the collection and recycling of solid waste, managing initiatives such as Drop-off/Swap Off days, compost site operations, and BigBelly Trash Compactors.

Concord introduced its water system in 1872, followed by the sewer system in 1900. The water system comprises six (6) groundwater supply wells, one surface water source, pumping stations, and two storage reservoirs with a total capacity of 7.5 million gallons. Approximately 121 miles of water mains serve about 95% of Concord residents, along with a small number in Carlisle and Acton. The sewer system includes a central treatment plant with a capacity of 1.2 million gallons per day, two pumping stations, six lift stations, and about 33 miles of collection lines. The sewer system currently serves 1,692 customers, approximately 35% of the Town.

Facilities Management is responsible for maintaining, repairing, and making ongoing improvements to all municipal buildings in the Town, except for those owned by Concord Public Schools and the regional Concord Carlisle High School.

3. Study Scope, Methodology and Outline

- **Study Scope:**
  This report is a part of a community effort established by the Select Board to examine parcels of new land that have become recently available for municipal or other desired uses in Concord. To this end the Select Board created the Land Use Working Group (LUWG) to strategically evaluate current and potentially available land, including the significant opportunities presented by MCI Concord, 2229 Main Street, and the Peabody School site alongside existing town-owned land. A team of Concord residents was asked to evaluate the Town's future needs, focusing on issues like insufficient Public Works and Public Safety buildings and possible administrative consolidation, considering Concord's larger objectives for commercial growth, varied housing options, and recreation or open space.

  The LUWG partitioned this task into two phases:
  - Phase I addresses the Town's most urgent needs: Public Safety and Public Works facilities in failure mode which require relocation. As identified in the 2020 Concord Municipal Facilities Assessment, renovations and/or expansion of these facilities are not an option. Consolidation of administrative space was also considered.
  - Phase II will address commercial development, housing, and recreation/open space options.

  The LUWG determined three analysis streams and created three subcommittees to address the Phase I task: a Public Safety Subcommittee (PSS), a Public Works Subcommittee (PWS) and a Municipal Consolidation Subcommittee (MCS). This report represents the work of the Public Works Subcommittee.

- **Methodology:**
  This evaluation began with a review of documents, of which the 2018 Envision Concord: Bridge to 2030, the 2020 Concord Municipal Facilities Assessment, the 2024 Analysis and Recommendations for Possible Acquisition of the 2229 Main Street Site Property, and the 2025 MCI Concord Vision Plan were most relevant to this phase of analysis. The 2016 Junction Village Open Space Planning Study, the September 25, 2019, Request for Designer Services Concord Middle School Project, the March 22, 2024, Town of Concord Facilities Condition Assessment: Concord Integrated Preschool & Ripley Administration were also consulted.

  Assessing the Public Works building conditions, operational suitability, and adaptability to projected needs was accomplished on this preliminary basis via:

- Site visits - facility walkthroughs and condition assessments
- Review of historical and current building data
- Staff and expert input – with support from Alan Cathcart, Director of Public Works and Russ Karlstad, Facilities Manager and their associates
- Comparative benchmarking with similar Massachusetts communities, with site visits to Public Works Departments in Arlington, Belmont, and Lexington, and
- Public meetings of the Land Use Working Group (LUWG) (14 meetings including site visits) and LUWG Public Works Subcommittee (12 meetings), including opportunities for public comment at each meeting.

Outline: The outline of this report includes the following Sections:

- **Section 1** Executive Summary
- **Section 2** Role of Public Works in Concord
- **Section 3** Study, Scope, Methodology and Outline
- **Section 4** Existing Conditions Assessment
- **Section 5** Risk Analysis
- **Section 6** Options Analysis
- **Section 7** Evaluation Criteria
- **Section 8** Appendices
  - Public Works Maps
  - 133-135 Keyes Road (Site Map: 133-135-141 Keyes Road (Parcel 1682))
  - MCI-Concord (Site Map: 965 Elm Street (Parcel 2013))
  - Concord WWTF 509 Bedford Street and nearby municipal property (Site Map: 509 Bedford Street (Parcel 1198))
  - Ripley School (Site Map: 120 Meriam Road (Parcel 4187))
  - Peabody School (Site Map: 1231 Old Marlboro Road and 78 Old Pickard Road (Parcels 2999 and 3000))
  - 2229 Main Street (Site map: 2229 Main Street (Parcel 2970-1))
  - 755 Walden Street (Site map: 755 Walden Street (Parcel 4039))
  - Virginia Road (Site Map: 48X, 50A, 52X, 477, 490, 521, 530, 555, 561 and 575 Virginia Road (Parcels 4287-2, 4287-1-2, 4288-2, 4287-1, 4261-1,4288-1, 4257-1, 4288-5, 4288-3 and 4288-4))

4. Existing Conditions Assessment

133-135 Keyes Road Public Works Campus: The source of many of these comments is the 2020 report, "The Concord Municipal Facilities Assessment and Masterplan" (CMFAM) by TBA Architects which provides condition reports and recommendations regarding Concord's municipal buildings, including 133 and 135 Keyes Road. Excerpts from this document are in this report's Appendix.

Geography: 133 and 135 Keyes Road, primary locations for Concord Public Works (CPW), are located along with 141 Keyes Road on a 9.7-acre lot(Parcel 1682). CPW occupies an estimated five (5) acres of property and the Town's Community Development, Health, Building and Natural Resources Departments are on the remainder of the land. This central location has been optimal for the Town as it provides quick access to centers of commerce, tourism and historic preservation in Concord Center and West Concord, and is also near to many residential properties.

Nevertheless, the site is complex with environmental constraints on three sides. Keyes Road intersects Lowell Road to the east, the Concord River borders the west, properties to the north including Town conservation land are separated from the Keyes Road property by wetlands buffer zones, and similar wetlands buffer zones are on the south which separate the site from private commercial properties.

Facilities: CPW facilities at 133 and 135 Keyes Road include:

- Administrative offices for Engineering, Highway and Grounds, Solid Waste, Water and Sewer and Facilities,
- Fleet, materials and salt storage,
- Fuel depot,
- Shops for vehicle repair, welding, sign making, painting,
- Vehicle washing station,
- Sewer pumping station,
- Cardboard recycling bins.

Description: 133 Keyes Road is a two-story, brick-veneer colonial-style structure constructed on finished concrete block during the mid-twentieth century. The facility currently accommodates Engineering, Cemetery Operations, and Solid Waste Disposal programs. Administrative areas comprise approximately 2,800 square feet and include a public reception area, offices on both floors, a break room, a conference room, and staff restrooms. An additional 14,000 square feet is allocated to the garage, featuring twenty-one vehicle bays

utilized for maintenance, equipment storage, and tool housing. The garage bays are two stories in height and provide a break room, locker rooms, four offices designated for field supervisors, and seven storage rooms.

135 Keyes Road, built in the same period, is a single-story building with slab-on-grade construction and eight-inch concrete block walls. Approximately 6,000 sq ft of the building is administrative and 5,000 sq ft is fleet operations. The front office area features interior gypsum board finishes, while the garage area consists of unfinished concrete block. Neither section is well insulated. The roofing system includes metal trusses, a corrugated roof deck, rigid insulation, and a built-up gravel surface. This building houses the Highways & Grounds and Water & Sewer divisions. Administrative offices are the eastern portion, while the western half functions as a garage with three vehicle bays.

Key Issues:

- *Aging infrastructure*, particularly the salt storage facility, leads to frequent maintenance costs and poses risks to people and property.
- *Inadequate, unsecured and poorly configured fleet storage* reduces vehicle lifespans, increases repair frequency and delays service response. Poor separation of work areas and challenges to air quality management result in failure to meet industry standards.
- *Insufficient and unsecured materials storage* results in inefficient inventory management, permits inventory and personal property shrinkage, reduces efficiency in procurement practices, and increases costs and risk of shortages, especially for winter road treatment supplies.
- *Limited parking and circulation space* creates safety hazards due to cross-traffic among public works vehicles, employee parking, and pedestrians. It also leads to lost productivity from additional time devoted to moving multiple vehicles to position them for daily work activities.
- *The absence of a secure campus* raises concerns for the safety of visitors, employees, and property.
- *Public-facing structures lack clear signage and wayfinding* making navigation difficult for residents.
- *Limitations in administrative workspace* including collaboration areas, conference rooms, document management, and common building amenities negatively impact employee productivity and the building's value for public use.
- *The site's proximity to wetlands presents environmental risks*.
- Additionally, Concord misses opportunities to provide expanded in-house functions and community spaces that peer towns offer through their public works facilities.

Current Zoning: Zone B

Cost estimates of replacement: The July 2020 Concord Municipal Facilities Assessment and Masterplan projected the replacement of 133-135 Keyes Road DPW facilities at $46,164,000 in 2019 dollars ($38,279,000 for construction). Adjusting for 37.5% inflation raises the current estimate to $63,475,500 ($52,633,625 construction), not including land acquisition costs.

Document	Date	Replacement Cost (2019 dollars)	Construction Cost (2019 dollars)	Inflation Adjustment (%)	Replacement Cost (Adjusted)	Construction Cost (Adjusted)	Land Acquisition Included
Concord Municipal Facilities Assessment and Masterplan	July 2020	$46,164,000	$38,279,000	37.5%	$63,475,500	$52,633,625	No

5. Risk Analysis

The LUWG-PWS examined areas of risk in the development of a new Public Works facility location. These included: costs of construction, schedule/phasing logistics, renovation/reuse vs. new build tradeoffs, and mitigation of neighborhood effects especially near residential neighborhoods.

Cost Analysis of New Construction and Renovation

Materials and labor costs for construction, including those for commercial buildings such as Public Works buildings, began to escalate in the Covid-construction era starting in 2021 and 2022. Construction cost increases were at their highest levels since the 1980s. By 2025, both CPI and Construction inflation have moderated. Estimates for the range of cost increases for construction in 2025 is between 4.0% to 6.6% based on sector and region. Between 2019 and 2025, standard inflation rose 25% whereas construction costs surged by 32% to 44%.

Annual Change: CPI vs. Construction Costs (2020-2025)

Year	Annual CPI Change	Construction Cost Inflation (nonresidential)
2020	1.4%	2.5%
2021	7.0%	8.0%
2022	6.5%	12.8%
2023	3.4%	5.6%
2024	2.9%	3.2%
2025	2.7%	4.0%-6.6% est.

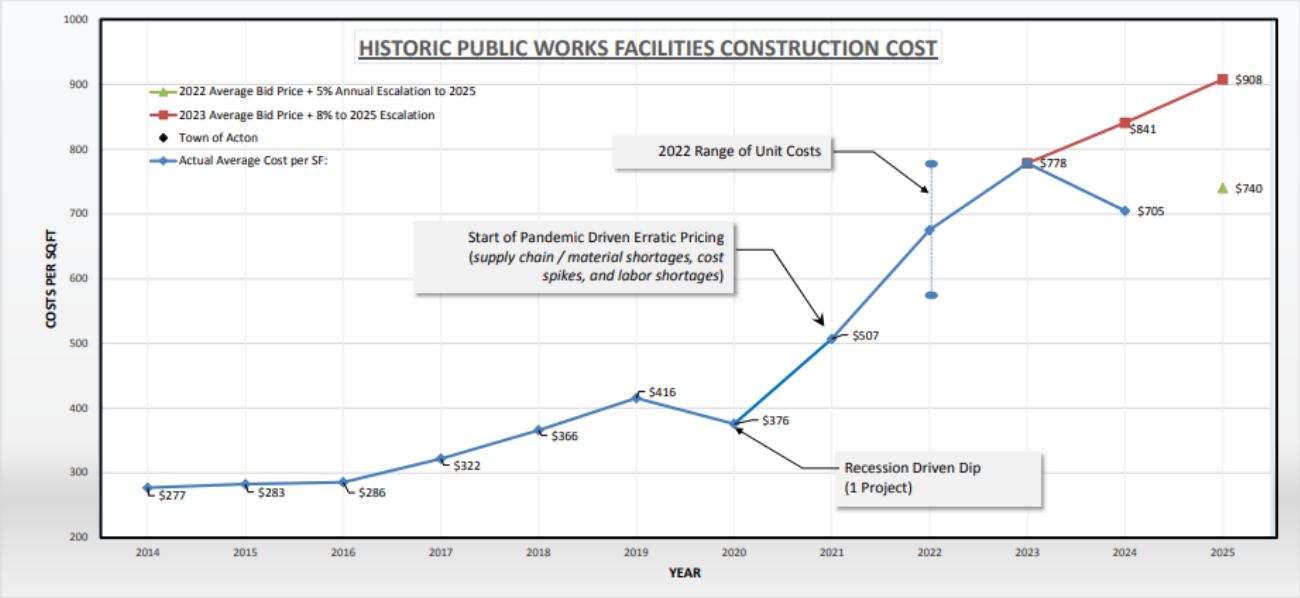
Source: BLS Consumer Price Index and FRED Producer Price Index for Construction

Independent of inflation, higher costs may result from unforeseen site conditions such as subsurface issues, labor or supply delays, tariff changes, and environmental regulation compliance.

Comparative Analysis: Based on comparative analysis the cost of new construction of a public works facility, including soft costs, is in the $650-800 / sq ft range. These figures may differ across cities and towns. Costs do not include land acquisition.

Comparison Costs, dates and sizes of Public Works Facilities in Massachusetts

Town Public Works Facility	Bid Date	Low Bid Price	Average Bid Price	Size (SF)	Average $/SQF
Acton	2025	$37,946,168	$37,946,168	46,884	$809
Andover Municipal Services Facility	2017	$16,049,000	$18,413,675	54,088	$340
Arlington	2021	$37,350,000	$37,350,000	75,050	$498
Billerica	2024	$38,104,000	$41,455,000	67,298	$616
Bourne	2014	$10,441,002	$11,063,598	39,040	$283
Boxford	2025	$18,990,000	$18,990,000	22,392	$848
Boylston Highway Facility	2015	$3,364,000	$3,935,419	13,926	$283
Burlington	2019	$23,925,000	$26,074,333	66,200	$394
Duxbury	2024	$22,677,000	$23,381,200	32,600	$717
Easton Public Safety and Public Works	2025	$150,535,620		139,580 71,071 PW & salt shed	$1,078
Grafton	2018	$11,713,205	$12,399,201	33,710	$368
Holden	2020	$14,519,200	$15,780,624	42,000	$376
Holliston	2026	$52,550,000 est	$56,120,000 est	45,150	$1,203
Hopkinton	2016	$11,532,000	$12,112,833	42,410	$286
Hudson	2024	$23,900,000	$23,900,000	35,000	$683
Lexington	2007	$27,500,000	$27,500,000	87,057	$315
Longmeadow	2018	$12,707,000	$$14,773,364	44,858	$329
Marshfield	2021	$11,070,841	$11,517,899	27,800	$414
Maynard	2026 est	$65,000,000	$77,800,000	45,000	$1,586
Medford	2014	$12,186,000	$12,340,333	45,000	$274
Middleboro	2019	$13,673,300	$14,355,199	34,000	$422
Montague	2020	$9,860,000	$9,860,000	25,000	$394
Norwood	2014	$14,902,289	$15,437,343	53,870	$287
Orleans	2017	$11,774,000	$12,833,834	42,278	$304
Pembroke	2022	$9,969,876	$9,969,876	28,540	$349
Provincetown	2024	$40,700,000	$40,700,000	61,815	$658
Revere	2024	$20,000,000	$20,000,000	40,000	$500
Rockport	2021	$12,550,000	$13,799,954	22,658	$609
Rockport-rebid	2022	$17,540,800	$17,540,800	22,658	$774
Seekonk (rejected)	2024	$40,000,000	$40,700,000	61,815	$658
Tewksbury DPW and School Maintenance Facility	2023	$28,527,000	$32,623,458	41,907	$778
Wayland	2014	$8,877,000	$10,519,754	39,867	$264
Whitman	2023	$21,000,000		27,000	$777
Yarmouth	2019	$14,633,435	$16,367,227	37,990	$431



Source: Acton, MA

Schedule/phasing

Logistical challenges of constructing Public Works facilities can add costs and time to a project. This could result from complex site conditions like addressing ledge, slope stabilization, disposal of underground materials, or existing wetlands. Other phasing challenges can arise when temporary facilities like offices, restrooms, or parking are needed to relieve site constraints during construction. When phasing is used, say to spread costs over multiple years, safety and access can require costs to maintain clear separation between construction zones and operation areas, with temporary access routes required.

Renovation/reuse vs. new build tradeoffs

The decision between new construction and renovation involves significant trade-offs regarding budget, timeline, customization, and risk.

New Construction Trade-offs		Renovation Trade-offs	
Pros	**Cons**	**Pros**	**Cons**
Total customization of layout and finishes	Generally higher upfront costs (land, materials, labor)	Often lower, more flexible costs	Limited by existing structural layouts
Modern energy-efficient systems	Longer, unpredictable construction timelines	Potential to preserve historic value	Potential for "scope creep"
No immediate maintenance or repair needs		Renovating is generally more sustainable, as it reduces waste and reuses existing infrastructure	Lower energy efficiency compared to new builds

Moderation of neighborhood effects on nearby properties, especially residential neighborhoods.

Moderating the impact of a public works facility on nearby neighborhoods involves a combination of strategic site planning, physical buffering, operational restrictions, and proactive community engagement. Key strategies include placing high-impact areas (docks, storage) away from residents, installing sound/visual barriers, and setting strict operational hours. These strategies are in accord with Concord's Planning Board site review requirements.

Site Planning and Design Mitigation

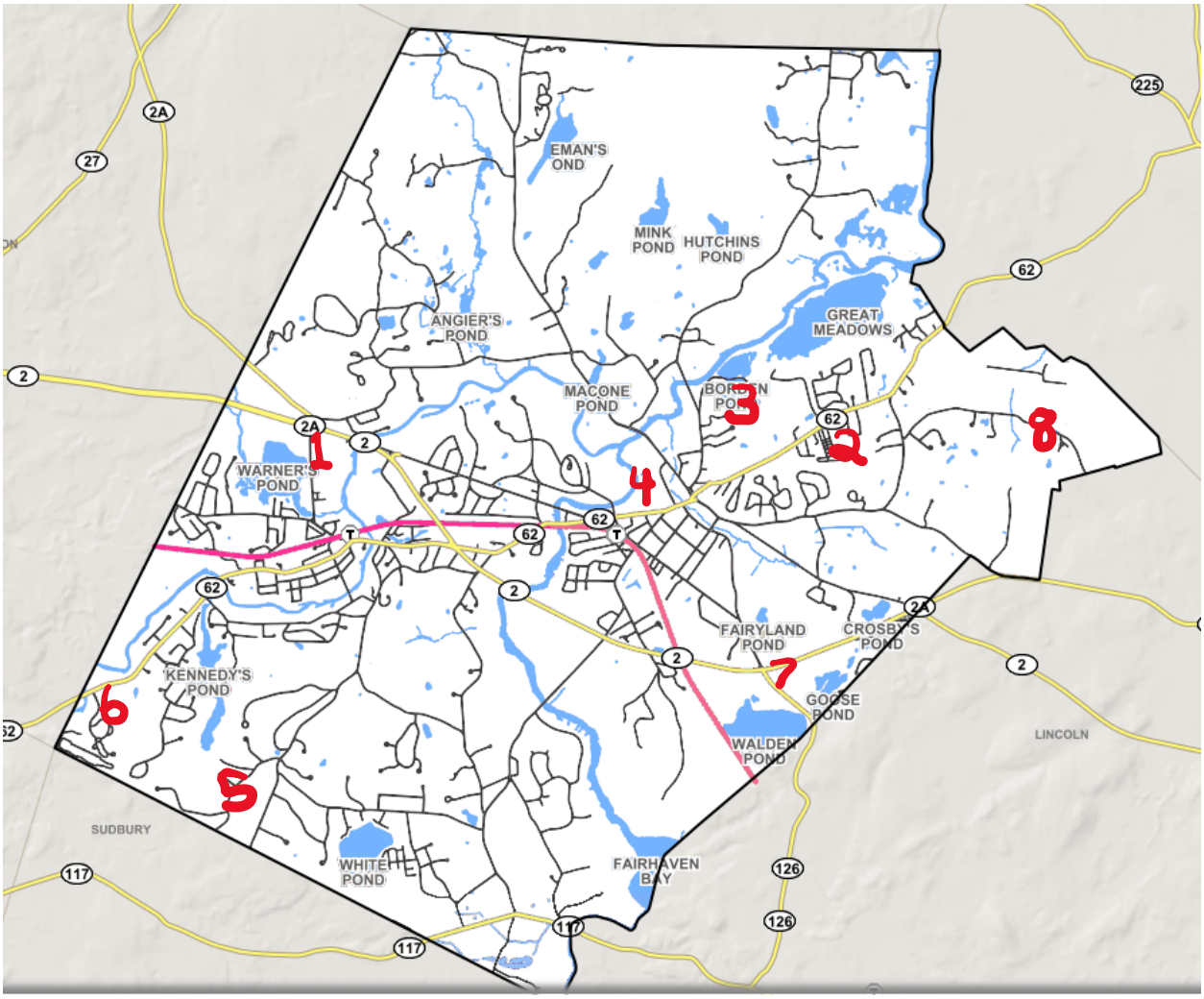
- **Buffer Zones:** Maintain at least 1,000 feet between the facility and the nearest home to reduce noise and traffic impacts.
- **Operational Orientation:** Position warehouse dock doors, truck idling areas, and entry/exit points away from sensitive receptors (homes, schools).
- **Visual Screening:** Utilize vegetation, landscaped berms, or decorative fencing to hide the facility from view.
- **Building Design:** Align the building's scale and height with neighboring structures to reduce its perceived size.
- **Lighting Control:** Direct lights downward, use shielded fixtures, and install timers to minimize light pollution.

Operational Controls

- **Noise Mitigation:** Erect precast concrete sound barriers or acoustic fencing to block sound waves.
- **Traffic Management:** Designate specific, non-residential routes for heavy trucks, and prohibit idling in residential areas.
- **Air Quality Measures:** Use water trucks or misting systems to control dust during construction and operation.
- **Operating Hours:** Restrict loud operations, such as material loading or truck maintenance, to daytime hours.

6. Options Analysis

- **Option 1:** MCI-Concord/Junction Village renovation
- **Option 2:** Ripley School new build
- **Option 3:** Expansion of 509 Bedford Street
- **Option 4:** New Build and/or renovation of 133-135 Keyes Road, with potential expansion to 141 Keyes Road or private properties
- **Option 5:** Peabody School renovation/new build
- **Option 6:** 2229 Main Street new build
- **Option 7:** 755 Walden Street new build
- **Option 8:** Virginia Road renovation/new build



Option 1: MCI-Concord/Junction Village

Site: The Massachusetts Correctional Institution-Concord (MCI Concord), located at 965 Elm Street (Parcel 2013), is bordered by Route 2 to the north, Commonwealth Avenue to the west, the Bruce Freeman Rail Trail and Junction Village property (owned by the Concord Housing Development Corporation, or CHDC) to the south, and the Assabet River to the east. The MCI-Concord site spans fifty-one (51) acres, with 44.5 acres suitable for development—excluding areas within the FEMA floodway and the 100-year floodplain. As befits a prison, the land is flat and unwooded, with significant prior use.

The MCI-Concord Wastewater Treatment Facility (WWTF) and nearby abandoned sand filter beds are on the eastern side of the property, are outside the prison's secure perimeter. The Town is currently exploring acquiring the WWTF and filter beds for municipal use in partnership with the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM)—the agency overseeing the disposition of former prison land—and the CHDC, which owns Junction Village.

Junction Village (Parcel ID 2013-1), in West Concord, covers 12.8 acres, with 7.9 acres suitable for development. The Department of Corrections used the land for sewage disposal and aggregate storage; it has since been considered for housing and open space. It sits adjacent to the Assabet River and the Bruce Freeman Rail Trail, with proximity to the West Concord Business District and the MBTA Fitchburg Commuter Rail Station. Winthrop Street, lined with residential and light industrial properties, provides access. The land is flat and wooded, especially that portion near West Concord Center and the Assabet River.

According to the Vision Plan Report for MCI, Building L (40,800 sq ft) and Buildings F and I (28,600 sq ft) are suitable for reuse. Public Works management has expressed interest in the Storehouse Building near the wastewater facility for storage or administrative purposes.

Zoning: Both MCI-Concord and Junction Village are zoned Industrial Park A.

Key issues:

Space requirements: The MCI-Concord site offers enough space for Public Works Division needs. CPW is considering expanding its operations from five (5) acres at Keyes Road to 7.8 acres at MCI-Concord. Using this portion for municipal purposes may result in higher residential density, less mixed use, and reduced open space and amenities, as noted in the *Vision Plan Report for MCI-Concord*.

Development expenses: MCI-Concord is owned by the State, not the Town, and Concord's costs for land and buildings as a public works site are unclear. Ballpark renovation costs for the main buildings could be $350–450 per square foot ($28–36 million total), plus $1–3 million for a new salt barn. Repurposing a portion of the prison wall to provide a buffer zone for the WWTF may allow removal costs to be moderated. Estimates exclude upgrades at the WWTF. Because portions of these buildings fall within the WWTF "buffer zone," property costs should be moderate due to low development interest.

Location: The MCI-Concord site in West Concord sits next to Route 2. Though less central than 133-135 Keyes Road or 509 Bedford Street, it is about as far from Concord's center as Ripley School.

Site History: The Vision Plan for MCI discusses significant underground infrastructure at the site, including unused steam tunnels. If these tunnels are large enough to impact future development, they might need to be filled, sealed, or removed.

Regulatory Constraints: The MCI-Concord and Junction Village sites must comply with local, state, and federal regulations because of their location near riverfronts, wetlands, floodplains, and the Assabet River (a Federal Wild and Scenic River). Both properties are subject to a 100-foot Wetland Buffer, a 200-foot Riverfront Buffer, and a 25-foot No Build Zone. Permits and Town Natural Resource Commission review are required before any construction or changes.

Traffic, Utilities and Permitting: Creating a Public Works department at MCI-Concord would shift traffic onto Route 2 from Concord Center. This assumes Route 2 is used for access and egress rather than Commonwealth Avenue, and that Winthrop Street is reserved for emergency use only. Development should not require re-zoning and utility upgrades are underway for the MCI-Concord site.

Option 2: Ripley School (120 Meriam Road)

Site: Ripley School, at 120 Meriam Road (Parcel 4187), is bordered by homes (east/north), farms (south/west), and wetlands/conservation land (northwest/west). Access is via Meriam Road to Old Bedford Road. The 17.76-acre site includes parking, three soccer fields, a baseball field, and a 42,331 sq ft building (15,543 from the original 1957 building and 26,788 from the 1968 addition) excluding walkways. The building houses Concord's Schools administration, a preschool, a gymnasium for Town use, and a K-8 STEAM lab.

Nearby municipal parcels include 4209, 4185-2, and 4185-3. Parcel 4209 (33X Old Bedford Road), north of the Ripley building site, covers 11.83 acres used for farming and community gardens; it is zoned Residential B, has a high-water table, and limited access. Parcel 4185-2 (11A Old Bedford Road), south of Ripley, spans 12.72 acres, was bought with School land proceeds for future educational use, is in the Residential A zone, and is currently farmed despite high groundwater. Parcel 4185-3 (155 Old Bedford Road) lies south and east of Ripley and is the 4.47-acre, privately owned Heritage Pool & Racquet Club, also in Residential A zoning.

Zoning: Residential A.

