

A MUNICIPAL CENTER FOR
CONCORD, MASSACHUSETTS

SUBMITTED IN PARTIAL
FULFILLMENT OF THE
REQUIREMENTS FOR THE
DEGREE OF MASTER IN
ARCHITECTURE

15. NOVEMBER 1958

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24 Hawthorne Lane
Concord, Massachusetts
15 November 1958

Dean Pietro Belluschi
School of Architecture & City Planning
Massachusetts Institute of Technology
Cambridge, Massachusetts

Dear Dean Belluschi:

I hereby submit my thesis entitled " A Municipal
Center for Concord, Massachusetts", as partial
fulfillment of the requirements for the Degree
of Master of Architecture.

Very truly yours,

Gerald E. Ervin

ABSTRACT OF THESIS REPORT

SUBMITTED 7 APRIL 1958

The public building needs of Concord Center impose a provocative set of conditions for architectural design. Enamored of the architectural past because of their special historical setting, the people of Concord tend to respond to their present needs primarily in one of two ways: either the functional demands of the building program are hidden behind a simulated Colonial facade, or, finding proper expression on the exterior of the building, are hidden behind trees or in some remote part of the community.

This attitude towards architecture is not peculiar to this community and reflects not only upon the people of Concord but also upon the inability of contemporary architecture to fill the gap between a genuine regard for tradition and the efficiency demands of present-day living.

The thesis problem I propose is a municipal center for Concord. The functional requirements of such a group of buildings can be rather easily outlined. However, the special problem posed here for contemporary architecture is not one having utilitarian requirements alone.

It is rather the making of a complete image and the identification of this image with the special feelings apparent in this community.

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INTRODUCTION

My purpose in choosing Concord Center as an area in which to work is not the accidental result of having lived here for three years. It is rather the result of a long-standing interest in a kind of architecture which captures more the spirit of a unique way of life; a democratic spirit, if you will. America has a rich heritage, as unique as any other nation's, rich in form-giving qualities and rich in ideas. Attempts in the past to make these qualities visible in three-dimensional form have been abrogated by a sophisticated concern for style which had its beginnings in other lands. And, more recently, the feeling is that expression can be achieved by a simple exposition of materials. I do not disagree with the latter idea, since the materials and methods of building are a part of the culture which produced them, but I think it falls far short of the human mark; that is, the imprint which man leaves upon his regional environment. It is my intention to progress with these thoughts in mind hoping that something of value will proceed from them.

When one speaks of Concord, it is usually in reference to Concord Center, the site of the original settlement. Strictly speaking, the name Concord refers to a tract of land much larger than the immediate surroundings of Concord Center and two small commercial districts. The West Concord business district being about four miles distant and separated by a major automobile thoroughfare is yet a part of Concord and should be considered in a comprehensive report. However, because of the nature of their separation and the subject of this thesis problem, I have limited my discussion to Concord Center, feeling that in treating both areas much would be irrelevant to the immediate problem.

Although the municipal offices will be serving the West Concord area, and the District Court a much larger area than this, the present thinking is that the municipal offices should be located in Concord Center because it is presently the site of these two important buildings. Since both Concord Center and West Concord have their own police and fire facilities, it is justifiable that these facilities be considered separately.

Concord, although distinguished by a rich historical background, has made a constant effort to adjust to the present without sacrificing character. Historical precedent, a part of every American town, is emphasized here because of the part Concord played in American history and because many of the older buildings figuring in the events of this history have been preserved. For the most part these buildings have been occupied and used by various generations of different families and not kept as shrines -- something apart from the town to be viewed and visited by paying vacationers. It is this continued use which makes these buildings a living presence in Concord today, and a strong influence on the form and spirit of subsequent architecture. Like the people who first settled Concord, the buildings which they made have their roots in simplicity and usefulness and have in no small measure helped to continue these ideas to the present day.

Concord Center is a functioning, working environment, just as it was two centuries ago when the mill spanned the brook and houses were grouped together for mutual security. It has developed with caution, according to the needs of the people who live there. Though not as autonomous as it once was, it still has an appearance of self-sufficiency with its modest variety of small shops and stores, its own fire station, banking facilities and Town House.

Notwithstanding a few recent commercial blunders, there is a strong architectural unity; this, I feel, is mostly formed by the consistent large size of the buildings, the broad sloping roofs, and the scale of the fenestration.

As mentioned earlier, the people are not heavily burdened with a "shrine" complex. The horse and carriage have given way to the automobile; parking meters have replaced the hitching post; and old buildings have been altered to serve new commercial needs without resorting to neon-o-mania. Concord Center always has been a quiet rural town and great efforts are expended by its citizens to keep it so in spite of the intrusion of the automobile and expanding commercial needs.

DESCRIPTION OF CONCORD CENTER

A favorable topography was the distinguishing feature of Musketaquid as Concord was called by the Indians prior to settlement. Extensive meadows lying next to the junction of two rivers were relatively free of growth, and adjacent to the meadows the ground rose to form a large plateau. This combination of abundant water, clear bottom soil and adjacent high ground was desirable for a settlement which would have to make its living from the land. The first settlement took place in the fall of 1635 after the preliminary procedure of securing a grant from the General Court then located in Cambridge. Utilizing the protection afforded by the sharp ground rise next to the meadows, the settlers erected their first homes. An account of the first settlement is given in Shattuck's, History of Concord, wherein he describes the location of the first houses.

" This spot was probably selected because it contained land of easy tillage, and because it afforded the greatest facilities in constructing such temporary dwellings as would shelter the inhabitants from the inclemency of storms and winter. These huts were built by digging into the bank, driving posts into the ground and placing on them a covering of bark, brush-wood, or earth. The second year, houses were erected as far as where the south and north bridges now stand."

Lexington Road, running near these first houses, was the road which led to Boston and is today a main access road to Concord. Approaching the center from the Concord Turnpike, it runs along the foot of Revolutionary Ridge and terminates in the Commons, a large open area about 100 feet wide and 350 feet long. The Commons is like a hub with four main streets leading from its corners to outlying residential areas. On one of these streets, called the Mill Dam, the main commercial district lies adjacent to the Commons and extending west for one block to Walden Street. Walden Street, which also approaches from the Turnpike, runs roughly parallel to and about 600 feet distant from Lexington Road before terminating at the Mill Dam. Taken together with Heywood Street, these three streets, Lexington, Mill Dam, and Walden, form an odd-shaped rectangle about 600 feet wide and 1200 feet long, easily discernable on an early survey map included in this report.

The Mill Brook runs northward between Walden Street & Lexington Road, under the Mill Dam, and joins the Concord River near the historic Old North Bridge. In early times a grist mill spanned this brook, creating a mill pond and furnishing a nucleus about which the town grew. The present commercial block in Concord derives its name from this mill.

The Concord River flows almost imperceptively in a snake-like path to the north of the Center. A great boon to the early settlers, providing an abundance of fish for food and fertilizer, it also produced hardship -- overflowing its banks into marshy areas and damaging crops and grazing lands. The marshes still exist and are a natural habitat for wildlife.

On the higher ground bordering the river and its extensions, the main residential growth has been westward from the Mill Dam to the railroad tracks. Other residential areas have sprung up around Concord Center since the advent of mass transportation. The railroad was established west of the Center in 1844 and Route 2, or the Concord Turnpike, a four-lane highway, circles around the town still further to the west. These two transportation arteries have made Concord a part of the headlong rush to Suburbia to the extent that it faces the familiar problems of divided public interest and underestimated expansion.

Aside from the town office and school buildings, Concord has five churches, a public library, a post office, three small banks, one of which now boasts a drive-up window, an insurance company and a variety of small shops and stores which partially serve the needs of its inhabitants.

TOWN GOVERNMENT

The town meeting form of government still prevails in Concord and has undergone only minor changes through the years. Although the number of active voters is increasing yearly, thereby making town meetings more difficult to conduct, it is not likely nor desirable that this form of determining town policy will be abandoned. The value of the town meeting goes beyond policy-making in that it provides each individual with an opportunity to voice his own feelings and thereby strengthens the

community spirit of the town. The following survey, taken from the 1947 report of The Special Town Plans Committee, gives a succinct account of the town government.

