

## Town Manager's Monthly Project Overview – November 2025

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### Overview

**A summary of active capital, operational, and strategic initiatives across all Town departments**

The Town Manager's Monthly Project Update provides a consolidated snapshot of Concord's major projects and strategic initiatives, based on department submissions, site visits, and the centralized project tracker. This process ensures that the Town Manager's Office maintains an accurate, month-to-month understanding of progress across capital, operational, and policy initiatives.

For November, departments reported steady advancement across several high-visibility projects—including roof and facility improvements, wastewater and stormwater engineering, cell infrastructure planning, and the Fire Department's ALS transition. November also saw the addition of several new initiatives, particularly in Public Safety, CPW facilities planning, and technology modernization, reflecting evolving operational needs and long-term capital considerations.

The report continues to support transparency, accountability, and alignment with the FY26 Select Board Objectives by documenting progress, scheduling updates, and emerging needs across the organization. This ensures the Select Board and residents have a clear view of how staff, resources, and capital funding support Concord's strategic priorities.

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### Dashboard Snapshot – November 2025

(all active and completed projects reported this month)

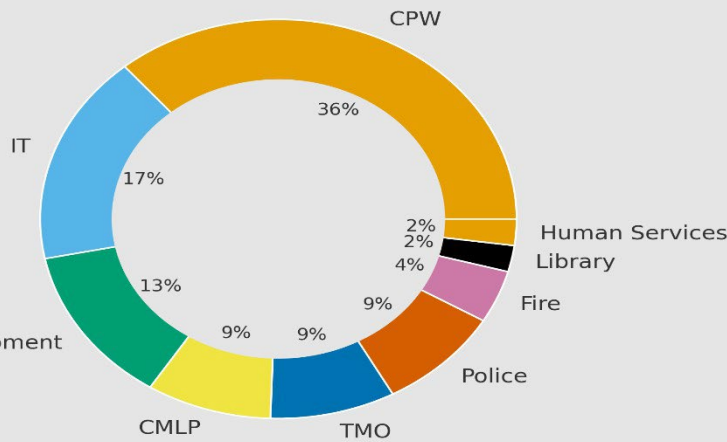
**The Town is actively managing 47 projects** across **10** departments, reflecting steady progress on capital and operational priorities.

Active projects this month represent **more than \$11 million in verified FY26 capital and enterprise-funded investments**, with total program value substantially higher when including multi-year and feasibility-stage initiatives.

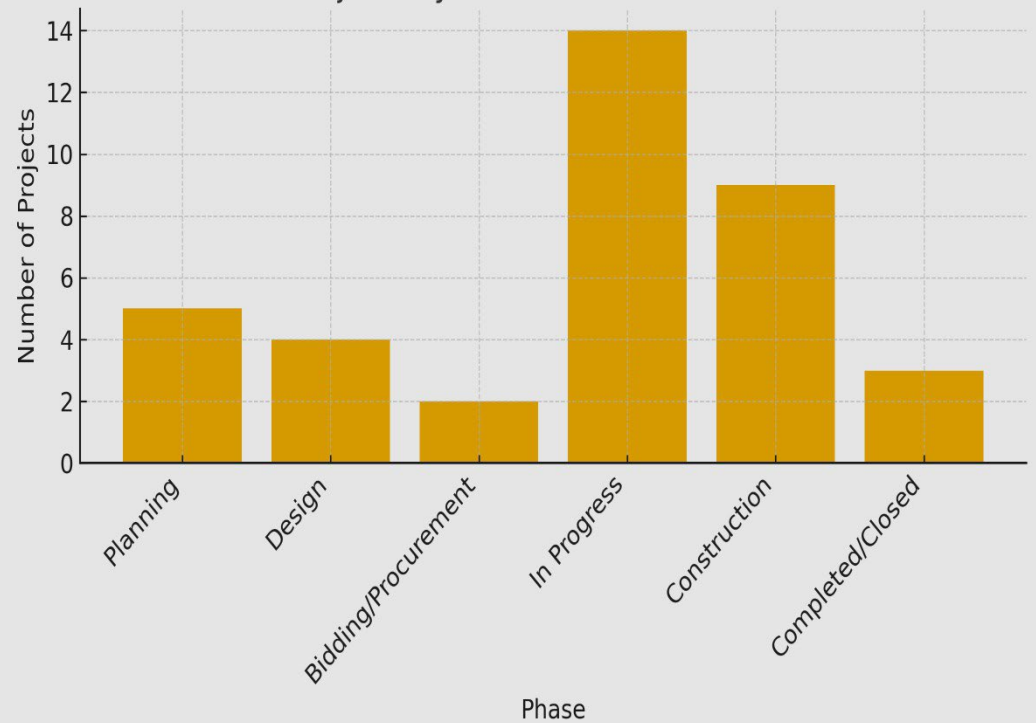
**Roughly half** are in active construction, procurement, or closeout phases.