Key issues:

Space requirements: with nearly 18 acres on the Ripley campus and other nearby municipal land in agricultural use, the Ripley are provides options with a size and shape that would be sufficient to relocate the CPW Department.

Development Expenses: The Ripley building, constructed in 1957, ceased to function as a school in 1981 and was subsequently repurposed for municipal and educational activities. Its physical condition is now approaching or has reached the end of its serviceable life. According to the 2024 Facilities Condition Assessment, "Ripley remains in serviceable condition overall; however, the preschool section (constructed in 1957) has exceeded its service life and requires extensive renovation or complete replacement. The Administration area is considered to be in fair condition, benefiting from recently updated conference rooms and the STEAM Lab. The unenclosed covered walkways connecting the preschool pods leave students and staff exposed to the elements while moving between spaces." Interior architectural components and finishes are generally in serviceable condition, though those in the original 1957 section are particularly poor, the 1968 section is rated as fair, and the recently renovated STEAM Lab is noted to be in good condition. Complete demolition and new construction would be necessary

for conversion to a Public Works facility, which may require phased implementation as current functions at Ripley are relocated to alternative sites in Concord.

Location: Ripley School sits mid-range in Concord, near the town's eastern edge and close to Main Street (Route 62), though less central than 133-135 Keyes Road, 509 Bedford Street, or MCI-Concord. Currently landlocked on Miriam Road, it may require an additional exit via Dalton Road or Ridgeway/Ash Streets for improved access.

Site History: There are no known hazardous materials on the site.

Environmental and other impacts: Part of the Ripley site includes wetlands, which don't significantly affect space or construction requirements but may limit options for additional access. Increased traffic on Meriam Road could impact nearby homes. Using agricultural land across Old Bedford Road would reduce traffic issues but may requires utility connections and rezoning from Residence A.

Option 3: 509 Bedford Street

Site: 509 Bedford Street (Parcel 1198) encompasses 8.97 acres and serves as the location of the Concord Wastewater Treatment Facility (WWTF). Bedford Street provides a southern boundary, while additional municipal properties are situated along its eastern, northern, and western limits. Municipal land on the opposite side of Bedford Street to the WWTF is in agricultural use.

Adjacent lots—including 405 Bedford Street (Parcel 1195), 50X Bedford Street (Parcel 1196), 49X Bedford Street (Parcel 1197), 40E Bedford Street (Parcel 1199), 40W Bedford Street (Parcel 1200), 40R Bedford Street (Parcel 1201), and 361 Bedford Street (Parcel 1213)—may be suitable for development as a Public Works facility. Wetlands exist, particularly at 40E Bedford Road; a cell tower is present at 40S Bedford Road; and remnants of sand beds located at 50X Bedford Road may provide future wastewater filtration capacity, subject to permitting.

Currently, the Town is leasing the parcels at 40R and 40W Bedford Street for short-term agricultural use. Both offer potential for location of a Public Works facility.

Zoning: Parcels near the Concord WWTF are zoned B-residential.

Key issues:
Space requirements: Both 40R and 40W Bedford Street, with 11.30 and 9.10 acres available, respectively could provide sufficient land area for new administrative offices and operations of Public Works.

Development expenses: At any of the locations on Bedford Street a Public Works facility would require a new building with costs in the range of $60 million. We have not found issues with site clearance, cut and fill, timing and phasing or difficult subsoil conditions from our review to date.

Location: 509 Bedford Street offers a reasonable central location for service requirements, modest neighborhoods impact, and access to the site from Bedford Street.

Site History: There is no known history of hazardous materials or concerns with past or existing uses.

Environmental Impacts: Concord Public Works prefers to preserve the abandoned sand pits on Bedford Street's northwest side, though there are no current reuse plans. The agricultural use

of Bedford Street lots 40W and 40R and the recent introduction of endangered species to the southern portion of the site should be reviewed for environmental concerns and potential mitigation.

Traffic and Utilities: Traffic, including large vehicles, could increase on Bedford Street, which is primarily residential on one side and wetlands/recreation on the other. Utilities may be required if the location on the south side of Bedford Street currently in agricultural use was selected as a site for PW facilities.

Option 4: 133 and 135 Keyes Road

Key Issues: The 2020 Concord Municipal Facilities Assessment does not support upgrading the 133-135 Keyes Road Public Works campus because the buildings cannot adequately serve their function.

The subcommittee evaluated several options for expansion:

- Incorporating 141 Keyes Road into the Public Works site would entail significant expenses to bring all existing structures into compliance with applicable codes.
- While this expansion would result in an approximate 50% increase in available land, a portion of the area would be required to upgrade current structures to code standards.
- Any renovation or new construction at this location would necessitate phased work, leading to additional costs associated with relocating operations, establishing temporary facilities, and holding expenditures. These are estimated to account for 20–30% of the total construction and logistics budget.
- Renovation or new construction costs will include demolition and site remediation, which should consider the property's large cistern.
- Ongoing environmental and sustainability risks are present at the 133-135-141 Keyes Road site based on its surround by wetlands. Re-building Public Works facilities meant to address the community's vulnerabilities at such as location presents cognitive challenges.
- The adjacent properties reviewed for expansion were 129 Lowell Road (Parcel 1681) and 147 Lowell Road (Parcel 1680), collectively known as Concord Oil. Parcel 1681 consists of 1.29 acres, with roughly 0.30 acres outside the 100-foot wetlands buffer zone, while Parcel 1680 is 1.36 acres with a comparable amount of buildable land. The acquisition costs may not justify the limited gain in usable space.

Option 5: Peabody Middle School

Site: The former Peabody Middle School, located at 1231 Old Marlboro Road (Parcel 2999) and 78 Old Pickard Road (Parcel 3000), comprises approximately 56,500 square feet of building space and spans eighteen (18) acres used for educational and recreational purposes. Constructed in 1967 as an open-plan elementary school, the facility was later repurposed to serve middle school students. The main campus covers eight acres on Old Marlboro Road, while the contiguous 10-acre parcel on Old Pickard Road is dedicated to recreational functions, including sports fields. Additionally, a two-acre off-site septic system parcel situated at 68B Powder Mill Road (Parcel 2991-7) serves the property. This location addressed bedrock constraints but the septic system which is over fifty (50) years old may not comply with Title V regulations.

Peabody School is bordered by Old Marlboro Road on the west, a private home at 1201 Old Marlboro Road to the north, and Old Pickard Road on the east. Its southern edge abuts residences located along Old Marlboro Road or Old Pickard Road. Directly to the south, there is also a land-locked parcel at 23Y Old Pickard Road that features extensive wetlands.

The property surrounding the building consists of rocky, uneven terrain. The site is densely wooded and slopes gradually upward from Old Marlboro Road on the west side, featuring a crescent drive with two vehicle entrances. A continuous drive extends from the crescent to a circular turnaround and drop-off area at the main entrance. The building has a “plus sign” or Greek cross shape, with the entrance located where the west and south wings meet. The land continues to rise toward the east, creating only a crawl space beneath the east wing. The car park is situated south of the circular drop-off drive. Between the west and north wings lies a paved basketball and recess area, while a truck dock is positioned between the north and east wings. The flat membrane roofs were replaced twenty years ago.

Zoning: Residential AA

Key issues:

Space requirements: Sufficient space may be available on either of the parcels that constitute the former Peabody School; however, the exact amount necessary remains uncertain due to the uneven and sloped terrain present on the Old Marlboro lot. In contrast, the Old Pickard lot—currently functioning as playing fields—offers more open areas, as well as unobstructed access and egress not impeded by significant slopes.

Development expenses: September 25, 2019, Request for Designer Services found that the Peabody building's systems—including its roof, mechanical, and electrical equipment—were past their useful life, with only a few exceptions like boilers, hot water heaters, and circulation pumps in useful condition.

Location: The Peabody School is located to the southwest extremities of Concord and thus one of the least central locations under consideration by this assessment.

Site History: The Request for Designer Services from 2019 noted corrosion in heating lines and lead solder in joints and buildings, though at the time there was no detectable water contamination. Asbestos was present in floor tiles, insulation, coatings, and caulking. Certain fluorescent tubes, thermostats, signs, and switches may contain PCBs or mercury.

Environmental Impacts: There are few abutters to the Peabody Middle School, though the general neighborhood is residential.

Zoning, Permitting and Regulatory Constraints: There are few zoning, permitting and regulatory constraints from our research to date.

Traffic and Utilities: Given the distance from large portions of Concord from the former Peabody School, traffic and travel distances need to be considered. Utilities should be adequate at this location.

Option 6: 2229 Main Street

Site: 2229 Main Street (Parcel 2970-1) is a 46.4-acre property in western Concord, bordered by Main Street to the north and residential areas with conservation land to the east and northeast. To the west is the 5.23-acre Minuteman ARC facility, serving individuals with disabilities. South of the site us parcels include the Thoreau Club, town-owned conservation lands, and several mostly landlocked lots with possible access via Forest Ridge or Border Road.

Zoning: Industrial

Key issues:

Space requirements: The acreage at 2229 Main Street is 46.3 acres of which approximately 23.7 acres are developable as shown on the map below from the Analysis and Recommendations for Possible Acquisition of the 2229 Main Street Site Property report.

This space would be more than adequate for PW facilities. The municipal uses cited in the report that would be suitable include (but not limited to):

Passive recreation and trails	Town offices
Recreation fields	DPW facilities
Solar energy production	Transit node
Battery storage	

Development expenses: The timing and likelihood of Concord acquiring 2229 Main Street remain uncertain. The 2229 Main Street Advisory Task Force's report, *Analysis and Recommendations for Possible Acquisition of the 2229 Main Street Site Property*, recommends the Select Board pursue acquisition, contingent on satisfactory legal, financial, and other conditions clarified through further negotiations with federal, state, and possibly private parties. Although development is estimated to begin around 2029/2030, the Task Force suggests initiating reuse planning alongside ongoing legal discussions. Expenses could be greater for development of a former superfund site than for other municipal properties, though our subcommittee has no expertise in this area.

Location: With a location in Concord essentially bordering neighboring towns of Acton and Maynard, 2229 Main Street is one of the furthest of the potential locations from the Concord town centers reviewed in this analysis. As such, transportation of the PW fleet would require additional operator time, wear and tear on equipment and roadways, and risk potential systemic service delays.

Site History: 2229 Main Street is a Federal Superfund site, and though the intention is to bring this property to “residential standards” certain uses of and available locations on the property will be limited.

Environmental Impacts: There are limited current uses of the property that would suffer environmental impacts from the development of the 2229 Main Street site. However, there is a rare Sphagnum bog on the property to be conserved and would not be suitable for the Public Works Department.

Zoning, Permitting and Regulatory Constraints: Zoning for Industrial use would not likely need to change with municipal use as a Public Works Department.

Traffic and Utilities: Utilities may need to be upgraded with development of the site. Issues of greater traffic along the Main Street corridor in Concord should be considered, especially with the distance from other portions of Town.

Option 7: 755 Walden Street

Site: 755 Walden Street (Parcel 4039) is a former Concord municipal landfill located at the junction of Walden Street and Concord Turnpike (Route 2). The site is adjacent to several key properties: to the south and east-- Commonwealth of Massachusetts land (801 Walden Street (5.65 acres) and 85X Walden Street (19.94 acres), which provide parking for Walden Pond and include part of Goose Pond; to the west--additional Commonwealth property, and to the north-- the Walden Woods Project located at the southeast corner of Concord Turnpike and Walden Street.

The property covers 35.41 acres and is designated as Residential A. It currently accommodates composting activities, resident recycling services, storage for Public Works materials, snow removal operations, and staff training. The northern part of 755 Walden Street includes a 16-acre former landfill, which stopped receiving waste in 2000 and was capped in 2001. A municipal recycling facility was established on the west side of the site in 2003. The area also features a 5-acre solar array and a space reserved for a cell tower.

The site's proximity to major transportation routes and recreational areas presents both opportunities and challenges for future municipal use. Its history as a landfill and current roles in recycling and solar energy may impose environmental and regulatory constraints but also offer potential for sustainable development. The hilly terrain presents operational challenges for large vehicle access and movement.

Zoning: Residential A

Key issues:

Space requirements: 755 Walden Street is a large parcel with many demands upon it. It currently houses a large solar array, has a capped landfill area and provides the Town with a small area used for composting and other Public Works needs.

Development expenses: Site development could require significant grading and or cut and fill, with difficult subsoil conditions to manage structurally. Construction would be required as a new building, which would need to accommodate the challenging site requirements, including height restrictions likely from its proximity to Walden Pond.

Location: Though situated near Route 2, 755 Walden Street is near the border of Concord and the Town of Lincoln and equally distant from eastern, northern and western reaches of Concord.

Site History: The capped former landfill would need to be avoided in the location of a Public Works Department because of the high risk of penetration of the landfill cap and the high cost of stabilizing that cap.

Environmental Impacts: Opposition from Town historical/recreation/sustainability groups regarding proximity to Walden Pond/Walden Woods

Traffic and Utilities: Traffic, including large vehicles, would increase on Walden Street, which is primarily in recreation/tourism use associated with Walden Pond. It is unclear whether all utilities are available at this site.

Option 8: Virginia Road addresses: 48X, 50A, 52X, 477, 490, 521, 530, 555, 561 and 575 (Parcels 4287-2, 4287-1-2, 4288-2, 4287-1, 4261-1, 4288-1, 4257-1, 4288-5, 4288-3 and 4288-4)

Site: This area comprises approximately 44 acres of commercial development, including the Middlesex Green Office Park (530, 555, 561 and 575 Virginia Road), Concord Farms (490 Virginia Road), and several residences. Some properties are federal land. It is located about three miles from Route I-95/128 and is adjacent to Hanscom Field and Hanscom Air Force Base to the east. The terrain is gentle hills with elevations ranging from 150 to 230 feet.

Zoning: Residence A (4287-2), Industrial Park B (4287-1-2, 4288-2, 4287-1, 4261-1, 4288-1, 4257-1, 4288-5, 4288-3, 4288-4)

Key issues:

Space requirements: None of these properties offer sufficient space for a Public Works facility. Multiple properties would need to be combined, though some have common ownership. Several sites are landlocked or non-conforming and would require improved access to Virginia Road. Based on advertisements on listing sites like LoopNet, adequate administrative/office space would be available to serve the needs of the Public Works Department.

Development expenses: Buildings with access to public roads are privately owned and range in assessed value from $1 to $9 million. Most are used as office buildings and would only be useful for the administrative functions of Public Works. Building costs for garage and storage are significantly lower than for office buildings, but even assuming a $200/sq ft cost, this would require an additional investment of $15-20 million in addition to the purchase of multiple lots.

Address	Parcel	Assessed Value	Address	Parcel	Assessed Value
48X	4287-2	$180,800	50A	4287-1-2	$102,600
52X	4288-2	$171,200	477	4287-1	$1,122,100
490	4261-1	$3,381,900	521	4288-1	$8,223,700
530	4257-1	$9,061,000	555	4288-5	$5,754,400
561	4288-3	$729,100	575	4288-4	$8,036,800

Location: Location at the far end of Town where traffic can be cumbersome already

Site History: There is no information available regarding any history of hazardous materials at these sites.

Environmental Impacts: There are small areas of wetlands on the south and eastern portions of these properties.

Zoning, Permitting and Regulatory Constraints: As most of the locations are zoned for Industrial use, there are no clear issues for constraints.

Traffic and Utilities: As commercial buildings off Virginia Road, it is not likely that there would be a greater disturbance of traffic from use of these properties as a location for Public Works. In fact, with the proximity of Route 95/128 choice of this location might eliminate delivery traffic through other roadways across Concord. Utilities are currently serving these locations.

7. Evaluation Criteria

The LUWG-PWS used three different approaches to evaluate and score site options for the Public Works facility. The first approach was the use of a grading scale of Excellent, Average, Good, Fair or Poor. This resulted in 3 classifications of properties:

Good Use	Possible Use	Not Suitable
MCI-Concord	133-135 Keyes Road	755 Walden Street
120 Meriam Road (Ripley)	2229 Main Street	Virginia Road
509 Bedford Street (Concord WWTF)	1231 Old Marlboro Road (Peabody)	

A second approach used similar categories and scored properties on Low-Moderate or High grades.

	Cost	Access/ Location	Acreage	Neighborhood	Sustainability	Phasing
133-135 Keyes	**Low-Moderate**	**Moderate**	**Low**	**Low**	**Low**	**High**
MCI Concord	**Unknown**	**High**	**High**	**High**	**High**	**Low**
509 Bedford	**High**	**Moderate**	**Moderate**	**Moderate**	**High**	**Low**
Ripley School	**High**	**Low**	**Moderate**	**Moderate**	**High**	**Low**
Virginia Road	**Moderate-High**	**Low**	**Moderate**	**High**	**High**	**Low**
2229 Main	**Moderate-High**	**Low**	**High**	**High**	**High**	**Low-Moderate**
755 Walden	**Moderate**	**High**	**High**	**High**	**Low**	**Low**

A third approach used numeric scoring across properties and criteria, even though there was information lacking for all criteria for many of the properties.

Major

- Physical Features, including size and shape.
- Cost of Site Development, necessity for cut and fill, site clearing requirement, difficult subsoil conditions, timing and phasing, Town ownership of site, renovation vs. reuse.
- Location, centrally located to service areas, access to site.

Minor

- Site History, favorability of past/existing use, hazardous materials
- Sustainability and Environmental Impacts including moderation of neighborhood effects.
- Zoning consistency and requirements
- Potential Traffic impacts
- Access to Utilities
- Permitting and other risks

Scoring Criteria	Factors	MCI-Concord	Ripley School	509 Bedford Street	133-135 Keyes Road	Peabody School	2229 Main Street	755 Walden Street	Virginia Road	Weight
Physical Features/Size (20 points)	Size and Shape of Usable Site Appropriate for Full DPW=20, Seriously Restrictive =0	20	20	20	5	10	20	5	0	20
Cost of Site Development (20 points)	Cut and Fill Necessary Site Clearing Required Difficult subsoil Conditions Timing and Phasing No Impact=20, Significant Impact=0	14	6	20	6	14	10	6	0	20
Location (20 points)	Centrally Located to Service Area Adjacent Neighborhood Access to site Excellent location =20; poor location=0	16	12	20	20	4	0	10	0	20
Site History (10 points)	Favorability of Past/Existing Use Hazardous Materials Issues Clean Site No Known Issues=10, Known Contamination=0	5	10	10	5	5	0	0	10	10
Environmental Impacts (10 points) (Soils, Wetlands)	Presence of Environmental Receptors Abutters/Wetland Impacts Riverfront/ Endangered Species No Impact=10, Significant Impact=0	6	6	0	0	8	10	0	10	10
Zoning Consistency (6 points)	Consistency with Allowed Zoning Use Site Usability within Setbacks Site Usability Allowed Area Coverage Not Restrictive=10, Restrictive=0	6	0	0	6	6	6	6	0	6
Potential Traffic Impacts (6 points)	Residential Abutters, Heavily Traveled Road No impact=6, Significant Impact=0	6	5	5	6	3	6	3	6	6
Acess to Utilities (4 points)	Availability of Nearby Utility Infrastructure: Electric, Sewer, Gas, Water, Telecom All Available=4, None Available=0	4	4	3	4	3	3	3	3	4
Permitting (4 points)	Permit Requirements No Specialty Permits=4 Variance and/or excess permitting required=0	4	4	2	4	2	2	4	2	4
TOTAL		81	67	80	56	55	57	37	31	100

Independent of the approach used, the general ranking of candidate sites was similar.

Report of the Land Use Working Group – Public Works Subcommittee Appendix

1. *Public Works Maps*
    a. *Sewer Extent*
    b. *Sidewalks*
    c. *Public or Private Streets*
    d. *Pavement*
2. *Site Conditions*
    a. *133-135 Keyes Road*
        i. *Site location*
        ii. *Wetlands*
        iii. *Town Aerial Photo*
        iv. *Topographic quadrangles*
        v. *Analysis excerpts from Concord Municipal Facilities Assessment and Masterplan*
        vi. *Photo 133-135 Keyes Road buildings*
    b. *MCI-Concord 965 Elm Street*
        i. *Site location*
        ii. *Wetlands*
        iii. *Town Aerial Photo*
        iv. *Topographic quadrangles*
        v. *Other maps of interest*
    c. *Concord Wastewater Treatment Facility 509 Bedford Street*
        i. *Site location*
        ii. *Wetlands*
        iii. *Town Aerial Photo*
        iv. *Topographic quadrangles*
    d. *Ripley School 120 Meriam Street*
        i. *Site location*
        ii. *Wetlands*
        iii. *Town Aerial Photo*
        iv. *Topographic quadrangles*
    e. *Peabody School 1231 Old Marlboro Road*
        i. *Site location*
        ii. *Wetlands*
        iii. *Town Aerial Photo*

