

Town Manager's Monthly Project Update – October 2025

This monthly project update highlights progress on major infrastructure, facilities, and planning initiatives aligned with the FY26 Select Board Goals. The report provides both detailed narratives for high-priority projects and a comprehensive overview of all active initiatives. Projects are organized by risk level in the Executive Summary Matrix, followed by Departmental Project Briefs, a Completed/Closeout section, and a Remaining Projects Table to ensure full transparency.

The purpose of this report is to strengthen communication between the Town Manager's Office, departments, and the Select Board. By collecting updates through the centralized project tracker, we ensure consistent and accurate reporting across the organization. This structure links projects directly to Select Board Goals, improves accountability, and builds confidence in the Town's ability to deliver on commitments.

Key Updates Since September

Climate Action & Resilience

- Town House Chiller Replacement – Installed Sept 27; commissioning by Oct 1.
- Baker Avenue Culvert Repair – Contract awarded, staging and utility coordination underway.
- 133/135 Keyes Road Roof Project – Advanced into bidding phase.
- Concord Middle School Solar Project – Entered bidding phase; key FY26 Climate Action goal.
- MCI Wastewater Capacity Evaluation – Planning and technical assessment launched.
- SuAsCo Regional Climate Collaborative – \$450K state grant awarded; Year 1 governance underway.
- Climate Action & Resilience Plan – Request for Proposals issued; proposals due October 24.
- Beede Roof Project- Advanced into bidding phase

Public Safety & Community Health

- BLS → ALS Transition (Fire) – Training and certifications progressing; licensing expected by year-end.
- Town House Security Project – Early planning underway with Facilities, CPD, and IT.

Governance & Communication

- Cell Infrastructure Expansion – Advancing on several fronts (AT&T, Verizon, landfill, West Concord).
- Crisis Communication Plan – Draft under departmental review; tabletop exercise in planning.

Land Use & Development

- Peabody School Re-use – Initial planning launched to evaluate future uses of the building.

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

High Risk Projects

(Projects with major public safety exposure, multi-stakeholder risk, or high dependency on outside approvals.)

Dept	Project	Status	Target Completion	Cost/Funding	FY26 Goal Category	Lead
Town Manager's Office	Cell Infrastructure Expansion	Multiple fronts (AT&T, Verizon, landfill, West Concord)	FY26	TBD	Cell Service (Governance /Communication)	Megan Zammuto
Concord Fire Department	BLS → ALS Transition	Training/licensing progressing	Jan 2026	\$1M / Grant + Operating	Public Safety & Community Health	Chief Whitney
Water/Sewer	MCI Wastewater Capacity Evaluation	Planning; technical assessment underway	2027	TBD	Wastewater Capacity	Darin LaFalam

Medium Risk Projects

(Projects with significant capital/facility impacts or moderate schedule/cost risks, but a relatively contained scope.)

Dept	Project	Status	Target Completion	Cost/Funding	FY26 Goal Category	Lead
CPW	133/135 Keyes Roof Renovation	Out to bid	Fall 2025	\$440K / Capital	Climate Action & Resilience	Russ Karlstad
CPW	Baker Ave Culvert Repair	Contract awarded; staging underway	FY26 Construction	\$700K / ARPA	Climate Action & Resilience	Steve Dookran
Town Manger's Office	SuAsCo Regional Climate Collaborative	\$450K grant awarded; Year 1 underway	2027	\$450K / State Grant	Climate Action & Resilience	Megan Zammuto
CPW	Harvey Wheeler Stairs/Sidewalk	Contract award under review	FY26 Construction	\$700K (Est) / Capital	DEI / Community Facilities	Russ Karlstad

Low Risk Projects

(Projects with limited exposure, manageable within existing resources, or in early administrative phases.)

