

OLD NORTH BRIDGE

# TOWN OF CONCORD

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

## Land Use Working Group MCI Concord Advisory Board Select Board Agenda

Monday, August 18, 2025 at 4:00 PM

**Concord Municipal Light Plant, 1175 Elm Street  
Public Meeting Room and via Zoom**

### Join Zoom Meeting

<https://us02web.zoom.us/j/87842340796?pwd=Pf1SWJ7B7FVjfLeUyoPdMb1onpHvT1.1>

Meeting ID: 878 4234 0796


Passcode: 111241

Dial In Toll-Free: 833 548 0276

	Agenda Item
I.	Call to Order and Opening Remarks
II.	Approve Meeting Minutes: <ul style="list-style-type: none"> <li>- July 30, 2025</li> <li>- August 8, 2025 – Site Tour of Peabody</li> <li>- August 13, 2025 – Site Tour of 2229 Main Street</li> </ul>
III.	Debrief Site Tour of MCI Concord and Discussion with Representatives of the MCI Concord Advisory Board
IV.	Debrief Other Site Tours: <ul style="list-style-type: none"> <li>- Peabody Middle School</li> <li>- 2229 Main Street</li> <li>- Self-Guided Tours of Town Buildings</li> </ul>
V.	Updated Workplan
VI.	Reports from Subcommittees
VII.	Data Needs

VIII.	Public Comment
IX.	Adjournment

*\* Times are approximate and subject to change.*

	The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at <a href="mailto:jporter@concordma.gov">jporter@concordma.gov</a> or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.
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**Town of Concord  
Land Use Working Group  
Minutes  
July 30, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group convened in a meeting at the Department of Planning and Land Management Building, 1<sup>st</sup> Floor Conference Room and via Zoom on Wednesday, July 30, 2025 at 5:00 PM.

Present were: Rob Almeida, Scott Bates, Paul Boehm, Keith Bergman, Mary Hartman, Judith Long, Co-Chair, Mark Martines, and Sven Weber, Co-Chair

Also present were: Megan Zammuto, Deputy Town Manager, Alyssa Sandoval, Director of Community Development, Alan Cathcart, Director of Public Works, Russ Karlstad, Facilities Director, Shannon McAndrew, Management Specialist

**Approve Meeting Minutes**

Upon a motion duly made and seconded, it was UNANIMOUSLY **moved**: to approve the meeting minutes from July 15, 2025 and July 21, 2025.

**Debrief Site Tour of Public Works Campus and Public Safety Campuses**

Working Group members who attended the site tours of Public Works Campus and Public Safety Campuses expressed significant concerns over the sites for various reasons including size of the sites being insufficient, poor physical conditions of the sites, and other concerns. There's a strong consensus that more detailed, expert information is needed from departments about their "must-have" and "nice-to-have" configurations, size, and square footage requirements.

**Discuss Workplan and Potential Subcommittees**

The group discussed its operational framework, including timeline, deliverables, and Subcommittee formation. Co-Chair Judith Long prepared a presentation for the workplan discussion.

- **Timeline and Deliverables:** The Working Group's charge is to submit a report to the Select Board by July 2026. A draft report is aimed for May 2026, with senior staff review in June. Quarterly reports to the Select Board are also required.
- **Proposed Two-Phase Work Plan:**
  - **Phase 1 (Subcommittee Work - August-November):** Functional Subcommittees (Public Safety, Public Works, Municipal Office Consolidation) will deep-dive into their respective areas, gathering data, identifying needs, creating an inventory of potential sites, developing a "short list," and conducting detailed evaluations using a matrix of criteria (for example, service quality, operational efficiency, capital cost, fiscal impact, opportunity cost, timeline, constraints). Each Subcommittee will produce a report summarizing its findings.
  - **Phase 2 (Full Group Integration - December-March):** The full Working Group will integrate the Subcommittee findings, address competing priorities and overlaps (e.g., using an overlay technique for mapping), and make prioritized

**Town of Concord  
Land Use Working Group  
Minutes  
July 30, 2025**

recommendations. This phase aims to develop more concrete solutions based on the data collected by subgroups.

- **Project Funds:** The Working Group discussed if there were any funds available for their work, potentially for a consultant to provide an updated needs assessment for Town facilities. Deputy Town Manager Megan Zammuto explained that there may be some ARPA Funds available, but that ARPA Funds are under the direction of the Town Manager and would need her approval via a formal request.
- **Subcommittee Formation:** Three subgroups were proposed: Public Safety, Public Works, and Municipal Offices Consolidation. Given the complexity, Public Safety may require more members. The initial self-selection for subgroups was:
  - **Public Safety:** Rob Almeida, Scott Bates, Phil Griffiths (*tentative*)
  - **Public Works:** Judith Long, Mark Martines, Sven Weber
  - **Municipal Office Consolidation:** Paul Boehm, Mary Hartman, Tracey Marano (*tentative*)
  - Keith Bergman would speak with Co-Chair Sven Weber directly about his desired role with the Subcommittees.

