



Town of Concord  
Concord Finance Committee  
**AGENDA**

Thursday, February 26, 2026, at 6:30 PM  
Concord Town House

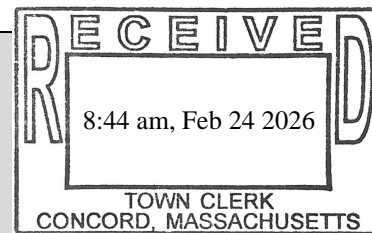
22 Monument St., 2<sup>nd</sup> Fl. Select Board Conference Room

*Notice of public meeting as required by M.G.L. Chpt.30A §18-28*

**HYBRID IN-PERSON AND VIRTUAL MEETING VIA ZOOM**

Join the meeting: <https://us02web.zoom.us/j/88079218861>

Meeting ID: 880 7921 8861 Dial in: 1-646-931-3860



*Please be advised that this open meeting is being broadcast live via Zoom and MMN and recorded for playback online, video-on-demand viewing at <https://concordma.gov/2409/Government>. The listings of matters are those reasonably anticipated by the Chair 48 hours before said meeting, which may be discussed at the meeting. Not all items listed may be addressed. Items may be taken out of order and at times differ from those listed below. Other items not listed may also be brought up for discussion to the extent permitted by law. **Video or call will be muted upon joining meeting please use the "raise your hand" feature in the zoom meeting to ask to speak. ATTENDEES ARE REMINDED THAT BY ATTENDING THIS MEETING THAT YOU CONSENT TO YOUR LIKENESS AND AUDIO BEING USED AND REBROADCAST BY MMN.***

6:30 PM	<b>1. Call to Order</b>
6:30 PM	<b>2. Public Comment</b> <ul style="list-style-type: none"><li>Public Comment is limited to up to 10 minutes, with no more than 2 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.</li></ul>
6:40 PM	<b>3. Correspondence</b> <ul style="list-style-type: none"><li>Review Correspondence</li></ul>
6:40 PM	<b>4. Meeting Minutes</b> <ul style="list-style-type: none"><li>Approve the minutes of January 29, 2026</li></ul>
6:45 PM	<b>5. Liaison Report</b> <ul style="list-style-type: none"><li>Review and discussion of liaison report in the packet; additional verbal reports as needed</li><li>Report on February 11 and February 26 Financial Audit Advisory Committee meetings</li></ul>
7:00 PM	<b>6. Land Use Working Group</b> <ul style="list-style-type: none"><li>Update from Sven Weber and Judith Long, co-chairs</li></ul>
7:30PM	<b>7. FY 27 Budget Updates</b> <ul style="list-style-type: none"><li>Schools: Carlisle request for CCRSD budget reductions</li><li>Town: report on health insurance costs</li></ul>
7:40 PM	<b>8. Review of FinCom hearing schedule</b> <ul style="list-style-type: none"><li>Discussion of upcoming hearings</li></ul>
7:45 PM	<b>9. Finance Committee Report</b> <ul style="list-style-type: none"><li>Committee member assignments for writing report sections</li><li>Overview of report status and deadlines</li></ul>
8:00 PM	<b>10. Recap of Action Items and Adjournment of Meeting</b>



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**February 26, 2026**

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## Call to Order

**Requested by: Finance Committee Chair**

**Action Sought: Open Meeting**

### Proposed Motion(s)

Move to vote to call the February 26, 2026, Finance Committee meeting to order at XX:XX PM.

### Additional Information

None.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**February 26, 2026**

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## Public Comment

**Requested by: Finance Committee Chair**

**Action Sought: Public Comment**

### Proposed Motion(s)

None anticipated.

### Additional Information

Public Comment is limited to up to 10 minutes, with no more than 2 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**February 26, 2026**

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## Correspondence

Mail, letters, emails, presentations, etc.

**Requested by: Finance Committee Chair**

**Action Sought: Review Correspondence**

### Proposed Motion(s)

None anticipated.

### Additional Information

None.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

**From:** James Catacchio jcatacchio@gmail.com  
**Subject:** Re: Email re Carlisle questions about CCRSD budget  
**Date:** February 25, 2026 at 9:58 AM  
**To:** Lois Wasoff lwasoff.fincom@icloud.com



Hi Lois

When meeting with the Selectboard, Brian Waterson was there to clarify some details on the CCRSD budget. They are decreasing the OPEB contribution from \$375k to \$89k, deploying the \$286k reduction to capital items. When Bob originally presented this to the FinCom, I believe there may have been confusion regarding how much is being deployed to pre-save for the field project. Currently, this \$286k is being utilized across the table below, with \$80k allocated to a study regarding the field. We understood that a large portion of this OPEB reduction would go to a capital stabilization fund to lower the eventual ask of the towns for the field project.

CCRSD Proposed Capital Plan						
FY27 - FY31						
Project / Description	FY27	FY28	FY29	FY30	FY31	Notes
Classroom Painting, hallways, bathrooms	\$15,000	\$10,000	\$15,000			50% of classrooms in FY27 (3rd and 4th floor) after touchscreens are replaced, all bathrooms in FY27; remaining classrooms in FY28, hallways in FY29
Paint / Numbers in the Parking Lots (especially the upper turf)	\$12,000					Upper will be priority, seek to do as much as possible for funding allocated
Lighting control upgrades	\$8,000	\$16,000	\$16,640	\$17,306	\$17,998	Square D 3000 lighting control is obsolete, need to be upgraded to 4000 series (8K each x 12 modules) - one out of operating budget in FY26 and FY27, remainder to be replaced 2 per year until fully replaced in FY32
HVAC RTU Replacement			⊕ \$40,000	\$40,000	\$80,000	Anticipate needing to replace 1-2 units per year for five years
Football field turf	\$80,000	\$900,000				Doug White was 1.308M including 300k shock absorbent cushion; current estimated cost/sq. ft 7.85, factor in construction cost inflation, and some contingency; also add design cost of 80k
Assessment - Existing Building Conditions @ CCHS			\$75,000			As building approaches 15 years old, this is recommended time frame from consultants for an assessment
VFD irrigation control	\$15,000					Controls pump speed, existing unit no longer functional, without this pump motor can break
Special Education 7D 8 passenger van	\$60,000					Replacing a 2008 model year van
RTU 15 communication controller	\$14,000					Music room and nearby hallway (not auditorium)
F350 utility body plow truck (Maintenance Dept)	\$90,000					To replace 2005 Van (M-10)
<b>TOTAL</b>	<b>\$294,000</b>	<b>\$926,000</b>	<b>\$146,640</b>	<b>\$57,306</b>	<b>\$97,998</b>	

Ultimately, I believe these small capital projects are typical in the budget. However, Carlisle FinCom will send a letter to the regional school district requesting that future budgets exclude any pre-payments or savings for future capital projects.

Thanks  
James

**James Catacchio**  
c: (978) 758-9934

**From:** Kerry Lafleur klafleur@concordma.gov 

**Subject:** FY26 Winter Operations Budget

**Date:** February 22, 2026 at 3:49 PM

**To:** Mark Howell markhowell@concordma.gov, Wendy Rovelli wrovelli@concordma.gov, Mary Hartman mhartman@concordma.gov, Cameron McKennitt cmckennitt@concordma.gov, Paul Boehm pboehm@concordma.gov

**Cc:** Lois Wasoff lwasoff.fincom@icloud.com, Jennifer Barrett jbarrett@concordma.gov, Ryan Ferrara rferrara@concordma.gov, Zachary Lamoureux zlamoureux@concordma.gov, Kerry Lafleur klafleur@concordma.gov, Alan Cathcart ACathcart@concordma.gov, Aaron Miklosko amiklosko@concordma.gov

KL

Good afternoon, all-

Please see the memorandum below regarding the status of our FY26 Winter Operations Budget. As noted below, our current estimates lead us to believe that our budget in this area will be in deficit by approximately \$500,000. While we are allowed to deficit spend in this area, we have always done our best to cover any overages as follows:

- Within existing FY line-item appropriations, CPW-wide, and other areas as available; and/or
- FY Reserve Fund, with FinCom approval, or at year-end.

For budget planning purposes, we also assume a \$200k “deficit allowance,” though this is not regularly used.

Please feel free to reach out to CFO Jennifer Barrett with any questions.

Thanks,  
Kerry



**TOWN OF CONCORD**  
Finance Department  
22 Monument Square  
P.O. Box 535  
Concord, Massachusetts 01752

**TO:** Kerry A. Lafleur, Town Manager, and Concord Select Board

**FROM:** Jennifer Barrett, Chief Financial Officer, and Aaron Miklosko, Highway Superintendent and Deputy Tree Warden

**CC:** Concord Finance Committee

**DATE:** February 22, 2026

**RE:** FY2026 Winter Maintenance Budget

The Winter Maintenance budget for Fiscal Year 2026 was level-funded to allow for overspending under Massachusetts General Law, Chapter 44, Section 31D. As expenditures under this budget are inherently unpredictable, deficit spending may be approved by the Chief Administrative Officer, provided that the deficit is addressed no later than the subsequent tax rate setting.

**Current Status:**

- **Budget:** \$655,500
- **Spent to Date:** \$587,283.32
- **Outstanding Purchase Orders:** \$224,989.72 (including \$162,629 for road salt)
- **Pending Payroll:** Approximately \$45,000 for the February 10–11 storm and February 18 deicing event

**Upcoming Expenditures:**

- Estimated costs for the February 20–24 storms: approximately \$100,000 (labor, contracted services, and supplies)
- Potential overnight snow removal in business/downtown areas post-nor'easter: additional \$50,000
- 

**Projected Deficit:**

- Following this weekend, the budget will be in deficit by approximately \$77,000, excluding open purchase orders.
- If all purchase orders are realized, the deficit will increase to approximately \$302,000.
- Planning for one additional major snow event in March (estimated at \$150,000) brings the projected year-end deficit to approximately **\$500,000**.

We plan to provide biweekly updates throughout the remainder of the season.

**Kerry A. Lafleur (she, her)**

Town Manager

Town of Concord

[klafleur@concordma.gov](mailto:klafleur@concordma.gov)

(978) 318-3000



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**Concord Finance Committee**  
AGENDA ACTION REQUEST  
**February 26, 2026**

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# Minutes

**Requested by: Karlen Reed, Clerk**

**Action Sought: Vote/Approval**

**Proposed Motion(s)**

MOVE to vote to approve the Finance Committee minutes for January 29, 2026.

**Additional Information**

None.

**Board Action**

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

## 2.9 draft KR

**Town of Concord  
Minutes of the January 29, 2026  
Meeting of Finance Committee  
Hybrid Meeting**

**Members Present:** Brian Conway (online), Kathy Cuocolo (online), Eric Dahlberg, John Garofalo, Pat Geyer (online), Gerald Jansen, Don Kupka, Lyndsey Lis (online), Karlen Reed, Paul Rodriguez, Sri Tupil (online), Lois Wasoff.

**Members Absent:** Suresh Bhatia, Peggy Briggs, Quazi Sadruzzaman.

**Others Attending:** Jennifer Barrett (CFO), Ryan Ferrara (Assistant CFO), Zach Lamoureux (Concord Senior Financial Analyst), Wendy Rovelli (SB Liaison to FinCom, online).

**1. Call to Order:** of the Finance Committee Meeting at 6:30 p.m. by Chair Lois Wasoff. Materials are in the FinCom meeting packet.

**2. Public Comment:** None.

**3. Correspondence:** None.

**4. Minutes:** Ms. Reed moved to approve the minutes of December 8, 2025, as submitted. Mr. Rodriguez seconded. **Vote: 12 Yes, 0 No, 0 Abstain. The motion passed.** For the minutes of December 11, 2025, Mr. Kupka asked that page 3 be corrected from \$30 million debt exclusion to \$27.5 million. Ms. Reed moved to approve the minutes of December 11, 2025, as amended. Mr. Jansen seconded. **Vote: 12 Yes, 0 No, 0 Abstain. The motion passed.**

**5. Liaison Report:** The packet included summaries of reports. Ms. Cuocolo reported that the Land Use Working Group has spent about six months working in three subcategories and will prepare preliminary findings for the Select Board. Key leanings (not final decisions) include:

- **Public Works:** The group is leaning toward requesting an additional 3–4 acres at MCI for a new public works facility, which would free up the Keyes Road property for sale.
- **Public Safety:** Renovations to the current combined fire/police facility are expensive and offer shorter useful life than new construction. Growing needs in West Concord are weighing heavily toward splitting fire from police and situating the fire department in the West Concord area.
- **Municipal Consolidation:** With 135 employees across 18 locations, the most cost-effective path appears to be acquiring a vacant office building for consolidation, freeing up Peabody, Ripley, and other properties for sale to fund capital improvements.

A Warrant Article will be included at this year's Town Meeting requesting funds for studies to verify costs and opportunities. The Land Use co-chairs (Sven and Judith) have been invited to present at the February 26th Finance Committee meeting. Chair Wasoff will miss that meeting so Vice Chair Lis will preside.

Ms. Reed announced that two Finance Audit Advisory Committee (FAAC) meetings have been scheduled:

- February 11 at 1:00 p.m.: Review and discussion of the FY24 Town Audit; scheduling for the Regional School District audit, Light Plant audit, and FY25 Town Audit.
- February 26 at 1:00 p.m.: Review of the FY24 Regional High School Audit and Calendar Year Light Plant Audit; discussion of the FY24 Town Audit letter to the Select Board.

Ms. Reed noted that apparently the FAAC last met on September 18, 2024, making these meetings well overdue.

Chair Wasoff highlighted the adoption in December by the Select Board of a new reserves policy, a product of the Financial Policy Working Group. The final policy (included in the meeting packet) was described as a significant achievement involving contributions from Mr. Kupka, Ms. Rovelli, Chair Wasoff, Ms. Barrett and Mr. Ferrara. The policy aims to help the town anticipate and plan for future expenditures, manage them proactively, and minimize tax impacts. Warrant Articles proposing the creation and funding of stabilization funds are expected at Town Meeting.

**6. Update on FY 2024 Town Audit and FY 2027 Town Budget:** Ms. Barrett and Mr. Ferrara presented the audit review and read a statement from Town Manager Lafleur that acknowledged the FY24 audit identified material weaknesses in internal controls, calling the findings serious and inconsistent with Concord’s standards. Ms. Lafleur, in the statement, took accountability, confirmed the issues are understood and actively being addressed, and cited staffing instability, a major financial system conversion, and misalignment in finance leadership as contributing factors. The independent review through the FAAC will proceed in February.

Key Audit Findings: The FY24 audit found no fraud, misconduct, or non-compliance. The findings relate to process and oversight, not the town’s financial condition. Four material weaknesses were identified:

- **Reconciliation Timing:** Reconciliations were not completed in a timely manner. A new schedule requiring completion within 45 days of month-end has been established, accounting for delays in receiving bank statements (10–15 days) and cross-department coordination.
- **Capital and Cutoff Controls:** Invoices were sometimes paid in the wrong fiscal year. Written procedures and training are being developed for deployment in May, with additional review layers during fiscal year-end transitions.
- **Budget Posting and Monitoring:** The budget presented at Town Meeting differed from what was uploaded into the system, causing reconciliation challenges. Strict version control and verification checks before software import have been established.
- **Journal Entry Processing:** Staff turnover led to a loss of segregation of duties. Duties have been re-segregated so that the person drafting a journal entry is not the same person posting it.

While FY24 (18+ months ago) was characterized as an outlier due to staffing instability, leadership misalignment, and a new financial system conversion, FY25 was a period of delayed visibility where some deficiencies were unidentified. FY26 is a year of correction and stabilization, with verified findings and a leadership change enabling corrective action. The Town’s new audit firm (Roselli, Clark and Associates) is currently on-site for the FY25 audit.

CMLP (Town's Light Plant) has switched to Goule, Salvadio & Associates, specializing in light plants. The Regional School District will use CBiz for one more year (FY25) per contract, and they then may transition to Roselli, Clark in FY26.

Mr. Dahlberg emphasized the failure of FAAC oversight—the committee did not meet once in calendar year 2025 and has historically fallen short of its charge to meet at least three times annually. He called for additional oversight layers until confidence is restored. Ms. Rovelli explained that FAAC schedules meetings based on audit availability, and delays in audits contributed to the meeting shortfall. Mr. Garofalo questioned whether the audit firm is specifically tasked with finding fraud (it is not). He noted that material reconciliation issues lasting a year are unusual and that public trust has been significantly damaged. Mr. Kupka asked whether FY24 was an outlier because existing policies were disregarded or because policies/processes were never in place. Ms. Barrett indicated that staff turnover meant new employees may not have known existing procedures; now process/procedure manuals are being updated. Mr. Conway inquired about the vendor management process. Ms. Barrett confirmed that invoices over \$500 require dual authorization, orders over \$10,000 go through procurement, and new vendors require W-9 verification and are set up through the accounting office. Ms. Barrett commented that the Town expects to be fully caught up on audits by the end of FY26, with normal audit cadence restored by FY27.

FY27 Town Budget Update: Ms. Barrett and Mr. Ferrara presented slides and explained that the guiding principles included maintaining level services while consolidating costs, right-sizing departments, and incorporating agreed-upon COLAs, steps, and union agreements.

Ms. Barrett noted changes in the estimated revenues and the FY27 budget, including; State aid will increase about 3.15%; Local revenues will increase slightly; Tax levy is calculated at 0.3% below maximum levy (this is a benchmark for calculations, not the actual levy); one FTE was moved from Manager's office to a public safety business manager position; funds were added for a potential special town meeting; legal services funding was restored to FY23/24 levels; all Finance vacancies have been filled. She observed that the software conversion was complete; outsourced consulting/implementation services removed; public records support was increased by \$40,000; the Assessor's budget was increased by \$10,000 for abatement cases; two major elections in FY27 drive a ~\$70,000 increase; dispatch budget reflects that this operation will be a standalone department; the Police budget is down ~10% offset by dispatch and business manager additions, netting a 9.18% combined increase; the Fire department shows significant decrease due to ALS (ambulance) cost transfer to the ambulance fund; Public Works salary realignment was from admin to water/sewer; and Parks & Playgrounds merged into Parks, Trees & Playgrounds with same staffing. Thus, the Town reached the target of the FinCom guideline of 2.5% growth: \$34,520,861.

Among the joint accounts, health insurance is expected to increase by 10%. Property/liability insurance increases were also expected to be reduced. Fourteen debt projects are retiring off the debt schedule, increasing levy capacity. Debt service for excluded debt now included estimates for the roads project and the final Middle School borrowing.

**Overall Outlook for Total Operating Budget (Town and Schools):** Total projected FY27 budget of approximately \$148.2 million was forecasted across Town, Schools, capital, OPEB, and Overlay, with expected FY27 revenues of \$149.1 million. Indirect cost transfers from enterprise funds are not included in the revenue calculation. Expenses come in approximately \$1 million under expected revenues, a favorable outlook for levy capacity. Ms. Barrett noted that she will present FY25 actuals, FY26 budget, and FY27 proposed figures in her final budget presentation. Ms. Reed raised concern about a tightening trend: the expense-to-revenue ratio has grown from 98.5% (FY25) to 99.0% (FY26) to 99.4% (FY27 projected). Ms. Barrett explained that indirect cost offsets are not yet factored into the comparison model, which would increase the gap, and that the tax levy is ultimately a calculated figure based on all other budget pieces.

Among the Town's capital improvements, the list is largely unchanged. Ms. Barrett reported approaching the Board of Assessors about the new reserve policy and their role in overlay/overlay release. The assessors were enthusiastic about not adding to the tax rate and will discuss overlay surplus at their next meeting. Tier 2 items for the Town now included Sleepy Hollow Cemetery expansion, building repairs (HVAC/mechanical), and two swap loaders at end of life. In discussion, Mr. Kupka clarified that reserve releases used last year to reduce middle school debt impact are factored into the FY26 tax levy but not included as an alternative funding source in FY27. Mr. Dahlberg expressed concern about accounting for stormwater expenses, public works resourcing given broken sidewalk plows, lost plow contractors, and the \$27.5M roads project, flagging Roads for budget hearings in the spring.

**7. Initial Review of Warrant Articles for 2026 Town Meeting:** Mr. Ferrara presented a preliminary list of 52 warrant articles, with those having financial impact highlighted in green. Ms. Reed counted 39 of 52 articles that will touch FinCom. Three hearings are scheduled for March to review all relevant articles. Ms. Reed asked for previews of three articles of particular interest:

- Article 14 (Restore Fund Balances Erroneously Returned to Free Cash): In FY24 closing, salary reserves (~\$755,000) and surplus insurance funds were incorrectly closed to Free Cash instead of being handled per policy. An Article requesting approximately \$200,000 from Free Cash will restore the needed portion.
- Article 20 (Retroactive Salary – Dispatch Union CBA): The dispatch collective bargaining agreement was 18 months out from settlement. Retroactive pay for July 2024–June 2025 was not encumbered and requires Town Meeting approval. The amount is being calculated.
- Article 21 (Transfer of COVID Fund Balance Deficit): Unreimbursed COVID expenses from FY20 (missed deadlines or ineligible expenses) have created a deficit that must now be zeroed out via Free Cash transfer, as the deadline for FEMA/CARES reimbursement has passed.

The Select Board will finalize Warrant Article ordering at their February 2 meeting. The Finance Committee will revisit Warrant Articles at their February 26th meeting.

**8. Overview of Finance Committee Report:** Ms. Reed outlined her approach to the Finance Committee's annual report for Town Meeting:

- Structure: Three major sections – (1) Can we afford the town budget? (revenue projections, budget, levy capacity); (2) Can we afford the Warrant Articles seeking to use Free Cash? (Free Cash certification level, article impacts); (3) Looking forward (growth possibilities, debt load, new financial reserve policies).
- Timeline: A draft of approximately 30–36 pages will be presented at the February meeting. The committee will see the final report at the March 19th meeting for inclusion in the Town Meeting briefing book (due ~March 23rd).
- Format: The report (excluding appendices) will be included in the briefing book mailed to every household. Color printing will be used for charts. Liaison members will draft recommendation explanations for related Warrant Articles. Tax impact calculations for each Article (well-received last year) will be included again.

Chair Wasoff emphasized the importance of clearly stating assumptions in any charts or narratives that include projections. Ms. Reed will reach out to individual members for input as needed, consistent with Open Meeting Law requirements.

**9. Recap of Action Items and Adjournment of Meeting:** Ms. Reed and Ms. Geyer will post the minutes. Mr. Rodriguez moved to adjourn the meeting. Chair Wasoff adjourned the meeting at 8:10 p.m.

**YouTube video link:** <https://www.youtube.com/watch?v=xNrz-0Dr-I4>

**Meeting Documents link:**

[https://concordma.gov/DocumentCenter/View/59553/20260129\\_Agenda\\_Packet\\_Finance Committee](https://concordma.gov/DocumentCenter/View/59553/20260129_Agenda_Packet_Finance_Committee)



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**February 26, 2026**

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## Liaison Report

Review and Discussion of Compiled Liaison Report

**Requested by: Finance Committee Chair**

**Action Sought: None**

### Proposed Motion(s)

None anticipated.

### Additional Information

Review and discussion of liaison report, if any, in addition to written reports provided in the meeting packet.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

			<b>2.18.26 Chairs breakfast</b>
<b>Committee</b>	<b>Name</b>	<b>Name</b>	<b>Notes</b>
<b>SB - Select Board - Chair</b>	Mark	Howell	Wendy Rovelli noted that Town Meeting is soon. Public hearings are in March. The Warrant is posted online now. Encouraged new memberships. FAAC did meet and will meet next week on CMLP and School audits.
<b>Agriculture Committee</b>	Dan	Schmid	Brian Cramer noted they need members who are working farmers. Looking to extend eligibility. Spring forum is coming with Bob Gross presentation on agriculture trends in 19th Century, on April 30. Barretts Mill housing needs an expansion which is mostly funded through Concord Housing Foundation; has deferred maintenance needs. Stone Soup contributed to it. Working on relocation of Public Works parcel - on option is an ag field, so Ag Committee is trying to advocate for its preservation (near existing waste water plant).
<b>CAC - Climate Action Committee</b>	Brad	Dye	Concord received \$100K grant for resilience planning, looking for equity. Met with consultants on climate action report on timeline for 9 months plan.
<b>CHA - Concord Housing Authority</b>	Stephan	Bader	Thanked MAHT for \$300K for fire sprinkler retrofit. The project will move slowly, taking several years to complete. Talking with Town Manager about CHA managing the Town's farms, rather than the facilities department, due to housing issues.
<b>CHDC - Concord Housing Development Corporation</b>	Dan	Drazen	Julie McClure reported that CHDC did a fundraiser in January to support Assabet homes. May will have a volunteer opportunity for Assabet. Minuteman Tech will build a house. First unit done this summer. Still funding small home repairs. Working on buy down program that can be added to the housing
<b>Commission on Disability</b>	Jean	Goldsberry	Received a grant on a transition plan, selected a plan, will talk about accessibility for public buildings and parks, and digital accessibility. Short term project.
<b>Concord Cultural Council and Cultural District</b>	Tooley	Rogers	Makes agendas as predictive as we can, but can't predict all issues. Accepts art proposals. Have \$15K to distribute. Read a poem written 143 years ago - New Colossus.

<b>CPC - Community Preservation Committee</b>	Eve	Isenberg	Have a new procedure on accountability re: issuing extension requests for projects that were funded but not yet done.
<b>CPS, CCRSD - Concord Public School Committee / Regional School Committee</b>	Tracey	Marano	First Musical in Middle School was wonderful. At CPS next meeting is by Zoom and will hear from Jason Bulger on solar project. Budget is on track. Carlisle asked for a \$100K reduction in their assessment; CCRSD has found some reductions for Concord and Carlisle. Swim team did well. Adding more AP classes in high school. Civility is important in committee meetings. Boston meeting is coming up. Michael Williams will be recognized with an award.
<b>DEI - Diversity, Equity, and Inclusion Commission</b>	Joe	Palumbo	Reported on work. Met with Concord United group to discuss issues on cross functional group. Working with Bias and Hate reporting group. Supported the Lunar New Year celebration for the Asian community. Sponsoring March 31 Robin Oakes on LGBTQ+ issues at Library. Holi celebration is coming in Spring. March 4 coffee at noon at Library, provided by Police Dept. March 26 candidate forum for DEI. Police Department is letting the AG's office know about hate and bias complaints.
<b>FC - FinCom</b>	Lois	Wasoff	Karlen Reed reported that FinCom hearings are March 5, 10, and 12, and at the next meeting, Feb. 26, FinCom will hear from the Land Use Working Group, Schools, and Town. FinCom is working on its report.
<b>HDC - Historic Districts Commission</b>	Kate	Chartener	Meeting in person and hybrid soon.
<b>Land Use Working Group</b>	Sven	Weber	Has subgroups making presentations, then they go to the Select Board and FinCom with early results of their work. Public Works has 3 solutions: MCI, Ripley, and additional property near current wastewater treatment plant. Public safety presentation focused on needing a new fire station headquarter in West
<b>Light Board</b>	Warren	Leon	New time of day rates start April 1, will see changes in May bill. March 4 public forum. Some individual rates may change.

<b>MAHT - Municipal Affordable Housing Trust</b>	Keith	Bergman	Trust has been spending money. \$1.4M committed, \$1.4M uncommitted. Funding CHA, housing production plan, approved loan to CHDC on buy-down program, and voted to commit funds to buy 91B Main Street with 6 affordable units, with Select Board approval.
<b>MSBC - Middle School Building Committee</b>	Pat	Nelson	Citizens praised the auditorium performances. Town Meeting is at the high school, not the middle school, due to parking limits. Ordering equipment to upgrade the MMN equipment, funded from FF&E budget. No problems yet with sidewalk concrete. Middle school is solar ready. Reviewed the June 2019 meeting (first meeting), lots of progress since then. SB will see the final wrap up soon.
<b>NRC - Natural Resources Commission</b>	Sarah	Grimwood	Warners Pond Management Committee has been formed.
<b>Personnel Board</b>	Bill	Mrachek	Waiting for handbook to arrive for PB review. Interviewing new members.
<b>Public Ceremonies &amp; Celebrations Committee</b>	Holly	Legault	Peter Funkhouser was selected as honored citizen, March 29 is ceremony at Town House. More events are coming in April. Needs members.
<b>PWC - Public Works Commimssion</b>	Andrea	Solomon	Noted a difference in reporting information and deliberating on matters re: Open Meeting Law violations. Thought school committee meeting showed harsh behavior to a member. The Roads program update is coming on March 11.
<b>TAC - Transportation Advisory Committee</b>	Mark	Gailus	Consultants gave a ranking tool to ID safety improvements for pedestrian and bike use. Presentation is on TAC website. TAC is revising its charge.
<b>TRETF - Tax Relief Evaluation Task Force</b>	Lynn	Salinger	Ellen Quackenbush reported that TRETF is writing a report that will be comprehensive and valuable. Gives a background on the Residential Tax Exemption (RTE), survey results, real estate trends, effectiveness of RTE, impact on renters, \$3M shift in taxes, current tax relief programs in Town. Present it in April to
<b>Warner's Pond Management Committee</b>	Christine	Denaro	Newly formed, under NRC; was a recommendation of Warner's Pond Task Force.

<b>West Concord Cultural District Committee</b>	Sue	LaChance	Doing 2nd phase of art loop, going to the Select Board on Monday; have a call for art for Junction Park, outdoor sculpture; looking for member; saw a preview of new guitar museum.
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**Concord Finance Committee  
Liaison Reports  
February 26, 2026 Meeting**

**Finance Audit Advisory Committee (FAAC) (Karlen Reed)**

The FAAC met on February 11 and approved the minutes of the most recent FAAC meeting, which was on November 6, 2024. The committee heard a presentation from the Town's audit firm, CBIZ, including a review of the FY24 (ending June 30, 2024) audit, key financial results, and the final management letter dated November 19, 2025. The audit noted several material weaknesses regarding reconciling cash and receivables on a timely basis, cutoff and capitalization controls, budget posting, and controls over journal entries. In its November 19 response, the Town noted that staff turnover, delayed budget adjustments, and estimated revenues presented unique challenges and that the Town has begun implementing new processes to address and rectify the noted problems. The committee, CBIZ, Town Manager Lafleur, and CFO Barrett explored the audit material weaknesses, the materiality levels, corrective measures, general fund investment accounts, middle school bond proceeds, and accounting adjustments. They also discussed prior School and CMLP audit follow-up questions, unified utility billing issues, changes in auditing firms, auditor staff, and encumbrance practices.

Also, the committee discussed the status of the FY24 Concord-Carlisle Regional School District audit, the CY24 Concord Municipal Light Plant audit, and the FY25 Town audit. CFO Barrett warned the committee that the FY25 Town audit may show problems similar to the FY24 audit as the corrective measures for FY24 have just now been taken. CFO Barrett expects the Town/School/CMLP audit cycle to return to its normal cadence by the end of FY26.

The meeting documents, which include the FY24 Town financial statements and the management letter, can be found at:

[https://concordma.gov/DocumentCenter/View/59706/20260211\\_Agenda\\_Packet\\_FAAC](https://concordma.gov/DocumentCenter/View/59706/20260211_Agenda_Packet_FAAC) The meeting video is at: <https://www.youtube.com/watch?v=W3juZtd78mc>. The FAAC next meets on February 26 to discuss the FY24 Schools and CMLP audits and management letters and the FY25 and CY25 audit schedules.

**Public Works Commission (PWC) (Karlen Reed).**

The PWC met on February 11, 2026. It heard an appeal regarding the wastewater capacity in the context of an application by Wright Tavern. Several Town Meeting citizen petitions for the April Town Meeting were also reviewed: Article 30 (Solar panels on all new municipal buildings), and Article 42 (creating a Town-wide composting plan). The Director's Report for this meeting, which provides details on each department's activities and priorities, is available at: <https://concordma.gov/DocumentCenter/View/59747/February-2026-Directors-Report>. The video has not yet been posted.

**Tax Relief Evaluation Task Force (TRETf) (Karlen Reed)**

On February 5, the TRETf met to discuss the status of the final report sections on landlords and rental units, the real estate industry, qualitative findings, survey results, report preparation, other data analysis, and the report schedule. Of note, the committee will present its

findings to the Select Board on April 12. The survey results showed that the RTE (residential tax exemption) is effective at reaching most home owners who are housing cost stressed, but it is not efficient because many who are not so stressed are receiving some benefit from the RTE. The real estate trend summary shows the RTE does not produce a significant shift in the Concord real estate market. The rental unit analysis showed that rental units have relatively high percentages of housing cost stressed tenants, and those tenants do not benefit from the RTE. Here is the link to the meeting video: [https://www.youtube.com/watch?v=OGgehJq\\_lfQ](https://www.youtube.com/watch?v=OGgehJq_lfQ)

On February 19, the TRETf reviewed a draft of the survey methods, RTE process and impact, and other Report section drafts. The committee discussed the timeline for completing the report.

### **Economic Vitality Committee (Paul Rodriguez)**

The Economic Vitality Committee met on February 11, 2026. A formal vote passed to support a business forum with the creative community. It is important to note the role that the creative industry plays in Concord, with 1 in 4 people working in some way within it, compared to 3% across the commonwealth. The forum's goal is to highlight the community's real economic power and improve the overall connection through shared vocabulary and a defined purpose. The group discussed that maintaining and strengthening the cultural district can also lead to additional support through defined grant programs that use said identifiers. Tourism remains an important aspect of our local economy but the committee found that a lack of hospitality options, specifically lodging, impedes some visitors.

### **Concord Municipal Light Plant (Don Kupka)**

CMLP is advancing the many internal changes necessary for implementation of their new residential rate schedule. Phase One rates become effective in April. Phase Two will follow next year. The new rates will vary based on the time of day that power is used. Peak rates will be charged for power consumed on weekdays between 4PM and 7PM, and the lowest rates will be charged overnight. The program is intended to be revenue neutral overall. The rate differentials in Phase One are minimal, as they introduce this new rate schedule concept. The majority of the rate differentials will be implemented in Phase Two on a future date. The Board reported that the School Board discussed rooftop solar at their recent meeting, a welcome development

### **Schools (Eric Dahlberg and Pat Geyer)**

Carlisle's request for a reduction in the CCRSD budget will be covered under a separate agenda item dealing with FY27 budget updates.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**February 26, 2026**

**6**

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## Land Use Working Group

**Requested by: Finance Committee Chair**

**Action Sought: None**

### Proposed Motion(s)

None anticipated.

