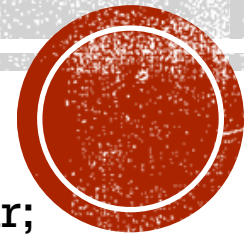


STRENGTHEN LOCAL BOARDS FOR AFFORDABLE HOUSING SUCCESS: CONCORD HOUSING ROUNDTABLE



MHP Training Series, *March 25, 2026*

Keith Bergman, [Concord Municipal Affordable Housing Trust](#) chair;
Retired municipal manager: *Provincetown, Littleton, North Andover, Scituate,*
Nantucket. MAPC Past President. ICMA/MMMA Senior Advisor.





Search



HOUSING ENTITIES COLLABORATING

Look for opportunities

Housing Production Plan update process and implementation

Master Plan update process and implementation

Coalitions to support major proposals & initiatives

Regular schedule of joint board meetings, with staff support

Engage with housing entities

Local Housing Authority

Affordable Housing Trust

Community Preservation

Local Housing Partnership

Local Non-Profits & CDCs

Municipal Boards and Staff

Regional/Inter-municipal



48:39 / 1:13:21

Housing Collaboration >



2022 Affordable Housing Trust + CPA Conference: Part 2

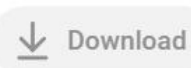


Massachusetts Housing Partnership

237 subscribers



3



CONCORD HOUSING ROUNDTABLE

Select Board and Planning Board, plus *Concord's housing entities:*

CHA

Concord Housing Authority, 1961

- State agency with 3 members elected, 1 gubernatorial appointee, & 1 CHA resident
- Operates 228 subsidized units in public housing and Section 8 programs
- Serves more than 375 people
- Receives state funding
- Established CHA Local Properties LLC

CHF

Concord Housing Foundation, 2001

- Private non-profit
- Over \$1,000,000 in private donations for affordable housing
- Annual funding appeals and special projects
- Assabet River Homes co-funder (\$100K)
- Barrett's Hill Farm House Expansion (\$400K)

CPC

Community Preservation Committee, 2004

- Town Board appointed by Select Board, others per bylaw
- \$32M in all CPA categories since FY 2005
- 22% [?] share for housing
- \$2.3 M for CMAHT HPP production
- \$800K for CHDC's Assabet River Bluff

CHDC

Concord Housing Development Corporation, 2007

- Non-profit established by State Statute
- Appointed by Select Board
- Assabet River Homes, 5 affordable units
- Owner of 12-acre Junction Village property acquired from the State, all housing units developed to be affordable as defined by CHDC (up to 150% of AMI)

RHSO

Regional Housing Services Office, 2011

- Inter-municipal agreement to serve member towns and assist residents
- Proactive monitoring, program administration, project development

CMAHT

Concord Municipal Affordable Housing Trust, 2021

- Town Board per statute, bylaw
- Appointed by Select Board
- \$6.0 M deposited in Trust fund so far
- \$4.5 M committed for 121 affordable units, including Assabet & NOVO
- \$1.5 M balance
- Funded by ATM transfers, CPC
- Home rule petition real estate transfer fee, building permit surcharge

SB, PB, CPC, CHA, CHDC, CHF & CMAHT convened quarterly by **RHSO** to coordinate implementation of Town's **Housing Production Plan** adopted by **SB, PB**

CONCORD HOUSING PRODUCTION PLAN

2015 HPP

- Adopted pre-Roundtable
- Expired January 2021

2022 HPP (FY 2023-2028)

- *Expand Housing Roundtable to 7 boards*
- Update launched at Mar '22 Roundtable
- Steering committee of Roundtable reps advised staff, consultants
- HPP adopted by Select Board & Planning Board, *December 2022*
- HPP expires December 2027

HPP “informational update” for DCAMM

- Changes in circumstances since 2022

2027 HPP (FY 2028-2033)

- CMAHT funded \$56,000 for plan update
- Update launches later in 2026

HOUSING PRODUCTION PLAN IMPLEMENTATION LEADS AND SUPPORTS

Per assignments shown in HPP Action Plan Matrix¹ on HPP pp. 58-65

Housing Strategies	Select Bord	Planning Board	CMAHT	CHDC	CHA	CHF	CPC	Public Works Comm.	DEI Commission	Transportation A.C.	RHSO	Town Staff
1. Assabet River Bluff SHI units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>
2. Junction Village affordable units	<input type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>
3. Pursue other land to create units	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. SHI units in private developments	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>
5. Reduce minimum lot size, frontage		<input checked="" type="checkbox"/>									<input type="checkbox"/>	<input type="checkbox"/>
6. Green building design, code	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>								<input type="checkbox"/>	<input type="checkbox"/>
7. Redevelopment near transit		<input checked="" type="checkbox"/>	<input type="checkbox"/>							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. MBTA Communities zoning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>
9. DEI planning, zoning, fair housing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
10. Duplexes by right		<input checked="" type="checkbox"/>									<input type="checkbox"/>	<input type="checkbox"/>
11. Town-wide inclusionary zoning		<input checked="" type="checkbox"/>	<input type="checkbox"/>								<input type="checkbox"/>	<input type="checkbox"/>
12. By-right subdivisions/home rule	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>								<input type="checkbox"/>	<input type="checkbox"/>
13. Concord Housing Authority units			<input type="checkbox"/>		<input checked="" type="checkbox"/>			<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>
14. Social services for seniors, etc.				<input checked="" type="checkbox"/>			<input type="checkbox"/>				<input type="checkbox"/>	<input checked="" type="checkbox"/>
15. Funding support for CHDC	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>			<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>
16. Examine CPA borrowing			<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>				<input type="checkbox"/>	<input checked="" type="checkbox"/>
17. Funding support for CMAHT	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>
18. Host, support RHSO	<input checked="" type="checkbox"/>		<input type="checkbox"/>				<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>
19. Sewer, transit, infrastructure	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>					<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20. MetroWest HOME Consortium	<input checked="" type="checkbox"/>										<input type="checkbox"/>	<input type="checkbox"/>
21. LOHA Coalition transfer fee	<input type="checkbox"/>		<input checked="" type="checkbox"/>								<input type="checkbox"/>	<input type="checkbox"/>
22. Concord Housing Roundtable	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
23. Outreach/income/seniors/BIPOC	<input checked="" type="checkbox"/>		<input type="checkbox"/>						<input type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
24. Public relations campaign	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>