Dept	Project	Status	Target Completion	Cost/Funding	FY26 Goal Category	Lead
CMLP	Concord Middle School Solar Project	Bidding; proposals received 9/10	FY26 Construction	TBD	Climate Action	CMLP / Schools
Town Manager's Office	Climate Action & Resilience Plan Update	RFP issued; proposals due Oct 24	FY26	\$75K / Capital + Grant	Climate Action	Megan Zammuto
Town Manager's Office	Crisis Communication Plan	Draft under review; tabletop exercise in planning	Fall 2025	TBD	Governance / Communication	Megan Zammuto
CPW/TMO	Town House Security Project	Planning phase; coordination with Facilities, CPD, IT	TBD	TBD	Public Safety & Governance	TBD
CMLP	Advanced Metering Rollout	FY26 Closeout	\$3M / Enterprise	Financial Sustainability	Financial Sustainability	Jason Bulger

Completed / Closeout Projects

Dept	Project	Target Completion	Cost/Funding	FY26 Goal Category
CPW	Town House Chiller Replacement	Oct 2025	\$148K / Capital	Climate Action & Resilience

Departmental Project Briefs

High Risk Projects

Concord FD Fire – BLS → ALS Transition (Basic Life Saver to Advanced Life Saver certification)

Overview: The department has one firefighter fully ALS-certified and nine others progressing through training. Ambulances are staged for ALS equipment installation, and coordination with the state licensing authority is ongoing.

Next Step: Complete training cycles and submit state licensing applications by year-end.

Issues/Risks: Dependent on state approval and continuity of grant funding to support training costs.

Strategic Impact: Supports the **FY26 Goal of Public Safety & Community Health** by elevating Concord's emergency medical response capacity.

Town Manger's Office – Cell Infrastructure Expansion

Overview: The Town continues to advance cell infrastructure projects on three fronts: **(1)** AT&T small-cell permits on Sudbury Road, **(2)** Verizon lease negotiations for coverage in Concord Center, and **(3)** a Wireless Edge tower proposal at the landfill to address gaps in West Concord. The Town's Radio Frequency consultant has also identified municipal properties such as Harvey Wheeler Community Center and Rideout Park as potential coverage sites. Megan will present on these options at the Recreation Commission (Oct. 9) and West Concord Advisory Committee (Nov.), while staff engage private property owners to explore additional siting partnerships.

Next Step: Finalize Verizon's lease, conduct committee outreach this fall, and refine site feasibility with carriers and consultant input.

Issues/Risks: Dependent on carrier participation, community feedback, and historic/recreational use constraints; permitting and bylaw changes may be required.

Strategic Impact: Directly supports the **FY26 Select Board Goal to expand cell service in Concord**, improving communications resiliency for residents, businesses, and first responders.

Additional Resource: A podcast interview with Megan Zammuto in collaboration with Minuteman-media, discussing this initiative is available in the online version of this report:

<https://open.spotify.com/episode/OT3IF7gQdUBHnj0JZw0H9K?si=pKTD5-gaTU-WhrofHvfpuQ>



QR Scan to Podcast

Concord Public Works – MCI Wastewater Capacity Evaluation

Overview: Engineering staff have initiated planning work to assess long-term wastewater treatment capacity in coordination with EPA and MADEP. Early analysis has focused on regulatory requirements and potential design pathways.

Next Step: Continue technical assessment and draft a regulatory permitting framework.

Issues/Risks: State and federal approvals may extend the overall timeline.

Strategic Impact: Supports the **FY26 Goal of Wastewater Treatment System Capacity** by positioning Concord to meet long-term infrastructure and regulatory needs.

Medium Risk Projects

Concord Public Works – Baker Avenue Culvert Repair

Overview: The project has been awarded, and pre-construction staging and utility coordination are in progress. This work is critical to maintaining roadway safety and improving flood resilience in the area.

Next Step: Finalize construction sequencing for FY26 and coordinate with utility partners.

Issues/Risks: Weather delays and traffic management challenges could affect construction progress.

Strategic Impact: Advances the **FY26 Goal of Climate Action & Resilience** by strengthening stormwater infrastructure and roadway safety.

Concord Public Works – Harvey Wheeler Stairs/Sidewalk

Overview: Facilities staff are reviewing a contract award to address accessibility and safety issues at HWCC. The project is a visible improvement for a heavily used community facility and will enhance access for seniors and other residents.

Next Step: Finalize the contract and determine a construction schedule that minimizes program disruptions.

Issues/Risks: Temporary accessibility impacts during construction.

Strategic Impact: Supports the **FY26 Goal of Diversity, Equity & Inclusion** by improving ADA compliance and accessibility at a key community facility.

Concord Public Works – 133/135 Keyes Roof Renovation

Overview: This project is in the bidding phase, with contract award expected this fall. The roof replacement is necessary to preserve the integrity of the Town-owned property and prevent further water damage.

Next Step: Select contractor and prepare for construction this fall.