### Additional Information

An update on will be provided to the Finance Committee from Land Use Working Group Co-Chairs Sven Weber and Judith Long regarding the current activities of the Land Use Working Group.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



TOWN OF CONCORD

MASSACHUSETTS

# Land Use Working Group

*Select Board Presentation – Feb 23, 2026*

# Charter – Phase I

The working group will make recommendations to the Select Board regarding the best use of parcels as they become available. This work will be done in Phases:

- **Phase I will address urgent needs.** Concord faces critical challenges delivering the services of its municipal departments due to limitations of existing facilities. Both the Public Safety building and the Public Works facility are in failure mode, and both require relocation. As identified in the 2020 Concord Municipal Facilities Assessment, renovations and/or expansion of these facilities is not an option. Consolidation of administrative offices is also a consideration since co-location of admin functions could yield significant efficiencies and cost savings.
- **Phase II will address other potential uses** including commercial development, housing, and recreation/open space.

# Phase I - Structure of Work



# Fire & Police: Scope

- Three Concord facilities reviewed:
  - 1) Fire station on Main Street in West Concord
  - 2) Fire HQ on Walden Street in Concord Center
  - 3) Police HQ on Walden Street in Concord Center



# Fire & Police: Options

	FACILITY	OPTIONS
<b>1</b>	<b>FIRE Station (WC)</b>	<p>1A. Status Quo</p> <p>1B. Renovate</p> <p>1C. Build new FIRE HQ on current Main St. site</p> <p>1D. Build new FIRE HQ on alternate WC site</p>
<b>2</b>	<b>FIRE Station (CC)</b>	<p>2A. Status Quo</p> <p>2B. Renovate Walden St. as FIRE SUB station only</p> <p>2C. Build new FIRE SUB station on current Walden St. site</p> <p>2D. Build new FIRE SUB station on alternate CC site</p>
<b>3</b>	<b>POLICE Station (CC)</b>	<p>3A. Status Quo</p> <p>3B. Renovate Walden St. as POLICE HQ only</p> <p>3C. Build new POLICE HQ on current Walden St. site</p> <p>3D. Build new POLICE HQ on alternate site</p>
<b>4</b>	<b>OTHER Options</b>	<p>4A. FIRE HQ + POLICE HQ in WC, either Main St. or alternate site</p> <p>4B. FIRE SUB + POLICE HQ in CC, either Walden St. or alternate sites</p> <p>4C. New STAND-ALONE buildings for FIRE HQ, POLICE HQ + FIRE SUB</p> <p>4D. Three functions in ONE CENTRAL CAMPUS</p>

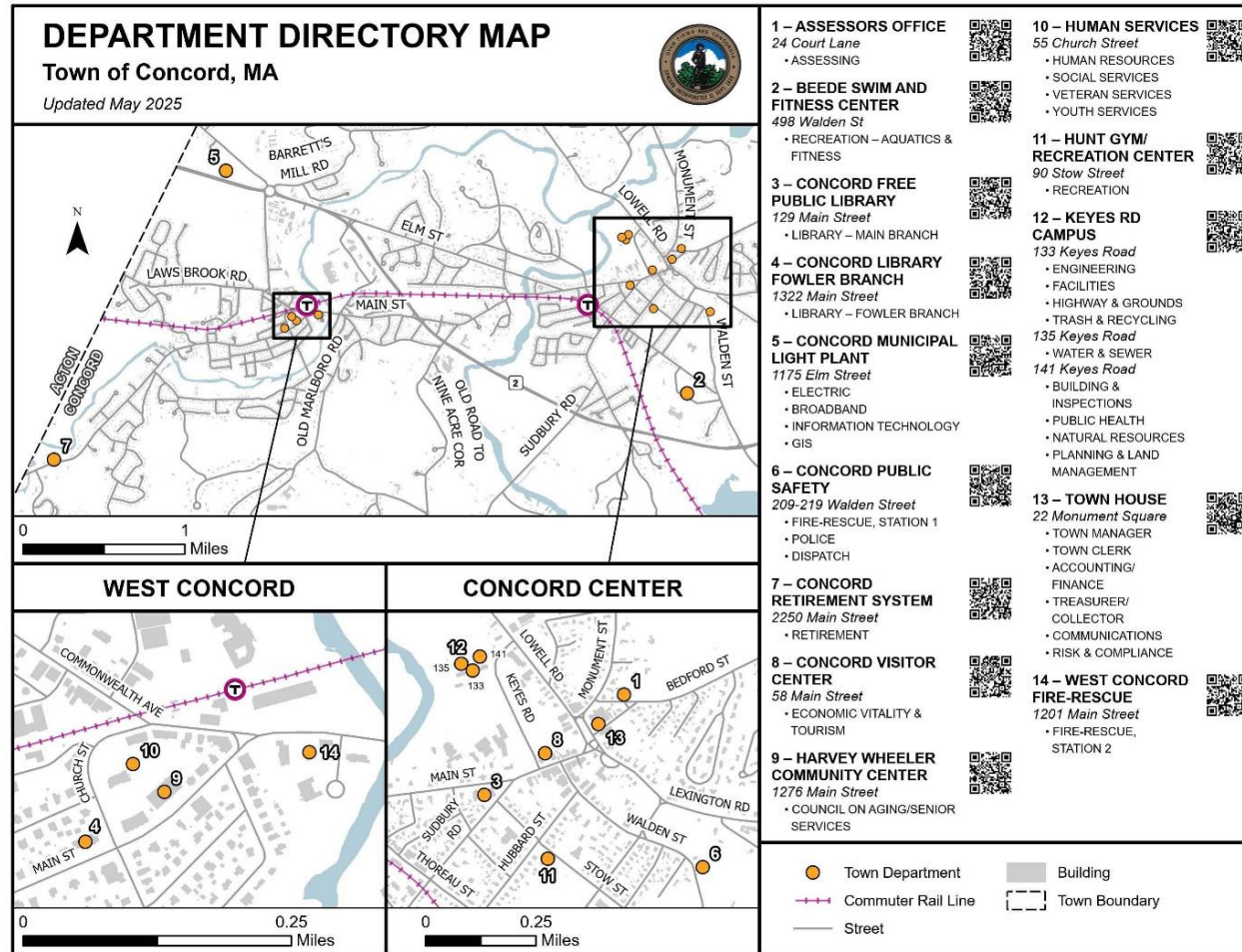
# Fire & Police: Findings & Recommendations

1. Concord's public safety facilities are in **high need of upgrading**
2. The **priority of needs for new public safety facilities are:** 1) a new FIRE HQ in West Concord, 2) a new POLICE HQ somewhere in town, and 3) a new FIRE SUB station in Concord Center.
3. Specifically, these options are recommended for detailed review:
  - i. Build a **new FIRE HQ be built in West Concord** in recognition of growing demand for services in this area, with first consideration given the existing Main Street site, provided that adjacent parcels can be acquired to accommodate the larger footprint, in a cost- and time-efficient manner; OR at an alternate site in West Concord;
  - ii. Build a **new POLICE HQ be in town** in recognition of growing demands for safety services and specialized needs, with consideration of building at the existing Walden Street site, OR in conjunction with the new FIRE HQ in West Concord, OR at an alternate site, and/OR in another combination with another facility; and
  - iii. Build a **new FIRE SUB station be built in Concord Center** to continue to meet fire service needs in this area, at the existing Walden Street site, OR at an alternate site, and/OR in another combination with another facility.

# Fire & Police: Next Steps

1. The Select Board should **establish a dedicated public safety facilities building committee to guide next steps** and that this new committee:
  - i. procure and oversee the work of an expert fire/police/EMS facility planning and design consultant(s);
  - ii. make recommendations about future building needs, location, design, costs, and fiscal impacts; and
  - iii. make a final determination about the feasibility of renovating the existing Walden Street building.
  
2. The Select Board should be advised that the **opportunity sites reviewed but eliminated from consideration** for public safety purposes include:
  - i. For fire: MCI Concord, 2229 Main Street, Keyes Road, Peabody, Ripley, and Harvey Wheeler.
  - ii. For police: MCI Concord, Peabody, and Ripley.

# Municipal Consolidation Scope



- Town House (partial)
  - Not including Clerk's Office & Town archives
- Assessor's Office
- 141 Keyes Road (Public Health, Community Development, DNR, Building Inspector)
- 133 Keyes Road (Engineering)
- 55 Church Street (Human Services)
- Harvey Wheeler (COA, Carousel Pre-School)
- Ripley (School Admin, STEM, CASE, Integrated Pre-School, etc.)

# Consolidation Options

- **Option 1: Status Quo** – No consolidation
  - Sell: Peabody property for housing
- **Option 2: Renovated Peabody School Building**. Consolidate Staff and Programs into Renovated Peabody School Building
  - Sell: Ripley, 141 Keyes Road; 55 Church Street; Harvey Wheeler – for housing
- **Option 3: New Building Peabody Site**. Consolidate into Newly Constructed Building at Peabody Site
  - Sell: Ripley, 141 Keyes Road; 55 Church Street; Harvey Wheeler – for housing
- **Option 4: New Building @ Ripley Site**. Consolidate into Newly Constructed Building at Ripley Site
  - Sell: Peabody, 141 Keyes Road; 55 Church Street; Harvey Wheeler – for housing
- **Option 5: Purchase and Renovate Existing Office Building**. Consolidate into existing office building
  - Sell: Peabody, Ripley, 141 Keyes Road; 55 Church Street; Harvey Wheeler – for housing

# Consolidation Analysis

Summary	Outflow	Inflow	Net
Status Quo costs over 10 years with no consolidation & Sell Peabody with AA Zoning	\$ (28,676,468)	\$ 3,714,905	\$ (24,961,563)
Status Quo costs over 10 years with no consolidation & Sell Peabody with B Zoning	\$ (28,676,468)	\$ 13,817,958	\$ (14,858,510)
Consolidate into Renovated Peabody with current A Zoning at Ripley	\$ (42,630,615)	\$ 36,144,422	\$ (6,486,193)
Consolidate into Renovated Peabody with B Zoning at Ripley	\$ (42,630,615)	\$ 45,569,950	\$ 2,939,334
Consolidate into New Bldg at Peabody with current A Zoning at Ripley	\$ (41,931,959)	\$ 36,144,422	\$ (5,787,537)
Consolidate into New Bldg at Peabody with current B Zoning at Ripley	\$ (41,931,959)	\$ 45,569,950	\$ 3,637,991
Consolidate into New Bldg at Ripley; Sell Peabody with AA Zoning	\$ (41,931,959)	\$ 27,848,271	\$ (14,083,688)
Consolidate into New Bldg at Ripley; Sell Peabody with B Zoning	\$ (41,931,959)	\$ 38,269,137	\$ (3,662,821)
Buy & Renovate NEWMUNI; Sell Peabody at AA Zoning; Ripley at A zoning	\$ (42,463,949)	\$ 46,513,265	\$ 4,049,316
Buy & Renovate NEWMUNI; Sell Peabody and Ripley at B Zoning	\$ (42,463,949)	\$ 59,705,721	\$ 17,241,772

Criteria	Weight	Option 1 No Consolidation - Sell Peabody		Option 2: Renovate Peabody		Option 3: New Bldg at Peabody		Option 4: New Bldg at Ripley		Option 5: Buy & Renovate NewMUNI	
		Score*	Weighted Score**	Score*	Weighted Score**	Score*	Weighted Score**	Score*	Weighted Score**	Score*	Weighted Score**
Financial Benefits	45	1	45	4	180	5	225	2	90	10	450
Staff Collaboration/Efficiency + Satisfaction	30	1	30	8	240	8	240	8	240	10	300
Convenience for residents	15	1	15	6	90	6	90	6	90	10	150
Sustainability	10	1	10	6	60	10	100	10	100	6	60
<b>TOTALS</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>24</b>	<b>570</b>	<b>29</b>	<b>655</b>	<b>26</b>	<b>520</b>	<b>36</b>	<b>960</b>

\* Score Range 1-10

\*\* Weighted Score = Score x Weight

# Consolidation - Recommendation

- Based on data and information available at the date of this report, including best estimates MOC recommends that the Municipal Consolidation part of the overall land use strategy should focus on the implementation of

## **Option 5: Purchase and Renovate of Existing Office Building and Its Renovation.**

Sell: Peabody (rezoned B), Ripley (rezoned B), 141 Keyes Road; 55 Church Street; Harvey Wheeler

- Although there are uncertainties in the financial analysis that can only be minimized through additional work Phase 2 (e, g, new construction, renovation costs, space planning and market analysis) we believe that the strength of the recommendation is unlikely to change with new information.

# Consolidation – Next Steps

- **Additional information** needed to refine recommendation
  - Study to refine estimate to renovate and bring an existing office building up to code
  - Study to refine estimates to renovate and bring Peabody up to code
  - Study to refine estimates to build new at Peabody
  - Detailed space planning
- **Implementation timing** needs to be discussed given time sensitivity and need for near-term Town actions
  - Purchase and renovations of office building
  - Realize revenues from vacant Peabody
  - Zoning changes needed to maximize value of Peabody
- **Public outreach**

# Public Works - Scope

## PURPOSE

Evaluate relocation options for Concord Public Works facilities, which are in **failure mode** and cannot be renovated in place. Mandated by the Envision Concord: Bridge to 2030 Master Plan.

## SITES REVIEWED

- 133–135 Keyes Road (current site)
- MCI-Concord / Junction Village (965 Elm St)
- 509 Bedford Street (WWTF campus)
- Ripley School, Peabody School, 2229 Main St,
- 755 Walden St, Virginia Road

## METHODOLOGY

- 12 subcommittee sessions
- Site walkthroughs & facility condition assessments
- Benchmarking with Arlington, Belmont & Lexington DPWs
- Expert input from CPW Director & Facilities Manager
- Review of 2020 Facilities Assessment & 2025 MCI Vision Plan

## EVALUATION CRITERIA

Physical features · Cost of development · Location  
Site history · Environmental impact · Zoning  
Traffic · Utilities · Permitting risk

# Public Works - Analysis

## KEYES ROAD – CURRENT FACILITY FAILURES

- Buildings are past useful life; cannot be adequately renovated
- Aging salt storage poses safety & maintenance risks
- Inadequate fleet storage increases repair frequency & response delays
- Limited parking creates safety hazards and lost productivity
- Wetlands on three sides constrain expansion
- Replacement cost estimated at \$63.5M (2025 dollars)

*New construction cost: \$650–800/sq ft  
Construction inflation rose 32–44% since 2019*

## SITE SCORING SUMMARY

Site	Size/Shape	Cost	Location
MCI-Concord	Excellent	Good	Good
509 Bedford St	Good	Good	Good
Ripley School	Good	Fair	Fair
2229 Main St	Excellent	Fair	Poor
Peabody School	Good	Poor	Poor
755 Walden St	Fair	Poor	Fair
Virginia Road	Poor	Poor	Poor
133-135 Keyes Rd	Poor	Poor	Good

# Public Works – Recommendation

Consolidation at a **SINGLE** site is essential — operating from multiple locations reduces efficiency, productivity, and increases costs.

## PREFERRED

### MCI-Concord 965 Elm Street

- Use 7 acres out of 51 acres (in addition to 4.5 acres for WWTF)
- Industrial zoning — no rezoning needed
- Renovation + new-build feasible (~\$30–40M)
- State acquisition pathway underway
- Near Route 2; serves West Concord growth

## VIABLE ALTERNATIVE

### 509 Bedford Street Or Ripley

- Centrally located; good service access
- New-build cost est. ~\$60M
- Traffic near residential neighborhood
- Bedford St: Agricultural use and endangered species

## NOT RECOMMENDED

### Ruled Out Locations

- 133-135 Keyes Rd — buildings in failure; wetlands constrain expansion
- 2229 Main St — Superfund site; peripheral location; uncertain acquisition
- 755 Walden St — former landfill; Walden Pond proximity opposition
- Virginia Rd — insufficient space; too remote

# Public Works – Next Steps

01

## Coordinate with Other LUWG Subcommittees and MCI Working Group

Align findings with the Public Safety Subcommittee, Municipal Consolidation Subcommittee and MCI Working Group. Identify shared site opportunities, conflicts, and synergies.

02

## Commission Additional Technical Studies

Initiate service-demand analysis, site-specific design and engineering (renovation vs. new build), detailed location analysis, and financial viability assessments.

03

## Advance Site Acquisition Efforts

Pursue MCI-Concord acquisition in coordination with DCAMM and the Concord Housing Development Corporation (CHDC). Clarify cost and timeline for municipal use of preferred parcels.

04

## Community & Stakeholder Engagement

Develop a structured engagement plan including public meetings, neighborhood outreach, and transparent communication about site options, costs, and timelines.

# LUWG – Next Steps

## Inform key stakeholders about Phase I

- e.g. Select Board, Finance Committee, etc
- Discuss feedback and revise Phase I recommendations if needed

## Initiate Phase II

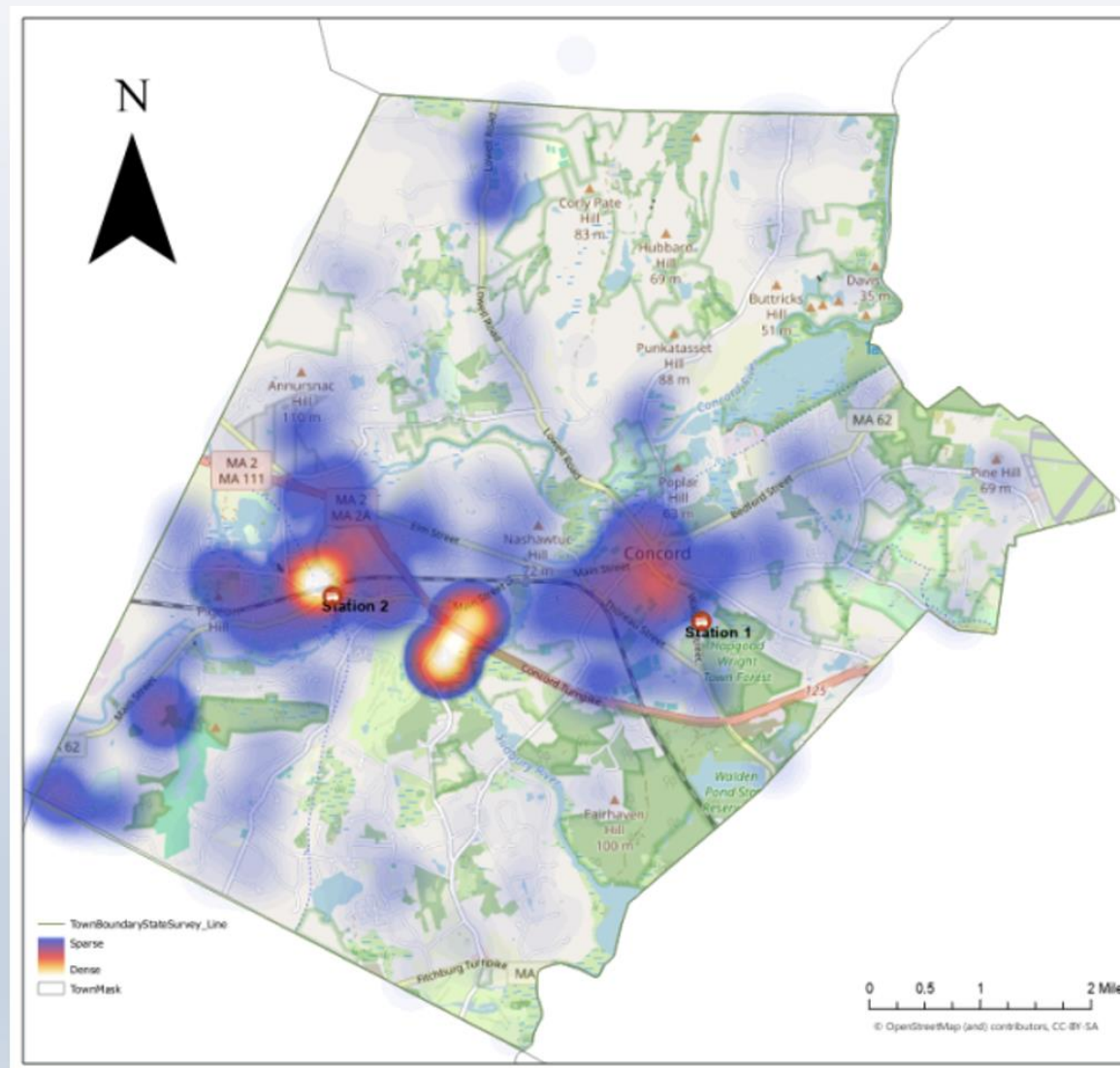
- Derive list of properties not used by Phase I recommendations
- Analyze potential uses including commercial development, housing, and recreation/open space
- Analyze key input parameters, like zoning, tax & cost implications, population growth, town goals, etc

**Final Report July 2026**

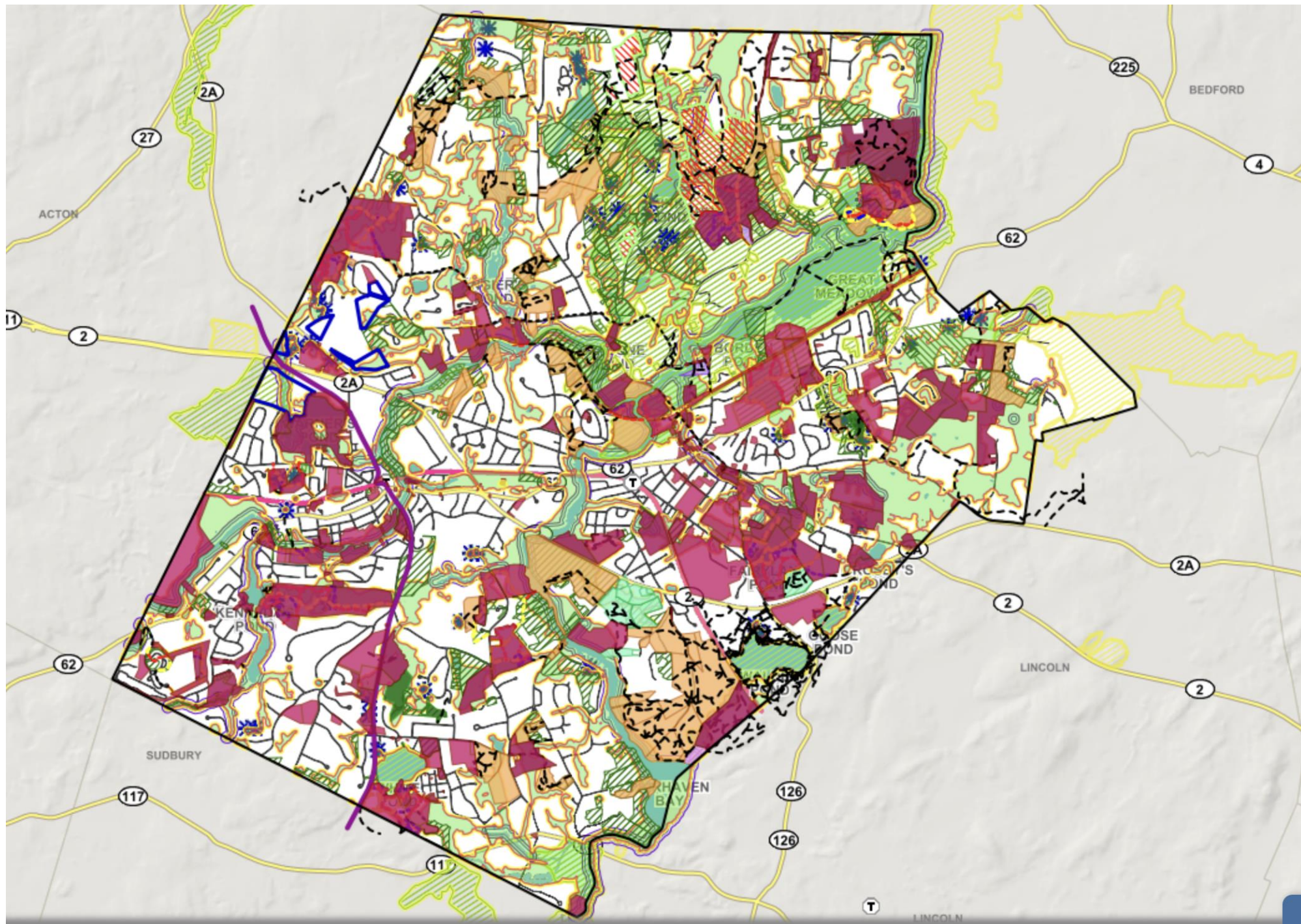
Backup



# FIRE DEPARTMENT ALL RESPONSE HEATMAP



Responses for July 1, 2023 through June 30, 2024



EXISTING FACILITY		OPTIONS
1	FIRE Station (WC)	1C. Build new FIRE HQ on <b>current</b> Main St. WC site
		1D. Build new FIRE HQ on <b>alternate</b> WC site
		<ul style="list-style-type: none"> <li>First priority, 20k sf, cost estimate* \$20 to \$30 million, 3- to 5-year delivery</li> </ul>
2	FIRE Station (CC)	2C. Build new FIRE SUB station on <b>current</b> Walden St. site
		2D. Build new FIRE SUB station on <b>alternate</b> CC site
		<ul style="list-style-type: none"> <li>Third priority, 10k sf, cost estimate* \$10 - \$15 million, 2- to 4-year delivery</li> </ul>
3	POLICE Station (CC)	3C. Build new POLICE HQ on <b>current</b> Walden St. site
		3D. Build new POLICE HQ on <b>alternate</b> site
		<ul style="list-style-type: none"> <li>Second priority, 25k sf, cost estimate* \$25 - \$35 million, 3- to 5-year delivery</li> </ul>
4	OTHER Options	4A. Build combo FIRE HQ + POLICE HQ in WC, on Main St. or alternate site
		4B. Build combo FIRE SUB + POLICE HQ in CC, on Walden St. or alternate site
		4C. Build new STAND-ALONE buildings for FIRE HQ, POLICE HQ + FIRE SUB
		* Cost estimates based on \$1000/sf 2026 dollars, some underway running \$1200/sf

		Built or Under Construction	Completion Year	Cost	Area	\$/sq ft	Assumed Build Completion Year	Escalated \$/sq ft	Escalated w/o Outliers (1)
1	Mitchell Associates Architects (MAA)						2024		
2		Lisbon, CT	2023	\$ 11,662,635	17,924	\$ 651	2024	\$ 703	\$ 703
3		Purchase, NY Addition Only	2019	\$ 6,445,265	14,669	\$ 439	2024	\$ 646	\$ 646
4		Putnam Valley - Avg of 4 bids	2021	\$ 13,639,215	28,876	\$ 472	2024	\$ 595	\$ 595
5									
6	Other Architects								
7		Bedford Village, NY	2021	\$ 10,301,825	20,189	\$ 510	2024	\$ 643	\$ 643
8		Lexington, MA (High site & remediation costs)	2022	\$ 14,500,000	26,000	\$ 558	2024	\$ 650	NA
9		Yonkers as Built (Cost includes 6,731 sq ft garage under)	2019	\$ 13,755,000	14,618	\$ 941	2024	\$ 1,383	NA
10		Yonkers Assumed w/o Parking Below	2019	\$ 9,755,000	14,618	\$ 667	2024	\$ 981	\$ 981
11		West Natick (Tecton & PRA)	2020	\$ 14,072,984	17,000	\$ 828	2024	\$ 1,126	\$ 1,126
12	Woburn, MA	2022	\$ 18,512,000	33,858	\$ 547	2024	\$ 638	\$ 638	
13	Kaestle Boos Associates (KBA)								
14		Hyannis	2019	\$ 19,038,000	33,400	\$ 570	2024	\$ 838	\$ 838
15		Mansfield Fire, Police & DPW	2019	\$ 19,414,290	39,621	\$ 465	2024	\$ 683	\$ 683
16		Nantucket, FD Addition	2019	\$ 15,928,420	22,340	\$ 713	2024	\$ 1,048	NA
17		Needham Fire & Police	2021	\$ 34,593,300	60,690	\$ 570	2024	\$ 718	\$ 718
18		Needham Station 2	2021	\$ 12,493,280	22,204	\$ 563	2024	\$ 709	\$ 709
19		North Acton	2021	\$ 7,595,000	12,179	\$ 624	2024	\$ 786	\$ 786
20	Plainville Combined	2018	\$ 20,619,225	41,655	\$ 495	2024	\$ 786	\$ 786	
21									
22	<b>Estimates - Unbuilt</b>								
23	MAA								
24		Ithaca, NY - East Hill Station (DD Estimate)	2024	\$ 8,702,979	16,183	\$ 538	2024	\$ 538	\$ 538
25		New Rochelle - Concept Estimate	2019	\$ 17,175,600	36,700	\$ 468	2024	\$ 688	\$ 688
26		Poughkeepsie fire/police - Concept Estimate	2023	\$ 43,705,176	73,208	\$ 597	2024	\$ 645	\$ 645

30	KBA								
31		Quincy, MA w/o active fire station	2021	\$ 98,000,000	130,000	\$ 754	2024	\$ 950	NA
32		Dennis, MA	2020	\$ 7,000,000	14,000	\$ 500	2024	\$ 680	\$ 680
33		Brockton, MA	2024	\$ 75,467,614	107,330	\$ 703	2024	\$ 703	\$ 703
34		Hingham, MA	2024	\$ 35,448,960	49,233	\$ 720	2024	\$ 720	\$ 720
35		Southbridge, MA	2024	\$ 19,629,000	26,800	\$ 732	2024	\$ 732	\$ 732
36		Middlefield, CT (Reno & addition)	2024	\$ 20,936,258	27,831	\$ 752	2024	\$ 752	\$ 752
37		Middlefield, CT (New Construction)	2024	\$ 21,444,148	28,423	\$ 754	2024	\$ 754	\$ 754
38									
39	Other Architects								
40		Norwich, MA (Noriko Estimate)	2019		1	\$ 519	2024	\$ 763	\$ 763
41		North Plymouth, MA (Noriko Estimate)	2020		1	\$ 415	2024	\$ 565	\$ 565
42		Stoughton, MA (Dore Whittier)	2021	\$ 23,237,000	36,630	\$ 634	2024	\$ 799	\$ 799
43		Maynard, MA	2022	\$ 10,275,000	18,000	\$ 571	2024	\$ 666	\$ 666
44		Greenfield (May not get built until 2023)	2022	\$ 10,100,000	19,800	\$ 510	2024	\$ 595	\$ 595
45		Millbury	2022	\$ 14,000,000	22,515	\$ 622	2024	\$ 725	\$ 725
46		Northbridge Fire HQ	2022	\$ 16,700,000	27,900	\$ 599	2024	\$ 698	\$ 698
47		Hanover Study (Saccoccio Study)	2023	\$ 9,009,688	15,344	\$ 587	2024	\$ 634	\$ 634
48		Colliers							
49		North Brookfield Fire Headquarters	2021	\$ 7,500,000	14,782	\$ 507	2024	\$ 639	\$ 639
50		Ashby Public Safety Complex (new & reno)	2022	\$ 6,900,000	16,000	\$ 431	2024	\$ 503	\$ 503
51		Hadley Fire Substation	2020	\$ 2,390,000	5,400	\$ 443	2024	\$ 602	\$ 602
52		Somerville Public Safety Facility	2022	\$ 50,000,000	77,000	\$ 649	2024	\$ 757	\$ 757
53		Westminster Public Safety Building	2023	\$ 17,500,000	21,500	\$ 814	2024	\$ 879	\$ 879
54		<b>Williamstown</b>	<b>2024</b>	<b>\$ 19,214,600</b>	<b>27,215</b>	<b>\$ 706</b>	<b>2024</b>	<b>\$ 706</b>	<b>\$ 706</b>
55	<b>Williamstown Adjusted<sup>(2)</sup></b>	<b>2024</b>	<b>\$ 18,000,000</b>	<b>27,215</b>	<b>\$ 661</b>	<b>2024</b>	<b>\$ 661</b>	<b>\$ 661</b>	
							<b>Average \$/sq ft (3)</b>	<b>\$ 734</b>	<b>\$ 705</b>
							<b>Escalation Rate</b>	<b>8.0%</b>	

(1) The column labelled "Escallated w/o Outliers" excludes projects with abnormal cost data, such as environmental remediation

(2) For comparison purposes, the adjusted figure for Williamstown removes the cost of addressing specific site challenges and of aiming for net carbon-zero design.

## REPORT

**To:** Town of Concord Select Board  
**From:** Land Use Working Group  
**Date:** February 23, 2026  
**Subject:** Phase I Summary Report

### BACKGROUND

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The Land Use Working Group (LUWG), established by the Select Board in July 2025, is charged with re-evaluating Concord's network of municipal facilities—including Public Works, Public Safety, and Town and School administrative offices—while aligning recommendations with broader goals for commercial growth, housing, and recreation. Many existing sites are outdated, undersized, or scattered, creating inefficiencies and service challenges. With major parcels such as MCI-Concord, Peabody Middle School, and potentially 2229 Main Street on the horizon, along with town-owned properties like Ripley School, Concord has a unique opportunity to consolidate or upgrade essential services.

The LUWG has developed a one-year work plan divided into two six-month phases.

- **Phase I** focuses on an examination of public facilities in three priority categories: i) public works, ii) public safety, and iii) municipal consolidation. Phase I prioritizes actionable options for repair, renovation, relocation, and disposition, including the potential to redevelop surplus parcels for new housing or economic development, ensuring future facilities are strategic, resilient, and suited to community needs.
- **Phase II** examines the implications of public facility needs on other land uses in town, including housing, commercial, and recreational. The planned work for Phase II is discussed at the end of this report, in “next steps.”