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

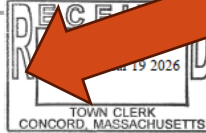
Concord Housing Roundtable Monday March 30, 2026 at 5pm Agenda

Concord Housing Authority, Concord Housing Development Corporation
Concord Municipal Affordable Housing Trust, Concord Housing Foundation
Select Board, Planning Board, Community Preservation Committee

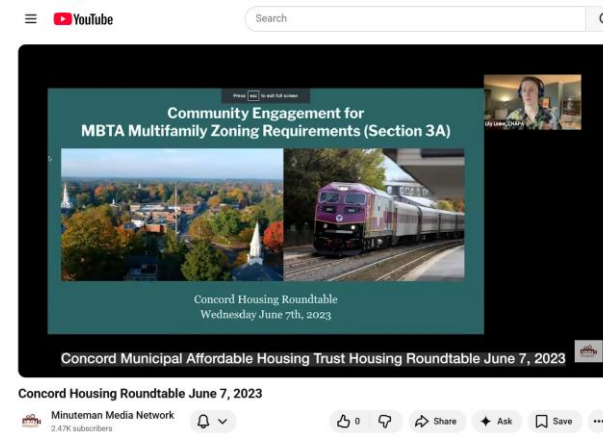
Town House Hearing Room at 22 Monument Square and Virtually
Join Zoom Meeting:

<https://concordma.zoom.us/j/89287275029?pwd=RsjgskX9h3v7orGVd8WcTsAZqqsCN.1>
Meeting ID: 892 8727 5029
Passcode: 569158

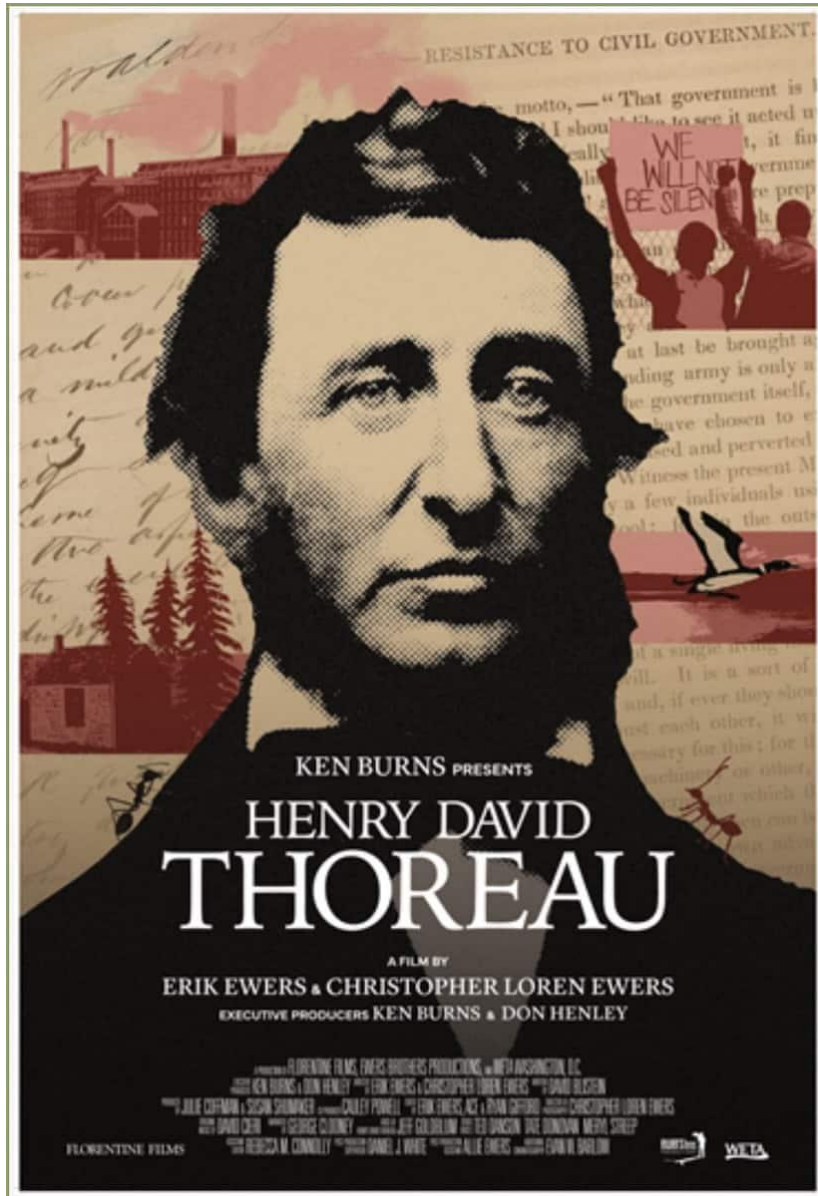
- Introductions/Call to order
- Concord Municipal Affordable Housing Trust Update
 - Housing Production Plan implementation, Subsidized Housing Inventory
 - 91B Main Street surplus state property
 - Home Rule Petitions, LOHA Coalition transfer fee bill
- Town/Select Board Update
 - 40B Updates: NOVO Riverside Commons; Residences at Thoreau
 - MCI Concord/Junction Village update, next steps
 - Land Use Working Group update, next steps
 - Plan updates: 2022 Housing Production Plan; 2020 Climate Action & Resiliency Plan; Historic Preservation Plan
- Concord Housing Authority Update
 - Retrofit Fire Sprinkler Project for Everett Gardens, [EOHLC HILAPP grant award](#)
- Concord Housing Development Corporation Update
 - Assabet River Homes
 - Habitat for Humanity - Community Build Day: May 1, 2026
 - Homeownership Buy Down Program
- Concord Housing Foundation update
 - Barrett's Hill Farm House Expansion
- Community Preservation Committee Update
 - 2026 ATM [Article 26 Community Preservation Appropriation Recommendations](#)
- Planning Board Update
 - 2026 ATM [Art. 33 Amend Zoning Map, MBTA Communities Multi-family Overlay](#)
 - Other 2026 ATM Zoning Articles
- Other business
- Adjournment



