

# Agenda

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# Call to Order

## Executive Session

*Favorable action requested:* Motion to enter Executive Session under M.G.L. c. 30A, § 21(a)(3) to discuss strategy with respect to collective bargaining or litigation; Archstone v HDC/ TOC (651 Lowell Road) and Hannon et al v MIG Corp/ TOC/ CMLP (1175 Elm Street), if an open meeting may have a detrimental effect on the bargaining or litigation position of the body.

## Public Comment

### Consent Agenda

*Favorable action is requested:* Motion to approve the Consent Agenda which includes the:

- a. Minutes for Approval: January 27, 2026, February 2, 2026
- b. Town Account Warrants: February 2, 2026, February 12, 2026
- c. One Day Liquor Licenses:
- d. Wine & Malts Beverages only for Grace Bellavance for OARS for an Art Exhibit and Speaker Talk at Concord Art 37-37.5 Lexington Rd. on March 14, 2026 from 6:30 PM to 8:00 PM.
- e. 2026 Tour Guide License for Gayle Potter of 332 Russell St., Carlisle
- f. Select Board Nominations:
  - i. Laurie O'Neill of 4 Chestnut St. to the Concord Cultural Council for a term to expire May 31, 2029.
  - ii. Jack Megan of 106 Southfield Rd. to the Concord Cultural Council for a term to expire May 31, 2029.

### Select Board Appointments

*Favorable action is requested:* Motion to approve the Select Board reappointment of:

- a. Sue LaChance of 18 Studley Court to the West Concord Cultural District Committee for their second three-year term.
- b. Susan Beck of 190 Prairie St. to the West Concord Cultural District Committee for their second three-year term

### Chair's Report

### Town Manager's Report

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\*Approved / / 26

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in person on Monday, January 27, 2026 at 5:00 PM at the Town House Select Board Meeting Room and Hearing Room, 22 Monument Sq. The meeting was available for public access in person and via Zoom.

**Call to Order**

Present were: Mark Howell, Chair, Wendy Rovelli, Clerk, Mary Hartman, Paul Boehm (attended remotely) and Cameron McKennitt

Chair Howell called the meeting to order at 5:00 PM. Ms. Rovelli made the roll call and confirmed that all Select Board members were in attendance, with Mr. Boehm attending remotely.

Chair Howell stated that the Select Board meeting would adjourn at 7:00 PM, at which point the Town Caucus would begin. Chair Howell provided a brief overview of the purpose of the Town Caucus and invited meeting attendees to view the Select Board meeting from the Hearing Room, where there was additional seating. Chair Howell stated that public comments would be limited to two minutes per comment and would be permitted to be inclusive of agenda items. Additionally, Chair Howell reviewed the procedures, norms and expectations for Public Comment. Ms. Rovelli kept time for the speakers.

**Public Comment**

Deb Cavalier Weiss Opal of 38 Annursac Hill Rd. spoke in support of the town adopting the IHRA (International Holocaust Remembrance Alliance) definition of antisemitism. Ms. Cavalier Weiss Opal stated that Judaism is an identity and for some Jews, it is a matter of faith, however for all Jews it is part of their history, peoplehood and self. She also stated that while some Jewish residents support the IHRA definition and some do not, there are Jewish residents who have fear due to lived experiences, and all Jewish residents are asking for protection from hate.

Aris, a student in the Concord Public School System and organizer with the Concord Coalition for Palestine, spoke against the adoption of the IHRA definition. Aris described the parts of the IHRA definition that are troubling, such as, that the definition gives an example of antisemitism that compares Israeli policy and the policies of the Nazis. Aris circulated a petition that gained 250 signatures in support of not adopting the IHRA

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definition. Aris stated that they and many others believe that the IHRA definition is written to protect Israel from any criticism and expressed concern about student's first amendment rights being violated. Aris completed his public comment with the statement, "Free Palestine."

Andrea Foncerrada of 41 Commonwealth Ave, Co-chair of the Diversity, Equity and Inclusion Commission (DEI Commission), speaking as an individual, expressed strong support for the revised DEI Commission charge including explicit language addressing antisemitism within the Diversity, Equity, and Inclusion (DEI) Commission's duties and responsibilities.

Michael Ferstenberg argued against conflating antisemitism with opposition to Israel or Israeli policies, especially regarding Palestine, Gaza and the West Bank. Mr. Ferstenberg suggested that the best policy is to combat all forms of discrimination is one that condemns and combats all forms of discrimination equally, not one that calls out antisemitism specifically or prioritizes Jewish residents. Mr. Ferstenberg stated that all forms of prejudice or bias should be called out and can be dealt with through education and a supportive culture that values the humanity of all.

Dan Booth of College Rd. read excerpts from a letter signed by numerous residents and nonresidents affirming the need to promote safety and belonging for all in Concord – Carlisle, including Jewish members of the community. This letter states that the signees welcome a proclamation though urge the Select Board not to adopt the IHRA definition, as it may harm other communities; citing concerns about free speech and open dialogue. Mr. Booth advocated for equity-based frameworks to fight antisemitism.

Kate Malagodi of Commonwealth Ave. summarized concerns regarding the management of Warner's Pond; there was a recommendation to create a management committee to clean up the pond and a charge has been written. Ms. Malagodi stated that the recommended members for the committee support dam removal, which violates the charge itself as people who want the dam removed would not also support preservation of the pond.

Ece Turnator of Cambridge Turnpike stated that the IHRA definition of antisemitism could act as an effective tool to punish criticism of the Israeli government's policies. Ms. Turnator expressed concern that the IHRA definition could have a chilling effect on free speech, especially in the schools. Ms. Turnator stated that there are other definitions that can be used and then shared a letter from a Palestinian-American father regarding his child's experience in a nearby school district that is under the IHRA framework.

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Elizabeth Sacton spoke on behalf of Concord resident Dan Terris of 36 Devens St., who was unable to attend the meeting. Ms. Sacton read a letter from Mr. Terris that argued the IHRA definition is the wrong tool for fighting antisemitism as it can be used to wrongly accuse someone, despite their identity and affiliations. The letter also stated that Mr. Terris is a strong supporter of the rights, wellbeing, and dignity of both Jewish and Palestinian people and he supports the efforts of so many in Concord to fight antisemitism.

**Consent Agenda**

Upon a motion duly made by Ms. Rovelli and seconded, it was **UNANIMOUSLY voted:** to approve the Consent Agenda which includes:

- a. Minutes for Approval: January 12, 2026
- b. Executive Session Minutes for Approval but Not Release: January 12, 2026 c. Town Account Warrants: January 12, 2026, January 13, 2026, January 14, 2026, January 20, 2026, January 21, 2026
- d. Tour Guide Licenses – Batch 4
- e. Late Class II License Renewal for William McGonagle of Bill's Auto Sales, 72 Eaton Street
- f. One Day Liquor License for All Alcoholic Beverages for Sarah Sweeney of the Tough Ruck for the Tough Ruck 26.2 Race at The Fenn School, 516 Monument Street on Sunday, April 19, 2026 from 11:00 AM to 7:00 PM
- g. Gifts and Donations:
  - i. Gift of Wendy Scully in the amount of \$1250.00 for the care/upkeep or beautification of the Main St. and Old Hill Burial grounds from
  - ii. Gift of Jane Chung for the Council on Aging in the amount of \$500.00
  - iii. Gift of the Alcott School Parent Teacher group in the amount of \$500.00 for recreation scholarships
  - iv. Anonymous gift in the amount of \$1000.00 for the Council on Aging Gift Account

Roll Call Vote:

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Mr. Boehm – Aye

Ms. Hartman – Aye

Chair Howell- Aye

Mr. McKennitt – Aye

Ms. Rovelli - Aye

**Select Board Appointments**

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to approve the appointment of Breht Feigh of 149 Spencer Brook Road to fill an unexpired term on the Financial Audit Advisory Committee for a term ending May 31, 2028.

Roll Call Vote:

Mr. Boehm – Aye

Ms. Hartman – Aye

Chair Howell- Aye

Mr. McKennitt – Aye

Ms. Rovelli - Aye

**Chair's Report**

Chair Howell thanked the staff for adjusting the meeting date to the snow contingency date. Chair Howell shared that some of the staff and Select Board members attended the Massachusetts Municipal Conference that occurred on January 22 -24, where Timothy Shriver delivered the keynote address, which was about dignity and respect in public dialogue. Chair Howell thanked all those who made comments this evening as they reflected the message put forth by the keynote speaker.

**Discussion and Update**

**-FY24 Audit Management Letter**

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Ms. Lafluer made a statement that referenced key points from the letter *FY24 Audit Management Letter, Context, Timing, and Path Forward*, which is included in the meeting packet.

Ms. Barrett provided the presentation *FY 24 Audit Review*, which is included in the meeting packet. The Select Board questions and comments were as follows: Ms. Rovelli, Chair of the Financial Audit Advisory Committee (FAAC), commented that the audit was late last year, and that the issue of timeliness has gotten worse this year. The FAAC, is scheduled to review the audit in mid-February 2026 and may have information to report to the Select Board at the end of February. In response to Mr. Boehm's question about material impacts due to the auditing issues, Ms. Barrett commented that to date there are not any insurmountable impacts. However, some instances were identified where policies may not have been followed, and corrective action will be made at the upcoming Town Meeting. Mr. McKennitt added that material impacts may not be known at this point. Ms. Lafleur added that one impact could have been experienced by budget managers when reviewing their budgets, because of not having timely information. Additionally, Ms. Lafleur stated that the credit rating agency, Moody's, did inquire about the Fiscal 24 balance sheet and requested continuing disclosure. The credit rating has not been impacted. In response to Ms. Hartman's questions, Ms. Barrett replied that the internal control issues have already been addressed, as they were taken care of immediately by establishing an updated process, and in addition updated system procedures and attention have been applied related to budget posting. Regarding the capitalization and cut-off controls, Ms. Barrett stated that accuracy in this area depends on posting within the appropriate timeline. In response to Ms. Hartman's inquiry about the role of the Financial Audit Advisory Board, Ms. Rovelli replied that the board will hear a presentation from the auditor and have an opportunity to collect more in-depth knowledge, after which the board will provide a report to the Select Board. Ms. Lafleur described the composition of members represented on the FAAC and shared that the board meets 4-6 times per year, or more frequently if the board prefers. In response to Mr. McKennitt's inquiry regarding the possibility of deficiencies that may have been highlighted in previous years, Ms. Barrett answered that yes a few of the weaknesses were highlighted in previous years, to which Mr. McKennitt expressed concern. Additional questions from Mr. McKennitt yielded the following information: Regarding the Light Plant reconciliation, Ms. Barrett stated that the new reconciliation procedures will be applied to transaction over the last six months which and will assist the Light Plant with the reconciliation and CY2025 audit completion, Ms. Barrett provided the reasoning for choosing the 45-day reconciliation timeline, stating that this timeline is just outside of the minimum standard.

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**-FY 25 Audit Progress and Process**

Ms. Barrett stated that the town had previously hired Clifton, Larson, Allen (CLA) Consulting Firm and that they have been instrumental in assisting the Finance Team to develop effective processes. A second team, Roselli, Clark and Associates has been in house, starting this past week, performing the FY25 Town audit. This decision was made due to the slowness and non-responsiveness of the current audit firm the town was working with. Ms. Barrett estimated that the FY25 audit process should be completed within a few months, assuming town staff continues to be responsive to auditor requests. The town's objective is to restore a normal audit cadence by mid-summer, which would enable the start of fieldwork for the FY26 Town audit. In response to Mr. McKennitt's inquiry, Ms. Barrett shared that the FAAC does have input into which consulting firms are hired, however being that there are only three large auditing firms in MA, it can be hard to find a firm that is available. Ms. Rovelli expressed that she was very frustrated with the speed of completing the current audit and she welcomed the perspective of a new team. However, she also noted that it is part of the FAAC's charge to make a recommendation for a new auditor.

**-FY 26 Free Cash**

Ms. Barrett reported on the status of Free Cash certification, noting that the balance sheet and supplemental documents were submitted to the Department of Revenue on January 15<sup>th</sup> and it has been indicated that the Town of Concord is tenth in line to be reviewed. Ms. Barrett is hoping to hear back next week regarding the FY 26 Free Cash certification (available for appropriation). Ms. Barrett stated that Schedule A will be submitted to the state by the end of this week. Chair Howell stated that understanding available Free Cash is very useful in the guideline setting process.

**-FY 27 Revised Proposal to Meet Budget Guideline**

Ms. Barrett presented the *Fiscal Year 2027 Town Government Operating Budget* slide deck. Mr. Boehm provided feedback on the data that is included on the slide and requested amendments be made to the *Town Government Operating Budget* slide to include only the FY27 Proposed budget as of 1/19/26 which the Select Board is most interested in. Ms. Hartman requested that the FY 26 run rate be included in the next version of the *Town Government Operating Budget* slide. The Select Board members each provided input on their preference for the inclusion of data on this specific slide. Ms. Barrett noted that p Information Technology (IT) costs that have been moved to the

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department responsible for managing those applications. Ms. Barrett stated that the town owns the clickers needed for elections. Ms. Zammuto shared that the Economic Vitality position that is included in the Planning & Land Management budget is new this year because the position previously has been funded through ARPA, which will no longer be available as of December 2026. Ms. Rovelli requested clarity regarding the housing services assessment. Mr. McKennitt requested information regarding return on investment for the Economic Vitality and Tourism budget, such as increases in revenue or grant money. In response to Mr. McKennitt's inquiry regarding the increase in dispatch spending, Ms. Lafleur stated that part of the increase includes \$100,000 that has been set aside for per diem dispatch needs so that two dispatchers can be on duty seven days a week. At the February 23<sup>rd</sup> meeting, Ms. Lafleur will provide the Select Board with updated information about regional dispatch opportunities.

Ms. Porter provided information about the union dispatch agreement and related FY27 budget. The most significant change was moving dispatchers from a minimum, midpoint, maximum scale to a five-step plan, aligning them with other town unions. In the first year (FY25), the collective increase was 9.43% to address market rate adjustments and placement equity, as the group was "notably below market". The Cost-of-Living Adjustment (COLA) is set at 1.75% for both FY26 and FY27. When including step increases and COLA, the total increase is 6.5% for FY26 and 5.6% for FY27. Employees already at the top step will only receive the 1.75% COLA. There is a 4.5% increase between each step. New longevity steps were also added for 10, 15, and 20 years of service. Most current dispatchers are positioned between steps two and four. In response to Mr. Boehm's inquiry regarding cost savings goals for implementing regional dispatch, Ms. Lafleur stated that it is too early to discuss.

Mr. McKennitt inquired regarding the money that was allocated for fixing the roads, and whether staff salary supporting the program is included in the capital funding. Ms. Lafleur answered that there is not, but there has been discussion about having outside resources provide project management, and that cost would be born within the project. The salary expense associated with staff engineers on the project would not be capitalized. Mr. McKennitt suggested this be considered if changes are needed in the budget.

Ms. Barrett stated that starting with the slide *Town Government Operating Budget* Line No. 12 for Joint Account, the data is subject to change, therefore this is a status update only. Ms. Barrett stated that both the group and property/liability insurance line items should come down from the respective 14.5% and 14.4% projected increase. In response to Mr. McKennitt's inquiry regarding the Tier 2 purchase of two new plows, Ms.

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Barrett stated that the two new plows are part of the regular purchasing cycle and that the ones that will be replaced are at their end of life.

