



**TOWN OF CONCORD, MASSACHUSETTS**

**Request for Proposals – RFP 26-2021**

**Master Plan and Zoning for Redevelopment of MCI Concord**

**Due: By 11:00 AM on Thursday February 19, 2026**

**LEGAL NOTICE**  
**Town of Concord**  
**Request for Proposals – RFP 26-2021**  
**Master Plan and Zoning for Redevelopment of MCI Concord**

In accordance with M.G.L. c.30B, Section 6, the Town of Concord (the “Town”) invites sealed written proposals from qualified consultants to provide master planning, zoning, and related regulatory services for the redevelopment of the former MCI-Concord site, as described in the Request for Proposals (RFP) documents. Services will include preparation of an illustrative plan, framework plan with phasing guidance, market feasibility and fiscal impact analyses, and a regulatory and zoning package to support implementation.

The RFP package will be available beginning at 12:00 p.m. on January 21, 2026, online at <https://www.concordma.gov/bids.aspx>. Questions concerning this RFP must be submitted in writing to [planningdivision@concordma.gov](mailto:planningdivision@concordma.gov), with a copy to [procurement@concordma.gov](mailto:procurement@concordma.gov), no later than Monday, February 9, 2026, at 4:00 p.m. Eastern. Written responses will be issued via numbered addenda and distributed to those who have registered for the RFP package on the Town’s website. It is the responsibility of each proposer to monitor the Town’s website for addenda.

Sealed proposals must be received no later than Thursday, February 19, 2026, at 11:00 a.m. Eastern, at the Town of Concord Town Clerk’s Office, 1st Floor, 22 Monument Square, Concord, MA 01742, to the attention of Amanda Moore, Procurement Manager. If Town offices are closed due to inclement weather, proposals will be due on the snow date of Friday, February 20, 2026, at 11:00 a.m. Eastern. Proposals will be time-stamped and held unopened for delivery to the Finance Administration Office.

Pursuant to M.G.L. c.30B §6, proposals shall be submitted in two (2) separate, sealed envelopes inside one outer envelope, as follows:

- Envelope A – Technical (Non-Price) Proposal: Eight (8) copies and one (1) electronic copy on USB (PDF format)
- Envelope B – Price Proposal: One (1) original Price Proposal Sheet

Both envelopes must be clearly marked with the RFP title, the proposer’s name, and either “TECHNICAL” or “PRICE.” Envelope B will remain sealed until completion of the Town’s evaluation of the Technical Proposals, including reference checks and any interviews conducted in accordance with the RFP. Late, faxed, or emailed proposals will be rejected unopened. The outer envelope must be clearly labeled: “RFP 26-2021 – Master Plan and Zoning for Redevelopment of MCI Concord.” The total cost of the project shall not exceed \$550,000.

Interviews are anticipated to occur on Monday, March 2, 2026, with an alternative date of Friday, February 27, 2026. The Town anticipates awarding the contract on Monday, March 23, 2026, with a project kickoff meeting anticipated on Monday, March 30, 2026.

All proposals submitted in response to this RFP become the property of the Town of Concord and are subject to the Massachusetts Public Records Law (M.G.L. c.66 §10 and M.G.L. c.4 §7(26)). The Town will not disclose portions of a proposal designated as confidential or proprietary except as required by law. The Town reserves the right to reject any and all proposals, cancel this solicitation, waive minor informalities, and award the contract deemed to be in the best interest of the Town.

This procurement is being conducted through the Commonwealth of Massachusetts Statewide Contract for Planning, Research, and Facilitation Services (PRF-76), and proposers must be eligible vendors under that contract.

**Town of Concord, Massachusetts**

**Request for Proposals -RFP: 26-2021**

**Concord Master Plan and Zoning for Redevelopment of the Massachusetts Correctional Institution at Concord (MCI Concord)**

**Due by 11:00 AM on Thursday, February 19, 2026**

The Town of Concord (hereafter referred to as “the Town”) seeks the services of a qualified Contractor on the Statewide Contract PRF-76 with relevant expertise to perform services in developing a Master Plan (“the Plan”), market feasibility and fiscal impact analysis of the Plan, and draft Zoning and mapping for the redevelopment of the Massachusetts Correctional Institution at Concord (MCI Concord) that can achieve the implementation of the Plan through the disposition of the property through a competitive public process by Commonwealth’s Division of Capital Assets Management and Maintenance (“DCAMM”).

The site to be evaluated as part of the Plan includes the former Massachusetts Correctional Institution at Concord owned by DCAMM and its associated parking area, and an adjacent property owned by the Concord Housing Development Corporation (CHDC), which is referred to as Junction Village. The implementation of the Plan will likely occur over several years including the development of infrastructure capacity to support the redevelopment of the site as well as other projects on nearby municipally owned sites. The Town desires a comprehensive plan for a mix of uses for this property, which synthesizes considerations of access and internal circulation, infrastructure, utilities, market feasibility, open space, historic preservation, commercial and residential development, and municipal facilities. In addition to the Plan, a guiding framework for regulation, permitting, and implementation of phased development will be essential to realizing the redevelopment potential of the site. The Town’s goal is to adopt zoning in line with the Town’s vision for this site and to assist DCAMM by providing a feasible framework for redevelopment of the property that can be executed through a request for proposals (RFP) issued to developers.

The successful proposer will work under the direction of the Town’s Community Development Director, and receive input from Town boards, committees and an appointed steering committee. As the agency representing the Commonwealth as property owner, DCAMM will be a key stakeholder involved throughout the process. All proposers must have technical experience in the field of master planning, zoning including form-based codes, transportation planning, and civil engineering as well as the ability to conduct research, collect and analyze information and prepare written and oral reports and presentations. Project team capabilities desired and detailed tasks are provided in the Scope of Work below. All proposers must have strong communication and interpersonal skills, effective public speaking skills, and accurate administrative and record-keeping abilities. Microsoft Word, PowerPoint and Excel proficiency is required.