" Concord has retained the traditional town meeting form of government which, though altered in many respects, is still essentially the system that was devised to meet the needs of New England's early settlers. Revisions of the governmental structure in recent years have been infrequent and usually of minor importance, despite the periodic appointment of committees to investigate aspects of government and recommend desirable changes. In 1921, after discussion extending over a decade, the Town Meeting finally authorized the appointment by the Moderator of a Finance Committee, while in 1938 the office of Town Accountant was created to supercede that of auditor. The broad outlines of the governmental structure have, however, remained unaltered through these and other minor changes. Basic questions of policy are still determined at the annual and special meetings of the town's eligible voters who are assisted in deciding financial questions by the recommendations of the Finance Committee. The best attended Town Meeting in recent years was the special meeting of 1929 where 1,428 votes were cast; on the other hand, at some of the later special meetings, for example those of 1944 and 1947, as few as 70 votes have been counted. Minor policy determinations are also made by various elected officials whose primary responsibility is the supervision of departmental activities in accordance with the broad policies established by the Town Meeting. The three Selectmen, who are elected for three-year terms by the voters of the town, appoint a number of department heads and in general are ultimately responsible for the protection of persons and property and for the efficient

compilation of some of the necessary town records. The following are officials who, subject to various statutory provisions, are appointed by and responsible to the Selectmen:

- Agent for the Suppression of Moths
- Board of Appeals
- Burial Agent
- Dog Officers
- Election Officers
- Fence Viewers
- Fire Chief
- Forest Warden
- Gas Inspectors
- Inspector of Animals
- Inspector of Buildings, and Deputies
- Inspector of Wires, and Deputies
- Keeper of Lock-up
- Measurers of Wood and Bark
- Police Chief and Officers
- Public Weighers
- Registrar of Veterans' Graves
- Registrars of Voters
- Retirement Board (appoint one of three members)
- Sealer of Weights and Measure, and Deputy
- Town Accountant
- Town Forest Committee
- Workmen's Compensation Agent
- Various special ad hoc committees

Despite the imposing number of their appointments, of which two or more are often filled by the same person, the Selectmen are in fact only partially responsible for the administration of the Town. Numerous other officials are elected for varying terms and, subject to the appropriations and policies voted by the Town Meeting, administer important governmental activities independently of the Selectmen. In addition to the latter, the Town's other elected officials are as follows:

Assessors	Planning Board
Board of Health	Recreation Commission
Board of Public Welfare	Road Commissioners
Collector of Taxes	School Committee
Constables	Sleepy Hollow Cemetery Committee
Library Committee	Town Clerk
Measurers of Lumber	Town Treasurer
Moderator	Tree Warden
Municipal Light Board	Trustees of Town Donations
	Water & Sewer Commissioners "

In 1956 the town elected to employ a full-time Town Manager having found that there was definite need for a consolidation of responsibility and more efficient liason between the different departments. In this same year the number of elected Selectmen changed from three to five. These were not changes which altered the basic form of government.

TOWN PLANNING

Previous planning boards elected by the town have concerned themselves with the immediate problems facing the community. Their efforts have been directed largely towards keeping Concord rural in character without sacrificing the physical needs of a growing population. In 1947 an effort was made towards a long-range analysis of Concord's needs and a report was published and discussed in the Town Meeting of that year. Realizing the necessity for more concerted action in this direction, a Special Plans Committee was formed by the town in 1956. The cost of this survey was estimated to be about fifteen thousand, half of which would be borne by the Federal Government under the provisions of the Federal Housing Act of 1954. This committee, with the advice of the Planning Board's professional consultant, Roland Greeley, is now engaged in preparing a comprehensive plan. The results have not yet been published, however, and could not be made a part of this report.

A special sub-committee was also appointed to study the requirements and location of future municipal buildings. I followed the proceedings of this committee very closely, attending most of their meetings as they interviewed the officials of the town who were directly concerned with this problem. I have included the report of this committee in its entirety because of the relevance of much of the material to my thesis problem.

Concord, Massachusetts
June 10, 1958

To: Chairman, Comprehensive Town Plans Committee, Concord, Mass.

SUBJECT: Report on Requirements for a new Combined Fire and Police Station,
Town House and District Court Facilities.

1. INTRODUCTION:

This is to report the findings, conclusions and recommendations of this sub-committee in accordance with authority and responsibility delegated to it on March 28, 1958, at a meeting called by the Chairman of the Comprehensive Town Plans Committee. The sub-committee was organized at this meeting and charged with reviewing previous steps and recommending a plan of action in connection with the recognized need for a combined Fire and Police Station and the eventual need for a new Town House and County Court facilities.

The programs outlined in this report are developed having in mind the need for prudent economy. It is anticipated that they can be accomplished without requiring an increase in the tax rate, and that the cost of new structures will be offset to a large extent by the sale of vacated property, increased tax revenue, and greater efficiency in Town administration.

The method of reaching these conclusions was to review the Bates Report of 1947 together with subsequent reports of other committees implementing the Bates Report. The basic considerations which governed the recommendations of the Bates Committee are generally applicable at the present time.

This sub-committee interviewed separately individuals closely connected with the problem including the Chiefs of the Fire and Police departments, the Town Manager, the Chief of Civilian Defense, the Board of Selectmen, the Chairman of the Finance Committee, the Chairman of the Town Planning Board, the Consultant for Town Planning, the Chairman of the General Building Committee and the Chairman of the sub-committee of Land Usage under the Comprehensive Town Plans Committee. Field trips were made to observe new combination facilities for Fire, Police and Town Offices in Wayland, and the new police station in Lexington.

It is generally agreed that this is a favorable time to begin a program of action to meet these requirements. The School situation, which has been a first priority problem for several years, has been settled by an orderly plan of expansion which should meet the needs of the Town until 1963. It is now feasible to shift the emphasis to these other requirements of the Town, which have become increasingly important due to the accelerated growth of the Town. The Bates Report in 1947 anticipated a population of 9,700 by 1975. The actual post-war growth resulted in a population of 10,889 in 1955, with continuing rapid growth to date. This report anticipates the orderly and regulated growth of the Town to approximately 25,000 which is the maximum consistent with present planning.

This report is presented in the order of importance and urgency of recommended action, considering first the combined Fire and Police Station, secondly the Town House and third the District Court facilities. Recommendations are based on many factors including the degree of need or urgency, site location, building requirements, financing, and the utilization of old facilities.

2. COMBINED FIRE AND POLICE STATION

A. Requirement

The present Police Department facilities in the Town House are crowded, sub-standard, and inadequate. There is urgent need for new police accommodations.

The present Fire Department facilities are marginal, and its mobility and efficiency are impaired by the increasing congestion and traffic on the Mill Dam. The one-way entry and exit pattern for fire apparatus is undesirable. Lack of space makes it necessary to keep certain fire apparatus at West Concord which should be kept in Concord.

There are many advantages in a combined Fire and Police Station, and in the long run it would not be practical to build a new plant for either department separately.

We recommend that a new combined Fire and Police Station be built during 1958-59, having regard to the further recommendations of this sub-committee on each of the following factors:

B. Site Location

It is important and desirable to preserve the open and rural nature of the Town, and to consider this in selecting the site for any new buildings.

The land area bordered by Heywood Street, Lexington Road and Walden Street, adjoining property belonging to the R. W. Emerson Memorial Association, includes several sites that have been proposed previously for a combined Fire and Police Station. The best strategic location, in the opinion of all concerned, is a site facing on Heywood Street near its intersection with Lexington Road. However, in the opinion of the Selectmen, the Sub-committee on Land Usage, and the Town Consultant on Comprehensive Planning, this choice land area should be reserved and left available for the location of a new Town House and District Court facilities which will eventually be required. The whole area being considered is shown in Appendix A attached.

We recommend that the new Fire and Police station be constructed at a site on the East side of Walden Street, just South of the new electric power sub-station, on property that was formerly occupied by the Hugh Cargill Barn. The exact location should be chosen to provide maximum accessibility and visibility in both directions on Walden Street, and the building should be set back approximately 60 feet from the street to provide sufficient driveway for maneuvering the apparatus. The Walden Street site provides good access to all parts of the Town, and is so situated that a building will be relatively inconspicuous, eliminating any requirement for a monumental structure. In planning and building at this location emphasis can be

directed to functional design and simple, economical construction. Some fill will be required.

We recommend that when an architect is engaged by the General Building Committee to prepare plans for the new Fire and Police Station, he should also prepare a preliminary plan for the comprehensive development of the whole area under consideration. This should show the new Fire and Police Station, the new Town House and separate District Court facilities, together with access roads, driveways, paths, and parking areas. It should also provide for a green belt area along the Mill Brook. Such a plan, with suitable sketches, is needed to proceed with a wise, timely and economical course of action for accomplishing these requirements of the Town.

We recommend that Walden Street be widened since the majority of fire calls will require apparatus to travel to the intersection of Heywood Street and Walden Street en route to a fire.

C. Building

The Fire and Police Station should be a simple and functional structure consisting of a garage for fire apparatus, with offices and quarters for the Fire Department; offices, quarters, cell-blocks and garage for the Police Department; and space for Civil Defense. Since Concord is now designated as an Evacuation Area in Civil Defense plans there is no requirement for locating Civil Defense quarters underground.

The Plan of a Fire and Police Station which was developed by Mr. H. Whittemore Brown (and is dated 1-18-58, with a revision dated 1-23-58) provides an excellent presentation of space allocation and functional requirements for this building. This Plan has served as a key reference in all discussions concerning the requirements of the Fire, Police and Civil Defense organizations.

We recommend that the General Building Committee use Mr. H. Whittemore Brown's Plan as a guide and reference in providing the required facilities and allocating space, with the following additions:

For the Police Department

1. Add one detention cell for women.
2. Add one matron's room situated to allow observation of the women's cell.
3. Provide a private access to the Police Chief's Office in addition to the public access.
4. Add a parking meter maintenance room, possibly in the area designated for the pistol range.
5. Add provision for a photographic laboratory, possibly as part of the fingerprint room or utilizing Fire Department space.

For Civil Defense

1. Add approximately 25 percent to the space provided.

We recommend that the General Building Committee prepare a general specification for the combined Fire and Police Station and submit it to a competent architect, whom they will engage to prepare the plans for this building. A general outline of the space requirements is attached as Appendix B.

The building should be well-proportioned and architecturally pleasing.

Provisions should be made for locating the fire whistle where it will be a minimum nuisance to residents and yet effective. It may be desirable to have a remote installation.

The Police Station we contemplate will be capable of housing a Police Department large enough to serve the needs of the Town, anticipating a maximum population of 25,000. When more fire apparatus is needed it should be placed in a new fire station located in another section of the Town.