iv. *Topographic quadrangles*

f. *2229 Main Street*

i. *Site location*

ii. *Wetlands*

iii. *Town Aerial Photo*

iv. *Topographic quadrangles*

g. *755 Walden Street*

i. *Site location*

ii. *Wetlands*

iii. *Town Aerial Photo*

iv. *Topographic quadrangles*

h. *Virginia Road*

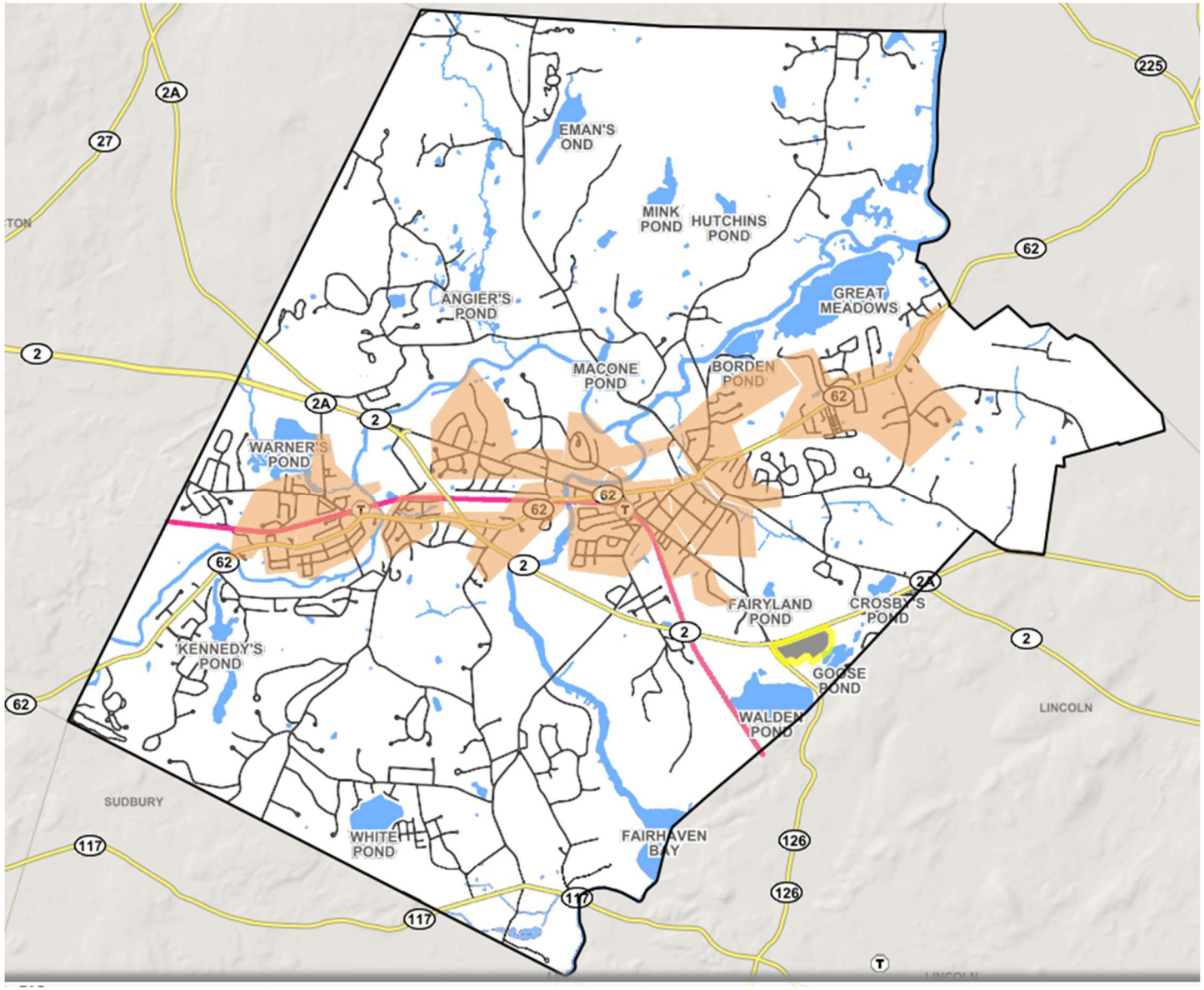
i. *Site location*

ii. *Wetlands*

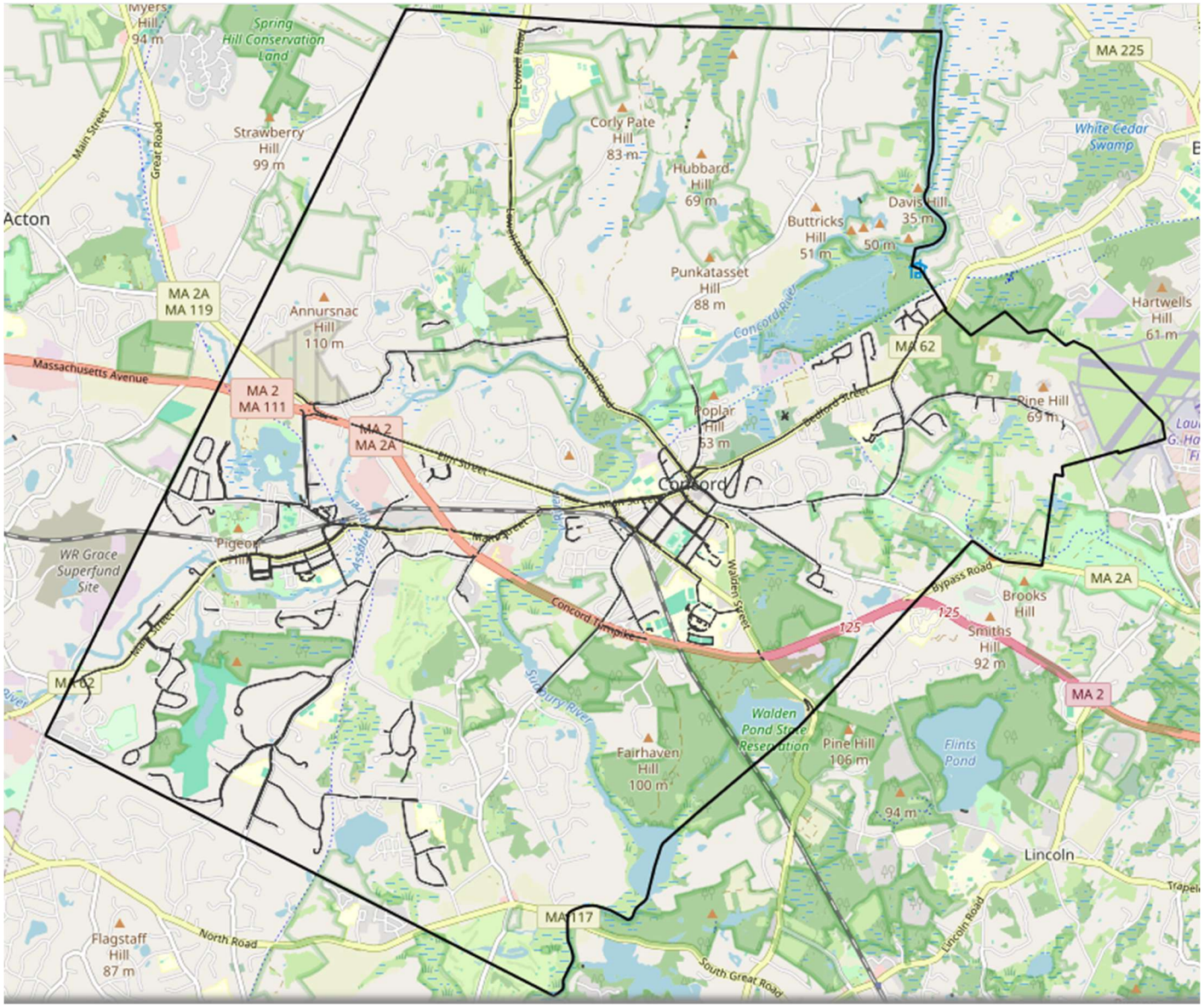
iii. *Town Aerial Photo*

iv. *Topographic quadrangles*

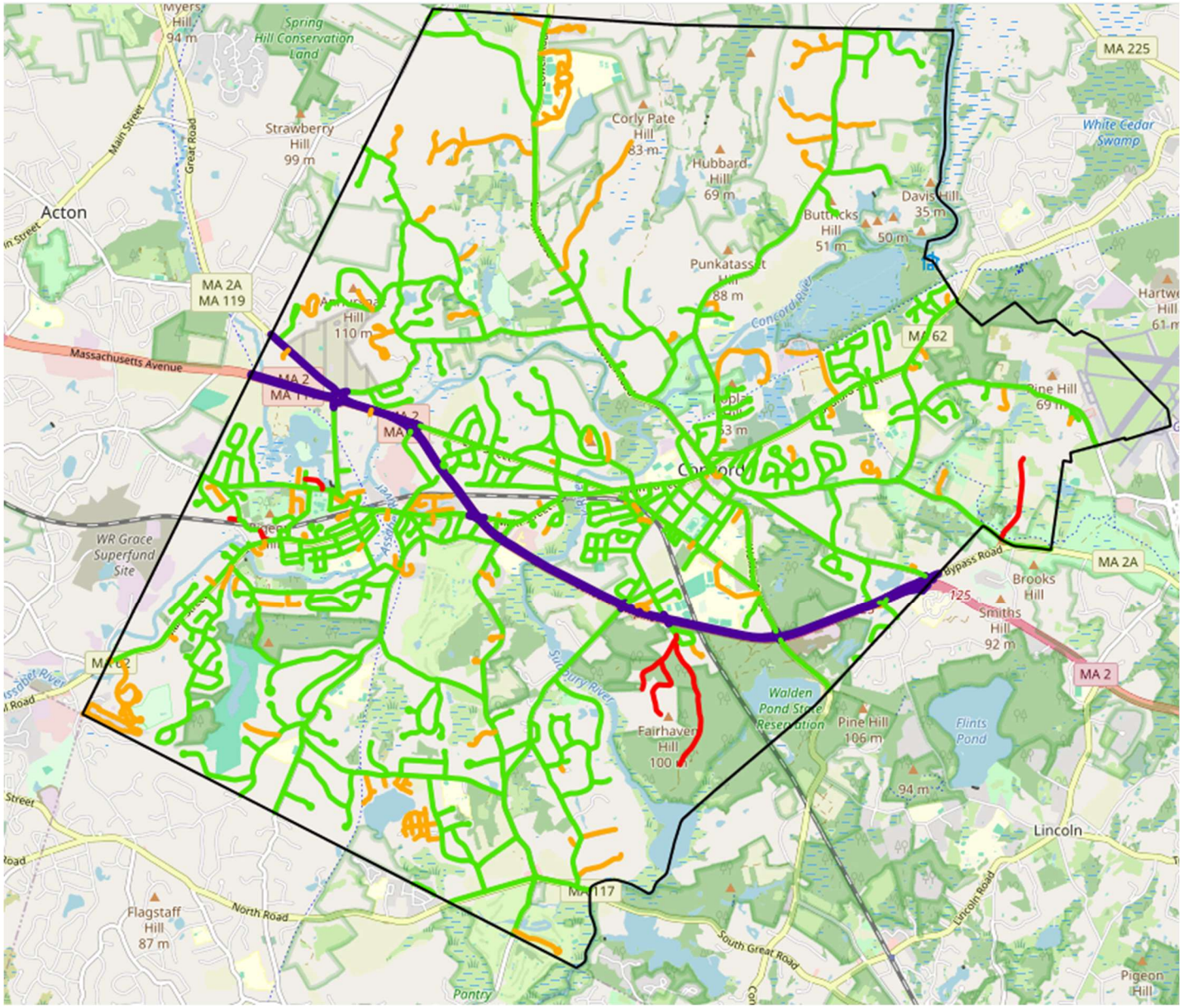
Public Works Maps-Sewer



Public Works Map – Sidewalks

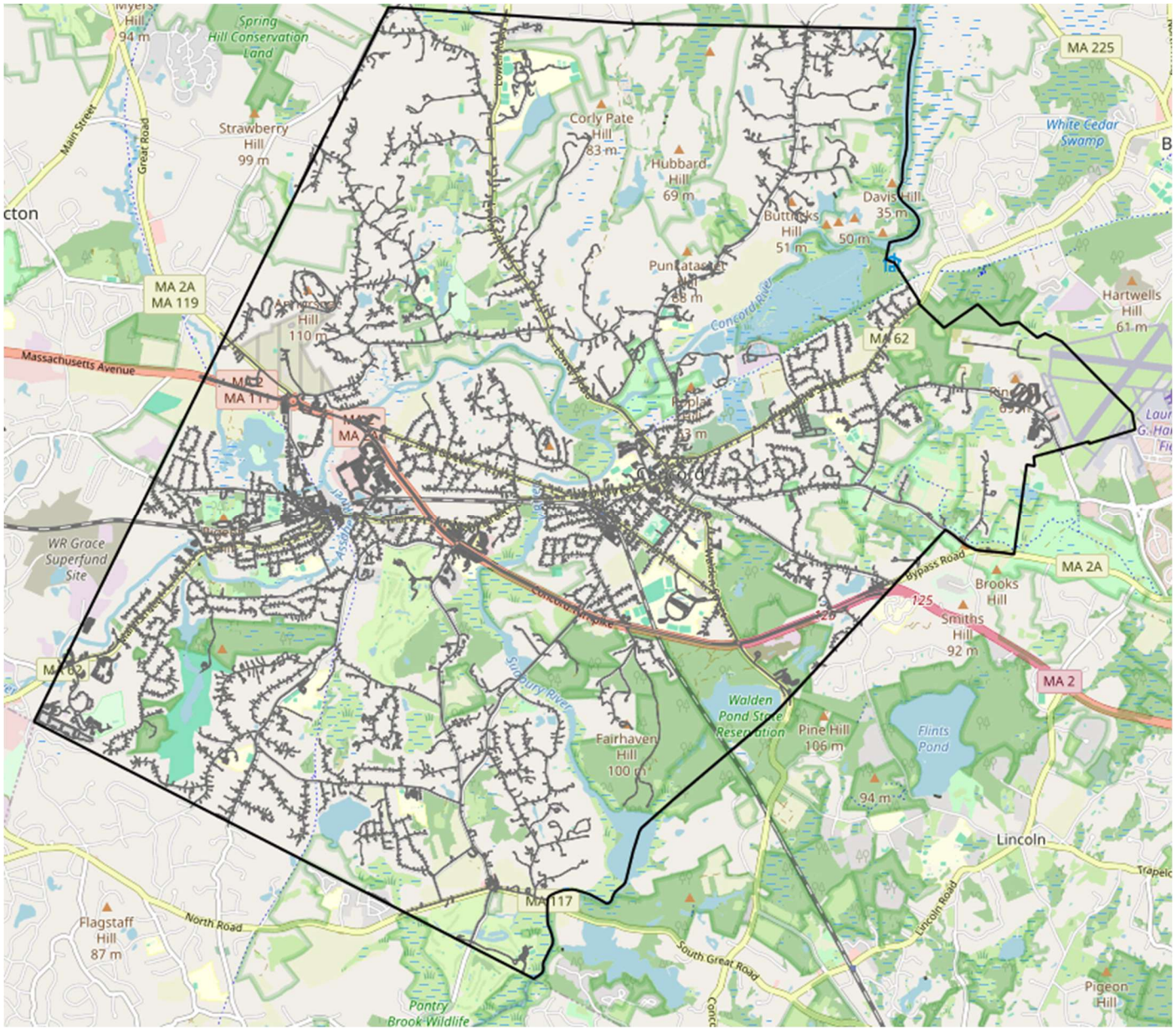


Public Works Map – Public or Private Streets

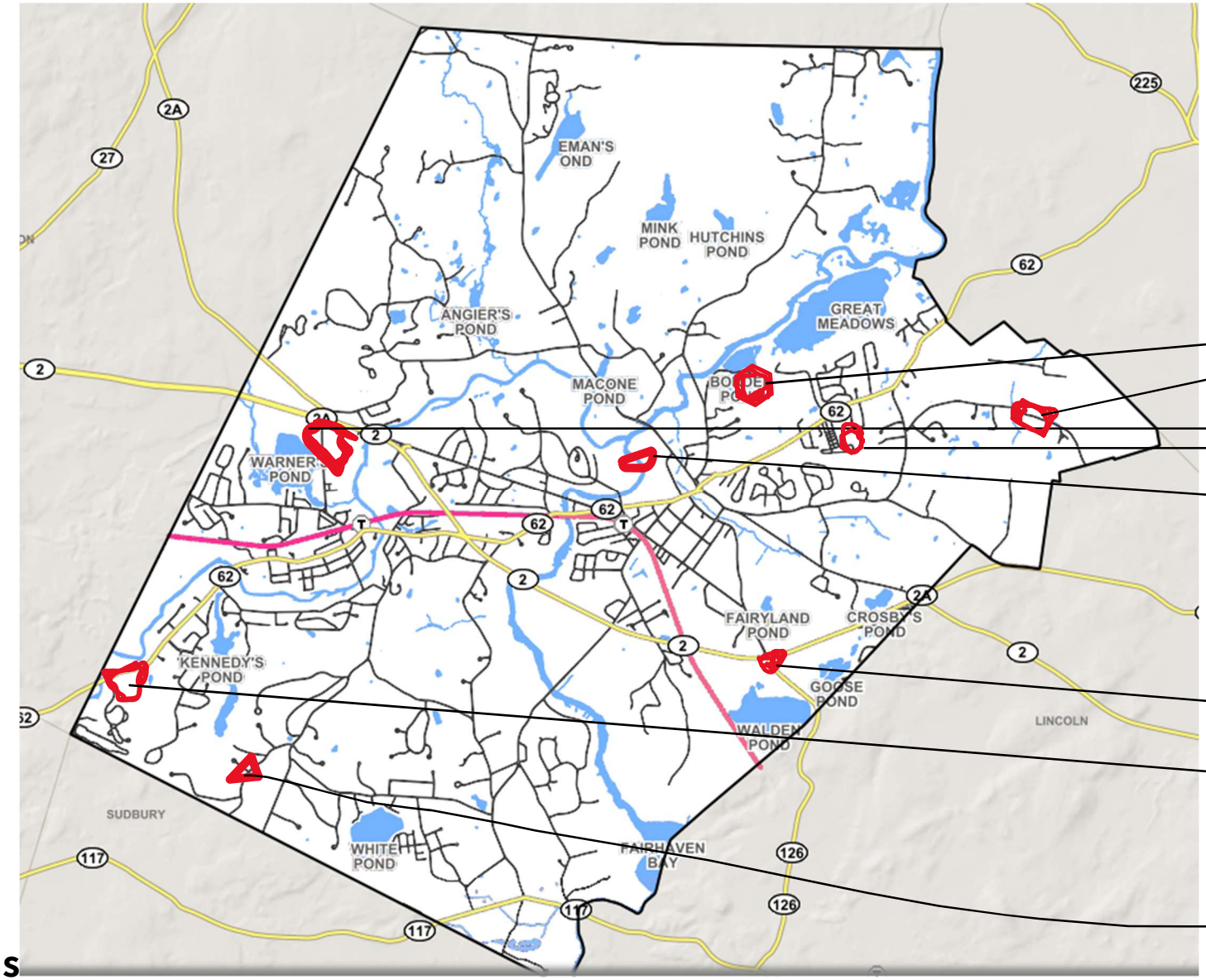


Green – Town Streets
Red – portion private
Orange – private streets
Purple – State DOT

Public Works Map – Pavement



Potential Public Works Sites



509 Bedford Street

Virginia Road

MCI-Concord

Ripley School

133-135 Keyes Road

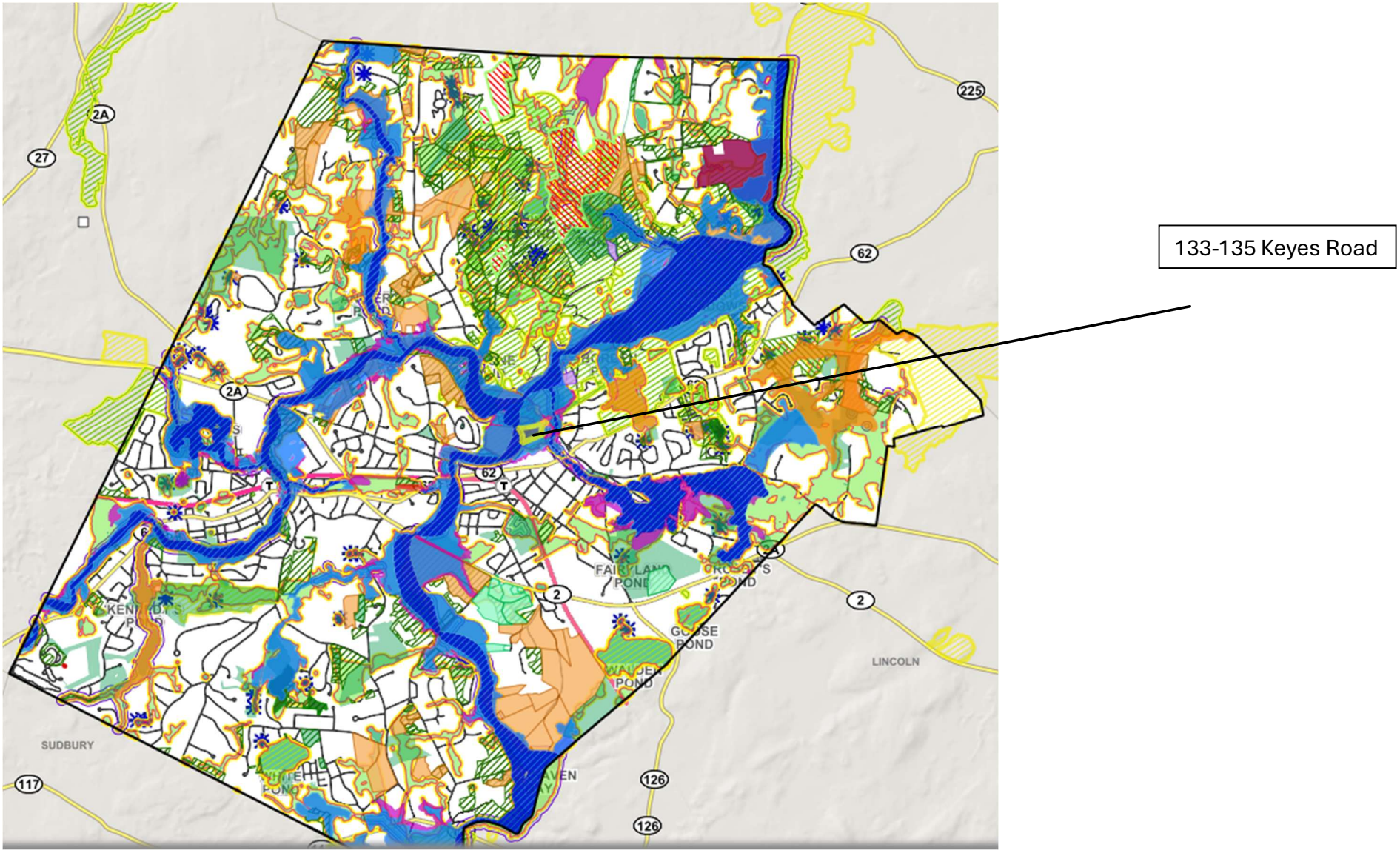
755 Walden Street

2229 Main Street

Peabody School

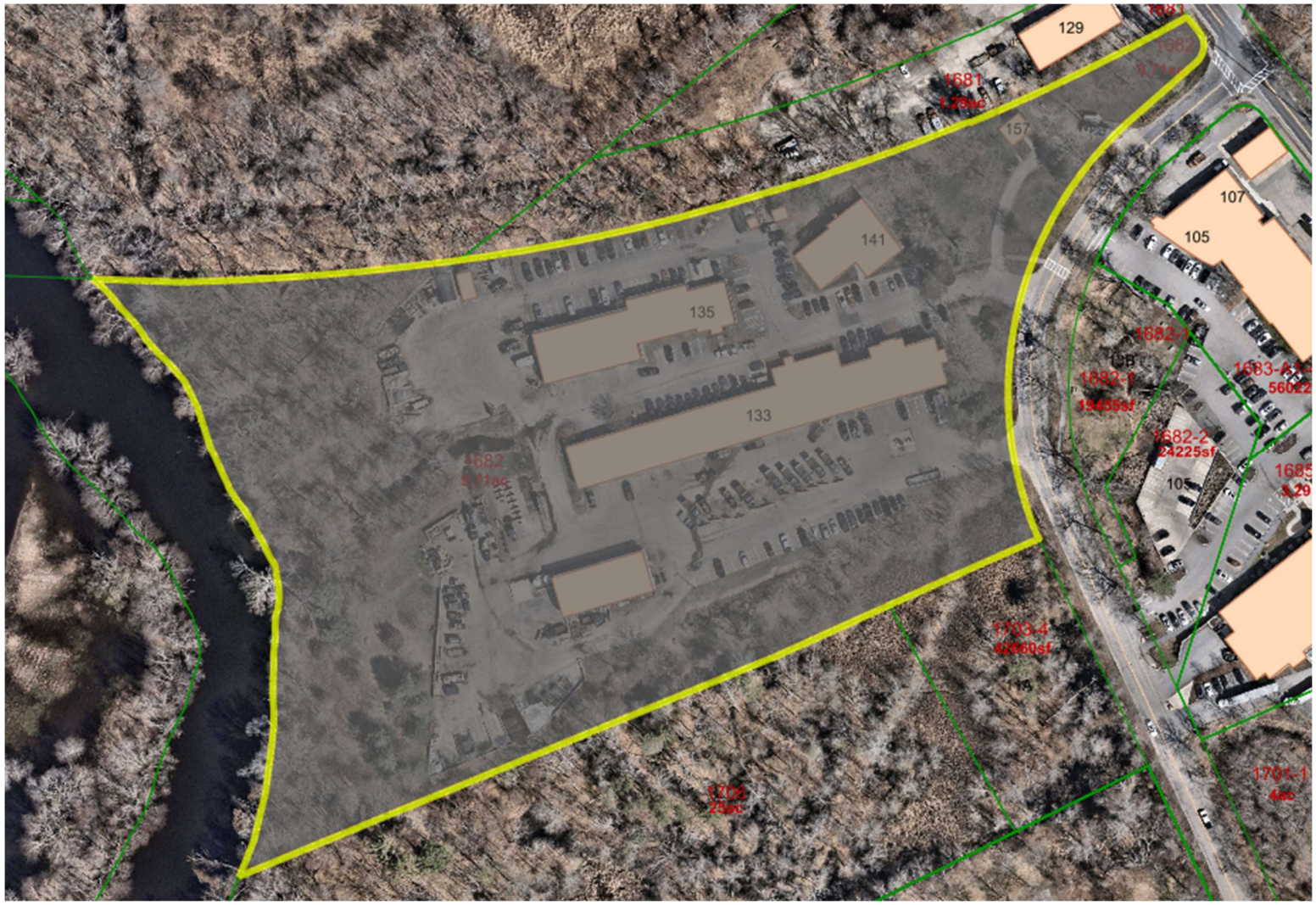
S

133-135 Keyes Road (Parcel 1682) Site Location

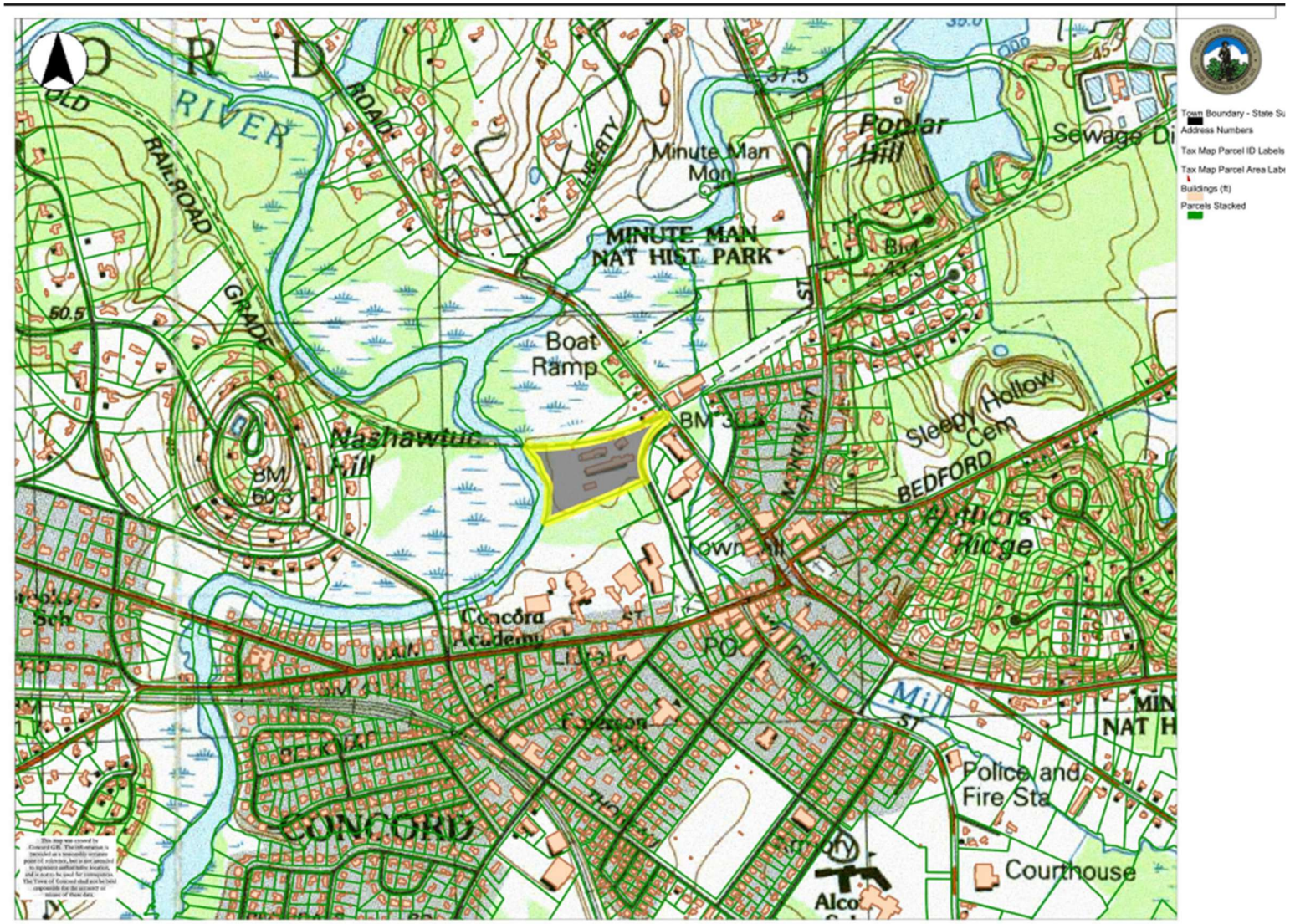


133-135 Keyes Road Wetlands

133-135 Keyes Road 2025 Town Aerial Photo



133-135 Keyes Road Topo Quads



Analysis excerpts from Concord Municipal Facilities Assessment and Masterplan

SITE 2: KEYES RD.

DPW SITE

DESCRIPTION

The Keyes Road site comprises an area of 9.71 acres, which abuts the Sudbury River. The site is flanked by private property. Wetlands are present on site and in the abutting properties. The site holds six permanent buildings, and some temporary storage sheds. Three main buildings house the offices of six town departments. Three storage buildings serve as a salt storage shed, a materials storage shed, and a DPW storage shed. Apart from the buildings, the majority of the site is an impervious surface with two runoff ponds, a fuel refill station, vehicle washing station, and materials storage bays.

EXISTING PROGRAM

The three main buildings on the DPW Site house six town departments: public works, water and sewer, the planning and land management, natural resources, building, health. Supplemental buildings that house utility controls, salt storage, and equipment storage are also on the site. The site is used by town employees and the public. The departments that occupy this site employ a large amount of town vehicles and equipment (139 total), which are

currently stored on the site, primarily outside and exposed to the elements. Town events, which are open to the public, frequently occur on the site. There is a dirt road which provides public access to the Sudbury River located at the rear of the site. Specific areas allocated to the various departmental uses are indicated in Appendix II.

DISCUSSION

The site fails its program as it is too small to house the public, town employee, and town owned vehicles. The materials storage areas are not of sufficient size to fulfill the town's needs. The configuration of the site does not allow departmental vehicles to be kept separate from staff-owned or visitor-owned vehicles in order to keep both user groups safe. To that point, a walking path that provides access to the walking trail along the river is needed to keep pedestrians safe and out of the way of DPW vehicle traffic. The building layout on the site is inefficient. In general, improved site organization for events, daily traffic, visitor parking, vehicles would improve the experience and safety of everyone moving around on the site.

SOLUTION/EVALUATION

This less than ten acre site along with the required buffer area around the wetlands does not leave enough space to build the full amount of enclosed storage that is needed for 139 vehicles. Further, there is not enough space to improve the site's organization by separating staff, operations and public vehicle traffic as well as separating pedestrian traffic from vehicle traffic.

COST SUMMARY

A Scenario A cost summary is not provided, as Scenario A addresses building specific interior reconfigurations, and does not address site or multi-building proposals. See the following building specific discussion for more detail on Scenario A for facilities at Keyes Rd.

BUILDING 2A: 133 KEYES RD.

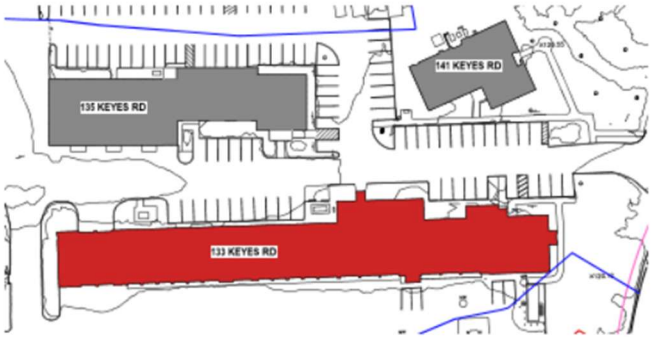
DEPT. PUBLIC WORKS

DESCRIPTION

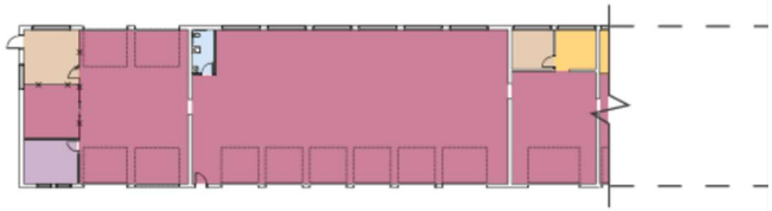
Built in the mid twentieth century, 133 Keyes Rd. was built in the brick Colonial vernacular style commonly found in Concord. A two story building, 133 Keyes is constructed of finished concrete block and brick veneer that encompasses both office and extensive garage space.