**Update on Antisemitism and Bias Initiatives**

**-Discussion and Vote: DEI Commission Charge**

Chair Howell stated that he distributed a draft of the DEI Commission charge to the Select Board prior to the meeting, and the Select Board is scheduled to vote to approve it this evening. The Select Board has discussed the charge at several prior meetings. Chair Howell noted two minor errors in spelling/word deletion that need to be made. Mr. McKennitt shared a printed version of comments that he made on the draft. Mr. McKennitt requested to change the way that diversity is defined in the charge. Mr. McKennitt proposed changing the definition of diversity to the presence and acceptance of differences including but not limited to race, ethnicity, religion disability...etc.” Chair Howell clarified that the change would be; to add the words “the presence and acceptance of differences” and remove the words “refers to population groups that have been historically underrepresented or marginalized in social political or economic situations or subjected to discrimination, bias or prejudice.” Mr. Boehm suggested that the definition of diversity within the DEI Commission may be different than in a dictionary definition of diversity, citing that historically the DEI Commission’s focus is on historically underrepresented or marginalized populations. Mr. McKennitt suggested an alternative revision; “Diversity refers to the presence and acceptance of all population groups including those that have been historically underrepresented or marginalized in social, political or economic institutions or subject to discrimination, bias or prejudice.” Ms. Rovelli and Chair Howell expressed their support of this revision, while Mr. Boehm expressed continued disagreement with the proposed revision. Ms. Rovelli suggested adding the words, ...all group and “in particular.” Ms. Rovelli read the final revision which was, “Diversity is the presence and acceptance of all groups including in particular population groups that have been historically underrepresented or marginalized in social, political or economic situations are subjected to discrimination, bias or prejudice including but not limited to not race, ethnicity...”

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to approve the revised DEI Commission charge with the edits discussed.

Roll Call Vote:

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Mr. Boehm – Aye

Ms. Hartman – Aye

Chair Howell- Aye

Mr. McKennitt – Aye

Ms. Rovelli - Aye

**-Discussion and\_Vote: Proclamation Affirming the Town of Concord's  
Commitment to Opposing Antisemitism**

Chair Howell introduced the agenda item with a statement that focused on compassionate engagement, acknowledging the acts of bias and hate that have occurred in Concord and communicated to the Jewish community that the Select Board stands with them. Chair Howell stated that everyone deserves dignity, care and respect and that everyone is welcome in Concord. Chair Howell expressed the importance of getting started on the work of teaching our children to respect all people and disagree without demeaning, which will build a better world. Chair Howell noted that the proclamation was amended to be signed on January 27 (International Holocaust Remembrance Day) due to the rescheduling of the Select Board meeting from January 26. Ms. Hartman expressed her support of the proclamation and stated that as a member of the Select Board, she has received feedback that supports this definition, while she realizes that not everyone supports the definition. Mr. Boehm expressed his support for the proclamation, stating that he appreciated the emails and conversations regarding the topic and that the proclamation has received overwhelming support from the Concord citizens, Jewish community and Jewish faith community, but not universal support. Mr. Boehm noted many features of the IHRA definition and noted that there is support for it from many institutions. Mr. McKennitt shared that he and Ms. Lafleur researched the proclamations of eight other communities, and thanked Ms. Lafleur for her work on the project. Mr. McKennitt stated that the intention of the Select Board is to do something meaningful and that the Select Board cares that the people of Concord are treated well and treated equally. Ms. Rovelli thanked everyone who wrote to the Select Board and shared that there has been support from the state and from the DEI Commission regarding the definition.

Upon a motion duly made by Ms. Rovelli and seconded, it was  
**UNANIMOUSLY voted:** to approve the Proclamation affirming the Town of

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Concord's commitment to opposing antisemitism, adopting the IHRA working definition of antisemitism and promoting a welcoming and inclusive community.

Roll Call Vote:

Mr. Boehm – Aye

Ms. Hartman – Aye

Chair Howell- Aye

Mr. McKennitt – Aye

Ms. Rovelli – Aye

Ms. Rovelli read the proclamation.

**Discussion: Town Meeting Warrant Articles**

Chair Howell stated that the Solicitation by Law, sponsored by the Select Board, is included in the meeting packet and that there are 52 warrant articles and 4 citizen petitions that have been submitted. The list of articles will be available soon.

**Liaison Reports**

Ms. Hartman and Ms. Rovelli's Liaison Reports are included in the meeting packet.

Upon a motion duly made by Ms. Rovelli and seconded, it was **UNANIMOUSLY voted:** to adjourn the meeting at 7:03 PM.

Roll Call Vote:

Mr. Boehm – Aye

Ms. Hartman – Aye

Chair Howell- Aye

Mr. McKennitt – Aye

Ms. Rovelli – Aye

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The Select Board members that were in person moved to the Hearing Room to view the Town Caucus, while Mr. Boehm did not attend as there was not a remote participation option for the Town Caucus. There was no deliberation or comments from the Select Board Members.

[Meeting Packet](#)

[Meeting Recording](#)

**Town of Concord  
Select Board Meeting  
Meeting Minutes  
February 2, 2026**

**Approved 02/ / 26**

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in person on Monday, February 2, 2026 at 6:00 PM at the Town House Select Board Meeting Room, 22 Monument Sq. The meeting was available for public access in person and via Zoom.

**Call to Order**

Present were: Mark Howell, Chair, Wendy Rovelli, Clerk, Mary Hartman, Paul Boehm and Cameron McKennitt

Chair Howell called the meeting to order at 6:00 PM, Ms. Rovelli took the roll call and confirmed that a quorum was present. Chair Howell announced that public comments would be taken for items that are not on the agenda. Additional comments would be taken during the meeting itself, as needed.

**Public Comment**

Aris, a Concord Public Schools student, in response to the Select Board's adoption of the International Holocaust Remembrance Alliance (IHRA) definition of antisemitism read a story called *One Fish Two Fish Red Fish Fascist*.

**Consent Agenda**

- a. Town Account Warrants: January 27, 2026, January 28, 2026

Upon a motion duly made by Ms. Rovelli and seconded, it was **UNANIMOUSLY voted:** to approve the Consent Agenda as included in the agenda packet.

**Chair's Report**

Chair Howell stated that he toured several buildings on the western side at MCI Concord- specifically buildings that are being looked at for reuse as Department of Public Works (DPW) facilities. Proposals for the master plan of the MCI Concord site are expected in mid-February. The Select Board will discuss how to oversee the master planning work, with the potential to form a steering committee. Chair Howell indicated

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that the Memorandum of Agreement between the Department of Capital Asset Management and Maintenance (DCAMM) and the Town of Concord is in process, with many shared priorities between the two entities. Chair Howell stated that a plan for collaboration with DCAMM throughout the master planning process will be created to ensure that the final zoning plan is amenable to both the Town of Concord and DCAMM . Chair Howell stated that DCAMM has not set a target for the desired number of housing units yet (that this figure is generated by the Department of Housing and Livable Communities) and that it has been communicated to DCAMM that the Town of Concord would like to work in collaboration to establish this figure. Chair Howell stated that while working with DCAMM, the Town of Concord will have the ability to look across all available parcels, inclusive of the MCI Concord site, when looking to establish housing goals as part of the redevelopment process. Both DCAMM and the Town of Concord are interested in discussions and resolutions for site access and the transportation design for the Rt. 2 corridor.

**Town Manager's Report**

Ms. Lafleur provided the following updates: The 2025 Annual Report is well underway and close to 95% complete with only a few reports outstanding. The 2023 Annual Town report won 3<sup>rd</sup> place at the statewide competition. The Civic Plus website is undergoing a refresh, which is being done in collaboration with the vendor. Changes to the overall color palette will be made along with some standardization and correction of links. A new audit team is on site for two weeks in support of the FY25 Town audit, which is now . well underway. The Fiscal 27 Budget and the 10-year CIP, budget documents and capital improvement plan documents will be available on-line on or before February 20<sup>th</sup>. The upcoming annual pavement program is out to bid, for two-year period made possible by the support of the voters at Town Meeting last year and at the ballot. The closeout of the middle school building project is approaching and the project will be reviewed in total at the February 23<sup>rd</sup> Select Board meeting. The status of the CMS solar project could also be discussed on this date. The Commission on Disability received a grant from the state to conduct an ADA self-evaluation and transition plan; a contract has been awarded and there is a kickoff meeting next week. Mr. Boehm and Mr. McKennitt provided feedback to Ms. Lafleur regarding website improvements.

Subscribe to communications [HERE](#).

**Discussion and Vote: Order of the 2026 Annual Town Meeting Warrant**

**-Vote: Withdraw Warrant Article: Fiscal Year 2027 Peabody Middle School Upkeep**

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Chair Howell stated that there are now three citizens' petitions as one did not have the necessary number of signatures. Carmin Reiss, Town Moderator stated that there are 51 articles and that many will be on the Consent Calendar. Ms. Reiss reviewed the traditional order in which articles are placed. The Select Board members recommended changes to the *2026 Warrant Articles – Draft Proposed Order* document that was included in the meeting packet. Shannon McAndrew, Management Specialist tracked the recommended changes and will provide the final version to the Select Board. Ms. Reiss stated that the warrant will be published in the Concord Bridge as a booklet this year. Ms. Reiss also stated that the warrant will be published in the Concord Bridge on February 20<sup>th</sup>.

Upon a motion duly made by Ms. Rovelli and seconded, it was **UNANIMOUSLY voted:** to withdraw warrant article number 23 The Fiscal Year 2027 Peabody Middle School Upkeep article.

Upon a motion duly made by Ms. Rovelli and seconded, it was **UNANIMOUSLY voted:** to approve the order of the 2026 Annual Town Meeting Warrant as presented, with the edits as discussed.

**Discussion and Vote: Letter of Attestation – Regional Dispatch Center**

Ms. Lafluer stated that she would be renaming this initiative to “Shared Emergency Services.” Thomas Mulcahy, Chief of Police and Brian Whitney, Fire Chief were present. Stephen James Johnson, Emergency Communications Manager, presented the slide deck *Exploring Regional 9-1-1: Sustainability, Resilience, and Service Quality*. Ms. Lafluer shared additional information which included that three communities have been contacted and that the Town of Lincoln is ready to enter into an agreement for shared services with the Town of Concord. Ms. Lafluer also stated that the Town of Concord is seeking to serve as a host community, where the Town of Concord is the lead. This would allow Concord to benefit from grant opportunities as well.

Ms. Hartman inquired about the potential of installing next generation 911, to which Mr. Johnson stated that the State of MA controls the 911 infrastructure, therefore a town cannot independently make technology infrastructure decisions. Additionally, Ms. Hartman was assured that Mr. Johnson is considering planning for changes to the physical public safety facilities to support regional dispatch services. In response to Mr. Boehm's inquiry, Ms. Lafluer provided details on why a regional dispatch center with the Town of Acton did not move forward- the two main reasons being that the community was not brought along as the project progressed and that the project was

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evolving toward a model with Acton serving as a host. Chair Howell weighed in on the levels of efficiencies that need to be in place in order to be successful. Mr. Johnson commented that the state is studying the scale that makes regionalization effective. He also noted that the feasibility study will identify the potential efficiencies. Ms. Hartman stated that residents would like to know that when they call for emergency services that the dispatch center is still “their dispatch center,” regardless of regionalization or efficiencies. Mr. Johnson provided details on how his department is preparing organizationally for a transition to regional services. The Select Board members agreed that these preparatory steps are necessary.

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to approve the Letter of Attestation – Regional Dispatch Center.

**Update- Land Use Working Group Progress Report**

Chair Howell provided the introduction to the agenda item. Sven Weber, Co-chair of the Land Use Working Group (LUWG) provided the Phase I update, inclusive of the three areas for consideration- Public works, Fire/Police and Municipal Consolidation. Mr. Weber stated that starting Friday, the subgroups will come together to review findings and recommendations. These conversations will continue on February 20<sup>th</sup>. Mr. Weber stated that improvements or construction are needed at the West Concord Fire Station are a priority given existing and future growth and that the Walden St. police/ fire campus needs will also be presented. Additionally, there are three potential sites being considered for public works- with the focus being on the MCI Concord property as a potential location. Regarding municipal consolidation, the group seems to be strongly considering the use of unoccupied office space as their recommendation. In response to Mr. Boehm’s inquiry, Mr. Weber stated that Phase II will review the parcels that would be remaining if certain town departments were relocated to new sites. Mr. Weber stated that additional steering committees and working groups will be needed as the process continues. Mr. Boehm stated that capital planning is necessary and that he hopes that Phase II identifies more definitive capital planning requirements. Additionally, Mr. Weber advised that the process of relocating town departments will result in the potential need for rezoning of vacated properties to optimize resale value and provide funding for subsequent purchases and/or to build and expand new sites. Mr. Boehm, Mr. Weber and Mr. McKennitt discussed the complexity and importance of timing. Ms. Hartman expressed the importance of community input and bringing the school department into the capital planning conversation, requesting that Mr.

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McKennitt, as Liaison to the School District, begin conversations with the district administration and School Committee. Chair Howell indicated that the process of municipal consolidation is one that will take decades and that the development of the MCI Concord property and rotary redesign could take 10-20 years. Mr. Boehm expressed the importance of having a central steering committee for the project. Mr. Weber and the Select Board expressed concerns over building failure due to lack of capital planning for the Ripley building. Mr. Weber stated that the LUWG will be providing a written report of Phase I that will be available to the public. Chair Howell expressed concern regarding a decision to sell the Ripley and Peabody site, noting that these are spare school sites that could be needed with expanded housing development. Mr. Boehm added that 2229 Main St. needs planning attention, while Ms. Rovelli stated that there is potential for public/private arrangements that have the potential to provide recurring revenue from this parcel.

**Discussion and Update**

**-Progress Update FY' 26 Select Board Goals**

Chair Howell read through the document *2025- 2026 Select Board Goals*, which is included in the meeting packet, and indicated the status of each goal, while Select Board members provided additional comments and input of adding or extending goal for FY27.

***I. Development and Land Use:***

A. MCI Redevelopment – All goals likely to finish in FY 27.

B. Cell Service – Goal #1 is complete, Goal #2 - Goal #4 are in progress.

C. Wastewater Treatment System Capacity: (Goals are in progress) A. Cathcart provided an overview of the status of these goals, stating to Mr. McKennitt that the MCI Concord wastewater treatment plant may provide a more cost-effective approach to increasing wastewater treatment capacity for the town. Mr. Cathcart stated that consideration is being given to connecting the Assabet Pump Station to the MCI Concord facility. Additionally, the Sewer Improvement Fee is used to offset the costs of expanding capacity. Permitting will move to an FY 27 goal.

D. Transportation – Goal #1 (in progress) Chair Howell provided an update of meetings that have occurred with MA Department of Transportation and stated that it is important for the Town of Concord to continue to communicate the town's (and community's) priorities at future coordination meetings. Goal #2 (in progress).

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E. Town Facilities – Goal #1 -Seeking funds at Town Meeting. Goal #2. LUWG (in progress).

F. 2229 Main St. Acquisition negotiations – Goal #1 in progress. Goal #2 We are not at a point where recommendations can be made. G. Commercial Development – Ms. Lafleur stated that the Economic Vitality Committee should weigh in on how to advance this goal while Mr. Boehm felt that this is not in their scope. Ms. Hartman suggested there are no additional resources to fund a Economic Development Staff member or Department, Ms. Lafleur stated that the Select Board should communicate their established goals early in the process to all boards and committees and that the Economic Vitality Committee’s scope could be expanded to address development and collaborate with the Planning Board on ways to support more development.