D. Financing

We anticipate that the following funds will be available for this building:

Accumulated E & D Surplus (1956, 57, 58, 59)	\$200,000
Carlisle share of Regional High School land purchase	43,000
	<u>\$243,000</u>

It is our opinion that the proposed building can be built on the selected site for approximately \$300,000.

The sale of the present Fire Station property should realize between \$40,000 and \$50,000 which can be applied to the new building.

The available funds will be inadequate considering the anticipated cost of \$300,000 and arrangements will have to be made to raise up to \$17,000 temporarily to meet this deficiency.

E. Disposition and Use of Present Facilities

The space vacated by the Police Department in the Town House will alleviate a shortage of space in that building and provide the additional area required for bookkeeping, a Welfare Department Conference Room and an Assessors Office. We expect that this additional space will meet requirements for another five to ten years.

The present Fire Station is located in an area that is valuable commercially, and this property should be sold.

3. TOWN HOUSE AND DISTRICT COURT

A. Requirement

The present Town House on Monument Square is in a central and strategic location for administration of town affairs. These quarters will be adequate for five to ten years if the Police Department moves and longer if the District Court vacates its leased quarters.

The District Court leases space in the Town House, and it is independent to the extent that the County might finance construction of a new Court House if that appeared preferable to renting space either in a new Town House or in a separate Court House constructed by the Town. If the Town decides to vacate and sell the present Town House proper arrangements should be made for the Court to move to other quarters in Concord.

The Town should be prepared to take advantage of an opportunity to sell the Town House to the Middlesex Mutual Fire Insurance Co., which needs space for expansion. It is generally agreed that the Insurance Co. is a great asset to the Town and represents the most desirable type of business establishment which the Town can attract. If the town does not take adequate steps to satisfy the needs of the Insurance Co. for additional space it is possible that they would be forced to move out of town leaving the site for a less desirable tenant.

It is our opinion that centralization and consolidation of administrative functions in a modern and efficient Town House would improve the control and performance of the Town government, and that this will be an increasingly important consideration as the Town grows.

It is important to keep in mind the need for opportunism, and the fact that more pressing commitments will probably face the Town after 1963.

We recommend that the requirements for a new Town House and for new District Court facilities, either in the same or in a separate building, be considered together.

We recommend that a coordinated program be developed to provide for both Town House and District Court, to be constructed by the Town. Such a program will insure that control of overall planning, site location, building construction, building construction and financing remains entirely in the hands of the Town.

B. Site Location

We recommend the land area bordered by Lexington Road, Heywood Street and the Mill Brook, adjoining property belonging to the R. W. Emerson Memorial Association, as the location for a new Town House and District Court facilities.

We recommend that the General Building Committee engage an architect to prepare a plan for the development of this land area, as stated previously in Section 2. B. of this Report.

C. Building

The Town House and District Court, whether housed in one building or separately should be planned and constructed to be architecturally pleasing and harmonious with the central and conspicuous location they will occupy on the Historical approach to the Town.

The Town House should provide quarters for all administrative groups of town government, including Town Planning, the Board of Appeals, Building Inspector and others now located in other buildings. The needs of other community welfare groups such as the Red Cross, Community Chest and Veterans Services, now renting space in the old High School Building, should be considered in planning space requirements.

Consideration should be given to centralizing all clerical, accounting, and bookkeeping work in general offices.

A central machine room having duplicating, addressing and mailing facilities and stationary stores should be considered.

We recommend that the Board of Selectmen, through the Town Manager, obtain any information that the County Commissioners can provide in regard to the size and architecture of a separate District Court House that the County might build at this site.

D. Financing

We anticipate that the cash available for building a new Town House in about five years might include the following revenue:

Sale of Town House to Insurance Co.	\$150,000
Accumulated E & D Surplus (1960, 61, 62, 63)	<u>200,000</u>
	\$350,000

Anticipated additional Tax Revenue from expanded Insurance Co. \$7,000 Per Year

We would like to express our thanks to the Town Officials and Committee Members who aided us in reaching these conclusions, and especially to Mr. H. Whittemore Brown for his intense interest and constructive suggestions.

Respectfully Submitted,

SUB-COMMITTEE OF COMPREHENSIVE PLANS
FOR TOWN BUILDINGS

Paul S. Crandall - Chairman

David B. Little

David Emerson - Secretary

Elizabeth A. Gardner

Gerald E. Ervin



LEXINGTON RD.

HEYWOOD ST

BROOK

WALDEN ST

EVERETT ST

PROPOSED SITE

1" = 100' 0"

PRESENT FACILITIES

An important objective of the proposed municipal offices, mentioned in this report, is to consolidate all the functions of government in one building concomittantly with efforts to centralize authority. The new Town Manager is now working under the handicap of decentralized town office space, having offices related to government located in three different buildings. The Town House on the Commons, besides housing the District Court and Police Department, provides space for most of the town offices. On Lowell Road where the Public Works equipment is stored, office space is provided for the Municipal Light and Water Departments, the Superintendent of Public Works and his staff, the Town Engineer, the Wire Inspector and the Planning Board. Aside from making efficient management more difficult, this arrangement necessitates the transfer of Light and Water records to the Town House during billing periods. The Superintendent of Schools is now located on Stow Street, and, although it might be argued that this removal does not seriously hamper town government, the Town Manager is in constant touch with this office and feels the necessity for a closer relationship. The Community Chest, Red Cross, and Nurses Aid Association are also located in the Stow Street building. All of these functions might logically be included in any new building for town government. In addition to providing for more effective management, the consolidation of these offices would conserve manpower, making possible a secretarial pool to serve fluctuating stenographic needs.

The Police Station and Fire Department are presently being replaced by the town in a combined building. It has long been felt that these facilities were inadequate and poorly located. The replacement of the Fire Station now on Walden Street in the commercial district is particularly urgent in

view of the traffic congestion and the fact that the larger trucks can only turn in one direction. This time lost in going around the block can be critical. This building is also too small and poorly arranged. Because of lack of space the addition of new fire apparatus has necessitated keeping one of the trucks in West Concord. The facilities are generally unpleasant for the men, lacking good lighting and lounge space, particularly important because of the extended periods of duty.

In 1956, the town attempted to build a new Police and Fire Station on the corner of Heywood and Walden Street but were thwarted in their efforts by an unexpected high cost. Hoping to build with the remaining funds in 1959, the town voted at the last Town Meeting (October 1958) to engage a new architect and locate the new combined facilities on Walden Street, just east of the sub-station. This location is not on the site considered for the future Town House. Electing to follow the recommendations outlined in the above report, the Town, I feel made a premature decision in specifying the site without adequately considering its relation to the future Town House.

Partially, the purpose of this thesis report was to study the actual land coverage on the Heywood Street site and to make this information available to the new Town Buildings Committee. Because of lack of time, however, it developed too slowly to be of real value for this purpose.

SUITABLE CHARACTER OF NEW PUBLIC BUILDINGS

Where the architect's solution to urban public buildings has become almost a stock answer, that solution satisfying the rural setting has not been so well crystallized. This delay in rural development has been

due in part to a slower rate of growth and more modest financial means, requiring the outlying communities to renovate older buildings and crowd the functions of an expanding community into existing shells. Of stronger influence, however, has been the persistence of architectural forms of the past. Not satisfied with the philosophy of progress for the sake of progress, the rural inhabitant feels more strongly the unity of past and present history and chooses to perpetuate those building forms which were good enough for his forefathers. Whatever his reasons may be, and however he may be criticized in terms of modern methods and efficiency, the rural citizen has succeeded in producing a more unified environment than that of his city cousin's. Of course, this is not true in every town, but where the influence of tradition has been strong enough to over-rule indiscriminant commercial growth and where the need for expansion has not been so great as to cause the removal of older buildings, the visual effect is one of a more unified nature. The efforts of the architect in such a situation should be directed towards making a visual extension of the existing scene. Rather than negate the past with an anonymous model of efficiency, he must strive to make a visual image of both past and present. The conditions which exist in Concord justify such an approach. Indeed, they command such an approach and present the architect with an opportunity to re-assess the value of regionalism against a backdrop of reigning universalism.

However important the regional considerations are, one cannot achieve a good architectural solution unless careful attention is given to the utilitarian demands. The spaces within the buildings should properly be a perfect image of the functions which they serve. In the Town House particularly, the character of the public spaces should be generous and

inviting in order to insure good circulation and to create the proper dignified atmosphere. The Court Room should impress people with the authority which it represents. In contrast, the working parts of the building should be characterized by a more strictly functional treatment, adhering to the requirements of adequate natural lighting, sound control, and flexibility. This definition of public and private space also establishes a natural separation without setting up barriers.

The treatment of the surrounding site should be aimed towards maintaining the general rural character of the town. In connection with this, the location of off-street parking is particularly critical since areas provided are often the foreground or background of the proposed buildings and thereby help determine the general impression.