This Phase I summary report, which also serves as a Q2 progress report:

- Builds on the Q1 progress report dated 10.23.25 (Appendix A) that provides context for the work of LUWG, including its charter from the Select Board;
- Provides an overview of the activities undertaken by the LUWG and its three subgroups over the past seven months (from July 2025 to January 2026);
- Presents the preferred recommendations of each of the three subgroups (Appendix B, C, D);
- Concludes with next steps for the LUWG and planned conclusion of work in July 2026.

## **PUBLIC WORKS Subgroup Report (Appendix B)**

The Public Works subgroup conducted a comprehensive analysis of options for the future of Concord's Public Works Division (CPW) facilities in response to critical challenges (Appendix A). Specifically, current facilities at 133 and 135 Keyes Road, central to CPW operations, are aging, inadequately sized, and fall short of modern safety and efficiency standards. Repair or upgrade at these locations is not viable given site constraints, environmental risks, and structural limitations.

The full subgroup report (Appendix B) identifies increasing service demands and benchmarks against peer communities, which clearly demonstrate Concord's facilities are outmoded and hinder effective service delivery, particularly as West Concord grows. Input from staff, industry experts, and extensive site analysis reinforce the need for consolidation of CPW services at a single, modern site to maximize efficiency, safety, and cost-effectiveness.

### **Preferred Options**

The subgroup identified and evaluated several options for upgrading and potentially relocating and rebuilding DPW facilities. Evaluation criteria include size, development costs, access, neighborhood impacts, environmental compliance, zoning, and logistical feasibility. Based on this analysis, the subgroup categorized each site option as "good use," "possible use," or "not suitable," as summarized below.

#### ***1) Good Use***

- MCI-Concord/Junction Village: The state-owned prison site and adjacent parcels offer significant acreage and feasibility for renovation. Buildings L, F, and I are suitable for repurposing for public works use. Challenges include state ownership, regulatory constraints (wetlands, buffer zones), and uncertain acquisition costs. Advantages are ample space, proximity to Route 2, and potential for phased municipal development.
- Ripley School (120 Meriam Road): The site is approximately 18 acres, currently used for education and recreation purposes, adjacent to residential and agricultural areas. The school and associated buildings are at the end of their useful life and would require demolition and new construction. Site redevelopment potential and access are subject to review for environmental considerations.
- 509 Bedford Street: The existing wastewater treatment facility and site, in conjunction with nearby municipal parcels, offer 8.97-11.30 acres of total land area. No hazardous materials, reasonable central access, modest neighborhood impact, but would require construction of a new facility (~\$60M) and utility upgrades.

## 2) *Possible Use*

- 133-135 Keyes Road: The existing site is landlocked and adjacent to wetlands, and the facilities are outdated. Expansion to 141 Keyes Road or nearby parcels would be costly and logistically complex, offering limited improvement given environmental risks and restricted available space.
- 2229 Main Street: Federal Superfund site with large acreage (46.4, ~23.7 developable), but acquisition, environmental remediation, and distance from the town center are significant hurdles. Development is likely delayed to 2029/2030+; the site is not ideal for day-to-day operations due to location.
- Peabody Middle School: Total of 10 acres excluding existing recreation fields. The former school building is past its useful life, and there are some hazardous materials present (asbestos, old heating lines). Terrain is uneven; moderately accessible but at the town's southwestern edge.

## 3) *Not Suitable*

- 755 Walden Street: Former landfill site with a solar array and compost operations. Environmental constraints, difficult subsoil, site history, and proximity to recreational areas (Walden Pond/Walden Woods) make it unsuitable for major CPW operations.
- Virginia Road: Commercial properties, mostly small, fragmented, and privately owned. Would require combining multiple lots and extensive investment for limited gain; legal and zoning constraints, non-central location.

## **Recommendations to the LUWG**

1. THAT prioritizing MCI-Concord/Junction Village, Ripley School, and 509 Bedford Street as primary candidates for a new consolidated public works facility. These sites offer sufficient size, favorable locations, and development flexibility without excessive environmental or neighborhood impacts.
2. THAT MCI-Concord is favored due to its large acreage, adaptability, and potential for phased municipal use, though challenges remain regarding state ownership and regulatory compliance. Ripley and Bedford sites are strong alternatives if acquisition or development at MCI-Concord stalls.
3. THAT expansion at Keyes Road or Peabody and redevelopment at 2229 Main, Walden Street, or Virginia Road are not recommended due to site limitations, cost, neighborhood, and environmental concerns.
4. THAT the next steps involve coordination with the other LUWG subgroups, Concord's MCI efforts, community engagement, detailed engineering and financial studies, and ongoing evaluation as legal and environmental hurdles are addressed.

## **PUBLIC SAFETY Subgroup Report (Appendix C)**

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The Public Safety subgroup evaluated Concord's main police and fire facilities, including the Walden Street Public Safety Campus and the West Concord Fire Station, with the aim of determining their adequacy for current operations and future needs. Both sites are aging, undersized, and increasingly unable to meet requirements for modern emergency response, regulatory compliance, and staff well-being (Appendix A). These inefficiencies hinder public safety operations, limit accessible and secure spaces for evidence and equipment, and prevent staff from effectively training or cooperating. Service demand is changing, especially in West Concord, and peer benchmarking confirmed that substantial investment in new facilities is necessary for Concord to match contemporary standards and expectations.

The full subgroup report (Appendix C) stresses the urgent need to modernize Concord's public safety infrastructure, maximize operational efficiency, enhance staff collaboration, and ensure adaptability for future service demands. Facility improvements should also prioritize accessibility, sustainability, and resilience, while minimizing disruption and seeking broad community engagement.

### **Preferred Options**

The subgroup identified and rigorously evaluated sixteen different options for Concord's public safety facility strategy. While each option has strengths and weaknesses, the realities of Concord's needs and resources meant several could be eliminated from consideration outright, others are likely to be set aside pending further study, and the remainder move forward for detailed review.

In reviewing these options, the subgroup considered evaluation criteria centered on operational effectiveness, cost, community accessibility and impact, minimization of disruption, and flexibility for the future. Each option comes with trade-offs, balancing capital costs, site acquisition, construction timelines, operational efficiency, and community impact. Many assumptions, including cost estimates, site suitability, and operational impacts, depend on detailed future studies. Further, as options are narrowed, engagement with expert consultants, input from the community, and careful consideration of site-specific challenges and opportunities will be necessary to inform decision-making.

#### ***1) Eliminated Options***

- Status Quo for Walden Street Campus and Main St. Station (Options 1A, 2A, 3A)  
Retaining current facilities, though less expensive and minimally disruptive, was unanimously eliminated. These options fail to address essential space, access, and operational issues identified by staff and assessments. Relying on outdated infrastructure defers problems and will likely raise long-term costs, falling short of Concord's public safety needs.
- Renovation of West Concord Fire Station (Option 1B):  
Renovating the existing West Concord Fire Station was also eliminated. While somewhat less expensive than building new, structural and siting limitations and the inability to adequately expand or modernize the facility made this option impractical relative to its expected lifespan and investment required.

## 2) *Likely Eliminated Pending Further Study*

- Renovation of Walden Street Facilities (Options 2B, 3B):  
Renovations of the Walden Street fire and police buildings are likely to be eliminated. Both suffer from site constraints, odd interior layouts, and limitations in expansion potential. While renovation might offer lower upfront costs and preserve sites' central locations, they may fail to achieve the core standards needed for modern operations, especially regarding accessibility and specialized spaces. A final determination awaits an expert cost study, as well as an assessment of the Walden site's adaptability.
- Single Central Campus (Option 4D):  
The idea of a single public safety campus could theoretically optimize operational synergy and create shared efficiencies. However, initial analysis suggests it may compromise fire response times and would require significant land acquisition, making it unlikely and recommended for elimination unless further studies can address these concerns.

## 3) *Options Currently Under Review*

- New Builds on Same Sites (Options 1C, 2C, 3C):  
Building new facilities at their current locations, on Main Street for West Concord Fire HQ and Walden Street for Fire Substation and Police HQ, remains under consideration and is among the most efficient options if sites are viable. These options benefit from familiarity, town-owned land, and established community presence. However, they hinge on being able to acquire additional land (especially for Main Street), as well as managing service disruption. Professional consultants will be needed to guide design and public input, especially if expansion is required.
- New Builds on Alternate Sites (Options 1D, 2D, 3D): Alternatives involving new facilities on new sites will only move forward once current site options are fully evaluated. The flexibility of a new site could ease design limitations and reduce disruption to ongoing operations but would add time for site identification, acquisition, and planning. This set requires detailed study by experts.
- Combination and Stand-alone Options (Options 4A, 4B, 4C):  
Combining Fire HQ and Police HQ at a shared West Concord site (Option 4A) or pairing a Fire Substation with Police HQ in Concord Center (Option 4B) offers capital and operational efficiencies. These options could streamline administration, reduce overall square footage, and support shared infrastructure. They do, however, risk complicated massing and site constraints, particularly on Main Street or Walden Street, where acquiring adjacent parcels may be necessary. Plus, in a matter needing more investigation, our cost benchmarking shows that these facilities are often more expensive to build based on per square foot costs.

Additionally, building new stand-alone facilities (Option 4C)—such as a Fire HQ in West Concord, a Police HQ in Concord Center or West Concord, and a Fire

Substation in Concord Center—maximizes flexibility and specialized space for each department. While potentially the most responsive to operational needs, it is also the most expensive and could multiply service disruptions and site acquisition needs.

### **Recommendations to the LUWG**

1. THAT Concord’s public safety facilities require significant upgrading to reliably meet current and future demands.
2. THAT the priority order/phasing for addressing public safety facilities is as follows: i) a new Fire HQ in West Concord; ii) a new/renovated Police HQ in either Concord Center or West Concord; and, iii) a new/renovated Fire Substation in Concord Center
3. THAT the subgroup evaluation identifies the following as preferred options for detailed review:
  - i) Build New Fire HQ in West Concord: Addressing service demand growth in West Concord, first consideration should be given to building on the existing Main Street site, provided adjacent parcels can be acquired to accommodate the necessary footprint efficiently and cost-effectively. If this is not feasible, an alternate site in West Concord should be evaluated.
  - ii) Build New Police HQ in Concord Center or West Concord: In response to increasing public safety needs and specialized facility requirements, detailed review should include either renovating or building new at the existing Walden Street site OR locating in West Concord (potentially with the new Fire HQ) OR selecting another suitable site in town. Alternative combinations with other facilities may also be considered.
  - iii) Build New Fire Substation in Concord Center: To sustain fire and emergency services in Concord Center, a detailed review should include renovating or building new at the existing Walden Street site OR on an alternate site in the Concord Center area OR in combination with other public safety facilities.
4. THAT the LUWG recommend to the Select Board that a Public Safety Facilities Building Advisory Committee be created, without waiting until the delivery of the final LUWG in June 2026, so that necessary feasibility and analysis can be undertaken by outside consultants to inform next steps.

## **MUNICIPAL CONSOLIDATION Subgroup Report (Appendix D)**

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The Municipal Consolidation subgroup explored opportunities for consolidating Concord's municipal and school administrative functions. Currently, administrative staff are distributed across 18 municipal buildings and the Ripley School administration building, resulting in inefficiencies, fragmented communication, and difficulty for residents in accessing services (Appendix A).

The full subgroup report (Appendix D) stressed the need to optimize operational efficiency, staff collaboration, and information sharing. It also prioritized reducing ongoing maintenance and capital expenses that stem from aging, obsolete facilities. Simplifying the resident experience by providing more centralized access to services was a central concern, along with enhancing the sustainability and flexibility of municipal operations to accommodate future growth. Finally, the ability to generate revenue by selling or repurposing vacated properties, especially for housing, was considered an essential strategic benefit.

### **Preferred Options**

The subgroup identified and evaluated several options for municipal consolidation and developed a shortlist of five options that were each rigorously evaluated through detailed financial modeling and qualitative scoring. These five options are as follows:

1. Status Quo: Maintaining municipal and school administrative offices in their current locations avoids disruption and immediate expenses associated with relocation or renovation. However, this approach perpetuates ongoing inefficiencies, fragmented operations across outdated and high-maintenance buildings, and inconvenience for residents who must visit multiple sites for services. Selling Peabody for housing provides some revenue, but other valuable properties remain underused, and Concord continues to lag behind best practices seen in peer communities.
2. Renovate Peabody School: Consolidating staff and programs into a renovated Peabody School leverages an existing town asset and enables the sale of Ripley, 141 Keyes Road, 55 Church Street, and Harvey Wheeler for housing, generating substantial revenue. This would streamline services and improve collaboration, but it demands significant investment to modernize Peabody's dated structure, systems, and accessibility. Renovation may uncover unforeseen complications and disrupt ongoing uses, while the building's physical constraints could limit adaptability to future needs.
3. New Building at Peabody: Constructing a new, purpose-built facility at the Peabody site allows for maximum flexibility to design spaces for current and future municipal and school needs. It supports efficient, sustainable operations and provides substantial revenue from selling vacated properties for housing. The downside is the high capital cost, extended permitting and construction timeline, and potential site-specific challenges such as zoning or access. Staff and program transitions may be complex, and final costs could exceed early estimates.

4. New Building at Ripley: Building a new facility on the Ripley School campus supports modern municipal and educational operations, potentially enhancing collaboration through co-location. Selling Peabody and other vacated sites would offer a financial boost. Like the previous option, this scenario involves high construction costs and environmental constraints associated with the Ripley site. Moving existing educational programs adds complexity and may disrupt services, and public approval will likely be needed for conversion and property sales.
5. Purchase & Renovate Existing Office Building: Acquiring and renovating a commercial office building presents the quickest route to consolidation, leveraging modern infrastructure and flexible layouts while minimizing downtime and disruption. Tailoring renovation allows Concord to accommodate specialty municipal and educational needs, and property sales would offset costs. The main challenges are finding a suitable building, navigating purchase negotiations, adapting the space for specialized programs, and obtaining public support for asset conversion. There are examples of peer communities that have used this model effectively.

### **Recommendations to the LUWG**

1. THAT the purchase and renovation of an existing office building (Option 5) be reviewed as the preferred strategy to consolidate town and school administrative offices and programs.
2. THAT vacated properties as a result of consolidation (Peabody, Ripley, 141 Keyes Road, 55 Church Street, Harvey Wheeler, etc.) be reviewed for disposition, with attention to offsetting consolidation costs, as well as the potential to generate new revenues.
3. THAT the town develop refined cost estimates and detailed space plans through additional studies and professional consultation.
4. THAT the town engage in robust, transparent public engagement to gather feedback, with potential support from a consulting firm, to facilitate citizen input and inform decision-making.

## NEXT STEPS

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This Phase I report from the LUWG marks an important step toward modernizing Concord's municipal facilities and improving service delivery across public works, public safety, and town and school administrative functions. The subgroup recommendations put forward offer actionable paths to address outdated infrastructure, meet current and future demands, and enhance efficiency for both staff and residents.

Next steps are centered on integrating the findings from each subgroup to optimize use of town-owned land, minimize site conflicts, and ensure that facility investments are strategic and resilient. These include:

- Combining the recommended options from each subgroup;
- Moving forward with detailed cost, engineering, and space planning studies;
- Refining cost estimates for new builds and renovations as needed;
- Reviewing opportunities to dispose of or repurpose surplus and obsolete properties to support housing and generate revenue.
- Forming any needed advisory committees needed to oversee detailed feasibility and design work, such as those proposed to advise public safety building planning, and another to evaluate and guide the purchase of an existing building for municipal consolidation;
- Expanding public communication efforts to ensure transparency.

As the Working Group transitions to Phase II, it will broaden its focus to review properties not earmarked for municipal use. Over the 3-4 remaining meetings, the LUWG will take into account the market potential for redevelopment or repurposing of these parcels, as well as the town's goals for housing, economic development, and recreation uses, among others. The LUWG will identify synergies and potential conflicts between projects, ensuring recommendations are aligned with Concord's broader strategic vision.

By July 2026, LUWG expects to conclude its work and present a final report for Select Board review.

/END

# Appendix A

## PROGRESS REPORT

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

### Introduction

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

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

One important part of the LUWG's charge is to provide actionable and prioritized recommendations for existing municipal buildings, comparing repair, renovation, relocation, and disposition options. We are considering not only the physical condition and functional requirements of each facility but also the potential for consolidation into upgraded, leased, and/or new civic buildings. Where appropriate, we also assess the potential redevelopment of surplus, high-value parcels for other town priorities such as housing or economic development.

### Work Plan and Timeline

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The LUWG has developed a one-year work plan divided into two six-month phases. Phase I focuses on an examination of public facilities in three priority categories: i) public works, ii) public safety, and iii) municipal consolidation. Phase II examines the implications of public facility needs on other land uses in town, including housing, commercial, and recreational. This first quarterly report highlights activities undertaken by the LUWG between July and October 2025, emphasizing needs assessments, site visits, staff consultations, data gathering, and the steps planned for the next quarter.

## **Subgroup 1: Public Works**

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

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

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

## **Subgroup 2: Public Safety**

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The Public Safety Subgroup is evaluating Concord's police and fire facilities with a focus on building condition, operational needs, and adaptability to future demands, including anticipated growth in West Concord. Police operations are based at the Walden Street public safety campus, which houses patrol, investigations, administration, and the police lockup. While the detention areas are of adequate size, the facility lacks a dedicated sally port for secure prisoner transfer and needs increased parking for staff and visitors. Other challenges include limited space for training and meetings, outdated amenities, and building systems that do not fully support the recruitment and retention of qualified personnel or the integration of updated technology. With increasing service demands in West Concord, a small police substation in that area may be worth exploring to improve response times and coverage.

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

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

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

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

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

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

recommendations that emphasize operational improvement, fiscal prudence, and long-term adaptability.

### **Next Steps**

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

# Appendix B

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

LUWG Members: Rob Almeida, Matt Boger, Linda Miller

Staff Liaisons: Alan Cathcart, Russ Karlstad, Shannon McAndrew

Date: January 28, 2026

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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:

<b>Good Use</b>	<b>Possible Use</b>	<b>Not Suitable</b>
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.

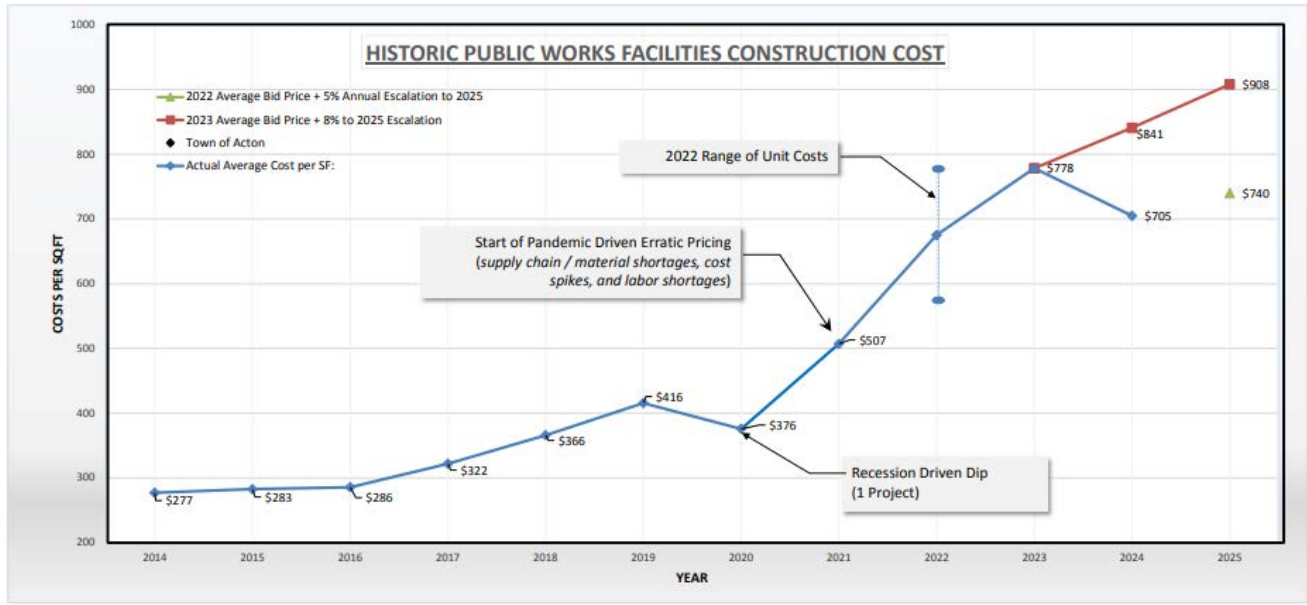
Source: BLS Consumer Price Index and FRED Producer Price Index for Construction

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**

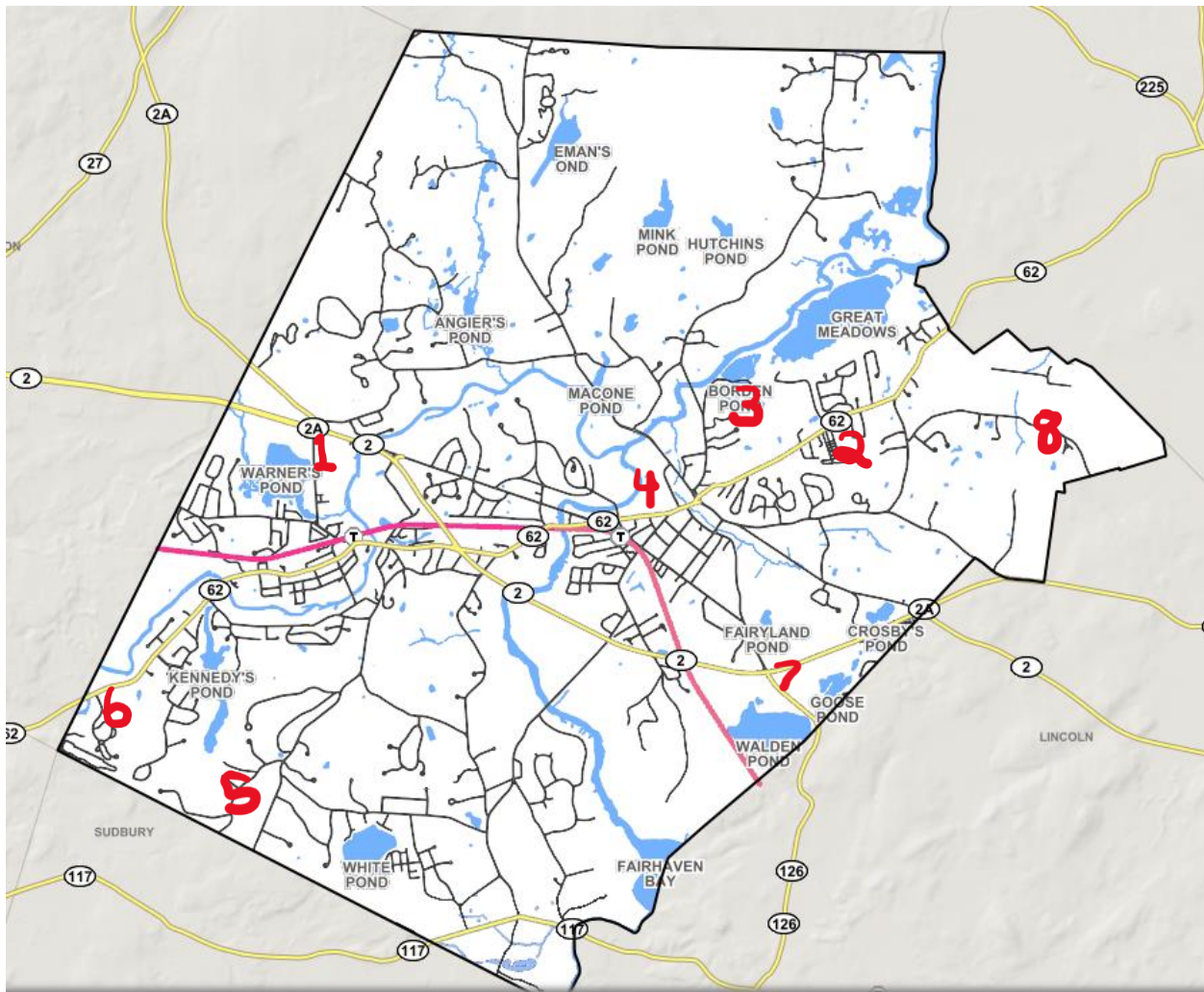
- **Buffer Zones:** Maintain at least 1,000 feet between the facility and the nearest home to reduce noise and traffic impacts.
- **Operational Orientation:** Position warehouse dock doors, truck idling areas, and entry/exit points away from sensitive receptors (homes, schools).
- **Visual Screening:** 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:

<b>Good Use</b>	<b>Possible Use</b>	<b>Not Suitable</b>
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.

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

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

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

# Appendix C

## Concord Land Use Working Group (LUWG)

### DRAFT Subgroup Report: Public Safety Facilities

Subgroup Members: Judith Grant Long, Mark Martines, Sven Weber

Staff Liaisons: Kerry Lafleur, Town Manager  
Tom Mulcahy, Police Chief  
Brian Whitney, Fire Chief  
Brian Goldman, Police Captain  
Sean Murphy, Asst. Fire Chief  
Walter Latta, Asst. Fire Chief  
Steve Johnson, Emergency Communications Center Manager  
Megan Zammuto, Deputy Town Manager  
Alan Cathcart, Director, Public Works  
Russ Karlstad, Manager, Public Facilities  
Shannon McAndrew, Management Specialist

Date: February 16, 2026

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## Executive Summary

The Public Safety Subgroup of the Land Use Working Group (LUWG) was tasked with evaluating Concord's major public safety facilities, specifically the Walden Street Public Safety Campus and the West Concord Fire Station, to determine their fitness for current operations and future municipal needs, and in the context of a set of opportunity parcels potentially available for redevelopment.

### Key Findings

- *Existing facilities:* Both Walden Street and West Concord stations are aging, undersized, and increasingly unable to meet the complex requirements of modern public safety services. Significant deficiencies exist in accessibility, evidence processing, training space, secure storage, and staff wellness infrastructure.
- *Service needs:* Demographic shifts, especially growth in West Concord, are driving increased and diversified service demand. Emergency response requirements and regulatory standards highlight the need for flexible, adaptable spaces.
- *Peer benchmarking:* Comparison with peer municipalities demonstrates that modernization and investment are critical for efficiency and effectiveness. Concord's facilities lag behind regional examples in space, amenities, and operational design.
- *Feasibility and cost:* Cost assessments and benchmarking indicate that new construction, while expensive, delivers longer-term operational value, improved staff retention, and greater long-term savings than ongoing repair or limited renovations.

### Recommendations

- *Upgrade public safety infrastructure:* Concord should prioritize significant upgrading of its public safety facilities to reliably meet present and future demands.
- *Respect priority order:* First priority should be placed on developing a new Fire Headquarters in West Concord. Second is upgrading or rebuilding the Police Headquarters, either at the current Walden Street location or potentially at a new site, including options for co-location with fire services. Third, the subgroup recommends enhancing or relocating the fire substation in Concord Center.
- *Advance specific options:* The subgroup recommends pursuing new builds at current sites where feasible, but also urges evaluation of alternate locations and integrated facilities to maximize flexibility, minimize service disruption, and ensure operational resilience.
- *Establish advisory committee:* A dedicated Public Safety Facilities Building Advisory Committee should be formed at the soonest opportunity to oversee feasibility studies, engage expert consultants, and guide the next phase of facility planning.

## **Risks & Considerations**

- *Service disruption:* Upgrading or constructing new facilities will inevitably cause some disruption to police, fire, and EMS operations, requiring strategic planning and phased implementation.
- *Cost & uncertainties:* There are significant budget and schedule risks associated with unknown site conditions, evolving operational requirements, and market fluctuations.
- *Community Engagement:* Ongoing outreach to stakeholders, including town residents, businesses, staff, and elected officials, will be critical in refining options and ensuring transparency.

## **Next Steps**

This report forms the basis for LUWG's Phase II deliberations and recommendations to Concord's Select Board. The subgroup urges prompt establishment of an advisory committee and recommends targeted feasibility studies to determine optimal locations and approaches for renovation or new construction of public safety facilities. Community engagement and expert input should guide all phases of project development.

# 1. Introduction

## Charge of the Land Use Working Group

The Town of Concord established the Land Use Working Group (LUWG) in July 2025 to analyze how future municipal facility needs might be addressed using “opportunity parcels”: a set of larger-size properties under both town and private ownership expected to become available for potential repurposing or redevelopment.

The Select Board identified several opportunity parcels for LUWG’s review, including:

- *Town-owned sites available for redevelopment:* The former Peabody School and the former Ripley School, each offering substantial land area for potential redevelopment.
- *Town-owned sites potentially available for redevelopment if current public facilities uses are relocated:* In addition, some parcels such as Keyes Road and Harvey Wheeler could become available for redevelopment if existing public facility uses are relocated to other sites.
- *Non-town-owned sites:* Parcels such as MCI Concord and 2229 Main Street, which may be acquired in whole or part by the Town, should a strategic public use be identified.

The LUWG was directed to conduct its review over a one-year period, from July 2025 to June 2026. Accordingly, the LUWG divided its workplan into two phases, each of approximately six months in duration.

- *Phase I:* Three subgroups were created and tasked with reviewing three specific types of public facilities: i) public works, ii) public safety, and iii) municipal offices suitable for consolidation.
- *Phase II:* The full working group will make recommendations to the Select Board regarding the use of opportunity parcels as future sites for public facilities, as well as for other uses of strategic importance to the town, including housing, economic development, and recreation uses.

## Work of the Public Safety Subgroup

The following report summarizes the Phase I work of the public safety subgroup. This subgroup included LUWG members Judith Grant Long, Mark Martines, and Sven Weber, working in conjunction with key public safety stakeholders, including Police Chief Mulcahy, Police Captain Goldman, Fire Chief Whitney, and other members of their teams, as well as the Town Manager and other relevant staff. This work spanned from September 2025 through January 2026.

## Study Goals

The primary goal of the public safety subgroup was to evaluate whether Concord's current public safety facilities are capable of meeting the town's evolving needs, and, if not, to explore how "opportunity parcels" might be utilized to address these needs in the future.

Concord's public safety operations rely on the Walden Street Public Safety Campus and the West Concord Fire Station. These facilities are essential for emergency response, but they are older buildings increasingly in need of repair and upgrading. Further, these buildings have not kept pace with advances in public safety equipment, technology, community expectations, and demographic changes. In particular, increasing population from new developments, shifting geographic distribution toward West Concord, and changes in our demographic composition, are raising questions about the adequacy and adaptability our existing infrastructure to meet current and future needs.

## Study Approach

To help answer Concord's questions about public safety facilities and the possible use of opportunity parcels, the subgroup took a practical and multi-faceted approach focused on a few core areas: current building condition, regulatory compliance, operational effectiveness, and how well our facilities might handle future demands.

- *Facility walkthroughs and condition assessments:* The subgroup toured the main public safety buildings alongside Town staff and public safety officials, taking stock of each building's structure, layout, accessibility, and everyday challenges, like space limitations and outdated features.
- *Staff and expert consultations:* We spoke with police, fire, public works, and facilities staff to understand day-to-day operations, regulatory requirements, and longer-term planning considerations. Both the Police and Fire Chiefs provided detailed feedback about the existing conditions of current buildings, and their future needs.
- *Comparative benchmarking:* We looked at what similar towns, including Lexington and Natick, have done with their public safety facilities, to learn from their experiences and modernization efforts.
- *Identifying options:* The subgroup identified a range of possible strategies, from keeping things as they are, to renovating or rebuilding, or shifting services to new locations or opportunity parcels. Each option was considered with operational needs and community impact in mind.
- *Selecting evaluation criteria:* We set criteria to help weigh different options, including operational efficiency, overall cost, community impact, risk of disruption, flexibility for future needs, and sustainability.
- *Pros and cons:* We considered the advantages and disadvantages of each plan, including trade-offs and uncertainties, to see how each would affect public safety services in Concord.

- *Recommendations and next steps:* Based on our work, we offer prioritized recommendations and outline possible next steps, knowing that many questions require additional analysis and community input.

## **Study Limitations**

This report reflects the resources, expertise, and time available to the Public Safety Facilities Subgroup. While based on invaluable stakeholder input, informative site visits, and the careful review of available information, it does not constitute a formal consulting or technical study; rather, it offers a practical foundation for evaluating facility options going forward.

## 2. Public Safety Facilities in Concord

Concord's public safety facilities are essential to the Town's emergency preparedness and the delivery of police, fire, and EMS services. The two primary sites, the Public Safety Building on Walden Street and the West Concord Fire Station on Main Street, serve as the core infrastructure of Concord's emergency response network.

These facilities support critical functions such as emergency dispatch, incident response, evidence handling, administrative operations, training, overnight accommodations for staff, and community engagement. Each site is home to specialized personnel and infrastructure designed to meet the Town's public safety needs.

### **Walden Street Public Safety Campus (209, 219, and 203 Walden Street)**

- Located in Concord Center, this facility was constructed in 1960 and covers approximately 20,400 square feet on a 1.6-acre site. It includes both the Fire Headquarters and Police Headquarters, sharing space and resources to support unified emergency operations.
- *Fire Headquarters (209 Walden Street):*  
Occupying the northern half of the building, this fire section features four equipment bays, administrative offices, overnight quarters for firefighters, and dedicated areas for training and meals. The building is rated in fair to good condition, with further detail provided in the existing conditions discussion.
- *Police Headquarters (219 Walden Street):*  
Occupying the southern half of the building, the police section contains administrative offices, booking and interrogation rooms, the emergency dispatch center, spaces for evidence storage and handling, and areas supporting specialized functions such as investigations. Condition is similarly rated fair, with more information in the existing conditions discussion.
- *Storage (203 Walden Street):*  
Adjacent to the main sites, this building provides additional storage space for equipment and supplies.

### **West Concord Fire Station (1201 Main Street)**

- Situated in West Concord, this historic station was built in 1932 and occupies just over 2,000 square feet on a 0.34-acre lot. It features three truck bays, which are undersized for modern fire apparatus, as well as administrative space and parking. The building is in poor condition, exacerbating operational challenges as service demands in West Concord increase.