**Discuss Data Needs**

The Working Group discussed the following data needs:

- Updated needs assessments from Division Managers, building on the 2020 Town Facilities Study and Masterplan.
- Understanding of "must-have" vs. "nice-to-have" configurations.
- Square footage and ideal building types used by other towns for benchmark data.
- Organizational chart detailing which departments/personnel are located in specific town facilities.
- Population growth, demographics, and service demand trends.
- Buildable area information for potential sites (considering floodplains, setbacks).
- Assessed/market values of potential land.

**Public Comment**

There was no public comment.

**Adjournment**

The meeting adjourned at 6:55 PM.

**Town of Concord  
Land Use Working Group  
Minutes  
August 8, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group scheduled a site visit on Friday, August 8, 2025 at 1:30 PM at the former Peabody Middle School, 1231 Old Marlboro Road.

Present were: Keith Bergman, Mary Hartman, Judith Long, Co-Chair, Tracey Marano, and Sven Weber, Co-Chair

**Site Visit of former Peabody Middle School**

There was no quorum of the Land Use Working Group present. Further, there were no deliberation or votes taken by the Land Use Working Group.

DRAFT

**Town of Concord  
Land Use Working Group  
Minutes  
August 13, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group scheduled a site visit on Wednesday, August 13, 2025 at 2:30 PM at the former NMI-Starmet Site, 2229 Main Street.

Present were: Keith Bergman, Judith Long, Co-Chair, and Sven Weber, Co-Chair

**Site Visit of former NMI-Starmet Site**

There was no quorum of the Land Use Working Group present. Further, there were no deliberation or votes taken by the Land Use Working Group.

DRAFT

## Working Document—For LUWG Internal Use Only

### Focus: WWTP at MCI Concord

Updated: August 15, 2025

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#### Opportunity

- The redevelopment of the former MCI Concord site presents the town with a unique opportunity to redevelop a large-scale site in a strategic location.
- The project also presents opportunities for reviewing longer-term planning for municipal facilities, including public works, public safety, and municipal offices.
- The initial planning and land use recommendations for the redevelopment were released in June 2025 by the Town of Concord as a *Vision Plan* for MCI Concord.

#### Implications for Public Facilities Long-term Planning

- The recently formed Land Use Working Group (LUWG) is charged with reviewing long-term planning for public facilities in the context of opportunities that may arise as part of discussions for major new developments such as MCI Concord, 2229 Main Street, the Peabody School, and more.
- Our attention to the MCI Concord site should be efficient and mindful of work and discussions already underway.
- In particular, the LUWG should understand the minimum footprint needed for operating and maintaining the existing Wastewater Treatment Plant (WWTP) with consideration of future expansion that may require areas associated with the former sand filtration beds, including access corridors, setbacks (environmental and aesthetic), and room for support equipment.
- Based on the minimum WWTP site requirements, it should be evaluated if the site could also house additional municipal uses
  - Without adjusting the footprint: what additional municipal uses could be accommodated while also accommodating the needs of the WWTP
  - With a strategic expansion of the footprint: what additional municipal uses could be accommodated, to meet town goals
    - For example, discussion about relocating all or part of the public works uses currently located at Keyes Road, to open up a strategic in-town site for a potentially higher-value alternative development
- More specifically, the June 2025 MCI report includes the WWTP in its implementation schedule:

- *“Develop an approach to financing and implementation of the WWTP, with the understanding that the facility’s deferred maintenance and upgrade needs are time sensitive and will likely precede the site’s development.” (p. 93)*
- The LUWG should follow up with the MCI Advisory Board, town officials, and DCAMM to assess what such a plan for the WWTP might include, including cost studies.