EXISTING PROGRAM

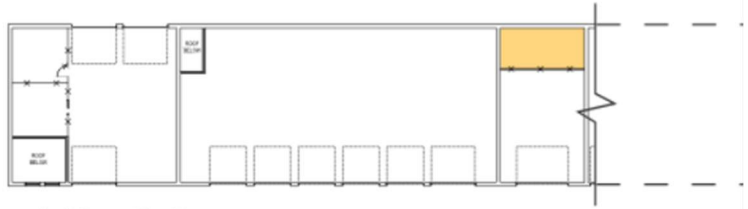
133 Keyes Road houses the administration and operations areas of the Department of Public Works. The divisions housed within it are: Engineering, Cemetery Operations, Solid Waste Disposal. Physically these divisions occupy office and garage areas. Approximately 4800 net square feet comprise the office area where administrative staff greet the public in a reception area and perform their work between two floors where offices, a break room, a conference room, and staff restrooms are located.



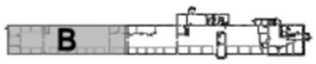
Nearly 12,000 net square feet is devoted to the garage, which is the majority of the square footage of this building. The garage consists of twenty-one vehicle bays where maintenance, equipment storage, and tools are stored. The garage bays are two-story in height and also hold an MCI break room, a staff break room and lockers rooms, as well as four offices for field supervisors, and seven storage rooms. Specific areas allocated to the various division uses are indicated in Appendix II.



Existing Space Plan Diagram



Scenario A Space Use Plan noting areas of proposed reconfiguration

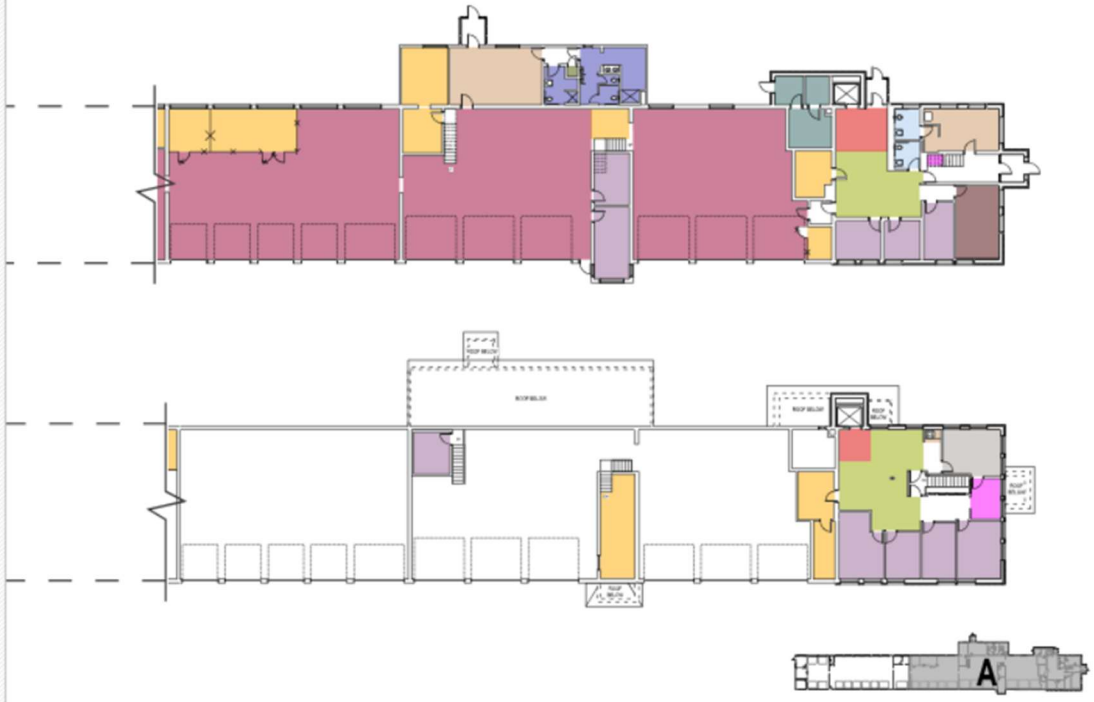


DISCUSSION

The 133 Keyes Road building fails its program as it is too small to house the 139 contemporary town vehicles, which are integral to the work of the DPW. Further, the areas to clean, maintain and repair the vehicles, store tools associated with their maintenance, and store other tools for the maintenance of town infrastructure is undersized as well. Also, many vehicles are parked outside and are therefore subject to degradation. Centralized, enclosed equipment storage is needed for all the vehicles and their accessories.

The salt storage shed is also undersized by half. Further, it is subjected to occasional flooding, which poses an environmental hazard and degrades the salt. The staff reports that annual maintenance is required to keep this building usable.

The office areas in the garage area are inadequate for the Field Supervisors. Break rooms are undersized and do not meet the requirements of the union laborers.



Currently the locker rooms and break rooms are shared between Town workers and MCI workers. Both groups would like to have separate areas. The union workers would like their locker rooms to be closer to their break rooms.

On the administrative side, the configuration and available space of the offices is adequate for the staff currently occupying the space, but it does not allow room for future growth. The DPW interacts with the public by phone, email and sometimes in person. While the net space currently meets standard sizes, the staff reports that it is not well configured for public service. Currently there is no public service window. Instead, the public walks directly into the staff work space. The conference room in the administrative area is already too small, and frequently, department and public meetings need to be held at other town buildings. The department is also lacking separation between public restrooms and staff restrooms.

Additionally, the bathrooms and locker rooms, along with the number of fixtures are, by current standards, less than what they should be for the number of employees that use them.

SOLUTION/EVALUATION

As stated, the major deficiency with 133 Keyes is the lack of vehicle storage space. There is simply not enough square footage to reconfigure and optimize the building within the existing footprint. The Vehicle Bay Calculations worksheet, found in the Appendix, details the bay sizes and turning radiuses for each vehicle owned by the Town of Concord. For the DPW, it is estimated that 89 bays that are an average of 16 feet wide and 30 feet long could be readily used.

As stated, the office area is at capacity as well. The biggest problem is the lack of separate public space for service, meetings and restrooms. The diagram on the previous page proposes an idea for improving this problem in this area of the building.

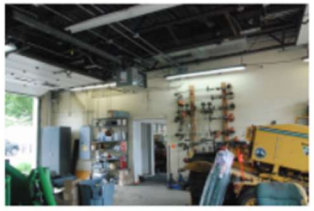
COST SUMMARY

The cost to maintain the building over the next ten years, in 2019 dollars as it is, is $1,170,896. This number is made up of two components: the architectural and site related costs ($583,000), which include reconfiguration of the space, and the mechanical and other equipment costs ($587,896) as identified in the DUDE Systems, Inc. database. Costs are projected over ten years' time. Plans for future spending should include inflation from this date. The detailed cost estimate can be found in Appendix IV.

The cost to renovate the space, as proposed here in Scenario A, carries an estimated project cost of $65,505. The recommended construction budget for this work is $55,000. This detailed cost estimate can be found in Appendix VI.

BUILDING 2B: 135 KEYES RD.

DEPARTMENT OF PUBLIC WORKS



DESCRIPTION

Built in the mid 20th century, the 135 Keyes Road building is a one-story building, simply constructed of a slab on grade and eight inch concrete block walls. In the front office area, the walls are finished with gypsum board on the interior. In the garage area, the concrete block is unfinished. Neither area is well insulated. The roof is made up of metal trusses,corrugated roof deck, rigid insulation and

a built up gravel roof.

In 1998, the building was partially renovated. A new entryway, new windows, roof repairs were incorporated into the building. Interior renovations included bathroom and office upgrades and the conversion of several garage bays into offices.

EXISTING PROGRAM

135 Keyes Rd houses two divisions of the DPW: Highways & Grounds and Water & Sewer. The east portion of the building contains the offices for the administration of these divisions. The west half of the building serves as a garage, with three vehicle bays and spaces to support the operational aspects of these divisions. The business and industrial uses contained in this building are clearly delineated by form, material and access. Specific areas allocated to the various division uses are indicated in Appendix II.

DISCUSSION

The building fails its program as it is too small to house contemporary town vehicles that need to be stored and serviced in this building. It does not provide the required tool storage either. The configuration of the offices in the public area is not adequate for the staff currently occupying the space, and does not allow room for future growth. The conference room, which could ideally be used by staff and the public, is too small. For this reason, public

Existing Space Plan Diagram

and department meetings are often held at other town buildings. The bathrooms and locker room are inadequate for the size of the staff. the fixture count is less than what is required for the number of employees in the building. The building lacks a dormitory area for employees who work enough hours to require a break.

SOLUTION/EVALUATION

There is not an efficient reconfiguration of the garage bays for this building, but an internal reconfiguration of the offices, within the existing footprint, would allow for a more efficient layout that gives more privacy to the employees who work there.

COST SUMMARY

The cost to maintain the building over the next ten years, in 2019 dollars as it is, is $693,939. This number is made up of two components: the architectural and site related costs ($415,000), which include reconfiguration of the space, and the mechanical and other equipment costs ($278,939) as identified in the DUDE Systems, Inc. database. Plans for future spending should include inflation from this date. The detailed cost estimate can be found in Appendix IV.

The cost to renovate the space, as proposed here in Scenario A, carries an estimated project cost of $337,053. The recommended construction budget for this work is $283,000. This detailed cost estimate can be found in Appendix VI.

Scenario A Space Use Plan with proposed areas of reconfiguration

SITE 2: KEYES RD.

DPW SITE

REASON FOR EXPANSION

The current configuration of the buildings on the site and the site layout itself are not conducive to the program requirements that have expanded since the departments were placed on this site. The configuration of the buildings, vehicle storage, and materials storage can be improved within the existing site footprint by creating additions to the existing structures, building new outbuildings, restriping the parking area, and reconfiguring the materials storage spaces.

A total of 23 garage bays, 27 public/employee parking spaces, 3,898 SF salt shed storage, 370 SF of materials storage with site reconfiguration, 17,379 SF of DWP Storage sheds, are added in this scenario. Thus, spaces that were not able to be added in Scenario A, are able to be improved in Scenario B. For Buildings 133, 135, and 141 square footages of additions see individual Scenario A & B Narratives, Cost, Program Summary Forms 2A, 2B, & 2C.

EVALUATION

The addition of square feet does not solve the problem of the equipment and vehicles needing enclosed parking areas that are not exposed to the elements. It also does not permit enough space to adequately separate public and town vehicle flow through the site that allows for an efficient and safe traffic flow. The limited upgrades do provide some enhancements for the departments on the site in their individual buildings, but do not provide enough enhancements to the site to continue an efficient use of the site for any of the departments located there.

COST ESTIMATE

The cost to meet the some of the needs of the DPW by adding additional space to buildings as described in Scenario B and renovating the site carries a recommended project budget of $29,919,000 with a construction budget of $20,934,000. Costs are inclusive of sitework, expansion and renovation with associated systems upgrades.

These costs are detailed in the Conceptual Cost Estimate B-1, found in Appendix IX. All costs are in 2019 dollars. Plans for future spending should include inflation from this date.

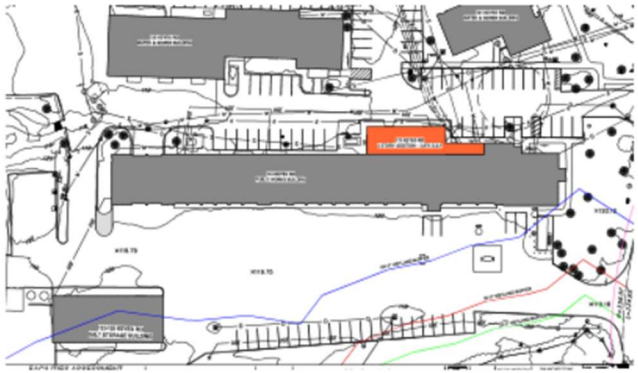
CONCLUSION

The remaining problem of the town vehicles and equipment not fitting the building could be solved by moving the Department of Public Works to a new site with contemporary buildings outfitted to their needs in a newly constructed building. It is advantageous to the town to move the DPW to a new site due to the environmental impact that department has at its current location. Public works requires an impervious site, that has contemporary containment and site drainage that allows for the toxic products used for everyday operation and maintenance do not have the ability to runoff into the ground water, and into natural ecosystems. The needs of the DPW cannot be fully resolved on the site, even if new buildings were constructed. The setbacks and overall required area of this department are more than what this site and building can accomodate.

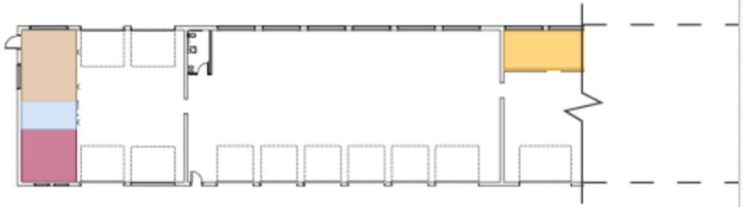
BUILDING 2A: 133 KEYES RD.

DEPT. PUBLIC WORKS

Location of
Proposed Addition to 133 Keyes Rd.



First Floor

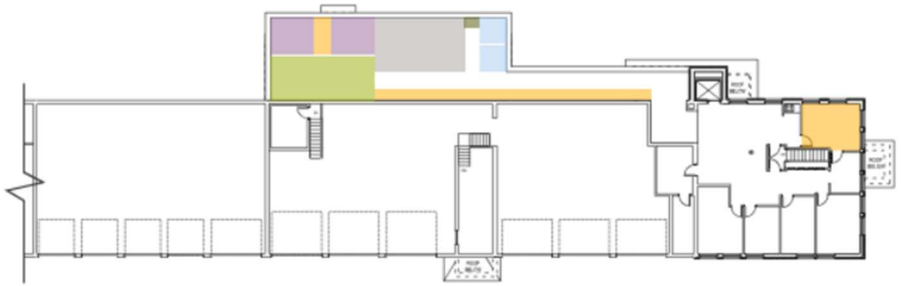


REASON FOR EXPANSION

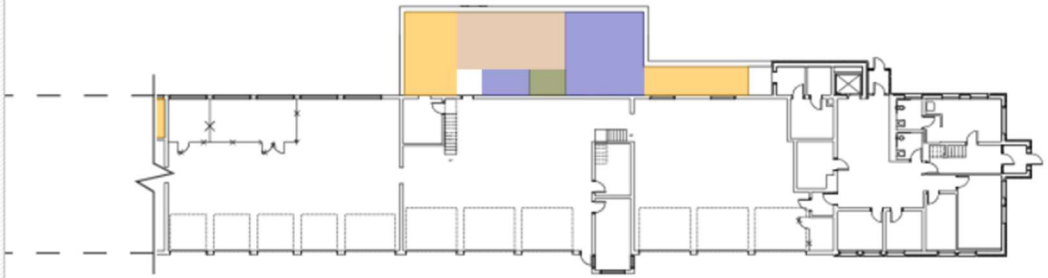
The idea of expanding the 133 Keyes Road building was prompted by the limited space for the town staff, vehicles, tools, and equipment who are part of the divisions of Engineering, Cemetery Operations, and Solid Waste Disposal. Currently, the building is not adequate, especially with regard to vehicle storage space. To aid with meeting the needs of the staff however, Scenario B proposes reorganizing the first floor break room / lunch area for town employees, by enlarging them to accommodate the current staff. An addition was made above the break room / lunch area which allows for a larger conference room, additional restrooms and offices to move fleet/supervisors out of the garage area, as well as improved storage for files. By moving the one of the offices out of the garage area, this allowed for a more adequate MCI break room and separate restroom facility, as well as additional storage.

A total of 2,460 SF are added in this scenario, 393 SF to the first floor connecting two bump outs on the building, and 2,096 to the second floor which consists primarily of the connection between the area above the break rooms to the public office area. As no space was added in Scenario A, this Scenario B addition would help to meet the needs of the current staff.

Second Floor



First Floor (cont.)



EVALUATION

The addition to the staff areas does not solve the problem of inadequate storage space for town vehicles, nor for the shortages in area for maintenance and tool storage. It also does not provide adequate training facilities. The limited upgrades do provide some enhancements for the staff, but not for the building's primary function as the maintenance are for all town vehicles.

COST ESTIMATE

The cost to add this additional space and renovate the building as described is $843,024.59 for the construction and has a recommended project budget of $1,011,629.52. Costs are inclusive of sitework, expansion and renovation with associated systems upgrades.

These costs are embedded in the Conceptual Cost Estimate B-1, which follows in an Appendix. All costs are in 2019 dollars. Plans for future spending should include inflation from this date.

CONCLUSION

While adding on to the administrative space at 133 Keyes Road assists in meeting the needs of the staff who work there, this solution does not address the primary deficiency of the building which is a lack of storage and maintenance space for the vehicles which are needed to carry out the work of the DPW.

Because an adequate solution is not found in Scenario B, the DPW is reconsidered in Scenario C, where we consider all the administrative and operational needs of its five divisions in the context of a new site.

BUILDING 2B: 135 KEYES RD.

DEPT. OF PUBLIC WORKS

REASON FOR EXPANSION

The idea of expanding the 135 Keyes Road building was prompted by the space needs of the employees in the Division of Highways & Grounds and Water & Sewer, who occupy the building as well as the needs of anticipated future growth. By adding a second story above the existing office area, reconfiguring the first floor, and adding an accessible way of the public to reach the second floor, we were able to improve the offices, conference area, locker rooms, restrooms, and public access to the building. This intervention does not improve the additional space needed in the garage. Within the existing footprint we were able to add two more garage doors to the existing garage allowing for vehicle pull through ease.

A total of 4,397 SF are added in this scenario to the second floor. On the first floor the following were added: two new stair and one elevator, 620 SF of dormitory space, 863 SF of Mens/Women's locker rooms, a 600 SF conference room, a 120 SF elevator machine room, a 193 SF lobby/waiting area, 120 SF reception area, and a 268 SF Kitchen/Break room. Within the garage the former break room is turned into storage, one storage area is converted into an office, and the office and storage area are removed to allow for 2 garage bays within the existing footprint. On the second floor the following were added: 1,071 SF of eight offices with adjoining coat closets, 225 SF of four workstations in an open office layout, 166 SF Mens Restroom, 166 SF Womens Restroom, 100 SF lab, 130 SF custodial closet, 600 SF conference room, 200 SF conference room storage closet, 32 SF of supply closets, 318 SF kitchen/break room, and a 34 SF kitchen/break room closet. This addition would assist the staff and public substantially as far as their requirements for the building, and is more efficient than the internal reconfigurations done in Scenario A.

EVALUATION

The addition of square feet does solve the majority of the programmatic issues raised by the staff for the offices, support spaces like locker rooms, dormitory spaces, and breakrooms, as well as allow more of a secure public access. However, this solution does not adequately address the lasck of space in the garage areas.

COST ESTIMATE

The cost to add this additional space and renovate the building as described is $1,587,015.57 for the construction and has a recommended project budget of $1,904,418.69. Costs are inclusive of sitework, expansion and renovation with associated systems upgrades.

These costs are embedded in the Conceptual Cost Estimate B-1, which follows in an Appendix. All costs are in 2019 dollars. Plans for future spending should include inflation from this date.

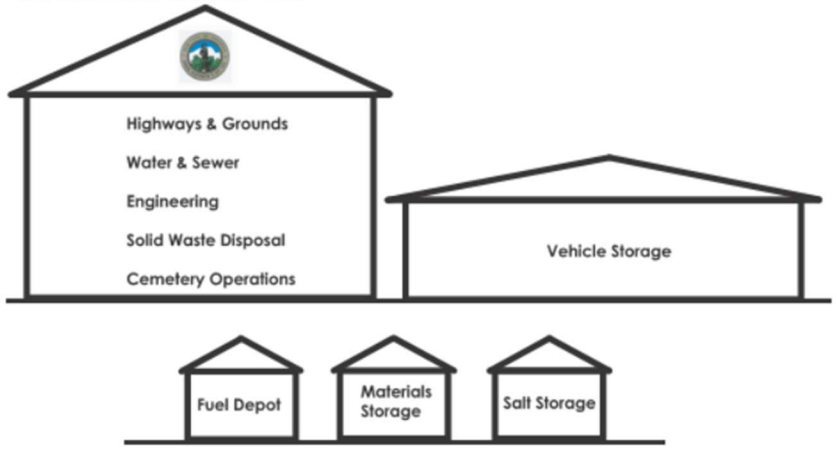
CONCLUSION

This scenario would meet the needs of the staff spaces in this building, as well as for the employees utilizing 131 Keyes Rd. However, as a whole, the Public Works department's needs cannot be fully solved in this building, or on the Keyes Rd site and would be better off on a new site with contemporary buildings outfitted to meet current and future needs. As this study has found for 131 Keyes Rd, an adequate solution is not found in Scenario B for 133 Keyes Rd. Therefore the DPW with all the administrative and operational needs of its five divisions will be considered in the context of a new site.

SCENARIO C - OPTION 3

NEW DPW CENTRAL FACILITY AT NEW LOCATION

NEW BUILDING ON NEW SITE



UNOCCUPIED BUILDINGS

133 Keyes Rd.
DPW SITE

135 Keyes Rd.
DPW SITE

SUMMARY

Option 3 addresses only the Department of Public Works. This option proposes the creation of a new DPW Central Facility on a new site, where all the building and site programmatic needs can be met in full. In this option, the divisions of the DPW housed at 133 and 135 Keyes Road would move to a new site. The departments housed in 141 Keyes, while not part of the DPW, would not be moving to the new site and so, the Keyes Rd site might still be occupied.

NEW DPW ON NEW SITE	
Building Area	86,729 sf
Minimum Footprint Area	78,054 sf
Minimum Site Area	13.72 acres

DISCUSSION

A new DPW site to house the five divisions of the Department of Public Works and shelter all of its associated vehicles and equipment would provide office space to grow each of the departments. Additionally, having enough space on site to shelter the vehicles would prevent the vehicles from degrading prematurely, thereby prolonging their useful lives. Furthermore, moving the DPW site away from the Sudbury river prevents further environmental damage to the wetlands and river. This site is then open to the Town and its citizens to use in a way that enables the site to be used for recreational use without a competing use.

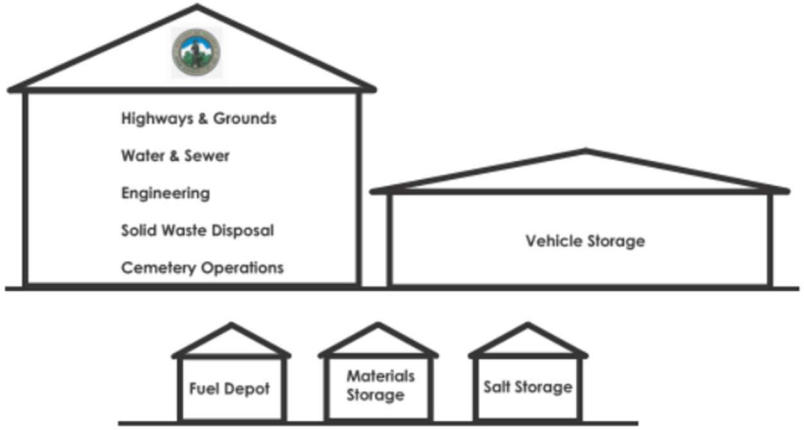
COST SUMMARY

A detailed cost summary of the Scenario C - Option 3 can be found in Appendix IX, this cost estimate was prepared in 2019 dollars and should be adjusted according to inflation after this date. The recommended project budget for all work proposed in Option 3 is $46,164,000. The recommended construction budget for Option 3 is $38,279,000.

SCENARIO C - OPTION 4

NEW DPW CENTRAL FACILITY AT CURRENT LOCATION

NEW BUILDING ON THE SAME SITE



BUILDINGS TO BE DEMOLISHED

133 Keyes Rd.
DPW SITE

135 Keyes Rd.
DPW SITE

SUMMARY

In Option 4, a new DPW Central Facility is considered on its current site on Keyes Rd. In this option, the DPW buildings at 133 and 135 Keyes Road would be razed and a newly constructed DPW building meeting the needs of its five divisions would be constructed. 141 Keyes, on the same site, is not considered in this option.

NEW DPW ON KEYES RD SITE	
Building Area	86,729 sf
Minimum Footprint Area	78,054 sf
Minimum Site Area	N/A

DISCUSSION

The Keyes Road site is a complex site with environmental constraints on three sides and a prominent street location with recognizable buildings. Two of the three buildings at the Keyes Rd site are inefficient single story garage and two story office buildings that have severe constraints on expansion and renovation. Even if space is found it does not achieve the needs of better public service and more efficient organization. Parking for the public and for employees is also constrained. Space cannot be created to house all of the vehicles documented in this study. Because of its central location offering ease of access to and from the site for both employees and public, a strong desire was expressed to have the DPW complex remain on this site. We offer an option for replacement of two of the three buildings on the site with a new multi-building facility containing a three story building for the DPW divisions in close proximity to the street to improve visibility and approachability by the public; and garage buildings of varying construction and size to allow space for active, seasonal large and small vehicle and equipment storage. The third building, 141 Keyes Road can be renovated to better serve as the planning, natural resources and health departments which have more regular interaction with the public. New, efficient buildings will improve sustainability, simplify maintenance, and allow more space in the same or less building footprint. While not every piece of equipment can be housed with direct in and out access, space can be found to house most if not all pieces. Complete redevelopment allows all of the needs to be addressed more directly and completely than any renovation and addition scenario. It also allows for the synergies between the departments currently at the site to remain. Less of the site is available for development than reuse of the existing buildings, but would also allow for the creation of public river access and restoration of permeable area in the flood plane and riparian zones.

COST SUMMARY

A detailed cost summary of the Scenario C - Option 4 can be found in Appendix IX, This cost estimate was prepared in 2019 dollars and should be adjusted according to inflation after this date. The recommended project budget for all work proposed in Option 4 is $29,985,000. The recommended construction budget for Option 4 is $25,176,000.