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## High-Level Project Team Capabilities

- Master Planning (prime)
- Neighborhood and Urban Design
- Transportation Planning
- Real Estate Market Analysis
- Fiscal Impact Analysis
- Community Engagement
- Zoning Codes, Permitting, and Local Regulatory Frameworks
- Civil and Environmental Engineering
- Traffic Engineering
- Sustainable Practices and Design
- Historical Preservation
- Landscape Architecture
- Graphic Design & Document Production

## Summary of Goals & Objectives

The Commonwealth-owned property, formerly home to the now closed MCI-Concord correctional facility, is in a highly desirable municipality within close proximity to a walkable business district in West Concord served by commuter rail, and abuts a regional highway (Route 2), wild and scenic River (Assabet River) and a highly used multi-use recreational trail serving multiple communities (Bruce Freeman Rail Trail). The property is expected to be conveyed to a private developer to be redeveloped with a mix of uses including housing, commercial uses, as well as public facilities and, potentially, to the Town who will maintain and possibly expand use of the existing Wastewater Treatment Facility. The site to be evaluated as part of this Plan includes the former Massachusetts Correctional Institution at Concord owned by State Division of Capital Assets Management and Maintenance (DCAMM) and its associated parking area, and an adjacent property owned by the Concord Housing Development Corporation (CHDC), which is referred to as Junction Village. Of the 83-acres composing the relevant parcels, approximately 29 acres are anticipated to remain reserved for wetlands, agriculture and a cemetery leaving approximately 54 acres that is potentially developable. Given other current and ongoing work, including the continued agricultural use of the western portion of one parcel and the potential reconfiguration of Route 2 by Massachusetts Department of Transportation (“MassDOT”), it is anticipated that the exact boundaries of the property may shift as a part of this analysis and the selected team is expected to develop a Master Plan that accounts for those considerations.

It is likely that this development activity will occur in phases over several years. Parallel efforts are being planned to improve the Route 2 corridor and rotary by the MassDOT, assess municipal facility needs by the Town, and develop infrastructure capacity to support this redevelopment as well as other projects on nearby municipally owned sites. As a result, it is critical to have a comprehensive Master Plan for this property that synthesizes considerations and creates a guiding framework for regulation, permitting, and implementation of phased development.

The Master Plan project will result in, but not necessarily be limited to, the creation of the following deliverables:

- An illustrative plan that depicts a community vision for the form, character, and design quality of the redeveloped site.

- A framework plan that outlines and locates the transportation and utility infrastructure necessary to facilitate the illustrative plan vision and ensures appropriate connectivity to municipal and regional transportation and utilities serving the property.
- Narratives and illustrative guidance to inform phasing decisions and ensure that early phases are complementary to the full vision.
- Regulatory documentation, including draft zoning and roadway design standards necessary to implement the Town’s vision with a focus on minimizing discretionary entitlement risk for the vision while restricting or prohibiting development activity that is incompatible with that vision.
- A framework that outlines the extent to which the revitalization of the Wastewater Treatment Facility (WWTF) will require additional buffering space along the perimeter of the facility and what the optimal disposition of that space may be to serve the economic development of the site and the Town’s need for expanded space for its Public Works footprint.

In the execution of this work, the Town seeks a consultant that also has demonstrated knowledge and experience with Form-Based Code regulations, in addition to traditional Euclidean zoning with the work product including a set of zoning bylaws that are ready for a vote at the Town of Concord Town Meeting.

## Detailed Scope of Work

### Task 1: Project Kickoff

#### Task 1.1: In-Person Kickoff Meeting with Town of Concord

Upon the commencement of this engagement via a Notice to Proceed (NTP) from the Town to the selected consultant, the consultant will be responsible for scheduling with Town staff and facilitating a kickoff meeting with Town staff and a designated advisory committee no more than two weeks after the execution of the contract, provided that allowances will be made should that time period be unworkable for Town staff. At this meeting, consultant and the Town (in consultation with the DCAMM) will review scope of work, establish a project schedule, establish communication protocols between project team and the Town staff, begin planning for public engagement, and establish a schedule of regular project check-in meetings between consultant and the Town, along with any other topics as may be proposed by consultant and/or the Town staff in the leadup to the kickoff. Depending upon the individuals the Town wishes to have in attendance, this meeting may be conducted under Massachusetts Open Meeting Law or may occur in multiple segments, with staff conversations and public (open meeting) conversations occurring sequentially.

Consultant will be expected to lead a conversation about the planned Master Planning process, as well as aspirations and outcome goals from Concord representatives. A key foundational document and framework for the Master Plan will be the MCI-Concord Vision Plan completed in 2025 with extensive stakeholder engagement and community input and review, and thorough knowledge of this document will be critical in advance of the project kickoff.

Meetings will be in person at Town offices with a remote meeting option.

## Task 1.2: Intro Meeting with DCAMM

Following the kick-off with Town and in coordination with DCAMM, consultant will facilitate a meeting with leadership from the DCAMM and the Town. Consultant will be expected to lead a conversation about the planned Master Planning process, as well as to take input on practical and logistical operations of the site as well as aspirations and outcome goals from DCAMM representatives.

## Task 1.3: MCI-Concord Site Tour

Consulting team members will participate in a site tour of the MCI-Concord campus with DCAMM and Town staff and possibly representatives of the Department of Correction (DOC) early in the process. In coordination with the Concord Housing Development Corporation (“CHDC”), this tour will also extend to CHDC’s Junction Village parcel (located just south of the main MCI-Concord parcel), which will also be considered as a part of this overall Master Planning effort. This tour will include the Wastewater Treatment Facility (“WWTF”) located on the MCI-Concord site, which will also be considered as a part of the overall Master Planning effort.

## Task 2: Project Management

### Task 2.1: Project Plan

As a part of responses to this Request for Proposals (RFP), consultants are requested to provide a preliminary draft project plan outlining the consultant’s recommendations for an approach to complete this Master Plan by summer 2026. The selected consultant should expect to complete the Plan components within 6 months from a Notice to Proceed (NTP) and the draft zoning documents within 3 months of the acceptance of plan components. A necessary Town Meeting vote on draft zoning is targeted to occur in either a Special Town Meeting in Winter 2026/2027 or at the Annual Town Meeting in Spring 2027.

After the execution of an NTP for this work, the selected consultant will prepare an updated project plan to be provided to the Town and DCAMM 48 hours in advance of the kickoff meeting (Task 1.1).

The Town, DCAMM and consultants will provide a contact person responsible for updates and regular communications between the groups. Following that kickoff meeting and throughout the course of this engagement, consultant will be responsible for the maintenance of the ongoing project schedule, providing updates to the Town and alerting the Town in a timely manner if obstacles to the execution of the plan on the agreed-upon timeframe arise.

### Task 2.2: Regular Meetings

Following the kickoff meeting (Task 1.1), consultant and the Town will establish a cadence of regular meetings on a weekly or bi-weekly basis throughout the course of this engagement. Consultant will be responsible for the creation and dissemination of agendas and materials for review at least 48 hours prior to meetings and documentation of next steps/tasks after meetings.

### Task 2.3: Coordination with DCAMM, MassDOT and Other Planning Efforts

In collaboration with the Town, the consultant will participate in regular coordination with representatives of DCAMM (to be designated by the DCAMM). The consultant should anticipate at least 1-2 meetings per month with the Town and DCAMM throughout the contract (in addition to the specific engagement noted elsewhere, such as the Intro Meeting in Task 1.2 and coordination around public meetings under Task 5.1).

