

To: Recreation Commission

From: Megan Zammuto, Deputy Town Manager

Date: October 9, 2025

Subject: Cell Service Strategy and Evaluation of West Concord Sites

Purpose

This memo provides an overview of the Town’s efforts to improve cell service coverage, a Select Board priority, and responds to questions regarding potential siting at Rideout Park. It explains the broader strategy, summarizes current projects, and outlines next steps in West Concord.

The Problem

Reliable cell service is an important public safety and quality-of-life issue. Concord residents, businesses, schools, and visitors experience significant coverage gaps—particularly in West Concord, Concord Center, and the Route 2/CCHS area. These gaps affect emergency response, daily communication, and economic vitality.

The Select Board has identified improving coverage as a multi-year priority. One of the FY26 goals is to have a solution underway in West Concord.

Strategy and Current Projects

The Town’s strategy is to partner with private carriers and infrastructure vendors to host equipment on municipal property, which provides community control over design and siting. We are advancing projects in three focus areas:

1. Concord Center

- **Verizon at The Umbrella:** Verizon will install equipment inside the cupola, which will significantly improve coverage in the center. Infrastructure will be screened inside the building.
- **AT&T Small Cells:** In June, the SB approved a project for two small-cell installations on utility poles, with construction anticipated in 2026.

2. Route 2 / CCHS Area

- **Landfill Tower:** The Town has signed a lease with Wireless Edge Towers to install a tower at the landfill. This tower will host up to four carriers, improving service along Route 2 and at Concord-Carlisle High School.

3. West Concord

- In June 2024, our RF consultant evaluated municipal sites to identify where coverage improvements would be most significant. Harvey Wheeler and Rideout Park were identified as the strongest Town-owned candidates.
- Site visits in August, 2025 reviewed high level feasibility, access to power and fiber, and compatibility with existing uses. After these visits, I communicated with both the Assistant Town Manager and the Recreation Director to ensure they were aware of the evaluations.

Rideout Park Concept

At this stage, there is not a formal project at Rideout Park, but there is a potential concept identified through consultant analysis. If the Town decides to issue a Request for Proposals (RFP), any vendor submission would include detailed technical specifications such as pole height, enclosure footprint, and examples from other communities.

existing power/fiber access, the storage sheds, and the flagpole were noted as technically viable. Flagpole-style monopoles are sometimes used to minimize visual impact.



I welcome your early feedback on this concept.

Figure 1: Potential location for a storage shed to hold both ground mounted equipment with a separate area for recreation storage if needed.

Other Sites Considered

Several other sites in West Concord have been raised as possible alternatives:

- Harvey Wheeler: this location sufficiently improves coverage in West Concord. Challenges include identifying a suitable location for screened ground mounted equipment.
- Rogers Garden: Our RF consultant reviewed this location, but the coverage was not optimal
- Substation off Williams Road: results show that with infrastructure at this location there would still be areas in West Concord with less than reliable coverage.
- Domino Drive: A monopole in the public right-of-way was suggested. Our consultant noted that this would be challenging, as secure ground-mounted equipment and access to utilities are required.
- Private Property: There has been previous interest from a private property owner in West Concord. Our consultant is reminding carriers of that location in case there is an opportunity to revisit it.
- MCI Concord Property: While potentially suitable for future infrastructure, the site is not Town-owned and will not be available for several years.
- 2229 Main Street: Similar to MCI, this site is under separate ownership and long-term planning efforts. Any partnership or development there would likely be years away.

Next Steps and Public Input

- The Town is prioritizing a solution for West Concord in line with SB's FY26 goals.
- An RFP may be issued in the future if carrier interest develops.
- The Recreation Commission's input will be important as the Town considers the feasibility of Rideout Park.
- Public comment is welcome at any time, and formal hearings would occur before any project advances.

Conclusion

Cell service improvements are advancing across Concord, with projects underway in Concord Center and along Route 2. West Concord remains a priority, and Rideout Park is one of the sites identified as technically viable. Your feedback will help ensure that if proposals emerge, they are evaluated with recreation, neighborhood, and community values in mind.