133-135 Keyes Road Area Allocation Table

(Concord Municipal Facilities Assessment and Masterplan, p. 127)

	DPW	Comments
Building area – office GSF	21,689	
Building area – garage GAF	65,040	
Building Footprint GSF	78,054	Assume 2 stories and 60% office area on first floor
Parking Needed – office GSF	72	
Parking Needed – garage GSF	65	
Parking – GSF total	54,935	400/sf/ parking space
Drives/access lands GSF	21,974	40% circulation factor
Open Space Required GSF	442,750	May be waived by section 6.3.4
Estimated Developable Site area - Acre	13.72	
Existing Site Area – Acre	9.75	

133-135 Keyes Road Maintenance Cost by Building Table

(Concord Municipal Facilities Assessment & Masterplan) (page 13)

Maintenance Cost by Building			
Building	Projected 10-Year Maintenance Cost		
	Building Systems Costs	Mechanical/Electrical/Plumbing Systems Costs	Total
133 Keyes	$583,000	$587,876	$1,170,876
135 Keyes	$415,000	$278,939	$693,939
Total	$998,000	$866,815	$1,864,815

TBA ARCHITECTS, INC

Department:	Public Works	Meeting Date:	7/23/18
Building Address:	133 / 135 Keyes Rd. Concord, MA 01742	Meeting Time:	11:30 AM

Town Attendees:	Richard K. Reine, Director of Public Works Alan Cathcart, Sewer/Water Superintendent Dan Rowley, Highway & Grounds Superintendent
TBA Attendees:	Russel Feldman, Sarah Oakes

User Groups:

- General Public
- MCI Work Groups
- Town Contractors / Sub-contractors
- Non-Town affiliated Contractors / Sub-contractors

Primary Programmatic Functions:

- Engineering Division
- Highway & Grounds Division
- Cemetery Operations Division
- Solid Waste Disposal Division
- Water & Sewer Division

Building Shortcomings:

- 133 Keyes Rd: Electrical system is from various time periods, last upgrade was 1997, not well configured
- 135 Keyes Rd: Truck bays do not have three way switches for lighting system which is problematic for employee safety – maneuvering around equipment, tools, trucks, etc.
- Salt Shed: Structural failures, in need of yearly repair

Spatial Shortcomings:

- Salt Shed is at half capacity required for annual use
- Equipment and vehicles are primarily stored outside in a parking lot uncovered and exposed to the elements
- Highway & Grounds:
  - Staff do not have adequate locker storage for each person in centralized locations
  - Showers for administration and field workers are shared in administration spaces, not near field workers break areas.
  - MCI Workers share break room and locker areas are shared with Town staff. Both parties would prefer separate areas. 6 workers per day.
  -
- Water & Sewer:
  - Field workers are part of a union and have break room requirements that are not currently being met

Main Requirements:

- To serve the public in an efficient and positive manner
- Daily interactions outside of public events are primarily via phone but they do have walk ins

Needs:

- Partially enclosed equipment storage at minimum for all vehicles and their accessories in a central location, not at various sites
- Employee offices and work areas that are separated from the public
- Reception area that is bull penned so that the public cannot just walk into work spaces
- Improved site organization for events, daily traffic, visitor parking, vehicles
- Repaired salt shed, or replaced to allow for full capacity needed by the town. Currently at half capacity.
- Secured conference room with direct access to public restrooms for during public events at site separate from staff reception or office areas for evening events
- Bunk rooms for Concord crew (25 people min)
- Additional truck bays for maintenance throughout year
- Pedestrian walkway back to river that is separate from truck and vehicle travel, currently public walks through driveway to get back to river walking trail

Further Research:

- Building new facility (staff preferred) vs reworking existing buildings and site
- Dan Rowley is putting together a vehicle and equipment list which will include quantities, season used, where it is currently stored, where they should be stored.
- Research bunk room set ups for public workers, clearances requirements.
- Review Lexington, Westford, Bedford, & Carlisle Public Works Buildings – they like those.
- Unused or under used locations within Route 2 for expansion, storage, etc.
- Town plans for centralized customer service center for departments and billing
- Town has offered to move public works to Grace Superfund site area at Knox trail, but public works has concerns over commute time to emergencies especially during rush hour

Financial Appropriations:

- Town appropriated funding for Keyes Rd site optimization and feasibility
- 100-150K for feasibility study + 25% SD + permitting
- FY21 20 million scheduled debt for construction

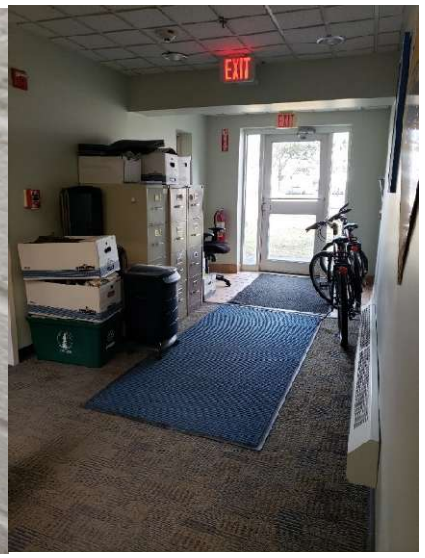
General Notes Summary:

- Walden Street Landfill / Compost Site:
  - Solar panels installed over landfill area
  - Main Snow storage location
  - Brush & Tree storage, Compost drop off, Christmas Tree drop off
  - Christmas lights, paint, Styrofoam recycling location
  - Plow storage after stripped of accessories for spring/summer/fall
  - 800 SF Garage/Butler building – unconditioned
    - Bike swap collection point and winter storage prior to being repaired at Keyes Rd.
    - Small Equipment storage
    - Small tool storage used at site
    - Sweeper storage
    - Seasonal storage
- Waste Water Plant Site – 506 Bedford Street:

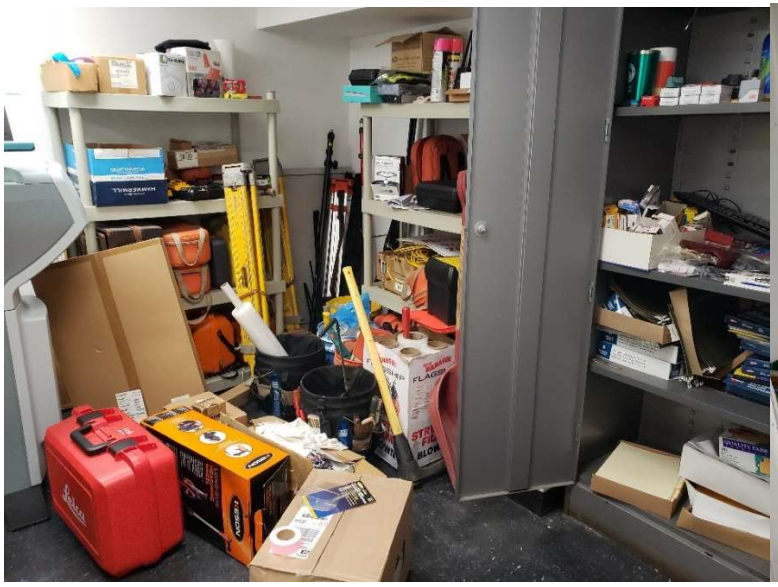
  - Misc. Tool and equipment storage
  - Materials storage bays – gravel, fill, sand
- Deaconess Site (address unknown):
  - Paper files storage for infrequent use documents
- 105 Lambert St. Site:
  - Use unknown
- Pump Station Site:
  - Use unknown
- Keyes Rd Site:
  - Event location for: Business Recycling (40 average), hazmat recycling (Average less than 50 vehicles), cardboard recycling (Average between 50-100 vehicles), pharmaceuticals drop off (Average less than 50 vehicles), swap & drop off furniture (900 people vehicles)
  - Main storage area for equipment in open parking lot area
  - Materials storage bays – gravel, fill, sand
  - Weekly delivery location for materials and chemical supplies (2-3 / week)
  - Maintenance on all vehicles and equipment by Town of Concord staff, some maintenance done off site at mechanics
  - Main public visiting area for concerns, events, customer service

PHOTOS OF CONCORD PUBLIC WORKS – 133-135 KEYES ROAD

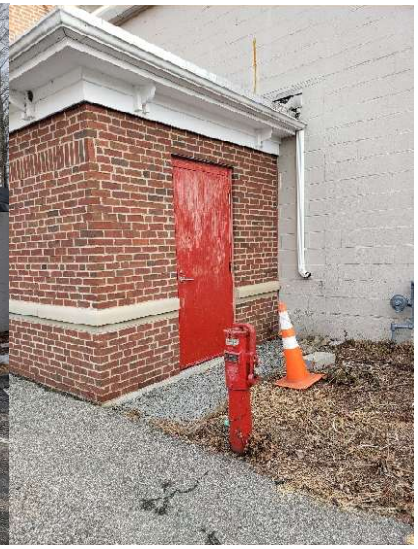
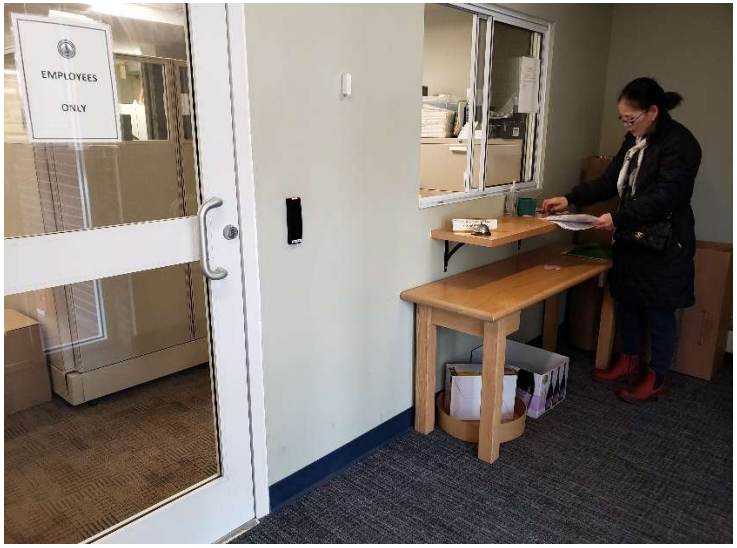




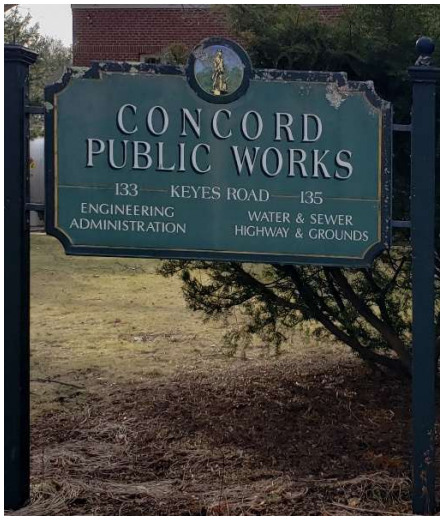
DOCUMENT STORAGE




PUBLIC ENTRY

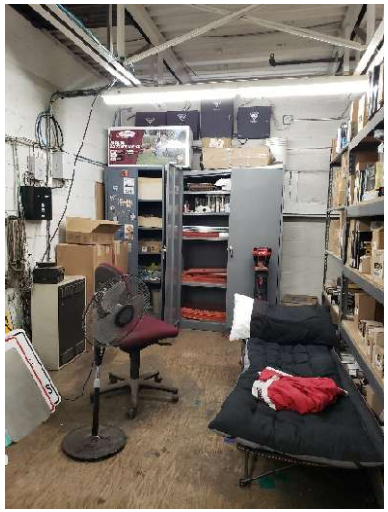
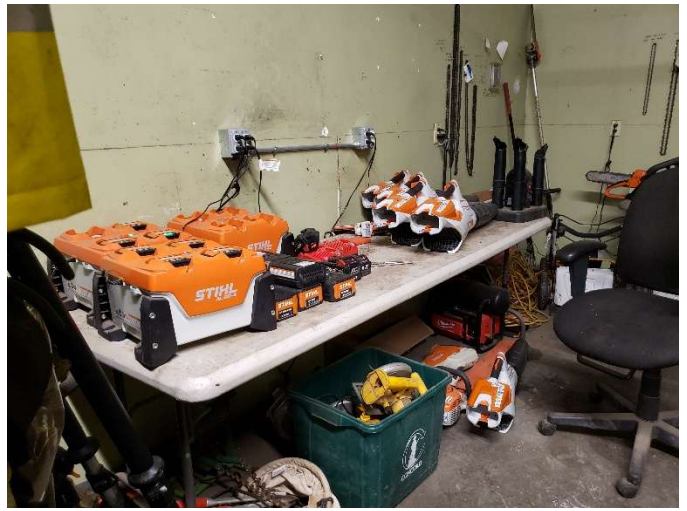

Engineering Division
2nd Floor


CONCORD
PUBLIC WORKS
133 KEYES ROAD 135
ENGINEERING
ADMINISTRATION
WATER & SEWER
HIGHWAY & GROUNDS

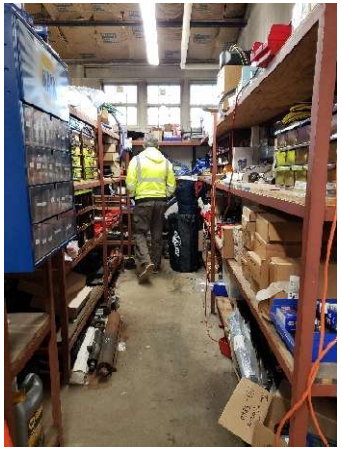

CARD BOARD
DUMPSTERS
FOR CONCORD
RESIDENTS ONLY
NOT FOR BUSINESS
PLEASE
FLATTEN BOXES

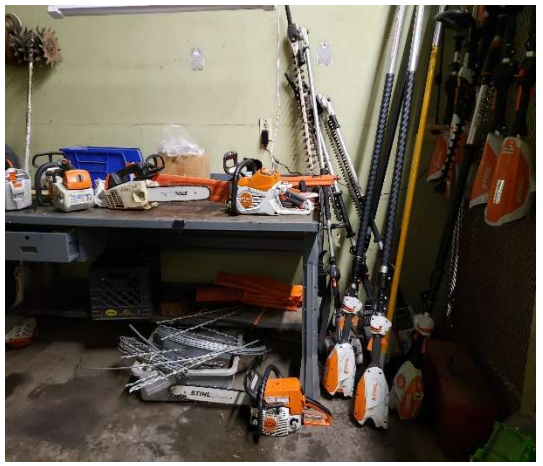
SIGNAGE

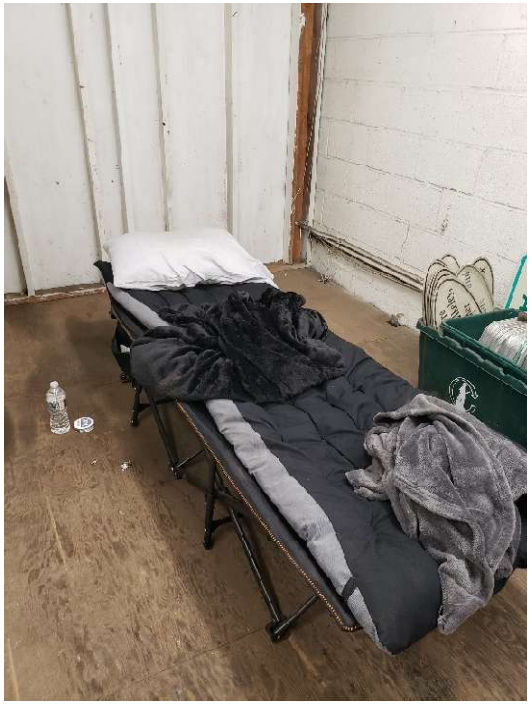


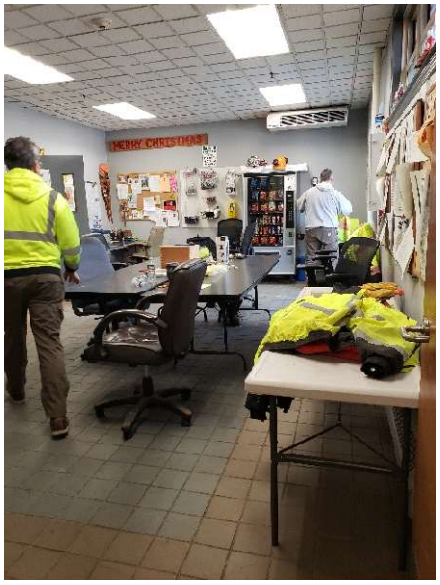
MATERIALS STORAGE

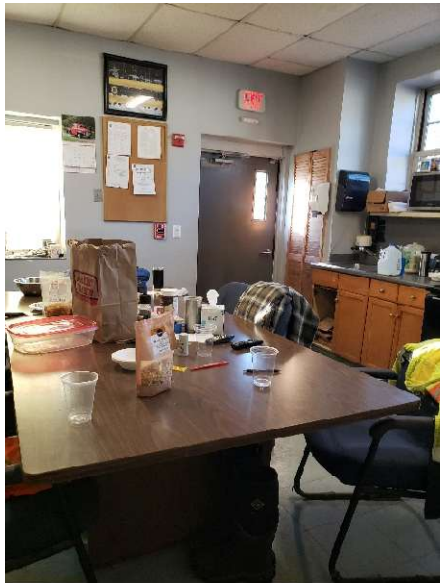
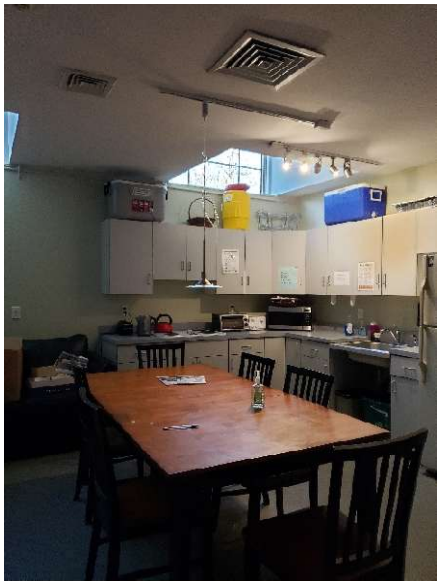