Concord Housing Roundtable: Monday, March 30, 2026 at 5 pm



See all archived Town of Concord meeting videos at
<https://www.youtube.com/@MinutemanMediaNetwork>



Walden Woods Project delivers on affordable housing pledge

By **Jennifer Fenn Lefferts** Globe Correspondent, February 21, 2013, 12:00 a.m.

Nearly a quarter-century after first pledging to help Concord find land for affordable housing, the Walden Woods Project has fulfilled its commitment by paving the way for construction of new units in town.

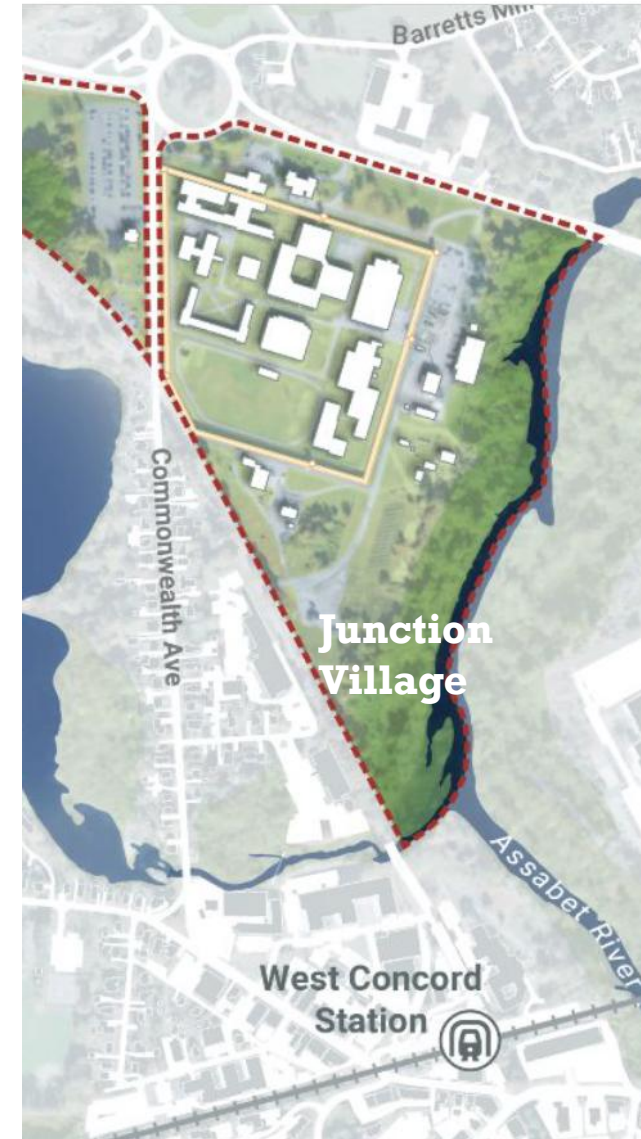
State and local officials joined representatives from the Lincoln-based environmental and conservation group last week at the Colonial Inn in Concord Center to celebrate the end of a long process to not only identify viable land but acquire it.

Earlier this month, a 12-acre parcel near the state prison in West Concord was officially transferred from the state to the Concord Housing Development Corporation at no cost to the town.