### **MCI Concord Redevelopment Status**

- Closure of MCI Concord announced in January 2024
- DCAMM (Massachusetts Division of Capital Asset Management and Maintenance) is managing planning, zoning, disposition
- The planning process was initiated in early 2024, with recommendations released in summer 2025. The effort was led by the MCI Advisory Board working with *Agency Landscape + Planning*, a planning consulting firm.
- Land use recommendations focus primarily on residential uses with limited commercial (retail, hospitality), responding to market forecasts
- MCI zoning by-law amendment process expected to be underway soon
- For public facilities long-term planning:
  - Our input should be fast-tracked to allow effective integration into zoning bylaw amendment discussions and for the separate track negotiations on the WWTP

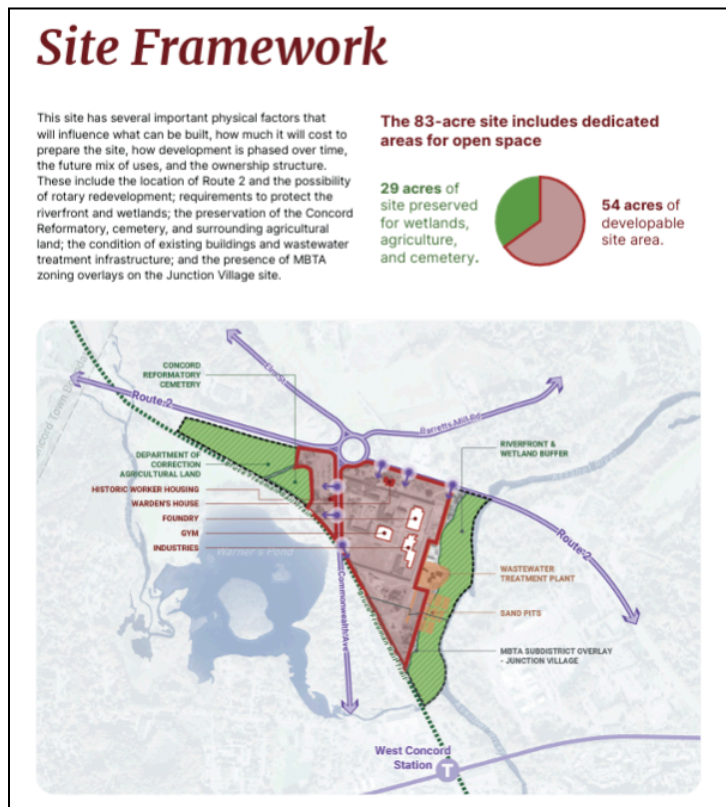
### **Ownership**

- Currently, the site is state-owned; DCAMM is managing
- The WWTP and “any other real property thereto” is carved out by DCAMM to be transferred to the Town, pending interest/commitment by the Town to accept it. The town has informed DCAMM of its interest and is involved in ongoing negotiations for such a transfer. This interest was expressed in a letter of interest issued on February 14, 2025, and, based on favorable developments, further advanced by a formal request to continue these efforts on August 12, 2025 .
- For public uses: potentially negotiate for direct conveyance from DCAMM to the town and/or other public agencies.
  - The town needs to negotiate for conveyance of any/all WWTP facilities, potentially with room for expansion, notably in the area of former sand filtration beds.
  - Direct conveyance of this facility to the town could substantially reduce costs associated with the town developing additional WWTP capacity in an alternative location in town.
  - Cost sharing by developer(s) for some upgrade costs would further reduce capital costs and fiscal impact.

- For private uses: potentially direct disposition (sale) to developer(s); expectation is that land will be transferred at no cost to offset site preparation, demolition, and remediation costs

### Site Characteristics

- Site area of 83 acres, 54 acres of buildable (on both sides of Comm Ave), and 29 acres of preserved site for wetlands (see below).
- High-value location for housing and related development: walkable to West Concord, excellent access to transportation and public amenities.
- Impacts of new residential development include transportation (Route 2/rotary redesign), school enrollments, public works, public safety
- Part of the south/southeastern part of the site is included in MBTA MF Communities zoning overlay (15 upa min)
- Junction Village site is required to have housing as part of prior Town agreement and must be incorporated if included in redevelopment plan
- Remediation costs associated with former facility sites is unknown at this stage, including several underground systems



(click on image to enlarge.)

### MCI Working Group Site Redevelopment Recommendations

- June 2025 report summary

- Primarily residential with some ancillary commercial (retail/hosp)
- For modeling, the report assumes a 40% 2-bedroom, 60% 1-bedroom mix, which impacts household size assumptions, population forecasts, school-age children, etc.
  - Based on WWTP modeling (these are only for Title 5, not housing mix scenarios), this is about 470 1-bedroom units and 355 2-bedroom units, or 825 units total approx., averaging just over 15 upa gross
  - Note: This is above the estimated unit counts in the plan—they are for WWTP modeling purposes only. Numbers in the plan are more modest—the highest is about 600 total units, more modest densities.
- The LUWG is focused on public facilities, thus limited input to overall land use scenarios, housing focus, and all of the excellent work of the MCI AB and consultant
- Our charge is to review attention to impacts on longer-term planning for public facilities across town and to be sure that we are not missing important opportunities at the MCI site before it goes to rezoning
- WWTP: There is specific reference to the WWTP, but the information relating to cost implications is not clear. More information is needed about the retention of WWTP buildings and structures.
- Schools: There is attention to school-age population projections, but these are summary numbers. Are there more details about assumptions/forecasts?
- Public Safety: There is little attention to impacts on public safety. No explicit mention of fire, police, or other public safety services.