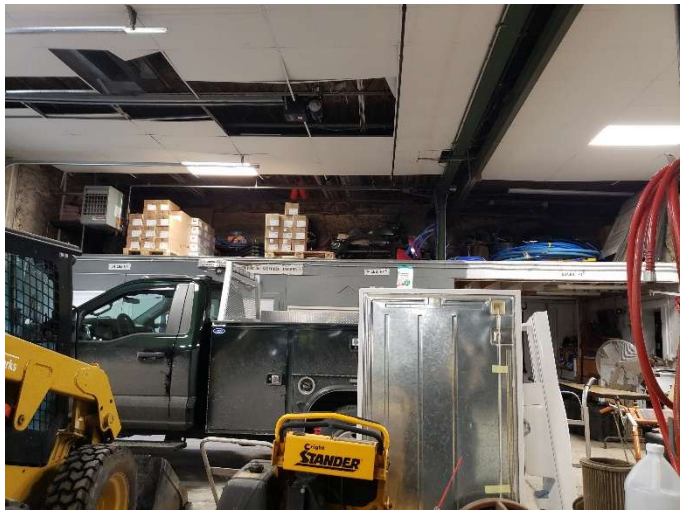





EMPLOYEE AMMENITIES

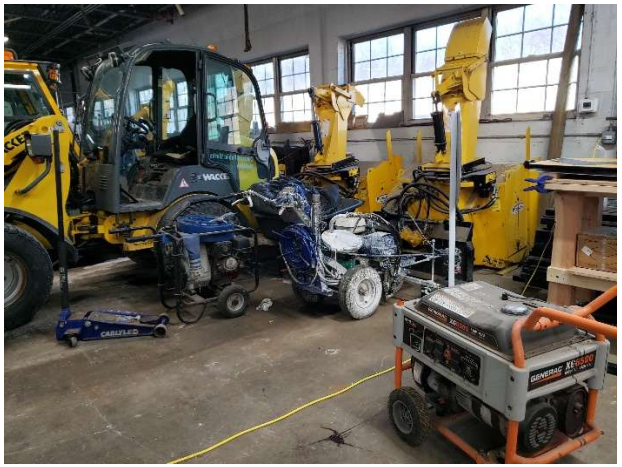




SAFETY AND SECURITY HAZARDS

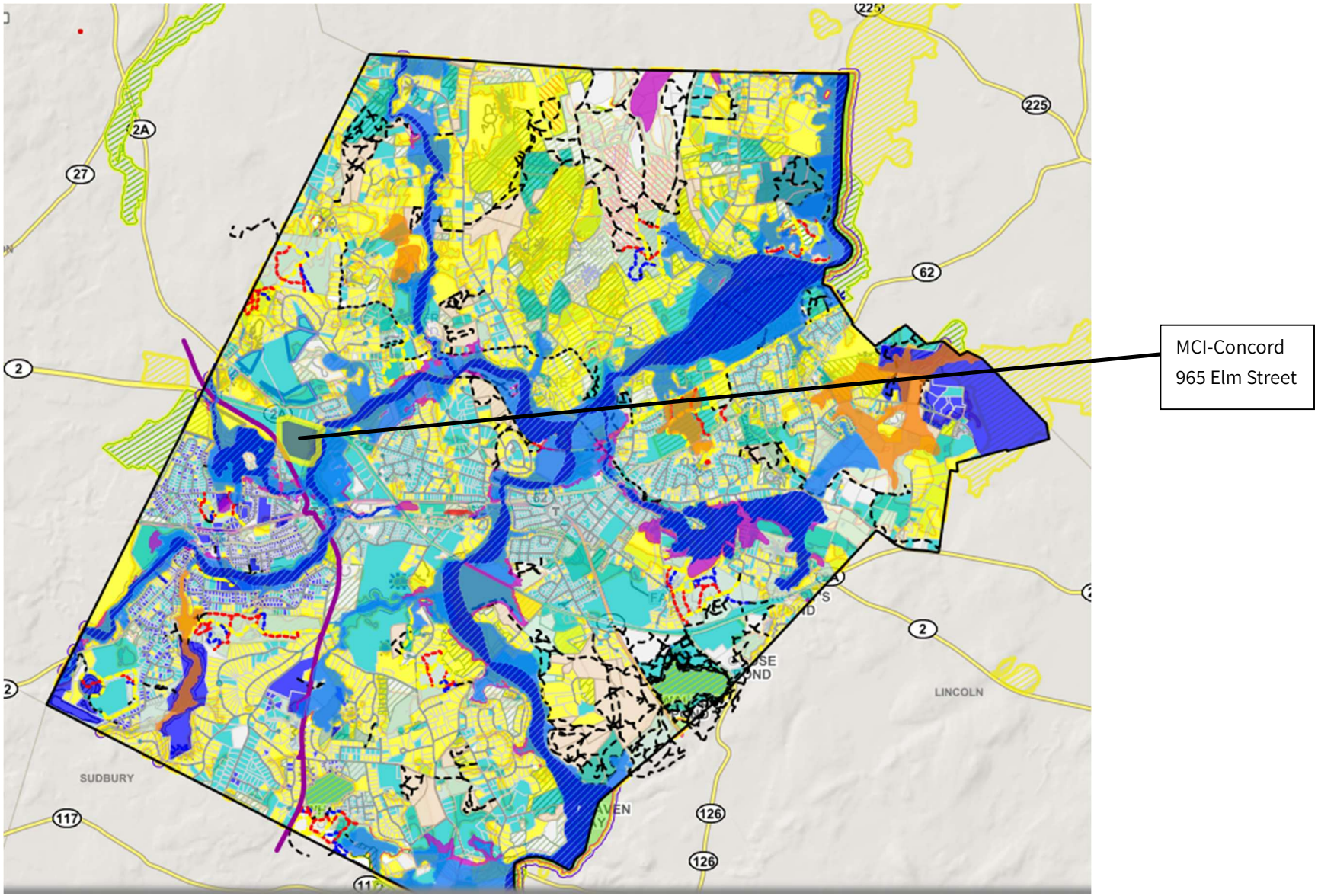
FLEET STORAGE



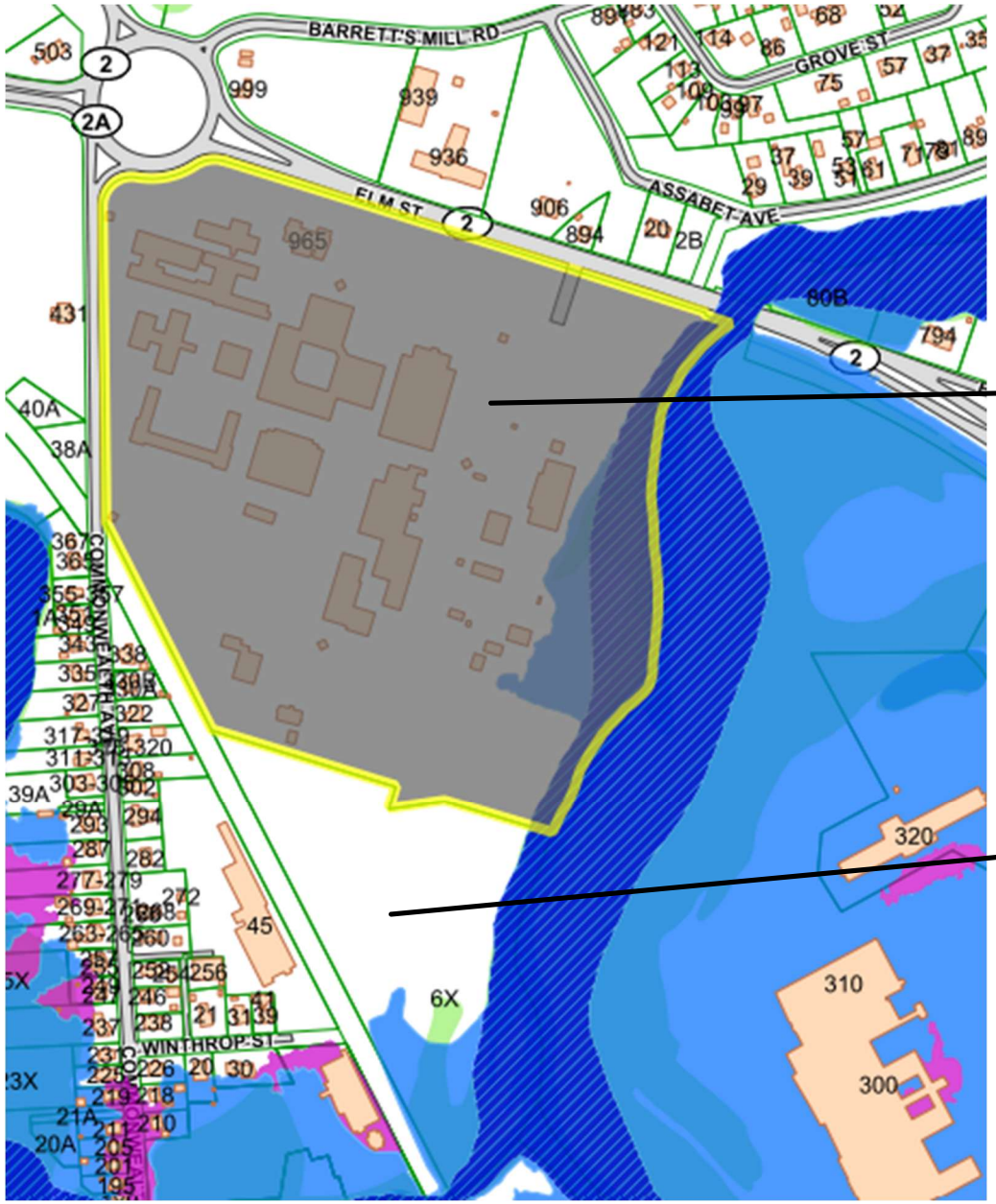


EXTERIOR STORAGE

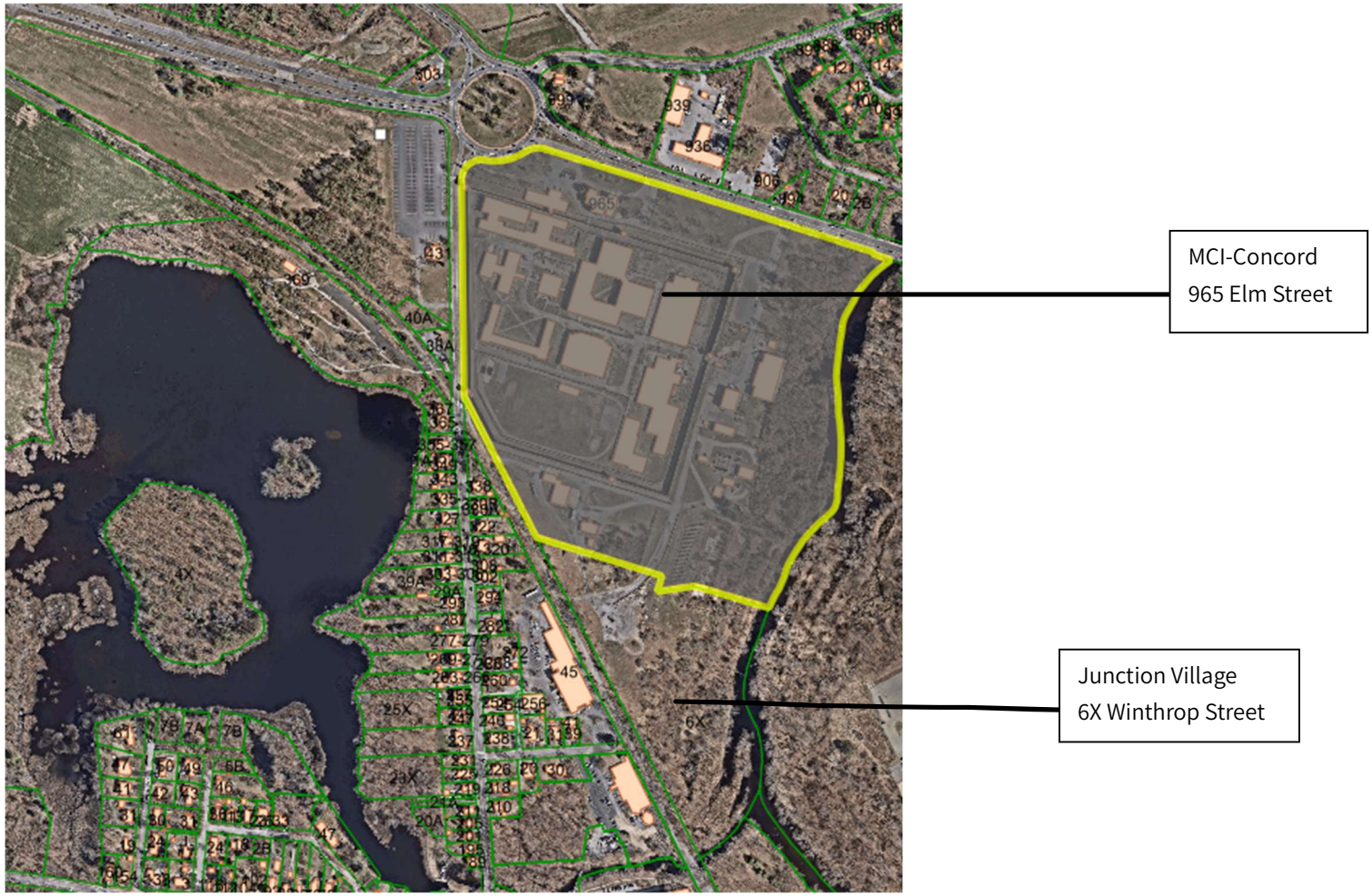

MCI-Concord 965 Elm Street (Parcel 2013) Site Location



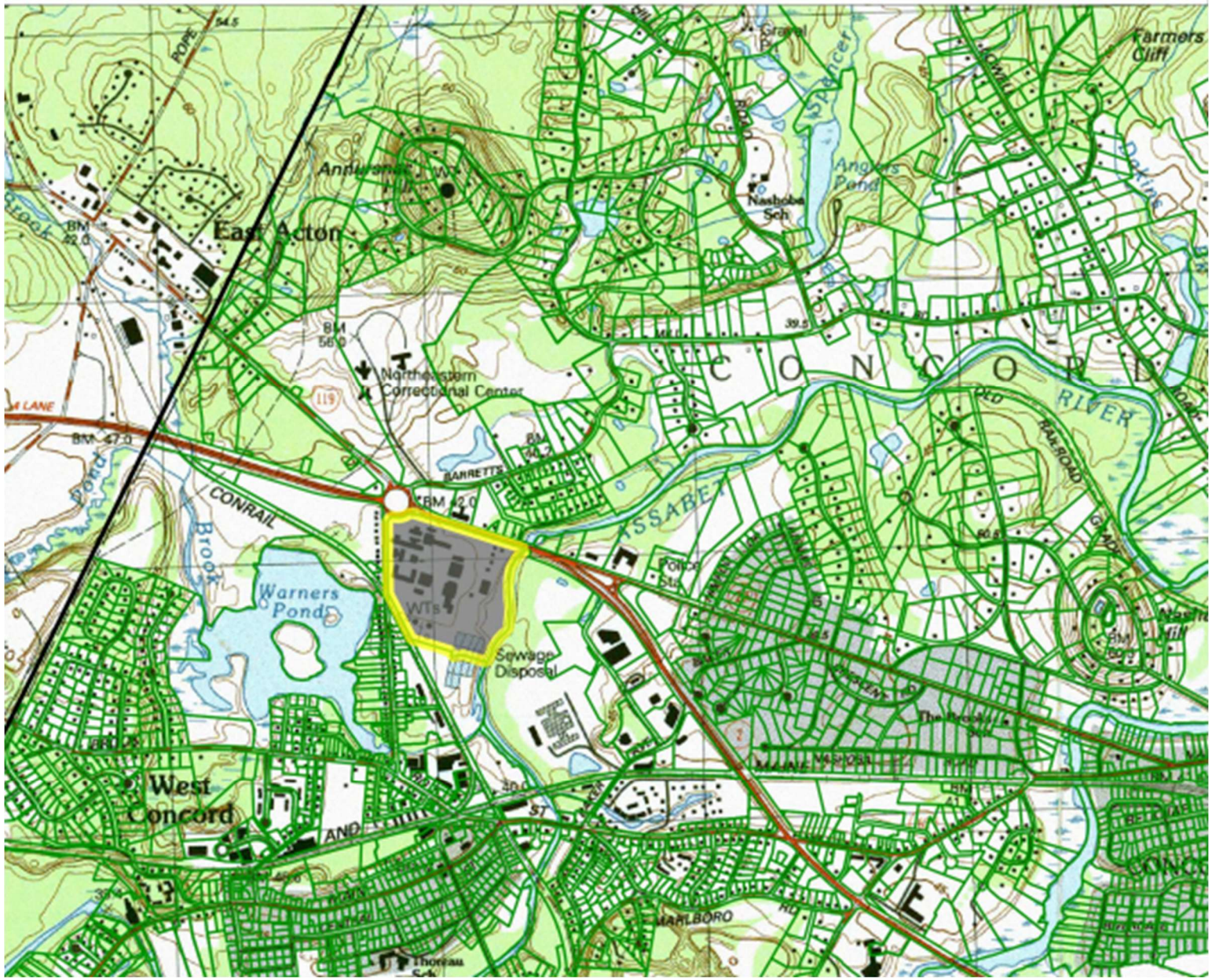
MCI-Concord Wetlands

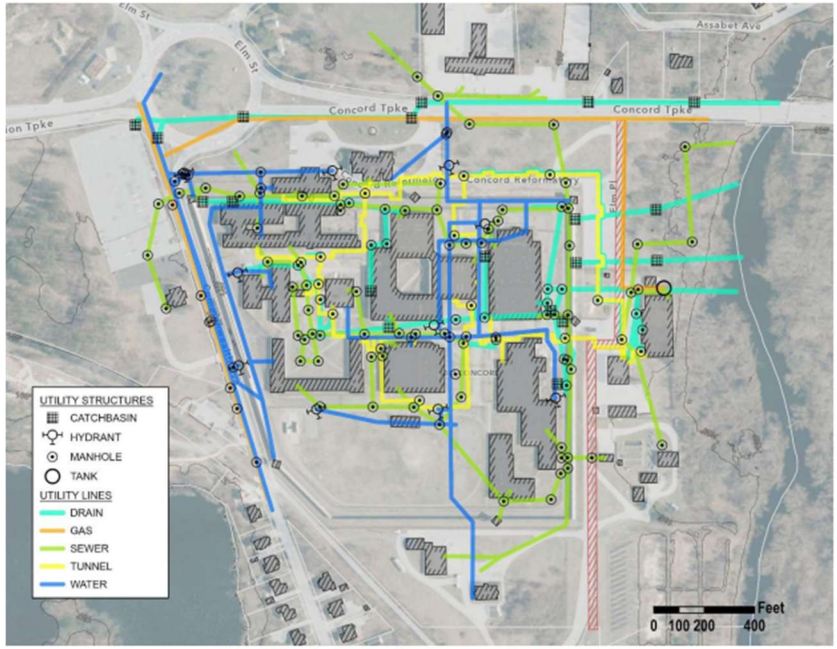


MCI Concord 2025 Town Aerial Photo

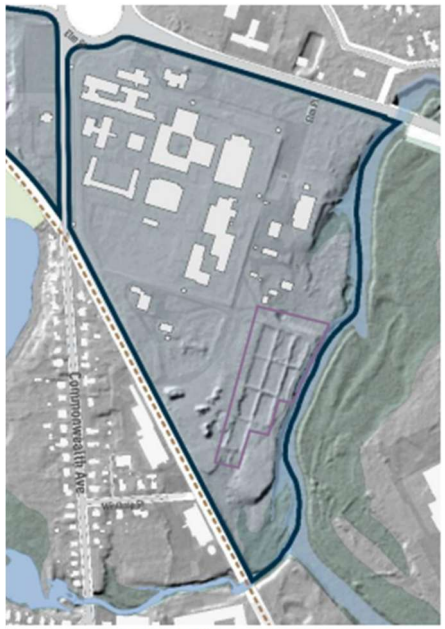


MCI Concord Topo Quads

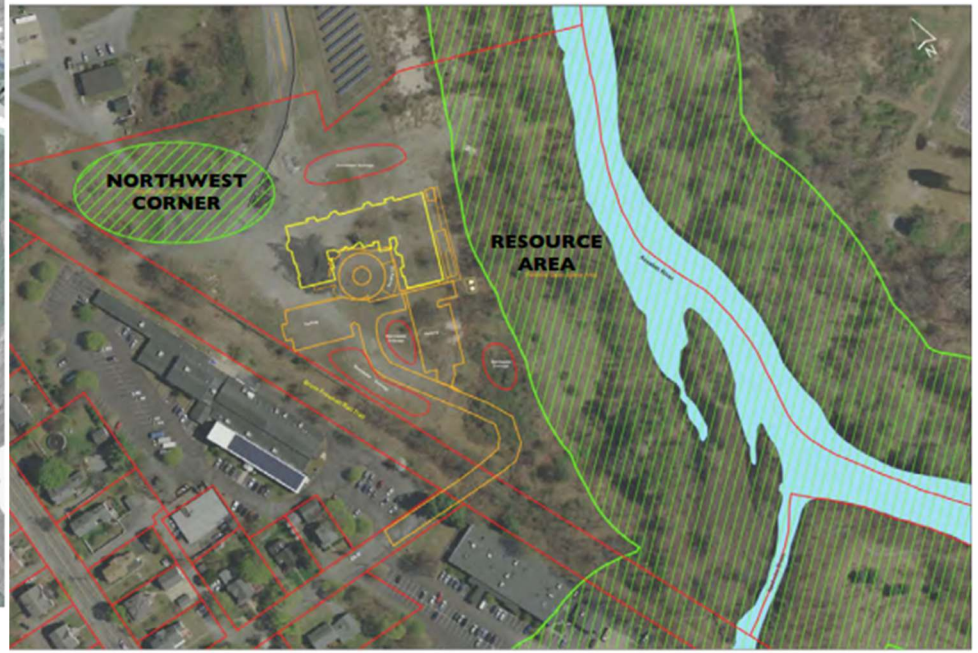




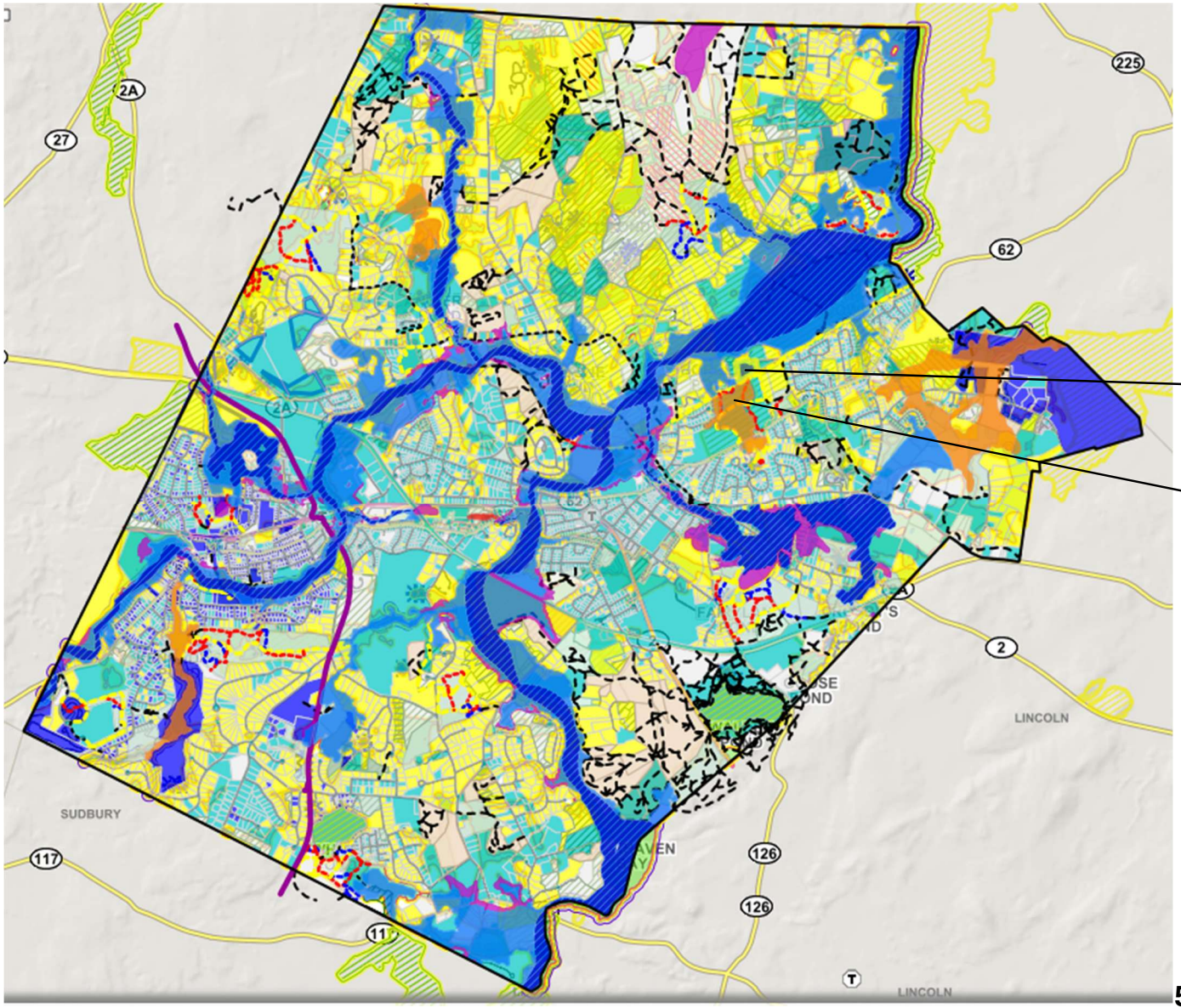
Existing Site Infrastructural System, per DCAMM materials



Sand bed location per LIDAR data.



Concord Wastewater Treatment Facility (WWTF): 509 Bedford Street (Parcel 1198) Site Location