Recreation's FY27 Budget Request

**CONCORD
RECREATION**



Agenda

- Introduce Recreation's (2) Funds
- Discuss Recreation's FY27 overall budget request
- Share the major “cost centers” for each budget
- Discuss specific “significant changes” against last year's (LY) FY26 budget
 - Significant = \$10,000.00 or more.
- Q and A
- Discussion and vote

FY27 Recreation Budget

Recreation Revolving Fund

- The Revolving Budget supports all programs and services that are produced by the staff at Hunt Recreation Center -sports, events, summer camp, Carousel, etc...
- The Revolving Fund relies solely on fees charged to cover 100% of the costs associated with program delivery, including all FT & PT staff.
- The annual budgets are breakeven budgets/zero-balanced
- The Fund has approx. 2.1Million in Retained Earnings (reserved for our "CIP")

Recreation Enterprise Fund

- The Enterprise Budget supports 100% of Beede's operation, all activities, and building costs.
- The Enterprise Fund, as the Revolving Fund, relies solely on fees charged.
- General Fund does not support the Beede Swim and Fitness Center.
- The annual budget is zero-balanced
- The Enterprise Fund has approximately 4.2 mil in Reserve to be used for Capital Improvement Projects (CIP) - roof repair, UV filtration, and other larger projects.

FY27 Recreation - Total Requested Amounts for (2) Funds - \$6,304,312

<u>Revolving Fund</u>	FY25	FY26	FY27
Total Revenue	\$2,865,371	\$3,163,483	\$3,362,312
Total Expense	\$2,970,313	\$3,163,482	\$3,362,312
<u>Enterprise Fund</u>	FY25	FY26	FY27
Revenue	\$2,515,712	\$2,689,069	\$2,732,000
Expense	\$2,692,949	\$2,979,069	\$2,942,000
Offset by Interest Earned	\$140,000	\$290,000	\$210,000

FY27 Recreation Revolving Fund Major “Cost Centers” Totals

Cost Center	Revenue FY25 Final	Revenue FY26 Approved	Revenue FY27 Projected
Miscellaneous	\$893.96	\$0	\$1200
White Pond	\$141,723	\$146,380	\$170,026
Recreation Programs	\$336,356	\$352,819	\$489,819
Summer Camp	\$637,365	\$792,360	\$805,342
School Year	\$1,308,520	\$1,394,788	\$1,436,631
Sports	\$396,200.06	\$417,612.52	\$400,794
Special Events	\$24,282.50	\$31,770	\$30,500
Rentals	\$20,020	\$27,753	\$28,000

Cost Center	Expenses FY25 Final	Expenses FY26 Approved	Expenses FY27 Projected
Non-Operating	\$862,204.67	\$917,566.16	\$1,013,155.25
White Pond	\$76,957.14	\$88,450	\$77,080
Recreation Programs	\$228,793.92	\$277,910	\$309,567
Summer Camp	\$502,360.52	\$466,146.77	\$549,744
School Year	\$548,155	\$531,725	\$574,750
Sports	\$160,965.18	\$150,158	\$178,447
Special Events	\$53,132.53	\$49,280	\$45,580

FY27 Revolving Fund–

Significant Changes to LY = \$10,000 or more

Revenue Changes to Last Year

	FY25	FY26	FY27
White Pond Passes	\$128,278	\$128,150	\$143,350
Recreation Program Fees	\$336,356	\$352,819	\$489,819
School Program Fees	\$1,308,530	\$1,394,788	\$1,436,631
Sport Clinic Fees	\$396,200	\$417,612	\$400,794

FY27 Revolving Fund– *Significant Changes*



Expense Changes

		FY25	FY26	FY27
Regular Full-Time		\$862,204	\$917,566	\$966,577
Limited Status		\$20,281	\$29,100	\$42,200
Other Professional Technical Services		\$2,527	\$20,000	\$10,000

FY27 Revolving Fund– *Significant Changes*



Expense Changes

		FY25	FY26	FY27
Non-Program - Recreational Services		\$0	\$60,000	\$40,000
Rec. Programs - Other Professional Technical Services		\$205,028	\$240,000	\$275,640
Summer Camp – Temp. Status		\$294,271	\$293,000	\$347,156
Summer Camp – Other Technical Services		\$38,993	\$21,833	\$31,280