H. Housing Goal - In process, 91B Main St. parcel was identified and CPC funding requested.

***II. Financial Management***

A. Reserve Policy: Articles are in place for Town Meeting.

B. Audits and Free Cash Certification: Audits are underway; FY 24 Audit complete, FY25 audit in process and will be completed by June, drafts of FY 25 Audit are targeted for the end of March. In light of recent audit findings, the board agreed that FY27 should include a goal related to Financial Integrity. Review of Free Cash; Ms. Lafleur reported that revenue estimates are historically done in September and October, they will be looked at again in March. The town is still waiting for the Free Cash certification.

C. Revenue Goals: Goal #1 Local Receipts - Ms. Hartman shared that Mimi Graney, Economic Vitality Manager, is tracking vacancy rates and is reporting quarterly to the Economic Vitality Committee and that local receipts are on track and have rebounded from Covid. License and permit fees were reviewed and modified (effective January 1). Goal #2 - Ms. Lafleur provided the document *PILOT Initiative – Reset Plan of Action* and informed the Select Board that a plan of action will be presented at the next Select Board meeting. Implementation of the PILOT program will be included in 2027 goals

D. Affordability and Budgeting: Goal #1 (partially met). Public safety has been benchmarked against peer communities, which was on the higher end in terms of FTEs; Ms. Lafleur shared that this type of information will be shared for each of the cost centers in the future. Goal #2 Some work was done with the MCI Concord conceptual work, though the goal is not in progress otherwise. Chair Howell shared a concept around housing goals beyond Subsidized Housing Inventory (SHI) (create a local definition) that was presented at the MMA conference. Ms Rovelli commented that

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the Town needs to define the type of housing we want to establish (elderly housing, etc.), Goal #3 Will not be done this year, but should be part of strategic capital planning in 2027. Goal #4 A report is expected in April.

***III. Effective and Transparent Governance***

A. Organizational Capacity: Goal #1 The Personnel Board is developing a dashboard/updated with a new MUNIS based system- Chair Howell will request an update from the Personnel Board at a future meeting and stated that the board is also looking at the period of time that vacancies remain open.

B. Committee Processes: Goal #1 Ms. Rovelli stated that the Select Board has revised charters and that many committees are thinking of making revisions. Goal # 2 The Town Clerk's Office is providing the four-part training. #3 APP #10 revision was approved. #4 Topical Forums have taken place.

C. 250<sup>th</sup> Celebration "Lessons Learned" Session: The final 250 report is complete and includes a section on lessons learned.

D. Quarterly coordination discussions with the School Committee need to be planned.

E. Correspondence is published, minutes are up to date, podcasts and Town Manager's report are in place.

***IV. Sustainability and Ecology***

A. Warner's Pond Management Committee was seated last week.

B. Middle School Solar Construction has not progressed - Mr. Boehm stated that CMLP and the district need to come into alignment on the project. Ms. Rovelli suggested Jason Bulger provide an update at a future meeting.

C. Bi-directional power flow – The project is in process and expected to be completed at the end of 2026.

D. Time of Use electrical billing will be implemented on April 1.

E. Climate Action: The Climate Plan project has just kicked off with the consultants and will continue into FY 27. Feedback is favorable on the organizational changes implemented in FY26. Several Sustainability projects are moving forward, but resources are limited.

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***V. Civility, Tolerance and Inclusion***

- A. Reporting Task Force has been seated and has held meetings.
- B. Communication with the School Committee has taken place and will continue through collaboration of Town/School leaders via Concord United.
- C. Community dialogue has increased and continues to be promoted.

**-Progress Update FY '26 Town Manager Goals**

Ms. Lafleur stated that her FY 26 goals are primarily a compilation of what did not get completed in FY 25, due to the 250<sup>th</sup>. Ms. Lafleur provided the Select Board with paper copies and included in the meeting packet is the document - *Town Manager Goals & Objectives - FY26*. Later in the meeting Ms. Lafleur stated that there are 14 Town Manager goals, of which 5 are completed and have become part of day to day work, 5 are on target and 4 are at risk (Massachusetts Water Resources Authority (MWRA) water planning work with a group of communities is moving slower than anticipated, Concord Municipal Light Plant (CMLP) governance has been slow moving due to staff availability and legal work, Comp plan/ recognizing growth in position – ready to pilot plans, but needs to review by Personnel Committee)

**-Progress Update Staff Goals**

Jess Porter, Assistant Town Manager and Human Resources Director presented the slide deck: *Goal Setting Period Summary Report*. Ms. Lafleur provided an overview of organizational resilience practices within the town for Mr. Boehm and reorganizing the format/categories of the goals and subcategories was discussed. The Select Board will receive an update on staff goals progress in March and June.

**-Preliminary Discussion for Select Board Goals FY '27**

Comments for FY 27 goals were collected during the FY 26 discussion. Ms. Rovelli stated that further discussion on goal categories and specific goals will be planned for a future meeting.

**Update on Antisemitism and Bias Initiatives**

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Chair Howell stated that he is hoping to focus on community engagement and education now that the administrative tasks are complete. Mr. Boehm stated that the Select Board did not intend the proclamation to inhibit free speech, to which Ms. Rovelli and Chair Howell expressed agreement.

**Liaison Reports**

Ms. Rovelli and Ms. Hartman's liaison reports are in the meeting packet. There were no additional comments.

Chair Howell moved to adjourn the meeting at 9:04 PM.

[Meeting Packet](#)

[Meeting Recording](#)

3/14/26

**ONE-DAY LIQUOR LICENSE**

**APPLICATION DETAILS**

Application #:	<u>ODL-26-63268</u>	Date Issued:	_____	Permit #:	_____	Date Paid:	_____
Fee Payable: (\$)	<u>75.00</u>	Fee Paid: (\$)	<u>0.00</u>	Receipt #:	_____		

**SECTION 1 - SITE INFORMATION**

Name of Organization Concord Art Association

Street Name LEXINGTON RD Map Block Lot 0015

Street Number 37-37.5 Zone C

Unit Number \_\_\_\_\_

On Premises \_\_\_\_\_

Description of Premises \_\_\_\_\_

**SECTION 2 - OWNER / CORPORATION INFORMATION**

Owner / Corporation Name OARS, Inc.

Street Number 23 Street Name Bradford St

City CONCORD State MA Zip Code 01742

Telephone 603-305-4311 Email \_\_\_\_\_

**SECTION 3 - APPLICANT INFORMATION**

Applicant Name Grace Bellavance of OARS

Street Number	<u>23</u>	Street Name	<u>Bradford St</u>		
City	<u>Concord</u>	State	<u>Massachusetts</u>	Zip Code	<u>01742</u>
Telephone number	<u></u>				
	Email <u></u>				

**SECTION 4 - MAILING ADDRESS**

Street Number	<u></u>	Street Name	<u></u>		
City	<u>Concord</u>	State	<u>Massachusetts</u>	Zip Code	<u>01742</u>
Telephone	<u></u>				

**SECTION 5 - HOURS OF OPERATION**

To Sell: (Check One)  Wines & Malts  All Alcoholic

**Note: Please indicate A.M. or P.M.**

Day of Event	<u>03/14/26</u>	Hours of Operation	From	<u>6:30pm</u>	To	<u>8pm</u>
Activity	<u>Art exhibit and speaker talk</u>					
Approximate Number of Attendance	<u>80</u>					

**SECTION 6- DECLARATION**

I do hereby certify under the pains & penalties of perjury that the information provided above is true and correct.

Date 02/17/26

(Chapter 138, Section 14. General Laws of the Commonwealth of Massachusetts)

**Indicates Mandatory Field.**

Note: Please check the above checkbox to submit the form



# Town Manager's Monthly Project Report

February 2026

Tracking progress across key operational and capital priorities.

# Executive Overview – February 2026



- **Capital delivery entering execution**

Multiple projects moved from design and procurement into construction, testing, and close-out, increasing cross-department coordination demands

- **Public safety systems advancing**

Advanced Life Support (ALS) training and licensing progressed while public safety system procurement moved into implementation planning

- **Technology systems stabilizing**

Recently deployed systems shifted from installation into validation, testing, and operational handoff

- **FY27 coordination underway**

Early planning work initiated to support Fiscal Year 2027 capital, climate, and transportation decisions



## Infrastructure

- Baker Ave Culvert nearing close-out
- Smart meters advancing in Town
- Water & Wastewater planning and negotiations ongoing



## Public Safety

- ALS training progressing
- CAD/RMS procurement active
- System configuration underway



## Energy & Municipal Systems

- Electric system validation underway
- Town House security planning advancing
- Facilities capital planning progressing



## Sustainability & Climate

- Climate Action Plan update advancing
- Transportation analysis underway

Execution and validation efforts are advancing across departments, with FY27 capital and policy coordination underway.

# Project Spotlight- February 2026

## Baker Ave Culvert Repair

**Funding:** ARPA (FY26 Capital)

**Phase:** Closeout & Final Inspection

### Project Overview:

Permanent structural repair of failed culvert infrastructure following sidewalk sinkhole formation.

### Status:

- Culvert repair and roadway restoration complete
- Temporary traffic controls removed; site stabilized
- Punch list walk-thru complete

### Next Steps:

- Final sidewalk restoration (spring weather dependent)
- Final inspection and project closeout

Saturday, December 13, 2025 at 11:02 AM  
3° E  
9-499 Baker Ave  
Roslindale, MA 01742



Before



After



## Active Projects by Phase



**50**  
Reported  
Projects

**9**  
Reporting  
Departments

**11**  
Cross-Dept  
Initiatives

**14**  
Projects in  
Execution

### Planning

Early-stage assessment & feasibility

### Execution

Active implementation underway

### Design

Procurement & consultant coordination

### Closeout

Final inspection & reconciliation

# Priority Projects & Initiatives

Select Board and Town Manager priority initiatives



Department	Project	Project Lead	Funding	Phase	Next Milestone
Concord Municipal Light Plant	<b>Advanced Metering</b>	Jason Bulger Director CMLP	\$3.0M (Enterprise)	Execution	System validation
CMLP	<b>Time-of-Day Rollout</b>	Jason Bulger Director CMLP	\$100K (Special)	Execution	Customer launch
CMLP	<b>Middle School Solar Project</b>	Jason Bulger Director CMLP	TBD (Enterprise Debt Authorization/ Grant)	On Hold	Continued Discussions
Concord Public Works / Water & Sewer	<b>Smart Water Meter Installation</b>	Darin LaFalam Water & Sewer Superintendent	\$1.6M (Enterprise)	Execution	Continued installation/system integration
CPW / Engineering	<b>Baker Ave Culvert Repair (Spotlight)</b>	Steve Dookran Town Engineer	\$800K (ARPA)	Closeout	Completion of construction
CPW	<b>MCI Wastewater Treatment</b>	Alan Cathcart CPW Director	State Earmark	Planning	Negotiations Underway
Public Safety / Fire Department	<b>Basic Life Saver to Advanced Life Saver Certification</b>	Chief Whitney Fire Chief	\$1.2M (FEMA Grant)	Execution	State certification
Public Safety / Police Department	<b>CAD/RMS System Upgrade</b>	Chief Mulcahy Police Chief	\$350K (GF, Capital)	Execution	Vendor implementation
Town Manager's Office / Sustainability	<b>Climate Action &amp; Resilience</b>	Megan Zammuto Deputy Town Manager	\$75K (GF, Capital)	Planning	Consultant coordination underway

DEPARTMENT	PROJECT	LEAD	FUNDING	PHASE	NEXT MILESTONE
Town Manager's Office	<b>Cell Infrastructure Improvement</b>	Megan Zammuto	TBD	Planning	Coverage assessment complete (West Concord); Concord Center and Route 2 feasibility coordination underway.
Information Technology / MinuteMan Media	<b>Town House Hearing Room AV Upgrade</b>	Julie Manoogian Media Manager	MMN Revolving	Planning	Scope refinement and cost evaluation
Community Development	<b>Assabet River Trail</b>	Alyssa Sandoval Community Development Director	GF, Capital	Planning	Submission of FY26 capital request and interdepartmental coordination
CPW / Facilities	<b>Municipal Building Capital Improvements (FY26)</b>	Russell Karlstad Facilities Director	\$3.1M (GF, Capital & Operating)	Execution	Phased construction and system upgrades across municipal facilities
Community Development / CPW	<b>Comprehensive Transportation Strategy</b>	Alyssa Sandoval Steve Dookran	Study funded thru ARPA	Planning	Identification of priority corridors and recommended implementation framework
Community Development / CPW	<b>MCI Concord Master Plan and Rezoning</b>	Alyssa Sandoval Alan Cathcart	State Earmark, Special Warrant Article (Free Cash)	Planning	Completion of master planning framework a draft rezoning concepts for stakeholder review

# Concord Municipal Light Plant (CMLP)



**Department Manager:**  
Jason Bulger, Director

## CMLP Project Links

[Advanced Metering System Project | Concord, MA](#)

[Time-of-Day Electric Rates | Concord, MA](#)

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## Department Highlights (Feb 26)

- Advanced Metering rollout in validation and close-out phase.
- Time-of-Day rates advancing toward April activation with contingency planning underway.
- Solar initiatives progressing through regulatory review and funding evaluation.

## Key Items / Operational Notes

- Ongoing coordination with external regulators, ISO-New England, and regional utility partners continues to influence project sequencing and resource allocation.
- Internal staffing and vendor capacity remain active management considerations across concurrent initiatives.
- Cross-department collaboration with Schools and other Town divisions remains essential to defining next-phase implementation pathways.

# Concord Municipal Light Plant (CMLP)



## Advanced Metering Rollout:

- System-wide meter replacement complete.
- Network validation and vendor compliance confirmation underway.
- Data integration and operational performance meeting contractual thresholds.

**Select Board Goals:**  Infrastructure •  Financial Sustainability •  Climate Action

## Time-of-Day Rate Rollout:

- Implementation advancing toward April 2026 go-live.
- Customer communications and billing coordination underway.
- Schedule risk remains due to resource and external utility dependencies.

**Select Board Goals:**  Climate Action •  Financial Sustainability

## Project Timelines (FY26–FY27)

### Advanced Metering Rollout

- Deployment complete (FY26)
- System validation (current)
- Close-out transition (FY26–FY27)

### Time-of-Day Rates

- Rate design complete (FY26)
- Customer communications (current)
- Rate activation and monitoring (FY26–FY27)

System validation and customer outreach are converging in FY26, positioning CMLP for stable Time-of-Day activation and operational close-out transitioning into FY27.

# Concord Public Works (CPW)



**Department Manager:**  
Alan Cathcart, Director

[Concord Public Works Site](#)

## Department Highlights (Feb FY26)

- Major roadway and intersection projects advancing, including Baker Avenue Culvert, West Concord paving close-out, and Main/Baker/Cottage intersection design.
- Water, sewer, and smart meter initiatives progressing, including Silver Hill Phase 2 completion and system capacity monitoring.
- Facilities and long-term infrastructure planning underway, including Peabody reuse, new CPW facilities planning, and Public Safety Building repairs.

## Key Items / Operational Notes

- FY26 capital program front-loaded to address pavement condition, culvert failure risk, and long-term roadway stabilization.
- Active coordination with utilities, abutters, and regulatory partners remains critical to maintaining construction sequencing and timelines.
- Asset management and project prioritization tools being strengthened to support multi-year capital forecasting and safety planning.