### **Public Facilities Focus: The Wastewater Treatment Plant**

- The LUWG should review recommendations regarding the MCI WWTP as part of Concord's long-term public works strategy
  - Concord is constrained by wastewater treatment, creating systematic challenges for land use planning, housing intensification, and economic development throughout the town.
  - There is a need to understand potential capacity at the MCI WWTP and determine what the potential is for expansion (i.e., groundwater discharge in former filtration beds).
  - There is a need to determine the cost of these options.
  - There is a need to determine land area sufficient for to maintain and operate WWTP today and in the future (with consideration of expansion), including environmental and aesthetic setbacks, access, etc.
  - There is a need to understand the opportunity cost/risk of not ensuring a sufficient carve-out for WWTP at the MCI site.



(click on image to enlarge)

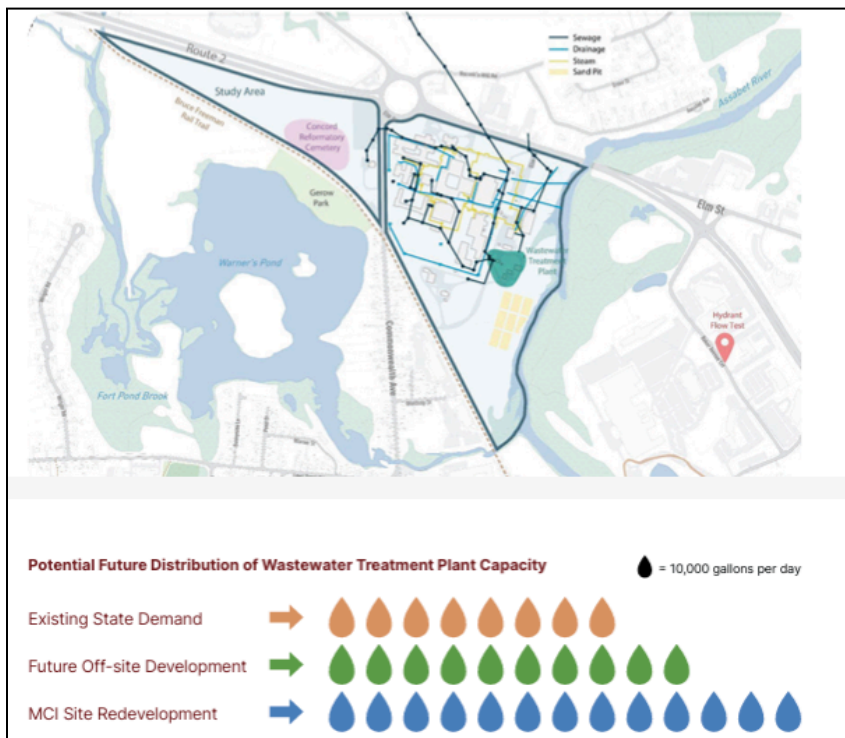
- **Current understanding of capacity:**
  - Current NPDES permit capacity is 310,000 gallons per day (GPD) (page 43 of June 2025 report, see below)
  - This capacity could service three user groups:
    - i) new development on the MCI site (estimates at about  $\frac{1}{3}$  or 130,000 GPD to support development on site)
    - ii) 80,000 GPD to existing state users in the area (other correctional facilities in local area),
    - iii) 100,000 GPD additional capacity to serve new development in the surrounding area
    - Based on report modeling, 130,000 GPD supports about 825 units, mix of 1-bed/2-bed
  - There is potential for expanded capacity in the former filtration beds – if converted to a groundwater discharge (GWD) site (not currently included in 310k capacity)
    - CPW consultants estimated a GWD site could treat 100K-150 thousand GPD (or more) of additional capacity, with the caveat that there will be some permit limitations based on site specific issues such as proximity to the Assabet River.