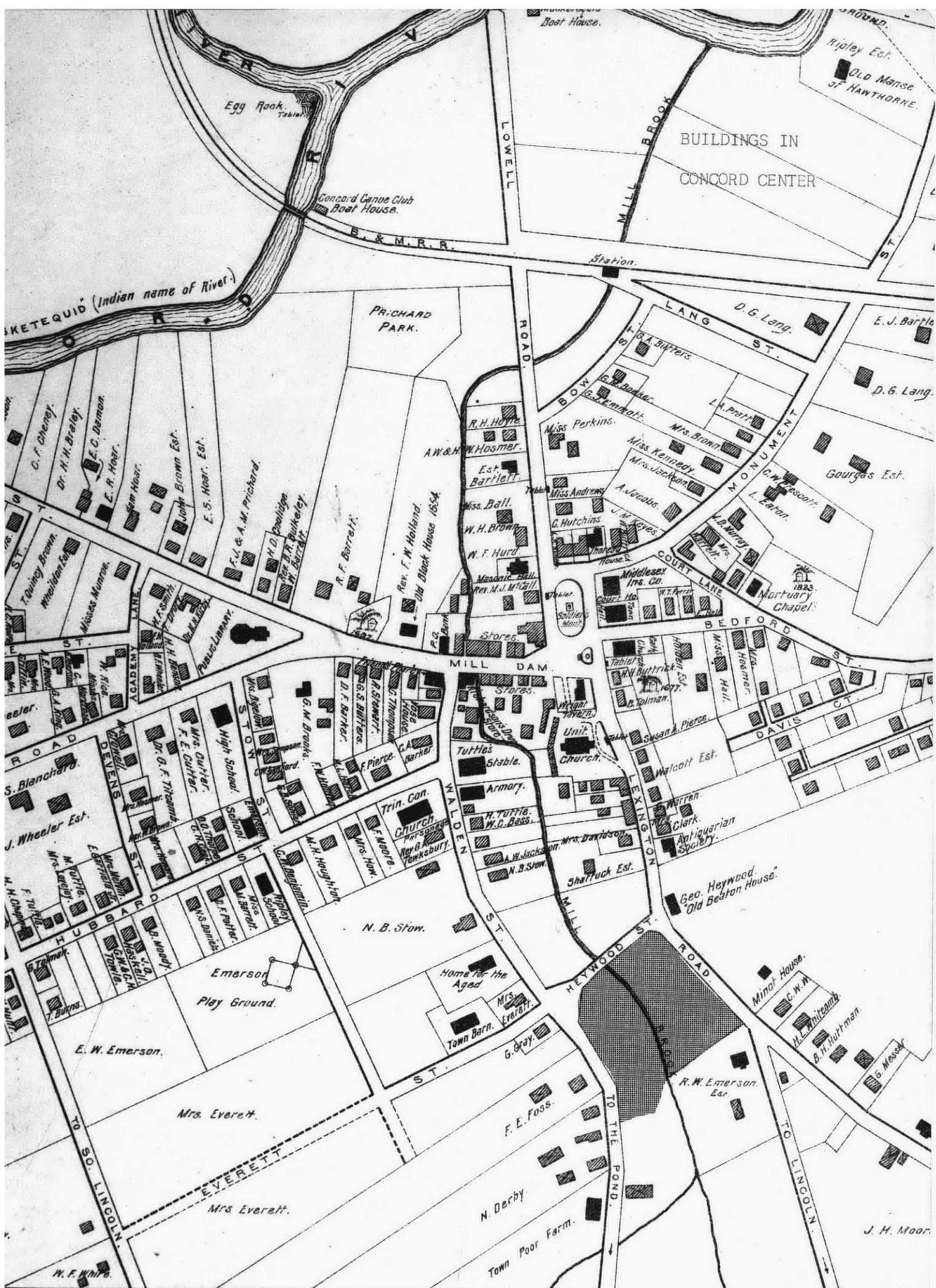
There is not any reason why the proper consideration of these functional demands should lead to an architectural solution undesirable for Concord. The idea of designing according to need is, after all, not something foreign to Concord -- it is implicit in its earliest buildings.

All of the facilities outlined above would be part of the program for the new Concord Municipal Center. In addition, it is my feeling that there should be included some activities of a more cultural interest. The site, being near the Antiquarian Society and the Emerson House, and on the main tourist route from Boston, makes it an ideal location for an information center. This would relieve congestion at the small Mill Dam information booth and also provide ample space for a proper introduction to Concord, past and present, in a permanent exhibit of large-scale maps, and photographs and objects used by the early settlers. A changing exhibit could be supported by various community groups, thereby bringing the visiting tourist up to date on town activities.

SITE DESCRIPTION

The site is best described as a rectangular dish shape about 500 feet square with one end open to the east. It is bounded on three sides by tree-lined streets and on the east side by open fields and the Emerson House. A brook which figures in the early history of Concord runs through the center of the site, under the street bounding the west side and continues on through the center of town under the Mill Dam. Relatively flat land surrounds the site on its south, east and west borders, and, on the north, an extension of Revolutionary Ridge rises about sixty feet adjacent to Lexington Road. The two boundary roads on the north and south are both main approaches to Concord Center; Lexington Road being the most heavily traveled. The site is assured of a continuing rural character by the limitations of the hill on the north, the brook extending on the west, and by the land holdings of the Emerson Foundation on the east.

Walden Street, which runs on the south side of the site, is presently residential and will probably remain so if zoning regulations are strong enough. There is the possibility, however, that with the addition of the new regional high school on Walden Street, a contemplated supermarket, and a municipal center, the residential zoning of Walden Street might become difficult to maintain. A more positive approach to this growth might be to zone Walden for limited business development such as Middlesex Insurance, thereby broadening the tax base of the now overburdened community and providing for an environment of buildings consistent in use with that of the future municipal center.



SKETEQUID (Indian name of River)

BUILDINGS IN
CONCORD CENTER

PRICHARD
PARK.

Rev. F. W. Holland.
Old Black House 1654.

MILL DAM

N. B. Stow.

Emerson
Play Ground.

Home for the
Aged

Geo. Heywood
"Old Beaton House"

E. W. Emerson.

Mrs. Everett.

Mrs. Everett.

F. E. Foss.

N. Derby.

Town Poor Farm.

R. W. Emerson
Est.

J. H. Moor.

C. F. Cheney.
Dr. H. H. Bralley.
E. C. Damon.
E. R. Hoar.
Stem Hoar.

T. Quincy Brown.
Misses Munroe.
H. F. Smith.
H. H. Benson.

S. Blanchard.
J. Wheeler Est.
M. Tuffie.
M. W. Tuffie.

Mrs. G. F. Thoms.
F. E. Cutler.
Mrs. G. F. Thoms.
Mrs. G. F. Thoms.

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Mrs. G. F. Thoms.
Mrs. G. F. Thoms.
Mrs. G. F. Thoms.

M. F. White.

John Brown Est.
E. S. Hoar. Est.
F. J. & A. M. Prichard.

M. D. Boulton.
Rev. B. R. Whitely.
R. F. Barrett.

High School.
F. E. Cutler.
Dr. G. F. Thoms.

Mrs. G. F. Thoms.
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W. H. Brown.
W. F. Hurd.
Masonic Hall.
Rev. M. J. McGill.

R. H. Hovey.
A. W. & H. W. Hosmer.
Est. Bartlett.
Mrs. Ball.

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D. R. Barker.
R. Stewart.
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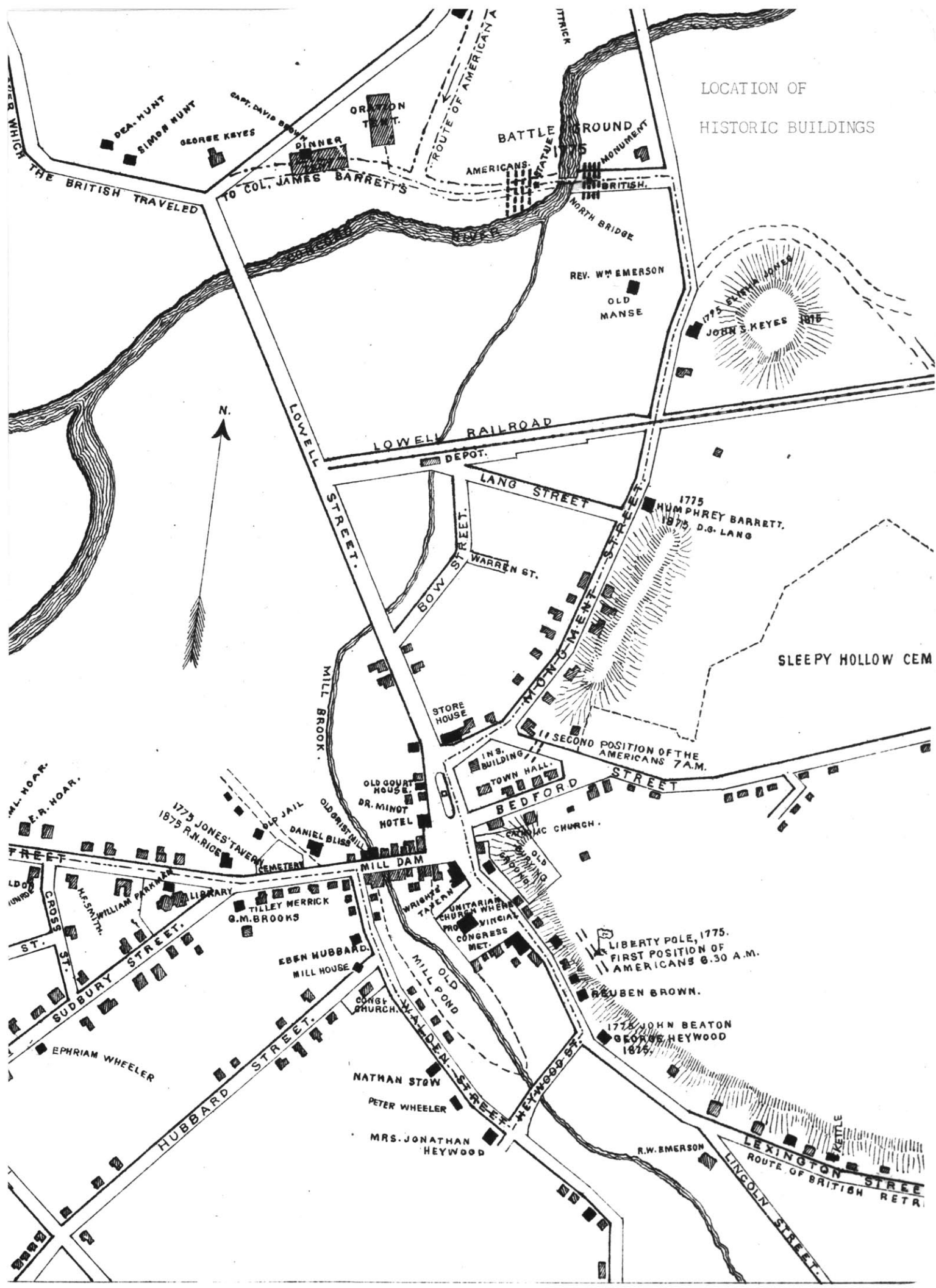
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LOCATION OF
HISTORIC BUILDINGS