509 Bedford Street

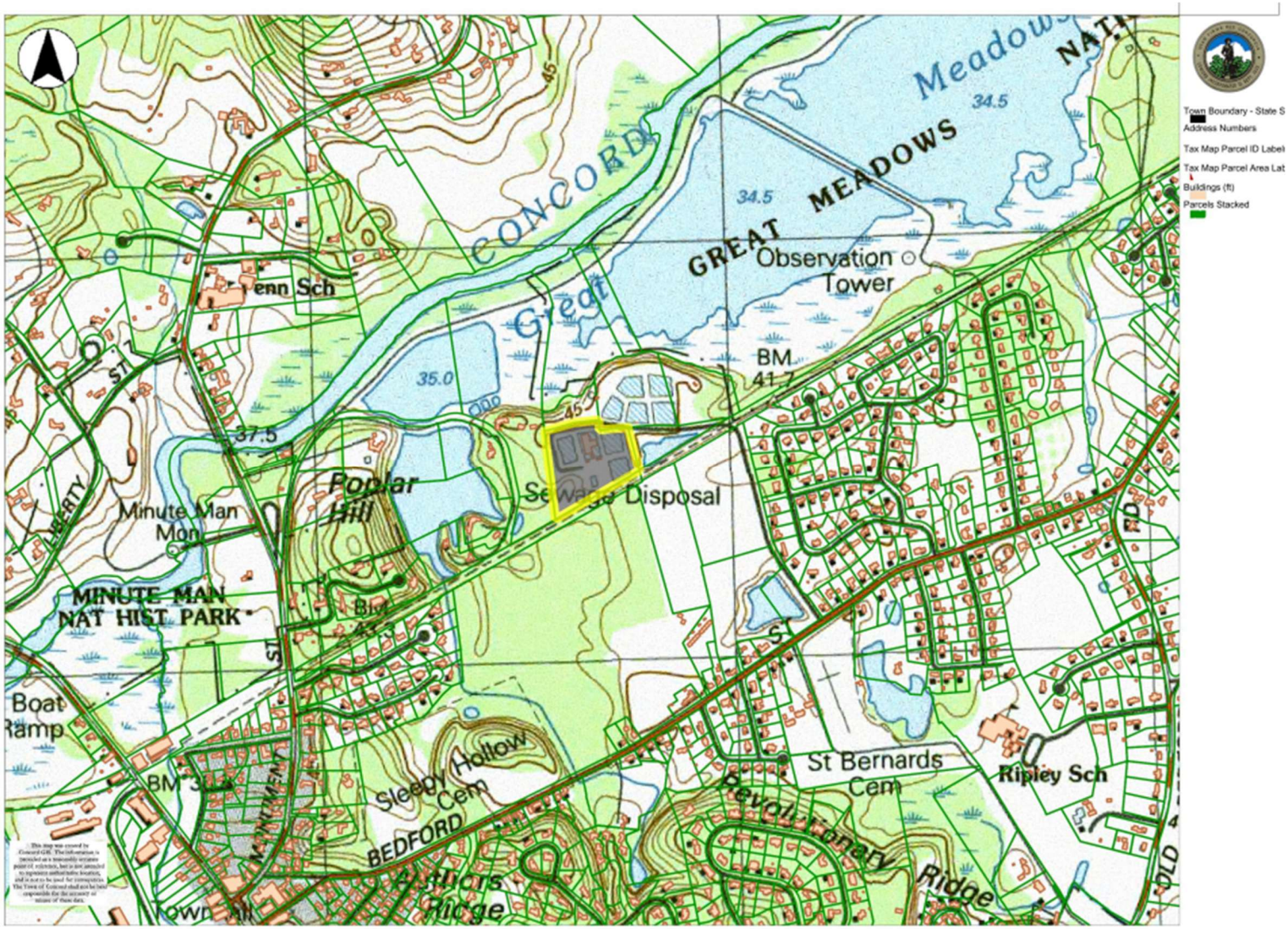
40R and 40W Bedford Street

509

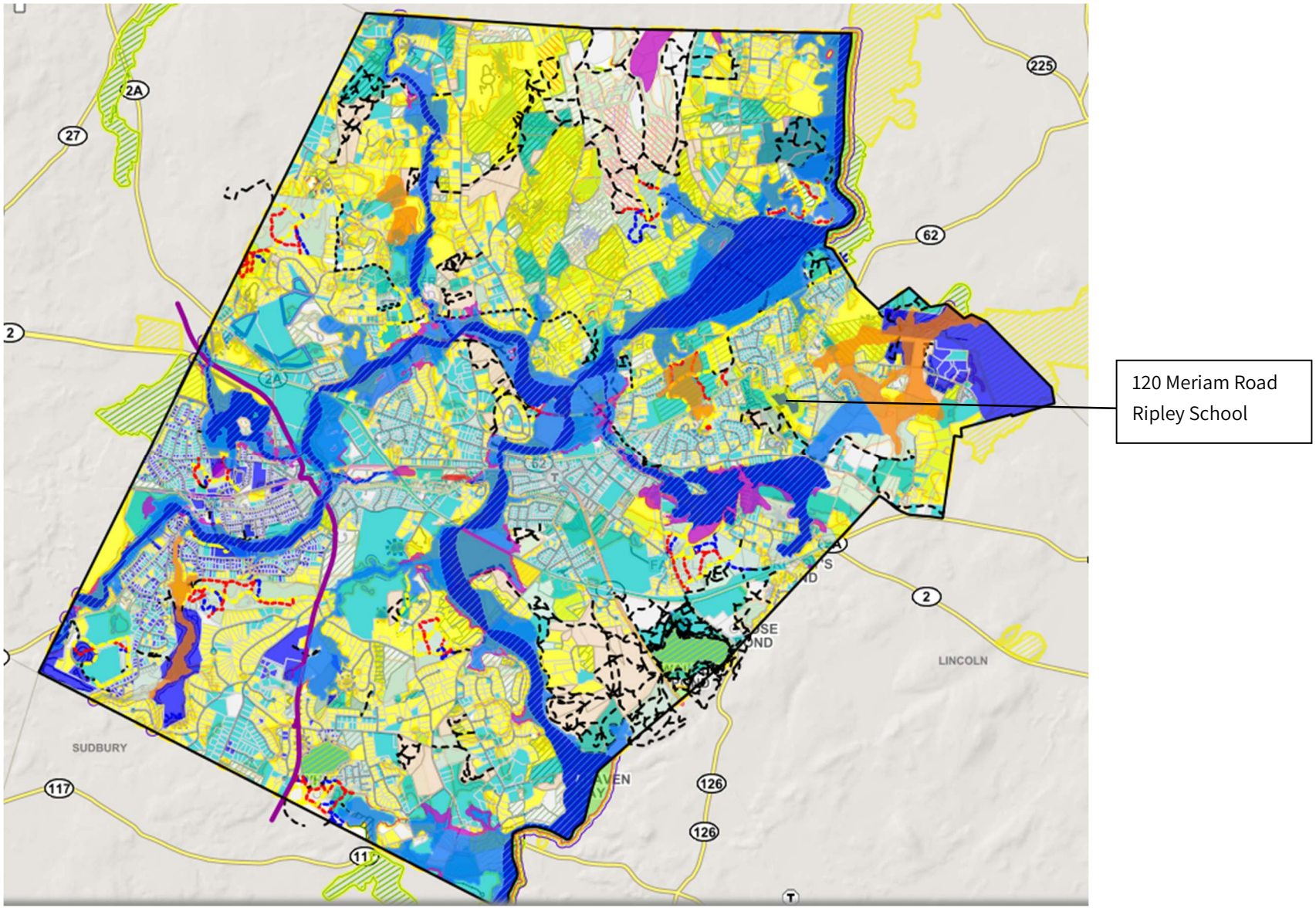
509 Bedford Street Wetlands

509 Bedford Street 2025 Town Aerial Photo

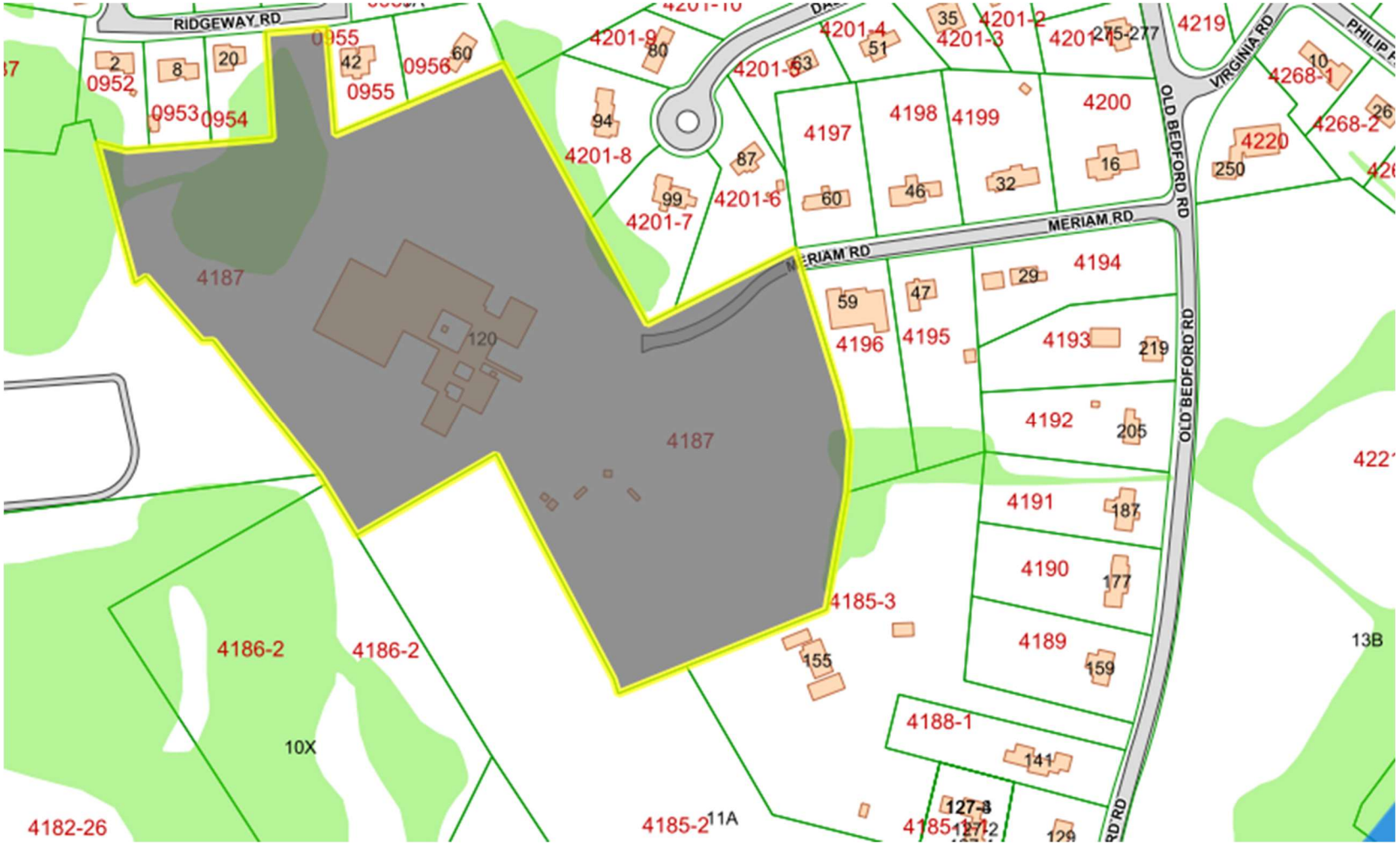
509 Bedford Street Topo Quads



Ripley School: 120 Meriam Road (Parcel 4187) Site location

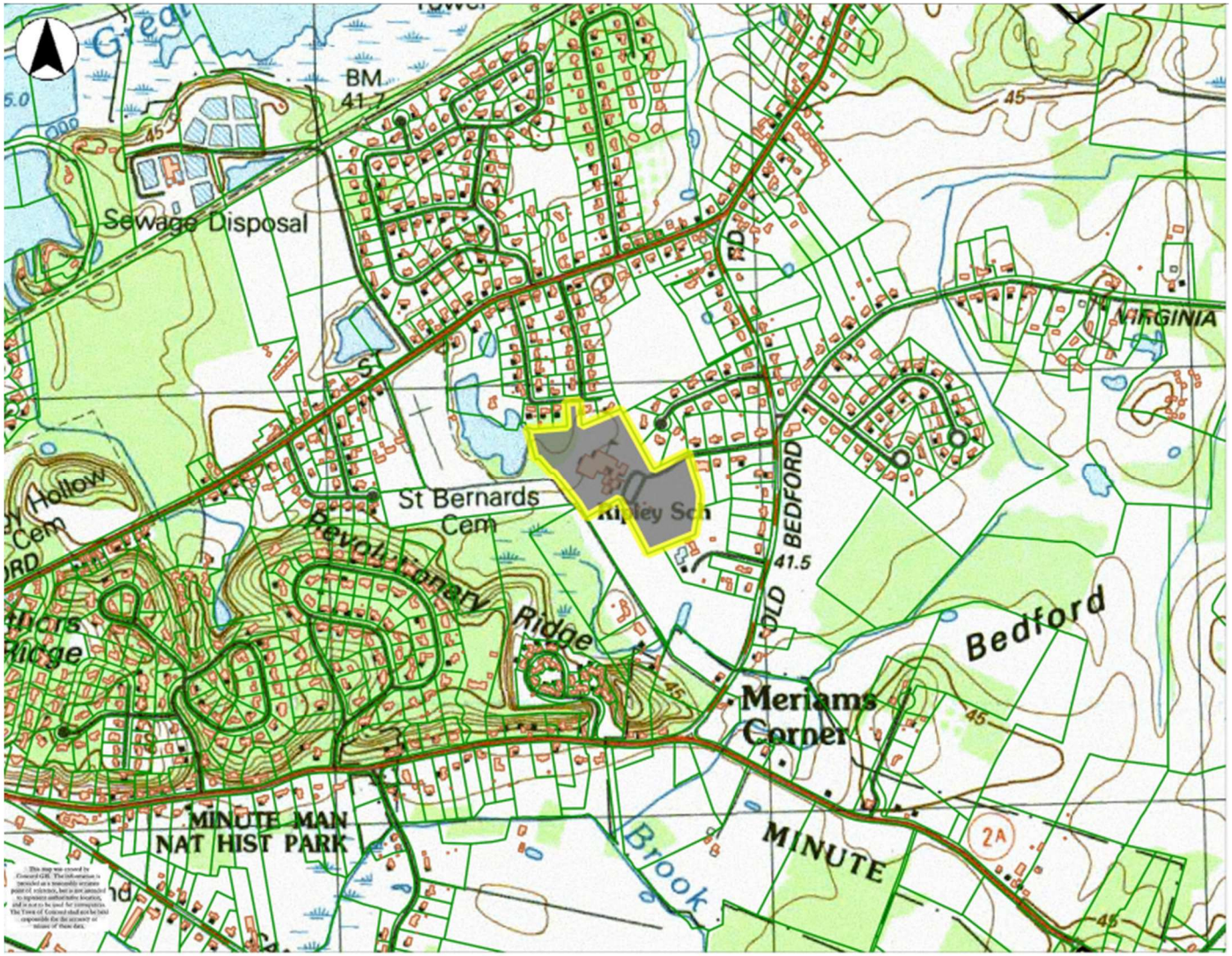


Ripley School Wetlands

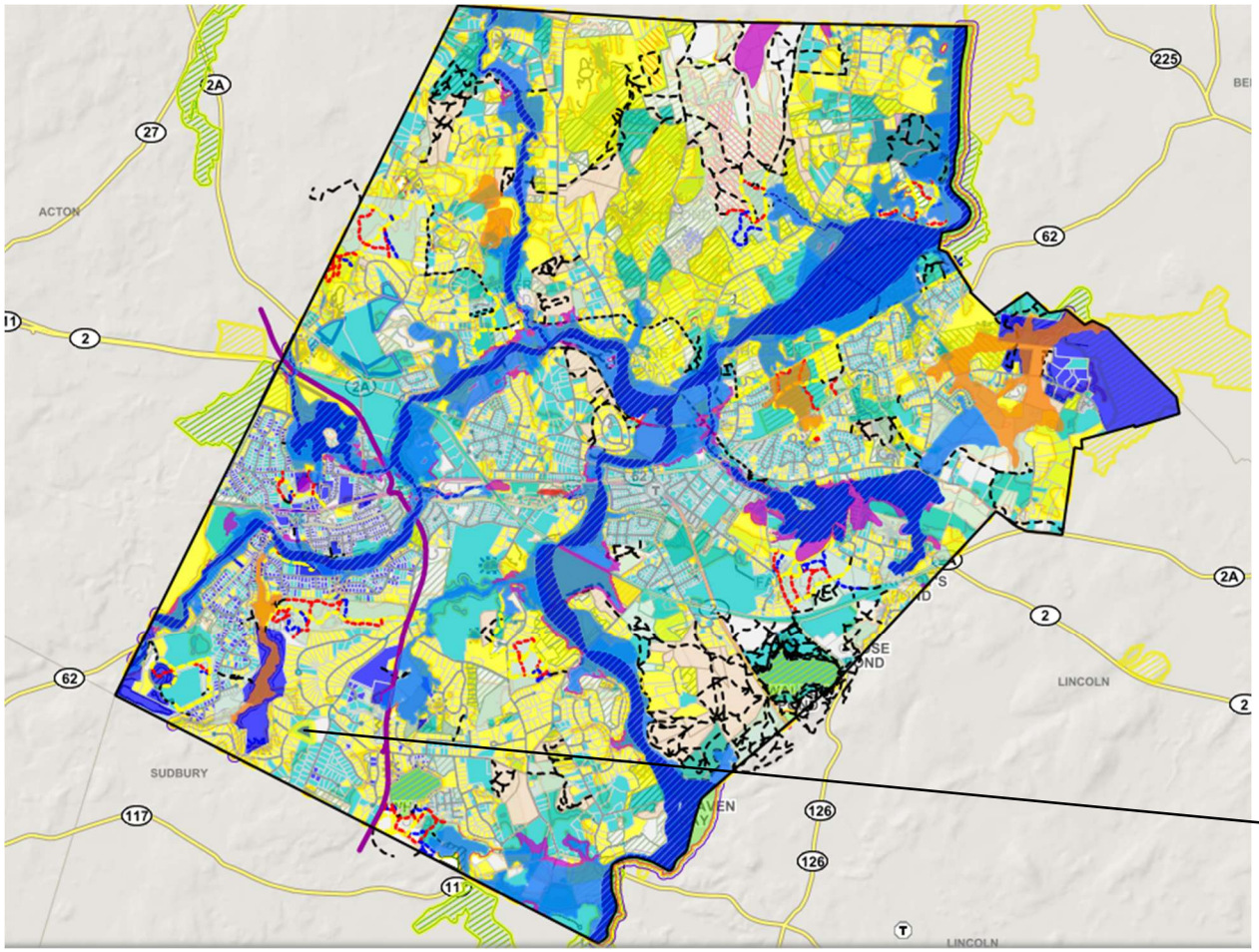


Ripley School 2025 Town Aerial Photo

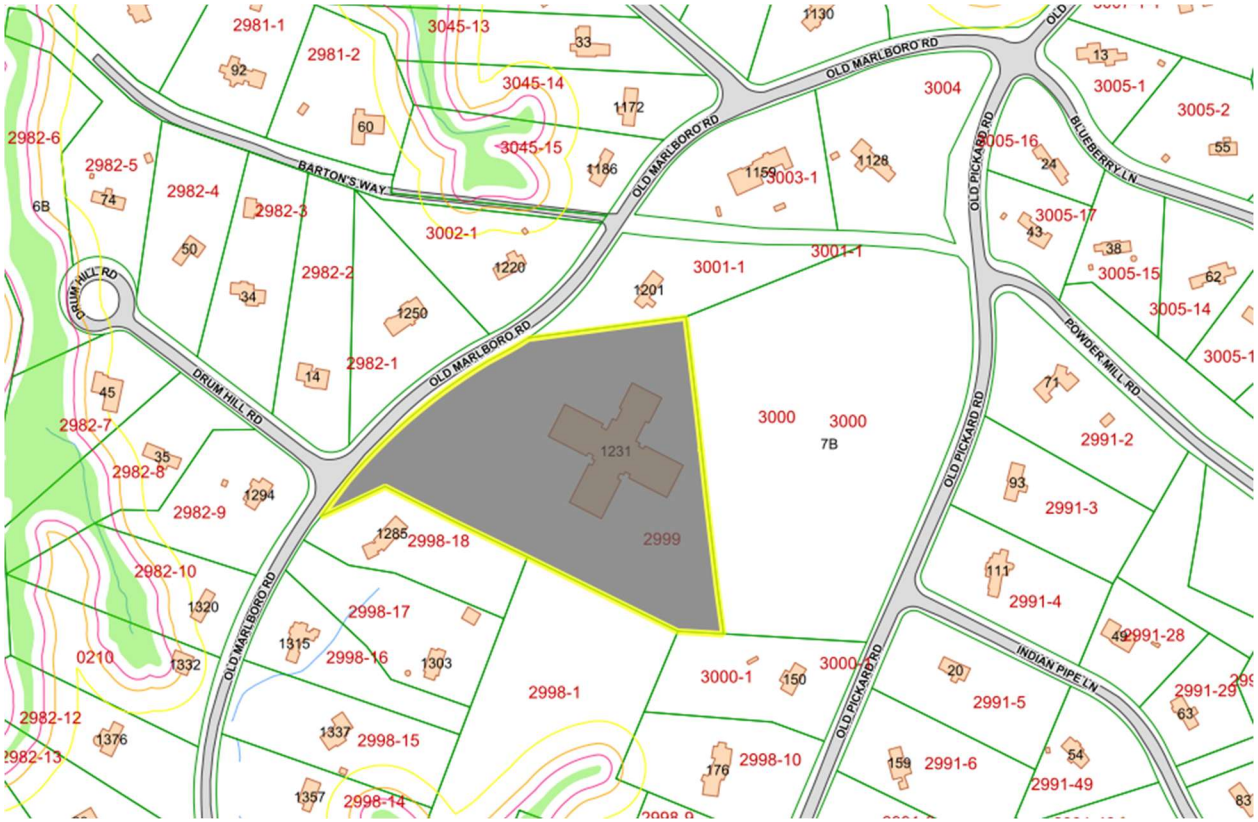
Ripley School Topo Quads



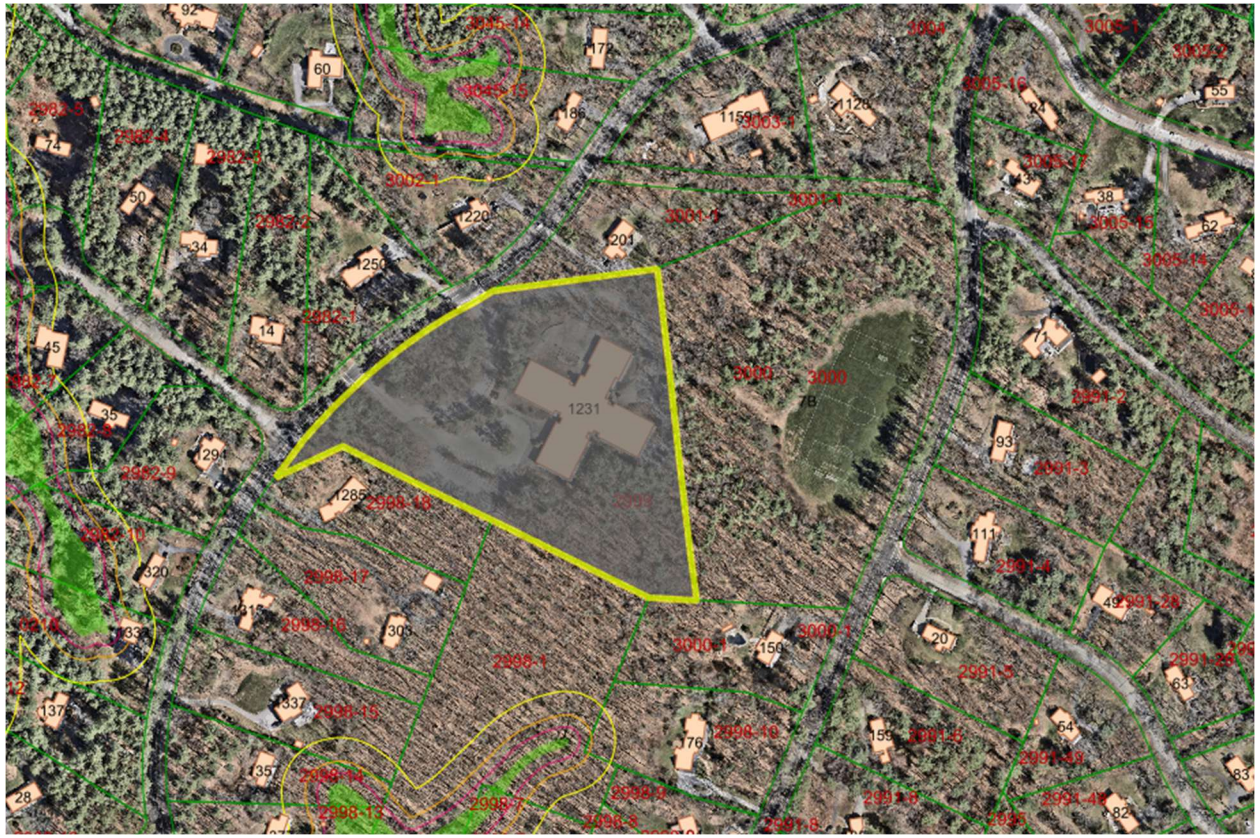
Peabody School – 1231 Old Marlboro Road (Parcels 2999 and 3000) Site Location



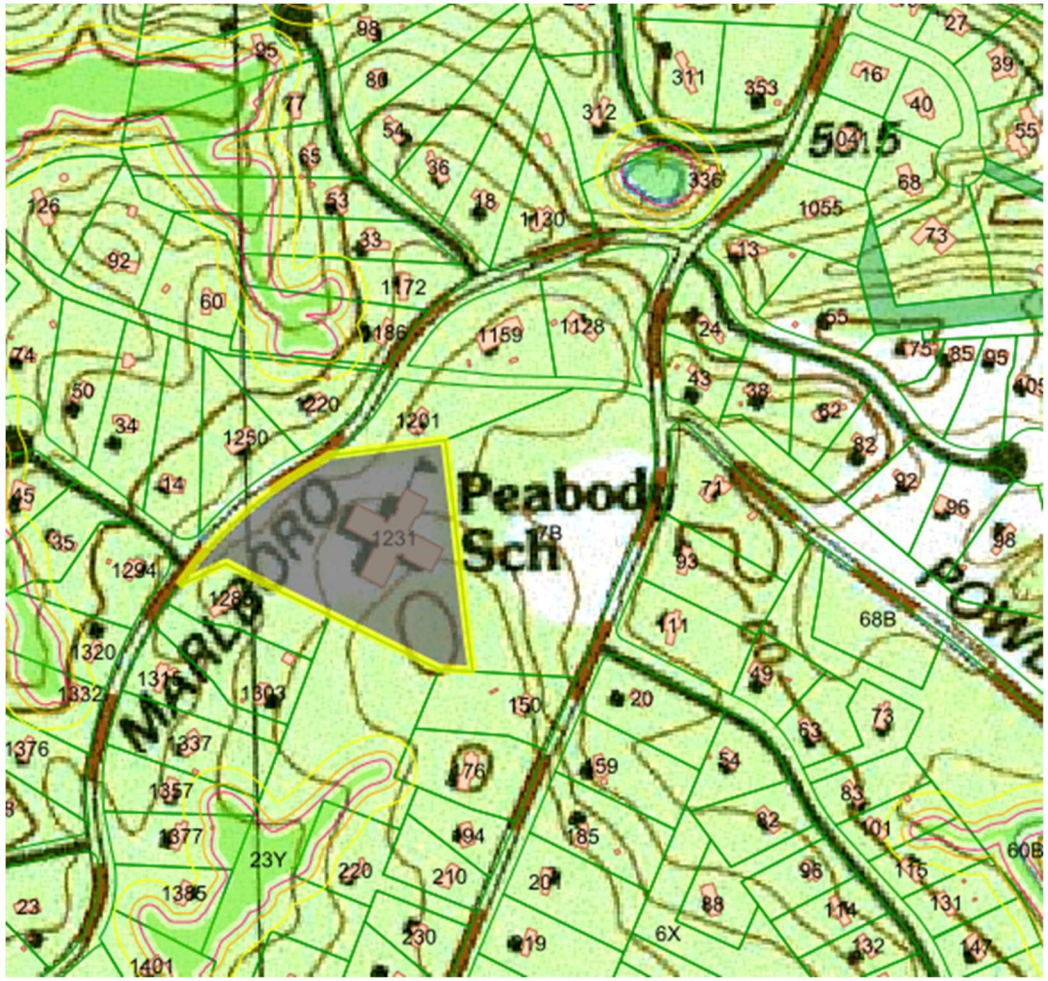
Peabody School Wetlands



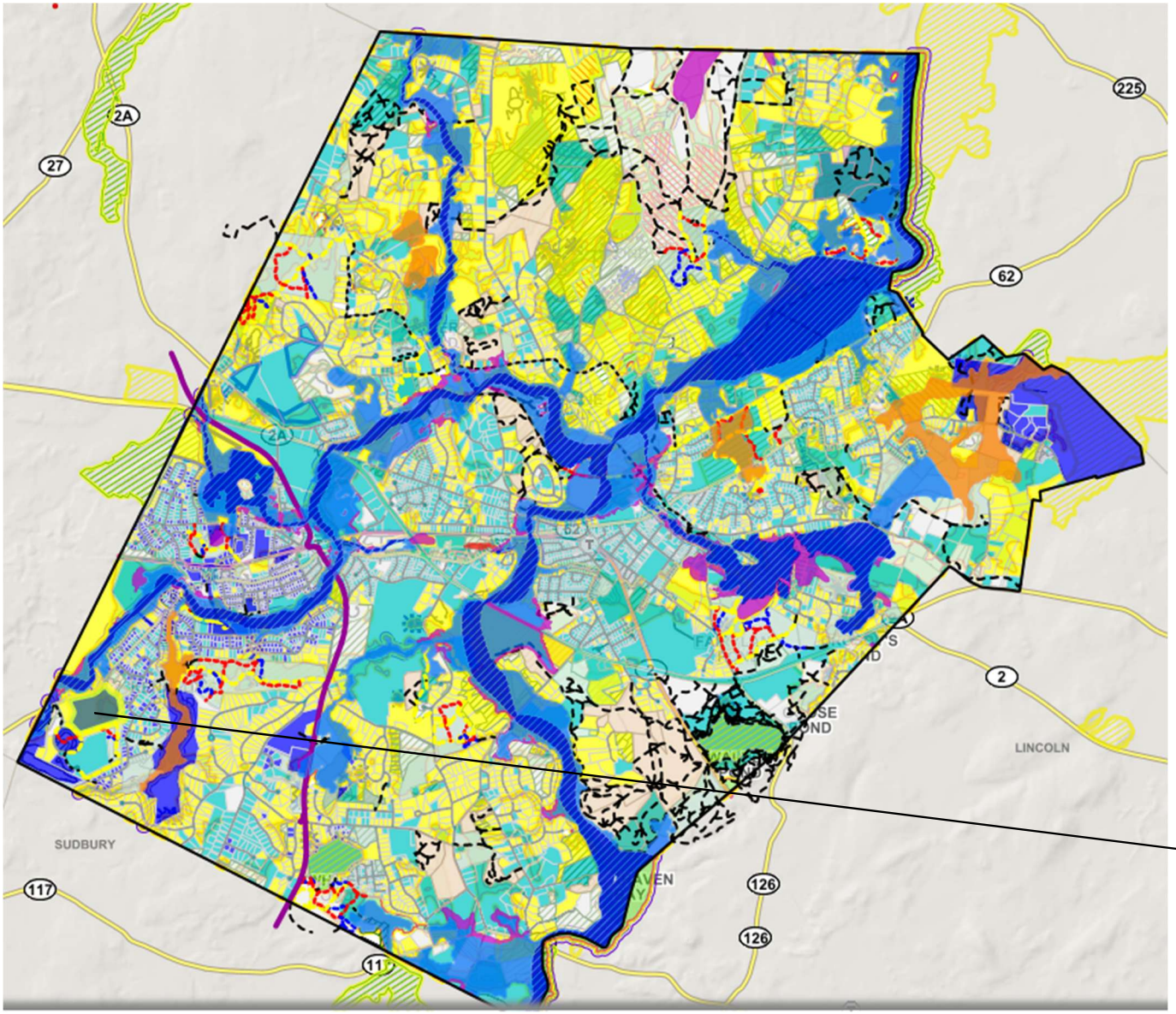
Peabody School 2025 Town Aerial Photo



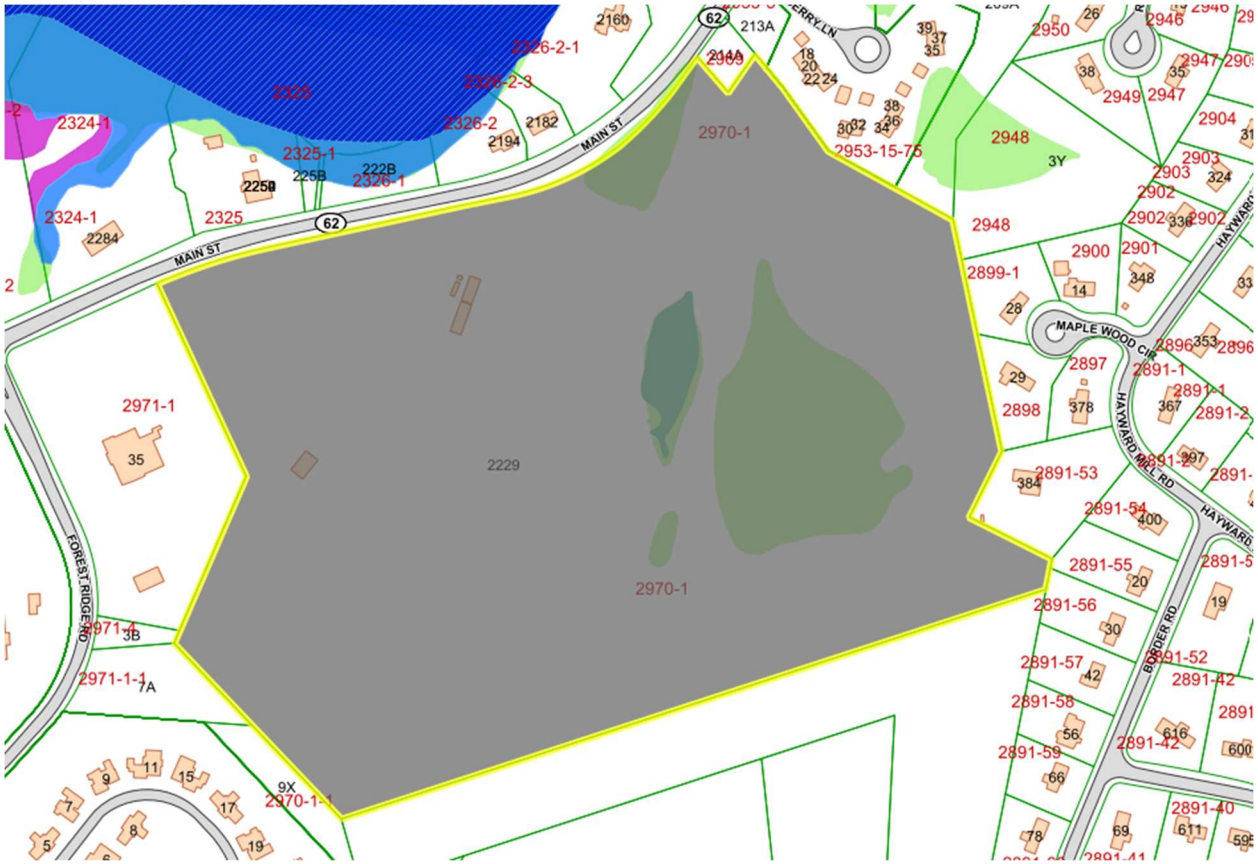
Peabody School Topo Quads



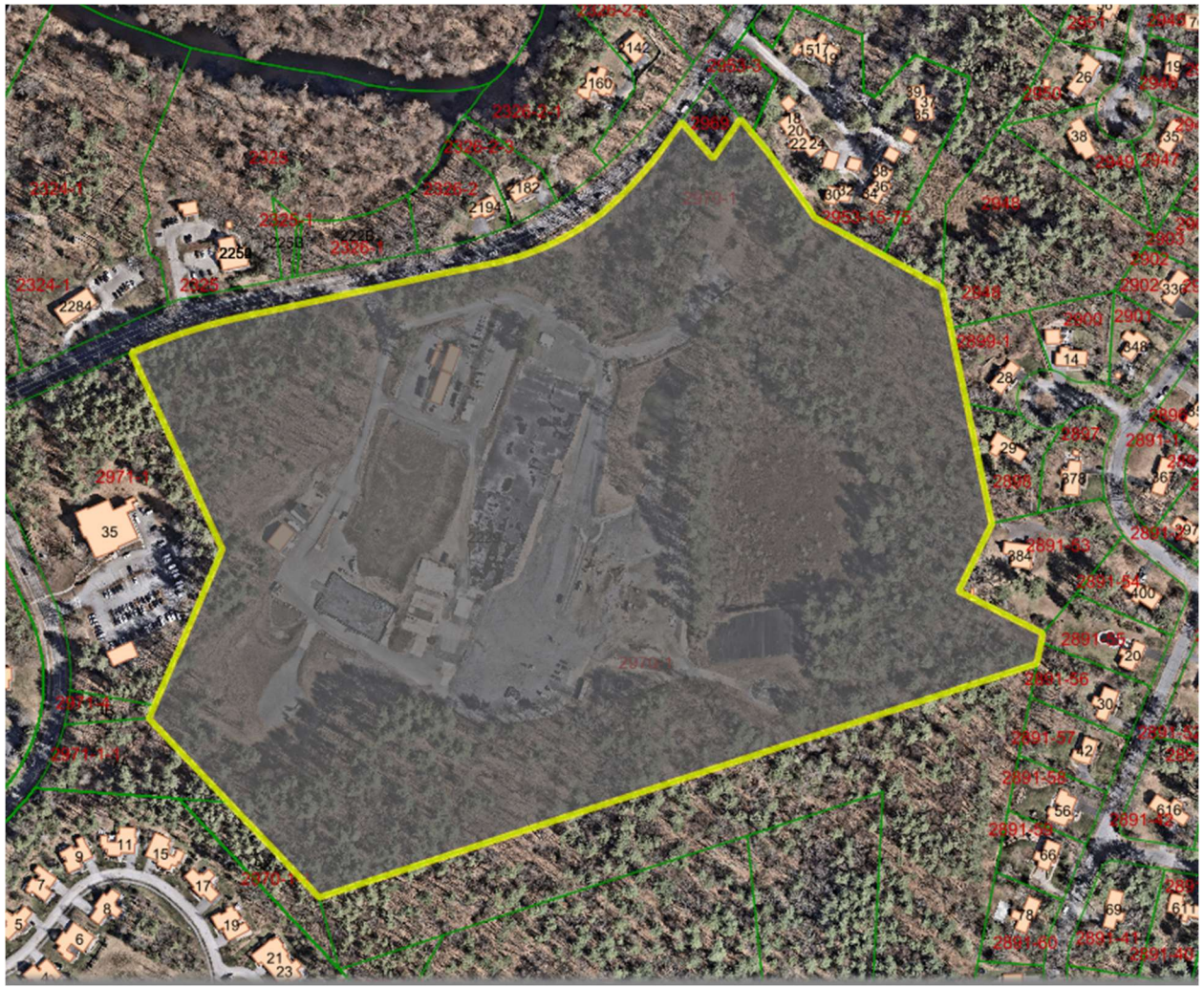
2229 Main Street (Parcel 2970-1) Site location