*Walden Street Public Safety Campus, Police Station, 219 Walden Street*



*Walden Street Public Safety Campus, Fire Station, 209 Walden Street*



*West Concord Fire Station, 1201 Main Street*



### 3. Existing Conditions Assessment

Assessing the existing conditions of Concord's public safety facilities is critical for informed future planning, whether for renovation, repurposing opportunity parcels, or new construction. This evaluation examines location, site characteristics, and building conditions, emphasizing each facility's capacity to meet present and future needs. As peer communities are building public safety facilities with greater space and modern amenities, Concord must ensure its facilities keep pace to remain effective and sustainable.

#### Key Issues

##### *Walden Street Campus*

The Walden Street Public Safety Campus serves as Concord's primary hub for both police and fire services. While the combined headquarters maximizes operational cooperation, it faces several significant challenges. The facility's infrastructure is aging; many building systems and finishes are outdated and have recently suffered water leak damage, with mechanical and electrical systems nearing the end of their functional lives. Space constraints are a persistent issue, as the campus has outgrown its original design, leaving both departments limited in available square footage and hampering the ability to expand or adapt to increasing demands.

Safety and security concerns compound these difficulties: antiquated security systems, inadequate building access controls, and the absence of a secure perimeter all threaten staff wellbeing and operational continuity. Despite efforts to improve accessibility, the campus remains non-compliant with current ADA standards, further impacting both staff and public access.

For the police department specifically, these deficiencies translate to operational limitations: a lack of secure evidence handling spaces, inadequate facilities for interviews and meetings, unreliable dispatch operations, and the absence of dedicated areas for staff training hinder both effectiveness and morale. On the fire side, the apparatus bays and storage areas cannot accommodate modern vehicles and equipment, forcing personnel to use undersized, makeshift administrative, living, and fitness spaces. Critically, there are no dedicated decontamination facilities, putting staff and station hygiene at risk.

##### *West Concord Fire Station*

In contrast, the West Concord Fire Station on Main Street provides a smaller, satellite presence focused on fire and EMS response. The facility is fully at capacity, with undersized bays, storage, and living quarters severely limiting operational flexibility. The station's technology and physical plant are outdated, which restricts the department's ability to respond to evolving service demands. Expansion is effectively precluded by the limited site footprint.

## 1. Condition of Police HQ, Walden Street: Police Chief Input

- *Security deficiencies:* Evidence rooms, interview areas, and overall building access lack modern security. Surveillance is outdated and coverage is minimal. No secure perimeter or fenced vehicle/evidence storage areas.
- *Space and ergonomics:* Inadequate office space; supervisors and detectives work in cramped conditions without privacy. Minimal dedicated areas for confidential interviews, victims/families, or staff wellness.
- *Evidence processing & storage:* Firearms stored in old gym lockers; evidence rooms undersized and non-compliant, making safe, secure handling impossible.
- *Dispatch & emergency operations:* Dispatch is undersized and noisy, impacting reliability and efficiency. EOC is makeshift and lacks needed isolation and workspace during emergencies.
- *Training & community engagement:* No dedicated training or fitness areas; community outreach spaces are unavailable or not secure.
- *Parking & public access:* Only 32 spaces—mostly for staff and police vehicles. Public parking is reduced to two spots, hindering access.
- *ADA compliance:* Facility remains inaccessible for many, despite attempts at improvement.
- *Outdated infrastructure & technology:* HVAC is inefficient and unreliable. Security technology, servers, and recording systems are old, with frequent failures.
- *Layout inefficiencies:* Core spaces (squad, booking, roll call) are not adjacent; offices are scattered, resulting in poor workflow and staff frustration.

## 2. Condition of Fire HQ, Walden Street: Fire Chief Input

- *Apparatus bays & garage:* Doors are undersized (12' x 11' vs. USFA standard). Ladder truck fits only after significant modifications. Congested bays, with some vehicles parked externally.
- *Parking:* Exterior parking for command vehicles, trailers, staff; visitor parking is extremely limited. Shift changes lead to overflow on Walden Street.
- *Medical & equipment storage:* No climate-controlled, secure storage for advanced medical supplies. Gear is scattered in unsuitable areas: stairwells, crawl spaces, attics, hose tower, basements.
- *Administrative & office areas:* Makeshift offices (former bunks, storage), lack privacy, particularly problematic for HIPAA-related work. Staff dispersed across three floors; storage constantly repurposed for office use.
- *Living quarters:* Six-person capacity; no room for needed expansion.
- *Decontamination & hygiene facilities:* None exist; contamination risk to staff and facility.
- *Fitness/wellness area:* Converted police shooting range; limited space, poor environment for exercise.

### 3. Condition of Fire HQ, Walden Street: Fire Chief Input

- *Apparatus bays & garage:* Even smaller doors (9’6” x 9’2”). Larger vehicles cannot fit; special ordering required for ambulances. Bays constricted and fully occupied; some vehicles outside.
- *Parking:* Limited and requires constant shuffling; impacts shift change and visitor/training access.
- *Medical & equipment storage:* No secure medical storage; repurposed closet barely fits basic supplies. Fire equipment storage insufficient and scattered.
- *Administrative & office areas:* Only two desks in multipurpose room; lacks privacy and professional setting. Lieutenant’s office is part of bunk room, highly inadequate.
- *Living quarters:* Expanded from three to five bunks, but now maxed out; no further expansion possible.
- *Decontamination & hygiene facilities:* No dedicated facilities; risk of contamination.
- *Fitness/wellness area:* Former PPE room repurposed; undersized and next to dirty turnout gear.

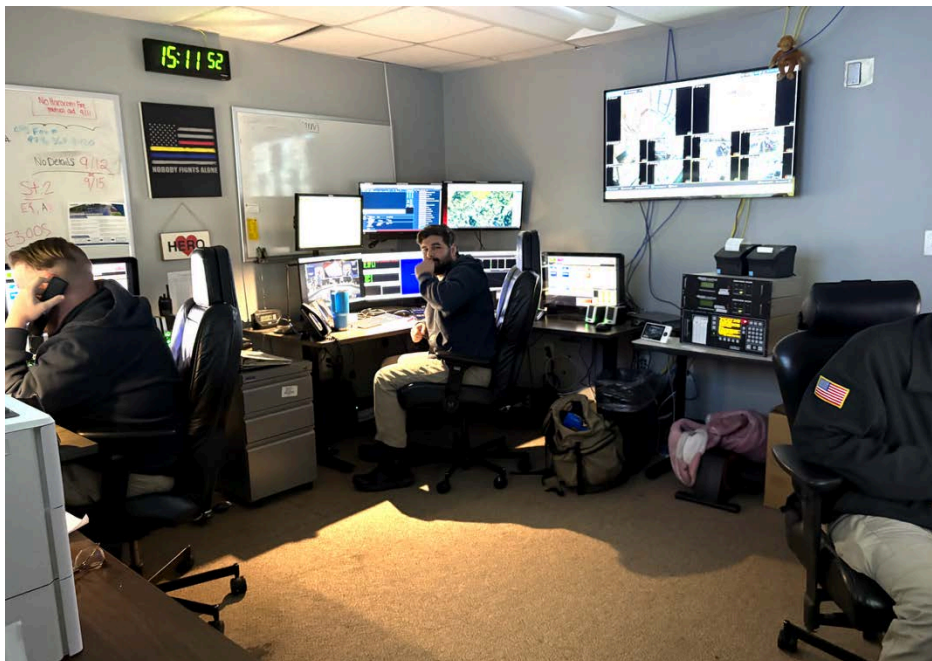
<b>Fire Building Feature</b>	<b>Fire HQ (Walden Street)</b>	<b>West Concord Fire Station (Main St.)</b>
Apparatus Bay Door Size	12’ x 11’ (modifications needed)	9’6” x 9’2” (very restrictive)
Apparatus Fit	Ladder fits w/ mods; some vehicles outside	Ladder/large units cannot fit
Parking	Congested; limited visitor/staff/EOC parking	Small lot; frequent car shuffling
Evidence/Asset Security	Limited; poor perimeter/security	N/A
Medical Storage	No secure, climate-controlled space	No secure, climate-controlled space
Equipment Storage	Scattered, undersized	Scattered, undersized
Admin Office	Makeshift, converted rooms; dispersed staff	Two desks in multipurpose room
Living Quarters	Space for 6, cannot expand	Space for 5, cannot expand
Decontamination Facilities	None	None
Fitness/Wellness Facilities	Converted shooting range; limited	Former PPE room; limited, next to gear
Dispatch/EOC	Undersized, unreliable	N/A
ADA Accessibility	Inadequate	Inadequate
Training/Community Spaces	Unavailable	Unavailable
Facility Infrastructure	Aging, water leaks, systems near end-of-life	Aging, outdated

## Existing Conditions Images

*Walden Street Building, Staff Kitchen*



*Walden Street, Dispatch Center (relocated from flood damaged area on 1<sup>st</sup> floor)*



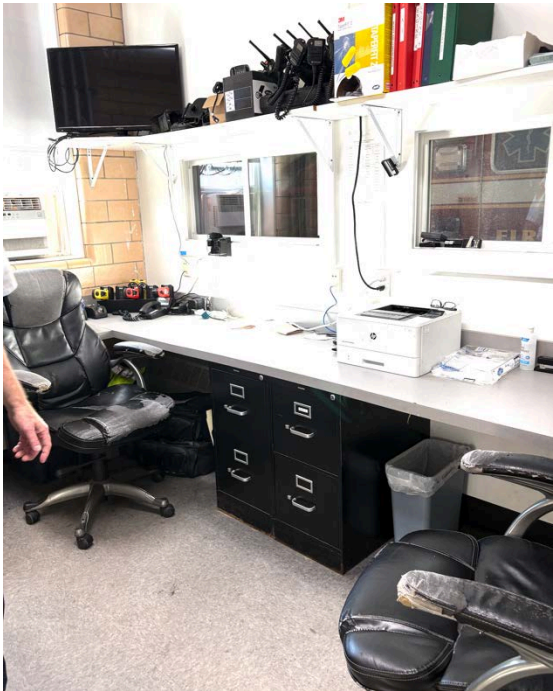
*Walden Street, Ceiling height too low for newest trucks*



*West Concord Fire Station, Ceiling height too low for many trucks*



*West Concord Fire Station, Police Satellite Office*



*West Concord Fire Station, Staff Accommodations*



*Water Damage at the Dispatch Center, Walden Street Public Safety Building*



## 4. Future Needs Assessment

A future needs assessment is a systematic process that considers what facilities, resources, and functions public safety agencies will require as the community grows and changes. It looks beyond immediate problems to anticipate emerging needs, ensuring that investments in infrastructure, personnel, and technology keep pace with local trends and national standards. For public safety, this process is essential because each agency—police, fire, EMS, and dispatch—has distinctive operational demands, community interfaces, and regulatory standards.

This discussion reflects first stage consideration of these issues for public facilities in Concord. While we have looped in the chiefs, there has not been a systematic, formal, analysis. This would be the responsibility of an expert consultant, in conversation with appropriate town staff, elected officials, community groups, town residents and businesses.

### Key Issues

As Concord plans for its future public safety needs, several critical factors stand out. Understanding these concerns is essential for guiding decisions about facility design, location, and investment. The following key issues shape how the Town might think about approaching upgrades and expansion:

- *Population and community change:* While overall population growth remains uncertain, there is a shift in residential and commercial activity toward West Concord. Redevelopment and new housing or business projects are reshaping where and how public safety services are needed. Precinct-based voter data and lists of proposed developments suggest that service demand may increasingly concentrate in these areas. Ongoing changes in community composition, such as varying age groups and household types, can also influence the nature and volume of calls.
- *Projected service demand:* Even without significant population growth, areas with new developments or changing demographics often see higher volumes and greater variety of calls, including medical emergencies, fires, and other incidents. Increases in school enrollment, business activity, and new transportation corridors can further affect service patterns. These factors suggest that Concord's public safety agencies may need to prepare for more frequent and diverse calls.
- *Operational and technology requirements:* Modern public safety operations depend on robust communications, secure evidence handling, and advanced IT infrastructure. Concord's facilities must support digital record-keeping, secure data management, and integration of new technologies. Spaces should be designed both for current needs and future upgrades to ensure the Town keeps pace with evolving standards and workflows.
- *Facility flexibility:* Public safety buildings should be designed for adaptability, allowing for phased reconfigurations and expansions as service demands and models evolve. Flexible layouts accommodate new equipment and changing staffing patterns while minimizing disruption. Investing in scalable infrastructure positions the town to respond effectively to fluctuating demand and advances in best practices.

## Concord's Future Police Needs: Input from the Police Chief

Effective police facilities require a nuanced approach to location and design. Unlike fire stations, police station location is less constrained by rapid response radius, but demands accessibility for the public and operational efficiency for diverse police functions, including investigation, evidence handling, community engagement, custody, and collaboration with EMS and dispatch. The facility must also anticipate future growth, technological advances, and evolving standards in law enforcement. (See Appendix for the Police Chief's full report on existing conditions at the Police station.)

### 1. Location & Service Considerations

- *Accessibility:* Station placement should maximize accessibility for the public, staff, and partnering agencies, considering proximity to high-demand areas (downtown, West Concord, commercial districts, schools).
- *Service distribution:* Although not bound by NFPA-style response times, population shifts (e.g., increased activity in West Concord) can drive the need for flexible station locations and specialized satellite facilities.

### 2. Community Demographics & Service Population

- *Residential patterns:* Facility planning should reflect the diversity of the community: single-family homes, apartments, assisted living, as well as areas with changing demographics and new developments.
- *Service population:* Account for resident and non-resident populations: commuters, visitors, students, hospital patients, and those interacting with schools, business districts, medical facilities, rail and highway corridors, and correctional institutions.
- *Demand forecasting:* Utilize precinct-based data (such as voter counts, which correlate to population shifts), projected development tables, and trends in calls for service for data-driven planning.

### 3. Compliance & Standards

- *ADA accessibility:* Fully compliant for staff, public, and individuals in custody.
- *Police accreditation Standards:* Adherence to state and national law enforcement regulations (e.g., CJIS, NIBRS, PREA for custody areas).
- *Safety & security:* Incorporate standards for secure evidence and record storage, custody spaces, and site surveillance.
- *IT & data security:* Meet requirements for confidential communications, secure server rooms, and digital evidence protection.
- *Environmental & sustainability guidelines:* Leverage energy efficiency and green building standards.

#### 4. Core Facility Functions & Features

- *Dispatch & emergency operations:* Separate, soundproof communications/dispatch center; Emergency Operations Center (EOC) with fiber connectivity, also serving as a training room.
- *Evidence processing center:* Secure facility equipped for advanced processing—fuming, fingerprint recovery, pass-through lockers, high-density evidence and records storage (including secure rooms for drugs, valuables, and assault kits).
- *Family & victim support spaces:* Dedicated, audio-recorded interview rooms for domestic violence/sexual assault cases; conference rooms for families.
- *Confidentiality spaces:* Soundproofed public conference rooms with window shades.
- *Surveillance & security:* Comprehensive site surveillance system (360° coverage), electronic monitoring, security bollards, window security film, fencing, gated entrance/exit, panic buttons throughout the building.
- *Custody & interview areas:* Sight-and-sound compliant cell block area, separate juvenile space, interview/bail room near cell block with secure exit, audio/video recording in all spaces.
- *Armory:* Secure storage for weapons and ammunition.
- *Training & wellness spaces:* On-site gym, training room, outdoor picnic/break area for staff to support health and resilience.
- *Community engagement:* Public meeting rooms, media/cable rooms for outreach and education.
- *Annex & storage:* Outbuilding for seized vehicles, extended evidence handling, and high-density archive storage; redundant server room with cooling.
- *Facility infrastructure:* Simplified, redundant HVAC for reliability; covered parking (solar-equipped) for staff and public; lunchroom/kitchen with water stations.
- *Workspace design:* Private, secure offices/workstations with advanced IT, ergonomic counters, and modern roll call room.
- *Flexibility:* Capacity for expansion to accommodate future staffing, service models, and technological upgrades; modular design for phased renovations and adaptation.

## Concord's Future Fire Needs: Input from the Fire Chief

Effective fire facilities require careful attention to site selection and station design. Unlike police stations, fire station location is tightly governed by response times and geographic coverage—rapid access to emergencies is essential for community safety. Facilities must support a broad range of functions, including fire suppression, EMS, hazardous materials response, training, and equipment maintenance. The station must also be equipped to accommodate future growth, advances in fire service technology, and evolving standards in public safety and health. (See Appendix for the Fire Chief's full report on existing conditions at the Fire stations.)

### 1. Location & Response Considerations

- *Response times:* Optimizing response time is the top priority for station site selection, directly impacting community safety and aligning with NFPA 1710 standards.
- *GIS analysis:* Use geographic information systems to evaluate current and future coverage, ensuring rapid access to high-risk and high-density areas.
- *Recent examples:* Evaluate lessons from nearby builds—Lexington, Natick, and Maynard Fire Stations—to inform best practices.

### 2. Community Demographics & Service Population

- *Residential mix:* Plan for a variety of residential types—single-family homes, multi-family units, assisted living, and apartment complexes—all requiring tailored response strategies.
- *Population density:* Consider higher density areas that may pose increased risks or require specialized apparatus and staffing.
- *Service population:* Don't overlook non-resident groups. Include commuters, hospital patients, visitors, nursing home residents, prison populations, and the presence of transit infrastructure—rail, highways, waterways.

### 3. Compliance & Standards

- **OSHA 1910:** Occupational safety.
- **USFA Fire Station Design Guide:** Guidance on efficient station layout and safety.
- **ISO Public Protection Classification (PPC™):** Impacts homeowner insurance rates and risk assessments.
- **NFPA Standards:** **NFPA 101:** Life Safety Code, **NFPA 1500:** Firefighter Health & Wellness, **NFPA 1581:** Infection Control, **NFPA 1583:** Fitness Programs, **NFPA 1710:** Response time/service delivery benchmarks

#### 4. Core Facility Functions & Features

- *Administrative suites:* Dedicated spaces for fire prevention, training, EMS, and HIPAA-compliant reporting.
- *Medical supply & equipment storage:* Secure, climate-controlled storage for medical supplies and fire equipment.
- *Decontamination & infection control:* Rooms for cleaning equipment, PPE storage & drying, and infection prevention.
- *SCBA maintenance:* Separate compressor and maintenance rooms for breathing apparatus.
- *Fitness & wellness spaces:* On-site gym and recovery areas supporting staff health.
- *Integrated training props:* Station design includes built-in props for realistic scenario training.
- *Maintenance workshops:* Dedicated areas for equipment servicing.
- *Apparatus bays:* Double-depth bays, larger bay doors to accommodate current and future vehicles.
- *Exhaust control:* Advanced diesel and exhaust removal systems for clean indoor air.
- *Emergency Operations Center (EOC):* Flexible space for incident management and staff training.
- *Sustainability:* Incorporate energy-efficient systems and environmentally responsible design.
- *Flexibility:* Modular layouts allow for expansion and adaptation to future needs.

## 5. Peer Benchmarking

Understanding what peer communities are building, and at what cost, is a critical foundation for public safety facility planning in Concord. Peer benchmarking enables us to assess the choices of nearby and comparable municipalities, providing practical lessons for our own process.

By examining real projects recently undertaken by towns with similar populations, service expectations, and geographic challenges, we can answer key questions: Who is building? What types of facilities are they constructing? What do these projects actually cost? Are cost overruns a frequent occurrence, or are communities generally staying within their budgets? And how has the rapid escalation in construction costs affected the ability of towns to bring these projects to completion?

To build this picture, we reviewed a mix of sources, including consulting reports from firms like Tecton and KBA, municipal websites, published media articles, and case studies. Our sample is admittedly selective, reflecting more recent projects in comparable towns and cities, where data are publicly available or have been shared by local experts.

As such, the numbers and approaches captured here should be considered a helpful starting point, not a guarantee of what any project will cost in Concord. The true cost and scope of our facilities will ultimately depend on specifics like design decisions, site constraints, and local market conditions. Once engaged, expert consultants can provide more precise estimates and refine benchmarking data to reflect Concord's particular needs.

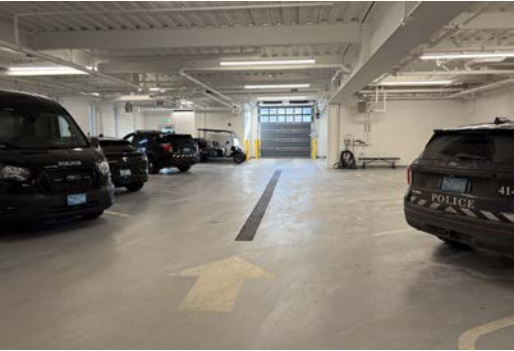
Our survey encompassed a range of facility types and configurations. Most commonly built are police headquarters, fire headquarters, and fire substations, with multiple municipalities favoring combined facilities that integrate police, fire, dispatch, and emergency medical services under one roof. We did not survey renovations, since this data can be harder to both find and trickier as the basis of meaningful comparisons. The town will need an expert consultant to provide more information about the cost of renovations, as appropriate.

When it comes to cost, benchmarking reveals striking variability (see table below). For example, the average construction cost for new fire headquarters and substations is approximately \$825 per square foot in 2026, while police headquarters often average around \$1,150 per square foot. Combined public safety facilities come in higher still, typically exceeding \$1,200 per square foot. These numbers reflect baseline construction costs, but recent history has shown a sharp escalation: since 2020, national construction costs have risen by more than 40 percent, mainly driven by material price increases and, in the Boston area, by substantial wage growth. To project current and future costs, we've used a 3.5 percent annual inflation adjustment, as informed by the Construction Cost Index (CCI), to provide a more realistic outlook for budgets.

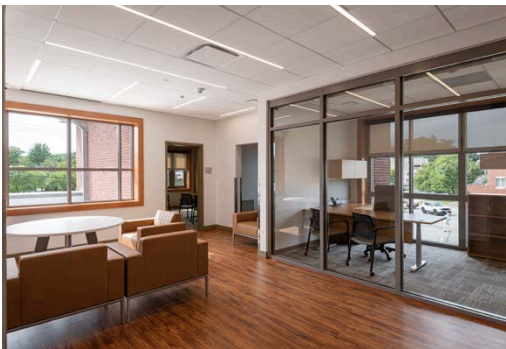
For further benchmarking data for fire facilities in MA and other states, please refer to the Appendices.

<b>Selected Public Safety Facility Construction Costs</b>								
	<i>Location</i>	<i>Description</i>	<i>Year Open</i>	<i>Cost (\$M)</i>	<i>Built Area</i>	<i>Cost/sf Open</i>	<i>Cost/sf 2026</i>	<i>Current Pop</i>
<b>POLICE HQ</b>								
1	Beverly	Police HQ	2021	\$29.0	32,000	\$906	\$1,076	42k
2	Leominster	Police HQ	2023	\$30.0	30,000	\$1,000	\$1,109	44k
3	Shrewsbury	Police HQ	2023	\$42.0	44,300	\$948	\$1,051	39k
4	Lexington	Police HQ	2024	\$35	33,000	\$1,061	\$1,137	34k
5	Burlington	Police HQ	2025	\$46.2	39,000	\$1,185	\$1,226	27k
6	Falmouth	Police HQ	U/C	\$60.0	45,000	\$1,333	\$1,333	33k
	<b>AVERAGE</b>						<b>\$1,155</b>	
<b>FIRE HQ</b>								
1	Maynard	Fire HQ	2022	\$10.3	18,000	\$572	\$656	11k
2	Lexington	Fire HQ	2022	\$19.0	26,000	\$731	\$839	34k
3	Woburn	Fire HQ	2023	\$19.0	27,500	\$691	\$766	45k
4	Auburn	Fire HQ	U/C	\$31.0	30,000	\$1,033	\$1,033	18k
	<b>AVERAGE</b>						<b>\$824</b>	
<b>FIRE SUBSTATION</b>								
1	West Natick	Fire Station	2020	\$14.0	17,000	\$824	\$1,013	37k
2	Needham	Fire Station	2021	\$12.5	22,204	\$563	\$667	32k
3	Acton	Fire Station	2021	\$7.5	12,179	\$616	\$732	24k
	<b>AVERAGE</b>						<b>\$809</b>	
<b>COMBINED POLICE/DISPATCH/FIRE HQ/FIRE SUB</b>								
1	Needham	Police/Fire HQ	2021	\$34.6	60,690	\$570	\$667	32k
2	Dedham	Police/Fire HQ	2023	\$55.0	50,000	\$1,100	\$1,220	25k
3	Pembroke	Police HQ/Fire Sub	U/C	\$50.0	40,000	\$1,250	\$1,250	18k
4	Brockton	Police/Fire HQ/IT	2025	\$150.0	108,000	\$1,389	\$1,437	106k
5	Hingham	Police/Fire HQ	U/C	\$46.0	49,000	\$939	\$939	24k
	<b>AVERAGE</b>						<b>\$1,212</b>	
Notes:								
1. Data gathered from various consulting and media reports, and while useful as baseline figures may not reflect actual final figures.								
2. Inflation adjustments using a 3.5% annual rate. Since early 2020, national construction costs have risen by over 40%, mainly due to material cost increases. Boston area price increases run higher than the national average, mainly due to higher wages.								

Lexington Police HQ



Lexington Fire HQ



Natick Fire Station (not HQ), Exterior



Natick Fire Station (not HQ), Interior



## 6. Options Identification

This section presents a master list of alternatives for Concord's public safety facility planning, assembled by the working group. Our purpose is to clarify what each option means, how it might serve Concord's needs, and to be transparent about the range of pathways considered. Options are grouped by facility type and location, further distinguished by whether they involve maintaining the status quo, renovating existing structures, building new facilities on current sites, or building at new locations.

This section does not evaluate the options: that analysis follows in later sections. Importantly, while we aimed to capture the main options, it is possible there are additional options that could be added as the process moves forward.

The options share some basic terms:

- *Status quo*: Retaining the existing facility as-is, aside from routine repairs, with no major upgrades or expansions.
- *Renovation*: Upgrading the facility to modern standards, addressing critical needs, possibly reconfiguring interior layouts, and possibly expanding the building footprint.
- *Build new (current site)*: Constructing a brand-new facility at the same site, with the potential for expanded or reconfigured space, contingent on suitable available land.
- *Build new (alternate site)*: Building a new facility at a different location, chosen for improved access, space, or operational advantages.

Some options involve distinctions between types of facilities:

- *Fire headquarters (HQ)*: The primary administrative and operational center for the fire department, housing leadership, advanced equipment, training spaces, and serving as the main base for fleet and response coordination.
- *Fire substation*: A smaller, strategically located station providing localized firefighting and EMS response; relies on HQ for administrative and specialized support.
- *Police headquarters (HQ)*: The central facility for police administration, investigations, evidence handling, and core operations; anchors law enforcement in the community.
- *Police satellite office*: A smaller police presence, supporting community engagement and faster response in a specific area, but relying on HQ for command, processing, and specialized services. (In some cases, the need for a satellite was satisfied by a large single office.)
- *Public safety campus*: An integrated site hosting multiple agencies or functions (police/fire HQs, substation, satellite), designed for shared efficiencies and collaboration.

## Set 1: Options for a new Fire HQ in West Concord

The first set of options is a response to the opportunity of shifting the Fire HQ to West Concord. A fire HQ is the primary facility for the department, providing housing, operations, advanced equipment, training spaces, most administrative activities, and serving as the main base for fleet, staff, and response coordination. Options range from maintaining or renovating the current station, to building a new HQ either at the existing Main Street site (assuming additional land can be acquired to accommodate the larger building footprint and circulation areas), or building a new HQ an alternate location in West Concord.

	<b>Option</b>	<b>Description</b>	<b>Location</b>	<b>Facility Type</b>
1A	Status Quo	Keep existing station, repair as necessary, no substantial improvements	1201 Main Street (West Concord)	Fire HQ
1B	Renovate	Upgrade existing station, renovate to meet future needs	1201 Main Street (West Concord)	Fire HQ
1C	Build New Fire HQ at Main St.	Build new main fire HQ in West Concord, at the current site, if additional adjacent property can be acquired	1201 Main Street (West Concord)	Fire HQ
1D	Build New Fire HQ, Site TBD	Build new main Fire HQ in West Concord, at an alternate site, TBD	TBD (West Concord)	Fire HQ

## Set 2: Options for a New Fire Substation in Concord Center

The second set of options is a response to the opportunity to reduce the scale of the fire services in Concord Center to the “substation” level, if the HQ moves to West Concord. Fire substations (sometimes called satellite stations, neighborhood stations, or engine houses) enhance emergency coverage by providing strategic, localized response capacity across the district, especially in areas distant from headquarters. Substations are typically smaller than HQs, offering basic firefighting and EMS functions, but relying on the central HQ for administrative, specialized, or training needs. Options include keeping or renovating the existing Walden Street facility, or constructing a new substation either on the current site or elsewhere in Concord Center.

	<b>Option</b>	<b>Description</b>	<b>Location</b>	<b>Facility Type</b>
2A	Status Quo	Keep existing fire station, convert to “substation” scale,	Walden Street (Concord Center)	Fire Substation

		repair as necessary, no substantial improvements		
2B	Renovate	Upgrade existing fire station, convert to “substation” scale, renovate to meet future needs	Walden Street (Concord Center)	Fire Substation
2C	Build New Fire Substation at Walden St	Build new fire substation in Concord Center, at the current site on Walden Street	Walden Street (Concord Center)	Fire Substation
2D	Build New Fire Station, Site TBD	Build new fire substation in Concord Center, at an alternate site, TBD	TBD (Concord Center)	Fire Substation

### Set 3: Options for a new Police HQ

The third set of options addresses the Police HQ as having more flexible location attributes than the fire HQ, since officers often respond to emergencies while off-site. The Police HQ is the central facility for law enforcement, containing administration, investigation, evidence processing, holding areas, and core response teams. As with fire HQ, this facility anchors police operations and interacts with substations or satellite offices (if they exist). These options cover keeping or renovating the current Walden Street building, or building a new HQ either at the current site or another location anywhere in Concord.

	Option	Description	Location	Facility Type
3A	Status Quo	Keep existing police HQ, repair as necessary, no substantial improvements	Walden Street (Concord Center)	Police HQ
3B	Renovate	Upgrade existing police HQ, possibly expand to take over entire building if fire substation located elsewhere, renovate to meet future needs	Walden Street (Concord Center)	Police HQ
3C	Build New Police HQ, at Walden St.	Build new Police HQ in Concord Center, at the current site on Walden Street	Walden Street (Concord Center)	Police HQ
3D	Build New Police HQ, Site TBD	Build new Police HQ, at an alternate site, TBD	TBD (Anywhere in Concord)	Police HQ

## Set 4: Other Options, Combinations

The fourth set of options examines other approaches for organizing Concord’s public safety facilities, focusing on combinations that could lead to increased operational efficiency and reduced overall space needs through shared resources. One option is to create a single, combined headquarters in West Concord for both the police and fire departments. By integrating both departments under one roof, the Town could streamline operations, consolidate common functions such as training, meeting spaces, and infrastructure, and potentially save on total facility square footage.

Another option builds on this idea by pairing a new fire headquarters in West Concord with a smaller, satellite police office located within the facility. This allows for shared site amenities and increased police presence in West Concord, without fully relocating the main police headquarters, taking advantage of joint infrastructure while maintaining specialized spaces.

Alternatively, Concord could construct three stand-alone facilities—a new fire headquarters in West Concord, a police headquarters in Concord Center, and a fire substation also in Concord Center—to provide dedicated coverage for both central and outlying areas. (Note that this option also arises through choosing options C or D in all three earlier sets.)

Finally, the Town could consider a unified public safety campus that brings all police and fire functions together at a single site, maximizing efficiencies through shared spaces, centralized administration, and joint technology and operational systems. However, the feasibility of this option depends on whether a location can be found that meets response time standards.

	<b>Option</b>	<b>Description</b>	<b>Location</b>	<b>Facility Type</b>
4A	Combine Fire HQ and Police HQ in West Concord	Build combined Fire HQ & Police HQ	Main St./ Alt. Site (West Concord)	Fire HQ + Police HQ
4B	Combine Fire HQ and Police Satellite in West Concord	Build Fire HQ & Police satellite office	Main St./ Alt. Site (West Concord)	Fire HQ + Police Satellite
4C	Build three new separate facilities, in different locations	Build three stand-alone buildings: Fire HQ (West Concord), Police HQ (Center), Fire Substation (Center)	West Concord/ Concord Center	Fire HQ + Fire Substation + Police HQ
4	Build one central campus, housing Fire HQ and Police HQ	Build new public safety campus combining all needs, if site supports standards	TBD (as identified)	Fire HQ + Police HQ

## 7. Evaluation Criteria

Evaluation criteria are the standards used to compare the different options for Concord’s reviewing public safety facilities. The subgroup sought to select criteria to ensure the process is transparent and rooted in what matters most for Concord: operational effectiveness for public safety services, cost, community accessibility, and the facility’s ability to adapt over time. These benchmarks help guide discussions about pros and cons such as the impact on response times, the upfront and ongoing costs to taxpayers, risks to service continuity during construction or renovation, and accessible public safety services for a changing community.

It is important to note that since this assessment was completed on a rapid timeline and with limited data, our criteria are necessarily high-level and preliminary. Cost figures, for example, are order-of-magnitude estimates based on comparable projects, not detailed budget projections. Our judgments about operational and community impacts rely on our collective experience and publicly available data, not exhaustive analytics. As the planning process advances, as experts are engaged and more information emerges, we expect these criteria to become more refined, offering deeper insight and more reliable comparisons to inform future decisions.