There are multiple other planning efforts ongoing at or around the MCI-Concord site. These include planning for a potential disposition of the MCI-Concord wastewater treatment plant to the Town, as well as MassDOT planning efforts for the future of the Route 2 corridor and Concord Rotary (on the north side of the MCI-Concord site). Coordination is expected to be needed between the selected Master Plan consultant and these efforts.

- DCAMM, the Town, and MassDOT and its consultants have a quarterly coordinating meeting on MCI-Concord and Route 2. Representatives from the consultant team will participate in those meetings during the course of the Master Plan effort. The consultant will also participate and provide input in these quarterly meetings to ensure the Master Plan is integrated with future MassDOT planning efforts in terms of access to Route 2, and bicycle and pedestrian access.
- Currently, DCAMM and the Town are in a negotiating period that runs until August 31, 2026, for the potential transfer of the MCI-Concord wastewater treatment plant to the Town. The consultant may be asked to intermittently join a negotiating call related to that effort, as well as potential meetings with MassDEP.

### Task 3: Existing Conditions & Documents Review

It is expected that the selected consulting team will get up to speed very quickly on the MCI-Concord site and planning to date. Many or most of the documents noted below will be provided to prospective consultants alongside the RFP (see Appendix) or are linked below.

Consultants will be expected to review and draw upon the following resources in creating a Master Plan for the MCI-Concord site:

- DCAMM and DOC relevant archival documents related to the site and its physical features
- Town of Concord Documents including:
  - [MCI-Concord Vision Plan & Appendices \(2025\)](#)
  - Wastewater Treatment Plant Facility Assessment (2024)
  - Conceptual Plan Wastewater Treatment Plant
  - Town of Concord [Zoning Bylaw](#) and [Map](#)
  - [Town of Concord Subdivision Rules & Regulations](#)
  - [Town of Concord Historic Preservation Plan \(2025\)](#)
  - [Envision Concord: Bridge to 2030 comprehensive long-range plan](#)
  - [West Concord Master Plan & Preamble](#)
  - [Proposed MCI Concord West Concord Historical Study \(2025\)](#)
  - [Housing Production Plan \(2022\)](#) and [Housing Production Plan Update \(2025\)](#)
  - [Concord Recreation Facilities Strategic Plan \(2024\)](#)
  - [Concord Open Space and Recreation Plan \(2015\)](#)
  - [Concord Energy Future Task Force Report \(2017\)](#)
  - [Concord Transportation Strategy](#) (anticipated completion March 2026)
  - [All GIS layers maintained by the Town and needed by the consultant, including wetland and floodplain mapping](#)
- DCAMM-commissioned technical reports related to the site, including but not necessarily limited to:
  - Title Report (2025)

- ALTA/NSPS Land Title Survey (2025)
- Environmental Site Evaluation/Wetland Delineation (2024)
- Phase I Environmental Site Assessment (2025)
- Hazardous Materials Report (2025)
- Wastewater Treatment Plant Report (2025)
- Photovoltaic System Reuse Study (2025)
- Commonwealth of Massachusetts enabling legislation & policy priorities, including but not necessarily limited to:
  - Massachusetts Fiscal Year 2025 Budget (enabling legislation that authorizes the closure and disposition of MCI-Concord)
  - [Massachusetts Affordable Homes Act \(2024\), Sections 121-123](#)
  - [State Land for Homes Initiative](#)
  - [A Home for Everyone – Massachusetts’ statewide housing plan](#)
  - Massachusetts Capital Investment Plan (CIP)
- Publicly available site information (from MassGIS, MACRIS, U.S. Census Bureau, etc.)

If consultant has additional documents and/or data in mind that they would wish to review if available, please provide a list of additional documents and/or data desired, to be requested of the Town or DCAMM and provided if available and able to be produced/shared.

## Task 4: Precedents Review

### Task 4.1: Correctional Institution Redevelopment Best Practices

Consultant will conduct a review of correctional institution precedents and studies from around the country and will produce a summary of best practices in the space, including lessons applicable to MCI-Concord related to contextually-sensitive redevelopment, economically viable reuse of the site, historic structures and/or historic context, and historic or other interpretive components that might be integrated onsite or in the historical record. Special attention shall be paid to the use of sustainability practices in development, beneficial treatment of the wild and scenic waterway bordering the property to the east, and walking trails and parks and recreation to the west.

### Task 4.2: Regional Precedents in Large-Scale Redevelopment

Consultant will produce a summary of key takeaways (both positive and, as applicable, cautionary) from other large-scale redevelopment efforts in the region. While the redevelopment of both public and private properties is relevant, the redevelopment of large public properties (particularly Commonwealth-owned properties) is of particular interest.

Properties for review shall include the former Fort Devens (ongoing MassDevelopment redevelopment) and the Lancaster Industrial School for Girls (current DCAMM project). Other potential precedents (not an exhaustive list) illustrative of potential development outcomes include:

- Northland Newton (<https://www.northlandnewtonconstruction.com/>)
- Meadow Walk Sudbury (<https://www.meadowwalksudbury.com/>)
- Medfield State Hospital ([Townwide Master Planning Committee | Medfield, MA](#))

This should be primarily a desktop exercise, but consultant may potentially be able to have some direct engagement with involved parties on one or more sites, including Devens (where multiple members of the Town’s MCI-Concord Advisory Board have been involved) and Lancaster (which DCAMM and a consulting team are working to master plan currently).

This shall also include compiling a list of candidate developers with expertise in large-scale renovation who have utilized State funds or other public funding sources to support their projects.

## Task 5: Community & Stakeholder Engagement

Substantial public engagement has been conducted by the Town’s Agency-led consulting team throughout 2025 in the creation of the Vision Plan, as well as by the Community Outreach Subcommittee of the Town’s MCI-Concord Advisory Board and a DCAMM Public Hearing in September 2024. The work under Task 5 should build on these past efforts.

### Task 5.1: Public Engagement

Consultant will support the Town with communications and outreach support to ensure consistent and transparent communication between the project team and the community. The Consultant will prepare a public engagement plan for review and comment by the Town. Public meetings will be conducted in person and/or hybrid format and will take place at a location to be determined by Town staff. The public engagement will include organizing and hosting up to 6 public meetings, public hearings, workshops, and forums (typically 1-2 hours each) and preparing and distributing related notices and presentation materials for each. The Consultant may serve as the lead presenter and/or facilitator during these public engagement sessions. At least one public engagement meeting shall be focused on neighborhood and/or West Concord organizations. Consultants will be expected to work with the Town to provide outreach options for abutters to the property, specifically to residents on Winthrop Street and Commonwealth Avenue as well as West Concord organizations.