IT TAKES A (JUNCTION) VILLAGE

*An unlikely connection between **Thoreau and affordable housing** in Concord, how long projects can take, how opportunities can change over the long haul*

- 1990 – To protect Thoreau’s Walden from development, [Walden Woods Project](#) pledged to work with Concord to find alternate site for affordable housing
 - 2010 – [State authorized transfer](#) of 12.4 acres of surplus MCI property to CHDC
- 2013 – State deeded Junction Village to Concord Housing Development Corp.
 - Walden Woods’ pledge delivered; had funded environmental reviews, appraisals
- 2017 – Christopher Heights at Junction Village 40B approved by ZBA
 - CHDC selected for-profit Grantham Group to develop 83 affordable assisted living units
 - Town appropriated \$2 million towards \$18 million project, approved TIF agreement
- 2022 – Christopher Heights dies; Housing Production Plan updated
 - Grantham’s relationship with Select Board soured as costs increased to \$26 million, and Select Board declined request to seek \$7 million from State with \$1 million from CMAHT
 - **Updated Housing Production Plan adds Select Board to the Housing Roundtable**
- 2023 – Town S.H.I. fell below 10%; two 40Bs quickly filed for 438 rental units
 - \$2 million no longer needed for Christopher Heights transferred to CMAHT
- 2024 – Governor announced the closure of MCI Concord
 - Junction Village included in Town & DCAMM’s study area as master plan is developed



CONCORD HOUSING ROUNDTABLE EVOLVES . . .

2017-2021 [3 boards]

CHA	Concord Housing Authority
CHF	Concord Housing Foundation
CHDC	Concord Housing Development Corporation
RHSO	Regional Housing Services Office
AHFC	<i>Affordable Housing Funding Committee (2017-2019)</i>
AHTSC	<i>Affordable Housing Trust Study Committee (2019-2020)</i>

2021-2022 [4 boards]

CHA	Concord Housing Authority
CHF	Concord Housing Foundation
CHDC	Concord Housing Development Corporation
CMAHT	Concord Municipal Affordable Housing Trust
RHSO	Regional Housing Services Office

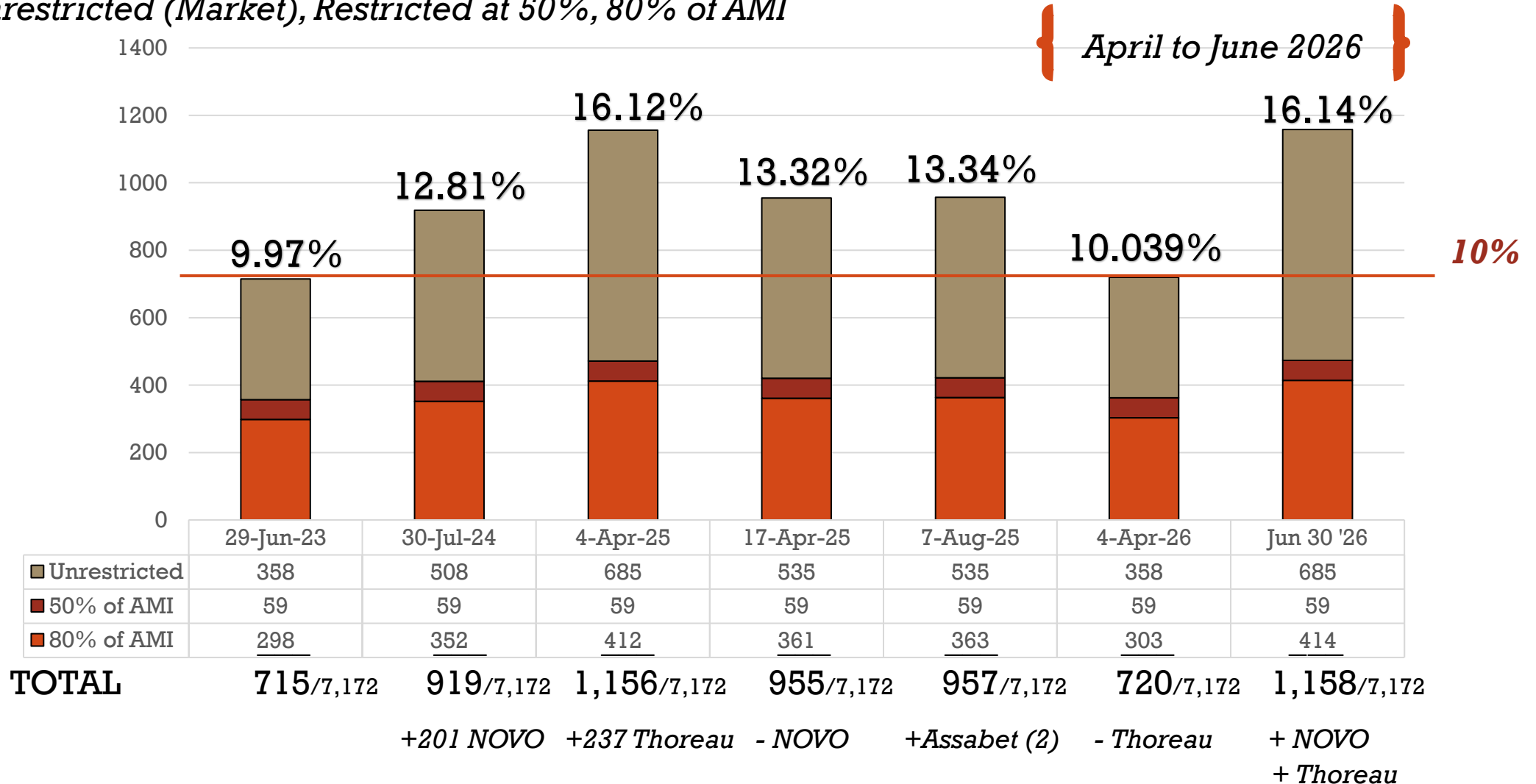
Since 2023 [7 boards]