**Most projects** advance the Select Board’s Climate Action & Resilience and Public Safety & Community Health objectives.

Projects by Department - November 2025



Projects by Phase - November 2025



## “Concord Projects At a Glance”

### Recently Completed

- **Water Meter Procurement** – Meter procurement contract completed, transition to installation phase underway.

### In Progress

- **133/135 Keyes Road Roof Renovation** – In bidding; construction targeted for fall 2025–spring 2026.
- **MCI Wastewater Capacity Evaluation** – Technical assessment underway to determine long-term wastewater capacity and regulatory pathways.
- **Baker Avenue Culvert Repair** – Contract awarded, staging and utility coordination ongoing.
- **Harvey Wheeler Community Center Stairs & Sidewalk Repair** – Contract under review; FY26 construction planned.
- **Cell Infrastructure Expansion** – Multi-site analysis and carrier coordination ongoing; Verizon lease pending.
- **Fire Department ALS Transition** – Training and state licensing progressing; full ALS readiness anticipated early 2026.
- **Main Street Paving (Baker Ave to Pond Lane)** – Punch list work underway; pavement markings pending.
- **Main/Baker/Cottage Intersection Improvements** – Ongoing design and MassDOT coordination.
- **Comprehensive Transportation Strategy** – Consultant coordination and mobility planning in progress; recommendations expected in spring 2026. <https://concordma.gov/3426/Comprehensive-Transportation-and-Mobilit%E2%80%A6>
- **Concord Middle School Solar Project** – Bid review and interconnection planning ongoing; construction anticipated in FY26. <https://www.cmsbuildingproject.org/>
- **Solar Expansion & Battery Storage at Landfill** – Feasibility and engineering development advancing to expand solar output and add energy storage.

### Upcoming

- **CPW Facilities Planning** – Conceptual site planning and long-term capital needs assessment advancing into FY26.

- **Smart Water Meter Installation Program** – Two-year rollout scheduled to begin in 2026 to replace aging meters and improve leak detection.
- **Town House Security Enhancement Project** – Vendor scoping and design development expected to begin in early 2026.
- **Fire Station Modernization Study** – Expanded facility assessment and conceptual planning anticipated to continue into FY26.
- **Time-of-Day Residential Rate Rollout** – Phased implementation continuing through winter and into spring 2026.

<https://concordma.gov/3812/2025-CMLP-Electric-Rates-Narrative>

### Executive Summary – Project Matrix

**Note:** The projects listed in the Executive Summary Matrix represent Concord’s major active initiatives requiring cross-departmental coordination, significant funding, or Select Board visibility. These projects are selected based on activity level, strategic relevance, and potential community impact.

Additional projects, including departmental and routine initiatives, are detailed in the following section.

Department	Project	Status	Target Completion	Cost / Funding	FY26 Select Board Objective	Project Lead
Concord Public Works (Facilities)	133/135 Keyes Road Roof Renovation	Bidding	Fall 2025	\$440,000 / Capital	Climate Action and Resilience	Russ Karlstad Facilities Director
Concord Public Works (Facilities)	Harvey Wheeler Stairs & Sidewalk Repair	In-Progress	FY26	\$700,000 / Capital	Public Safety and Community Health	Russ Karlstad Facilities Director
Concord Public Works	New CPW Facilities	Planning	TBD	TBD	Public Safety and Community Health	Russ Karlstad Facilities Dir
Concord Public Works (Engineering)	Baker Avenue Culvert Repair	Construction	Fall 2025	\$800,000 / ARPA	Climate Action and Resilience	Steve Dookran Town Engineer
Concord Public Works (Engineering)	Main/Baker/Cottage Intersection Improvements	Design	Fall 2026	\$1,700,000 / Capital	Transportation & Mobility	Russ Karlstad Director of Facilities