A list of potential meetings and associated milestones are described below:

- Shortly after commencement of the contract and kickoff, the consultant will hold a public meeting to provide a brief update to Concord residents and other interested parties about the process to date, including the continuity between the Town’s Vision Plan process and this Master Plan process, as well as to collect public comment to inform the Draft Illustrative Plan (see Task 6);
- To present and obtain feedback on the Draft Illustrative Plan;
- To present and obtain feedback on the Draft Framework Plan;
- To present and obtain feedback on the Draft Zoning;
- To present and obtain feedback from neighborhood and West Concord organizations.

The Consultant will provide summaries of the meetings, analysis and review of surveys, and recommendations for follow-up to the meetings.

### Task 5.2: Multimedia Public Engagement Coordination

Throughout the course of developing this Master Plan, the consultant will be expected to create a variety of materials for maintaining community awareness of and education regarding the Master Plan development, advertising the process, and collecting input. This will include:

- The creation of notification materials about Public Meetings, Public Workshops and Public Hearings and other ways to provide input, including flyers for digital and physical posting, notification language for sharing with newspapers, etc.
- Collection of community perspectives through both print and digital surveys to supplement public comment received at Public Meetings. This will include the creation of said surveys in coordination with DCAMM and the Town as well as the analysis of results.
- Provision of text and images for web page updates (web page to be maintained on the Town of Concord's MCI Project website and, at DCAMM'S discretion, linked from DCAMM's website).

The Town of Concord welcomes proposers' suggestions for other materials and/or approaches that would be recommended for efficient and effective elicitation of community input on the process.

### Task 5.3: Stakeholder & Community Engagement Documentation & Synthesis

Consultant will be expected to compile documentation and synthesis of community & stakeholder engagement, including engagement conducted by the Town and DCAMM without the consultant (both before and, as applicable, during the duration of this contract), for inclusion in the supporting documentation for the final Master Plan.

### Task 5.4: Form-Based Code Workshop (Add Alternate)

The Town is including a potential Add Alternate which will be quoted separately in the Price Proposal Sheet. The scope of work for the Form-Based Code Workshop – Add Alternate is as follows:

The Town requests a scope proposal for the execution of a Form-Based Code Workshop with local stakeholders (Town staff and elected/appointed leadership), DCAMM, and the general public including an informative presentation and working session on the potential for and outcomes from a form-based code approach to zoning, including the pros and cons that it would bring relative to traditional Euclidean zoning at MCI-Concord. Proposal shall include a high-level outline of the workshop and shall account for the consultant producing materials, advertising as appropriate (based on open-meeting law considerations), and facilitating the workshop in collaboration with the Town and DCAMM.

### Task 6: Illustrative Plan Development

Consultant will develop an Illustrative Plan that depicts a shared vision for the form, character, and design quality of the redeveloped site. The development of this Illustrative plan should include exploration of the opportunities and constraints presented by a number of key components of the future redevelopment. These considerations include, but are not necessarily limited to:

- Development and assessment of various levels of density and mixes of use.
- Development and assessment of various parking requirements.
- Evaluation of the potential for and impacts of a contemplated presence for Concord Public Works or another municipal use onsite aside from potential Town ownership of the wastewater treatment plant.
- Evaluation of potential changes to the overall development area and its configuration if MassDEP permits groundwater discharge on the area of the former wastewater treatment

plant sand beds on both the MCI-Concord and Junction Village parcels (based on engineering input from wastewater consultants hired by the Town and, if applicable, DCAMM).

- Consideration of the historic buildings and historic context.
- Assessment of specific buildings for their potential to be repurposed as a part of the future redevelopment of the site.
- Impact on site access, circulation, and development of current transportation network (automobile, transit, and nonmotorized), as well as various Route 2 configurations under development by MassDOT’s engineering consultant.
- Green and low impact development techniques, incorporation of open space and access to the river front, bicycle and pedestrian connections to West Concord, and incorporation of pocket parks.
- Existing deed restrictions (for affordable housing and open space) on the Junction Village parcel.
- Permitting considerations related to waterfront and wetland regulations along the Assabet River.
- Trade-off opportunities for increased density of housing or reduced parking requirements for consideration including but not necessarily limited to:
  - Mixed use construction
  - Solar installations
  - Roof gardens or community gardens
  - Geothermal energy generation
  - Landscape buffers
  - Walkability, dedicated bike lanes & bike share station
  - Community spaces and amenities
  - Underground or platform parking
  - EV charging
  - Affordable housing
  - Transit accessibility

With the input from the Town and DCAMM, the consultant will consolidate the optimal state for each of these considerations into a recommended plan for the site. To the extent possible, consultant will create a plan that could accommodate a range of actual uses on each given development pad.

## Task 7: Market Feasibility & Fiscal Impact Assessment

### Task 7.1: Market Feasibility of Redevelopment Options

Consultant will conduct an evaluation of the market feasibility of the redevelopment concept outlined in Task 6. DCAMM and the Town seek a clear understanding of the relative market attractiveness, both today and based on reasonable future projections, of the various components of future redevelopment. In particular, the feasibility that a given redevelopment could bear the cost burden of a substantial amount or the entirety of the site prep work, including demolition and anticipated site remediation – and the conditions under which that would likely be true – while also

delivering on other local and regional priorities, should be a focus. The analysis will include interviews and input from up to 10 potential users and developers of the site (including local/regional developers) to understand real world opportunities, costs, and concerns. In addition, an understanding of the feasibility and costs for any upgrades to the Wastewater Treatment Plan should be included in the evaluation.

### Task 7.2: Fiscal Impact Analysis of Redevelopment Options

Consultant will conduct a fiscal impact analysis of the redevelopment concept outlined in Task 6, to assess the tax revenue and cost of service impacts on the Town associated with the redevelopment of MCI-Concord. At a minimum, this assessment shall evaluate the impacts on water/wastewater, public safety and public works, Concord Municipal Light Plant (CMLP), schools, traffic, and tax receipts (property and others as applicable).

### Task 8: Municipal Properties Redevelopment Assessment

Consultant shall evaluate the completed market studies of future redevelopment and how they may contribute to overall housing production and/or municipal reuse components of the MCI-Concord redevelopment plan. Consultant will provide recommendations on how these sites may inform the overall planning and programming of the MCI-Concord redevelopment including how they may contribute to overall housing goals and municipal needs for the Town. Consultant will complete a technical memorandum of the analysis that may be both incorporated in the main content of the MCI-Concord Master Plan and as an appendix to the plan document. These properties include:

1. Peabody School (building parcel only; 1231 Old Marlboro Rd., Parcel 2999, 7.99 acres, 54,892 sq ft building)
2. Ripley School (120 Meriam Rd., ±17.76 acres, 45,332 sq ft building, excluding playing fields)
3. Keyes Road Campus (133–141–157 Keyes Rd. and added parcels, total ±11.14 acres, ±16,800 sq ft building)
4. Church Street Campus (Harvey Wheeler + 55 Church St., combined ±3.14 acres, ±15,986 sq ft building)

### Task 9: Framework Plan Development & Phasing Guidance

Consultant will develop an overall framework for the redevelopment of the site, including both MCI-Concord proper as well as the Junction Village parcel (located to the south of MCI-Concord and owned by the Concord Housing Development Corporation). This framework shall articulate the optimal circulation pattern and site access needs for the redevelopment area, regardless of the exact development program that will eventually occupy the site.