# Concord Public Works-Engineering

Steve Dookran, Town Engineer



## Roadway Stabilization & Pavement Management

- FY26 construction underway under Tier III authorization.
- Prioritization guiding multi-year sequencing.
- Condition stabilization and asset performance focus.

**Select Board Goals:** 🚧 Infrastructure 💰 Financial Sustainability  
🚧 Transportation

## Pedestrian & Bicycle Safety

- Sidewalk and corridor construction underway.
- ADA and safety enhancements integrated.
- Mobility and risk reduction prioritized.

**Select Board Goals:** 🚧 Infrastructure 🚧 Transportation 🌱  
Climate Action

## Project Timelines (FY26–FY27)

### Roadway Stabilization

- Construction prioritization complete (FY26)
- Active roadway construction (current)
- Multi-year continuation (FY26–FY30)

### Pedestrian & Bicycle Safety

- Corridor design complete (FY26)
- Sidewalk and safety construction (current)
- Corridor expansion and continuation (FY26–FY27)

FY26 construction activity represents a coordinated acceleration of roadway and pedestrian infrastructure investment under the approved capital plan.




# Concord Public Works – Facilities

Russ Karlstad, Director



## Building Repairs & Renovations

- FY26 capital allocation supporting priority municipal building repairs.
- System replacements and deferred maintenance stabilization underway.
- Feasibility planning advancing for long-term facility modernization.

**Select Board Goals:**  Infrastructure •  Financial Sustainability •  Governance

## Harvey Wheeler Community Center – Kitchen Feasibility

- Scope analysis evaluating replacement or expansion options.
- Consultant coordination and operational needs assessment underway.
- Findings will define scope options.

**Select Board Goals:**  Infrastructure •  Governance

## Project Timelines (FY26–FY27)

### Building Repairs & Renovations

- Capital allocation approved (FY26)
- Repair and improvement projects underway (current)
- System stabilization and modernization planning (FY26–FY27)

### Harvey Wheeler – Kitchen Study

- Feasibility scope defined (FY26)
- Consultant analysis underway (current)
- Recommendation and capital integration (FY26–FY27)

FY26 facilities investment prioritizes system stabilization, deferred maintenance reduction, and long-term capital planning integration




# Concord Public Works-Highway & Grounds

Aaron Miklosko, Highway & Grounds Superintendent





## Fleet Vehicle Replacement – H23 Freightliner Dump Truck

- Replacement of H23 2012 Freightliner dump truck with 11-foot plow and de-icing equipment.
- Supports winter maintenance and year-round roadway operations.
- Procurement underway with deployment planned FY27.

**Select Board Goals:**  Infrastructure •  Transportation •  Public Safety

## Fleet Equipment & Maintenance Tools

- Replacement of maintenance equipment and shop machines.
- Ongoing small equipment upgrades supporting operational reliability.
- Focused on reducing unplanned downtime and improving fleet readiness.

**Select Board Goals:**  Infrastructure •  Financial Sustainability

## Project Timelines (FY26–FY27)

### H23 Freightliner Replacement

- Vehicle specification and planning complete (FY26)
- Vehicle procurement on order (current)
- Delivery and deployment into H&G fleet (FY27)

### Fleet Equipment & Maintenance Tools

- Equipment evaluation and replacement planning complete (FY26)
- Equipment procurement ongoing (FY26)
- Integration into H&G operations (FY26–FY27)

FY26 fleet investments are improving reliability, reducing unplanned downtime, and positioning Highway & Grounds for sustained operational performance in FY27.

# Concord Public Works- Water & Sewer




Darin LaFalam: Water & Sewer Superintendent



## Smart Water Meter Installation

- System-wide smart meter installation underway.
- Early implementation and internal coordination in progress.
- Preparing for broader system integration and validation.






**Select Board Goals:**  Infrastructure •  Financial Sustainability •  Climate Action

## Wastewater System Planning & Capacity Coordination MCI

- Ongoing assessment of wastewater capacity and system performance.
- Coordination with MCI Wastewater Treatment Facility.
- Technical review and future capital sequencing underway.



**Select Board Goals:**  Infrastructure •  Climate Action •  Governance

## Project Timelines (FY26–FY27)

### Smart Water Meter

- Project initiation complete (FY26)
- Early implementation (current)
- System integration and validation (FY26–FY27)

### Wastewater Capacity Planning MCI

- Planning and coordination (current)
- Technical review and agency discussions
- Future capital planning and sequencing

Early implementation and capacity planning efforts in FY26 position Water & Sewer for improved system performance and informed capital integration in FY27.

# Information Technology (IT)



## Department Manager:

Jeff Weiner, Chief Information Officer

[IT Department Homepage](#)

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## Department Highlights (Feb 26)

- Enterprise systems transitioning from deployment to validation and operational stabilization.
- Security and access control modernization advancing, including Town House security and card access upgrades.
- Public meeting technology enhancements progressing, including AV upgrades and electronic voting implementation.

## Key Items / Operational Notes

- Portfolio coordination focused on sequencing capital, public safety, and governance initiatives.
- Legacy system upgrades and server decommissioning underway to reduce security and operational risk.
- Cloud migration evaluations in progress, including phone system and security platform modernization.

# Information Technology (IT)



## Enterprise Systems Stabilization

- Post-deployment validation and performance testing underway.
- Operational handoff and system readiness coordination in progress.
- Cross-department integration with Finance, Public Safety, and CPW.

**Select Board Goals:**  Infrastructure •  Governance

## Cybersecurity & Network Resilience

- Ongoing monitoring and access control alignment.
- System hardening across departments.
- Risk mitigation protocols supporting digital service expansion.

**Select Board Goals:**  Governance •  Public Safety

## Project Timelines (FY26–FY27)

### Town House Security & AV

- Scope refinement and sequencing (FY26)
- Integration planning (FY26)
- Implementation coordination (FY27)

### Enterprise Systems

- Validation and testing (current)
- Cross-department optimization (FY26)
- Operational stabilization (FY27)

IT stabilization and security coordination are supporting execution-phase projects while strengthening long-term infrastructure resilience.

# Public Safety

## Fire Department/ Police Department



### Department Manager:

Thomas Mulcahy, Chief of Police

Brian Whitney, Fire Chief

[Concord Fire Department Homepage](#)

[Concord Police Homepage](#)

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### Department Highlights (Feb 26)

- Fire Department progressing transition from BLS to in-house ALS paramedic service.
- Police CAD/RMS system modernization supporting dispatch efficiency and data management.
- Ongoing equipment upgrades and capital planning supporting long-term public safety readiness.

### Key Items / Operational Notes

- FEMA-funded ALS training advancing; four paramedics certified, additional certifications projected through December 2026.
- OEMS licensing application planned with target ALS service launch July 2026.
- Early-stage planning continues for future Police and Fire facility modernization; no active capital project advanced at this time.

# Concord Public Safety- Concord PD & FD



## BLS to ALS Transition

- FEMA-funded paramedic training advancing; 4 completed training, 3 currently certified.
- 9 paramedics projected certified by July 2026; full cohort completion by December 2026.
- OEMS licensing application planned; grant extension request anticipated May 2026.

**Select Board Goals:** 🚑 Public Safety • 🛠️ Service Reliability • 💰 Financial Sustainability

## CAD/RMS System Upgrade

- Police CAD and Records Management modernization advancing.
- Vendor procurement and implementation activities underway.
- System configuration and training progressing FY26–FY27.

**Select Board Goals:** 🚓 Public Safety • 📊 Strategic Planning • 🏛️ Governance

## Project Timelines (FY26–FY27)

### BLS to ALS Transition

- Personnel training underway (FY26)
- ALS certification milestone (July 2026)
- Full program completion (December 2026)

### CAD/RMS Upgrade

- Needs assessment complete
- Procurement and implementation (FY26)
- Configuration and training (FY26–FY27)

# Town Managers Office (TMO)



## Department Managers:

Kerry A. Lafleur Town Manager

Megan J. Zammuto, Deputy Town Manager

[Wireless Coverage \(Cell Service\) Link](#)

[Town Manager Homepage](#)

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## Department Highlights (Feb 26)

- Continued advancement of priority Select Board initiatives, including climate resilience and infrastructure coordination.
- Cross-department alignment to support capital sequencing, regulatory actions, and FY26 implementation milestones.
- FY27 planning efforts underway to position key capital and policy actions for decision.

## Key Items / Operational Notes

- **Cell Infrastructure Initiatives:** Progressing on Concord Center and Route 2 projects and working to identify a West Concord business district improvement.
- **Climate Action & Resilience:** Cross-department sequencing efforts advancing in support of Select Board priorities
- **FY27 Strategic Planning:** operating and capital recommendations have been finalized.
- **Governance Support:** Ongoing Select Board coordination and goal tracking.

# Town Manger's Office (TMO)



## Climate Action & Resilience Plan Update

- Climate Action Committee held a working meeting to discuss actions from the 2020 CARP identified as “Keep, Shift, or [were] Missing”.
- Project consultants, Weston & Sampson, kicked off with the Climate Action Committee at their February 2026 meeting.
- Assembling a Town Staff group to provide regular feedback throughout the project duration.

**Select Board Goals:**  Sustainability & Climate •  Infrastructure

## Cell Infrastructure Improvement

- Landfill Tower – working with Wireless Edge Towers on environmental information required prior to permitting.
- Umbrella – working on final lease details with Verizon.
- West Concord – meeting with stakeholders and residents regarding infrastructure proposal at Rideout Park.

**Select Board Goals:**  Infrastructure •  Public Safety

## Project Timelines (FY26–FY27)

### Climate Action & Resilience

- Progress assessment of the 2020 CARP near complete
- Preparing Community Engagement Plan; engagement to begin in March
- Policy and capital alignment integration (FY26–FY27)

### Cell Infrastructure

- Landfill Tower – environmental review underway; permitting anticipated 2026
- Umbrella – lease finalization targeted March 2026
- West Concord – Select Board discussion anticipated Spring 2026

Technical evaluation and coordinated planning efforts in FY26 are advancing structured implementation pathways for climate and wireless infrastructure initiatives.

# Community Development

## Planning, Building, Health, Natural Resources



**Department Manager:**  
Alyssa Sandoval, Director

[Assabet River Multi-use Bridge & Trail](#)

[Comprehensive-Transportation-Strategy](#)

[Reimagine MCI Concord](#)

### Department Highlights (Feb FY26)

- Continued advancement of long-range land use and redevelopment initiatives, including coordination on Reimagine MCI and corridor planning efforts.
- Ongoing zoning, transportation, and mobility analysis supporting the Comprehensive Transportation Strategy and multi-year capital planning.
- Cross-department alignment underway to inform FY27 policy priorities and housing-related initiatives.

### Key Items / Operational Notes

- **Assabet River Multi-Use Bridge & Trail:** Interagency coordination and planning activities progressing; advancing permitting and design sequencing discussions.
- **Comprehensive Transportation Strategy:** Data analysis and stakeholder engagement ongoing to inform mobility and infrastructure investment priorities.
- **Reimagine MCI Concord:** Concept development and interdepartmental coordination underway to evaluate long-term redevelopment opportunities.


# Community Development



## Comprehensive Transportation Strategy

- Data collection and baseline traffic analysis completed.
- Scenario development and corridor evaluation underway.
- Coordination with CPW to align mobility planning with capital priorities.






**Select Board Goals:**  Mobility & Safety •  Governance •  Infrastructure

## Assabet River Multi-Use Bridge & Trail

- Preliminary planning and interagency coordination advancing.
- Scope refinement and partner engagement underway.
- Budget preparation and funding strategy development in progress for FY27.
- Anticipate TIP funding



**Select Board Goals:**  Sustainability & Climate •  Governance •  Infrastructure

## Project Timelines (FY26–FY27)

### Comprehensive Transportation Strategy

- Baseline analysis complete (FY26)
- Scenario evaluation and corridor modeling (current)
- Planning framework and priority corridor identification (FY27)

### Assabet River Multi-Use Bridge & Trail

- Planning and coordination initiated (FY26)
- Scope and partner refinement (current)
- Budget submission and capital coordination (FY27)

Planning and coordination efforts in FY26 are positioning Community Development initiatives for informed capital and policy decisions in FY27.

# Library & Human Services – Project Overview



## Strategic Plan FY2027–FY2029

The Concord Free Public Library is developing a new Strategic Plan for FY2027–FY2029 to guide the Library’s vision, services, and priorities over a three-year period.

### Key Notes:

- Community engagement process begins July 1, 2026
- Plan will be adopted by the Library Committee to guide future operations

### Select Board Goals:

 Service Delivery •  Governance •  Community Engagement

## Beede Center Roof Restoration & Replacement

Targeted restoration and replacement of roof areas at the Beede Center, consistent with architectural drawings, to reduce installation costs while providing a full 20-year warranty.

### Key Notes:

- Architect validating low bidder and preparing contract materials
- Contract award: February 9, 2026
- Estimated Construction Completion: 2027 subject to weather

### Select Board Goals:

 Facilities & Asset Management •  Community Wellbeing

Construction and system upgrades remain active across CPW priorities, while early planning continues for long-term wastewater capacity needs.

# Closing out February



## Execution

- Roadway, pedestrian, fleet, and modernization initiatives progressing through active construction and implementation phases.
- System validation and close-out efforts advancing across technology and infrastructure projects.
- Public safety and service continuity priorities maintained through coordinated capital execution.

## Planning & Sequencing

- Early FY27 capital alignment discussions underway across departments.
- Policy sequencing and consultant-led initiatives advancing to define next-phase actions.
- Infrastructure and climate priorities being integrated into multi-year planning frameworks.

## Oversight & Reporting

- Cross-department milestone tracking and dependency monitoring ongoing.
- Issues requiring Select Board awareness elevated in real time.
- Monthly reporting framework continuing to support transparency and informed decision-making.

## Strategic Planning Watchlist

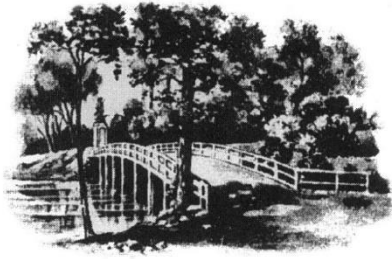
Public Safety / CPW Facilities Long-Term Space Needs – internal feasibility review ongoing

**Disciplined execution and structured planning remain central to advancing Concord's infrastructure and policy priorities.**

# **Presentation and Vote: Public Art Proposal – Sidewalk Decals (“Art Loop”)**

Presenter: Megan Zammuto, Deputy Town Manager

*Favorable action is requested:* Motion to approve the Public Art Proposal – Sidewalk Decals (“Art Loop”)



OLD NORTH BRIDGE

## TOWN OF CONCORD

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

**To:** Mary Hartman, Select Board Liaison to West Concord Junction Cultural District  
**From:** Mimi Graney, Economic Vitality Manager  
**Date:** February 3, 2026  
**Re:** Public Art Proposal – Sidewalk Decals (“Art Loop”)

Request for Preliminary Approval of Public Art - “Sidewalk Decals” - on town-owned property in West Concord.

### **Sponsor:**

Building on the success of the inaugural West Concord Art Loop in 2025, the West Concord Junction Cultural District (WCJCD) proposes a second iteration in 2026. Anne-Catherine Mauk will serve as project lead, with support from WCJCD committee members and local business owners.