SB	Select Board
PB	Planning Board
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CHF	Concord Housing Foundation
CHDC	Concord Housing Development Corporation
CMAHT	Concord Municipal Affordable Housing Trust
CPC	Community Preservation Committee
RHSO	Regional Housing Services Office

CONCORD S.H.I.: 2023-2025 ACTUAL, 2026 PROJECTED

Countable Units by restriction status:

Unrestricted (Market), Restricted at 50%, 80% of AMI



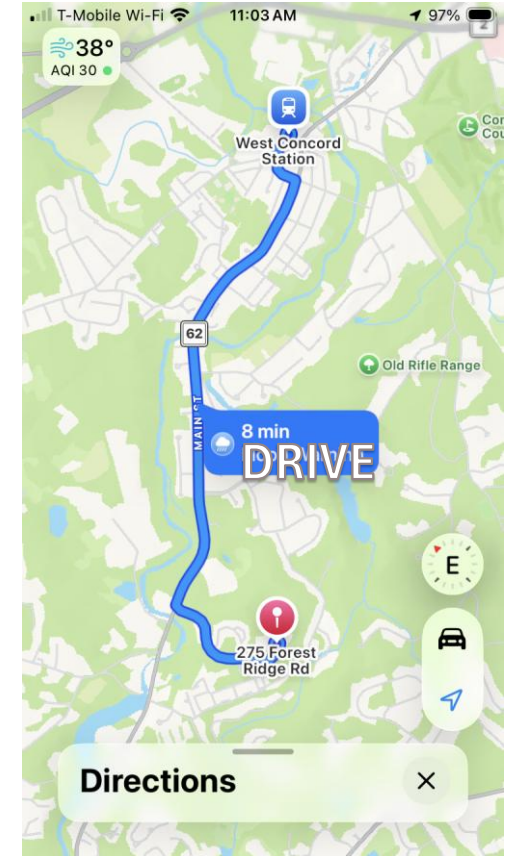
NOVO RIVERSIDE COMMONS 292 & 294 BAKER AVENUE



- 201 rental units approved April 2024; building permit to be pulled June 2026
- CMAHT: \$392,285 sewer improvement fee for 51 affordable units at 80% AMI

THE RESIDENCES AT THOREAU

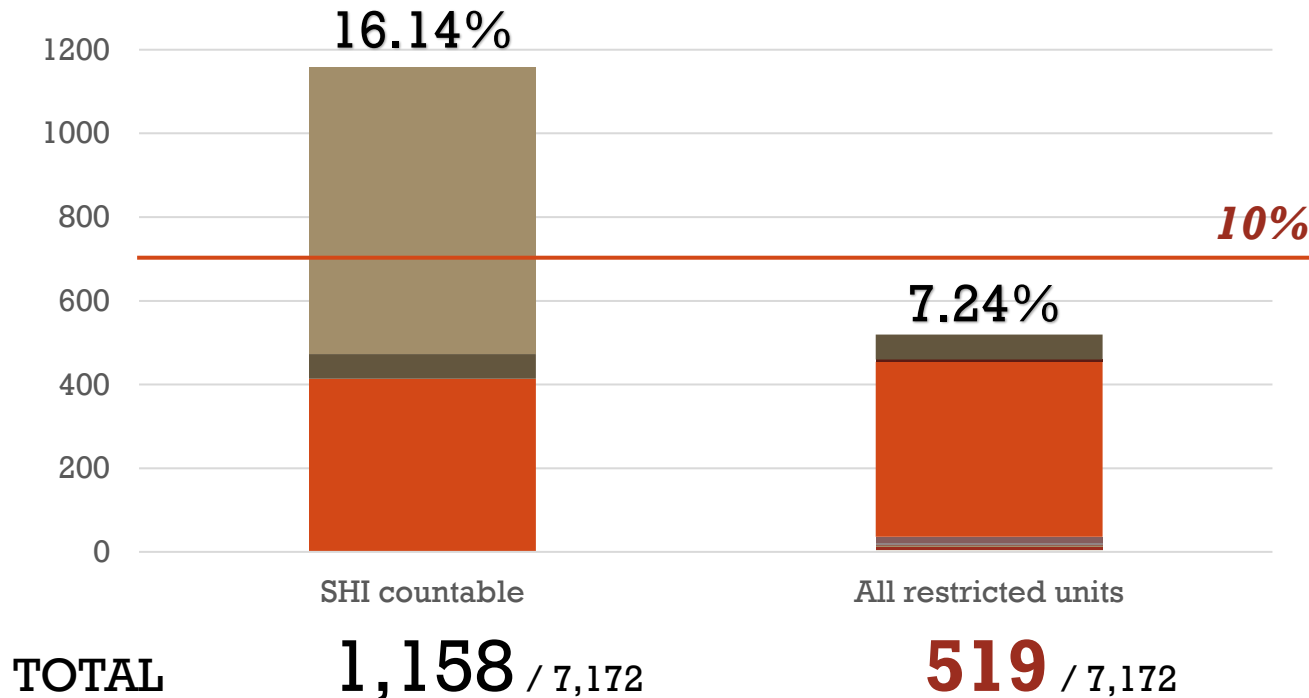
275 FOREST RIDGE ROAD



- 237 rental units approved April 2025; building permit to be pulled June 2026
- 60 affordable units at 80% AMI