This framework should address infrastructure needs and site prep/demolition work, and the relationship with adjacent properties beyond Junction Village, including the nearby single-family homes and commercial properties on Winthrop Street and to the south along Commonwealth Avenue. Careful attention shall be paid to ensure that early choices or activities do not adversely impact future site development feasibility or marketability.

Given the redevelopment timeframe anticipated and the variety of onsite and adjacent capital work (including, but not necessarily limited to, demolition, wastewater treatment plant capital work, and future MassDOT reconfiguration of Route 2 and the Concord Rotary), this site framework shall identify preliminary recommended phasing for the redevelopment of MCI-Concord and Junction

Village, including both physical subdivision of the property as well as chronological sequencing of development, both coordinated with recommendations for phasing of associated site preparing and infrastructure development.

Throughout the course of this process, DCAMM will likely need to grant a variety of access easements to the Town, CHDC, and perhaps others. In particular, access to the wastewater treatment plant and to the Junction Village parcel are likely to require easements, as well as various utility easements that will be needed prior to redevelopment. While either DCAMM and/or a future developer will contract separately for a survey consultant to map any easements, the Town requests that the consultant provides recommendations for where those easements should go and what rights may be appropriate to convey.

### Task 10: Regulatory Package

After the creation of the Master Plan for the MCI-Concord site, consultant will be responsible for the creation of a set of technical regulatory recommendations and maps in coordination with Town staff for incorporation, which includes an update to the Town of Concord Zoning Bylaws and Zoning Map. This will also include the creation of roadway design standards for redevelopment. If the Master Plan process identifies recommendations for any specific regulatory updates beyond those, whether at the local or Commonwealth level, consultant will also similarly document such regulatory recommendations.

### Task 11: Document Deliverables

The consultant will be expected to produce the following series of draft and final documents with opportunities for Town and DCAMM review between each.

- Public Outreach and Engagement Plan Draft
- Draft Illustrative Plan
- Final Illustrative Plan & Draft Framework Plan with Phasing Guidance
- Final Planning Package (Illustrative Plan, Framework Plan and Phasing)
- Draft Regulatory Package (Zoning and Zoning Map)
- Final Regulatory Package (Zoning and Zoning Map)
- Market Feasibility & Fiscal Impact Assessment Memorandum
- Analysis of Municipal Property Redevelopment Assessment Technical Memorandum
- Draft Request for Proposal for Development
- Draft Presentation to Developers

Following final review of each document (Illustrative Plan, Framework Plan, Final Planning Package, Regulatory Package), and incorporating any pertinent modifications, consultant will produce a Final Master Plan for publication. This document should be in a designed PDF format, accompanied by any pertinent GIS files or other supporting materials. It should also be accompanied by appendices documenting the process and engagement to arrive at this point, as well as other supporting analysis.

## Anticipated Schedule

**RFP Questions Due:** Monday, February 9, 2026, 4:00 PM

**Proposal Due:** Thursday, February 19, 2026, 11:00 AM

**Snow Date:** Friday, February 20, 2026, 11:00 AM

**Interviews:** Monday, March 2, 2026; Alternate Date: February 27, 2026

**Snow Date:** Wednesday, March 4, 2026

**Contract Award:** Monday, March 23, 2026

**Kick-off Meeting:** Monday, March 30, 2026

**Draft Illustrative Plan** July 17, 2026

**Final Planning Package and Final Regulatory Package,** November 9, 2026

**Town Meeting Review of Zoning (anticipated):** by Special Town Meeting in Winter 2026/2027 or Annual Town Meeting in Spring 2027

## **Insurance Requirements**

The successful proposer will be required to provide Certificates of Insurances meeting the following:

- A. Certificates of Insurances shall be filed with the Town within 10 business days of the signing of this contract in the following categories and amounts: (1) General liability insurance: \$1,000,000 per occurrence, \$2,000,000 in aggregate; (2) Automobile insurance: \$1,000,000 per occurrence; (3) Workers Compensation: as required by law; (4) Architects and Engineers Professional Liability: \$1,000,000 per occurrence, \$2,000,000 in aggregate; and (5) Umbrella Liability \$3,000,000: Additional Insured for those policies that may provide for such a provision (general Liability, Automobile, and Workers Compensation).
- B. The Certificates of Insurance shall be from an insurance company that is an admitted carrier in Massachusetts and has an A.M. Best rating of “A” or better. The Contractor and all subcontractors waive subrogation rights against the Town for all losses. The Contractor shall notify the Town within 10 days in the event that any or all of these Certificates of Insurance are cancelled.

## **Proposal Submission Requirements**

Each proposal shall be contained in a sealed envelope that is clearly marked “RFP #: 26-2021 Master Plan and Zoning for Redevelopment of MCI Concord”. Inside this envelope, there should be two separately sealed envelopes as follows:

### **1. Envelope A – Non-Price (Technical) Proposal**

Include eight (8) copies of the requested material, and one (1) electronic copy on USB of the documents listed below in addition to addressing each of the items in the specifications:

- a. **Letter of Interest** – A letter of interest shall be signed by the individual authorized to negotiate for and contractually bind the proposer. The letter must state that the offer is effective for at least ninety (90) days from the submission of proposal or until it is formally withdrawn, or a contract is executed, or this RFP is cancelled. The proposal shall also disclose any potential conflict of interest.
- b. **Project Approach and Methodology** – A clear and detailed description including a general work plan and methodology of how the proposer intends to fulfill the Tasks as listed in the Scope of Services.
- c. **Project Team and Staffing** – Resume(s) for all project team members, including subcontractors, describing qualifications and any registrations or certifications. A description and organizational chart with the consultant’s team roles and responsibilities of each member clearly identified. Include capabilities of the proposed firm or individuals. Provide resumes and highlight staff members who will be directly involved in the project. Include experience in preparing Master Plans, workshop facilitation, consensus building and preparing regulations.
- d. **Relevant Experience** – A summary of relevant experience. Document any specific expertise and capabilities in community engagement, re-use of state or federal properties, including correctional facilities, transportation, environmental sustainability planning, etc. Provide project examples.

**e. References** – A list of at least four references during the last three years. Each reference shall include a contact name, contact title, contact phone number, contact email address, and description of services provided. The Town reserves the right, at its discretion, to contact any and all references.