### **Purpose:**

The Art Loop uses sidewalk decals in West Concord village to showcase resident artwork, enhance the downtown environment, and encourage pedestrian movement throughout the district—particularly to areas with historically lower foot traffic.

The project enriches public spaces through visual art, supports emerging local artists, and provides an accessible experience for residents and visitors of all ages. It aligns with WCJCD’s mission to foster a vibrant cultural community and strengthen West Concord as a place to live, work, and play.

## **Sites:**

The proposal includes approximately 136 custom pavement decals (16" x 20") installed along sidewalks in the West Concord retail district (see Attachment D). Of these, about 130 will feature original artwork and about six will provide informational content with QR codes linking to artist information.

Decals will be placed on both sides of Commonwealth Avenue from Main Street to Laws Brook Road, spaced approximately every third sidewalk square, avoiding driveways, crosswalk ramps, and sloped surfaces.

These all-weather decals are designed for heavy foot traffic. The 2025 installation was removed easily with no impact to sidewalk surfaces.

## **Project Description**

### *Background*

Inspired by similar projects in Winchester and other Massachusetts communities (including Worcester, Boston, and Newton), WCJCD launched the first Art Loop in summer 2025 following Select Board provisional approval in December 2024. The project received strong merchant support, positive community feedback, and resulted in multiple artwork sales. Decals were removed in November 2025 prior to winter conditions (see Attachment A).

### *Artist Selection*

A Call for Art will invite submissions from artists of all ages, skill levels, and mediums. Community members, including business owners, will advise WCJCD in selecting approximately 130 works.

### *Artist Agreements*

Terms of use are included in the Call for Art. No additional artist contracts are anticipated (see Attachment C).

### *Funding & Budget*

Funding is provided by a Mass Cultural Council Cultural District grant administered by WCCD.

Decals, setup, and printing: \$1,800

Installation (3 days @ \$760/day): \$2,280

Contingency (15%): \$612

Total Estimated Cost: \$4,692

### *Materials & Installation*

Decals are professionally printed on weatherproof, non-skid outdoor floor wrap suitable for concrete surfaces. Production will be completed by Sticker Genius.

Installation will be performed by Crosby Design Inc., including light power washing prior to placement. Installation is anticipated in mid to late April 2026.

### *Term & Maintenance*

Decals will remain in place for approximately six months (April–October). WCJCD volunteers will monitor conditions and remove any damaged decals as needed. Full removal is anticipated to occur later that year. If the decals remain in good repair and weather conditions allow, the decals may potentially remain in place until as late as early December to reach audiences at the annual Holiday Stroll in West Concord.

### *Anticipated Schedule*

February 2026: Call for Art issued

March 2026: Artwork selection

April 2026: Decal production

May 2026: Installation

October – December 2026: Removal

## **Community Engagement**

WCJCD will collaborate with local organizations—including Art For All, Concord Art, The Umbrella, Council on Aging, Artscape, and local schools—to promote participation. Over 100 artists submitted work in 2025, with higher participation anticipated in 2026. Community representatives will participate in the selection process.

## **Administration & Town Coordination**

- WCJCD will contract with an insured installer in compliance with public procurement requirements.
- Economic Vitality Manager Mimi Graney will serve as staff liaison and manage grant administration.
- Concord Public Works Highway & Grounds staff have advised on installation requirements
- Economic Vitality staff will coordinate with Public Works and Public Safety to avoid conflicts with other municipal work.

Site constraints are not anticipated. Installation and removal are brief, with minimal disruption to pedestrians. Decals will not be placed within three feet of business entrances or exits.

## **Attachments:**

- A – Visitor Feedback
- B – Call for Art
- C – Artist Application
- D – Map of approximate locations and image of true-scale on-site mock-up
- E – Article In Concord Bridge

## ATTACHMENT A – Visitor Feedback

Wed, Aug 6, 2025

This is Nyanna,

I want to tell you how grateful I am for the Art on the sidewalk. I walk early AM in a quiet West concord and love seeing all the colours and shapes beneath my feet. I also want you to know that I like the placement on Debra"s side of the street. It is easier to see the images when they are closer to the curb than in the center underfoot.

Also, stepping on the panels feels disrespectful. I do not like walking on the images because I do not choose to stand on such lovely pictures. If I were in my wheelchair and with my lower vision, it is hard to see pictures directly beneath.

I hope that this is helpful. And I hope that you and all our artists continue to Flourish and Bloom.

Creatively, your neighbor, Nyanna



**June May** <XXXXX@comcast.net>

Sun, Aug  
17, 2025,  
2:35 PM

to me

Hi

Visiting from Florida and love the idea of the sidewalk displays when walking in town.  
Are they for sale through your office or do I contact the artist direct?

Please advise.

June May

Sent from my iPad



**Art Loop** <westconcordartloop@gmail.com>

Wed, Aug  
20, 2025,  
1:14 PM

to June

Thank you so much. Yes, you would need to contact them directly. If there isn't a website linked to the artist you are interested in on the Meet The Artists page, I can provide you with their contact information.

## ATTACHMENT B – CALL FOR ART

### Call For Art

Dear Arts Educator,

We would like to invite your students to participate in an upcoming community art project! The West Concord Junction Cultural Committee (WCJCC) is organizing a second iteration of the Art Loop in downtown West Concord. This is a wonderful opportunity for your students to contribute to a public art display that celebrates their creativity and enhances our local community.

**Project Overview:** The Art Loop will run from April to October 2026, with approximately 130 sidewalk decals featuring art from Concord’s elementary, middle, and high schools as well as adult community members. Artworks will be produced as 16”x20” weatherproof sidewalk decals that will be installed along Commonwealth Avenue.

**How to Participate:** We invite you to make your students aware of this opportunity and encourage them to select works that you feel best represent their creativity and skill. Students may submit their work consideration via the [online submission form](#).

#### Submission Details:

- **Submission Deadline:** March 15, 2026
- **Requirements:** Artists must live, work, or attend school in Concord. Original art pieces only; all photographable mediums will be accepted for consideration.
- **Submission Link:** Please upload images and basic details for each submission through this

A panel of local artists will select the artworks to be featured, and we’ll notify artists in April if their work is chosen.

Thank you very much for considering this opportunity for your students. If you have any questions or need further details, feel free to reach out.

Warm regards,

Anne-Catherine Mauk

West Concord Junction Cultural Committee Member

[westconcordartloop@gmail.com](mailto:westconcordartloop@gmail.com)

ATTACHMENT C – ARTIST APPLICATION FORM

2026 West Concord Art Loop

Thank you for your interest in the West Concord Art Loop! This is a project of the West Concord Cultural District Committee, funded by the Mass Cultural Council. Our 2025 Loop was hugely popular, and we are looking forward to building upon that success in this coming year's Loop. Like last year, we are committed to featuring a variety of age groups and mediums in the installation. Ultimately, 130 pieces will be selected for this year's Loop.

PLEASE READ BEFORE SUBMITTING:

Guidelines:

- Artists must live, work, attend school, or worship in Concord
- Artwork must be artist's original work
- Artwork must be high resolution (able to be printed on a 16 x 20 decal)
- Artwork may be vertical or horizontal
- Artwork may be ANY photographable medium - if you can take a picture of it, we can consider it
- Artwork is subject to cropping if it does not adhere to the 4 x 5 or 5 x4 dimensions of the decals
- Artwork must be appropriate for public consumption and non-commercial in content
- Artists may submit up to (but not more than) five works of art for consideration
- Artists whose work is chosen to be featured will be notified by the end of March

For questions, please contact westconcordartloop@gmail.com

[View the Art Loop's 2025 artists and their work here](#)

Artist's Full Name

\*

Do you live, work, attend school, or worship in Concord?

\*

Email

\*

Artist's Age Group

Question Type

or

Do you have a website you would like us to link to?

\*

Photograph of Artist For Website

\*

Upload Artwork Here

\*

Which medium do you work in? (ex: acrylic, fabric, photography, etc.)

\*

I hereby give the West Concord Cultural District Committee the right to reproduce my artwork for the purposes of featuring it as a decal in the Art Loop, on the installation's website, and in other related community venues.

\*

ATTACHMENT D – MAP OF LOCATIONS

- Orange circles indicate approximate locations. Will be on every 3<sup>rd</sup> square on the concrete, avoiding business entrances and crosswalk ramps



DECAL SPACING MOCK-UP

True-scale mock-up on the sidewalk showing size and placement of the decals on the concrete sidewalks



# Arts & Culture

## Home is where the art is in West Concord installation

By Laurie O'Neill  
Laurie@concordbridge.org

Look down.  
If you don't, you might walk right past, or over, a huge harlequin flower beetle, as well as an otter, owl, monkey, cat, and heron — and a giant red lobster that's hanging out, literally, over the door of a seafood store.  
An array of animal images — plus depictions of flowers, food, woodland scenes, and other colorful subjects — is the work of more than 100 local artists of all ages whose pieces appear on weatherproof decals, forming a half-mile walkable installation in West Concord that will remain in place through October.  
The Art Loop was organized by the West Concord Junction Cultural District Committee and coordinated by Anne-Catherine Mauk. Inspired by similar installations in nearby towns, the project "highlights the creativity and talent" of the local community, says Mauk.

There are 130 images of paintings, drawings, photographs, fiber art, and handmade objects. Spaced throughout the installation are decals on which QR codes appear so that viewers can access information about the artists.

### A sense of place

Among the images is "Wild West Concord," created by illustrator, printmaker, and high school art teacher Jamie Palmer Keating. It's rendered in the jewel tones of native plants. The animals depicted, including deer and a heron in flight, "are ones I've spotted right in my yard," she says.

All of the drawing's elements come together "in a circular format symbolic of unity and wholeness, to frame a place I feel lucky to call home," Keating adds.

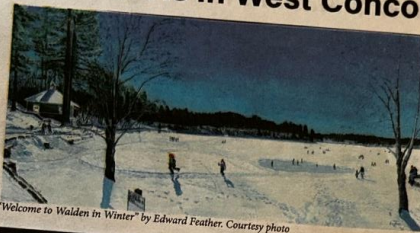
Providing summer-weary walkers with a reminder of cold weather is "Welcome to Walden in Winter," from a painting done by Edward Feather, a photographer, artist, and actor. During the pandemic, Feather's cooped-up family escaped their home for some fresh air and came upon a joyful scene at Walden Pond: people skating, walking, ice fishing, and cross-country skiing.

Feather captured the "essence of the scene" in a painting that measures 2 feet by 4 feet. In the foreground is a running figure that represents one of Feather's two children, Azalea, and behind her is his partner, Susan.

### The joy of living here

Painter Laurie Engdahl created a watercolor titled "Cairns on Stone," inspired by the little landmarks that her son constructed while hiking around Walden Pond. She says much of her work is "hyperlocal" and reflects "my joy of living in this community."

Engdahl calls painting "a form of meditation and self-care during these troubled times." She leads workshops at the Concord non-profit group Art for All.



"Welcome to Walden in Winter" by Edward Feather. Courtesy photo



"Wild West Concord" by illustrator and printmaker Jamie Palmer Keating.



Paul Nelson with Spencer (4) and Everett (7) Mauk stop to look at Yvonne Sandell's painting "Let's Eat."



One decal offering a distant scene is a photograph of the Marshall Point Light Station in Maine, inviting the viewer to stroll down the wooden walkway to the structure — and the sea beyond. It reflects West Concord photographer Brian Burt's love of that seacoast area and his fascination with lighthouses. Burt has authored two published poetry collections, and his poems have been shared on the Poetry Phone.

The idea, expressed by Henry David Thoreau, that "it's not what you look at that matters; it's what you see" inspires Burt to "slow down and be choosy about what I pay attention to," he says. "It's a way of empowering myself in a world in which many things I have no control over are constantly vying for my attention."

### 'Fragile beauty'

Maggie Stanley, who has been "making art my whole life," has a "thing for nasturtiums," she says. Her acrylic painting, "Facing the Sun," was inspired by one of the Concord community gardens and features vivid orange and yellow blooms woven among vibrant green leaves.

Stanley hopes her images, three of which are included in the installation, "will bring joy and a resolution to appreciate the mira-

de of (sometimes fragile) beauty whenever it is present."

One of the youngest artists whose work is on the Loop is 7-year-old Emerson "Emme" de Lench, whose cheerful drawing is titled "Sunflower Fingerprint." Emme is the granddaughter of Brooke de Lench of Concord.

Emme, whose name was inspired by her mother's having been a Ralph Waldo Emerson scholar at Stanford University, loves drawing, her grandmother says. She adds that artistic talent seems to run in the family. Emme's uncle, Taylor de Lench, is a Concord Academy graduate who recently retired from a career in cinematography after winning eight Emmys.

Business owners along the Loop welcome the sidewalk installation. Says Jen McGonigle, owner of Joy Street Life + Home, "Projects like the Art Loop highlight what makes West Concord a special place to live, work, and visit."



TOP: Artist Laurie Engdahl with one of her paintings.

MIDDLE: Maggie Stanley's "Facing the Sun."

BOTTOM: Seven-year-old Emme de Lench's "Sunflower Fingerprint" is among the Loop pieces by younger artists. Courtesy photos

**INKSTONE**  
ARCHITECTS



# **Presentation: Review of Local Initiative Program (LIP) Process for affordable housing and NOVO 40b**

Presenter: Liz Rust, Co-director, Regional Housing Services Office



# Regional Housing Services Office

Serving Acton, Bedford, Concord, Lexington, Lincoln, Maynard, Natick, Sudbury, Wayland, and Weston

Office Address: 37 Knox Trail, Acton, MA 01720  
Phone: (978) 287-1092

Website: WWW.RHSOhousing.org  
Email: INFO@RHSOhousing.org

February 18, 2026

To: Kerry LaFleur

From: Liz Rust, RHSO

RE: Review of LIP Process for Affordable Housing and NOVO'

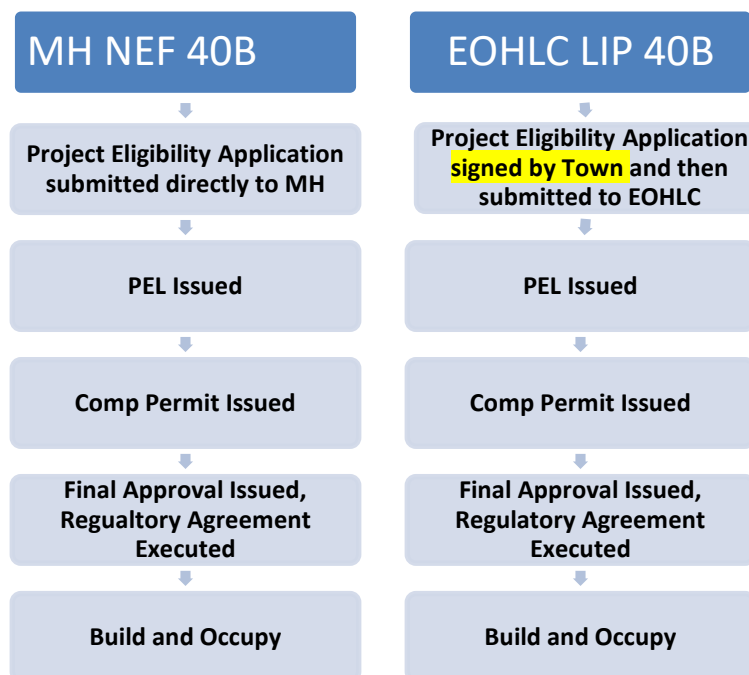
Kerry,

The NOVO Riverside Commons project team is requesting to transfer from the 40B Program offered through MassHousing New England Fund (NEF) to the 40B Program offered through the Local Initiative Program (LIP) of the Executive Office of Housing and Livable Communities (EOHLC).