WHEN NOVO & THOREAU RETURN, S.H.I. WILL REACH 16.14% ... BUT ... ONLY 7.24% OF 7,172 UNITS WOULD BE RESTRICTED AS AFFORDABLE

Future projections of Total S.H.I-countable units, Total Restricted Units at 50% to 150% of AMI



All Restricted Units
 473 SHI Restricted
 + 46 Non-SHI Restricted
 = **519 Total Restricted**
 / 7,172 Y/R HH's per 2020 US
 = **7.24% of total HH's**

To reach 10% Affordability:

718 10% of Y/R HHs

-519 Affordable at 16.14% SHI

199 Additional Affordables

	Unrestricted Market rate	Restricted at % of AMI									
		50%	60%	80%	100%	110%	120%	130%	140%	150%	TOTAL
SHI Units	685	59	0	414	0	0	0	0	0	0	473
Non-SHI	0	0	6	4	14	5	3	2	7	5	46
TOTALS	685	59	6	418	14	5	3	2	7	5	519

HOUSING PRODUCTION PLAN'S FUTURE

Two once-in-a-generation initiatives from the Concord Select Board

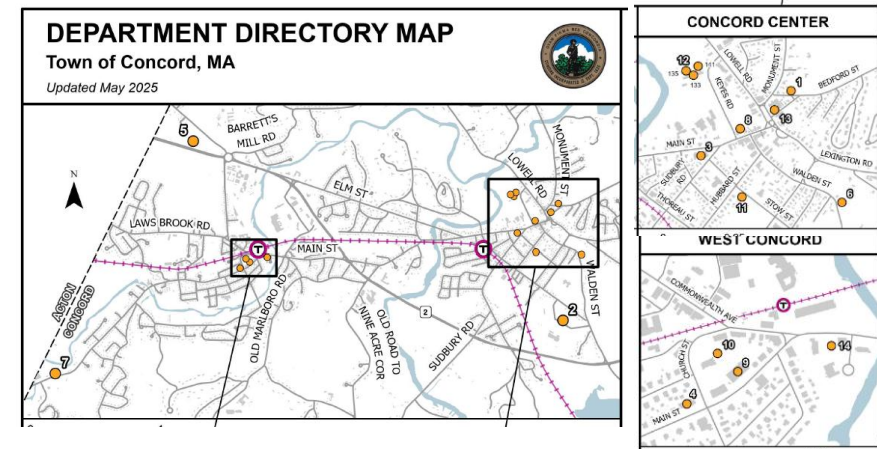
MCI Concord / Junction Village

- MCI Concord Advisory Board, Town, DCAMM study 70-acres at Route 2 rotary including surplus State property, adjacent CHDC parcel
- To address local needs while advancing Commonwealth's goals for **housing**, sustainability, and community well-being.



Land Use Working Group

- Land Use Working Group strategically evaluates parcels including MCI Concord, 2229 Main St., Peabody Middle School, other Town properties
- Phase I: public safety, public works, municipal consolidation needs
- Phase II: commercial development, **housing**, open space/recreation



CONCORD M.A.H.T. MISSION, GOALS, & STRATEGIES

MHP's 2025 Intensive Technical Assistance Program for MAHTs

- ***Mission:*** To create, preserve, & support low- and moderate-income housing using local resources to leverage investment in affordable housing development; coordinating shared voice on planning & policies to meet Town's housing goals.
- ***Development Goal:*** **Over next 5+ years, support creation of 200+ additional affordable units at up to 150% of AMI to reach 10% "affordable"**
 1. Work with Town to create housing development plan for 2-3 municipal sites with affordable homes
 2. Support creation of 50 ownership units (80-150% AMI), including 4 at 91B Main Street (120%)
 3. Invest in at least 20 units of rental housing affordable for households earning up to 50% AMI.
 4. Invest in age-restricted housing for 55+ year olds.
- ***Planning/Policy Goal:*** **Engage in 2-3 planning/policy efforts to further affordable housing**
 1. Facilitate quarterly meetings with the Concord Housing Roundtable.
 2. Participate in Land Use Working Group to influence efforts on affordable housing development.
 3. Advocate for planning and legislative efforts for MCI Concord/Junction Village
- ***Funding Goal:*** **secure at least \$3,000,000 over next 5 years to support CMAHT**
 1. Advocate for State approval of Concord's proposed real estate transfer fee and building permit surcharge legislation, providing \$2 million per year when passed.
 2. Seek yearly CPA funds of at least 25% of annual CPA revenue to support Trust for next 3 years

CONCORD HOUSING ROUNDTABLE

2017-2021 [3 boards]

CHA	Concord Housing Authority
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CHDC	Concord Housing Development Corporation
RHSO	Regional Housing Services Office

AHFC	Affordable Housing Funding Committee (2017-2019)
------	--

AHTSC	Affordable Housing Trust Study Committee (2019-2020)
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Highlights . . .