**f. Required Appendix Documents:**

- i. Certificate of Taxes/Tax Attestation
- ii. Certificate of Non-Collusion
- iii. Non-Discrimination and Affirmative Action Certification
- iv. Addenda Acknowledgement Form

**2. Envelope B – Price Proposal**

Include one (1) original Price Proposal Sheet. The total cost of the project shall not exceed \$550,000.

**3. Questions and Addendum**

No oral interpretations will be made to any vendors as to the meaning of the specifications. Every request for such interpretation concerning RFP #: 26-2021 Master Plan and Zoning for Redevelopment of MCI Concord shall be submitted in writing via email no later than Monday February 9, 2026, at 4:00 PM to the Concord Planning Division at [planningdivision@concordma.gov](mailto:planningdivision@concordma.gov), and [procurement@concordma.gov](mailto:procurement@concordma.gov).

Written responses to any questions that the Town determines are relevant to everyone will be emailed to all individuals on record as requesting the RFP via an addendum. Any modifications, clarifications, or additions to this RFP will be distributed as RFP written addenda to proposers who have registered for the RFP package on the Town's Website. Every interpretation made to the proposer will be sent out as promptly as is practicable. All such addenda shall become a part of the contract documents. Failure to send, or of any proposer to receive, any such interpretation shall not relieve any vendor from any obligation under this proposal as submitted.

**Submission Deadline**

Sealed proposals must be received by Thursday February 19, 2026, at 11:00 am at the Town Clerk's Office, 1st Floor, 22 Monument Square, Concord, MA 01742, to the attention of Amanda Moore, Procurement Manager. Proposals will be time-stamped and held unopened for delivery to the Finance Administration Office. Submittals after that time shall not be considered.

**Evaluation Criteria**

Proposals will be evaluated by a Review Team appointed by the Town Manager and will be evaluated based upon the ability of the Contractor to meet the specifications outlined herein.

Before conducting comparative evaluations, the Procurement Department will first determine whether each proposal meets all minimum requirements. Proposals that fail to meet any minimum criteria will be deemed non-responsive, will not be evaluated further, and their price proposals will remain sealed.

To be considered responsive, a proposal must meet all the following minimum requirements:

**Minimum Requirements (Pass/Fail):**

- **Timely and Proper Submission** – The proposal was received on or before the submission deadline and submitted in the required format, including separate sealed Technical and Price Proposals, the required number of copies, and an electronic copy of the Technical Proposal on USB.
- **Complete Proposal Package** – The proposal includes all required submission elements identified in the Proposal Submission Requirements section of this RFP.
- **Authorized Signature** – The proposal includes a Letter of Interest signed by an individual authorized to negotiate for and contractually bind the proposer.
- **Relevant Experience** – The proposer demonstrates experience in completing projects of similar scope and complexity, including master planning, zoning or regulatory development, and coordination with public agencies or municipalities.
- **Legal Compliance and Certifications** – The proposer certifies compliance with all applicable federal and state laws and regulations and has submitted all required certifications, including the Certificate of Non-Collusion and Statement of Tax Compliance.
- **Ability to Perform the Work** – The proposer affirms the ability to perform the services described in the Scope of Work within the anticipated project schedule and in coordination with the Town, DCAMM, and other identified stakeholders.

The Review Team will determine if all criteria required in this RFP have been met. The ability of the Contractor to meet contracted requirements will be considered as well as the capability, integrity and reliability of the Contractor to meet contract regulations.

**Comparative Evaluation Criteria (Scored)**

Responsive proposals will then be evaluated on the comparative criteria below. Each criterion will be weighed as indicated below for a total possible technical score of 100 points.

Each criterion will be rated as **Highly Advantageous (HA), Advantageous (A), Not Advantageous (NA), or Unacceptable (U)** and scored as follows:

<b>Criterion</b>	<b>Points</b>
Project Team Qualifications	25
Massachusetts Master Planning / Zoning Experience	25
Massachusetts Municipal Coordination Experience	20
Fiscal Impact Analysis & Market Study Understanding	10
Quality of References	10
Quality of Interview	10
<b>TOTAL</b>	<b>100</b>

### 1. Project Team Qualifications (25 Points)

The Contractor, which can include subcontractors, includes a Professional Planner, a MA Registered Civil Engineer with experience specific to the master planning efforts related to the redevelopment of state or municipally owned properties including historic preservation, sustainable design, roadway design, and infrastructure and utilities:

- a. **Highly Advantageous (25 Points)** – The project team includes highly qualified professionals with exceptional expertise in historic preservation, sustainable and urban design, roadway design and infrastructure and utilities supported by strong resumes and at least 5 examples of successful planning efforts for state or municipally owned properties.
- b. **Advantageous (18 Points)** – The Contractor has 3 examples of successfully planning efforts for state or municipally owned properties with the items noted in 1(a).
- c. **Not Advantageous (8 Points)** – The Contractor has less than 2 examples with the items noted in 1(a).
- d. **Unacceptable – (0 Points)** The Contractor has no experience with any of the items noted in 1(a).

### 2. Massachusetts Master Planning and/or Zoning Experience (25 Points)

The Contractor, which can include subcontractors, is experienced in preparing master plans and/or zoning for Massachusetts communities:

- a. **Highly Advantageous (25 Points)** – The Contractor has prepared more than 10 master plans and/or zoning, including form-based codes, of a similar scope.
- b. **Advantageous (18 Points)** – The Contractor has prepared 5 to 10 master plans and/or zoning, including form-based codes, of a similar scope.
- c. **Not Advantageous (8 Points)** – The Contractor has prepared less than 5 master plans and/or zoning of a similar scope.
- d. **Unacceptable – (0 Points)**– The Contractor has not prepared any master plans and/or zoning of a similar scope.

### 3. Massachusetts Municipal Coordination Experience (20 Points)

The Contractor, which can include subcontractors, is experienced working in Massachusetts on projects requiring coordination and consensus building between municipal departments, boards & committees, and stakeholders:

- a. **Highly Advantageous (20 Points)** – The Contractor has worked on more than 10 projects requiring coordination and consensus building between multiple municipal departments, boards & committees, and stakeholders.
- b. **Advantageous (14 Points)** – The Contractor has worked on 5 to 10 projects requiring coordination between and consensus building a few municipal departments, boards & committees, and stakeholders.
- c. **Non-Advantageous (6 Points)** – The Contractor has worked on less than 5 projects requiring coordination and consensus building between a couple of municipal departments, boards & committees, and stakeholders.

- d. **Unacceptable (0 Points)** – The Contractor has not worked on projects requiring coordination and consensus building between municipal departments, boards & committees, and stakeholders.