**NOVO Project Summary:** The NOVO Riverside Commons development is a proposed 40B project at 292 and 294 Baker Avenue, Concord, Massachusetts. The project plans to construct a two hundred and one (201) multi-family residential rental community, with fifty-one (51) units being affordable, as required by the 40B statute.

The project received its Project Eligibility Letter on 8/18/2023, providing written determination of Project Eligibility by MassHousing acting as Subsidizing Agency under the Guidelines. From there, the Project Sponsor applied and was granted a Comprehensive Permit by the ZBA on 4/16/2024.

**Program Summaries:** Both programs are regulated through the 40B statute, regulations, guidelines and affordability requirements. The basic process is the same between the programs, with main process difference being that the LIP Program Project Eligibility Application is signed by the Town BEFORE submission to EOHLC.





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Office Address: 37 Knox Trail, Acton, MA 01720  
Phone: (978) 287-1092

Website: WWW.RHSOhousing.org  
Email: INFO@RHSOhousing.org

There are some differences between the Programs:

	<b>MassHousing NEF Program</b>	<b>EOHLC LIP Program</b>
Term of Regulatory Agreement	30 Years	Perpetuity
Financing entity	Member of FHLBank Boston under the NEF Program	Any lender
Monitoring Responsibility, Fee	MassHousing  Paid by Project Sponsor  MassHousing: ~\$14,330 (\$281/affordable unit per year)	Municipality, and EOHLC  Paid by Project Sponsor  EOHLC: \$4,000. (\$30/affordable unit per month, max of \$4,000  Local: Propose <u>\$3,550 annually</u> (\$1,000 plus \$50/affordable unit per year).
Rents	Gross Rents: Rents are based on household income of #BR*1.5  Rent Increases: Approved by MH solely	Gross Rents: Rents are based on household income of #BR+1.  Rent Increases: Approved by EOHLC and Town

**Next Steps:** With consent from the Select Board, the following outlines the detailed process to be followed.

1. The project must go through the LIP PEL process, since the Regulatory Agreement has to be attached to a PEL from the LIP program. The Project Sponsor will submit a full package, including budget and Affirmative Fair Housing Market Plan.
2. Staff will review the package to ensure consistency with the prior materials.
3. Project Sponsor presents for Town approval of the LIP Application and submits to EOHLC.
4. EOHLC reviews, and issues Project Eligibility Letter.
5. Draft redlined Regulatory Agreement is presented to the Town, along with draft Town Monitoring Contract. 40B Comprehensive Permit amended for Program transfer. Submitted to EOHLC.
6. Record fully executed Regulatory Agreement and issue Final Approval.
7. Issue building permits, and re-instate SHI units.
8. Construction and occupancy

**SHI Status: Currently,** Concord’s Subsidized Housing Inventory (SHI) is 957 units or 13.34%. This does NOT include the 201 units at NOVO, but DOES include the 237 Units at Forest Ridge. Units are eligible once the 40B permit is issued and then will lapse if a building permit is not



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Email: [INFO@RHSOhousing.org](mailto:INFO@RHSOhousing.org)

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issued within 12 months, or an occupancy permit 18 months after that. The NOVO units lapsed 4/16/2025, one year after their 40B permit was issued. The Forest Ridge units will lapse on 4/3/26 without building permits issued. This would bring Concord's SHI to 10.04%, 2 units above the 10% mark.

Once NOVO building permits are issued, Concord re-instate those 201 units, bringing the total to 922 or 12.86% (assuming Forest Ridge lapsed, and one Habitat home is sold at Assabet River Homes, planned for June.)

The SHI counting can be complex with layers of developer-initiated activity occurring in the same 6 months. However, Concord is above 10% now, and plans indicate that Concord will remain over 10% until the building permits are issued.

# **Budget Update: Free Cash, FY '27 Final Recommendations (Joint Accounts)**

Presenter: Jennifer Barrett, Chief Financial Officer



# TOWN OF CONCORD

## Finance Department

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

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

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### Overview

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

### Health and Property Insurance

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

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

### Regional Schools

- **CCRSD:**  
The Carlisle Finance Committee requested a \$100,000 reduction in Carlisle's assessment without impacting education services. CCRSD is considering an initial total **\$246,687 reduction**, split as follows:
  - Concord: \$184,621
  - Carlisle: \$62,066

This falls short of Carlisle's request but represents significant progress. No vote has been taken; updates are expected after the Public Hearing.

- **Minuteman Regional:**

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

### **Overall Budget Impact**

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

Total FY27 expense increase: **1.98%**

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

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

### **Additional Updates**

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

### **Next Steps:**

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



Town of Concord

# Fiscal Year 2027 Town Government Operating Budget

Select Board

Monday, February 23, 2026

Finance Committee

Thursday, February 26, 2026

# Highlights

Insurance Update

Town, CPS & Joint Accounts

Regional Schools Updates

Overall Outlook

Budget Book

Free Cash

# Insurance

Health Insurance 4.3%

Census Update, Planned Changes

Liability Insurance 8.1%

FY26 Actuals, Credits Applied

5% Reduction from Initial Estimates

Town Government Operating Budget

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

Group insurance rates from MIIA  
4.3% increase

Liability insurance rates 8.1%  
increase

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

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

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

# FY27 Proposed Budget

# Regional Schools

## CCRSD Reduction

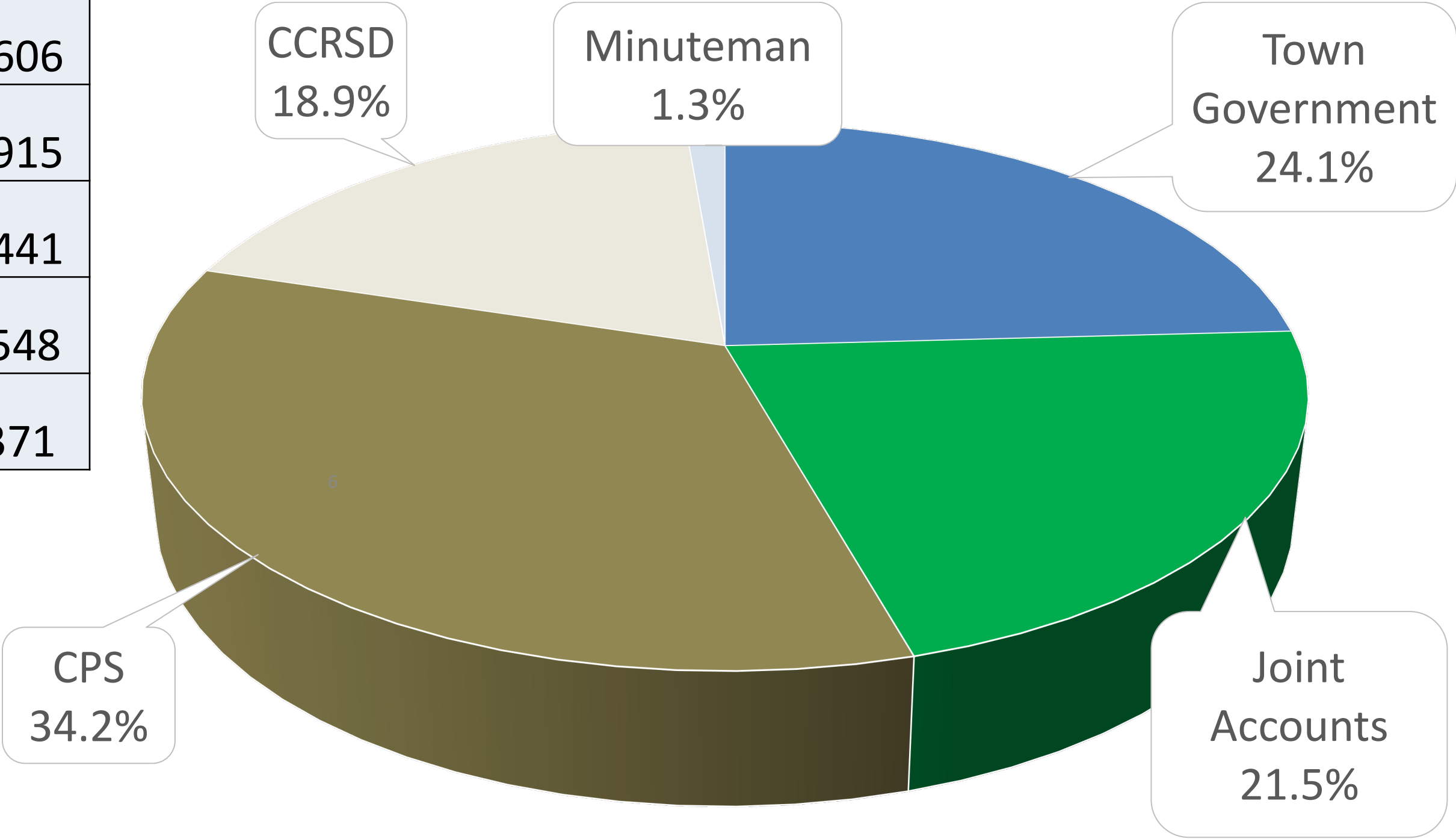
- Carlisle Guideline
- Health Insurance 4.3%
- State Aid increase
- Initial net pending reduction \$84,620 for Concord

## Minuteman Enrollment Update

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

# Overall Outlook

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



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

**Impact**

Documents  
Online

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Budget Book  
for General Fund

---

Warrant  
including article descriptions

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Coming soon:  
Enterprise Budget Book





Town of Concord

# Thank You

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[www.concordma.gov](http://www.concordma.gov)

# **Presentation: Land Use Working Group – Preliminary Recommendations**

Presenters: Sven Weber, Co-chair, Land Use Working Group

[Land Use Working Group Phase One Summary Report](#)



TOWN OF CONCORD

MASSACHUSETTS

# Land Use Working Group

*Select Board Presentation – Feb 23, 2026*

# Charter – Phase I

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

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

# Phase I - Structure of Work



# Fire & Police: Scope

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



# Fire & Police: Options

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

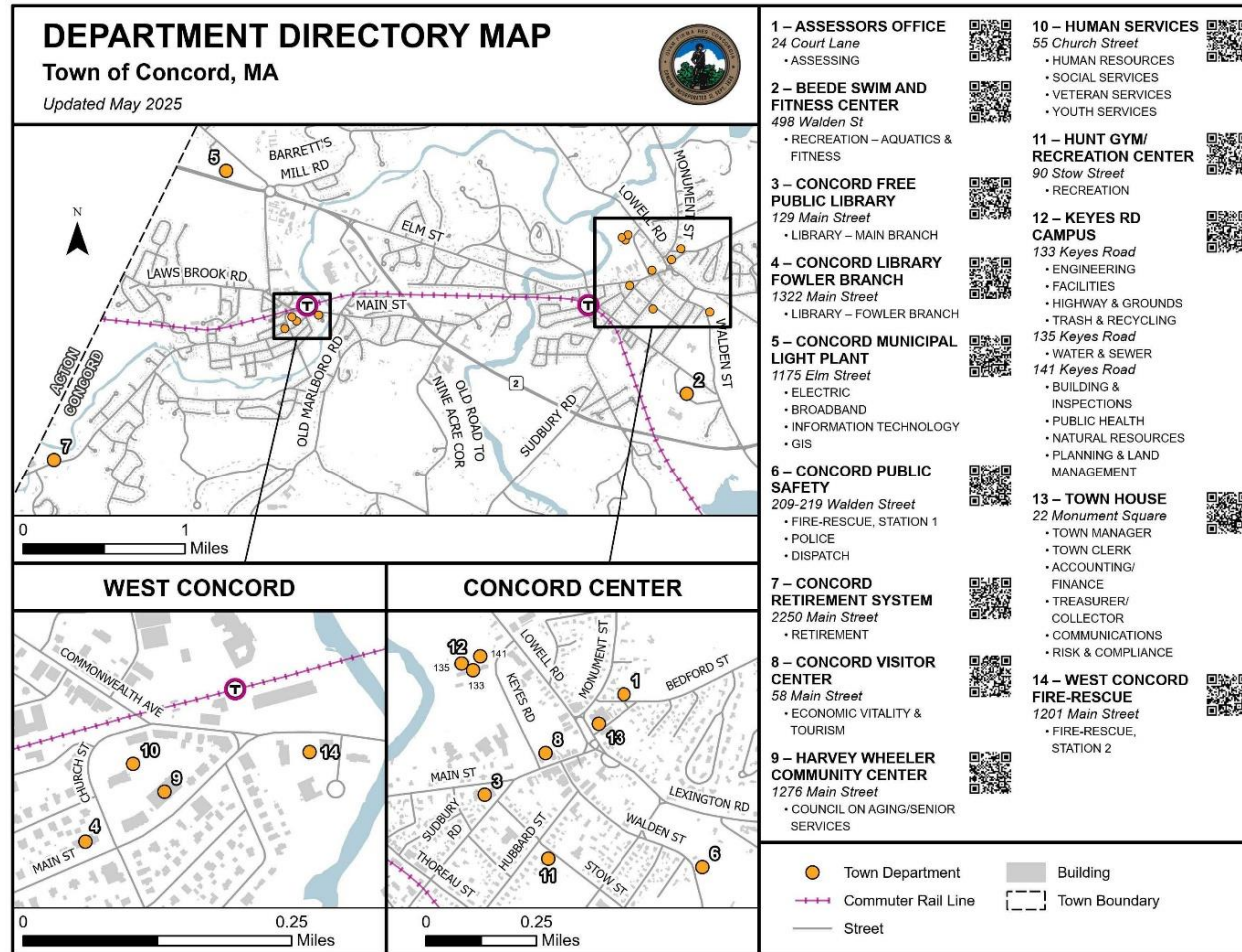
# Fire & Police: Findings & Recommendations