### Criteria Used

- *Operational efficiency:* Measures how well each option enables essential functions for police, fire, EMS, and dispatch. This includes service effectiveness (meeting current and anticipated demand), response times (especially crucial for fire and EMS), and facility capacity (space for staff, vehicles, equipment, and flexibility for future growth).
- *Cost:* Considers both upfront capital costs (land, construction, engineering) and life-cycle costs (maintenance, utilities, upgrades, staffing). Estimates are based on order-of-magnitude benchmarking and recent comparable projects. Exact costs will become clearer with further site studies and design development.
- *Community impact:* Looks at how each option affects equity, accessibility, and public trust. This includes physical accessibility for residents and visitors, potential for community engagement, visibility of public safety services, and responsiveness to demographic shifts. Community engagement will further refine these factors.
- *Disruption:* Assesses the risk to ongoing operations during construction, renovation, or relocation. This includes the likelihood of service interruptions, temporary relocations, or phased operations needed to maintain continuity—especially for critical emergency services.
- *Flexibility & sustainability:* Evaluates how adaptable and environmentally responsible each facility option is. Flexible, modular spaces can accommodate changes in staffing, technology, and service models. Sustainable design practices, like energy efficiency and climate resilience, are important town values, and future-proof the Town’s investments.
- *Risk management:* Considers readiness for unknowns: budgeting challenges, regulatory hurdles, and unexpected site or environmental constraints. Good options allow contingency planning and adaptability to shifting conditions.

## 8. Discussion

In evaluating the sixteen public safety facility options, our subgroup relied on transparent, community-centered criteria: operational effectiveness, cost, community accessibility and impact, minimization of disruption, and flexibility for the future. While each option has strengths and weaknesses, the realities of Concord's needs and resources meant several could be eliminated from consideration outright, others are likely to be set aside pending further study, and the remainder move forward for detailed review.

### Eliminated Options

#### **Status Quo (Options 1A, 2A, 3A):**

Retaining current facilities without upgrade or expansion, while cost-effective in the short term and causing minimal disruption, was unanimously recommended for elimination. These options fail to address critical space, access, and operational shortcomings, for both fire and police, outlined in staff reports and reflected in the existing condition assessments. Continued reliance on outdated infrastructure would defer problems and almost certainly increase long-term maintenance costs, without meeting Concord's public safety needs.

#### **Renovation of West Concord Fire Station (Option 1B):**

Renovating the existing West Concord Fire Station was also eliminated. While somewhat less expensive than building new, structural and siting limitations, and the inability to adequately expand or modernize the facility, made this option impractical relative to its expected lifespan and investment required.

### Likely Eliminated Pending Further Study

#### **Renovation of Walden Street Facilities (Options 2B, 3B):**

Renovations of the Walden Street fire and police buildings are likely to be eliminated. Both suffer from site constraints, odd interior layouts, and limitations in expansion potential. While renovation might offer lower upfront cost and preserve sites' central locations, they may fail to achieve the core standards needed for modern operations, especially regarding accessibility and specialized spaces. However, a final decision awaits the results of a consultant's cost study, as well as further assessment of the Walden site's adaptability.

#### **Single Central Campus (Option 4D):**

The idea of a single public safety campus could theoretically optimize operational synergy and create shared efficiencies. However, initial analysis suggests it may compromise fire response times and would require significant land acquisition, making it unlikely and recommended for elimination unless further studies can address these concerns.

### Options Currently Under Review

#### **New Builds on Same Sites (Options 1C, 2C, 3C):**

Building new facilities at their current locations, on Main Street for West Concord Fire HQ and Walden Street for Fire Substation and Police HQ, remains under consideration and is among the most efficient options if sites are viable. These options benefit from familiarity, owned land, and established community presence. However, they hinge on being able to acquire additional land (especially for Main Street), as well as manage construction-related disruption. A dedicated

building advisory committees and professional consultants will be needed to guide design and public input, especially if expansion is required.

**New Builds on Alternate Sites (Options 1D, 2D, 3D):**

Alternatives involving new facilities on new sites will only move forward once current site options are fully evaluated. The flexibility of a new site could ease design limitations and reduce disruption to ongoing operations, but would add time for site identification, acquisition, and planning. This set requires further site search and detailed study by experts.

**Combination and Stand-alone Options (Options 4A, 4B, 4C):**

Combining Fire HQ and Police HQ at a shared West Concord site (Option 4A) or pairing a Fire Substation with Police HQ in Concord Center (Option 4B) offer capital and operational efficiencies. These options could streamline administration, reduce overall square footage, and support shared infrastructure. They do, however, risk complicated massing and site constraints, particularly on Main Street or Walden Street, where acquiring adjacent parcels may be necessary. Plus, in a matter needing more investigation, our cost benchmarking shows that these facilities are often more expensive to build based on per square foot costs.

Building three stand-alone facilities (Option 4C)—a Fire HQ in West Concord, a Police HQ in Concord Center, and a Fire Substation in Concord Center—maximizes flexibility and specialized space for each department. While potentially the most responsive to operational needs, it is also the most expensive and could multiply service disruptions and site acquisition needs.

**Trade-Offs and Recommendations**

Each remaining option comes with trade-offs—balancing capital costs, site acquisition, construction timelines, operational efficiency, and community impact. Staff perspectives stress the importance of future-ready facilities, modern training and evidence processing areas, and ADA compliance. Maintaining core operations during construction or renovation will be essential for uninterrupted emergency response.

Current data are preliminary, and many assumptions, including cost estimates, site suitability, and operational impacts, depend on detailed future studies. As options are narrowed, engagement with expert consultants, input from the community, and careful consideration of site-specific challenges and opportunities will be necessary to inform decision-making.

**SET 1: EXISTING FIRE STATION, WEST CONCORD (Main Street)**

	<i>Option</i>	<i>Cost</i>	<i>Pros</i>	<i>Cons</i>
1A	<b>STATUS QUO ELIMINATED</b>	<u>Cost</u> : \$ Low <u>Lifespan</u> : Low (5-10 yrs) <u>Scope</u> : Low <u>Timing</u> : Immediate	Low capital cost; minimal service disruption	<b>Cannot meet FIRE HQ/WC needs</b> , defers problems rather than solving; high operating/maintenance costs; building condition, capacity, and location remain issues; does not solve equipment storage issues; staff areas remain substandard
1B	<b>RENOVATE ELIMINATED</b>	<u>Cost</u> : \$\$ Med/High (\$500-600 sf) <u>Lifespan</u> : 20-30 yrs <u>Scope</u> : High <u>Timing</u> : 5 years	Lower cost than new build (w shorter lifespan), retain historic façade/streetscape (could be acknowledged in design of new build), good location central to West Concord service area	<b>Cannot meet FIRE HQ/WC needs</b> , not cost effective relative to lifespan; structure is old, cannot be expanded to needed size and modern functions; not efficiently sited on for new main station configuration; service disruptions
1C	<b>BUILD NEW FIRE HQ</b> at current Main St. site, with additional land for expansion	<u>Cost</u> : \$\$\$ High (\$800 sf) <u>Lifespan</u> : 30-50 yrs <u>Scope</u> : High <u>Timing</u> : 5 years (priority)	<b>Can deliver FIRE HQ station in WC</b> , meeting growing service needs; cost effective relative to lifespan; upgrades building/equipment to modern standards; externalities tolerated by adjacent uses; could also deliver POLICE station, or fire substation	High capital cost, broader scope, longer timeline; service disruption would need solution; requires land acquisition (costs unclear), dedicated committee, design consultants, public review
1D	<b>BUILD NEW FIRE HQ</b> at alternate site in WC	<u>Cost</u> : \$\$\$ High (\$800 sf) <u>Lifespan</u> : 30-50 yrs <u>Scope</u> : High <u>Timing</u> : 5 years (priority)	<b>All above, plus</b> new site could offer additional design and site planning flexibility, avoid service disruption by using WC station while new being built	<b>All above, plus</b> added time of site selection process, tolerance of adjacent parcels for public safety facilities

**SET 2: EXISTING FIRE STATION, CONCORD CENTER (Walden St.)**

	<i>Option</i>	<i>Cost</i>	<i>Pros</i>	<i>Cons</i>
2A	<b>STATUS QUO ELIMINATED</b>	<u>Cost</u> : \$ Low <u>Lifespan</u> : Low (5-10 yrs) <u>Scope</u> : Low <u>Timing</u> : Immediate	Low capital cost; minimal service disruption	<b>Cannot meet FIRE HQ needs</b> : site is too small; defers problems rather than solving; high operating/maintenance costs; building condition, capacity, and location remain issues; does not solve equipment storage issues
2B	<b>RENOVATE LIKELY ELIMINATED Cost study needed</b>	<u>Cost</u> : \$\$ Med - High (\$500-\$600/sf) <u>Lifespan</u> : Med (20-30 yrs) <u>Scope</u> : High <u>Timing</u> : 5-10 years	<b>Could possibly deliver FIRE SUB station</b> , lower cost than new build (w shorter lifespan), good location for Concord Center, externalities well tolerated by adjacent uses; Walden St. site has limited alternative uses currently	<b>May not adequately deliver FIRE SUB station</b> : site is small, reno. not cost effective relative to lifespan; existing structure is odd layout; footprint cannot be expanded; site configuration, wetland/drainage limitations
2C	<b>BUILD NEW FIRE SUB at Walden site</b>	<u>Cost</u> : \$\$\$ High (\$800+/sf) <u>Lifespan</u> : High (30-50 yrs) <u>Scope</u> : High <u>Timing</u> : 5-10 years (priority)	<b>Can deliver FIRE SUB station</b> , meeting response time needs in CC; new build more cost effective to lifespan; upgrades buildings, systems, equipment to modern standards; externalities tolerated by adjacent uses, <b>possibly combine with new POLICE HQ (Option 4B)</b>	High capital cost, broader scope, longer timeline; service disruption would need solution; requires land acquisition to expand site area (costs unclear), dedicated committee, design consultants, public review;
2D	<b>BUILD NEW FIRE SUB STATION at alternate site</b>	<u>Cost</u> : \$\$\$ High (\$800+/sf) <u>Lifespan</u> : High (30-50 yrs) <u>Scope</u> : High <u>Timing</u> : 5-10 years (priority)	<b>All above, plus</b> depending on site, could deliver additional design and site planning flexibility;	<b>All above, plus</b> added time of site selection process, tolerance of adjacent parcels for public safety facilities;

**SET 3: POLICE HQ, CONCORD CENTER (Walden St.)**

	<i>Option</i>	<i>Cost</i>	<i>Pros</i>	<i>Cons</i>
3A	<b>STATUS QUO ELIMINATED</b>	<u>Cost</u> : \$ Low <u>Lifespan</u> : Low (5-10 yrs) <u>Scope</u> : Low <u>Timing</u> : Immediate	Low capital cost; minimal service disruption	<b>Cannot meet POLICE needs</b> : defers problems rather than solving; condition and capacity remain issues; configuration is odd; does not solve specialized space needs: sally port, dispatch, parking, etc.
3B	<b>RENOVATE LIKELY ELIMINATED Cost study needed</b>	<u>Cost</u> : \$\$ Med - High (\$500-\$600/sf) <u>Lifespan</u> : Med (20-30 yrs) <u>Scope</u> : High <u>Timing</u> : 5 years	<b>Could possibly deliver POLICE HQ</b> , possibly lower cost than new build (w shorter lifespan), established location in Concord Center, externalities well tolerated by adjacent uses; Walden St. site has limited alternative uses currently.	<b>May not adequately meet POLICE needs</b> : site is small, renovation not cost effective relative to lifespan; existing structure is odd layout; footprint cannot be expanded b/c site configuration limitations, wetland/drainage, etc.
3C	<b>BUILD NEW POLICE HQ at current Walden site</b>	<u>Cost</u> : \$\$\$ High (\$800+/sf) <u>Lifespan</u> : High (30-50 yrs) <u>Scope</u> : High <u>Timing</u> : 5-10 years (WC building highest priority)	<b>Can deliver POLICE HQ</b> , meeting town-wide service needs; new build more cost effective to lifespan; upgrades building and services to modern standards; externalities tolerated by adjacent uses, <b>possibly combine with new FIRE SUB (Option 4B)</b>	High capital cost, broader scope, longer timeline; service disruption would need solution; requires dedicated committee, design consultants, public review; remaining concerns about site configuration, size, drainage, etc.
3D	<b>BUILD NEW POLICE HQ at alternate site</b>	<u>Cost</u> : \$\$\$ High (\$800+/sf) <u>Lifespan</u> : High (30-50 yrs) <u>Scope</u> : High <u>Timing</u> : 5-10 years (WC building highest priority)	<b>All above, plus</b> depending on site, could deliver additional design and site planning flexibility, <b>possibly combine with MAIN FIRE Station in West Concord (Option 4A)</b>	<b>All above, plus</b> added time of site selection process, tolerance of adjacent parcels for public safety facilities;

## SET 4: OTHER OPTIONS, COMBINATIONS

	<i>Option</i>	<i>Cost</i>	<i>Pros</i>	<i>Cons</i>
4A	<b>FIRE HQ + POLICE HQ in West Concord</b>	<u>Cost</u> : \$\$\$ High (\$1200+/sf) <u>Lifespan</u> : High (30-50 yrs) <u>Scope</u> : High <u>Timing</u> : 5 years (WC fire is highest priority)	Reduces capital and operating costs through combination of two functions into one building; <u>plus</u> the advantages of new FIRE HQ in WC, and new POLICE station	Service disruptions in WC during construction; acquisition of adjacent parcels required to accommodate building footprint, massing may be large for Main Street, site constraints
4B	<b>FIRE SUB + POLICE HQ, in Concord Center</b>	<u>Cost</u> : \$\$\$ High (\$1200+/sf) <u>Lifespan</u> : High (30-50 yrs) <u>Scope</u> : High <u>Timing</u> : 10 years (WC fire is highest priority)	Reduces capital and operating costs through combination of two functions into one building; <u>plus</u> the advantages of new SUB FIRE station in CC, and new POLICE station; Walden site can accommodate larger massing	Service disruptions in CC (fire) during construction, and town-wide police; Walden St. site may be too small, awkwardly configured for both functions
4C	<b>Build three new STAND-ALONE BUILDINGS</b>	<u>Cost</u> : \$\$\$ High (\$800-1200/sf) <u>Lifespan</u> : High (30-50 yrs) <u>Scope</u> : High <u>Timing</u> : 5-10 years (WC building highest priority)	Maximum flexibility for each building type, would require at least one additional site as Main St./Walden St. too small for 3 stand-alone, frees up POLICE station location to broader possibilities	Highest capital cost, lost efficiencies of combining buildings and sites, broader scope, longer timeline; service disruption would need solution
4D	<b>SINGLE CENTRAL CAMPUS LIKELY ELIMINATED Need response time study</b>	<u>Cost</u> : \$\$\$ High (\$1200+/sf) <u>Lifespan</u> : High (30-50 yrs) <u>Scope</u> : High <u>Timing</u> : 5-10 years (WC building highest priority)	Reduces capital and operating costs through combination of all functions into one building; operating, training, and morale synergies from being on same campus	<b>Centralized location likely to present fire response time issues</b> , requires acquisition of large parcel in a centralized location

## 9. Recommendations

The public safety subgroup offers the following recommendations to the LUWG for further consideration:

1. **THAT** Concord's public safety facilities require significant upgrading to reliably meet current and future demands.
2. **THAT** the priority order for addressing public safety facilities is as follows:
  - *First priority/most urgent:* Consider a new Fire HQ in West Concord
  - *Second priority/urgent:* Consider a new/renovated Police HQ in either Concord Center or West Concord
  - *Third priority/less urgent:* Consider a new/renovated Fire Substation in Concord Center
3. **THAT** the evaluation results identify the following options for detailed review:
  - *New Fire HQ in West Concord:*  
Addressing service demand growth in West Concord, first consideration should be given to building on the existing Main Street site, provided adjacent parcels can be acquired to accommodate the necessary footprint efficiently and cost-effectively. If this is not feasible, an alternate site in West Concord should be evaluated.
  - *New Police HQ in Concord Center or West Concord:*  
In response to increasing public safety needs and specialized facility requirements, detailed review should include either renovating or building new at the existing Walden Street site, OR locating in West Concord (potentially with the new Fire HQ), OR selecting another suitable site in Town. Alternative combinations with other facilities may also be considered.
  - *New Fire Substation in Concord Center:*  
To sustain fire and emergency services in Concord Center, detailed review should include renovating or building new at the existing Walden Street site, OR on an alternate site in the Concord Center area, OR in combination with other public safety facilities.
4. **THAT** the LUWG recommend to the Select Board that a Public Safety Facilities Building Advisory Committee be created, without waiting until the delivery of the final LUWG in June 2026, so that necessary feasibility and analysis can be undertaken by outside consultants to inform next steps.

## 10. Next Steps

*Phase I work complete:* The three subgroup will present their reports to the Land Use Working Group (LUWG) during the month of February 2026. Upon receipt, review, and discussion, the LUWG will prepare group-wide recommendations and a Phase I Summary Report to present to the Select Board.

Pending further discussion of the LUWG, the subgroup recommends that the following opportunity properties be eliminated from consideration for public safety facility uses:

- For fire services: MCI Concord, 2229 Main Street, Keyes Road, Peabody, Ripley, and Harvey Wheeler.
- For police services: MCI Concord, Peabody, and Ripley.

*Phase II work begins:* The LUWG will continue to meet to discuss the “opportunity parcels” in the context of other land uses, such as housing, economic development, and recreation. The final report of the LUWG is scheduled for delivery in June 2026.

In the interim, the public safety subgroup would like to encourage the Select Board to establish a dedicated public safety facilities advisory committee to lead subsequent phases of work specific to our needs in the police, fire, EMS, and dispatch categories, without waiting for the delivery of the final LUWG report. This committee could:

- Procure and supervise expert fire, police, EMS, and dispatch facility planning and design consultants;
- Make recommendations regarding future building needs, locations, designs, costs, and fiscal impacts, including innovative capital structure approaches such as public-private partnerships; and
- Make a final determination about the feasibility of renovating the existing Walden Street building.

## Appendices

- A. Report from Police Chief Mulcahy on the condition of police facilities
  - B. Report from Police Chief Mulcahey on the future needs for police services
  - C. Report from Fire Chief Whitney on the existing conditions and future needs for fire facilities
  - D. Current Heat Map of public safety calls, 2024
  - E. Selected cost and size benchmarking data for new facilities in New England, MA, and peer municipalities
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## Appendix A:

### Report from Police Chief Mulcahy on Existing Conditions of Concord Police Station

## Police Department Facility Comparison

(Current)
1960s-Era Facility (Current)
<p style="text-align: center;"><b><u>Inefficient layout, outdated systems:</u></b></p> <ul style="list-style-type: none"><li>● Office space is limited and scattered throughout the building.</li><li>● Administrative offices are uneven in size and lack space along with privacy.</li><li>● Some offices are secured with a key while others have FOB access. Some have both.</li><li>● Five (5) Patrols supervisors share one office, with limited filing space and computer space, Also there is no privacy to meet with staff.</li><li>● Patrol Division Commander (Lieutenant) is on the second floor away from patrol staff. This limits availability as this office should be on first floor rear sergeants and staff coming and going.</li><li>● Officers have only two work spaces in an open room (squad room). No privacy. Room doubles as a ready room and lunchroom with constant foot traffic coming thru.</li><li>● Second floor “staff” room is used for roll calls, another lunchroom, training room, and small meeting room. No dedicated roll call / ready room.</li><li>● Second floor office space is scattered with only two available offices for the following: training, Safety Officer, Accreditation, Records Clerk, Mental Health Clinician. Spaces and records keeping is limited and well undersized if available at all.</li><li>● Second floor detectives have desks on an open floor plan with no privacy to make phone calls and extremely limited file space. Detective Sergeant has no office.</li><li>● Patrol Division Commander (lieutenant) has small office big enough for one. With limited file and storage space.</li><li>● Records room is vastly undersized and cannot hold a modern filing system. The building / structure is too weak to support a modern system.</li><li>● Second floor interview room is not in a secure location and serves as a small meeting room as well.</li><li>● Second floor evidence room is not secure and could be entered thru the ceiling. There are limited cameras for surveillance in place due to location. The structures within are undersized and sufficient to handle all evidence recovered.</li></ul>
<p style="text-align: center;"><b><u>Not ADA compliant:</u></b></p> <p>Building has some modifications but is not ADA compliant for wheelchair access and other mobility impaired individuals.</p>
<p style="text-align: center;"><b><u>Minimal evidence processing area</u></b></p> <ul style="list-style-type: none"><li>● Evidence room is undersized</li><li>● There is no secure location to hold large pieces of evidence</li><li>● There is no location for Motor vehicles that are seized and need to be secured for processing and/or held.</li><li>● No secure location for other large items such as bicycles, trailers, etc...</li><li>● There is no dedicated workspace to process evidence (fingerprinting, examination)</li></ul>

- There are no dedicated lockers for securing firearms in evidence (old gym lockers are being used which are outdated).

**Shared spaces and computers:**

- Insufficient number of work stations: Only three computer stations available for staff on any given shift. Sergeants five (5) share one of the three at one desk.
- No private space to conduct interviews of witnesses and victims
- No “quiet” or “safe” space
- No private space for sergeants to meet with staff.

**Limited parking**

- Station parking is extremely limited at 32 spaces:
  - 32 spaces includes:
    - One (1) Handicap space
    - One (1) Tesla charging station
    - One (1) Motorcycle Trailer
    - Four (4) Electric Vehicle Charging stations
    - Eighteen (18) spaces allocated for police vehicles
  - Fourteen spaces left for staff and the public. Dayshift staff accounts for, at a minimum, 12 of those spots. This leaves two for the general public.
  - Meeting groups are forced to park along the street
- \*\*If CFD has a Fire truck parked along their side of the building, vehicles cannot exit out that side as dictated by the design of the lot.

**Minimal secure sally port**

- Police garage is limited to holding one vehicle
- If there are multiple arrests, one vehicle needs to wait for the other to unload or to remove prisoners in the parking lot. NOT SAFE.
- Newer Police Stations have at minimum, three or more oversized garage bays to bring cruisers into
- Newer Police Stations also have at least one oversized dedicated garage bay for storing and securing vehicles (stolen, seized, impounded)
- Modern Police Stations have dedicated space for police motorcycles, ATV’s, UTV,s and other secondary equipment. This would include equipment storage for those types of vehicles.

**Minimal dispatch center**

- Dispatch Center is undersized with no room for expansion. Computer server and other dedicated equipment are split between the first and third floors
- There is no separation between dispatch stations which is needed to control excess “noise”
- No storage space for personal items or duty gear
- No dedicated supervisor office in close proximity to dispatch
- 911 and other servers do not have dedicated space

**Minimal Emergency Operations Center (EOC)**

- EOC center also serves as a meeting room and training room
- EOC is one room versus having multiple workspaces
- Work areas are not isolated for sound.
- No private areas.

<p style="text-align: center;"><b><u>Minimal training or fitness facilities</u></b></p> <ul style="list-style-type: none"> <li>• No dedicated Training facility</li> <li>• Shared fitness facility with FD which has limited space</li> </ul>
<p style="text-align: center;"><b><u>Minimal community space</u></b></p> <ul style="list-style-type: none"> <li>• Shared space with EOC,</li> <li>• No dedicated area,</li> <li>• Not secure</li> </ul>
<p style="text-align: center;"><b><u>Minimal family or victim spaces</u></b></p> <ul style="list-style-type: none"> <li>• No dedicated area</li> <li>• Currently use whatever common areas available</li> </ul>
<p style="text-align: center;"><b><u>Minimal confidentiality features</u></b></p> <ul style="list-style-type: none"> <li>• No dedicated area</li> <li>• Currently use whatever common areas available</li> </ul>
<p style="text-align: center;"><b><u>Minimal security</u></b></p> <ul style="list-style-type: none"> <li>• Building is not completely secure, can be accessed without restrictions</li> <li>• Some areas are FOB access, some are key access, some both</li> </ul>
<p style="text-align: center;"><b><u>• Minimal site surveillance</u></b></p> <ul style="list-style-type: none"> <li>• Current exterior and interior camera system are ten (10) plus years old</li> <li>• Equipment is outdated</li> </ul>
<p style="text-align: center;"><b><u>Minimal secure perimeter</u></b></p> <ul style="list-style-type: none"> <li>• No secure, fenced in area for cruisers, personal vehicles</li> </ul>
<p style="text-align: center;"><b><u>Minimal annex for seized vehicles</u></b></p> <ul style="list-style-type: none"> <li>• No dedicated secure area for securing and storing seized vehicles</li> <li>• No dedicated area for securing large items seized or recovered as evidence</li> </ul>
<p style="text-align: center;"><b><u>Minimal staff wellness space</u></b></p> <ul style="list-style-type: none"> <li>• No dedicated area</li> </ul>
<p style="text-align: center;"><b><u>Minimal dedicated cell block</u></b></p> <ul style="list-style-type: none"> <li>• Limited space for cell blocks</li> <li>• Juvenile / Female cell located in rear of un-secureable garage</li> </ul>
<p style="text-align: center;"><b><u>Minimal interview/bail space</u></b></p> <ul style="list-style-type: none"> <li>• Interview located in un-secure area</li> <li>• Interview room doubles as small conference room</li> <li>• No dedicated bail space</li> </ul>
<p style="text-align: center;"><b><u>Minimal recording</u></b></p> <ul style="list-style-type: none"> <li>• Booking room recording is limited by space</li> <li>• Cellblock recording system outdated, tied into overall building camera system</li> <li>• Interview recording system in shared room</li> </ul>
<p style="text-align: center;"><b><u>Minimal panic systems</u></b></p> <ul style="list-style-type: none"> <li>• Panic system in booking and cellblock areas only</li> <li>• Outdated, from original design</li> <li>• Triggers a wired “blue” light as a signal, prone to not working</li> </ul>
<p style="text-align: center;"><b><u>Limited armory</u></b></p> <ul style="list-style-type: none"> <li>• Small room on second floor</li> <li>• Lacks space to store all necessary items such as targets, and other large sized training equipment</li> <li>• Not convenient for large ammo deliveries or accessing items for training</li> </ul>

<b><u>Outdated HVAC</u></b>
<ul style="list-style-type: none"> <li>● HVAC system inconsistent throughout building</li> <li>● Prone to failures</li> <li>● No climate control -too cold in summer in some areas, too cold in winter</li> <li>● No ventilation (windows) on first floor</li> </ul>
<b><u>Minimal secure server space</u></b>
<ul style="list-style-type: none"> <li>● Third floor server room is the only secure room</li> <li>● Some servers unsecured on first floor</li> <li>● Not enough dedicated space for servers</li> <li>● Small closet dedicated to some phone and computer equipment on first floor unsecured</li> </ul>
<b><u>Paper storage only</u></b>
<ul style="list-style-type: none"> <li>● Small closet on second floor can only house paper</li> <li>● Limited accessibility for 24 hour staff</li> <li>● No location to house other office supplies</li> </ul>
<b><u>Outdated roll call area</u></b>
<ul style="list-style-type: none"> <li>● Roll call room located on second floor</li> <li>● Limited space</li> <li>● Round table set up</li> <li>● No monitor to display shift briefings</li> <li>● Limits the ability to rapidly deploy as some equipment is not only available on the first floor squad room.</li> <li>● No cooktop</li> </ul>
<b><u>Outdated staff kitchen (limited)</u></b>
<ul style="list-style-type: none"> <li>● Kitchen consists of refrigerator sink and toaster on first floor</li> <li>● Second floor (Roll Call room) has dorm size fridge</li> <li>● No additional space for staff to store perishable food</li> <li>● No cooktop</li> </ul>
<b><u>Minimal ergonomics</u></b>
<ul style="list-style-type: none"> <li>● Layout and structure of building is scattered</li> <li>● Not “user” friendly, difficult to navigate</li> <li>● Offices, staff room and squad room are not in close proximity to each other</li> <li>● Booking area is one of two entrances into squad room. Booking area should be isolated and not serve as a second entrance when not in use.</li> </ul>
<b><u>Outdated detective bureau (small, limited)</u></b>
<ul style="list-style-type: none"> <li>● Workspace are limited (3 large, 2 small spaces)</li> <li>● No barriers for privacy</li> <li>● Desks are “leftovers” from other departments</li> <li>● HVAC is not consisted</li> <li>● No dedicated space to secure evidence while working on a case</li> </ul>
<b><u>Outdated archive storage (limited capacity)</u></b>
<ul style="list-style-type: none"> <li>● Third floor</li> <li>● Not secure, doubles as a location for janitorial services</li> <li>● No secure racks or other devices for storage</li> </ul>

## Appendix B:

### Report from Police Chief Mulcahy on Future Needs for Concord Police Station

#### Police Department Facility Comparison

1960s-Era Facility (Current)	Modern 21st-Century Facility (Proposed)
Inefficient layout, outdated systems	Efficient, future-ready design (single-floor for accessibility or two-story with expansion capacity)
Not ADA compliant	Fully ADA compliant throughout
Minimal evidence processing area	Dedicated Evidence Processing Center with fuming, fingerprint recovery, pass-through lockers
Shared spaces and computers	Private, secure offices and workstations with modern IT infrastructure
Limited parking	Covered parking with solar panels for all staff and public areas
Minimal secure sally port	Multi-bay sally port directly attached to building
Minimal dispatch center	Separate, soundproof Communications/Dispatch Center
Minimal Emergency Operations Center	Emergency Operations Center (EOC) with fiber connectivity (doubles as training room)
Minimal training or fitness facilities	Training room and on-site gymnasium
Minimal community space	Public meeting room and local cable/media room for outreach
Minimal family or victim spaces	Dedicated interview rooms for domestic violence & sexual assault; two family conference rooms (audio-recorded)
Minimal confidentiality features	Public conference rooms with shades and soundproofing
Minimal security	Security bollards, security film on windows, fencing, gated entrance/exit
Minimal site surveillance	Full exterior camera system, 360° coverage, including rear of building
Minimal secure perimeter	Fenced site with electronic monitoring
Minimal annex for seized vehicles	Annex/outbuilding for seized cars, storage, and evidence processing
Minimal staff wellness space	Outdoor picnic/break area with tables for staff
Minimal dedicated cell block	Cell block area: sight & sound compliant; separate juvenile area

Minimal interview/bail space	Interview & bail room near cell block with side exit to secure lot
Minimal recording	Audio/video recording in all custody and interview spaces
Minimal panic systems	Panic buttons throughout building
Limited armory	Dedicated armory with separate weapons and ammunition storage
Outdated HVAC	Simplified, redundant HVAC system for reliability
Minimal secure server space	Dedicated server room with redundant cooling
Paper storage only	High-density evidence & records storage (secure rooms for drugs, valuables, sexual assault kits)
Outdated roll call area	Modern roll call room for briefings, equipped with updated technology
Outdated staff kitchen (limited)	Lunchroom/kitchen area with water filling stations
Minimal ergonomics	Report writing counters at proper height
Outdated detective bureau (small, limited)	Modern Detective Bureau: detectives, detective sergeant, lieutenant offices
Outdated archive storage (limited capacity)	High-density archive storage for long-term retention

## Appendix C:

# Report from Fire Chief Whitney on Existing Conditions and Future Needs for Concord Fire Stations



### CONCORD FIRE DEPARTMENT Overview of Fire Station Needs and Deficiencies For Land Use Working Group



At the August 22, 2025 meeting of the Land Use Working Group's Public Safety Sub-Committee, we were asked to provide data and concerns regarding the capacity, condition, and location of our fire stations.

The following is a high-level overview outlining key issues, including space limitations, equipment storage challenges, training constraints, building condition concerns, and location-related considerations. This summary is intended to serve as an initial framework to support future needs assessment planning, site selection, and the design of modern fire station facilities.

#### **Apparatus Bays/Garage**

Fleet (background information):

- 4 Fire Engines – Primary firefighting units equipped for structural fires, vehicle accidents, and general emergencies.
- 4 Ambulances – Two staffed 24/7, two reserve.
- 1 Ladder Truck.
- 1 Boat.
- 1 Water Rescue Vehicle – Carries specialized equipment for ice, swift-water, and dive rescues.
- 1 HAZMAT Trailer – For hazardous materials containment, mitigation, and decontamination.
- 1 Utility Trailer – Transports support gear for incidents and special events.
- 7 Command/Support Vehicles – Used by chiefs, inspectors, shift commander, and support staff for response and other duties.
- 2 Off-Road Utility Vehicles (RTV) – Access remote areas, trails, and events where standard apparatus cannot operate.

Garage space issues:

- Apparatus bay and doors (garage):



## CONCORD FIRE DEPARTMENT Overview of Fire Station Needs and Deficiencies For Land Use Working Group



- Not built for modern apparatus. Garage door widths and heights are undersized for today's larger, heavier vehicles. Walden Street apparatus are 12 feet wide by 11 feet high. Main Street apparatus doors are 9 feet 6 inches wide by 9 feet 2 inches high. The USFA recommends at least 14 feet wide by 14 feet high. This results in custom ordering apparatus to fit each station, often costing more and/or losing vehicle capacity.
- Carrying beam notched at Walden Street fire station to allow space for the ladder truck. The ladder truck needed to have lighter weight springs installed for it to fit in the station (sits closer to ground to fit in the door).
- The ladder truck and some fire apparatus do not fit in the Main Street station.
- Ambulances are also special ordered so that they fit in at the Main Street station.
- Congested bays: Limited space around parked apparatus restricts safe movement, cleaning, and restocking operations.
- Fully occupied without room for all vehicles.
- Annex sharing: Half of the two-bay "Annex" garage next to Walden Street fire station was used for some expansion many years ago. Shared by CFD and CPD.

### **Parking and Vehicle Flow**

- Walden Street fire station houses command vehicles, HAZMAT spill and RTV trailers, all in exterior parking spaces. Regular shifts fit six personal vehicles, leaving only two visitor spots. Shift change complicates parking. This limits visitor parking and parking for training or EOC participants, requiring parking on Walden Street.
- Main Street fire station's lot is smaller; outgoing personnel often move cars to let incoming staff park.

### **Medical and Fire Equipment Storage**

Both stations lack secure, climate-controlled areas to store advanced life support (ALS) equipment and medications. Storage for current BLS supplies is also limited.