- **Affordable Housing Funding Plan**
 - 2017 ATM – voter petition directed Affordable Housing Funding Committee to develop a plan
 - 2019 ATM - adopted the plan to create and fund a Concord Municipal Affordable Housing Trust
- **Affordable Housing Trust Study Committee**
 - Drafted CMAHT bylaw for 2020 ATM
- **Concord Housing Authority**
 - Habitat unit built next to Gerow Park
 - Emerson Annex unit preserved
- **Christopher Heights at Junction Village**
 - Fell off the S.H.I. in 2017
 - \$1 million in CPA funds, 2015-2019 ATMs
 - \$1 million in Free Cash, 2017 ATM

🗒️ Summarize



AFFORDABLE HOUSING TRUST FUNDING PLAN

Approved by 2019 Town Meeting Voters . . .

- **Accept MGL c.44, s.55C** to authorize MAHT in Concord
 - Select Board appointed **Affordable Housing Trust Study Committee** to draft **CMAHT Bylaw** for 2020 ATM approval
- **File home rule petitions for dedicated funding for Trust: real estate transfer fee & building permit surcharge**
 - Affordable Housing Funding Plan estimated \$2.6-million per year
 - Both bills still pending in state legislature, reported out favorably by committee, 2022
- **Approve interim funding** of \$500,000
 - \$500,000 also approved by 2020 & 2021 ATMs; requested for 2022

⏸️ 🔊 57:53 / 1:13:21 Affordable Housing Trust > ⏪ ⏩ ⚙️ 4H 🔍 ↻

2022 Affordable Housing Trust + CPA Conference: Part 2



Massachusetts Housing Partnership
237 subscribers

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CONCORD HOUSING ROUNDTABLE

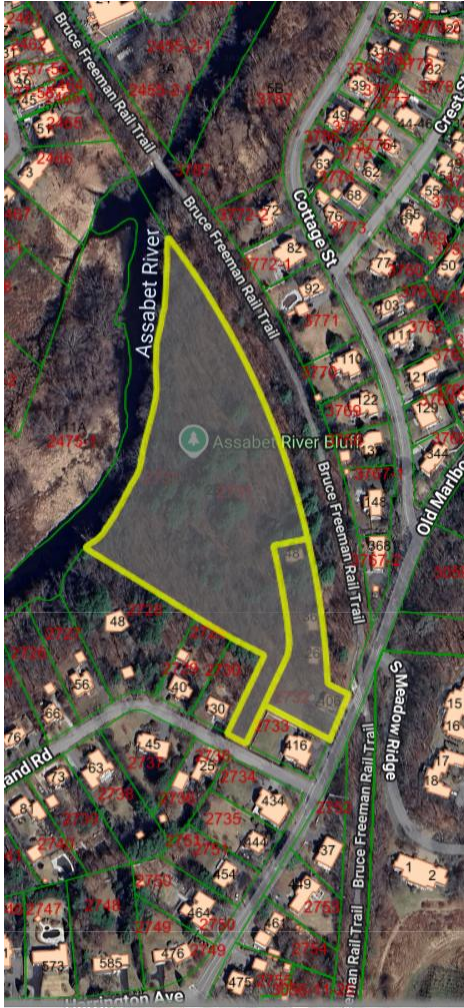
2021-2022 [4 boards]

CHA	Concord Housing Authority
CHF	Concord Housing Foundation
CHDC	Concord Housing Development Corporation
CMAHT	Concord Municipal Affordable Housing Trust
RHSO	Regional Housing Services Office

Highlights . . .

- **CMAHT is established**
 - First convened in September 2021
 - 2½ years after April 2019 had accepted MGL c.44,55C
- **Assabet River Bluff acquisition, 2022**
 - 7-acre riverfront parcel in West Concord Village
 - CHDC acquired 1 acre for 5 affordable units
 - 2 rentals (CHA); 3 ownership (Habitat)
- **Christopher Heights at Junction Village dies**
 - October 2022 – Developer pulled out; Select Board declined to support additional State funding
- **Housing Production Plan update**
 - March & August 2022 Roundtables; Steering Committee
 - December 2022- Select Board, Planning Board approve new HPP

ASSABET RIVER HOMES



- 7 acres acquired 2022; 6 acres for open space, **1 acre for 5 affordable housing units**
- Along Assabet River & Bruce Freeman Rail Trail, near MBTA West Concord commuter rail
- 1 acre acquired by Concord Housing Development Corporation with acquisition and development funding from CMAHT, CPA, CHF
- Habitat for Humanity building 3 ownerships units, online in 2026-27
- Concord Housing Authority partners as owner of existing 2-family operated as affordable rentals, and as lead for condo association.
- Snow & ice removal by Concord Public Works per 2000 Town policy



CONCORD HOUSING ROUNDTABLE

Since 2023 [7 boards]

SB	Select Board
PB	Planning Board
CHA	Concord Housing Authority
CHF	Concord Housing Foundation
CHDC	Concord Housing Development Corporation
CMAHT	Concord Municipal Affordable Housing Trust
CPC	Community Preservation Committee
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Highlights . . .