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

# Fire & Police: Next Steps

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

# Municipal Consolidation Scope



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

# Consolidation Options

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

# Consolidation Analysis

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

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

\* Score Range 1-10

\*\* Weighted Score = Score x Weight

# Consolidation - Recommendation

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

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

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

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

# Consolidation – Next Steps

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

# Public Works - Scope

## PURPOSE

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

## SITES REVIEWED

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

## METHODOLOGY

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

## EVALUATION CRITERIA

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

# Public Works - Analysis

## KEYES ROAD – CURRENT FACILITY FAILURES

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

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

## SITE SCORING SUMMARY

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

# Public Works – Recommendation

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

## PREFERRED

### MCI-Concord 965 Elm Street

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

## VIABLE ALTERNATIVE

### 509 Bedford Street Or Ripley

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

## NOT RECOMMENDED

### Ruled Out Locations

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

# Public Works – Next Steps

01

## Coordinate with Other LUWG Subcommittees and MCI Working Group

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

02

## Commission Additional Technical Studies

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

03

## Advance Site Acquisition Efforts

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

04

## Community & Stakeholder Engagement

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

# LUWG – Next Steps

## Inform key stakeholders about Phase I

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

## Initiate Phase II

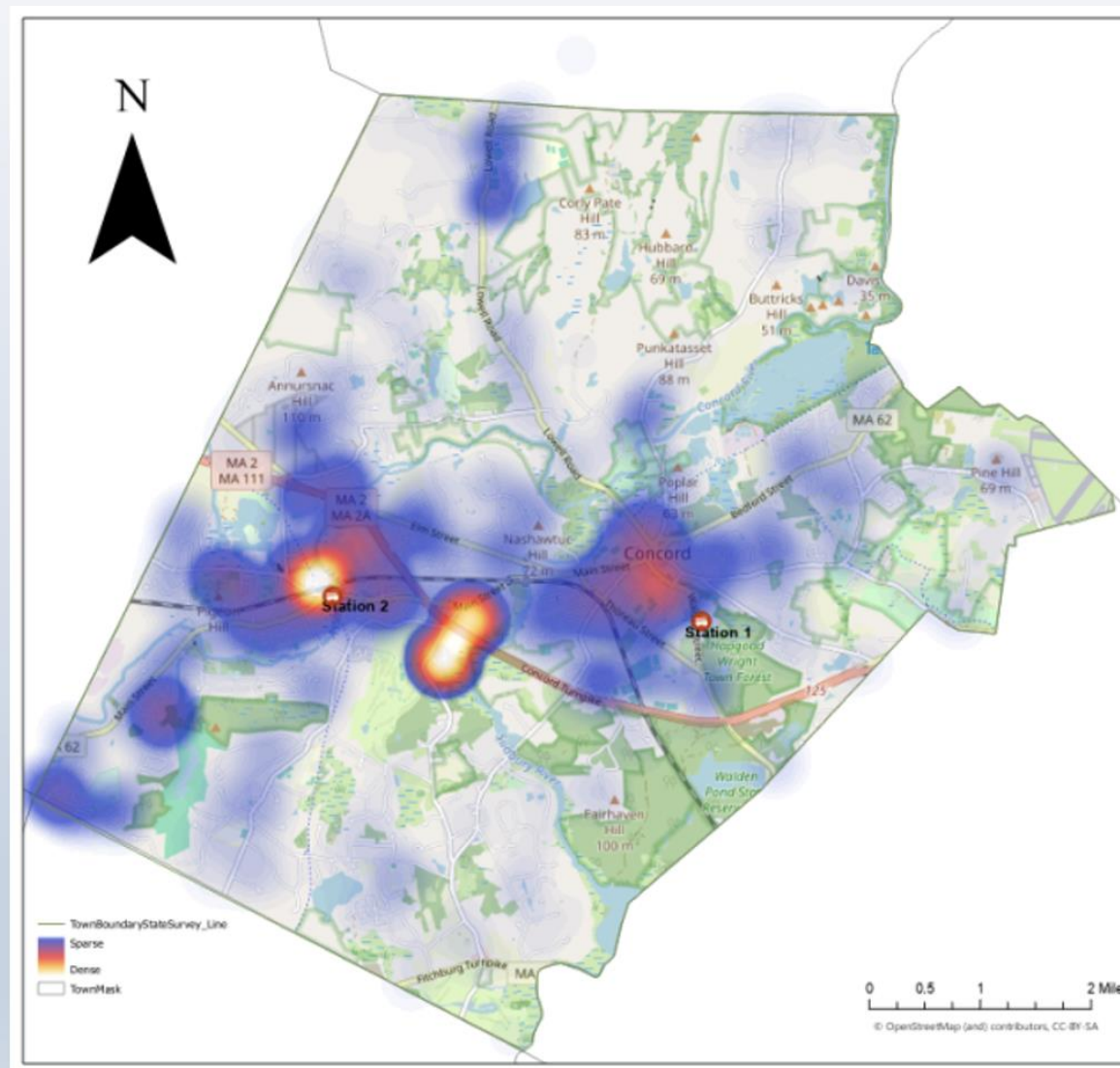
- Derive list of properties not used by Phase I recommendations
- Analyze potential uses including commercial development, housing, and recreation/open space
- Analyze key input parameters, like zoning, tax & cost implications, population growth, town goals, etc

**Final Report July 2026**

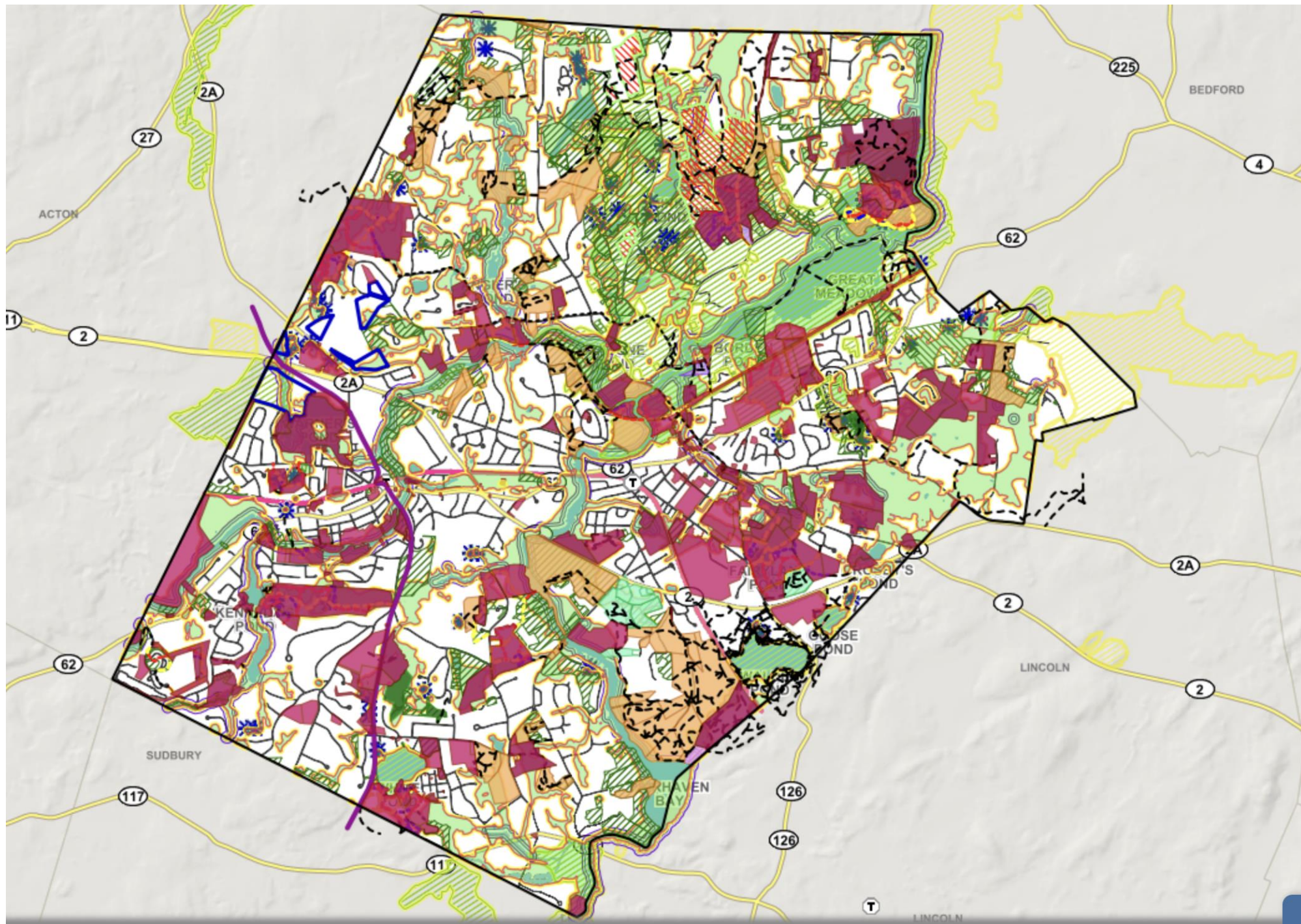
Backup



# FIRE DEPARTMENT ALL RESPONSE HEATMAP



Responses for July 1, 2023 through June 30, 2024



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

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

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

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

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

# **Status Update: MCI Master Plan Procurement, Municipal Facilities Planning Article #12**

Presenters: Alyssa Sandoval, Community Development Director, Megan Zammuto, Deputy Town Manager



# **Municipal Facilities Master Plan and Roadmap**

2026 Annual Town  
Meeting Request

# Concord Municipal Facilities Plan

01

**1. Issues Identified**  
Facility deficiencies and space needs have been documented.

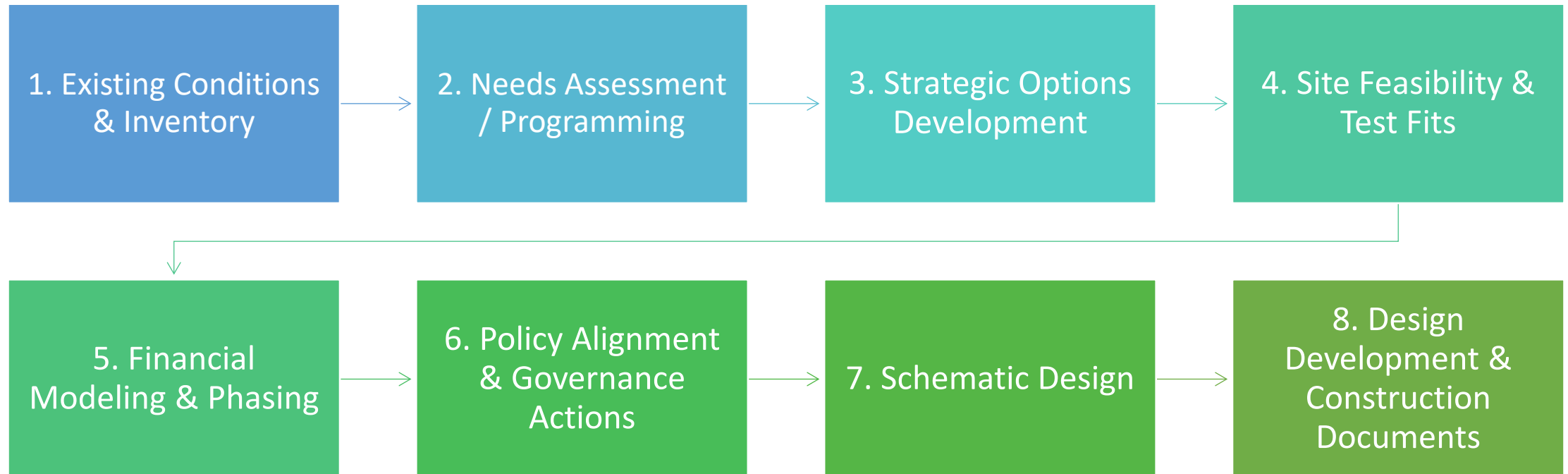
02

**2. Strategic Review Completed**  
The Select Board appointed the LUWG to evaluate sites and recommendations.

03

**3. Next Phase: Fund Detailed Planning**  
Request for resources to advance feasibility, analysis, and master planning.

# Master Planning Phases



# Municipal Facilities Planning - Current Status by Initiative

Step	Public Works (CPW)	Public Safety (Police + Fire)	Municipal Consolidation	Disposition of Surplus Property
<b>1. Existing Conditions &amp; Inventory</b>				
<b>2. Needs Assessment / Programming</b>				
<b>3. Strategic Options Development</b>				
<b>4. Site Feasibility &amp; Test Fits</b>				
<b>5. Financial Modeling &amp; Phasing</b>				
<b>6. Policy Alignment &amp; Governance Actions</b>				
<b>7. Schematic Design</b>				
<b>8. Design Development &amp; Construction Docs</b>				

Foundation Complete - Requires Technical Validation & Integration
Actively Underway
Future Phase

# Concord Public Works



## Completed

- Existing deficiencies documented
- Operational needs generally understood

## In Progress

- Space planning effort underway
- MCI emerging as potential direction
- MCI Master Plan will test site fit, circulation, layout
- Rezoning/state coordination (if MCI) as part of Master Planning

## Not Yet Initiated

- Financial modeling & phasing
- Schematic design
- Design development & construction docs

# Public Safety (Police + Fire)



## Completed

- Deficiencies documented
- Initial internal assessment completed

## In Progress

- LUWG recommending options for Fire and Police
- Updated program refinement needed

## Not Yet Initiated

- Site feasibility & test fits
- Financial modeling
- Policy/zoning review
- Design phases

# Municipal Consolidation



## Completed

- 2020 Facilities Study documented conditions
- Internal assessment completed

## In Progress

- LUWG recommendation to acquire existing commercial office
- Considering code analysis scope

## Not Yet Initiated

- Detailed space planning
- Financial modeling
- Zoning implications review
- Design phases

# Disposition of Surplus Property



## **Completed**

- Potential surplus properties identified conceptually

## **In Progress**

- Yield analysis under existing zoning
- Exploration of alternative zoning scenarios

## **Not Yet Initiated**

- Revenue modeling & timing
- Full financial analysis

# Current Funding

	ARPA	FY26 Legislative Earmark	FY25 Free Cash Article for MCI Planning	2014 ATM – Article 30 – Feasibility Study at 133, 135 and 141 Keyes Road Campus
<b>CPW</b>	MCI Master Plan (\$100,000)	MCI Master Plan will inform site circulation and layout (\$250,000)	MCI Master Plan (\$250,000)	Space planning at MCI Concord (\$25,000)
<b>Public Safety</b>				
<b>Municipal Consolidation</b>	Placeholder for Code analysis for two properties			
<b>Disposition of Surplus Property</b>	Yield Analysis (\$44,450)			

# Next Phase: Fund Detailed Planning

We have identified the issues and potential strategic directions. The next step is to professionally validate those directions through structured master planning before bringing forward capital construction requests.

Staff is refining scope and will return with a detailed funding request.