- Title 5 required 110 GPD per bedroom. Assuming a permit of 150k GPD, this could add 1,300 bedroom capacity to the sewer system.
  - Currently only 35% of the properties in Concord are connected to sewer. This leads to missing economy of scale effects (high sewer costs) and a significant sewer discharge into the groundwater, leading to potential environmental issues.
- **Capacity assumptions:**
  - DoC will use 65k GPD for the “Farm”
  - Residential—110 GPD per bedroom
  - Comm/Ind—75 GPD per 1,000 s.f.
  - Museum—75 GPS per 1,000 s.f.
  - Hotel—110 GPD per key/bedroom
  - (From Mass Title 5 standards, page 56 of report)
- **WWTP Upgrade Cost:** To capitalize on upgrading to this 310k GPD capacity
  - A wastewater treatment facility assessment performed by Weston & Sampson (2024) identified \$25M in rehabilitation needs.
  - In June 2025, Weston & Sampson completed a CCTV assessment of the sewer collection system connecting the “Farm,” as well as MassDot and state police facilities, to the WWTP. Their findings indicate this system is in “poor” condition and in need of replacement.
  - As the state continues to be the largest and only user of the WWTP, at least for the near future (Prison Farm, State Police, MassDOT facilities), negotiations should lead to participation of the state in the costs and support in the financing.
  - Consideration should be given to how best to allocate cost sharing of rehabilitation needs between the state, town, and future development/users.
- **WWTP GWD Site/Expansion Concept:** To convert the abandoned filtration sand beds into a GWD;
  - The cost of this expansion has been estimated to be several million dollars.
  - The capacity will be dependent on how much of the original filtration beds can be recovered. This will require consideration of former beds located in land currently under the control of CHDC.
  - It may be prudent to retain this option for the town’s future. Currently, the only other long-term option identified for expanding municipal wastewater capacity is the creation of a GWD at the existing WWTP located on Bedford Road. In addition to constructing a GWD site, this option would

also require designing and constructing additional treatment systems that would need to be introduced into the plant.

- **Opportunity costs:**

- What are the costs associated with not closely examining the WWTP options at the MCI site?
- Understand that new WWTPs are hard to site (state regulations), expensive, etc.
- Should LUWG weigh expansion potential and cost as the basis for considering analysis for a larger land area carve-out?
- What buffer should be created around the WWTP infrastructure



(click on image to enlarge.)

### Other Considerations/Questions

- Understanding that any additional wastewater capacity created at either WWTPs should allow for increased land-use development elsewhere in town.
- Regulatory review/permitting for wastewater expansion will take time and money?
- Should any land within the MCI redevelopment area be assigned for public use (i.e., CPW, Concord Police, Concord Fire), it is imperative to understand the net impact on redevelopment (market value/use) of the MCI parcel as well as campuses presently used for municipal use. For instance, if the Keyes Rd

campus were to be converted to housing, how many units/bedrooms could be realized?

**Are these property reports useful? Correctly prepared with respect to sensitive information? Should we prepare for other sites?**

- 1) Peabody School
- 2) 2229 Main Street
- 3) CPW site on Keyes Road (plus Concord Oil?)
- 4) West Concord fire station site (plus adjacent properties?)
- 5) Concord emergency services campus
- 6) Ripley School
- 7) Junction Village (I think this is now part of MCI work—check)
- 8) Land near current WWTP (town-owned but agricultural use)
- 9) District Courthouse
- 10) List of not-used smaller town properties that should be considered for sale?