Issues/Risks: Weather and contractor availability may impact schedule.

Strategic Impact: Advances the **FY26 Goal of Climate Action & Resilience** by preserving Town facilities and protecting assets from further damage.

Town Manager's Office – SuAsCo Regional Climate Collaborative

Overview: Concord, in partnership with OARS and MAPC, secured a \$450K state grant to establish a regional climate collaborative. Year 1 is dedicated to governance, relationship-building, and stakeholder engagement across the watershed. This positions Concord as a regional leader in climate resilience.

Next Step: Conduct stakeholder mapping and hold initial collaborative meetings.

Issues/Risks: Multi-town coordination could expand project scope and slow decision-making.

Strategic Impact: Supports the **FY26 Goal of Climate Action & Resilience** by leveraging regional partnerships and funding to accelerate GHG reduction and adaptation strategies.

Low Risk Projects

Concord Municipal Light Plant – Concord Middle School Solar Project

Overview: Bids for the project were received on September 10 and are under evaluation, with a contract award expected this fall. The project is financed by CMLP ratepayers and will add renewable generation to the Town's electric grid in alignment with the new Middle School construction, but it is not a dedicated supply for the school itself.

Next Step: : Complete bidder evaluation, award contract, and begin FY26 construction planning.

Issues/Risks: Cost escalation and supply chain delays may affect delivery.

Strategic Impact: Supports the **FY26 Goal of Climate Action** by expanding renewable energy capacity and advancing school sustainability.

Town Manager's Office – Crisis Communication Plan

Overview: A draft crisis communication plan has been circulated for departmental review. The plan will provide a framework for coordinated messaging during emergencies and is intended to strengthen public trust and operational readiness.

Next Step: Finalize the plan and conduct a tabletop exercise with key staff.

Issues/Risks: Full adoption depends on consistent departmental training.

Strategic Impact: Supports the **FY26 Goal of Governance/Communication** by enhancing emergency readiness and consistent information sharing across departments.

Town Manager's Office – Climate Action & Resilience Plan Update

Overview: The Town Manager's Office issued the RFP for the Climate Action & Resilience Plan Update last week. Proposals are due October 24th, after which staff will review submissions and select a consultant to lead the update. This process will refresh the 2020 Climate Action Plan with new implementation priorities for 2025–2030.

Next Step: Review consultant proposals following the October 24th deadline and initiate selection and contract negotiations.

Issues/Risks: Timeline depends on the competitiveness and quality of proposals; consultant capacity and stakeholder engagement requirements may extend the schedule.

Strategic Impact: Supports the **FY26 Goal of Climate Action** by ensuring Concord has an updated framework to meet greenhouse gas reduction targets and resilience commitments.

CPW/TMO – Town House Security Project

Overview: Early discussions are underway with Facilities, CPD, and IT to evaluate access control and surveillance upgrades at the Town House. The effort seeks to balance the building’s historic character with modern security requirements.

Next Step: Define system needs and identify potential vendors.

Issues/Risks: Historic preservation constraints may limit available solutions.

Strategic Impact: Supports the **FY26 Goals of Public Safety & Governance** by modernizing Town House security while respecting its historic significance.

Concord Municipal Light Plant – Advanced Metering Rollout

Overview: CMLP has completed meter installations across Town, and the system is fully operational. The project remains in the closeout phase pending the vendor’s performance study, which will validate system accuracy and confirm contractual compliance.

Next Step: Review vendor study results to confirm the system meets contractual requirements and then formally close the project.

Issues/Risks: Vendor testing delays could extend the final closeout period, but all physical work is complete.

Strategic Impact: Advances the **FY26 Goal of Financial Sustainability** by enhancing energy efficiency, enabling time-of-day rates, and strengthening long-term utility planning.

Completed / Closeout

Concord Public Works– Town House Chiller Replacement

Overview: The new chiller was installed on September 27 after a short delay from its original Sept 13 target date. Commissioning is scheduled for October 1, after which the system will enter routine operation.