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# Summary & Next Steps

- Started with the 2020 Concord Municipal Facilities Assessment and Masterplan
- Land Use Working Group has concluded the Subgroup analyses and are formulating recommendations to the Select Board
- Next steps: Funding request through 2026 ATM Article 12 for municipal facilities planning
  - 10-20 year roadmap



**CONCORD MUNICIPAL FACILITIES  
ASSESSMENT AND MASTERPLAN**

**TBA**  
ARCHITECTS

# Select Board Liaison Reports

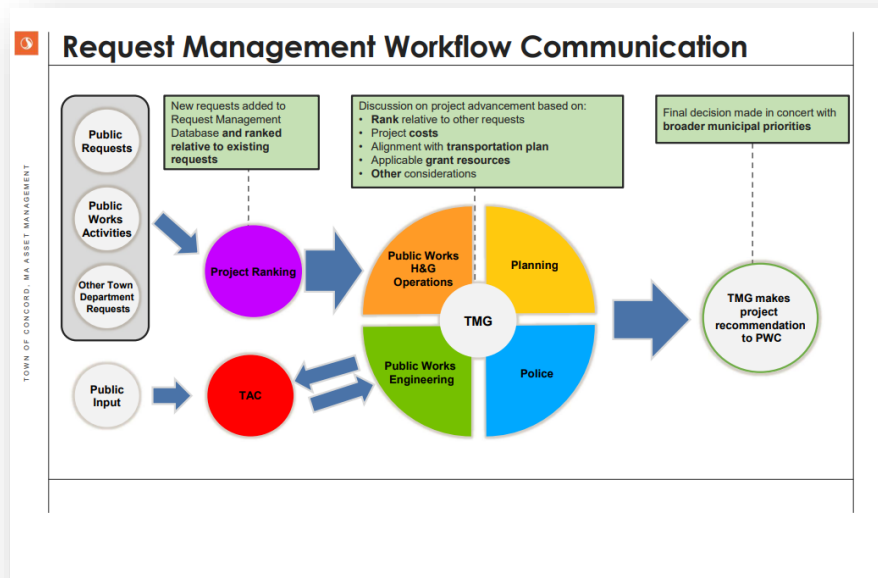
## Liaison Reports – P. Boehm (February 23, 2026)

### Public Ceremonies and Celebrations (February 5 Meeting)

- The 2026 Honored Citizen, Pete Funkhouser, was selected at the PAAC meeting on February 5
- 13 members of the community were nominated over 2025 and 2026 (rules allow PCAC to roll over the past year’s nominees that weren't selected).
- Approximately 60 members of the community made nominations or supported nominations over 2025 and 2026.
- Select Board should probably discuss the process and potential modifications
- The committee is still critically short on members with 3 outstanding vacancies

### Transportation Advisory Committee (February 17 Meeting)

- The long-awaited process of prioritizing road safety projects and integrating those priorities into Traffic management Group (TMG) discussions and Public Works Planning and pavement projects has taken shape and was presented to TAC on 2/17. This is called the “Request Management Workflow”
- Stantec supported by A. Cathcart and others at CPW presented an overall process – defining roles of TMG, CPW, and TAC and ranking tool developed by Stantec.
- Using this tool Stantec has completed ranking of 178 road safety requests based on engineering criteria – infrastructure + safety criteris; public input; locations/places



See: [Microsoft PowerPoint - Draft TAC Presentation Request Management Update v5.pptx - Read-Only](#)

- These rankings are NOT priorities. Those will be determined with input by TAC and the public through TAC. Considerations will of course include funding availability and funding sources, including but not limited to the Town Meeting approved bonded \$ 27.5 Million of which \$5 million is for road safety improvements.
- Community Development Director, Alyssa Sandoval briefed TAC on the status of the Comprehensive Transportation Strategy being developed by Stantec. Report will be ready by May and the intent is to circulate the draft to TAC and for Stantec to present to a joint meeting of TAC, PWC, and the Select Board at a time TBD
- The Transportation Strategy in development and the road safety projects periodization imitative need to ne harmonized going forward.
- Stantec has compiled the public comments from the workshop and those received online as inputs to the strategy report. Those ~500 comments will be posted online on the Transportation Strategy site
- Ms. Sadoval apprised TAC on an upcoming “staff only” meeting on February 24 on **municipal public transit initiatives**. The meeting will include staff from Concord, Acton, Maynard, Littleton and Sudbury and will be hosted by the Metropolitan Area Planning Council (MAPC). MAPC is developing. Melanie Deinen will be the point person for Concord on those initiatives as they are also a public health/transportation priority.
- In the meantime Acton has been operating a public transit program, “Cross-town Connect” for a while. Action is looking into expanding that program into Concord (i.e., Emerson Hospital and West Action Train Station). There is a desire to extend that route into Concord Center.
- Ms. Sandoval and Ms. Deinen have begun to acquire updated roadway speed limit information. There are different data sources and different regulations (State and local) and some confusion about speed limits. The Select Board approved a document “Traffic Safety Rules and Regulations” in 2023, which needs updating due to inaccuracies and new information.
- Finally the TAC is in the process of updating its charge for Town Manager and Select Board review

### **Public Works Commission (February 11 Meeting)**

- Sven Weber presented an update on the Land Use Working Group’s efforts, especially pertaining to meeting Public Works future needs
- The Wright Tavern applied for an increase in peak sewer design flow as they are adding food service and a small test brewery on the premises which will allow

visitors to sample flavors connected to the 18th century tavern experience. They hope that the proposed commercial establishment will become financially self-sustaining through this service. They also hope that it will become a gathering place for the community to connect and engage and to drink Sam Adams where Sam Adams drank.

- Because the proposed increase was more than 1,000 gallon per day (gpd), the request was administratively denied by the Board of Health (meaning automatically denied). When an administrative denial is issued, the applicant can request to appeal it before the Public Works Commission. The PWC can and did use broader criteria to evaluate whether this request should be granted. They used established criteria:
  - Does the property have the necessary frontage to an existing sewer main?
  - Is the proposed change of sewer flows consistent with the Town's Comprehensive Wastewater Management Plan (CWMP)?
  - Is capacity available in the Town's sewer collection system and at the Town's Wastewater Treatment Plant?.
  - Will public health and safety be protected in this change?
  - Is the proposal consistent with the Town's business goals?
- Applying these criteria and receiving satisfactory answers, the committee unanimously approved the appeal.
- The rest of the meeting was spent considering two citizen petitions, Warrant Articles #30 and #42. which will be discussed further at the next meeting

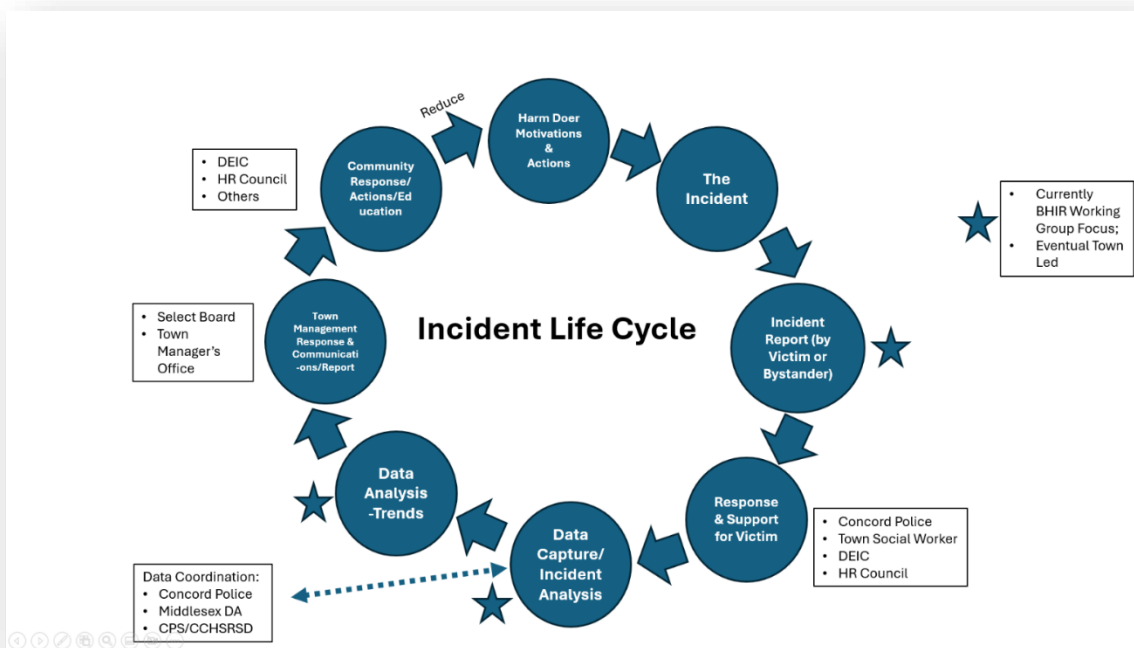
### **Natural Resource Commission (February 18 Meeting and Others)**

- Members were briefed by Brad Dye, Chair of the Climate Action Committee on the update of the CAC Plan (in progress) and the need to coordinate and get input from the NRC with regards to resilience of natural resources to climate change and impacts – extreme rainfall, floods, etc.
- The Commission and members of its Trails Sub-Committee briefly discussed the need to develop guidelines for bikes and e-bikes on Town trails. This topic is being discussed by the State legislature at an early stage. This is an important topic for the Town given its extensive multiuse trails network; one that needs be discussed further and potentially at public hearing(s) on the topic.
- Aside from routine business discussed on 1/17 and 2/18, the 7-member Warner's Pond Management Committee (WPMC) was appointed by the NRC at its January 18 meeting.
- The WPMC held first meeting on February 5 and elected a chair, Christine Denaro.
- Next meeting will be on Thursday March 5, 3-4:40PM

- Webpage: [Warner's Pond Management Committee | Concord, MA](#)
- The NRC will have one vacancy after Town Meeting.

### Bias and Hate Incident Reporting Working Group (WG) (February 3 Meeting and Others)

- Bimonthly meetings continue
- Work Plan is in place and was reviewed and updated. Elements include:
- Phase 1 (Research and Briefings). Briefings:
  - Legal (Mina Makarios) – 12/15
  - Concord Police (Tim Landers) – 12/15
  - Bias Discussion - (Carlos Hoyt) 1/6/25
  - Middlesex District Attorney Marion Ryan 1/15/26
  - Human Rights Commission (Cout Booth, 1/15/26)
- Conducted two focus groups
- Began Phase 2. Topics include
  - Data Uses and Users
  - Defining and Categorizing “Incidents”
  - Reporting – Mechanisms and recipient(s) of reports
  - Defining the components of a “system” and fit with
  - Discussing nature of Data Output and Users
  - Exploring Data sharing with other systems
- The Chair drafted an “Incident Life Cycle” concept which was discussed by the WG and distributed for comment



- WG will require and request a time extension to May 1 2026 (original 12-31-25)

#### **West Concord Advisory Committee (February 4 Meeting)**

- At its 2/4 meeting the WCAC received a detailed update on Townwide Cell Service Improvements & West Concord Site Evaluation from Deputy Town Manager, Megan Zammuto. There was extensive discussion (followed up by several letters to the Select Board), on the possible siting of the monopole and its associated ground support equipment at Rideout. Questions were raised on the need and a fuller examination and definition of the “gaps” in coverage.
- Discussions involved the need for coverage, the several candidate sites and the actual physical structures involved.
- Significant concerns were raised over rationale and siting options especially regarding the use of Rideout Playground land for the equipment.
- Additional information was requested and further discussion will be needed before any RFP is issued.
- The committee also received an update from Economic Vitality Director Mimi Garney on an update of the Bruce Freeman Rail Trail Wayfinding Signage efforts
- Finally the WCAC was briefed by the developers of the 166 Commonwealth Ave. Redevelopment. The projects must go before the NRC, the Planning Board, and the ZBA, but was favorably received by the WCAC. Questions related to the relation of the development to safety (crosswalk) update needs at Kenny Dunn Square were discussed.
- Discussions related to the WCAC charge revision and the broadening of the relevant topics of concern to the WCAC are underway.

## Liaison Report for Wendy Rovelli (2/23/26)

### Tax Relief Evaluation Task Force (2/5, 2/19)

- Preliminary report sections have all been completed. A detailed walkthrough of survey findings and analysis completed. Report sections will now need to be integrated, redundant items eliminated and final recommendations and conclusions drafted.

### Hugh Cargill Trust (2/10)

- Based on increasing need for support, the Trust is considering raising the limit for annual relief limit and requesting additional funds from Trustees.
- The Annual Fundraising Appeal in January collected \$34,547 and \$ 26,885 in donations for the Hugh Cargill Trust and Tax Relief program respectively.

### Planning Board (2/10)

- Most Public Hearing presentations reviewed. The Personal Wireless Communications Facility Zoning Bylaw to be revised off line and represented at the next meeting (2/24)

### Financial Audit Advisory Committee (2/11)

- Review of FY24 Town audit completed. Material weaknesses were reviewed and root causes discussed. New control procedures are in place to address issues related to journal entry controls and monthly reconciliations within 45 days of month end. Remaining items are applicable to handling of year end procedures which will be addressed through education and monitored closely. The auditor reiterated that final reconciliations were completed and the final audit opinion was unmodified (e.g. clean).
- The committee is requesting additional information on a number of issues before formulating recommendations for the Select Board. Items include background on staffing roles & turnover, concurrent MUNIS implementation, system and administrative complexities affecting utility system reconciliations, and additional details on audit implementation and communication.

### Climate Action Committee (2/11)

- Megan Zamuto met with schools on power options contract and schools are interested in collaboration; currently working on procurement. Met with School Director of Sustainability to discuss how they could contribute to the climate action plan
- Laura Scott (CMLP) presented Time of Day program. Discussed SCADA system which provides real time data and controls for system monitoring. She shared recent analysis that showed residential solar installation can have 13 year payback.
- Conducted kick off of Climate Action and Resilience Plan Update with Weston and Sampson. Discussed roles and expectations and shared additional areas of focus for the climate plan beyond those identified from the January brainstorming work. Member asked to help with creation of comprehensive stakeholder group.

### Hanscom Field Advisory Committee (HFAC,2/17)

- Comments on the Massport 10 year Strategic Plan were discussed with the largest concern being related to development & adoption of sustainable aviation fuel (SAF). Members had additional questions on terminology and Hanscom specific items on parking management, absence of integration with public transportation and few other items. The chair will consolidate feedback and submit formal comments.
- A sub-group of members have met with Massport legal representatives to discuss issues related to ICE flights. Areas of agreement were discussed (Comply with all applicable laws, regulations and constitutional guarantee; Prioritize passenger safety, Avoid fault and liability, Remain attentive and

responsive to residents' concerns). Massport is requesting any proposals to be submitted in writing and a subgroup is working on proposals.

## **Mary Hartman Liaison Report for February 23, 2026, Select Board meeting**

### **CMAHT (2/3)**

Voted unanimously to approve a working capital loan of \$350,000 of CMAHT funds for CHDC's Homeownership Buy Down Program. This, together with \$500k of formerly approved CMAHT and CPC funds, will enable CHDC to purchase and rehab one affordable unit. The loan is subject to further review and approval by the Trust.

The Trust also discussed the opportunity to bring new members on board to fill two soon-to-expire seats now held by longstanding members.

### **Land Use Working Group Municipal Consolidate Subcommittee (2/5)**

Members agreed on the final recommendations of the subcommittee report-out to the large LUWG Committee (to be presented on Friday, Feb 20). Members also agreed on the estimated space requirements to be used for an RFP to get better estimates of the costs to bring an existing building and the Peabody school up to code.

### **Land Use Working Group (2/6)**

Heard a DRAFT report-out from the DPW Subcommittee which designated MCI Concord as first choice for the future location of DPW. The full committee asked for better estimates of cost and incremental acreage needed to site DPW at MCI.

Heard a DRAFT report-out from the Public Safety Subcommittee which expressed a sense of urgency for a new fire station and listed several options with a preference for a West Concord headquarters given the growth expected in that part of town. The members feel that more study is needed to get better costs estimates associated with likely options.

### **Economic Vitality Committee (2/11)**

Continued to discuss logistics of a panel to explore synergies between arts and business, e.g. how to get more people to patronize restaurants when in town for a performing arts venue. Voted to support the Planning Board Zoning Bylaw Modification of Heights in Limited Business District #1. Discussed more closely aligning EVC goals with Select Board goals and the membership expiration of two longstanding members.

### **AG Committee (2/12)**

Finalized plans for Spring Forum to be held April 30, 6:00 pm at the Goodwin Room of the CPL. Bob Gross will speak on "*The Gardening Revolution in Concord*". Discussed the response to the AG committee letter addressing the agricultural land on Peter Spring field

that is included in the LUWG considerations. Discussed need to recruit new members since 3 longstanding members will roll off after 2026 town meeting.

**ConcordCAN (2/17)**

Informative/promotional presentation by Black Earth Compost – an LLC founded in Gloucester MA that provides curbside pick-up of organic waste (food scraps) and processes it into finished compost at its own facilities across New England. Briefly discussed partnership with municipalities (including Lexington) that enables subsidizing residential fees through the reduction in municipal “tipping costs” once compost is taken out of solid waste. Also discussed partnership with municipalities around siting compost processing facilities on town owned land.