DEA. HUNT
SIMON HUNT
GEORGE KEYES
CAPT. DAVID BROWN

ORSON
TENT

BATTLE GROUND
MONUMENT

AMERICANS
BRITISH

REV. WM. EMERSON
OLD MANSE

1775
1815
JOHN S. KEYES

LOWELL RAILROAD
DEPOT

1775
1875
HUMPHREY BARRETT,
D.G. LANG

SLEEPY HOLLOW CEM

1775
1875
SECOND POSITION OF THE
AMERICANS 7 A.M.

TOWN HALL

BEDFORD STREET

PUBLIC CHURCH

LIBERTY POLE, 1775.
FIRST POSITION OF
AMERICANS 8.30 A.M.

REUBEN BROWN.

1775
1875
JOHN BEATON
GEORGE HEYWOOD

R.W. EMERSON

LEXINGTON STREET
ROUTE OF BRITISH RETR.

NATHAN STOW

PETER WHEELER

MRS. JONATHAN
HEYWOOD

EBEN HUBBARD
MILL HOUSE

TILLEY MERRICK
G.M. BROOKS

1775
1875
JONES TAVERN
R.N. RICE

LIBRARY

WILLIAM PARKMAN

HUBBARD STREET

SUBBURY STREET

EPHRIAM WHEELER

ST.

CROSS ST.

WILLIAM PARKMAN

LD. UNPROV.

F.A. HOAR.

ML. HOAR.

OLD GOVT HOUSE

DR. MINOT HOTEL

DANIEL BLISS

OLD JAIL

CEMETERY

MILL DAM

WALDEN STREET

MILL POND

WRIGHTS TAVERN

UNITARIAN CHURCH WHERE
PROVINCIAL CONGRESS MET.

OLD SHEDDING

OLD SHEDDING

LIBERTY POLE

REUBEN BROWN

1775
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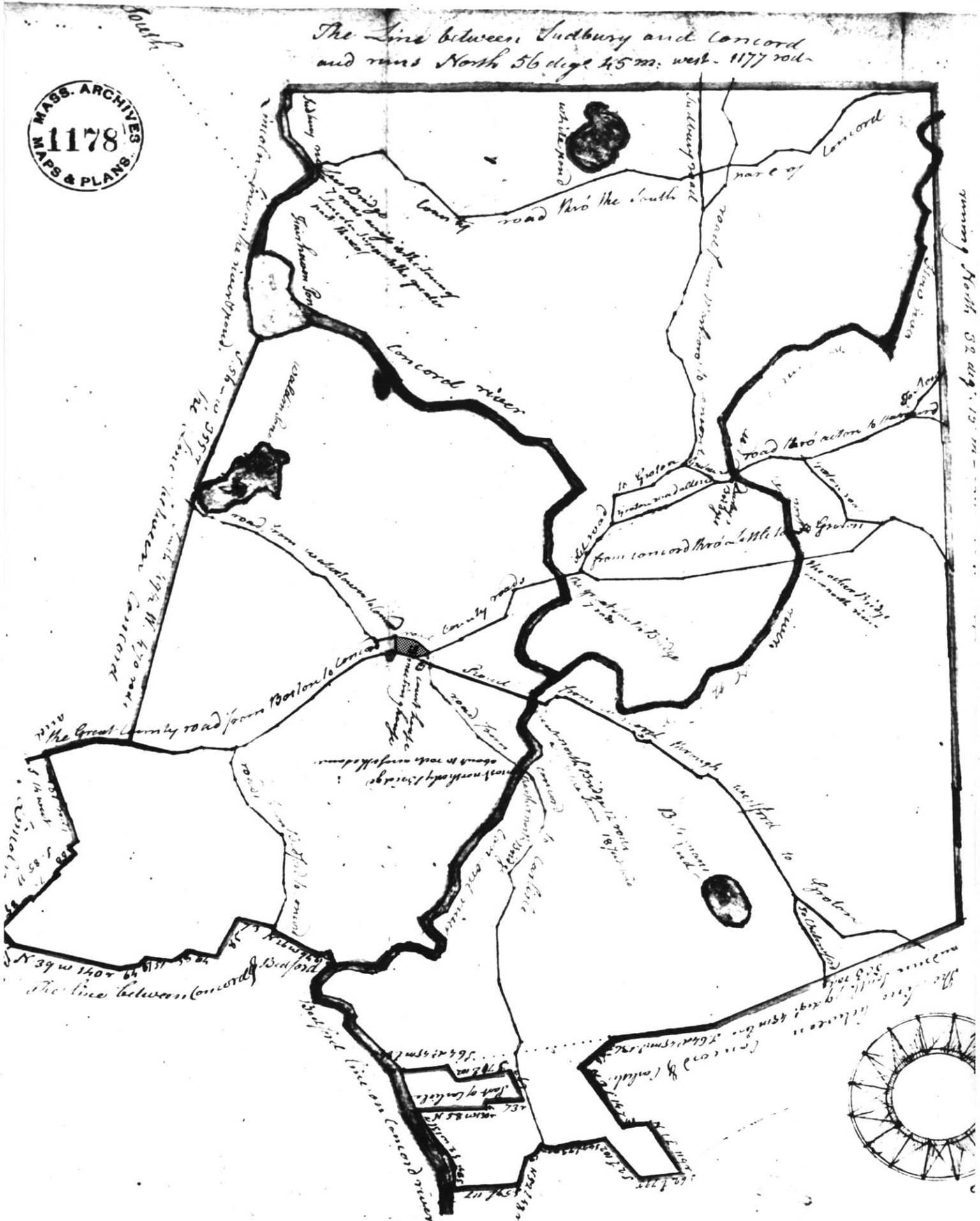
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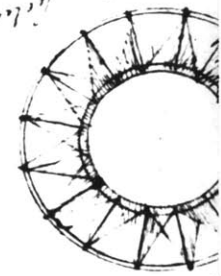


The Line between Sudbury and Concord
and runs North 56 deg 45 min. west. 1177 rods



South

running North 52 deg 19 min



which is the line between the two towns
of 56 - 45 35 57
the line between Concord
and Sudbury

White pond
road from Sudbury to Concord
road from Groton to Concord
road thro' Acton to Concord

County road
road from Groton to Concord
road from Concord thro' Littleton to Groton
road from Concord thro' Littleton to Groton

road from Groton to Concord
road from Groton to Concord
road from Groton to Concord
road from Groton to Concord

the Great Turnpike road from Boston to Concord
road from Boston to Concord
road from Boston to Concord

road from Groton to Concord
road from Groton to Concord
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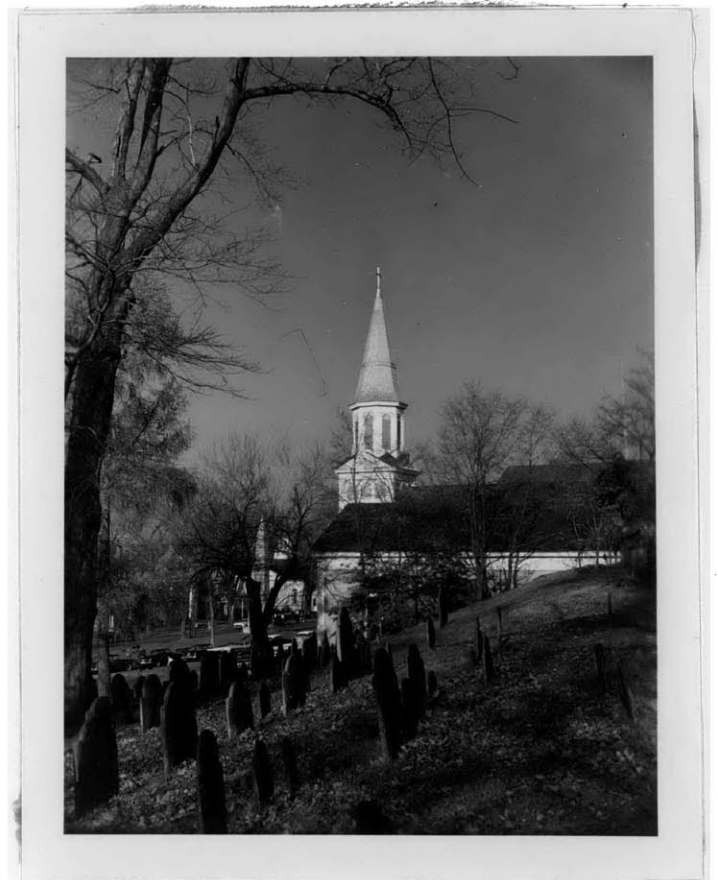
road from Groton to Concord
road from Groton to Concord
road from Groton to Concord

PHOTOGRAPHS OF CONCORD

First Parish Meeting House. A replica of the one destroyed by fire in 1900 in which the First Provincial Congress was held.