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# Work plan discussion

①

**Review charge timeline, deliverables**



②

**Form sub-groups, assign members**

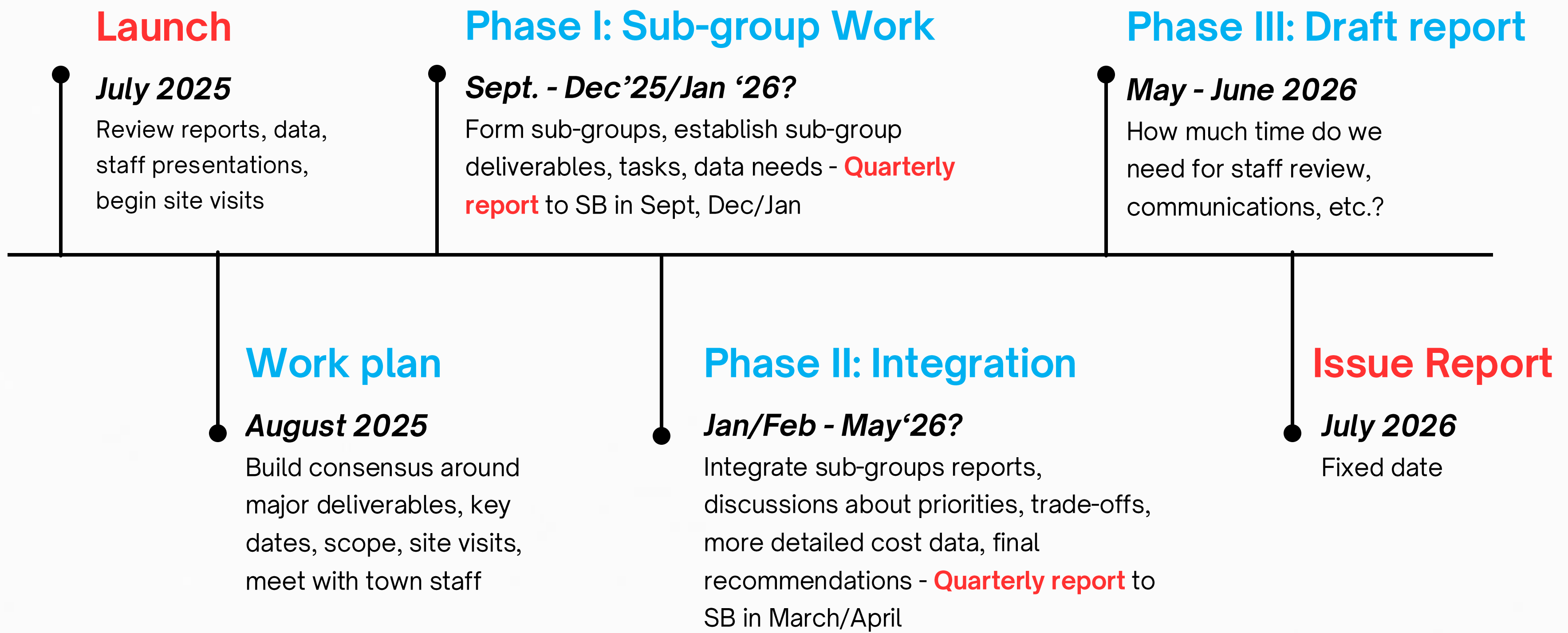


③

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



# Timeline (updated)



# Form sub-working groups (updated)



## 1. Public Works

### Facilities

#### MEMBERS:

**Rob Almeida**

**Phil Griffiths**

**New Member**



## 2. Public Safety

### Facilities

#### MEMBERS:

**Judith Long**

**Mark Martines**

**Sven Weber**



## 3. Municipal Offices

### Consolidation

#### MEMBERS:

**Paul Boehm**

**Mary Hartman**

**Tracy Marano**

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# Final Report:

## Work plan informs structure, scope

1  
LUWG Charge

2  
The Problem

3  
Why Now?  
What's at Stake?

4  
Work Plan/  
LUWG Activities

5  
Phase I Findings  
(3 sub-group  
sections)

6  
Phase II Findings

7  
Recommendations

8  
Path Forward

9  
Appendices

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## PHASE I:

### Example task list for sub-group work

These are **suggestions** – each sub-group should self-direct. Some tasks may be more or less important depending on sub-group focus