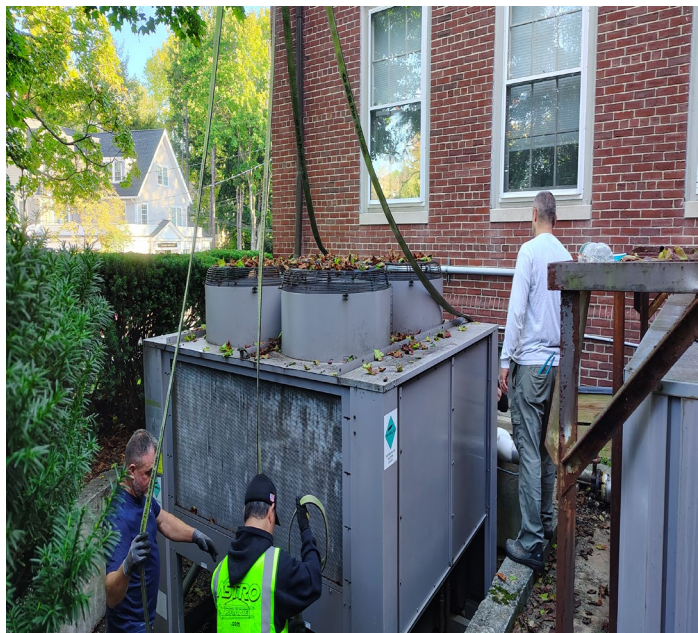
Next Step: Integrate the chiller into the preventive maintenance program and finalize closeout documentation.

Issues/Risks: Controls integration may delay final closeout, but no long-term issues are anticipated.

Strategic Impact: Supports the **FY26 Goal of Climate Action & Resilience** by modernizing the Town House’s mechanical systems for improved energy efficiency and reliability.



MCI Wastewater Treatment Facility



Chiller Installation

Remaining Projects Table – October 2025

Note: The Remaining Projects Table provides a snapshot of all active projects that are not highlighted in the Executive Summary Matrix. These projects are in planning, design, or implementation phases but do not currently meet the cost/visibility/risk threshold for detailed narrative reporting.

Dept	Project	Status	Target Completion	Notes
CPW	Commonwealth Ave Sidewalk Repairs	Planning	Fall 2025	Sidewalk safety improvements
CPW	Silver Hill Phase 2 Water Main Replacement	Planning	Fall 2025	Utility replacement
Police	CAD/Records Upgrade	In Progress	Fall 2025	System modernization
CPW	Main Street (West Concord) Paving	Construction	Fall 2025	Punch list/final paving
CPW	250th Tree Program	In Progress	Dec 2025	Commemorative plantings
Planning & Land Mgmt	Comprehensive Transportation Strategy	In Progress	Spring 2026	Planning study (SB goal)
HR	Software Conversion: Cornerstone → MUNIS HCM	In Progress	Spring 2026	HR/payroll system conversion
Police	In-cruiser Video Systems	In Progress	FY26–31	Technology upgrade (phased)
Planning & Land Mgmt	Open Space & Recreation Plan Update	Not Started	FY26	State compliance update
CMLP	Time-of-Day Rate Rollout	Construction	April 2026	Utility billing program
Planning & Land Mgmt	Assabet River Multi-Use Bridge & Trail	In Progress	Design 2026	Multi-use path expansion
Planning & Land Mgmt	Two Revolutions Trail Survey	In Progress	Dec 2026	Trail planning and survey
CMLP	Solar Expansion & Battery Storage at Landfill	Planning	Dec 2026	Sustainability project
Library	Library Strategic Plan	In Progress	July 2026	FY27–FY31 strategic plan

CPW	Beede Roof Project	Bidding	FY26-27	Roof replacement project; design and bidding phase to begin in 2026
CPW	Comprehensive Roads Program	In Progress	2026–2030	Funding secured at Sept special election
CPW	Main St/Baker/Cottage Intersection	Design	TBD	Intersection improvements
CPW	Sewer Inflow & Infiltration Assessment	Completed	TBD	Assessment finished; closeout pending
CPW	Seasonal Demand & Water Use Program	Planning	TBD	CPW/Water initiative
CPW	Water Meter Procurement	Planning	TBD	Meter upgrade program
CPW	Water Meter Installation	Planning	TBD	Deployment to follow procurement
CPW	Roads & Safety Program Project Matrix Development	In Progress	TBD	Internal planning tool
Town Manager's Office	Records Management	In Progress	TBD	Archives and retention system
Planning	Peabody School Re-use	Planning	TBD	Long-term reuse options
Planning & Land Mgmt	CHIP – Community Health Plan	In Progress	TBD	Collaborative public health plan