Concord Public Works (Water & Sewer)	MCI Wastewater Capacity Evaluation	Planning/Design	2027	TBD	Wastewater Capacity	Darin LaFalam Water Superintendent
Concord Municipal Light Plant	Concord Middle School Solar Project	Bidding	FY26	TBD	Climate Action and Resilience	Jason Bulger CMLP Director
Concord Municipal Light Plant	Advanced Metering System Rollout	Closeout	FY26 Closeout	\$3,000,000 / Enterprise	Financial Management and Sustainability	Jason Bulger CMLP Director
Concord Municipal Light Plant	Time-of-Day Residential Rate Rollout	In-Progress	2026-2027	100,000 / Enterprise	Financial Management and Sustainability	Jason Bulger CMLP Director
Concord Municipal Light Plant	Solar Expansion & Battery Storage at Landfill	Planning / Design	Multi-Year	TBD	Climate Action and Resilience	Jason Bulger CMLP Director
Town Manager's Office	Cell Infrastructure Expansion	In-Progress	FY26	TBD	Governance & Communication	Megan Zammuto Deputy Town Manager
Town Manager's Office	Crisis Communication Plan	In-Progress	Fall 2026	TBD	Governance & Communication	Megan Zammuto Deputy Town Manager
Information Technology	Town House Security Enhancement Project	Planning / Design	TBD	\$50,000- \$70,000 / Capital	Public Safety and Community Health	Jeff Weiner CIO
Fire Department	Basic Life Saver to Advanced Life Saver Certification	In-Progress	Jan 2026	\$1,000,000 / Grant	Public Safety & Community Health	Chief Whitney Fire Chief

Police Department	CAD/RMS Upgrade	In-Progress	Fall 25-26	\$350,000 / Capital	Public Safety & Community Health	Chief Mulcahy Police Chief
Police Department	In-Cruiser Video System Upgrade	In-Progress	Fy26-31	\$210,000 / Capital	Public Safety & Community Health	Chief Mulcahy Police Chief
Police Department/ Fire Department	Public Safety Building	Planning	2030-2035	\$35,000,000 (Est)	Public Safety & Community Health	Chief Whitney and Chief Mulcahy
Community Development	Comprehensive Transportation Strategy	In-Progress	Spring 2026	\$100,000 / Operating	Transportation & Mobility	Alyssa Sandoval Community Development Dir
Community Development	Assabet River Multi-Use Bridge & Trail	In-Progress	FY26-27	\$1,900,000 / Grant + Capital	Land Use & Development	Elizabeth Hughes Town Planner

Target completion dates are planning estimates and may shift as projects develop.

## Department Projects

### Concord Public Works (Engineering Division)

- **Seasonal Demand Management & Water Use Restriction Program** – Outreach and monitoring completed for the year; program documentation is being finalized.

### Concord Municipal Light Plant

- **Water Meter Procurement** – Procurement phase completed; module integration and scheduling for installation are prepared for handoff to CPW’s next-phase work.

## Town Manager's Office

- **Climate Action & Resilience Plan Update** – Consultant proposals under review; scoring and interviews planned for the coming month. <https://concordma.gov/2503/Climate-Action-and-Resilience-Plan>
- **Cell Infrastructure Expansion (Expanded)** – Coordination with multiple carriers continues, including site evaluations in Concord Center, West Concord, and the Route 2/CCHS corridor. Lease negotiations and feasibility reviews are underway to advance improved coverage in priority areas. <https://concordma.gov/1403/Zoning-Bylaws>
- **SuAsCo Regional Climate Collaborative** – Regional coordination, governance development, and stakeholder engagement continue under the grant-funded partnership. <https://www.concordma.gov/CivicAlerts.aspx?AID=1944>

## Human Services

- **Community Health Improvement Plan (CHIP)** – Continued cross-agency coordination on data review and drafting of community priority areas.
- **Pyramid Health Facility Coordination** – Interdepartmental readiness meetings ongoing to support facility opening and ensure effective operational protocols.