**4. Fiscal Impact Analysis and Marketing Study Understanding (10 Points)**

- a. **Highly Advantageous (10 Points)** – Demonstrates extensive expertise in conducting fiscal impact analysis, with proven experience in evaluating costs and benefits of development projects for local governments or municipalities. Demonstrates a robust understanding of market demand analysis, demographic trends, and economic drivers relevant to land use and zoning. Clearly articulates how fiscal impact analysis and marketing studies will guide concept planning, economic analysis, and zoning strategies.
- b. **Advantageous (7 Points)** – Shows moderate experience in fiscal impact analysis with some successful projects, though examples may lack depth. Shows adequate understanding of marketing studies, with knowledge of basic demand analysis and demographic data. Shows a general understanding of how fiscal and market analyses contribute to project goals but lacks examples of seamless integration.
- c. **Not Advantageous (3 Points)** – Limited or no direct experience in fiscal impact analysis. Limited or no understanding of marketing studies or their relevance to concept planning, economic analysis, and zoning. Fails to connect fiscal and market analyses to the project’s goals or zoning implications.
- d. **Unacceptable (0 Points)** – Demonstrates no relevant experience or understanding.

**5. Quality of the References (10 Points)** – As part of the evaluation, the Town will contact at least two (2) references for each proposer, including:

- At least one reference listed in the proposal; and
- At least one additional relevant reference, which may be a municipality or organization listed or not listed by the proposer but for whom the proposer has performed similar work.

The Town reserves the right to contact additional references as needed to verify information contained in the proposal, clarify past performance, or confirm experience on comparable projects. Information obtained from any reference – listed or unlisted – may be considered in determining the proposer’s rating for this criterion:

- a. **Highly Advantageous (10 Points)** – Feedback from all contacted references is strongly favorable. References confirm high-quality master planning, zoning, and regulatory work; accurate and timely deliverables; strong communication and responsiveness; effective coordination with municipal staff, boards, committees, and stakeholders; and successful completion of projects of similar scope and complexity. No concerns are noted.
- b. **Advantageous (7 Points)** – Most references provide favorable feedback. Minor issues may be noted, but none that raise concerns regarding overall performance, quality of work, timeliness, communication, or the proposer’s ability to successfully complete projects of similar scope. Feedback generally aligns with representations made in the proposal.

- c. **Not Advantageous (3 Points)** – One or more references provide mixed or somewhat unfavorable feedback regarding communication, adherence to schedule, coordination, quality of work, or implementation. Some references may be difficult to reach or provide limited information. Feedback creates uncertainty regarding the proposer’s performance.
  - d. **Unacceptable (0 Points)** – References provide unfavorable or concerning information inconsistent with the proposer’s claims; references identify major issues with performance or deliverables; the proposer provides insufficient reference information; or the Town is unable to verify the proposer’s relevant experience.
- 6. Quality of the Interview (10 Points)** – The interview will be used to evaluate the proposer’s understanding of the project, proposed approach, team roles, and ability to effectively perform and manage the work described in this RFP. The interview may include the proposed Project Manager and key project staff identified in the proposal:
- a. **Highly Advantageous (10 Points)** – Interview responses are thorough, well-organized, and demonstrate a strong understanding of the project scope, objectives, constraints, and stakeholder environment. The proposer clearly articulates its approach, team roles, coordination strategy, and ability to successfully deliver the project. Responses are consistent with the written proposal and instill a high level of confidence in the proposer’s ability to perform the work.
  - b. **Advantageous (7 Points)** – Interview responses are clear and satisfactory and demonstrate a general understanding of the project and proposed approach. Minor gaps or areas of limited detail may be present, but responses are generally consistent with the written proposal and demonstrate the proposer’s ability to perform the work.
  - c. **Not Advantageous (3 Points)** – Interview responses are incomplete, unclear, or reveal gaps in understanding of the project scope, approach, or team responsibilities. Responses may be inconsistent with the written proposal or raise questions regarding the proposer’s ability to successfully perform the work.
  - d. **Unacceptable (0 Points)** – The proposer is unable to adequately respond to interview questions, fails to demonstrate an understanding of the project, or provides responses that are materially inconsistent with the written proposal.

**Rule for Award**

The Town of Concord will award the contract to the responsible and responsive proposer offering the most advantageous proposal, taking into consideration the proposal’s technical merits (as determined through the comparative evaluation criteria), reference checks, interview performance, and the price proposal.

**1. Evaluation Process**

- a. **Minimum Requirements (Pass/Fail)** – Before conducting any comparative evaluation, the Procurement Department will determine whether each proposal meets the minimum requirements of this RFP. Proposals that fail to meet any minimum requirement will be deemed non-responsive, will not be evaluated further, and their price proposals will remain sealed.

- b. Technical (Non-Price) Evaluation** – Proposals that are found to meet the minimum requirements will be ranked in terms of the proposer’s responses to Evaluation Criteria set forth in this RFP. Proposals will be ranked based on their total technical scores (maximum 100 points).
- c. References and Interviews** – As part of the technical evaluation, the Town will conduct reference checks as described in the Evaluation Criteria. The Town may, at its discretion, invite some or all proposers to participate in interviews as described in Evaluation Criterion. Interviews, if conducted, will generally be limited to the highest-ranked proposers based on the technical evaluation. Interview performance, if applicable, will be considered as part of the overall technical evaluation.
- d. Opening of Price Proposals** – Only after the technical evaluation, including reference checks and interviews (if conducted), is fully completed will the Town open the sealed price proposals.
- e. Final Determination** – The Review Team will consider the technical rankings and price proposals together to determine which proposal is most advantageous to the Town. The Town reserves the right to accept or reject the submitted price for the Add Alternate, Form Based Code Workshop (Task 5.4) at its sole discretion. A written recommendation will be prepared and submitted to the Town Manager.
- f. Award Authority** – The Town Manager will make the final award decision.

In these matters, the Awarding Authority’s decision will be binding, conclusive, and final. Those who enter into contractual obligations with the Town must not discriminate against qualified, handicapped individuals in their employment decisions. All services shall be completed within twelve (12) months of contract execution unless extended in writing by the Town. Use of subcontractors requires prior written approval of the Town. The prime Contractor remains fully responsible for subcontractor performance and oversight. Invoices must reference the assignment name, itemize hours or project milestones, and include supporting documentation.

The Town reserves 90 days from the proposal deadline to make the award.

**Town’s Right to Reject Proposals**

The Town reserves the right to reject all proposals if it is in the Town’s interest to do so.

The Town may consider informal any proposal not prepared and submitted in accordance with the provisions hereof and may waive any informality or reject all proposals should the Town deem it to be in the Town’s interest.

The Town may also reject proposals which in its sole judgment are incomplete, conditional, obscure, or not responsive, or which contain additions not called for, erasures not properly initialed, alterations or similar irregularities, or the Town may waive such omissions, conditions, or irregularities, if considered minor.

