

Town Manager's Monthly Project Update

September 2025

Overview

This monthly update provides a summary of active capital and operational projects currently being tracked by the Town Manager's Office. Projects featured in the Executive Summary Matrix are selected based on criteria including cost, visibility, alignment with Town and Select Board goals, and milestones. This report also includes a broader portfolio of ongoing initiatives that remain in development or implementation stages.

The purpose of this report is to strengthen communication between the Town Manager's Office, departments, and the Select Board. By collecting updates from each department through the centralized project tracker, we ensure that reporting remains consistent, transparent, and accurate. This process highlights how departments are working together toward the Town's common goals, while also giving the Select Board a clear view of progress and priorities.

Why this matters:

- **Alignment with Goals** – Projects are linked directly to the FY26 Select Board Goals to ensure resources advance the Town's priorities.
- **Improved Communication** – A centralized tracker reduces silos, increases accountability, and allows for uniform reporting across departments.
- **Transparency & Trust** – Regular reporting demonstrates responsible project management and builds confidence with the community.
- **Collaboration** – Site visits, visuals, and one-on-one conversations strengthen cross-department understanding and accuracy.

This report reflects not just individual department progress, but a collective effort across the organization. By working together, we provide a complete picture of how Concord is advancing infrastructure, community services, sustainability, and effective governance. The inclusion of both high-priority projects in the Executive Summary Matrix and the broader Remaining Projects Table ensures visibility on all active initiatives, from large-scale infrastructure improvements to smaller but meaningful community enhancements. These updates allow the Select Board to monitor how strategic goals are being carried out in real time, while reinforcing the Town's commitment to accountability, fiscal responsibility, and resident service.

Executive Summary – Project Matrix September 2025

Department	Project	Status	Target Completion	Cost	Funding	FY26 Goal Category	Lead	Risk
CMLP	Advanced Metering Rollout	In Progress – Vendor study pending	Close-out (months)	\$3M	Enterprise	Financial Sustainability	Jason Bulger	Low
Fire	BLS → ALS Transition	In Progress – Training/ licensing	Jan 2026	\$1M	Grant/ Operating	Public Safety & Community Health	Chief Whitney	Medium
CPW	Baker Ave Culvert Repair	Bid award recommend	FY26 Construction	\$800K	ARPA	Climate Action & Resilience	Steve Dookran	High
Facilities	Harvey Wheeler Stairs/Sidewalk	Out to Bid	FY26 Construction	\$700K (Est)	Capital	Diversity, Equity & Inclusion	Russ Karlstad	Medium
Facilities	133/135 Keyes Roof Renovation	Planning	Fall 2025	\$440K	Capital	Climate Action & Resilience	Russ Karlstad	Medium
Facilities	Town House Chiller Replacement	Install Sept 13, 2025	Sept 2025	\$148K	Capital	Climate Action & Resilience	Russ Karlstad	Medium
CPW	Doug White Field Turf Replacement	Completed	Aug 2025	\$1.35M	Donation/ Gift	Community Services & Recreation	Erik Shaw	Low
TMO	Cell Infrastructure Expansion	In Progress – Site analysis	FY26	TBD	N/A	Governance / Transparency / Communication	Megan Zammuto	Medium
TMO	Climate Action & Resilience Plan Update	Planning – RFP being finalized	FY26	\$75K	Capital/ Grant	Climate Action & Resilience	Megan Zammuto	Medium
TMO	Crisis Communication Plan	In Progress – Draft under review	Fall 2025	TBD	N/A	Governance / Transparency / Communication	Megan Zammuto	Low– Medium

Risk Definitions: Low – Minimal risk; Medium – Moderate schedule/cost risk; High – Significant schedule, budget, or public safety risk.

Note: Target Completion dates are planning estimates and may shift as projects develop

Departmental Project Briefs – September 2025

CMLP – Advanced Metering Rollout

Overview: CMLP reports that meter deployment across Town is nearly complete, with final project close-out dependent on the vendor's performance study.

Progress: Transitioned from field work to acceptance testing; most equipment is installed and functional.

Next Steps: Review vendor study results and confirm that contractual obligations are met before final sign-off.

Issues/Risks: Vendor testing may extend the close-out timeline by several months.

Strategic Impact: Supports FY26 Goal: Financial Sustainability – Advance CMLP metering and efficiency initiatives.

Fire – BLS → ALS Transition

Overview: Fire reports one firefighter has completed ALS certification, while additional members remain in training. Ambulances are staged for ALS equipment installation pending state approval.

Progress: Training pipeline and state documentation remain on schedule.

Next Steps: Continue certifications and pursue state licensing by the end of 2025.

Issues/Risks: Reliant on timely state licensing and continued grant funding.

Strategic Impact: Supports FY26 Goal: Public Safety & Community Health – Complete transition to ALS service.

CPW – Baker Avenue Culvert Repair

Overview: Engineering indicates bid review has concluded with a recommendation to award the contract.

Progress: Project is moving from procurement into pre-construction; prior conflicts (utility relocations) have been resolved.

Next Steps: Finalize contract and prepare FY26 construction schedule, including staging and traffic management plans.

Issues/Risks: Work under a heavily traveled roadway carries risks of traffic disruption and cost escalation.

Strategic Impact: Supports FY26 Goal: Climate Action & Resilience – Advance stormwater and transportation infrastructure improvements (Baker Avenue culvert repair).



Facilities – Harvey Wheeler Stairs/Sidewalk

Overview: Facilities reports that contract documents are under review for repairs to deteriorated stairs and sidewalks at Harvey Wheeler Community Center.