FY27 Revolving Fund– *Significant Changes*



Expense Changes

		FY25	FY26	FY27
School Year – Temp. Status		\$524,245	\$490,000	\$534,000
Sports – Limited Status		\$25,204	\$29,308	\$41,610

Transition Slide



FY27 ENTERPRISE BUDGET –



FY27 ENTERPRISE BUDGET –

Cost Centers/Category - Totals

Cost Center	Revenue FY25 Final	Revenue FY26 Approved	Revenue FY27 Projected
SWIM INITIATION FEES	\$ 15,000	\$ 10,000.00	\$ 12,000.00
YEARLY MEMBERSHIP FEES	\$ 100,000	\$ 140,000.00	\$ 150,000.00
MONTHLY MEMBERSHIP FEES	\$ 1,382,712	\$ 1,476,069.00	\$ 1,480,000.00
RENTALS	\$ 125,000	\$ 130,000.00	\$ 130,000.00
MISCELLANEOUS REVENUE	\$ 145,000	\$ 110,000.00	\$ 150,000.00
SFC- SWIM PROGRAM FEES	\$ 520,000	\$ 604,000.00	\$ 606,000.00
SFC- SWIM PROGRAM FEES (White Pond & Emerson)	\$ 8,000	\$ 6,000.00	
SFC- FITNESS PROGRAM FEES (Personal Training)	\$ 135,000	\$ 135,000.00	\$ 120,000.00
FITNESS PROGRAM FEES	\$ 78,000	\$ 78,000.00	\$ 84,000.00

FY27 ENTERPRISE BUDGET –

Cost Centers - Totals

Cost Center	Expense FY26 Approved	Expense FY27 Projected
Personnel Expenses	\$ 1,470,147.20	\$ 1,605,762.14
Purchased Services	\$ 1,060,511.80	\$ 1,047,137.86
Supplies	\$ 112,210.00	\$ 123,300.00
Other Charges	\$ 93,200.00	\$ 95,800.00
Capital Outlay	\$ 243,000.00	\$ 70,000.00

FY27 Enterprise Fund – *Significant Changes*

**BEEDE
CENTER**
swim + fitness

Revenue Changes

	FY25	FY26	FY27
Yearly Membership Fees	\$100,000.00	\$140,000.00	\$150,000.00
Miscellaneous Revenue	\$145,000.00	\$110,000.00	\$150,000.00
Fitness Program Fees	\$135,000.00	\$135,000.00	\$120,000.00

FY27 Enterprise Fund – *Significant Changes*



Expense Changes

		FY25	FY26	FY27
Regular Full Time		?	\$611,115.00	\$693,302.00
Limited Status		\$104,250.00	\$62,000.00	\$91,200.00
Water User Charges		\$53,000.00	\$38,000.00	\$56,000.00

FY27 Enterprise Fund – *Significant Changes*



Expense Changes

		FY25	FY26	FY27
Banking Services		\$52,500.00	\$55,000.00	\$45,373.00
Building Improvements		\$530,000.00	\$30,000.00	\$40,000.00
Office Furnishing Replacement		\$ 0	\$0	\$30,000.00

FY27 Enterprise Fund – *Significant Changes*



Expense Changes

		FY25	FY26	FY27
Aquatic Safety – Limited Status Employees		\$246,750.00	\$305,645.00	\$340,000.00
Building Maintenance		n/a	\$61,239.14	\$50,000.00
Aquatic Programs – Limited Status Employees		\$141,018.00	\$150,000.00	\$160,000.00

FY27 Enterprise Fund – *Significant Changes*



Expense Changes

		FY25	FY26	FY27
Investment Income – Endowment Interest		\$140,000.00	\$290,000.00	\$210,000.00
Capital Improvements – Operating Budget		\$633,000.00	\$243,000.00	\$70,000.00

FY27 Enterprise Fund – Total: Revenue to Expense



	FY25	FY26	FY27
Total Revenue	\$2,515,712.00	\$2,689,069.00	\$2,732,000.00
Total Expense	\$2,692,949.00	\$2,979,000.00	\$2,942,000.00
<i>Offset</i>: Enterprise Fund Earned Annual Interest	\$140,000.00	\$290,000.00	\$210,000.00
Enterprise Total FY27 Budget Balance	\$0	\$0	\$0

Discussion & Vote



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