**Contract Cancellation**

The Town reserves the right to cancel the contract at any time for cause as may be in the best interest of the Town. Prior to the Town notifying the Contractor that the Town is terminating this Contract, the Town will write the Contractor a letter explaining how the Contractor is not complying with the Contract. The Contractor will then have 14 days to rectify the problem. If after 14 days the problem is not resolved, the Town will have the right to terminate this Contract. If the Town

chooses to terminate this Contract, the Town will write the Contractor a letter stating that the Contract has been terminated. The Contractor may terminate this Contract at any time with 30 days prior written notice. Upon termination of the Contract, the Contractor shall return any equipment and provide the Town with any documents, finished or unfinished, pertaining to the projects.

**Attachments/Links:**

- Town of Concord Documents including:
  - [MCI-Concord Vision Plan & Appendices \(2025\)](#)
  - Wastewater Treatment Plant Facility Assessment (2024) (attached)
  - Conceptual Plan Wastewater Treatment Plant (attached)
  - Town of Concord [Zoning Bylaw](#) and [Map](#)
  - [Town of Concord Subdivision Rules & Regulations](#)
  - [Town of Concord Historic Preservation Plan \(2025\)](#)
  - [Envision Concord: Bridge to 2030 comprehensive long-range plan](#)
  - [West Concord Master Plan & Preamble](#)
  - [Proposed MCI Concord West Concord Historical Study \(2025\)](#)
  - [Housing Production Plan \(2022\)](#) and [Housing Production Plan Update \(2025\)](#)
  - [Concord Recreation Facilities Strategic Plan \(2024\)](#)
  - [Concord Open Space and Recreation Plan \(2015\)](#)
  - [Concord Energy Future Task Force Report \(2017\)](#)
  - [Concord Transportation Strategy](#) (anticipated completion March 2026)
  - [All GIS layers maintained by the Town and needed by the consultant, including wetland and floodplain mapping](#)
- DCAMM-commissioned technical reports related to the site, including but not necessarily limited to:
  - Title Report (2025)
  - ALTA/NSPS Land Title Survey (2025)
  - Environmental Site Evaluation/Wetland Delineation (2024)
  - Phase I Environmental Site Assessment (2025)
  - Hazardous Materials Report (2025)
  - Wastewater Treatment Plant Report (2025)
  - Photovoltaic System Reuse Study (2025)
- Commonwealth of Massachusetts enabling legislation & policy priorities, including but not necessarily limited to:
  - Massachusetts Fiscal Year 2025 Budget (enabling legislation that authorizes the closure and disposition of MCI-Concord)
  - [Massachusetts Affordable Homes Act \(2024\), Sections 121-123](#)
  - [State Land for Homes Initiative](#)
  - [A Home for Everyone – Massachusetts’ statewide housing plan](#)
  - Massachusetts Capital Investment Plan (CIP)
- Additional Attachments available online here: [RFP26-2021 Attachments](#)

**Appendix – Required Forms**

Town of Concord  
Request for Proposals – RFP 26-2021  
Master Plan and Zoning for Redevelopment of MCI Concord

**CERTIFICATE OF TAXES/TAX ATTESTATION**

Pursuant to M.G.L. Chapter 62C, Section 49A, I certify under penalties of perjury that I, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required by law.

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Social Security Number, or  
Federal Identification Number

---

Signature of Individual, or  
Corporation Name

By: \_\_\_\_\_

Corporate Officer & Title (if applicable)

**CERTIFICATE OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid, or proposal, has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

\_\_\_\_\_  
Signature of Individual, or Corporation  
Name

By: \_\_\_\_\_  
Corporate Officer & Title (if applicable)

**NON-DISCRIMINATION AND AFFIRMATIVE ACTION CERTIFICATION**

The Contractor agrees to comply with all applicable Federal and State statutes, rules and regulations prohibiting discrimination in employment, including but not limited to, the Americans with Disabilities Act 42 USC 12101, 28 CFR Part 35, or as amended; 29 USC S.791 et. seq.; Executive Orders 227, 237, 246; MGL C. 151B; and MGL C. 272, S. 92A, S98 et. seq., or any amendments to these provisions.

Pursuant to Executive Orders 227 and 246, the Contractor is required to take affirmative actions designed to eliminate the patterns and practices of discrimination including providing written notice of its commitment to non-discrimination to any labor association with which it has an employment agreement, and to certified minority and women-owned businesses and organizations or businesses owned by individuals with disabilities. The Town of Concord shall not be liable for any costs associated with the Contractor's defense of claims of discrimination.

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Signature

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Name of Person Signing Proposal)

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Name of Business

**ADDENDA ACKNOWLEDGEMENT FORM**

Vendor Name: \_\_\_\_\_

Vendor Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email: \_\_\_\_\_

This proposal includes (list addendum numbers):

\_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**PRICE PROPOSAL SHEET**

RFP 26-2021 – Master Plan and Zoning for Redevelopment of MCI Concord

State the TOTAL Base Bid Proposal Price in numbers: \_\_\_\_\_

State the TOTAL Base Bid Proposal Price in words: \_\_\_\_\_

**BASE BID FIXED-FEE COST BREAKDOWN** – Prices shall be firm, fixed fees inclusive of all labor, materials, overhead, and expenses, except as noted.

<b>Service Component</b>	<b>Fixed Fee</b>
<b>Task 1 – Project Kickoff</b> (Tasks 1.1–1.3)	\$
<b>Task 2 – Project Management</b> (Tasks 2.1–2.3)	\$
<b>Task 3 – Existing Conditions &amp; Documents Review</b>	\$
<b>Task 4 – Precedents Review</b> (Tasks 4.1–4.2)	\$
<b>Task 5 – Community &amp; Stakeholder Engagement</b> (Tasks 5.1–5.3)	\$
<b>Task 6 – Illustrative Plan Development</b>	\$
<b>Task 7 – Market Feasibility &amp; Fiscal Impact Assessment</b> (Tasks 7.1–7.2)	\$
<b>Task 8 – Municipal Properties Redevelopment Assessment</b>	\$
<b>Task 9 – Framework Plan Development &amp; Phasing Guidance</b>	\$
<b>Task 10 – Regulatory Package</b>	\$
<b>Task 11 – Document Deliverables</b>	\$
<b>Total Fixed-Fee (Base Bid) for Base Scope</b> (Tasks 1–11, excluding Task 5.4 <b>Add Alternate</b> )	\$

State the TOTAL Add Alternate Proposal Price in numbers: \_\_\_\_\_

State the TOTAL Add Alternate Proposal Price in words: \_\_\_\_\_

\_\_\_\_\_

**Add Alternate – Form Based Code Workshop**

<b>Optional Service</b>	<b>Fixed Fee</b>
<b>Task 5.4 – Form-Based Code Workshop</b>	\$

Firm: \_\_\_\_\_

Date: \_\_\_\_\_

Signature of Authorized Official:

\_\_\_\_\_