Progress: Procurement review underway; project poised for execution.

Next Steps: Complete contract award and sequence construction to minimize disruption to senior and community programs.

Issues/Risks: Construction near entrances may temporarily affect accessibility.

Strategic Impact: Supports FY26 Goal: Diversity, Equity & Inclusion – Improve accessibility and ADA compliance at community facilities.



Facilities – 133/135 Keyes Roof Renovation

Overview: Facilities notes design refinements and bid preparation are in progress for the Keyes Road roof replacement.

Progress: Scope has been finalized; bid documents are being prepared.

Next Steps: Issue bid and award contract in time for Fall 2025 construction.

Issues/Risks: Weather sensitivity and potential construction schedule conflicts.

Strategic Impact: Supports FY26 Goal: Climate Action & Resilience – Maintain and modernize Town facilities for resilience.

Facilities – Town House Chiller Replacement

Overview: Facilities reports installation of the new chiller is scheduled for Saturday Sept 15, 2025 following earlier procurement delays.

Progress: Contractor and equipment are on-site; project is moving into final installation and commissioning.

Next Steps: Complete commissioning and integrate system into the preventive maintenance program.

Issues/Risks: Controls integration and vendor testing may extend the close-out period.

Strategic Impact: Supports FY26 Goal: Climate Action & Resilience – Modernize Town House mechanical systems for energy efficiency and continuity.

CPW – Doug White Field Turf Replacement

Overview: CPW confirms turf replacement has been completed, with the field open for community use.

Progress: Installation, inspection, and testing have been finalized.

Next Steps: Close-out documentation and warranty monitoring.

Issues/Risks: Routine warranty tracking only.

Strategic Impact: Supports FY26 Goal: Community Services & Recreation – Maintain and enhance recreational facilities.



TMO – Cell Infrastructure Expansion

Overview: The Town Manager’s Office reports that initial site visits and analysis were completed in August to identify potential coverage locations.

Progress: Staff have short-listed candidate areas and begun preparing engagement with carriers.

Next Steps: Engage providers to confirm feasibility and coordinate zoning strategies for a possible 2026 Town Meeting article.

Issues/Risks: Dependent on carrier participation and regulatory approvals.

Strategic Impact: Supports FY26 Goal: Governance / Transparency / Communications – Improve cell service and communications resiliency across Town.

TMO – Climate Action & Resilience Plan Update

Overview: The Town Manager’s Office is finalizing an RFP to update the 2020 Climate Action Plan with 2025–2030 priorities.

Progress: Draft scope of services completed; funding secured.

Next Steps: Release RFP, select consultant, and begin stakeholder engagement.

Issues/Risks: Broad stakeholder process may extend timelines.

Strategic Impact: Supports FY26 Goal: Climate Action & Resilience – Update 2020 Climate Action Plan with new implementation goals.

TMO – Crisis Communications Plan

Overview: The Town Manager’s Office reports that a second draft plan is under review, consolidating roles, templates, and communication protocols.

Progress: Departmental feedback is being integrated into the draft.

Next Steps: Finalize plan and conduct tabletop exercise.

Issues/Risks: Adoption requires consistent departmental training.

Strategic Impact: Supports FY26 Goal: Governance / Transparency / Communications – Develop and implement coordinated crisis communications strategy.

Remaining Projects Table – September 2025

Department	Project	Status	Target Completion	Notes
Planning & Land Mgmt	Assabet River Multi-Use Bridge & Trail	In Progress	Design 2026; Construction TBD	Design/permitting, CPA funding secured
Police	CAD/Records System Upgrade	In Progress	Fall 2025	Procurement underway
Police	In-Cruiser Mobile Data Terminals	In Progress	FY26–FY31	Phased replacement program
Police	New Public Safety Facility	Planning	2030–2035	Long-term facility planning
Police	Pyramid Health Opening	In Progress	Late Fall 2025	Coordination with licensing
Human Services	Beede Roof Project	Planning	TBD	Early-stage roof replacement planning
Human Services	Beede Swim Blocks	Completed	Fall 2025	Install new competition swim blocks
Human Resources	Software Conversion Cornerstone to HCM	In Progress	Spring 2026	System upgrade and integration
Planning & Land Mgmt	Two Revolutions Trail Survey	In Progress	Dec 2026	Trail planning and survey
Planning & Land Mgmt	CHIP – Community Health Plan	In Progress	TBD	Collaborative public health plan
Planning & Land Mgmt	Comprehensive Transportation Strategy	In Progress	Spring 2026	Multimodal strategy, SB goal
Planning & Land Mgmt	Open Space & Recreation Plan Update	Not Started	FY26	State compliance update
CPW	Commonwealth Ave Sidewalk Repairs	Planning	TBD	West Concord crossing
CPW	Sewer Inflow & Infiltration Assessment	Completed	TBD	Assessment finished
CPW	Seasonal Demand & Water Use Program	Planning	TBD	CPW/Water initiative
CPW	Main Street (West Concord) Paving	Construction	Fall 2025	Punch list/final paving
CPW	Main St/Baker/Cottage Intersection	Design	TBD	Intersection improvements
CMLP	Time-of-Day Rate Rollout	Construction	April 2026	Utility billing program
CMLP	Solar Expansion & Battery Storage at Landfill	Planning	Dec 2026	Sustainability project
Library	Library Strategic Plan	Planning	July 2026	FY27–FY29 strategic plan