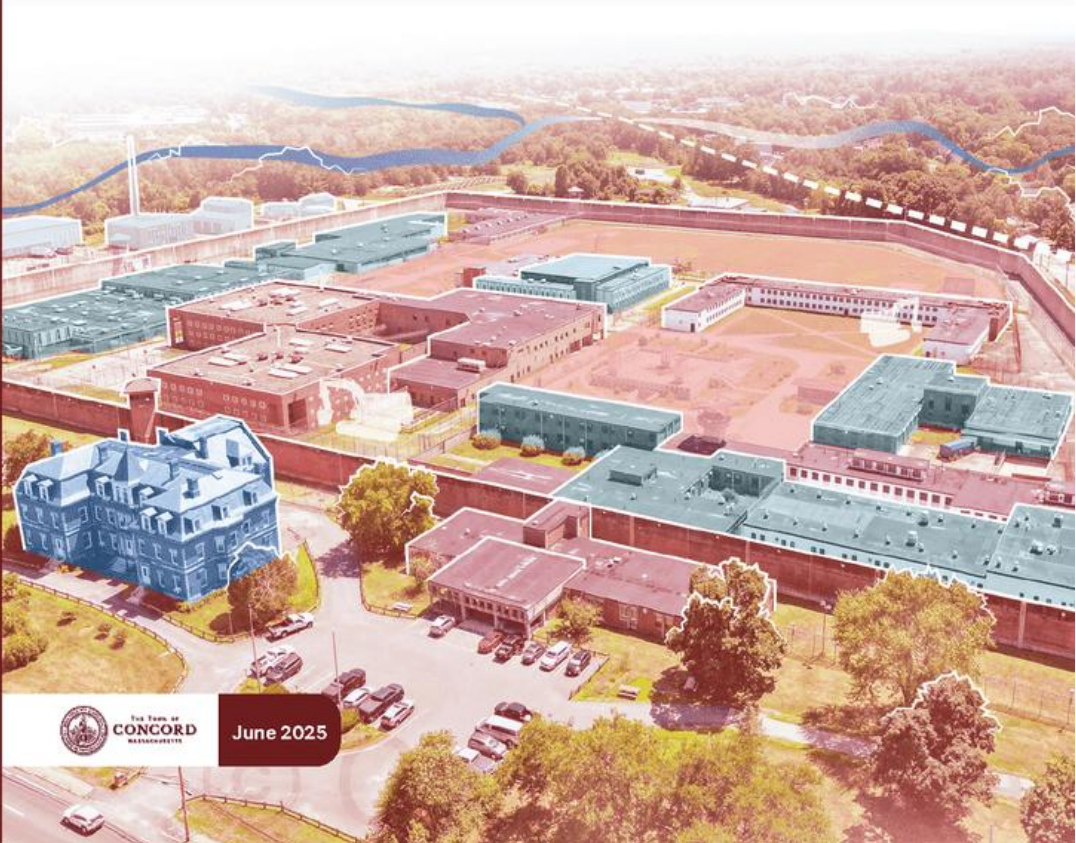
- **Implementing 2022 Housing Production Plan**
 - Roundtable expands to 7 boards with SB, PB, CPC
- **MBTA Communities Zoning Overlay District**
- **Municipal Fossil Fuel Free Building Pilot Program**
 - Including affordable housing
- **Funding Housing Production Priority Projects**
 - NOVO 40B sewer fee for 51 affordable units (CMAHT)
 - CHDC Assabet River Bluff development (CPC, CMAHT)
 - CHDC Small Grant Program (CMAHT)
 - CHDC Homeownership Buy Down Program (CPC, CMAHT)
 - CHA Property Acquisition Program (CMAHT)
 - CHA **Retro Fire Sprinkler Project** (CMAHT, EOHLC HILAPP)
 - 91B Main Street surplus state property (ARPA, CMAHT)
- **MCI Concord & Land Use Working Group initiatives**
 - Future of MCI Concord, Junction Village, Route 2 rotary
 - Reuse of surplus Town properties

CMAHT-FUNDED PROJECTS

Projects funded by CMAHT	Units funded	Units complete/ occupied (date)		CMAHT award	Other local funds	Total local subsidy	Subsidy Per Unit
CHDC 930 Main St purchase	2	2	7/26/22	\$150,000	\$348,659	\$498,659	\$249,330
CHA 367 Comm. Ave.	1	1	1/26/24	50,000	60,000	110,000	110,000
Town: Emerson Annex 58 Stow St	1	1	7/19/21	95,000		95,000	95,000
CHDC Assabet River Homes	5	2	5/14/25	1,650,000	900,000	2,550,000	510,000
RHSO 135 Baker Ave - buy down	1	1	8/9/23	38,000		38,000	38,000
CHA LLC 78 Forest Ridge Rd	1	1	7/24/24	400,000	149,900	549,900	549,900
CHDC Buy Down Program + Loan	1	-		266,120	233,880	500,000	500,000
NOVO 40B Sewer Improvement	51	-		392,285		392,285	7,692
CHDC Small Grant Program – 4 yrs	-	-		115,000			
CHDC Junction Village planning	-	-		50,000			
CHA: Everett Gardens sprinklers	52			300,000			
Town: HPP Update	-	-		56,000			
CHDC Buy Down capital loan	-	-		350,000			
Acquire 91B Main Street	<u>6</u>	<u>-</u>		<u>629,000</u>			
Totals	121	8		\$4,541,405			

Town of Concord Vision Plan

For the Site of the Closed
Massachusetts Correctional Institution
at Concord (MCI Concord)



June 2025



Let's Reimagine Together.

MCI CONCORD



STRENGTHEN LOCAL BOARDS FOR AFFORDABLE HOUSING SUCCESS: CONCORD HOUSING ROUNDTABLE

Contact:

Keith Bergman

LinkedIn: <https://www.linkedin.com/in/kbergman/>

Email: Keith@KBergman.com