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

# Example:

## Phase I

### Task List

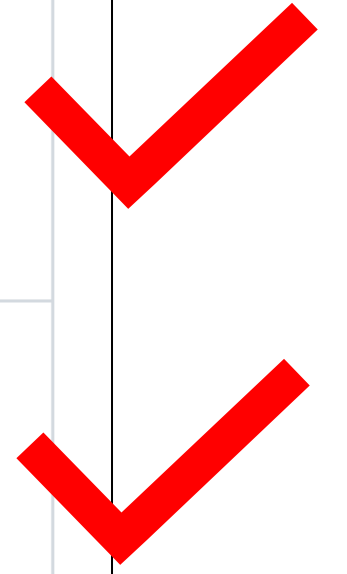
## Public Safety

## Sub-group

### PHASE I: PUBLIC SAFETY FACILITIES SUBGROUP

#### WORKPLAN AND CHECKLIST - DRAFT

Task & Phase	Description	Timing	Key Steps & Checklist
1. Facility State and Needs Assessment	Assess current police, fire, EMS, and other public safety facilities. Identify major issues and future needs, and collect benchmarking and external input.	Aug–Sept 2025	<input type="checkbox"/> Data/photos on condition <input type="checkbox"/> Document impacts of growth <input type="checkbox"/> Confirm/review master plans, TBA, Envision Concord <input type="checkbox"/> Interview chiefs, town staff <input type="checkbox"/> Conduct/plan site visits <input type="checkbox"/> Benchmark peer towns <input type="checkbox"/> Summarize needs and awareness
2. Inventory & Short List of Sites	Develop a “long list” of potential sites; gather site data; screen to a “short list” based on basic criteria.	Aug–Sept 2025	<input type="checkbox"/> Assemble long list (existing, new) <input type="checkbox"/> Gather size, constraints, location, access <input type="checkbox"/> Triage unsuitable sites <input type="checkbox"/> Add creative/public/private sites <input type="checkbox"/> Explain eliminations <input type="checkbox"/> Staff feedback into shortlist
3. Short List Evaluation & Best Options	In-depth review of shortlisted sites using advanced criteria; assess site configurations and implications.	Sept–Oct 2025	<input type="checkbox"/> Score/rank shortlist (response times, traffic, adjacencies, suitability) <input type="checkbox"/> Staff feedback <input type="checkbox"/> Assess alternative configurations <input type="checkbox"/> Consider land use effects <input type="checkbox"/> Fast-track urgent sites <input type="checkbox"/> Map/summarize best options
4. Detailed Review of Best Options	Prepare summaries of pros/cons for top choices, iterate with LUWG, and recommend fast-tracking as needed.	Oct–Dec 2025	<input type="checkbox"/> Detailed analysis of 3–5 sites <input type="checkbox"/> Discussion of campus/config alternatives <input type="checkbox"/> Evaluate implementation challenges <input type="checkbox"/> Rank recommendations <input type="checkbox"/> Fast-track MCI/Peabody as needed <input type="checkbox"/> Iterate with feedback
5. Findings Report & Presentation for LUWG	Draft and present subgroup report including all data, maps, rationale, interviews, and appendices; prepare slide deck for December.	Dec 2025	<input type="checkbox"/> Compile report <input type="checkbox"/> Clear explanation of process/criteria <input type="checkbox"/> Provide maps, data, tables <input type="checkbox"/> List interviews/benchmarking <input type="checkbox"/> Prepare presentation/slide deck <input type="checkbox"/> Invite staff to review/meeting



# Example: Phase I Long List to Short List Public Safety Sub-group

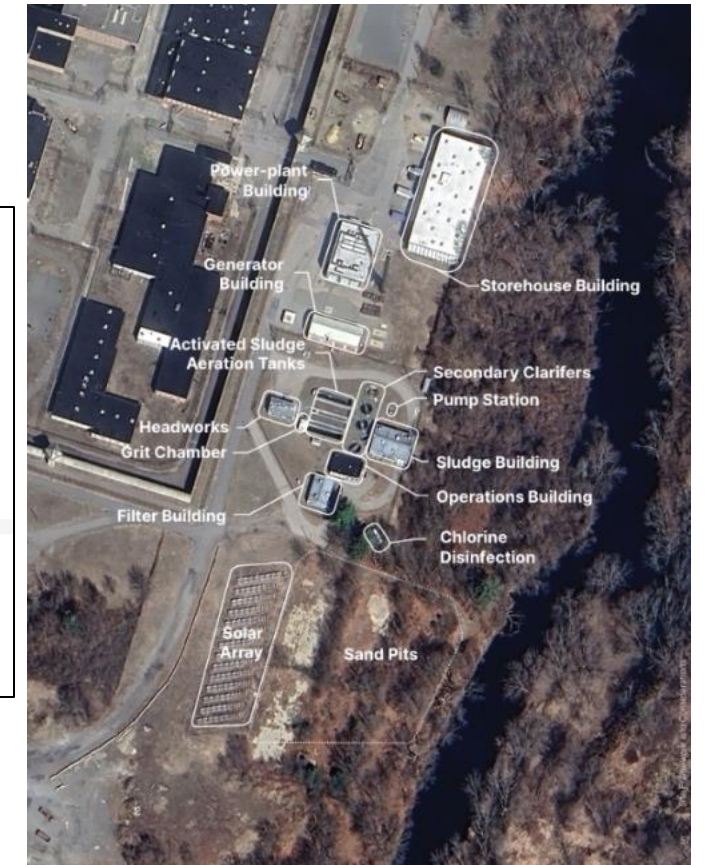
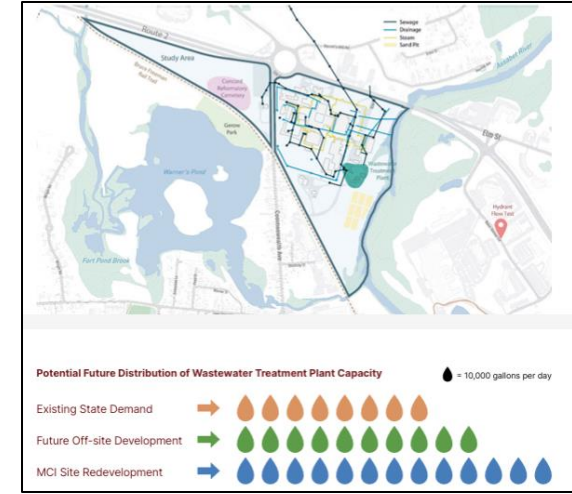
**Focus: WWTP at MCI Concord**  
**Updated: August 15, 2025**