## CONCORD FIRE DEPARTMENT Overview of Fire Station Needs and Deficiencies For Land Use Working Group



- Walden Street fire station uses stand-up cabinets on the apparatus floor and inside a stairwell, exposing supplies to temperature extremes and limited security.
- Main Street fire station repurposed an old supply closet in its stairwell, barely fitting current BLS gear.

Firefighting equipment and tools also exceed proper storage capacity.

- Fleet expansion and larger vehicles crowd apparatus bays, reducing maneuvering room. For example, the department now houses four ambulances compared to only one when the existing stations were first built.
- Equipment is spread across crawl spaces, attics, mezzanines, old hose towers, and basements.

### **Report Writing and Administrative Areas**

- Walden Street fire station converted a former bunk room into a report writing office.
- The lieutenant office at Walden Street fire station is a converted storage area.
- Main Street fire station has two desks in the training/break room area. This results in distractions and more importantly, limited privacy handling protected health information (HIPAA).
- The Lieutenant office at Station Two is now part of the bunk room. This is less than adequate for both space and professional setting.

### **On-Site Training**

- Drills requiring hose lays, ladder raises, or prop simulations force crews to relocate apparatus, blocking parking spaces, or the need to train off-site.
- The fire department training/conference room has been repurposed for the Emergency Communications Center.

### **Dormitory and Living Quarters**



## CONCORD FIRE DEPARTMENT Overview of Fire Station Needs and Deficiencies For Land Use Working Group



Current space is at capacity.

- Walden Street fire station has quarters for the six on-duty personnel. There is no room for further expansion or to support occasions of increased shift staffing needs.
- Main Street fire station expanded from three to five bunk rooms when the ambulance was added to West Concord. There is no room for further expansion or to support occasions of increased shift staffing needs.

### **Decontamination and Hygiene Facilities**

Neither station has a dedicated decontamination area for equipment and firefighting personal protective equipment (PPE) cleaning or personnel showering following fire or medical incidents that require personnel decontamination prior to entering office and living areas.

### **Fitness and Wellness Spaces**

- Walden Street fire station fitness area is the former police shooting range. Shared with the police it has limited open floor space and low ceiling height.
- Main Street fire station re-purposed its former Personal Protective Equipment (PPE) room for exercise, limited area and adjacent to dirty turnout storage.

### **Office Space for Day-Shift Personnel**

To meet growing operational needs, the department has added daytime administrative staff and has outgrown available offices.

- Walden Street fire station, the fire prevention officer, clerk, and two assistant chiefs are spread over three floors. Storage areas have been reduced to accommodate new office needs.
- Main Street fire station has no dedicated office for the lieutenant and report writing.

### **General Considerations of Design Features and Location**



## CONCORD FIRE DEPARTMENT Overview of Fire Station Needs and Deficiencies For Land Use Working Group



New stations include the following common functional areas:

- Administrative offices for the various functions of the organization, such as fire prevention and fire education, training, EMS, HIPAA compliant report areas, etc.
- Secure and climate controlled medical supply storage.
- Fire equipment storage.
- Decontamination rooms.
- Personal Protective Equipment (PPE) storage and cleaning rooms.
- Self-Contained Breathing Apparatus (SCBA) compressor and maintenance rooms.
- Fitness rooms.
- Training props, including some integrated into the station design.
- Maintenance workshops.
- Larger garage bay doors.
- Double depth apparatus bays.
- Diesel and vehicle exhaust systems.
- Emergency Operation Center (EOC).
- Sustainability.
- Flexibility for future requirements.
- Some nearby recent new fire stations:
  - [Lexington Fire Station](#)
  - [Natick Fire Station](#)
  - [Maynard Fire Station](#)

Standards considered when considering station location and building design:

- OSHA 1910.
- United States Fire Administration (USFA) Fire Station Design Guide.
- Insurance Services Office Public Protection Classification (PPC™) Rating.



## CONCORD FIRE DEPARTMENT Overview of Fire Station Needs and Deficiencies For Land Use Working Group



- NFPA –
  - NFPA 101 Life Safety Code.
  - NFPA 1500 Standard on Fire Department Occupational Safety, Health, and Wellness Program.
  - NFPA 1581 Standard on Fire Department Infection Control Program.
  - NFPA 1583 Standard on Health-Related Fitness Programs for Fire Department Members.
  - NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Department (response time benchmarks).

#### Location considerations:

- Response times are the fundamental concern of site selection.
- GIS studies based on current and projected responses.

#### Community Demographics:

- Population demographics (single family, assisted living, etc.).
- Population density (single family, multi-family, apartment buildings, etc.).
- Service population (non-resident population that may require fire/EMS resources). Includes commuters, visitors, hospitals, nursing homes, medical facilities, one prison, rail, highways, waterways, etc.

#### **Town projects that will impact fire department responses:**

##### Currently Under Construction

- Highland @ Main – 16 residential units
- Rothermal Place (Old Marlboro Rd) – 4 residential units
- Saddler (Main Street) – 3 residential units



## CONCORD FIRE DEPARTMENT Overview of Fire Station Needs and Deficiencies For Land Use Working Group



- Middlesex School – New athletic field house
- 785 Main Street – Pyramid Health – 114-bed healthcare facility

### Submitted Plans / Concept Drawings

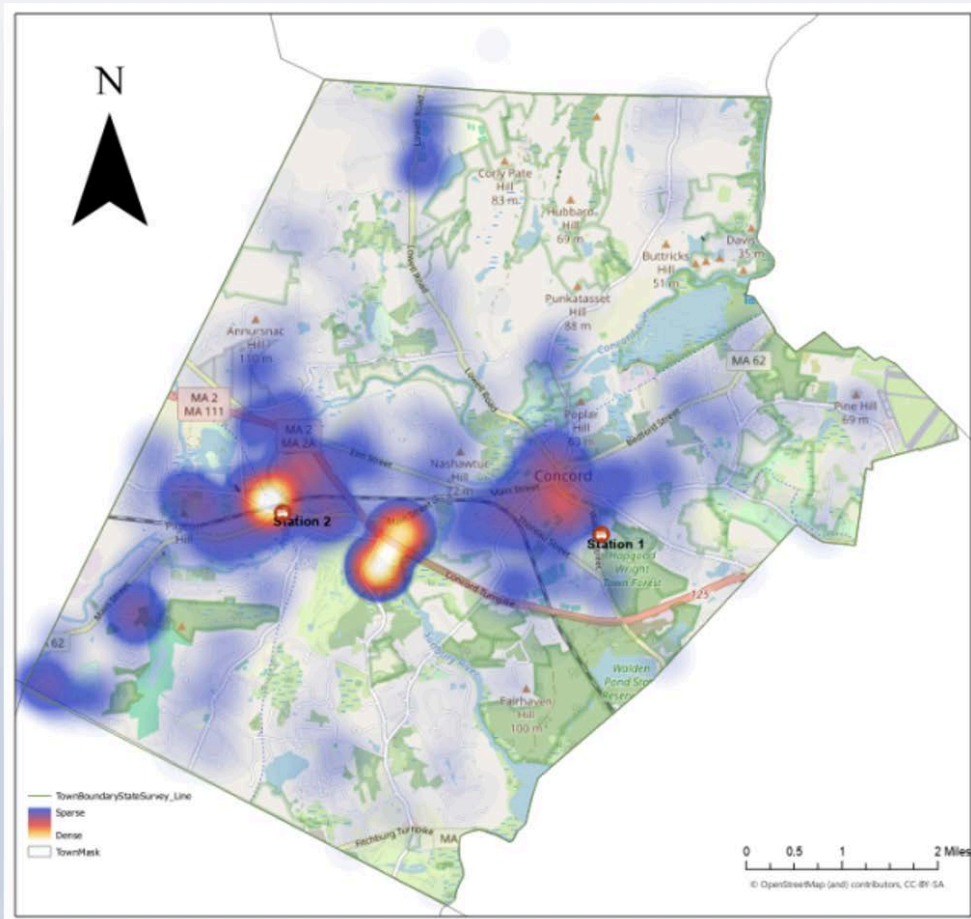
- Marabello Farm – 5 residential units
- Baker Avenue (NOVO) – 201 residential units
- Thoreau Hills – 200+ residential units
- 555 Virginia Road – New adult day care center
- Newbury Court 2.0 – Potential 100-unit senior living expansion

### Future Developments

- Emerson Hospital – Emergency Room expansion
- MCI Concord – Redevelopment anticipated in 5–10 years

Appendix D:  
Current Heat Map of public safety calls, 2024

**FIRE DEPARTMENT ALL RESPONSE HEATMAP**



Responses for July 1, 2023 through June 30, 2024

## Appendix E:

# Selected cost and size benchmarking data for new facilities in New England, MA, and peer municipalities

### Benchmarking Fire Station Cost, Size

		Built or Under Construction	Completion Year	Cost	Area	\$/sq ft	Assumed Build Completion Year	Escalated \$/sq ft	Escalated w/o Outliers (1)	
1							2024			
2	Mitchell Associates Architects (MAA)	Lisbon, CT	2023	\$ 11,662,635	17,924	\$ 651	2024	\$ 703	\$ 703	
3		Purchase, NY Addition Only	2019	\$ 6,445,265	14,669	\$ 439	2024	\$ 646	\$ 646	
4		Putnam Valley - Avg of 4 bids	2021	\$ 13,639,215	28,876	\$ 472	2024	\$ 595	\$ 595	
5										
6										
7	Other Architects	Bedford Village, NY	2021	\$ 10,301,825	20,189	\$ 510	2024	\$ 643	\$ 643	
8		Lexington, MA (High site & remediation costs)	2022	\$ 14,500,000	26,000	\$ 558	2024	\$ 650	NA	
9		Yonkers as Built (Cost includes 6,731 sq ft garage under)	2019	\$ 13,755,000	14,618	\$ 941	2024	\$ 1,383	NA	
10		Yonkers Assumed w/o Parking Below	2019	\$ 9,755,000	14,618	\$ 667	2024	\$ 981	\$ 981	
11		West Natick (Tecton & PRA)	2020	\$ 14,072,984	17,000	\$ 828	2024	\$ 1,126	\$ 1,126	
12		Woburn, MA	2022	\$ 18,512,000	33,858	\$ 547	2024	\$ 638	\$ 638	
13	Kaestle Boos Associates (KBA)									
14										
15			Hyannis	2019	\$ 19,038,000	33,400	\$ 570	2024	\$ 838	\$ 838
16			Mansfield Fire, Police & DPW	2019	\$ 19,414,290	39,621	\$ 465	2024	\$ 683	\$ 683
17			Nantucket, FD Addition	2019	\$ 15,928,420	22,340	\$ 713	2024	\$ 1,048	NA
18			Needham Fire & Police	2021	\$ 34,593,300	60,690	\$ 570	2024	\$ 718	\$ 718
19			Needham Station 2	2021	\$ 12,493,280	22,204	\$ 563	2024	\$ 709	\$ 709
20		North Acton	2021	\$ 7,595,000	12,179	\$ 624	2024	\$ 786	\$ 786	
21		Plainville Combined	2018	\$ 20,619,225	41,655	\$ 495	2024	\$ 786	\$ 786	
22		Estimates - Unbuilt								
23										
24	MAA	Ithaca, NY - East Hill Station (DD Estimate)	2024	\$ 8,702,979	16,183	\$ 538	2024	\$ 538	\$ 538	
25			New Rochelle - Concept Estimate	2019	\$ 17,175,600	36,700	\$ 468	2024	\$ 688	\$ 688
26			Poughkeepsie fire/police - Concept Estimate	2023	\$ 43,705,176	73,208	\$ 597	2024	\$ 645	\$ 645

30	KBA									
31			Quincy, MA w/o active fire station	2021	\$ 98,000,000	130,000	\$ 754	2024	\$ 950	NA
32			Dennis, MA	2020	\$ 7,000,000	14,000	\$ 500	2024	\$ 680	\$ 680
33			Brockton, MA	2024	\$ 75,467,614	107,330	\$ 703	2024	\$ 703	\$ 703
34			Hingham, MA	2024	\$ 35,448,960	49,233	\$ 720	2024	\$ 720	\$ 720
35			Southbridge, MA	2024	\$ 19,629,000	26,800	\$ 732	2024	\$ 732	\$ 732
36			Middlefield, CT (Reno & addition)	2024	\$ 20,936,258	27,831	\$ 752	2024	\$ 752	\$ 752
37			Middlefield, CT (New Construction)	2024	\$ 21,444,148	28,423	\$ 754	2024	\$ 754	\$ 754
38										
39	Other Architects									
40			Norwich, MA (Noriko Estimate)	2019		1	\$ 519	2024	\$ 763	\$ 763
41			North Plymouth, MA (Noriko Estimate)	2020		1	\$ 415	2024	\$ 565	\$ 565
42			Stoughton, MA (Dore Whittier)	2021	\$ 23,237,000	36,630	\$ 634	2024	\$ 799	\$ 799
43			Maynard, MA	2022	\$ 10,275,000	18,000	\$ 571	2024	\$ 666	\$ 666
44			Greenfield (May not get built until 2023)	2022	\$ 10,100,000	19,800	\$ 510	2024	\$ 595	\$ 595
45			Millbury	2022	\$ 14,000,000	22,515	\$ 622	2024	\$ 725	\$ 725
46			Northbridge Fire HQ	2022	\$ 16,700,000	27,900	\$ 599	2024	\$ 698	\$ 698
47			Hanover Study (Saccoccio Study)	2023	\$ 9,009,688	15,344	\$ 587	2024	\$ 634	\$ 634
48			Colliers							
49			North Brookfield Fire Headquarters	2021	\$ 7,500,000	14,782	\$ 507	2024	\$ 639	\$ 639
50			Ashby Public Safety Complex (new & reno)	2022	\$ 6,900,000	16,000	\$ 431	2024	\$ 503	\$ 503
51			Hadley Fire Substation	2020	\$ 2,390,000	5,400	\$ 443	2024	\$ 602	\$ 602
52			Somerville Public Safety Facility	2022	\$ 50,000,000	77,000	\$ 649	2024	\$ 757	\$ 757
53			Westminster Public Safety Building	2023	\$ 17,500,000	21,500	\$ 814	2024	\$ 879	\$ 879
54			Williamstown	2024	\$ 19,214,600	27,215	\$ 706	2024	\$ 706	\$ 706
55		Williamstown Adjusted <sup>(2)</sup>	2024	\$ 18,000,000	27,215	\$ 661	2024	\$ 661	\$ 661	

Average \$/sq ft (3)	\$ 734	\$ 705
Escalation Rate	8.0%	

(1) The column labelled "Escalated w/o Outliers" excludes projects with abnormal cost data, such as environmental remediation

(2) For comparison purposes, the adjusted figure for Williamstown removes the cost of addressing specific site challenges and of aiming for net carbon-zero design.

# **Appendix D**

## **Town of Concord Land Use Working Group (LUWG) Municipal Consolidation Subcommittee (MCS) Report:**

**LUW/MOC Members:** Paul Boehm, Mary Hartman, Tracey Marano

**Staff Support:** Kerry Lafleur, Megan Zammuto,  
Alan Cathcart, Russ Karlstad,  
Shannon McAndrew

**Date:** February 20, 2026

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# 1. Executive Summary

**Introduction.** The Select Board has tasked the Land Use Working Group (LUWG) to evaluate parcels of land that are or may become available to the Town and to identify current town needs and recommend best matches between needs and available parcels. This report contains the initial (Phase 1) findings and recommendations of the LUWG's Municipal Consolidation Sub-group (MSG). It summarizes the evaluation criteria, data sources, and recommendations related to the opportunities to consolidate Concord's current municipal and school offices into a single location. This analysis does not include, but is related to, those of the other two Sub-groups focusing on Public Safety and Public Works.

Town administrative offices are now spread across 18 municipal buildings and a school administration building. As a result, information is not shared optimally and collaboration among staff is impeded. Furthermore, residents must navigate and travel across multiple locations to obtain in-person services.

The rationale for our analysis focused on the need to:

- Recognize economies of scale that reduce costs and optimize the value of available land
- Evaluate the options of repurposing and realizing potential revenues from existing Town buildings
- Improve communication, coordination, and collaboration among Town Departments and Town staff
- Allow for improved efficiency and uncover ways to consolidate overhead functions in the future
- Provide fewer touch points for residents and as a result to improve services

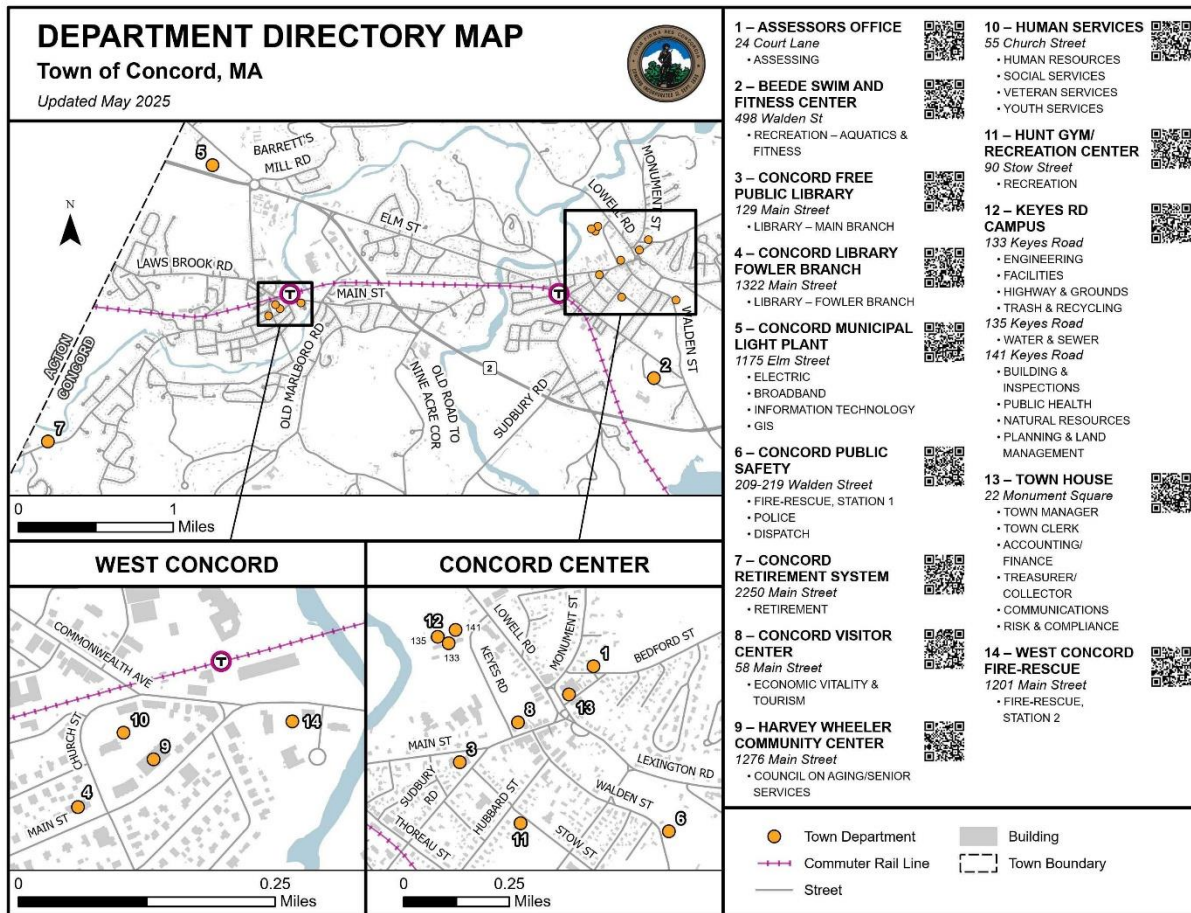
**Consolidation Location Options.** Several parcels of land that are or may become available to the Town as municipal offices' consolidation target sites include:

- Peabody School (existing building or newly constructed building on land)
- Ripley School (existing building or newly constructed building on land)
- Existing office building(s) (purchase and renovation)

**Consolidation Candidates.** The subgroup evaluated current municipal offices and program locations (see map below) and through discussions with the Town Manager and School Committee representatives, narrowed the candidates to:

- Existing Town buildings to be totally or partially vacated:
  - Total: (Assessors Office @ 24 Court Lane (#1); 55 Church Street (#10); Harvey Wheeler Community Center (#9); 37 Knox Trail), Town House (#13); 141 Keyes Road (#12); plus the Ripley School campus.
- Existing programs to be moved and co-located with municipal staff (Council on Aging and Concord Carousel Pre-School both @Harvey Wheeler; CPS Integrated School Classrooms @ Ripley School Building),

Figure E1



**Data Acquisition and Preliminary Analysis.** A large amount of information and data related to both the consolidation candidate locations/buildings and relocation candidates were collected from existing Town reports, Town and Department Managers, site tours of current municipal sites and conversations with staff, and inputs from knowledgeable outside sources.

Based on extensive sub-group discussion, discussions with staff, feasibility discussions, and analysis of needs, an overall assessment was conducted including:

- Numbers of Town and School administrative staff (ca. 125) to potentially be relocated
- Functions to remain at the Town House (archives and Clerk’s Office)
- Existing programs to be moved and co-located with municipal staff (Council on Aging, Concord Carousel Pre-School; CPS Integrated School Classrooms),
- Existing Town buildings to be vacated (Assessors Office @ 24 Court Lane; 55 Church Street; Harvey Wheeler Community Center; 141 Keyes Road; Ripley School; 37 Knox Trail)

**Short list of Options.** Based on our initial analysis of all information, five (5) options were selected for detailed financial analysis regarding consolidation of Town staff, School Administration staff and associated programs (pre-school classrooms; senior center) currently at those locations<sup>1</sup>:

- Option 1: Status Quo – No consolidation
  - Sell: Peabody property for housing
- Option 2: Renovated Peabody School Building. Consolidate Staff and Programs into Renovated Peabody School Building
  - Sell: Ripley, 141 Keyes Road; 55 Church Street; Harvey Wheeler – for housing
- Option 3: New Building Peabody Site. Consolidate into Newly Constructed Building at Peabody Site
  - Sell: Ripley, 141 Keyes Road; 55 Church Street; Harvey Wheeler – for housing
- Option 4: New Building @ Ripley Site. Consolidate into Newly Constructed Building at Ripley Site
  - Sell: Peabody, 141 Keyes Road; 55 Church Street; Harvey Wheeler – for housing
- Option 5: Purchase and Renovate Existing Office Building. Consolidate into existing office building
  - Sell: Peabody, Ripley, 141 Keyes Road; 55 Church Street; Harvey Wheeler – for housing

**Detailed Evaluation of Short-Listed Options.** Each of the five (5) options received a rigorous analysis based on existing information. This analysis included both financial analysis and the application of non-financial criteria.

The financial analysis included operational costs of Town Buildings; cost of maintenance and anticipated capital expenses, costs of relocation; costs of renovations; costs of new construction; market value (i.e., potential revenues) of vacated properties under different residential zoning assumptions. A discounted cash flow model described in Section 8 was created to capture quantified benefits and costs. The model estimates future cash inflows and outflows under different residential zoning scenarios. Results are summarized in Table E1.

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<sup>1</sup> See Appendix for staff locations, staff numbers, and programs to be consolidated

**Table E1**

Summary	Outflow	Inflow	Net
Status Quo costs over 10 years with no consolidation & Sell Peabody with AA Zoning	\$ (28,676,468)	\$ 3,714,905	\$ (24,961,563)
Status Quo costs over 10 years with no consolidation & Sell Peabody with B Zoning	\$ (28,676,468)	\$ 13,817,958	\$ (14,858,510)
Consolidate into Renovated Peabody with current A Zoning at Ripley	\$ (42,630,615)	\$ 36,144,422	\$ (6,486,193)
Consolidate into Renovated Peabody with B Zoning at Ripley	\$ (42,630,615)	\$ 45,569,950	\$ 2,939,334
Consolidate into New Bldg at Peabody with current A Zoning at Ripley	\$ (41,931,959)	\$ 36,144,422	\$ (5,787,537)
Consolidate into New Bldg at Peabody with current B Zoning at Ripley	\$ (41,931,959)	\$ 45,569,950	\$ 3,637,991
Consolidate into New Bldg at Ripley; Sell Peabody with AA Zoning	\$ (41,931,959)	\$ 27,848,271	\$ (14,083,688)
Consolidate into New Bldg at Ripley; Sell Peabody with B Zoning	\$ (41,931,959)	\$ 38,269,137	\$ (3,662,821)
Buy & Renovate NEWMUNI; Sell Peabody at AA Zoning; Ripley at A zoning	\$ (42,463,949)	\$ 46,513,265	\$ 4,049,316
Buy & Renovate NEWMUNI; Sell Peabody and Ripley at B Zoning	\$ (42,463,949)	\$ 59,705,721	\$ 17,241,772

The subjective, non-financial analysis included application and subjective scoring of the following criteria applied to each option included:

- Staff collaboration opportunities, inferred staff satisfaction, and operational efficiencies
- Convenience for residents (customer service)
- Sustainability considerations

**Results.** These analyses resulted an integrated assessment of the “Pros and Cons” of each option Table E2) and were also captured in a scoring matrix (Table E3).

**Table E2**

Option	10 Year \$\$ Inflows	10 Year Costs	Net \$\$	Pros	Cons
<b>Status Quo</b> <ul style="list-style-type: none"> <li>No consolidation</li> <li>Sell Peabody but keep playing fields</li> </ul>	With AA Zoning = \$4m ----- With B Zoning = \$14m	(\$29m) ----- (\$29m)	With AA Zoning = (\$25m) ----- With B Zoning = (\$15m)	<ul style="list-style-type: none"> <li>Allows Town to prioritize DPW and Public Safety needs</li> <li>No disruption of services</li> </ul>	<ul style="list-style-type: none"> <li>Costly to operate and maintain</li> <li>Missed opportunity to unlock revenues from vacated location</li> <li>No benefits from consolidation</li> </ul>
<b>Consolidate to Renovated Peabody</b> <ul style="list-style-type: none"> <li>Renovation to net zero</li> <li>Sell Excess Assets (Ripley, 55 Church, Harvey Wheeler, 141 Keyes)</li> </ul>	With AA Zoning = \$36m ----- With B Zoning = \$46m	(\$43m) ----- (\$43m)	With AA Zoning = (\$6m) ----- With B Zoning = +\$3m	<ul style="list-style-type: none"> <li>Benefits of Consolidation                             <ul style="list-style-type: none"> <li>a) Increased staff collaboration and satisfaction,</li> <li>b) reduced travel times,</li> <li>c) more convenience for residents</li> <li>d) increased operational efficiencies</li> </ul> </li> <li>Flexible timing, i.e., can be done in stages</li> <li>Aligns with reuse sustainability goal</li> <li>Maintain unique distinctive architecture</li> <li>Some positive financial benefit compared to Status Quo</li> </ul>	<ul style="list-style-type: none"> <li>Town perception of the health of the building</li> <li>Life span of building</li> <li>Moving Costs</li> <li>FFE costs</li> <li>Not Central Location</li> <li>Temp. Services Disruption</li> <li>Uncertainties/Risks**</li> </ul>
<b>Consolidate at a New Building at Peabody Site (retain playing fields)</b> <ul style="list-style-type: none"> <li>Sell Excess Assets (Ripley, 55 Church, Harvey Wheeler, 141 Keyes)</li> </ul>	With AA Zoning = \$36m ----- With B Zoning = \$46m	(\$42m) ----- (\$42m)	With AA Zoning = (\$6m) ----- With B Zoning = +\$4m	<ul style="list-style-type: none"> <li>Benefits of Consolidation (see above)</li> <li>Longer lifespan than renovation</li> <li>Will be designed to meet Concord’s specific needs including sustainability goals</li> <li>No disruption of services</li> <li>Flexible timing, i.e., can be done in stages</li> <li>Some positive financial benefit compared to Status Quo</li> </ul>	<ul style="list-style-type: none"> <li>Moving Costs</li> <li>FFE costs</li> <li>Non-Central Location</li> <li>Temp. Services Disruption</li> <li>Uncertainties/Risks**</li> </ul>
<b>Consolidate at a New Building at Ripley Site</b> <ul style="list-style-type: none"> <li>Sell Excess Assets (Peabody, 55 Church, Harvey Wheeler, 141 Keyes)</li> </ul>	With AA Zoning = \$28m ----- With B Zoning = \$38m	(\$42m) ----- (\$42m)	With AA Zoning = (\$14m) ----- With B Zoning = (\$4m)	<ul style="list-style-type: none"> <li>Benefits of Consolidation (see above)</li> <li>Longer lifespan than renovation</li> <li>Will be designed to meet Concord’s specific needs including sustainability goals</li> <li>No disruption of services</li> <li>Less costly than status quo</li> </ul>	<ul style="list-style-type: none"> <li>Moving Costs</li> <li>FFE costs</li> <li>Non-Central Location</li> <li>Temp. Services Disruption</li> <li>Uncertainties/Risks**</li> </ul>
<b>Buy &amp; Renovate NewMuni Building</b> <ul style="list-style-type: none"> <li>Sell Excess Assets (Peabody, Ripley, 55 Church, Harvey Wheeler, 141 Keyes)</li> </ul>	With AA Zoning = \$46m ----- With B Zoning = \$60m	(\$42m) ----- (\$42m)	With AA Zoning = +\$4m ----- With B Zoning = +\$18m	<ul style="list-style-type: none"> <li>Benefits of Consolidation (see above)</li> <li>Large Revenue potential from sale of excess space</li> <li>Rent revenue potential to balance operational costs</li> <li>Central Location</li> <li>Shorter term positive impacts (faster implementation)</li> <li>Flexible timing, i.e., can be done in stages</li> </ul>	<ul style="list-style-type: none"> <li>Town becomes a landlord</li> <li>Moving Costs</li> <li>FFE costs</li> </ul>

\*\*Uncertainty and risks associated with estimates of cost to renovate and build new

**Table E3.**

Criteria	Weight	Option 1 No Consolidation - Sell Peabody		Option 2: Renovate Peabody		Option 3: New Bldg at Peabody		Option 4: New Bldg at Ripley		Option 5: Buy & Renovate NewMUNI	
		Score*	Weighted Score**	Score*	Weighted Score**	Score*	Weighted Score**	Score*	Weighted Score**	Score*	Weighted Score**
Financial Benefits	45	1	45	4	180	5	225	2	90	10	450
Staff Collaboration/Efficiency + Satisfaction	30	1	30	8	240	8	240	8	240	10	300
Convenience for residents	15	1	15	6	90	6	90	6	90	10	150
Sustainability	10	1	10	6	60	10	100	10	100	6	60
<b>TOTALS</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>24</b>	<b>570</b>	<b>29</b>	<b>655</b>	<b>26</b>	<b>520</b>	<b>36</b>	<b>960</b>
* Score Range 1-10											
** Weighted Score = Score x Weight											

**Recommendation.** Through the analysis described above including the overall assessment of “pros and cons” of each option, as detailed in the following sections, the LUWG’s MCS recommends to the Select Board that the Municipal Consolidation part of the overall Land Use strategy should focus on the implementation of

- **Option 5: Purchase and Renovate of Existing Office Building and Renovation.**

Based on data and information available at the date of this report, including best estimates, our analysis strongly supports this option.

Although there are uncertainties in the financial analysis (see Section 9) that can only be minimized through additional work Phase 2 (e, g, new construction, renovation costs and market analysis) we believe that the strength of the recommendation is unlikely to change with new information. The value (i.e. revenues) and the net financial benefits that can be realized by the Town through the execution of Option 5 align with the clear preference for this option based on non-financial criteria.

**Next Steps and Timing Considerations.**

**Next Steps.** Our recommendation must now be integrated with the recommendations and findings of the sub-groups looking at locations for DPW and public safety operations. Also, to gain confidence in our recommendations, we must do further study.

Since the financial benefits play a big role in the decision to consolidate or not, our confidence in our recommendation must be confirmed/refined via independent, objective study by knowledgeable consultants. These include:

- Study to refine estimates to renovate and bring Peabody up to code
- Study to refine estimate to renovate and bring the selected existing office building up to code
- Study to refine estimates to construct a new building at Peabody
- Develop a specific space plan for the proposed office building to ensure that space requirements can be accommodated

**Timing.** The timing of any or all of these potential moves needs to be discussed soon given the critical nature of the timing related to: a) the availability of the preferred office building and the need for Town approvals related to purchase, b) the need/desirability of the Town generation of revenue from potential sales of Town properties, and c) the potential impact on MCI negotiations if housing is build on vacated municipal land.

**Public Involvement.** Furthermore, our recommendations, and the assumptions behind them, must be held up for public scrutiny. We recommend our recommendation be presented to the public and that Town hire a professional firm with a solid track record of soliciting broad, public input and organizing it in a meaningful way for decision-makers.

## 2. Introduction

The Land Use Working Group (LUWG) was established to make recommendations to the Select Board regarding the best use of parcels as they become available. The Select Board tasked the Land Use Working Group (LUWG) to evaluate parcels of land that are or may become available to the Town and to identify current town needs and recommend best matches between needs and available parcels. The group initially focused will future municipal needs, particularly concerning the inadequate Public Works and Public Safety facilities and potential administrative consolidation. The LUWG was divided into three subgroups, each to focus on current and future facility and land needs related to: 1) Public Safety; 2) Public Works; 3) Consolidation of Municipal offices. This report contains the initial (Phase 1) findings and recommendations of the LUWG's Municipal Consolidation Sub-group (MSG).

The work was focused on the evaluation of current municipal offices including the school administration, their multiple (15) locations and condition of existing facilities in order to determine if consolidation of the staff and programs into a single location was feasible, desirable, and financially viable.

It summarizes the evaluation criteria, data sources, and recommendations related to the opportunities to consolidate Concord's current municipal and school offices into a single location. This analysis does not include, but is related to, those of the other two Sub-groups focusing on Public Safety and Public Works.

## 3. Current Roles of Municipal/School Offices in Concord

Town administrative and public school functions are currently distributed across multiple municipal buildings and the Ripley Administration Building. These facilities collectively support core governance, education, human services, recreation, public works, and community programming.