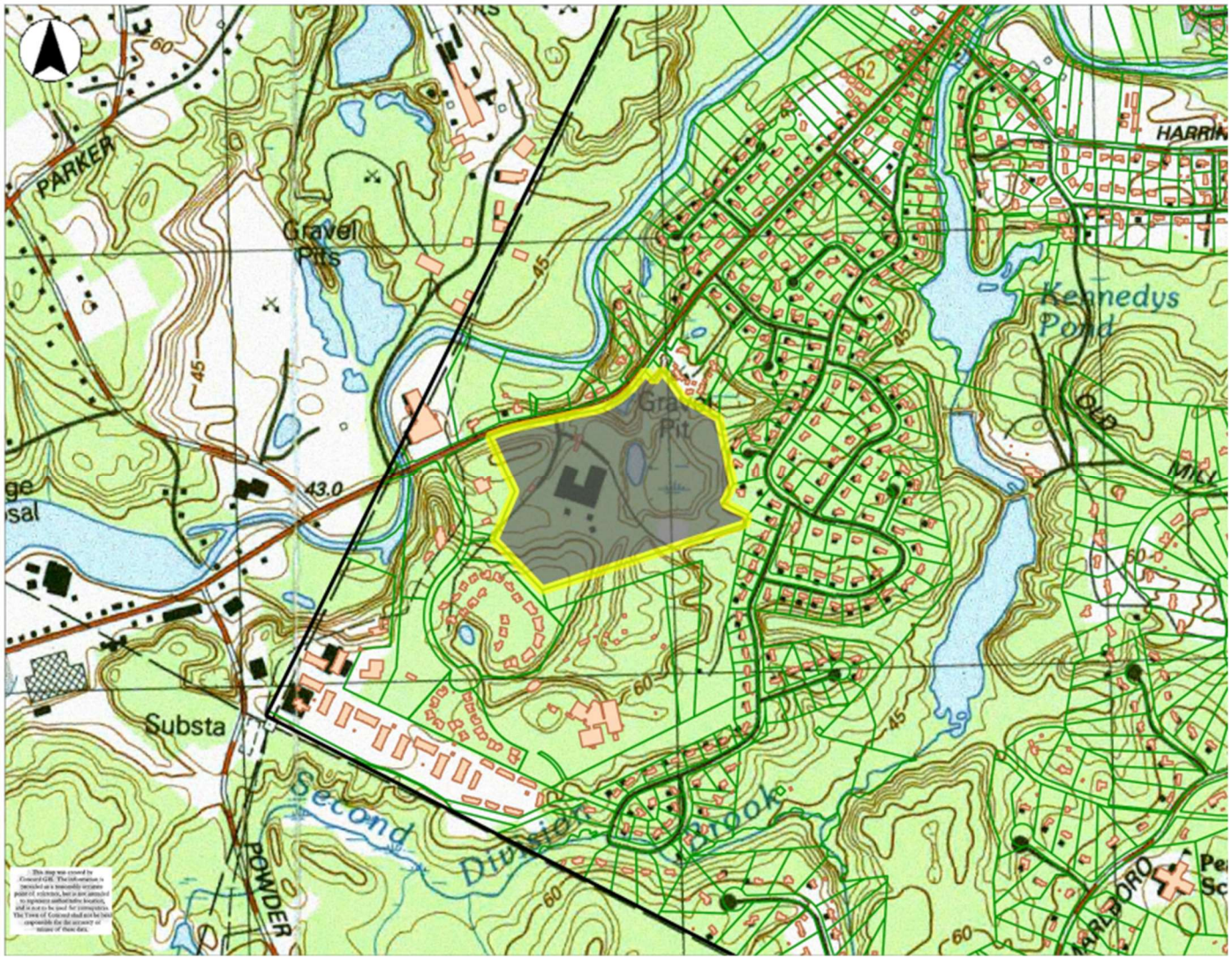
2229 Main Street Wetlands



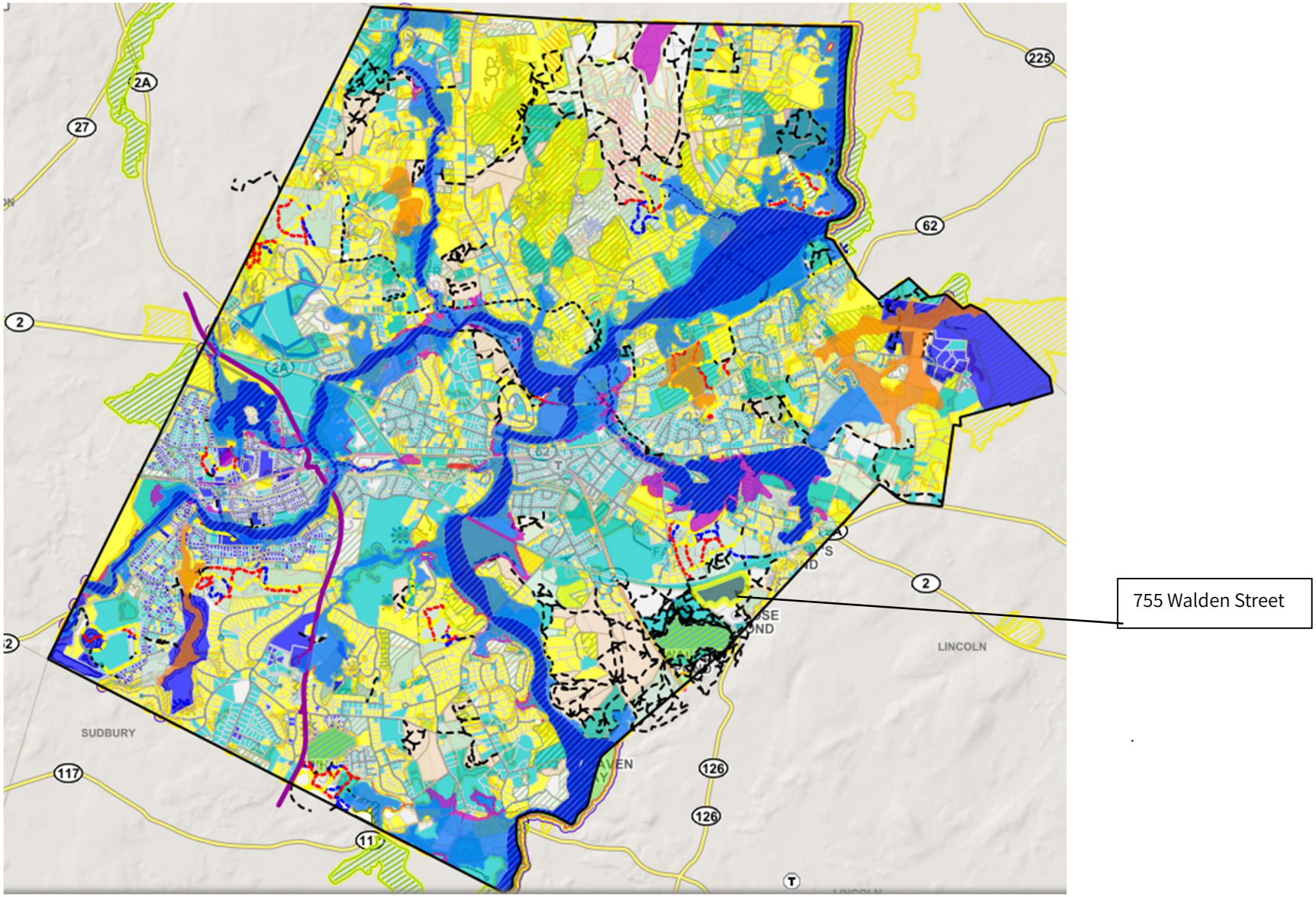
2229 Main Street 2025 Town Aerial Photo



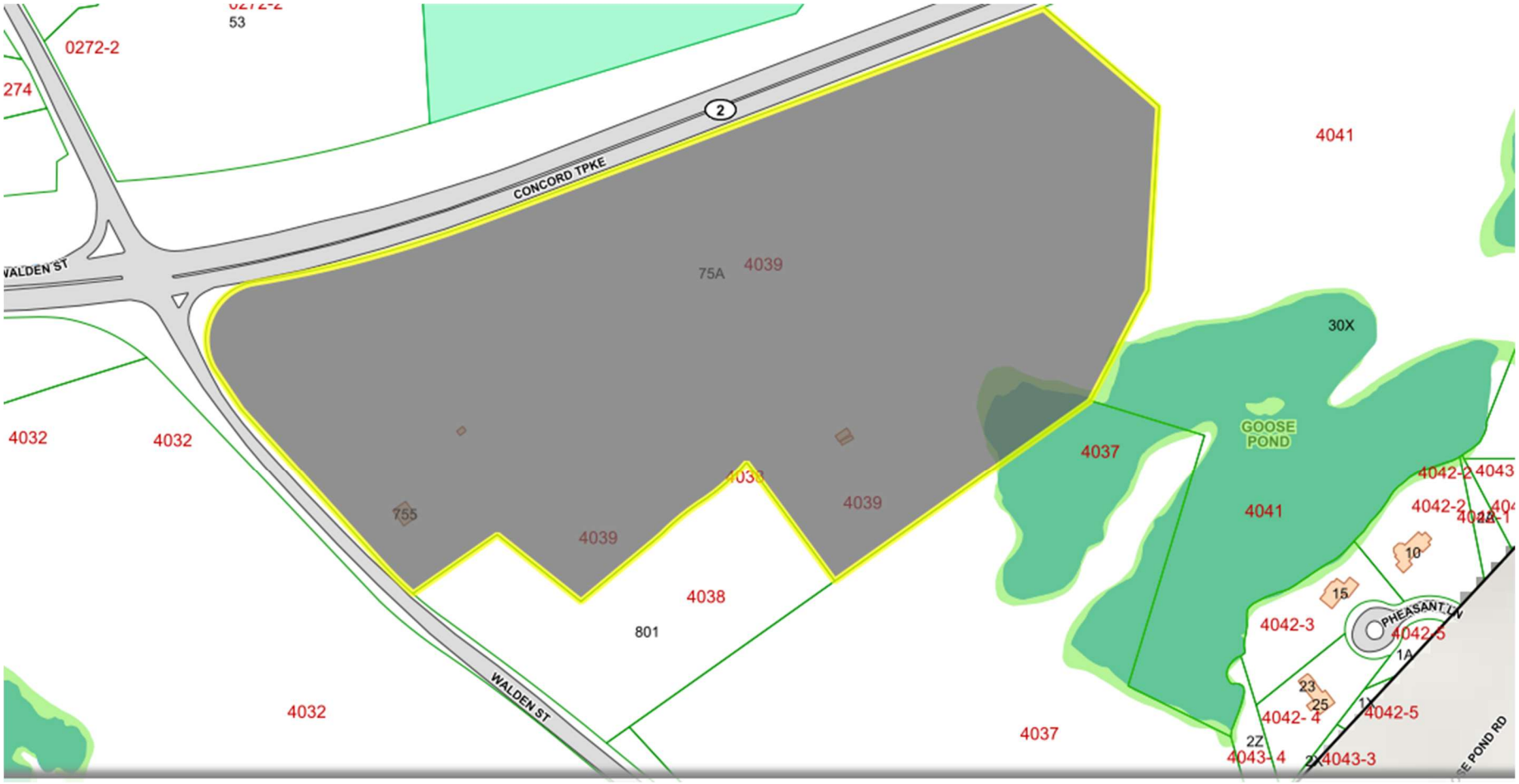
2229 Main Street Topo Quads



755 Walden Street (Parcel 4039) Site location

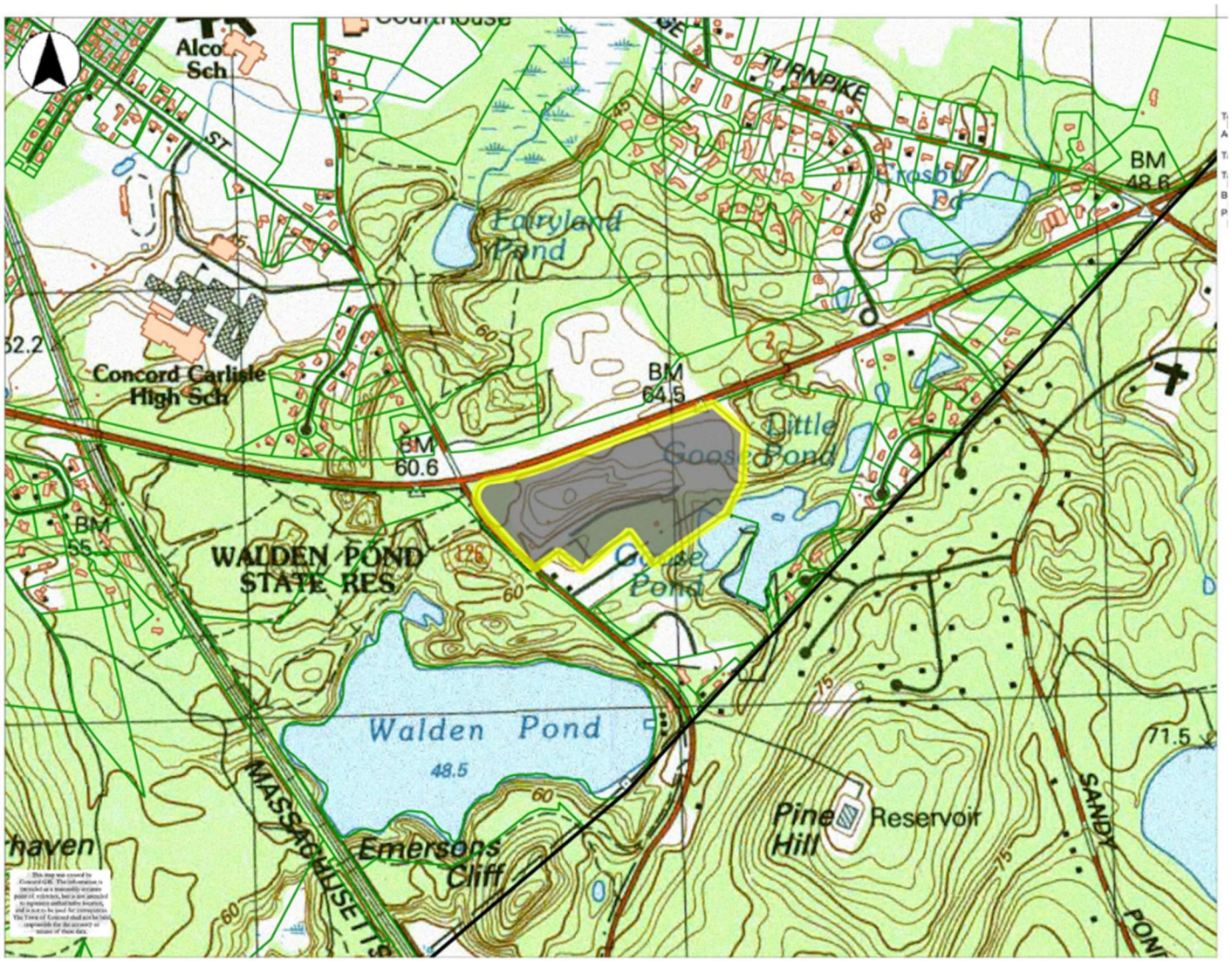


755 Walden Street Wetlands

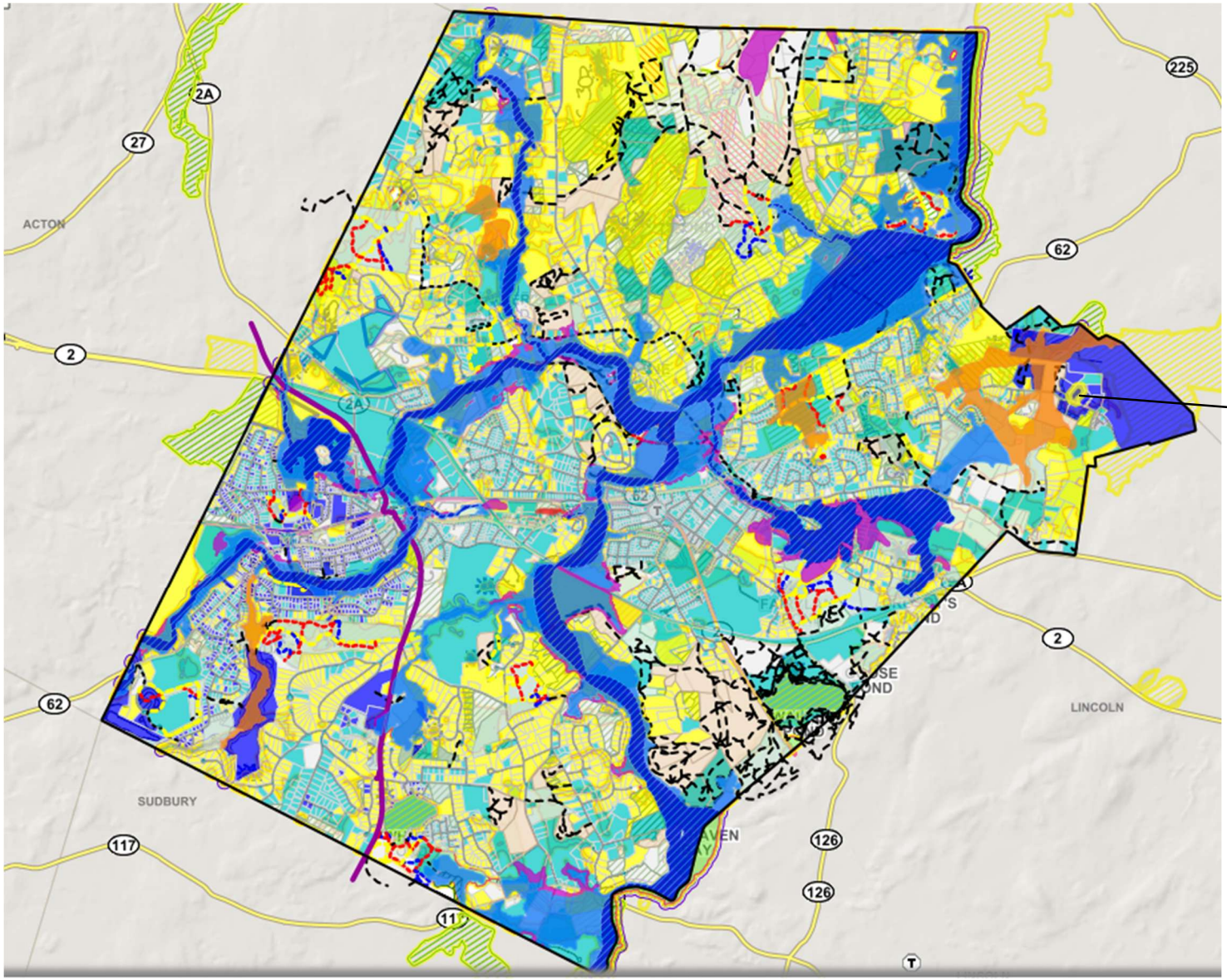


755 Walden Street 2025 Town Aerial Photo

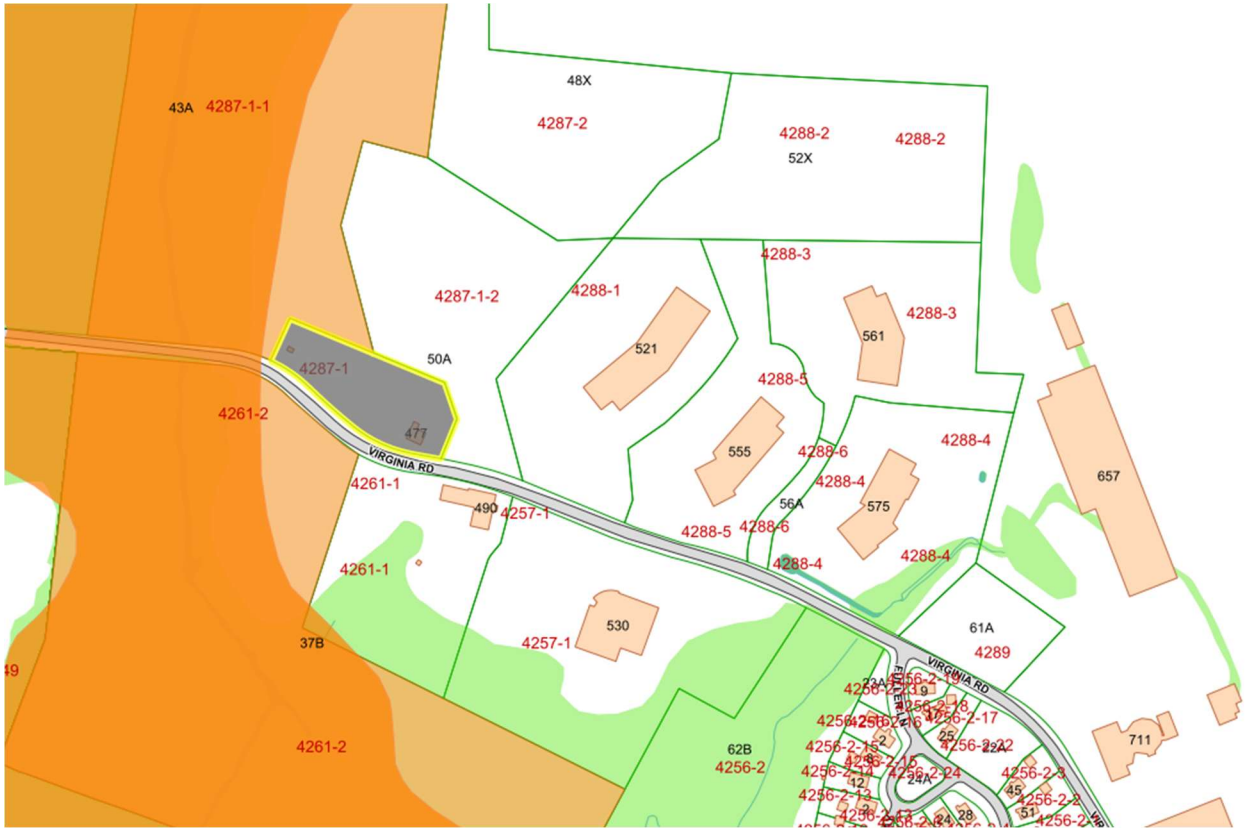
755 Walden Street Topo Quads



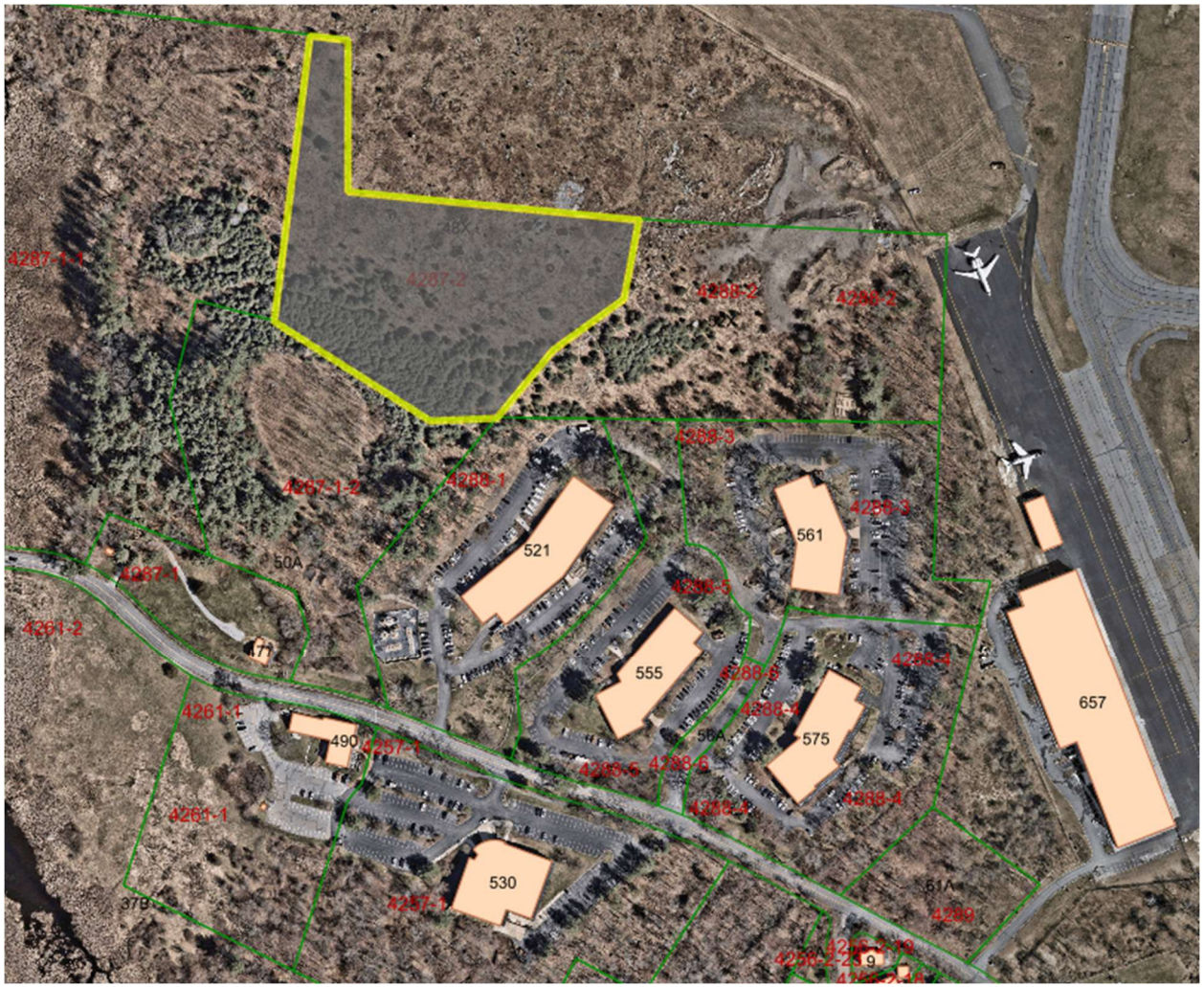
Virginia Road **48X, 50A, 52X, 477, 490, 521, 530, 555, 561 and 575 Virginia Road (Parcels 4287-2, 4287-1-2, 4288-2, 4287-1, 4261-1, 4288-1, 4257-1, 4288-5, 4288-3 and 4288-4) Site location**



Virginia Road Wetlands



Virginia Road 2025 Town Aeriel Photo



Virginia Road Topo Quads