## Community Development

- **Two Revolutions Trail Survey & Preliminary Design** – Survey data collection and alignment analysis will get underway this month to advance the toward future design development
- **Open Space & Recreation Plan Update** – An RFP will be issued for this project next spring.
- **Records Management / Digitization Project** – Scanning of building inspection and natural resources documents and plans continues, with improved retrieval workflows under development.
- **Assabet River** – <https://concordma.gov/2398/Assabet-River-Bridge-Trail>

## Information Technology

- **WinDSXCard Access System Upgrade** – System upgrade path and hardware compatibility review in progress.

## Police Department/Fire Department

- **Public Safety Building Planning** – Long-range feasibility work continues for modern police or combined public safety facility.

## Other Active Department Initiatives

### Concord Public Works

- **Roads & Safety Program Matrix Development** – Annual update of prioritized roadway and pedestrian safety improvements.
- **MS4 Permit Year 7 Compliance** – Continued implementation of federal stormwater permit requirements, including reporting and monitoring.
- **250th Tree Program** – Project planning continues in coordination with the Concord250 Permanent Memorials Subcommittee, with planting and site selection anticipated through 2025–2026.

### Health & Human Services

- **Beede Center Roof Restoration/Replacement** – Project planning based on architectural recommendations continues, with staged work anticipated in fall 2026.

### Library

- **Library Strategic Plan (FY27–FY29)** – Strategic planning process continues, including community outreach and draft development. <https://concordlibrary.org/learn/about-us/mission-values>
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## Information Technology

- **Townwide Centralized Printing/Copying Initiative** – Review of equipment inventory and service models continues.
  - **CivicPlus Agenda Management Module Evaluation** – Workflow assessment and implementation planning remain underway.
  - **CodeRed Staff Communications Expansion** – Evaluation of expanded use of CodeRed notifications for internal staff alerts continues.
  - **Town House AV Equipment Upgrades (MMN)** – MMN continues planning and coordination for upgrades to AV equipment in the Town House meeting rooms, including hardware modernization and improved broadcast/recording capability.
  - **Civic Concord Podcast in cooperation with Minuteman Media Network**- Latest episode. [Civic Concord Episode 9 - Discussing new Time-of-Day rates with CMLP](#)
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## Ongoing and Routine Oversight Projects

The following projects are active but proceeding under routine oversight or operational management. They are monitored monthly through departmental reporting and do not currently require Select Board action or interdepartmental escalation.

### Public Works

- **Public Service Building Maintenance and Upgrades** – Ongoing operating-level building maintenance activities across the Public Works campus.
  - **Seasonal Demand–Related Operational Adjustments** – Departmental responses to seasonal workload shifts, including program reporting, compliance tasks, and routine facility upkeep.
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## Closing Summary

**This Month:** November's report reflects consistent progress across Concord's major capital and strategic initiatives. Key infrastructure projects—including the 133/135 Keyes Road roof replacement, the Baker Avenue Culvert repair, and the Harvey Wheeler accessibility improvements—advanced through planning, design, or pre-construction phases. Public safety modernization remains a central focus, with continued advancement of the Fire Department's transition to Advanced Life Support and the Police Department's ongoing technology and facility planning efforts. Major sustainability initiatives also progressed, including wastewater capacity evaluations, the Middle School solar project, and the landfill solar and battery storage expansion. Departments continued development of long-range plans, such as the Town's Comprehensive Transportation Strategy and the Climate Action and Resilience Plan Update.

**Looking Ahead:** The Town Manager's Office will continue working closely with departments to track emerging needs, funding requirements, and regulatory milestones as projects move into winter. Attention will remain on managing seasonal impacts on outdoor construction, advancing design and procurement work scheduled for early 2026, and maintaining alignment with the FY26 Select Board Objectives. As multi-year capital and planning efforts progress, the Town will continue to emphasize transparency, coordinated communication, and consistent reporting to ensure that the Select Board and community remain informed about Concord's operational and strategic priorities.