### Municipal Offices (Figure 1)

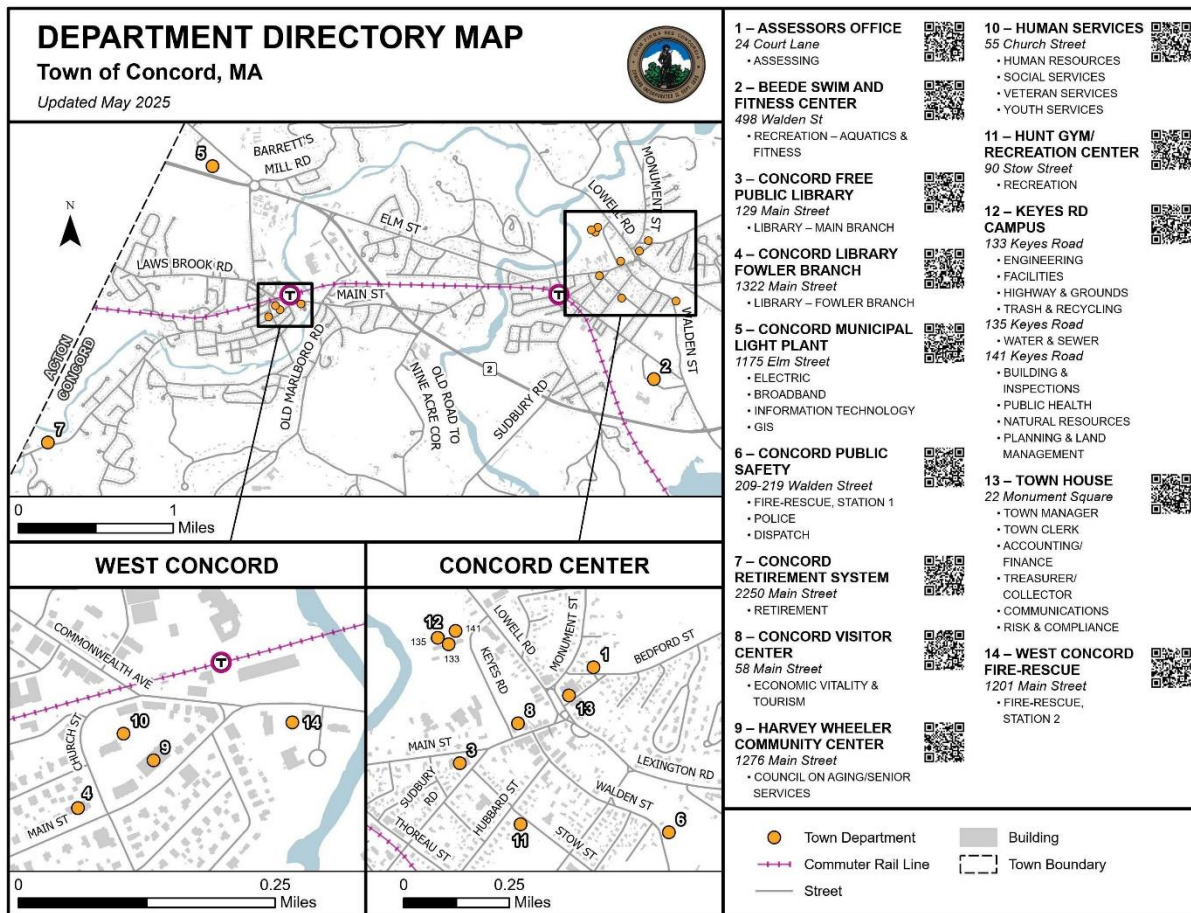
Municipal services are provided by the following facilities:

- **Town House (22 Monument Square, ~27,000 SF):** Historic municipal building housing central administrative offices and public meeting space.
- **24 Court Lane (~6,000 SF):** Small municipal office building currently serving the Assessor's Office.
- **1276 Main Street – Harvey Wheeler (~32,000 SF):** Multi-use community facility housing Recreation, Council on Aging, preschool, and community programs.
- **Hunt Gym (~10,000 SF):** Gymnasium supporting recreation and athletic programming.
- **50 Main Street – Visitor Center (~3,000 SF):** Facility providing visitor and tourism services.

- **55 Church Street (~12,000 SF):** Houses Human Services, Youth Services, Veterans Services, Community Services, and Facilities.
- **37 Knox Trail (~8,500 SF):** School transportation offices and Regional Housing (non-Town).
- **141 Keyes Road (~9,000 SF):** Planning and Land Management, Natural Resources, and Health.
- **133–135 Keyes Road (~36,000 SF combined):** Public Works administrative offices and operational facilities including Highway & Grounds and Water & Sewer.

These buildings vary significantly in age, layout, and condition, resulting in fragmented operations and limited opportunities for collaboration across departments.

Figure 1



## **School Administrative and Program Functions at Ripley**

The Ripley Administration Building serves as the central hub for Concord Public Schools administration and specialized educational programs. Functions housed at Ripley include:

- Superintendent's Office, Assistant Superintendent for Teaching and Learning, and Assistant Superintendent for Finance and Operations
- Finance and Human Resources Departments
- Diversity, Equity, Inclusion, and Belonging (DEIB) Director
- Special Education Director
- CASE Collaborative Administration
- Concord Integrated Preschool
- STEAM and Innovation Labs
- Launch Special Education Transition Program

**Concord Integrated Preschool** provides inclusive early childhood education for preschoolers with learning disabilities and community peers, emphasizing kindergarten readiness, independence, and curiosity.

The **STEAM and Innovation Labs** function as maker spaces supporting hands-on learning in Science, Technology, Engineering, Art, and Math, including robotics, 3D printing, recycled art, and engineering challenges tied to curriculum.

The **Launch Program** serves young adults ages 18–22, focusing on functional academics, vocational training, life skills, and community experiences to support transition from high school to adult life.

Together, Ripley supports administrative functions alongside instructional and therapeutic programming, creating significant space and infrastructure demands.

## 4. Existing Conditions Assessment

### School Administration Building (Ripley)

<u>Building</u>	<u>Existing Conditions</u>	<u>Cost &amp; Plan for Maintenance</u>
Ripley Administration Building	Aging exterior envelope with deteriorating masonry and sealants; roof nearing end of useful life; outdated HVAC systems; electrical infrastructure undersized for modern loads; plumbing fixtures at or beyond expected lifespan; interior finishes worn; accessibility upgrades needed; life-safety systems require modernization.	<p>Immediate (0–2 yrs): Address roof repairs, masonry repointing, sealant replacement, HVAC controls, electrical panel upgrades, and life-safety items. <i>Estimated cost: ~\$1.2–\$1.5M.</i></p> <p>Short-Term (3–5 yrs): Replace roof, upgrade HVAC equipment, improve ADA accessibility, update lighting to LED, selective plumbing replacement, interior refresh. <i>Estimated cost: ~\$2.0–\$2.5M.</i></p> <p>Long-Term (6–10 yrs): Full HVAC replacement, major electrical upgrades, comprehensive plumbing renewal, exterior envelope improvements, interior modernization. <i>Estimated cost: ~\$3.0–\$3.5M.</i></p> <p>Total projected investment over 10 years: approximately \$6–\$7.5M, phased to prioritize building envelope, mechanical systems, and safety first.</p>

## Municipal Facilities

Municipal buildings range from historic structures to mid-20th-century operational facilities:

<b><u>Building / Site</u></b>	<b><u>Existing Physical Conditions</u></b>	<b><u>Maintenance Requirements to Sustain Current Use</u></b>
Town House (22 Monument Sq.)	Structurally sound historic building with multiple floors and attic/basement spaces. Interior layouts reflect incremental modifications over time, resulting in inefficient circulation and limited functional storage. Mechanical, electrical, and plumbing systems require ongoing maintenance and upgrades to meet current needs. Limited on-site parking and constrained service access.	Regular maintenance of historic fabric (roof, masonry, windows). Upgrades to mechanical, electrical, and plumbing systems as needed. Routine cleaning and minor repairs. Coordination for limited parking and deliveries. Periodic accessibility improvements.
24 Court Lane	Small, older office building with a compact footprint. Building systems are serviceable but limited by the size and configuration of the structure. Interior space offers minimal flexibility for reconfiguration or expansion.	Routine system inspections and preventive maintenance. Minor interior repairs and painting. HVAC and plumbing upkeep. Limited space means any operational change requires careful planning.
1276 Main St. – Harvey Wheeler	Multi-use community facility with varied interior spaces and phased renovations. Building systems and finishes vary by area. Some spaces are well-suited to current uses, while others reflect dated construction and limited adaptability.	Ongoing maintenance for multiple system types and finishes. Targeted renovations to keep high-use spaces functional. Scheduling and custodial care across varied uses. Monitoring aging areas to prevent service disruptions.
Hunt Gym	Single-purpose gymnasium structure designed for recreation use. Building is straightforward in layout with limited support or ancillary space. Physical condition supports continued use but offers little flexibility for alternative functions.	Routine HVAC, lighting, and floor maintenance. Safety inspections for gym equipment and structure. Minimal interior repairs, but high-use surfaces require frequent attention.

50 Main St. – Visitor Center	Small historic structure adapted for public-facing use. Limited interior space and storage. Building condition is generally adequate for current use, with inherent constraints related to size and age.	Preservation of historic elements. Regular cleaning and minor repairs. Mechanical systems require ongoing checks. Management of limited storage and visitor flow.
55 Church St.	Older multi-department office building with fragmented interior layouts. Building systems and finishes are dated in several areas. Physical configuration results in smaller office areas and shared support spaces, limiting efficiency.	Frequent maintenance of older mechanical and electrical systems. Repairs to worn finishes. Coordination of shared spaces. Updating safety systems as needed.
37 Knox Trail	Late-20th-century office building in generally good physical condition. Interior office spaces are functional, and building systems are serviceable. Site is largely developed, limiting expansion. Observed condition is stable, with no major structural concerns noted.	Standard preventive maintenance for building systems. Routine cleaning, minor repairs, and landscaping. Occasional modernization of office systems or finishes.
141 Keyes Road	Mid-20th-century office building on the DPW campus. Interior spaces are compact and shared among departments. Building systems are aging, and the layout provides limited separation between public and staff functions.	Regular system inspections and preventive maintenance. Interior upkeep to manage high-density shared areas. Minor remodeling for operational efficiency. Safety and accessibility monitoring.

Collectively, these facilities reflect incremental adaptation over time rather than coordinated planning, resulting in inefficiencies and increasing maintenance burdens.

## 5. Future Needs Assessment

The future needs of the school district are uncertain due to the types of specialty programs and potential increase in enrollment with more housing being built in the future. The current space needs and programmatic needs are listed below.

### Current Ripley Program Spaces

Administrative space supports approximately 35+ FTE across HR, Finance, IT, Special Education, Teaching and Learning, Superintendent, DEIB, Facilities, Food Service, and CASE.

Ripley currently accommodates:

Specialty Spaces	Total Square footage needed
5 classrooms for integrated preschool	1,089 sq ft each
2 Speech and language rooms	190 sq ft, 432 sq. ft
2 OT rooms	1,089 sq. ft.
1 PT room	360 sq. ft
Preschool Psychologist room	360 sq. ft
Nurse's Office	250 sq. ft
STEAM lab	1,764 sq. ft
Indoor playspace/gym	3,060 sq. ft
Outdoor spaces	7,500 sq. ft
School Committee/Large space meeting room	1,782 sq. ft

<b>Launch Space (1 Classroom)</b>	<b>1,184 sq. ft</b>
<b>Potential additional classroom space for housing growth (3 classrooms)</b>	<b>1,089 sq. ft each</b>

<b>Office Space Needs</b>
<b>3 conference rooms</b>
<b>HR space (3 FTE)</b>
<b>Finance department (6 FTE)</b>
<b>Offices, Facilities Director, Food Service Director (2 FTE)</b>
<b>IT department (6 FTE)</b>
<b>Special Education / Student Services (4 FTEs)</b>
<b>Teaching &amp; Learning Dept. (5 FTE)</b>
<b>Superintendent's Office (2 FTE)</b>
<b>DEIB Director office (1 FTE)</b>
<b>CASE Administration space (6 FTEs)</b>

The school district's planning for future growth and enrollment are not explicitly considered in this analysis

**Current Municipal Needs**

The current space requirements for staff and programmatic needs are summarized in Appendix 1. Consolidation planning includes approximately 90-100 administrative staff across all Town Departments (see Figure 1) except: Recreation Department (staff, Beede and Hunt)), Clerk's Office,

Town Archives, and Visitor Center. The staff and operations address multiple departments and functions.

The ability to accommodate growth, adapt to changing service models, and improve collaboration while central to long-term planning, are not explicitly considered in our analysis.

## 6. Peer Benchmarking & Best Practices

There are many examples of Massachusetts towns (and some cities) that have consolidated municipal departments or operations — whether through formal statutory consolidation, shared services, intermunicipal cooperatives, or reorganized internal departments. Many of these examples involve shared staffing, merged functions, or streamlined structures that cut across traditional independent departmental silos. Most examples center around the formation of a municipal complex where municipal offices and public safety operations were merged into a single complex. Examples include the Towns of Medway, Hubbardston, Lee, Tisbury and Reading and all involve new construction projects rather than the conversion of existing building into centralized municipal offices

However, such a “municipal complex” is not being contemplated in this report or in the LUWG as a whole.

More common has been the conversion of excess or decommissioned school buildings into municipal offices. Examples (source ChatGPT) include:

- The historic Ames Schoolhouse (built 1898) in **Dedham** was repurchased and *renovated to serve as the Dedham Town Hall and Senior Center*, with most town administrative offices moving into the building in June 2020
- In **South Deerfield**, the 1888 Building (originally a town grammar school built 1888) is undergoing major renovation to become municipal offices for the town.
- The building originally served as high school until 1957 and later elementary school; now it is repurposed for municipal office use in **Methuen**.
- **Granby** is moving forward with plans to renovate the former West Street School into a new town office building and senior center.
- **Royalston** is renovating the old Raymond School (WPA-era building) to house town administrative offices that are currently in Whitney Hall. The building will become the new municipal offices once upgrades (including energy system improvements) are finished.
- The **City of Watertown** has agreed to purchase the former Parker School building with the intention of using it to house municipal staff and relieve crowding in City Hall. This effectively converts a former school into municipal office space.

Although the scopes of these projects vary widely, the range of costs of these conversions have been cited as \$8-20+ million.

## 7. Methodology

Our overall methodology included the following steps:

- Gathered information on all current municipal facilities and staff therein
- Evaluated current information and data related to the operations of the current facilities (e.g., building footprints; staff numbers; costs of ongoing operations, etc.)
- Identify potential consolidation locations
- Discussed approaches and overall strategies with Town Manager
- Developed a list of facilities to potentially be vacated and consolidated and those that would remain at current locations
- Developed a long list of consolidation locations
- Pared down the list to a short list- of locations and consolidation options
- Conduct quantitative (financial) and qualitative assessments of the short-listed options.
  - A discounted cash flow model was created to capture quantified benefits and costs.
  - Subjective evaluation criteria were established; those criteria weighted and scored collectively by the SubGroup members; and a scoring and ranking “matrix” of options was established combining qualitative and quantitative results
- Conducted an evaluation of “Pros and Cons” of each
- Uncertainties in data were assessed
- Decided on recommendations and next steps to be presented to the Select Board

Benefits to consolidation are both quantifiable and hard-to-quantify. Quantifiable benefits include:

- Avoid operational and maintenance costs of vacated buildings, many of which are old, obsolete and/or energy inefficient buildings.
- Avoid necessary capital expenditures of vacated buildings.
- Realize revenues through the sale of vacated lots and use the proceeds to offset tax increases.
- Realize incremental property tax revenues from potential new housing under different zoning rules.

Qualitative (Hard-to-Quantify) benefits include:

- Improved staff collaboration/efficiency/satisfaction
- Convenience for residents
- More sustainable energy sources

Benefits are estimated using a variety of data sources\* and professional opinions of town management and real estate professionals. We offset benefits with the cost to renovate or build

new at a target site, including the cost of demolition, to arrive at the net benefit to the town. We also include the cost of moving and fit-up for staff and programming at a potential target.

Date Sources – Data were gathered from discussions with staff as well as from written reports, specifically including:

- TBA Architects, *Concord Municipal Facilities Assessment and Masterplan*, July 2020
- Gorman Richardson Lewis Architects, Building Condition Assessment for Concord Public Schools, 2023.
- Current budget spending by department compiled by town staff.
- Tour of town facilities and conversations with staff.

## 8. Options Analysis

Although there were many land parcels and buildings potentially available as a consolidation target, a short list of options was developed by the MSG using the following criteria and principles:

- Scope of consolidation - the consolidation objective focused on nearly all municipal and public school administrative functions and staff. Along with these functions related “programs” (i.e., Council on Aging/Senior Center, Department of Recreation’s Carousel Pre-School; Concord Public School’s Integrated Pre-School were part of the objectives)
- Sufficient size – meeting these consolidation objectives required existing or new buildings of sufficient space (see Appendix).
- Ownership – the main consolidation targets were buildings and properties owned by the Town, of the potential for ownership
- Advantages of deferring future operating and capital improvement costs – All of the buildings under consideration will require significant operating costs as well as capital improvements if they remain under Town ownership
- Revenue opportunities – the buildings to be vacated offer revenue potential through sale of properties for “development”. “Development” was defined for this work as housing which included both the property sale market value and residential tax potential
- Renovation vs. new building costs – The uncertainty in the relative costs of renovation of existing structures versus new construction to accommodate staff and programs drove the need to consider both options.

We identified a short-list of scenarios/options that could yield net benefits from the consolidation of select town and school offices.

The Consolidation Sites included for this analysis include:

- Peabody school (potential target site)
- Ripley School campus (vacate)
- Purchase an existing building (potential target site)

Consolidation Candidates/Locations to be vacated partially or completely and consolidated include:

- Ripley School campus
- Assessors' Office, Court Lane
- 141 Keyes Rd, Division of Community Development
- 133 Keyes Road – Engineering
- Harvey Wheeler Campus
- 55 Church Street
- 37 Knox Trail
- Town House (partial)

Based on extensive discussions, review of building layouts, and preliminary financial considerations the MSG arrived at the following short list of five (5) options:

- Option 1: Status Quo – No consolidation, sale of Peabody property for housing
- Option 2: Consolidate into Renovated Peabody School Building
- Option 3: Consolidate into Newly Constructed Building at Peabody Site
- Option 4: Consolidate into Newly Constructed Building at Ripley Site
- Option 5: Purchase of Existing Office Building and Renovation

## 9. Results

**Financial .** A discounted cash flow model was created to capture quantified benefits and costs. The model estimates future cash inflows and outflows under different scenarios. Factors considered to estimate cash flows under various scenarios include:

- Avoid operating, maintenance and capex cost of vacated buildings. These figures were obtained from the 2020 TBA report as well as the FY26 approved town budget.
- Cash realized from the sale of vacated land. These figures were estimates from local real estate professionals.
- Cash realized from incremental property tax revenues from housing at various zoning requirement. These figures applied our current tax rate against the expected market value of new homes built.
- Cost to renovate/rehab or build new at a target site. These are estimates from architects and staff yet require a closer look.
- Cost to move and fit-up new facility for staff and programs. These were derived from costs incurred to move and fit up the recently built middle school.

Cash outflows are deducted from inflows to arrive at potential net benefit to the town over a 10 year period, discounted at a 2.3% discount rate to account for expected inflation.

The net cashflows under various scenarios are shown in Table 1.

**Table 1 – Cash Flow Model Results Summary**

Summary	Outflow	Inflow	Net
Status Quo costs over 10 years with no consolidation & Sell Peabody with AA Zoning	\$ (28,676,468)	\$ 3,714,905	\$ (24,961,563)
Status Quo costs over 10 years with no consolidation & Sell Peabody with B Zoning	\$ (28,676,468)	\$ 13,817,958	\$ (14,858,510)
Consolidate into Renovated Peabody with current A Zoning at Ripley	\$ (42,630,615)	\$ 36,144,422	\$ (6,486,193)
Consolidate into Renovated Peabody with B Zoning at Ripley	\$ (42,630,615)	\$ 45,569,950	\$ 2,939,334
Consolidate into New Bldg at Peabody with current A Zoning at Ripley	\$ (41,931,959)	\$ 36,144,422	\$ (5,787,537)
Consolidate into New Bldg at Peabody with current B Zoning at Ripley	\$ (41,931,959)	\$ 45,569,950	\$ 3,637,991
Consolidate into New Bldg at Ripley; Sell Peabody with AA Zoning	\$ (41,931,959)	\$ 27,848,271	\$ (14,083,688)
Consolidate into New Bldg at Ripley; Sell Peabody with B Zoning	\$ (41,931,959)	\$ 38,269,137	\$ (3,662,821)
Buy & Renovate NEWMUNI; Sell Peabody at AA Zoning; Ripley at A zoning	\$ (42,463,949)	\$ 46,513,265	\$ 4,049,316
Buy & Renovate NEWMUNI; Sell Peabody and Ripley at B Zoning	\$ (42,463,949)	\$ 59,705,721	\$ 17,241,772

**Table 2 – Supporting Financial Data**

Peabody				Notes
<b>Assumptions</b>	<b>AA Zoning (2 Acre lots)</b>	<b>B Zoning (1/2 acre lots)</b>		
Building lots/homes net of infrastructure space	4	16		8 acres that excludes 10 acres for playing fields and 2 acres for septic
Revenue when sold to a developer ( net of demolition)	\$ 2,700,000	\$ 11,700,000		Assumes \$950k per bldg lot (AZoning) and \$800/lot( B Zoning) less \$1.1M demolition
Assessed Value of Lot and new House	\$ 2,500,000	\$ 1,500,000		Sales price = \$2.5 with 2 acre lots; \$1.5 with 1/2 acre lots
Tax Revenue Year built	\$ 132,600	\$ 318,240		Assumes 13.26 tax rate in Year 1
Tax increase per year	3%	3%		Assumes taxes grow at 3% per year
<b>Ripley</b>				
<b>Assumptions</b>	<b>A Zoning (1 Acre lots)</b>	<b>B Zoning (1/2 acre lots)</b>		
Building lots/homes net of infrastructure space	12	24		12 acres that excludes 6 for playing fields (18 acres total site)
Revenue when sold to a developer ( net of demolition)	\$ 9,624,000	\$ 17,856,000		Assumes \$900k per bldg lot (AZoning) and \$800/lot( B Zoning) less \$900k demolition
Assessed Value of Lot and new House	\$ 2,000,000	\$ 1,500,000		Sales price = \$2.0 with 1acre lots; \$1.5 with 1/2 acre lots
Tax Revenue Year built	\$ 311,875	\$ 467,813		Assumes 13.26 tax rate in Year 1
Tax increase per year	3%	3%		Assumes taxes grow at 3% per year
<b>Harvey Wheeler &amp; Chruch St Complex</b>				
<b>Assumptions</b>	<b>Mixed Use Zoning</b>			
Housing units	49			Per staff
Revenue from a developer	\$ 12,250,000			Assumes cost to developer = 25% of selling price
Assessed Value of Housing Units	\$ 1,000,000			Assumes 1,500 sq ft condos at a \$1m selling price
Tax Revenue Year built	\$ 649,740			Assumes 13.26 tax rate in Year 1
Tax increase per year	3%			Assumes taxes grow at 3% per year
<b>141 Keyes Rd. (16,800 sq ft only)</b>				
<b>Assumptions</b>				
Housing units	15			Per staff
Revenue from a developer	\$ 4,687,500			Assumes cost to developer = 25% of selling price
Assessed Value of Housing Units	\$ 1,250,000			Assumes 1,500 sq ft condos at a \$1.25m selling price
Tax Revenue Year built	\$ 248,625			Assumes 13.26 tax rate in Year 1
Tax increase per year	3%			Assumes taxes grow at 3% per year
Cost to Renovate Peabody	\$ 36,166,667			Avg of three estimates of \$28.5m, \$30m and \$50m
Cost to Build New at both Peabody and Ripley	\$ 35,000,000			Collaboration between Russ and Paul
Cost to Purchase and Update NewMUNI	\$ 36,000,000			Assumes \$6m purchase price plus \$400/sq ft for 75000 sq ft
Demolition Cost	\$ 1,577,000			Based on cost for demolition of Sandborn middle school
Cost to add Play area	\$ 300,000			Per Tracey

**Subjective (Qualitative).** A benefit that does not lend itself to straightforward quantification is still a benefit that is relevant to this analysis. To include these criteria in a meaningful way, we used a score and weight technique. To begin with, we assigned a weight to each benefit based on its relative importance. The sum of the weights must = 100. Next, we score a value of 1-10 for each scenario based on its ability to achieve a specific benefit. Finally, we multiply the score \* weight and summarize for each scenario. The results are shown in Table 3:

**Table 3 – Scoring Matrix Results**

Criteria	Weight	Option 1 No Consolidation - Sell Peabody		Option 2: Renovate Peabody		Option 3: New Bldg at Peabody		Option 4: New Bldg at Ripley		Option 5: Buy & Renovate NewMUNI	
		Score*	Weighted Score**	Score*	Weighted Score**	Score*	Weighted Score**	Score*	Weighted Score**	Score*	Weighted Score**
Financial Benefits	45	1	45	4	180	5	225	2	90	10	450
Staff Collaboration/Efficiency + Satisfaction	30	1	30	8	240	8	240	8	240	10	300
Convenience for residents	15	1	15	6	90	6	90	6	90	10	150
Sustainability	10	1	10	6	60	10	100	10	100	6	60
<b>TOTALS</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>24</b>	<b>570</b>	<b>29</b>	<b>655</b>	<b>26</b>	<b>520</b>	<b>36</b>	<b>960</b>
* Score Range 1-10											
** Weighted Score = Score x Weight											

**Overall Evaluation.** The overall Pros and Cons of each option were assessment by the subgroup (Table 3)

**Table 3**

Option	10 Year \$\$ Inflows	10 Year Costs	Net \$\$	Pros	Cons
<b>Status Quo</b> <ul style="list-style-type: none"> <li>No consolidation</li> <li>Sell Peabody but keep playing fields</li> </ul>	With AA Zoning = \$4m ----- With B Zoning = \$14m	(\$29m) ----- (\$29m)	With AA Zoning = (\$25m) ----- With B Zoning = (\$15m)	<ul style="list-style-type: none"> <li>Allows Town to prioritize DPW and Public Safety needs</li> <li>No disruption of services</li> </ul>	<ul style="list-style-type: none"> <li>Costly to operate and maintain</li> <li>Missed opportunity to unlock revenues from vacated location</li> <li>No benefits from consolidation</li> </ul>
<b>Consolidate to Renovated Peabody</b> <ul style="list-style-type: none"> <li>Renovation to net zero</li> <li>Sell Excess Assets (Ripley, 55 Church, Harvey Wheeler, 141 Keyes)</li> </ul>	With AA Zoning = \$36m ----- With B Zoning = \$46m	(\$43m) ----- (\$43m)	With AA Zoning = (\$6m) ----- --- With B Zoning = +\$3m	<ul style="list-style-type: none"> <li>Benefits of Consolidation                             <ul style="list-style-type: none"> <li>a) Increased staff collaboration and satisfaction,</li> <li>b) reduced travel times,</li> <li>c) more convenience for residents</li> <li>d) increased operational efficiencies</li> </ul> </li> <li>Flexible timing, i.e., can be done in stages</li> <li>Aligns with reuse sustainability goal</li> <li>Maintain unique distinctive architecture</li> <li>Some positive financial benefit compared to Status Quo</li> </ul>	<ul style="list-style-type: none"> <li>Town perception of the health of the building</li> <li>Life span of building</li> <li>Moving Costs</li> <li>FFE costs</li> <li>Not Central Location</li> <li>Temp. Services Disruption</li> <li>Uncertainties/Risks**</li> </ul>
<b>Consolidate at a New Building at Peabody Site (retain playing fields)</b> <ul style="list-style-type: none"> <li>Sell Excess Assets (Ripley, 55 Church, Harvey Wheeler, 141 Keyes)</li> </ul>	With AA Zoning = \$36m ----- With B Zoning = \$46m	(\$42m) ----- (\$42m)	With AA Zoning = (\$6m) ----- --- With B Zoning = +\$4m	<ul style="list-style-type: none"> <li>Benefits of Consolidation (see above)</li> <li>Longer lifespan than renovation</li> <li>Will be designed to meet Concord's specific needs including sustainability goals</li> <li>No disruption of services</li> <li>Flexible timing, i.e., can be done in stages</li> <li>Some positive financial benefit compared to Status Quo</li> </ul>	<ul style="list-style-type: none"> <li>Moving Costs</li> <li>FFE costs</li> <li>Non-Central Location</li> <li>Temp. Services Disruption</li> <li>Uncertainties/Risks**</li> </ul>
<b>Consolidate at a New Building at Ripley Site</b> <ul style="list-style-type: none"> <li>Sell Excess Assets (Peabody, 55 Church, Harvey Wheeler, 141 Keyes)</li> </ul>	With AA Zoning = \$28m ----- With B Zoning = \$38m	(\$42m) ----- (\$42m)	With AA Zoning = (\$14m) ----- --- With B Zoning = (\$4m)	<ul style="list-style-type: none"> <li>Benefits of Consolidation (see above)</li> <li>Longer lifespan than renovation</li> <li>Will be designed to meet Concord's specific needs including sustainability goals</li> <li>No disruption of services</li> <li>Less costly than status quo</li> </ul>	<ul style="list-style-type: none"> <li>Moving Costs</li> <li>FFE costs</li> <li>Non-Central Location</li> <li>Temp. Services Disruption</li> <li>Uncertainties/Risks**</li> </ul>
<b>Buy &amp; Renovate NewMuni Building</b> <ul style="list-style-type: none"> <li>Sell Excess Assets (Peabody, Ripley, 55 Church, Harvey Wheeler, 141 Keyes)</li> </ul>	With AA Zoning = \$46m ----- With B Zoning = \$60m	(\$42m) ----- (\$42m)	With AA Zoning = +\$4m ----- --- With B Zoning = +\$18m	<ul style="list-style-type: none"> <li>Benefits of Consolidation (see above)</li> <li>Large Revenue potential from sale of excess space</li> <li>Rent revenue potential to balance operational costs</li> <li>Central Location</li> <li>Shorter term positive impacts (faster implementation)</li> <li>Flexible timing, i.e., can be done in stages</li> </ul>	<ul style="list-style-type: none"> <li>Town becomes a landlord</li> <li>Moving Costs</li> <li>FFE costs</li> </ul>

\*\*Uncertainty and risks associated with estimates of cost to renovate and build new

## 10. Trade-Offs and Uncertainties

Our financial modelling includes many assumptions. Many of these are based on solid data and/or have a relatively insignificant impact on the results. Others, however, have a relatively significant impact on our results and need more study to gain confidence in our projections. A summary of all the assumptions used to quantify cost and benefits:

Assumptions that need further study include:

- Cost to renovate Peabody
- Cost to build new at Peabody or Ripley
- Cost to purchase and update an existing building

Finally, the scenarios that assume changes to zoning regulations of vacated parcel is critical to forecasting expected revenues from the sale of these parcels and the incremental property tax realized from incremental, new housing units. These zoning changes require approval at town meeting.

## 11. Recommendations

Through the analysis described above including the overall assessment of “pros and cons” of each option, as detailed in the following sections, the LUWG’s MCS recommends to the Select Board that the Municipal Consolidation part of the overall Land Use strategy should focus on the implementation of

- **Option 5: Purchase and Renovate of Existing Office Building and Renovation.**

Based on data and information available at the date of this report, including best estimates, our analysis strongly supports this option.

Although there are uncertainties in the financial analysis (see Section 9) that can only be minimized through additional work Phase 2 (e, g, new construction, renovation costs and market analysis) we believe that the strength of the recommendation is unlikely to change with new information. The value (i.e. revenues) and the net financial benefits that can be realized by the Town through the execution of Option 5 align with the clear preference for this option based on non-financial criteria. Our recommendation include the selection of this option plus moving forward on the next steps as summarized in the next section.

## 12. Next Steps

Our recommendation must now be integrated with the recommendations and findings of the subcommittees looking at locations for DPW and public safety. There may be some synergies or conflicts among our findings. For example, a recommendation to buy a new existing building at a location near DPW or public safety could further enhance the benefits of improved staff collaboration and citizen convenience. On the other hand, a recommendation to vacate a certain parcel may not have public support. To gain confidence in our recommendations, we must do further study.

Since the financial benefits play a big role in the decision to consolidate or not, our confidence in our recommendation must be confirmed/refined via independent, objective study by knowledgeable consultants. These include:

- Study to refine estimates to renovate and bring Peabody up to code
- Study to refine estimates to build new at Peabody
- Study to refine estimate to renovate and bring an existing building up to code

- Develop a specific space plan for the proposed office building to ensure that space requirements can be accommodated

Most importantly, our recommendations, and the assumptions behind them, must be held up for public scrutiny. The ideas presented here will have lasting impact on the town. Public outreach via forums, surveys, hearings, focus groups, etc. must be conducted to hear from our citizens. We recommend the town hire a professional firm with a solid track record of soliciting broad, public input and organizing it in a meaningful way for decision-makers.