Looking towards Monument Square from the Old Burying Ground.



PHOTOGRAPHS OF CONCORD

Monument Square seen from the belfry of The First Parish Meeting House. Wright Tavern in foreground. Catholic Church, Town House and Middlesex Insurance on upper right. Obelisk was erected as a Civil War Monument.



The Mill Dam seen from intersection at Walden Street. Most of these buildings have been preserved from early times.



Ralph Waldo Emerson's house. Near the northeast corner of the proposed Municipal Center site.



PHOTOGRAPHS OF CONCORD

A.D. 1687. House on
Lexington Road.



House on Lexington Road.



View of proposed site looking
northeast from corner of Walden
and Heywood Streets



CONCORD MUNICIPAL CENTER

GENERAL OUTLINE AND SUMMARY OF REQUIRED AREAS

I. TOWN HOUSE	<u>AREA</u>
A. ADMINISTRATIVE OFFICES	14,200
B. DISTRICT COURT FACILITIES	5,050
C. COMMUNITY CHEST & RED CROSS	1,100
D. GENERAL FACILITIES	<u>12,150</u>
TOTAL AREA	32,500 SQ. FT.
II. INFORMATION & EXHIBITION BUILDING	5,000 SQ. FT.
III. PUBLIC SAFETY	
A. POLICE	5,610
B. FIRE	<u>7,280</u>
	12,890 SQ. FT.
TOTAL BUILDING AREA	<u>50,390 SQ. FT.</u>
IV. PARKING	
A. PRIVATE (35 CARS)	10,500
B. PUBLIC (30 CARS)	<u>9,000</u>
TOTAL PARKING AREA	<u>19,500 SQ. FT.</u>
V. AREA OF SITE	<u>282,500 SQ. FT.</u>

CONCORD MUNICIPAL CENTER

<u>I. TOWN HOUSE</u>	<u>AREA</u>
ADMINISTRATIVE OFFICES	
A. Town Manager & Selectmen's Office	750
Reception and waiting	200
B. Legal Department	600
Reception and waiting	150
C. Town Accountant	920
D. Town Clerk	870
E. Town Treasurer & Tax Collector	1400
F. Billing	600
G. Board of Assessors	600
H. Board of Health & Public Welfare	1300
I. Public Works Department	2200
J. Municipal Light and Water	850
K. Veterans Services	200
L. Superintendent of Public Schools	2150
M. Inactive File Vault	900
N. Active File Vault	<u>500</u>
Sub-Total	14,200
DISTRICT COURT FACILITIES	
A. Court Room with seating for 100	2400
B. Lobby and Coats	400
C. Judges' Chambers (2)	600
D. Clerk of Court (Vault)	300
E. Probation Officer (Vault)	300
F. Hearings Room (Juvenile) 25 seats	600
G. Conference Rooms - 2	300
H. Interview Rooms - 2	<u>150</u>
Sub-total	5,050
COMMUNITY CHEST & RED CROSS	
A. Clerical & Receptionist	350
B. Private Office	150
C. Storage	50
D. Waiting	150
E. Conference Room	<u>400</u>
Sub-Total	1,100
GENERAL FACILITIES	
A. Lobby & Receptionist	1000
B. Reproduction	600
C. Shipping and Receiving	1800
D. Office Supplies	200
E. Janitor & Maintenance	600
F. Toilets	500
G. Employees Lounge	600
Chair Storage	150
H. Boiler Room	600
I. Garage & Service (7 cars)	2100
J. Circulation	<u>4000</u>
Sub-Total	12,150
TOTAL AREA - TOWN HOUSE	32,500 SQ. FT.

The following is a list of the major departments in the new Town House, the function of each and the estimated space requirements. The areas listed were determined by visiting each department and estimating how much additional space each would need in order to function properly.

A. Town Manager

Function: To be directly responsible to Selectmen; to appoint personnel of majority of town departments and committees; to supervise, coordinate and act as purchasing agent for the Finance Committee, to prepare the Town Budget.

Space Requirements:

Town Manager	250
Secretary & Receptionist	150
Conference - Selectmen's Meeting Room	<u>350</u>
Total	750

Secretary and receptionist also schedule meetings of Selectmen, five elected members who act as the executive branch of the town government. Most meetings take place in the evening and the secretary attends to record minutes.

B. Legal Department

Function: (Future)

Personnel: Secretary	150
Attorney	150
Conference & Library	200
Records	<u>100</u>
Total	600

C. Town Accountant's Office

Function: To be responsible to the State for the legality of every payment made from town funds. To check every request for payment to make sure that there are funds specifically appropriated for it in the budget. The Accountant's Office has strong inter-departmental relationships rather than public, i.e., weekly payroll must be typed on sensomatic, approved by Selectmen and checked by the Treasurer.

Relationship: Personnel Board composed of 3 members, one of whom is Town Accountant. Filing and secretarial work for Board is done in Town Accountant's office. The duties of the Personnel Board are: to establish salary and wage rates; to act as arbiter on wage, salary and fringe benefit problems for town employees. Two members of this board are part-time and require no office space except for filing. Meetings usually occur in the evening.

C. Town Accountant's Office, contd.

Retirement Board: Related to Accountant's office in a similar manner as Personnel Board. Duties are to administer pension fund and to consider matters pertaining to retirement of town employees.

Personnel: Two Accountant
One Senior Clerk
One Junior Clerk

Office

Equipment: (2) 3 Typewriters
1 Adding machine
3 Desks
(4) 6 metal files
1 Burroughs Sensomatic*
Public Counter

* Note: Special attention must be given to sound control of Sensomatic.

Area

Requirements: Accountant	150
Office Equipment, files & clerks	500
Public with counter 6'-0"	90
Supply Storage	<u>180</u>
Access to vault	
Access to conference room for Board Meetings	
	920 SQ. FT.

D. Town Clerk's Office

Function: To issue birth and death certificates, marriage licenses, hunting, fishing and dog licences; to keep all records past and present; to serve as secretary to Board of Health and Board of Registrars.

Personnel: Town Clerk
Assistant

Office

Equipment: 2 desks
Files 12'-0" of wall space
3 typewriters
Adding machine
Public Counter with bulletin board

Area

Requirements: Clerk and 2 Assistants	500
Access to conference room for meetings	250
Vault	<u>120</u>
	870 SQ. FT.

E. Town Treasurer & Collector

Function: To receive and take charge of all money belonging to the town; including funds of the retirement system; to pay all town bills; to borrow money when required; to render a true account of all receipts and disbursements; to bill and collect all taxes committed to him; to collect all accounts due the town and account for same.

Personnel: Town Treasurer
3 Bookkeepers
Secretarial assistant to Treasurer who collects payments from public.

Billing

Procedure: Light - every 2 months
Water - every 3 months
Sewer - every 6 months
Real Estate - every 12 months

Office

Equipment: 3 desks
(Outer Office) 16' of public counter (3 clerk spaces - width for adding machines)
Small vault - portable
Filing cabinet near public counter for cancelled checks from bank
Dead file in basement
2 adding machines - one on counter
2 typewriters

(Inner Office) Coin sorter & accounting machine for parking meter collections
Postage meter 1'-6" X 3'-0" floor model
Portable floor file
Sensomatic 1'-2" X 2'-0" on special portable table typewriter (used by Treasurer at desk)
Adding machine
1 floor file cabinet
Addressograph: floor model 2'-0" X 4'-0"* with storing facilities for accessories; 3 files for addresso-plates; paper storage

Vault

* Note: Sound control necessary for Addressograph

Area

Requirements: Outer Office
2 bookkeepers & Assistant Treasurer 400
Public Space with 20' counter 150
Equipment Office
Files, machines, etc. 450
Addressograph Alcove 100
Treasurer's Office 150
Vault 150
Total 1400 SQ. FT.

F. Billing - For Treasurer, Collector, Public Works

Personnel: 3 Clerks

Office

Equipment: Billing machine - floor model
Portable file holder
2 typewriters
Accounting machine
Addressograph
Accessories
Addresso-Plate file
6"-0" files
Stationery storage
2 Graphotype machines 2'-0" X 2'-0"
(1 multilith - see Reproduction)
(Photostat - see Reproduction) 4' X 3'

Area

Requirements: 600 SQ. FT.

G. Reproduction:

Function: To furnish reproduction facilities for all departments.

Equipment: 1 table model copymachine
Multilith
Photostat
Addresso-Plate
Future - Qzalid machine

Area

Requirements: 600 SQ. FT.

H. Board of Assessors:

Function: Composed of 3 members whose duties are: to assess all real estate and property; to reply to and interview citizens applying for abatements. They spend most of their time in the field and conducting evening interviews.

Personnel: Senior clerk
One assistant

Office

Equipment: 3 desks
1 typewriter
Accounting machine
Files: Evaluation cards - 1
Poll tax, transfers & property - 2
Counter for public access

Area

Requirements: Clerical	240
Public	60
Conference	150
Private Office	<u>150</u>
	600 SQ. FT.