**Opportunity**

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**Implications for Public Facilities Long-term Planning**

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  - With a strategic expansion of the footprint: what additional municipal uses



**Concord LUWG - Working Document - DRAFT Property List Master (8.17.25)**

Working with the information started by Shannon and Megan (thank you!), we built this spreadsheet for the LUWG, with room to expand as needed.

- More imple

**Property Categories: Scrolling UP/DOWN**

- Category 1: Town-owned properties that currently house town public facilities, that our discussions so far suggest continued assessment by the LUWG
- Category 2: Town-owned properties that currently house public facilities, that our current discussions suggest removing from our review due to low or no likelihood of changing the use
- Category 3: Other properties of interest to the LUWG, that have been raised in our discussion so far, that may present strategic opportunities (we can add and subtract from this list)



**Data Groupings: Scrolling LEFT/RIGHT**

1. Parcel Identifiers (Familiar name, address, parcel ID, owner)
2. Parcel Characteristics (Site area, built area, year built), will add zoning, parking spaces (need data),
3. Current use (Town departments in residence, number of employees, capacity and condition observations, notes)
4. Assessed value (Total, land, building, per acre/sf metrics), will add market value estimates as we move forward (with comml. RE broker input)
5. Operating data (cost per year for maintenance/improvements) - forthcoming
6. Other aspects that we identify as we move forward.

**Suggestions for use:**

1. **FULL LUWG:** Use to build a working consensus on the state of town-owned public facilities properties, and which ones offer the potential for strategic re-use
2. **SUB-groups:** Use to create your short-list, based on your assigned functional area.
3. However else you may find useful. This file is READ ONLY but you can download your own copy, explore the data, make suggestions for additions, organize items to your liking, etc.

We hope you find this sheet to be useful! Please let us know about any errors - we will ask Town staff to check it as well.  
We could also [link reports](#) if that would be useful.

PARCEL IDENTIFIERS						PARCEL CHARACTERISTICS				
TOWN-OWNED PUBLIC FACILITY PROPERTIES (Alpha Order by Familiar Name)	Potential for Change	Parcel Address	Parcel ID (for easy lookup)	Parcel Owner	Parcel Area (ac)	Building Area (sf)	Year Built	Zoning	Parking Spaces	Constraints (Subgroups will help to flesh out)
Assessor's Office 	High	24 Court Lane/ part of SH Cemetery, 361 Bedford St.	1213	Town of Concord	n/a - part of 92.55 acre cemetery site	1,500	1800 (correct, or year cem. open)	Current is not particularly important for existing - most institutional		Cemetery
Church Street Offices 	High	55 Church Street	2411-1	Town of Concord	0.41	3,490	2003 (Ren?)			Sewer or septic

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## PHASE II:

### Example task list for full-group work

These are **suggestions** – We will figure out Phase II in more detail when sub-group work is nearly completed. Need to fast-track discussion of MCI Concord and Peabody sites.

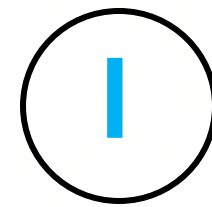
- 1 Each sub-group **presents their draft report to the full group**, with supporting draft report, maps, data
- 2 The full working group **begins discussion of how best to integrate the findings of the three sub-groups**. A map overlay technique can summarize findings, identify overlaps/conflicts (see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

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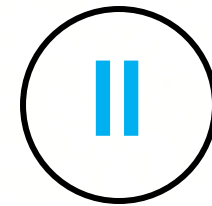
**Extra  
Work Plan**

**Materials**

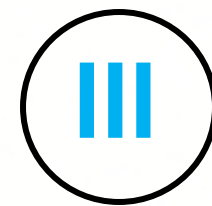
**Can be stored  
in the slide  
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**Task Checklists**



**Evaluation Matrices**



**Disposition Outcomes List**

# Sample site evaluation matrix (1 of 2)

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

# Sample site evaluation matrix (2 of 2)

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

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

**Map overlays**  
**visualize**  
**priorities,**  
**overlaps**  
**across sub-**  
**groups**