# Appendix 1 - Summary of Space Needs

## Land Use Working Group - Municipal Consolidation Indoor Space Requirements (Dec 18, 2025)

Municipal Properties		Staff/Staff Support Space		Specialized Program Spaces (To Support Programs/COA/Schools, etc.)		Specialized Outdoor Spaces	
Bldg.	Functions	Staff No. (For Muni Consolidation)	Estimate of Required Staff Space (@150SQFT/Staff) (Includes Offices, Conf Rooms, Bathrooms, Kitchenettes, IT, Storage, Corridors)	Required Program Spaces (From Note A List)	Required SQ FT Needed for Programs	Description	Required SQ FT Needed for Outdoor Spaces
24 Court Lane	Assessors	4	600				
141 Keyes Road	Planning, Health, Natural Resources, Building Inspector	21	3150				
133 Keyes Road	Engineering, Facilities, Cemeteries	10	1500				
37 Knox Trail	Facilities	8	1200				
Town House (22 Monument)	Offices, Finance, Accounting, Economic	18	2700				
Ripley School	School Admin; CASE Program; STEM; Integrated School	35	5250	Note A	16,000	Playground	7,500
55 Church Street	HR, Public Health, Nurse, Archive	10	1500				
Harvey Wheeler	Council on Aging, Concord Recreation/Carousel	11	1650	Note B	12,750	Playground	7500
CMLP (IT and GIS)	IT and GIS Staff Only	8	1200				
<b>Totals</b>		<b>125</b>	<b>18,750</b>		<b>28,750</b>		<b>15,000</b>
							<b>47,500 Indoor</b> <b>15,000 Outdoor</b>
<b>Note A</b>	From T. Marano 12-17-2025 (Not including 3000 SQFT of future needs based on Town Growth)						
	5 classrooms for integrated preschool						
	2 Speech and language rooms						
	2 DT rooms						
	1PT room						
	Preschool Psychologist room						
	Nurse's Office						
	STEAM lab						
	Indoor playspace/gym						
	School Committee/Large space meeting room						
	Launch Space (1 Classroom)						
<b>Note B</b>	COA programming and Concord Carousel - Estimated at 15 x existing space (8,500 SQFT) - To Be Confirmed						



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**February 26, 2026**

**7**

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## **Fiscal Year 2027 Budget Updates**

Overview of Fiscal Year 2027 Budget

**Requested by: Finance Committee Chair**

**Action Sought: None**

### **Proposed Motion(s)**

None anticipated.

### **Additional Information**

Updates on the Fiscal Year 2027 budget will be provided from the School Department, including potential CCRSD budget reductions. The Finance Department will also be providing a budget update for the Town which will include the latest information on health insurance costs.

### **Board Action**

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



# TOWN OF CONCORD

## Finance Department

22 Monument Square  
P.O. Box 535  
Concord, Massachusetts 01752

**TO:** Concord Select Board  
**FROM:** Jennifer Barrett, Chief Financial Officer  
**DATE:** February 20, 2026  
**RE:** Budget Updates

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### Overview

This memo provides an update on recent changes within the Joint Accounts and Regional School budgets over the past two weeks, their impact on the overall FY27 outlook, and other key items under review by the Finance Department.

### Health and Property Insurance

- **Health Insurance:**  
Initial guidance suggested budgeting for a 15% increase. MIIA has now confirmed a **4.3% increase** due to below-average claims experience. After updating census data, staffing changes, open enrollment estimates, and retiree plan adjustments, the budget line has been reduced by **\$667,800**, reflecting a **7.4% increase** overall.
- **Property Insurance:**  
Rates came in at **8.1%**, lower than initial estimates. This FY27 budget reflects an adjustment for realized FY26 rebate credits and the 2% early pay discount, the net impact is a **\$4,841 decrease**, resulting in a **13.6% increase**.

These two categories represent the largest percentage increases, but overall, we achieved a **5% reduction from earlier estimates**. Additionally, revisions to the new borrowing estimates bring the **Joint Accounts increase to 2.9%**.

### Regional Schools

- **CCRSD:**  
The Carlisle Finance Committee requested a \$100,000 reduction in Carlisle's assessment without impacting education services. CCRSD is considering an initial total **\$246,687 reduction**, split as follows:
  - Concord: \$184,621
  - Carlisle: \$62,066This falls short of Carlisle's request but represents significant progress. No vote has been taken; updates are expected after the Public Hearing.

- **Minuteman Regional:**  
Enrollment adjustments increased Concord's assessment by **\$55,072 (3%)**, resulting in a **6.4% net increase for Concord's share of the Region's budget.**

### **Overall Budget Impact**

- Town General Government: **+2.5% (guideline)**
- Joint Accounts: **+2.9%**
  - **Combined net increase of +2.67%**
- CPS: **+2.75% (guideline)**
- CCRSD & Minuteman: **net reduction of 0.34%** (subject to updates)

Total FY27 expense increase: **1.98%**

Potential levy increase: **1.96%**, compared to **4.7% in FY26.**

Estimated tax rate impact: **\$0.26 per \$1,000, or \$1,700 for the median single family residential house.**

### **Additional Updates**

- **Warrant & Budget Book**: Available online; Enterprise sections will be completed before Public Hearings.
- **Free Cash**: Balance Sheet submitted; certification expected later this week.

### **Next Steps:**

We will provide further updates at the Public Hearings and upon receipt of Free Cash certification.



Town of Concord

# Fiscal Year 2027 Town Government Operating Budget

Select Board  
Monday, February 23, 2026

Finance Committee  
Thursday, February 26, 2026

1

## Highlights

Insurance Update

Town, CPS & Joint Accounts

Regional Schools Updates

Overall Outlook

Budget Book

Free Cash

2

# Insurance

Health Insurance 4.3%

Census Update, Planned Changes

Liability Insurance 8.1%

FY26 Actuals, Credits Applied

5% Reduction from Initial Estimates

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Town Government Operating Budget						
Line No.	Item No.	Department	FY25 Appropriation	FY26 Appropriation	FY27 Proposed	FY26-27 %Change
<b>Joint Accounts (Town - Concord Public Schools)</b>						
11	A	Group Insurance	\$ 8,000,000	\$ 9,405,564	\$ 10,097,630	7.4%
	B	Property/ Liability Insurance	\$ 539,412	\$ 617,087	\$ 701,151	13.6%
	C	Unemployment	\$ 140,760	\$ 143,575	\$ 143,575	0.0%
	D	Worker's Compensation	\$ 176,149	\$ 193,764	\$ 276,175	42.5%
	E	Medicare	\$ 1,028,735	\$ 905,172	\$ 941,379	4.0%
		<b>Subtotal:</b>	<b>\$ 9,885,056</b>	<b>\$ 11,265,162</b>	<b>\$ 12,159,910</b>	
12	A	Retirement Assessment, General Fund	\$ 4,349,746	\$ 3,584,157	\$ 3,727,523	4.0%
	B	Retirement Assessment, Pension Reserve	\$ 1,650,000	\$ 1,567,124	\$ 1,618,041	3.2%
		<b>Subtotal:</b>	<b>\$ 5,999,746</b>	<b>\$ 5,151,281</b>	<b>\$ 5,345,564</b>	
13	A	Debt Service, Within Levy Limit				
		A1. Town, Principal & Interest	\$ 3,576,699	\$ 4,707,036	\$ 3,955,051	-16.0%
		A2. CPS, Principal & Interest	\$ 806,651	\$ 861,510	\$ 723,346	-16.0%
		A3. Interest on Short-Term Notes	\$ 70,000	\$ -	\$ 35,000	100.0%
		<b>Subtotal:</b>	<b>\$ 4,453,350</b>	<b>\$ 5,568,546</b>	<b>\$ 4,713,397</b>	
	B	Debt Service, Excluded from Levy Limit				
		B1. Town, Principal & Interest	\$ 303,794	\$ 295,294	\$ 937,851	217.6%
		B2. CPS, Principal & Interest	\$ 6,286,880	\$ 7,670,889	\$ 7,653,884	-0.2%
		B3. Interest on Short-Term Notes		\$ -	\$ -	
		<b>Subtotal:</b>	<b>\$ 6,590,674</b>	<b>\$ 7,966,183</b>	<b>\$ 8,591,735</b>	
		<b>Total: Joint Accounts</b>	<b>\$ 26,928,826</b>	<b>\$ 29,951,172</b>	<b>\$ 30,810,606</b>	<b>2.9%</b>

Group insurance rates from MIIA 4.3% increase

Liability insurance rates 8.1% increase

Worker's Comp claims run about 12-18 months behind, several claim resolutions in progress

- 14 projects coming off debt schedule in FY27, half are Town Non-excluded

- Excluded debt increases (roads project & Middle School) revised estimates

# FY27 Proposed Budget

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# Regional Schools

## CCRSD Reduction

- Carlisle Guideline
- Health Insurance 4.3%
- State Aid increase
- Initial net pending reduction \$84,620 for Concord

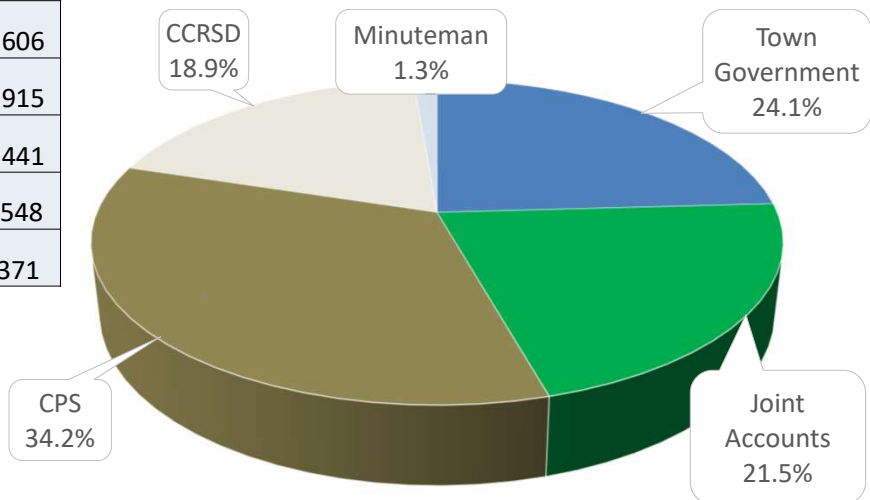
## Minuteman Enrollment Update

- Increased Assessment for 1 HS Student + 2 PS Students
- 3% increase from initial estimates
- 6.4% overall increase

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# Overall Outlook

Town Government	\$	34,520,861
Joint Accounts	\$	30,810,606
CPS	\$	48,941,915
CCRSD	\$	26,995,441
Minuteman	\$	1,886,548
<b>Total Budget</b>	<b>\$</b>	<b>143,155,371</b>



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	FY25	FY26	FY27 Projected	Change
Total Net State Aid	\$ 6,109,021	\$ 6,484,192	\$ 6,689,468	3.17%
Local Revenues	\$ 11,023,545	\$ 11,159,314	\$ 11,453,764	2.64%
Other Sources	\$ 4,781,392	\$ 5,687,111	\$ 5,677,073	-0.18%
Tax Levy	\$ 116,241,894	\$ 121,712,158	\$ 124,098,767	1.96%
<b>Total Funds Available</b>	<b>\$ 138,155,852</b>	<b>\$ 145,042,775</b>	<b>\$ 147,919,072</b>	<b>1.98%</b>
Town & Joint Accts	\$ 59,604,465	\$ 63,630,061	\$ 65,331,467	2.67%
CPS	\$ 46,515,714	\$ 47,632,034	\$ 48,941,915	2.75%
Tier I	\$ 2,180,000	\$ 2,811,720	\$ 2,795,850	-0.56%
CCRS & Minuteman	\$ 27,873,714	\$ 28,981,930	\$ 28,881,989	-0.34%
OPEB	\$ 1,364,608	\$ 1,467,851	\$ 1,467,851	0.00%
Overlay	\$ 617,351	\$ 514,236	\$ 500,000	-2.77%
Other Articles		\$ 4,943		
<b>Total Expense Budget</b>	<b>\$ 138,155,852</b>	<b>\$ 145,042,775</b>	<b>\$ 147,919,072</b>	<b>1.98%</b>

## Impact

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Documents  
Online

Budget Book  
for [General Fund](#)

[Warrant](#)  
including article descriptions

Coming soon:  
Enterprise Budget Book

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Free Cash



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Thank You



Town of Concord

22 Monument Square ~ Concord, MA ~ 978-318-3000  
[www.concordma.gov](http://www.concordma.gov)

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# CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

120 MERIAM ROAD CONCORD, MA 01742 PHONE 978-318-1500 FAX 978-318-1537 www.concordps.org

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To: Concord-Carlisle School Committee

From: Robert Conry, Assistant Superintendent of Finance and Operations

Cc: Dr. Laurie Hunter, Superintendent of Schools

Date: February 4, 2026

Subject: Carlisle Finance Committee Request

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Hello,

The Town of Carlisle Finance Committee has reviewed the CCRSD Budget, and the budget requests of its other town departments. As a follow up to those meetings, they have communicated the following to CCRSD:

*As you know, Carlisle is facing a challenging budgetary year. As a result, the Carlisle Finance Committee is writing to request a reduction in the overall assessment for Carlisle of \$100,000. We request that this reduction not impact educational services. We ask specifically, that all capital funded by Carlisle be eligible to be paid through CPC funds, and pre-payments of capital projects are not driven through the operating budget.*

*In addition, the Finance Committee would request to have an update on both the health insurance premium assessment as well as any updates to state aid figures.*

**To achieve a \$100,000 reduction to Carlisle, CCRSD will need to reduce the overall assessment by approximately \$400,000, as Carlisle's share of the total assessment is 25.16%.** Administration is in the process of reviewing this request, but in the meantime does have updated information to share on the latter two items.

### **Health Insurance Premiums**

MIIA has communicated preliminary guidance that its FY27 rate increase will be in the range of 2.9% (minimum) to 14.4% (maximum), with an average of 8.3% across the MIIA Trust membership. MIIA will be releasing district specific rate information in the latter part of February and we are not certain at this time where CCRSD will land.

The CCRSD preliminary budget assumption was for a 12.0% premium increase. If the district were to come in at the MIIA Trust average of 8.3% increase, that would result in a reduction of \$75,166 to CCRSD's Preliminary FY27 Budget.

# CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

120 MERIAM ROAD CONCORD, MA 01742 PHONE 978-318-1500 FAX 978-318-1537 www.concordps.org

2-5-2026 UPDATE – MIIA communicated this morning that the rate for CCRSD will be a **4.3% increase**; in part due to MIIA’s revised rate range guidance, and in part due to the relatively favorable claims experience of CCRSD, which landed the district in the lower end of the range.

As a result, the FY27 Budget for health insurance expenses can be reduced by \$156,422 and Administration plans to propose this decrease at an upcoming School Committee meeting.

## State Aid Update

The State of Massachusetts has released its Preliminary Cherry Sheets on State Aid to local municipalities and regional school districts. The preliminary Cherry Sheets revenues reflect a 90,265 increase in State Aid to Concord-Carlisle Regional School District (see below) vs. CCRSD’s initial budget assumption. The state budget still needs to go through the House and Ways and Means Committee, but typically those revenues are in line with Preliminary (“Governor’s Budget”) Cherry Sheet revenues.

Revenue	FY27	FY26	Difference	Diff. %	FY27 Cherry Sheet	Diff
Chapter 70	\$ 3,548,073	\$ 3,421,429	\$ 126,644	3.7%	\$ 3,699,123	\$ 151,050
Excess & Deficiency (E&D)	\$ 300,000	\$ 300,000	\$ -	0.0%		
Misc Revenue	\$ 25,000	\$ 30,000	\$ (5,000)	-16.7%		
Interest	\$ 250,000	\$ 275,000	\$ (25,000)	-9.1%		
Charter Reimbursement	\$ 40,000	\$ 25,000	\$ 15,000	60.0%	\$ 21,095	\$ (18,905)
Chapter 71	\$ 810,000	\$ 825,815	\$ (15,815)	-1.9%	\$ 768,120	\$ (41,880)
<b>Total</b>	<b>\$ 4,973,073</b>	<b>\$ 4,877,244</b>	<b>\$ 95,829</b>	<b>2.0%</b>		<b>\$ 90,265</b>

## **2-5-2026 Update / Summary**

**The overall impact of these proposed changes is a reduction of 246,687 to the total CCRSD assessment to member towns; Carlisle’s share of that assessment decrease is \$62,066. These changes can be realized without impacts to educational programs.**



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**February 26, 2026**

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## **Review of Finance Committee Hearing Schedule**

Fiscal Year 2027 Budget

**Requested by: Finance Committee Chair**

**Action Sought: None**

### **Proposed Motion(s)**

None anticipated.

### **Additional Information**

The Finance Committee Chair will lead a review of the schedule and topics for the upcoming budget hearings.

### **Board Action**

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

**From:** Shannon McAndrew smcandrew@concordma.gov   
**Subject:** Annual Town Meeting Public Hearings - Finance Committee  
**Date:** February 11, 2026 at 1:29 PM  
**To:** Shannon McAndrew smcandrew@concordma.gov  
**Cc:** Jennifer Barrett jbarrett@concordma.gov, Ryan Ferrara rferrara@concordma.gov, Carmin Reiss, Town Moderator moderator@concordma.gov



Hello,

You are receiving this email because you have been listed as the sponsor of an Annual Town Meeting warrant article that has been scheduled for a **Finance Committee Annual Town Meeting Public Hearing on Thursday, March 5, Tuesday, March 10, and Thursday, March 12, 2026 at 7:00 PM at the Town House and via Zoom** (note: if there is inclement weather, the meeting will move to Zoom only). The meeting agenda will be [posted on the Town website here](#), once available.

The Public Hearings are an opportunity for the public to hear about the merits of an article, ask questions, and generally provide comment before the article is formally presented at Annual Town Meeting. The Town Moderator will attend the Public Hearing and may provide subsequent comments on your presentation. The Town has adopted a standard PowerPoint format for all presentations, which can be [accessed on the Town website here](#). Please use this template as your starting point.

Please submit your PowerPoint Presentation to the [designated SharePoint Folder here](#) using the naming convention of **Article Name\_Article Sponsor\_V (Version) Number** (e.g. FY27 Town Budget\_Town Manager\_V1) with a deadline of Thursday, February 26, 2026 at 4:00 PM (one week prior to the start of the Public Hearings).

Please see the breakdown of articles to be presented at the Finance Committee Public Hearings:

<b>Finance Committee Public Hearing #1 – Thursday, March 5, 2026</b>		
<b>#</b>	<b>Article Name</b>	<b>Article Sponsor</b>
17	Minuteman Regional Technical High School District Budget	Concord Rep. to Minuteman Regional School Committee
13	Concord Public Schools Operating Budget	Concord School Committee
14	Concord Public Schools Capital Budget	Concord School Committee
15	Concord-Carlisle Regional School District Budget	Concord-Carlisle Regional School Committee
16	Special Education Reserve Fund	Concord School Committee
18	Transfer from Middle School Stabilization Fund	Town Manager
10	Fiscal Year 2027 Town Budget	Town Manager
11	Fiscal Year 2027 Town Capital Improvement and Debt Plan	Town Manager

<b>Finance Committee Public Hearing #2 – Tuesday, March 10, 2026</b>		
<b>#</b>	<b>Article Name</b>	<b>Article Sponsor</b>
26	Community Preservation Appropriation Recommendations	Community Preservation Committee
3	Meeting Procedure	Finance Committee
6	Fiscal Year 2026 Budget Line Item Adjustments	Chief Financial Officer

	2024-2026 Budget Line Item/Requirement	Chief Financial Officer
7	Restore Balances Closed to Free Cash	Chief Financial Officer
8	Retroactive Salary – Dispatch Union Collective Bargaining Agreement	Chief Financial Officer
9	Grant Fund Balance Deficit – 2020 – 2022 Expenses	Chief Financial Officer
12	Municipal Facilities Planning	Select Board
19	Establish a Capital Stabilization Fund	Chief Financial Officer
20	Appropriation to Capital Stabilization Fund	Chief Financial Officer
21	Appropriation to General Stabilization Fund	Chief Financial Officer
22	OPEB Trust Fund Appropriation	Chief Financial Officer
23	OPEB Trust Fund Expense	Chief Financial Officer
24	Appropriation of PFAS Settlement Funds Received from Multi-District Litigation	Public Works Commission
49	Unpaid Bills	Chief Financial Officer
50	Debt Rescission	Chief Financial Officer

**Finance Committee Public Hearing #3 – Thursday, March 12, 2026**

#	Article Name	Article Sponsor
40	Light Plant Expenditures and PILOT	Town Manager
41	Stormwater System Expenditures	Town Manager
43	Solid Waste Disposal Fund Expenditures	Town Manager
44	Sewer System Expenditures	Town Manager
45	Sewer Improvement Fund Expenditures	Town Manager
46	Water System Expenditures	Town Manager
47	Authorize Expenditures from PEG Access and Cable-Related Fund	Town Manager
29	Betterments for Temporary Improvements to a Private Way – Darton and Dover Streets	Public Works Commission
48	Beede Swim and Fitness Center Enterprise Fund Expenditures	Town Manager
39	Authorization of Revolving Funds Under Mass. Gen. Laws c. 44 ? 53 E1/2	Town Manager



**Shannon McAndrew (she/her/hers)**

*Management Specialist*  
Town Manager's Office

Email: [smcandrew@concordma.gov](mailto:smcandrew@concordma.gov)

Phone: 978-318-3003

22 Monument Square  
Concord, MA 01742  
[www.concordma.gov](http://www.concordma.gov)



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**February 26, 2026**

**9**

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## **Finance Committee Report**

Fiscal Year 2027 Budget

**Requested by: Finance Committee Chair**

**Action Sought: None**

### **Proposed Motion(s)**

None anticipated.

### **Additional Information**

The Finance Committee Chair will discuss the committee member assignments for writing Finance Committee report sections, provide an overview of the Town Meeting report status and pending deadlines.

### **Board Action**

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

# Town of Concord Finance Report for FY 2027 April 2026



**ANNUAL TOWN MEETING 2026**  
APRIL 27, 2026 AT 6:30 PM

<http://www.concordma.gov/TM26>

**GET READY FOR TOWN MEETING!**  
Meeting information, public hearing calendar, warrant info, and more....  
<https://www.concordma.gov/TM26>



**Coming Soon: Your New Time-of-Day Rate!**

On April 1, 2026, CMLP will introduce the TOD rate – a smarter, more sustainable way to use energy.

Discover TOD:  
[concordma.gov/tod](http://concordma.gov/tod)



**NORTH BRIDGE WELCOME CENTER OPEN**

POP UP VISITOR CENTER AT THE NORTH BRIDGE PARKING LOT BEGINNING THURSDAY OCT. 2 AND OPERATING DAILY 10 A.M.-3 P.M. AS LONG AS NEEDED.

**NORTH BRIDGE PARKING LOT POP UP VISITOR CENTER**  
10 AM-3 PM.

*Visit*  
**CONCORD**  
Massachusetts

Town of Concord, Mass.



CCHS Thanksgiving Day Football at Fenway Park - November 26, 2025



Minuteman Media Network  
2,43K subscribers

13 Share

“Finance is not merely about making money. It’s about achieving our deep goals and protecting the fruits of our labor. It’s about stewardship and, therefore, about achieving the good society.” Robert J. Shiller.

**Finance Committee Report for Fiscal Year 2027**

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### **Trends and Anticipated Challenges**

The Committee has identified certain trends that may, over time, have an impact on the financial well-being of the Town and its residents, including:

- Concord spending continues to grow as new needs and wants are identified.
- Our aging municipal, public safety, and public works buildings need to be remodeled or replaced. We need to start saving now for these large capital improvement projects.
- School population changes, including enrollment shifts in the high school, will impact Concord spending.
- Concord has an unusual opportunity to grow, which brings its own challenges.

**10.0 Finance Committee Recommendations on 2026 Warrant Articles**

The Finance Committee conducted public hearings on March 5, 10, and 12, 2026, on Articles with a spending or borrowing component and subsequently voted to offer recommendations as shown in the table presented below. The Finance Committee voted one of three ways on each article:

- A recommendation of “**Affirmative Action**” indicates that a majority of Finance Committee members support Town Meeting approval of the article.
- A recommendation of “**No Action**” indicates that a majority of Finance Committee members do not support Town Meeting approval of the article.
- For a few articles, the Finance Committee voted to **defer action** to Town Meeting, meaning that a vote will be taken. A vote will be taken before or at Town Meeting and the meeting.

Note: “Estimated tax change” is from FY26 and **per \$1M of median assessed value for a single-family residence assessed at \$ \_\_\_\_\_**.

Article	Estimated Tax Impact per Median Household	Finance Committee Recommendation
<b>Article 3.</b> Meeting Procedure	Does not change property taxes.	[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This article is sponsored by the Finance Committee to ensure that all articles and amendments moved by town meeting are in compliance with the requirements of the Mass. Gen. Laws c. 59, § 21C.]
<b>Article 6.</b> FY26 Budget Line-Item Adjustments	Does not change property taxes.	[..... <i>There is no motion anticipated for this article.</i> ]
<b>Article 7.</b> Restore Fund Balances Erroneously Returned to Free Cash <b>\$978,791</b>	\$ _____	[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....]
<b>Article 8.</b> Retroactive salary Dispatch Union Collective Bargaining Agreement <b>\$ _____</b>	\$ _____	[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....]

Article	Estimated Tax Impact per Median Household	Finance Committee Recommendation
<p><b>Article 9.</b> Grant Fund Balance Deficit – 2020-2022 Expenses \$676,242.77</p>	<p>\$ _____</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....]</p>
<p><b>Article 10.</b> FY27 Town Budget \$65,331,467</p>	<p>\$ ____</p>	<p>The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of _____. The town budget Article for \$65,331,467 includes the Town guideline spending of \$34,520,861 (which met the Finance Committee’s FY27 guideline for spending of a 2.50% increase over FY26) plus _____. During deliberation on this article, Finance Committee questions focused on .....]</p>
<p><b>Article 11.</b> FY27 Capital Improvement and Debt Plan \$4,694,420</p>	<p>\$ ____</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... It includes \$2,294,420 in Tier I capital projects and \$2,400,000 in Tier II capital projects, all which align with departments’ needs and with the Town’s bigger picture capital plan. Of note, it includes .....]</p>
<p><b>Article 12.</b> Municipal Facilities Planning \$ _____</p>	<p>\$ _____</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....]</p>
<p><b>Article 13.</b> Concord Public Schools Operating Budget \$48,941,915 and \$183,680</p>	<p>\$ ____</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... The CPS operating budget Article of \$48,941,915 met the guidelines for spending issued by the Finance Committee (2.75% increase over FY26). This Article also requests a transfer of \$183,680 from Free Cash to cover the homeless transportation program costs for 2025-26 school year, which are expected to be reimbursed to the Town by the State in June 2026.</p>

Article	Estimated Tax Impact per Median Household	Finance Committee Recommendation
<p><b>Article 14.</b> Concord Public Schools Capital Budget \$501,430</p>	<p>\$___</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... The CPS capital budget includes a number of small and mid-sized capital projects that align with the School's and Town's capital plans. Of note, it includes .....]</p>
<p><b>Article 15.</b> Concord-Carlisle Regional School District Budget \$26,995,441</p>	<p>\$___</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... The CCRSD operating budget met the guidelines for spending issued by the Finance Committee. The recommended budget for FY27 is \$26,995,441, a 0.79% decrease over FY26. This is Concord's assessment for FY27.]</p>
<p><b>Article 16.</b> Establish Special Education Reserve Fund</p>	<p>Does not impact property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on .....]</p>
<p><b>Article 17.</b> Minuteman Regional Technical School District Budget \$1,886,548</p>	<p>\$___</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... As a member of the Minuteman Regional Technical High School District, Concord agrees to pay an assessed share of the regional district's operating budget. The amount of the assessment paid by each town participating in the regional district is determined by a formula established in the regional agreement and relies in part on a four-year average of enrollment for member communities. This Article reflects and authorizes the payment of Concord's FY27 assessment.]</p>
<p><b>Article 18.</b> FY27 Middle School Stabilization Fund Transfer \$1,500,000</p>	<p>\$_____</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... The Middle School Stabilization Fund was created to provide a source of revenue to reduce the tax impact during peak years of debt service payments for the Ellen Garrison Building at Concord Middle School. The Article applies \$..... toward the cost of debt service this year. The funding source of this Article will be .....]</p>

Article	Estimated Tax Impact per Median Household	Finance Committee Recommendation
<p><b>Article 19.</b> Establish a Capital Stabilization Fund</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on .....]</p>
<p><b>Article 20.</b> Appropriation to Capital Stabilization Fund \$1,250,000</p>	<p>\$ _____</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....]</p>
<p><b>Article 21.</b> Appropriation to General Stabilization Fund Appropriation \$750,000</p>	<p>\$ _____</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....]</p>
<p><b>Article 22.</b> OPEB Trust Fund Appropriation \$1,467,851</p>	<p>\$__</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....]</p>
<p><b>Article 23.</b> OPEB Trust Fund Expense</p>	<p>Does not change property taxes.</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... The Town appropriates the expenses of the OPEB Trust Fund and pays them directly rather than deducting those expenses from investment earnings.]</p>
<p><b>Article 24.</b> Appropriation of PFAS Settlement Funds Received from Multi-District Litigation \$657,526.79</p>	<p>\$ _____</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....]</p>

Article	Estimated Tax Impact per Median Household	Finance Committee Recommendation
<p><b>Article 26.</b> Community Preservation Appropriation Recommendations \$4,675,053</p>	<p>Article impact is reflected as a separate surcharge on property tax bills</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article (on all projects) by a vote of ..... This Article also seeks to rescind \$482,978 in prior appropriations from the Community Preservation Fund and to appropriate those funds to the Open Space Reserve Fund. All projects were reviewed and approved by the Town Community Preservation Committee (CPC) and are funded by monies collected as a 1.5% surcharge on property tax bills supplemented by partial state matching funds.]</p>
<p><b>Article 29.</b> Betterments for Temporary Improvements to a Private Way – Darton and Dover Streets \$195,000</p>	<p>\$_____</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....]</p>
<p><b>Article 39.</b> Authorize Expenditure of Revolving Funds under Mass. Gen. Laws 44 § 53 E1/2</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This is a routine authorization of annual spending limits from Revolving Funds, expenditures made pursuant to the Town’s Revolving Fund By-Law with the approval of the Town Manager.]</p>
<p><b>Article 40.</b> Light Fund Expenditures and PILOT Payment</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This is a routine, non-controversial annual action authorizing the Light Plant to expend its income from operations for the expenses of the Light Plant, and further provides for the transfer of \$453,500 (PILOT) from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2027. The Light Board conducts an annual rate hearing on these expenditures.]</p>

Article	Estimated Tax Impact per Median Household	Finance Committee Recommendation
<p><b>Article 41.</b> Stormwater Enterprise Fund Expenditures</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This article authorizes the Town Manager to allocate \$ _____ in funds in the Stormwater Enterprise Fund (which are generated from user fees charged for the Town’s stormwater treatment program) without the need for further appropriation. This is the first annual action authorizing the use of the fund to operate the stormwater enterprise fund. The Public Works Commission conducts an annual rate hearing on these expenditures. The Public Finance Committee questions focused on .....]</p>
<p><b>Article 43.</b> Solid Waste Disposal Fund Expenditures</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This article authorizes the Town Manager to allocate funds in the Solid Waste Disposal Fund (which are generated from user fees charged for the Town’s curbside recycling program) without the need for further appropriation. The Public Works Commission conducts an annual rate hearing on these expenditures. This is a routine, non-controversial annual action authorizing the use of the fund to operate the solid waste and recycling collection and disposal program.]</p>
<p><b>Article 44.</b> Sewer System Expenditures</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This article authorizes the Town Manager to use \$ _____ in cash on hand in the Sewer Fund and revenue generated within fiscal year 2027 for the operation, maintenance and improvement of the Town’s sewer system. The entire cost of operations, maintenance, capital replacement and renewal are funded by user fees. Currently, about one-third of Concord’s residences and many businesses and institutions are connected to the Town’s municipal sewer system. The Public Works Commission conducts an annual rate hearing on these expenditures. This has been a routine annual action.]</p>

Article	Estimated Tax Impact per Median Household	Finance Committee Recommendation
<p><b>Article 45.</b> Sewer Improvement Fund Expenditures</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of improvement fees paid by certain properties for connecting to the sewer system. The Article authorizes expenditure from the Fund under the direction and control of the Town Manager for construction and expansion of sewer lines and treatment facility capacity.] The Public Works Commission conducts an annual rate hearing on these expenditures.</p>
<p><b>Article 46.</b> Water System Expenditures</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This article represents a routine annual action related to the Water Fund which is an Enterprise Fund for which the entire cost of operations is borne by user fees. The annual action authorizes the Town Manager to use \$_____ in cash on hand in the Water Fund and fiscal year 2027 revenue for the operation and maintenance and improvement of the Town's water system. The Public Works Commission conducts an annual rate hearing on these expenditures.]</p>
<p><b>Article 47.</b> PEG Access and Cable Related Funds</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This article represents a routine annual action related to the PEG Access Fund which is a Special Revenue Account for which the cost of public access via the Minuteman Media Network. <b>This action authorizes the Town Manager to use \$_____ of the PEG fund</b> for the operation and maintenance of the PEG Access facilities.</p>
<p><b>Article 48.</b> Beede Swim and Fitness Center Enterprise Fund Budget</p>	<p>Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This article represents an annual action related to the operating budget of the Beede Center, which is an Enterprise Fund for which the entire cost of operations is borne by user fees. <b>This action authorizes the Town Manager to use \$_____ of the Beede Enterprise Fund</b> for the operation and maintenance of the Fitness Center.]</p>

Article	Estimated Tax Impact per Median Household	Finance Committee Recommendation
<p><b>Article 49.</b> Unpaid Bills</p>	<p>????Does not change property taxes</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this Article by a vote of ..... This is a routine article required by state law, Ch. 44 § 64: Payment of bills incurred in excess of appropriations:</p> <p><i>Any town or city having unpaid bills of previous fiscal years which may be legally unenforceable due to the insufficiency of an appropriation in the fiscal year in which such bills were incurred may, in the case of a town, at an annual meeting by a four-fifths vote.]</i></p>
<p><b>Article 50.</b> Rescind Debt Authorization</p>	<p>[.....???Does not change property taxes..]</p>	<p>[The Finance Committee voted to recommend ..... <b>Action</b> on this article by a vote of ..... This fund will be used for ..... Finance Committee questions focused on ..... The funding source of this Article will be .....] [There is no motion expected for this Article.]</p>



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**February 26, 2026**

**10**

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## Recap of Action Items - Adjournment

**Requested by: Finance Committee Chair**

**Action Sought: Vote/Adjourn**

### Proposed Motion(s)

Move to vote to adjourn the February 26, 2026, Finance Committee meeting at XX:XX PM.

### Additional Information

None.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>