I. Board of Health & Public Welfare

Function: Determine eligibility of applicants for and recipients of public assistance; to appoint a welfare agent with the approval of Town Manager. Cost of aid and assistance shared by Town, State, and Federal Government.

Personnel: Welfare Agent
Clerk
Public Health Nurses (2)
Social Workers (2)

Office

Equipment: 5 desks
8'-0" files
3 typewriters

Area

Requirements: Welfare Agent	150
Clerk & Receptionist	200
Conference Rooms (2)	200
Public Health Nurses (2)	200
Social Workers (2)	200
Interview Rooms	200
Storage - vault	<u>150</u>
Total	1300 SQ. FT.

J. Public Works Department

Function: Supervises and carries out necessary work on roads, bridges, water & sewer works. Public Works Board of Commissioners serves in advisory capacity to Town Manager.

Personnel: Superintendent of Public Works
Secretary
3 clerks
Inspector of Buildings
Inspector of Wire
Town Engineer
Assistant Engineer (future)

Area

Requirements: Reception Area with public counter	150
Superintendent	200
Clerical	300
Inspector of Buildings	100
Inspector of Wire	100
Engineer	200
Record Storage	350
Drafting Room (2) future expansion	<u>800</u>
Total	2200 SQ. FT.

K. Municipal Light Department

Function: Regular conferences with light plant manager and Town Manager to review and advise on long-range plans of the light plant. Daily problems are handled by light plant manager.

Personnel: Light Plant Manager
Bookkeeper - Assistant to manager
Meter man
Assistant meter man
2 clerks

Area

Requirements: Manager	150
Assistant and 2 clerks, files, eqpmt.	450
Records Storage	<u>250</u>
Total	850

L. Department of Veteran's Services

Function: To furnish advice and assistance to veterans enabling them to procure benefits relating to employment, education, hospitalization, medical care, pensions, etc. Funds allocated by Town and State. Source of authority is general laws of State.

Personnel: 1 Director

Area

Requirements: 200 SQ. FT.

M. Superintendent of Public Schools - for Concord District
Concord-Carlisle Regional District

Personnel: Area Requirements

Reception & Secretary	200
Superintendent	200
Administrative Assistant	150
Coordinator of Elementary Education	150
Coordinator of Pupil Personnel Services	150
Elementary Adjustment Counselor	150
Bookkeeping & Clerical - 2 clerks	250
Conference Room	400
<u>Central Supply Agency</u>	<u>500</u>

Handles purchasing, inspection and dispersal of new equipment and supplies for school system. Could be part of Shipping and Receiving

Garage for 3 panel delivery trucks
(included under General Facilities)

Total 2150 SQ. FT.

II. <u>INFORMATION & EXHIBITION BUILDING</u>	<u>AREA</u>
A. Permanent Exhibit	2000
B. Changing Exhibit	2100
C. Information Desk & Storage	200
D. General Storage for Chairs and Portable Exhibit Panels	400
E. Public Toilets	<u>300</u>
TOTAL AREA - INFORMATION & EXHIBITION BUILDING	5,000 SQ. FT.

CONCORD MUNICIPAL CENTER

III PUBLIC SAFETY SECTION

A. FIRE DIVISION - 25 Permanent Men, 19 Call Men, 4 Men on each shift

<u>Room Name</u>	<u>Use And Relative Location</u>	<u>Sq. Ft.</u>
Fire Apparatus Garage	3 Engines - 1 Rescue Truck 1 Ambulance - 1 Chief's Car 1 Ladder Truck. Apron to street should be 60' for turning before entering street.	3500
Drying Room	Located near Apparatus Room. Used for storing wet gear and clothing used on calls.	250
Hose Rack	Space 3'-6" deep in Apparatus Room used for storing rolls of hose after drying or out for repair.	100
Hose Tower	Small room off Apparatus Rm. with 30' ceiling used for suspending 50' lengths of hose, folded once to drain and dry. Vented to outside. Building temp. adequate for drying.	40
Slide	Necessary if dormitory is on 2nd floor. Men presently use the stairs. If used, should land men in strategic spot in relation to apparatus.	50
Shop	In or near Apparatus Rm. Used for minor repair to light equipment.	150
Dormitory	Sleeping facilities for 12. Locker facilities for 25. For regular use of four men on duty from 6 PM to 8 AM and for 12 men during prolonged emergencies.	1200
Toilet and Shower	Off Dormitory, near lockers.	180
Day Room	Used by men on duty between calls. For reading, cards, games, etc. Meals might be eaten in this room.	650
Kitchen	For preparing snacks and meals if men are on three day duty.	100

<u>Room Name</u>	<u>Use And Relative Location</u>	<u>Sq. Ft.</u>
Chief's Office	Accessible to Apparatus Rm. and Day Rm. Private facilities for Chief on duty every day and during prolonged emergencies. Small toilet near office. Close to main entrance of building.	150
Files Room	Six hour fireproof room near Chief's office for storage of records and files.	60
Acid Room	Used for storing 2 - 5 gallon containers of sulphuric acid and two empties. Space for refilling fire extinguishers. Concrete floor. Room location remote from hose and clothing storage. Delivery entrance near periphery of building.	70
Oxygen Room	Storage for one oxygen tank. Space for refilling resuscitators.	40
Batteries Room	Houses system of storage batteries which supply constant power for alarm circuits. Fireproof room, outside entrance only.	100
Janitor		40
Circulation	Stairs, corridors, etc.	600
<u>Fire Station - Sub-Total Area Required</u>		<u>7, 280 Sq. Ft.</u>

B. Areas Common to both Fire and Police

Radio Communications

Room Both Police and Fire maintain separate radio facilities, each with own frequency but controlled by masterswitch. In the event that all firemen are on calls, both systems are controlled by desk sergeant on duty 24 hours daily. Located in Desk Room of Police Division.

Entrance Lobby Police and Fire 150

First Aid and Photography Used by Police primarily but should be accessible to Fire Division. Included under Police Division.

Emergency Generator Room Gasoline powered generator for emergency power for both Fire and Police. Communications, lights, signals, etc. Included under Police Division.

Areas common to both Fire and Police (cont.)

Civil Defense 20^o Plotting board. Director's office. Toilet facilities. Communications alcove with view of plotting board. Accessible to both Fire and Police. This is a considerable area not used frequently. Could possibly be used as calisthenics room for both Fire and Police. Included under Police Division.

C. POLICE DIVISION - 17 Permanent men, 6 men and Meter man on duty
Maximum Expansion: 35 Permanent men, 8 men and Meter man on duty.

<u>Room Name</u>	<u>Use and Relative Location</u>	<u>Sq. Ft.</u>
Outer Office or Desk Room	Communications for Police and Fire. Public counter for traffic fines, minor complaints, booking, etc. One man on duty at all times. Represents core of combined building and should be accessible to both Police and Fire.	300
Men's Cell Room	3 Men's cells each 6 ^o X 7 ^o with 5 ^o aisle. Observable from Desk Room.	290
Women's Cell Room	1 women's cell with Matron's room situated to allow observation. Matron's room to double as juvenile detention room since women are seldom booked.	240
Chief's Office	Desk, Files, Private entrance and near public entrance.	100
Files and Records	Located near Desk and Chief. Fireproof.	150
Guard Room	Space for maximum of 35 lockers. Two showers near lockers and access to toilets.	500
Arms Storage	Storage of small arms directly off guard room.	50
Consultation	Chalk talks with Chief. Visual aids for instruction. Near Guard Room.	240
Dormitory	Bunks for six men with hanging space. Accessible to Guard Room toilets.	250
Fingerprinting and Dark Room	Storage of fingerprinting equipment. No mugging anticipated. Dark Room.	150 70
First Aid Room		80

Police Division (cont.)

<u>Room Name</u>	<u>Use and Relative Location</u>	<u>Sq. Ft.</u>
Meter Room	Storage and repair of parking meters	200
Practice Range	Four targets. Room 8° X 44° with 6° behind wood counter at one end and 8° of sand behind steel armour plate at other end.	350
Parking Garage	Parking for cruisers.	
Emergency Generator	Emergency power for lights and communications - Fire and Police	200
Boiler Room	Both Divisions	240
Civil Defense	See previous note Note: Government funds not available for Civil Defense as Concord is in an evacuation area.	1200
Civil Defense Storage		200
Circulation	Stairs, Corridors, etc.	500
<u>Police Station - Sub-Total Area Required</u>		<u>5, 610 Sq. Ft.</u>
.....		
POLICE & FIRE STATIONS - TOTAL AREA REQUIRED		7, 280
(excluding Parking)		<u>5, 610</u>
		<u>12, 890 Sq. Ft.</u>

SOLUTION

SITE:

The approach followed in arriving at a site solution was one which tended to emphasize the salient feature of the natural topography. The site is, essentially, a depression surrounded on three sides by streets. The brook, being at the lowest level, runs from eight to ten feet below the level of the streets. Emphasizing this feature by lowering the whole grade to that of the brook gives one the dual advantage of being able to survey the whole site from the vantage point of the streets and allowing the brook to remain visible at grade. I felt that the Town House should occupy the central position on the site facing the center of town with the two lesser buildings in secondary locations.

My first site scheme involved placing the Police and Fire Station and the Exhibition Building on either side and in front of the Town House, thereby creating a well-defined open space in front of the main building. Two disadvantages were soon apparent in this scheme: service to the lesser buildings was very difficult and did not relate well to the previous decision to lower the whole grade; the secondary buildings being in front of the Town House assumed more importance than they deserved. This scheme was abandoned.

The second scheme, as shown on the final drawings, situates the two secondary buildings to the rear of the Town House and allows a generous enclosed service court between the buildings. The desirable idea of having a well-defined area in front of the main building was accomplished naturally by the retaining walls which effected the change in grade from the streets to the level of the brook. With the private parking and service screened by trees and sunken below eye level, the resultant site treatment, I think, is of a more spacious, rural character.

The Mill Brook flows through this complex at grade and under Heywood Street. My opinion was that the brook should play a relatively minor role in the site development in order to give more emphasis to large, landscaped areas. For this reason the water is confined to two narrow rectangular pools connected by an unobtrusive waterway. Control of the brook water level, which fluctuates only during exceptionally heavy rains, is effected by stone retaining walls and a control gate at the new service bridge. If the need arose, excess water could be stopped at this point and allowed to back up into swampy fields until it was gradually dispersed.

ARCHITECTURE AND RELATED ELEMENTS:

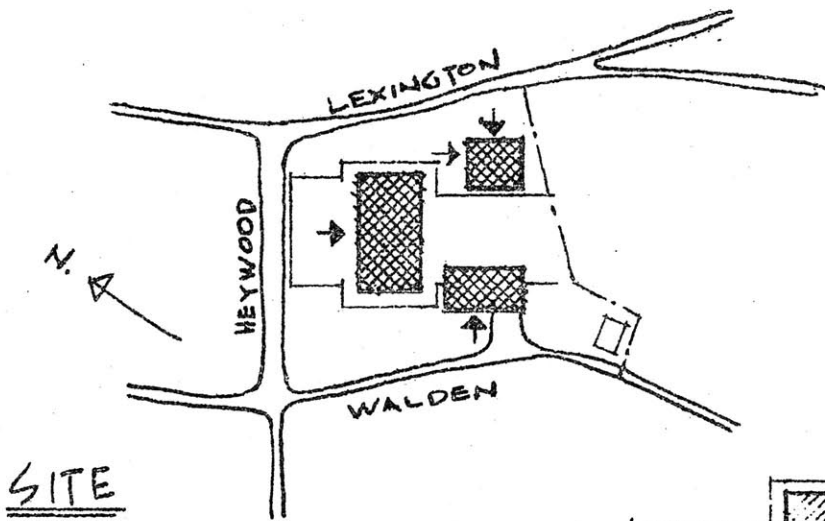
The separation of the program into three parts requiring three distinct buildings was determined by the finances of the town and by the need to preserve a substantial amount of open space on the site. The necessary functions, being related but serving different purposes, lend themselves to this separation. Locating the Police and Fire Station on Walden Street follows the recommendation of the Comprehensive Town Plans Committee. The advantage of this location being that it affords good circulation around the town center. The Information and Exhibition Building is located near the Emerson House and the Antiquarian Society and on the main tourist route to Concord Center. The requirements of this building are very general. In addition to an information booth and exhibition areas, a small, flexible, assembly space has been included for use by community groups and to serve the needs of the Finance Committee. A parking area nearby could serve the needs of this building as well as those of the two historical buildings which now have no off-street parking facilities.

The Town House justifiably occupies the most important position, in front of the two other buildings and facing the two main approaches from the Mill Dam along Walden Street and Lexington Road.

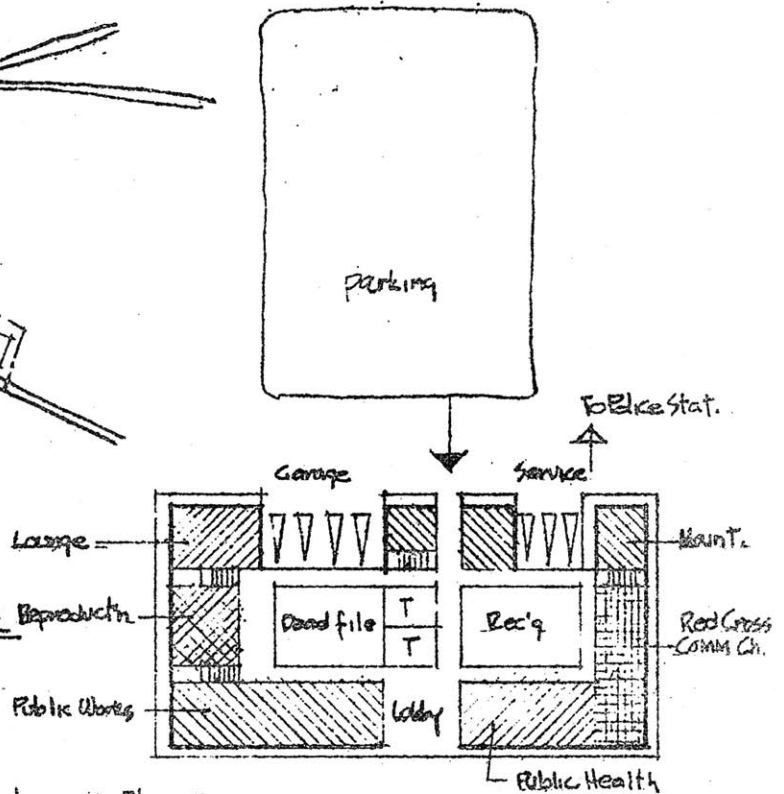
The architectural character of the new municipal buildings constitutes the central problem of this thesis project. I believed from the beginning that they should relate in some way to both the residences and to the existing public buildings which are largely Greek Revival in style. It could be argued that the new buildings should be near-residential in scale, thereby necessitating a further breakdown of the component parts. I felt, however, that the new municipal center constituted a unique feature in the town justifying buildings as large in size as any now existing. Furthermore, the functional requirements of the Town House in particular necessitated a condensation of its facilities into one building with square foot areas far in excess of the existing Town House. The need for natural lighting implicit in any office-type building could not be reconciled with the small, punched openings of the existing buildings. For these reasons, I felt that similar relative size as a means of relating old and new architecture was out of reach, as was any treatment simulating fenestration details of the Greek Revival buildings.

The point of departure chosen for the new buildings centered around a dominant roof structure, accentuated by expansive openings in the facade. The sloping roof is common to the majority of buildings in Concord. More than any other architectural element, it embodies the idea of simple shelter and reaches back in history to the needs of the early settlers. Here was a feature much neglected in contemporary architecture which, if properly dramatized, could serve to relate the new buildings with the existing scene. Following this line of thinking, the remaining buildings received a similar treatment in order to achieve a degree of unity.

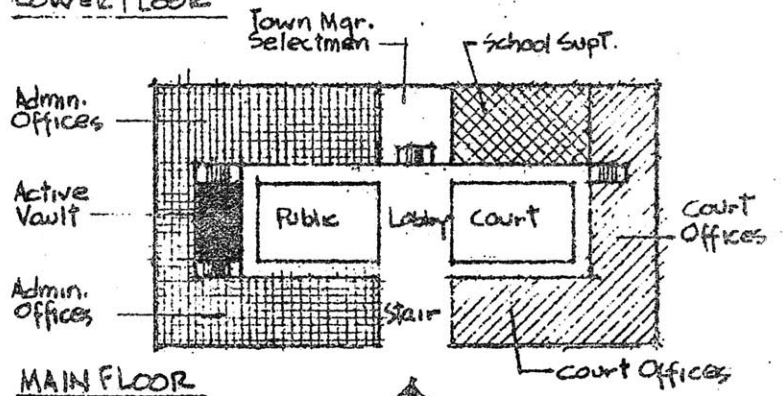
DIAGRAMS OF PLAN SOLUTIONS



TOWN HOUSE



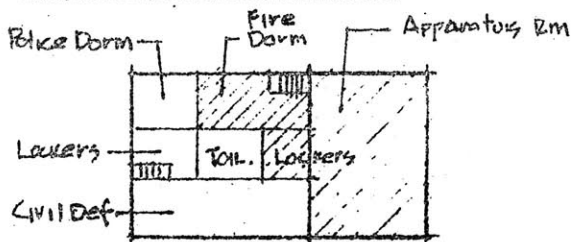
LOWER FLOOR



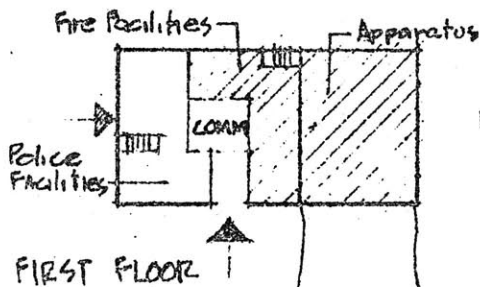
MAIN FLOOR

Down & Up.

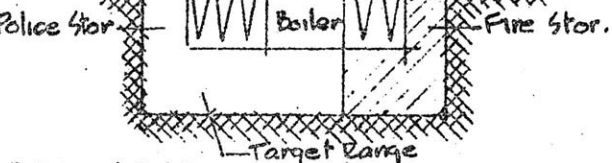
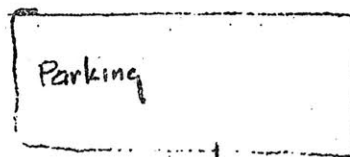
POLICE AND FIRE



SECOND FLOOR



FIRST FLOOR



BASEMENT

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