



# Town Manager's Monthly Project Update

**December 2025**  
**Monthly Strategic Progress Snapshot**

# Executive Overview-December 2025



December showed steady progress across many of our ongoing projects, with several efforts moving into new operational phases. Public Works advanced multiple construction projects, the Light Plant completed town-wide metering installation ahead of network validation in January, and Public Safety continued preparing for the Advanced Life Saver transition while evaluating vendor options for the dispatch and records management system upgrade. Work also continued across Town House security improvements, audio-visual upgrades, and climate and transportation planning, keeping these initiatives on track as we move into 2026.

Departments are now beginning to shift focus toward FY27 planning while managing cost pressures and ensuring that current projects remain on schedule. Despite those challenges, coordination remains strong, and teams are meeting important milestones in infrastructure, technology, and service delivery. Overall, the Town is entering the second half of FY26 with stable momentum, clear next steps, and a shared commitment to maintaining reliable services and advancing priority projects.

# Dashboard Snapshot – December 2025

Total Active Projects: 41

Departments Reporting: 9

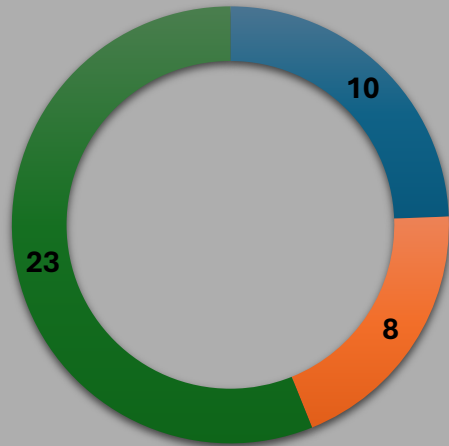
Verified FY26 Capital/Enterprise Value Active This Month: \$6,425,000

Percent in Construction / Procurement / Planning/Other 26% / 20% / 54%

Key SB Goal Areas Supported: Infrastructure • Sustainability/Climate • Public Safety

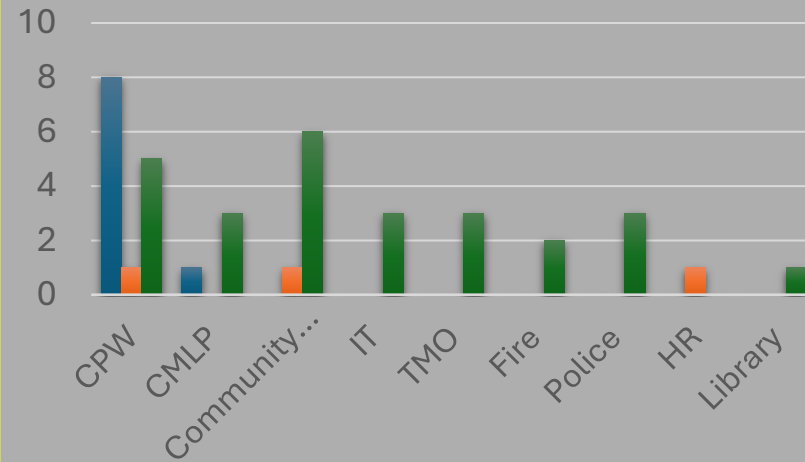


### Projects by Phase



■ Construction ■ Procurement ■ Planning/Other

### Projects by Department



■ Construction ■ Procurement ■ Planning/Other

# “Projects at a Glance”



## Concord Municipal Light Plant

- Town-wide metering installation completed; network validation scheduled for January.
- Time-of-Day electricity rate rollout remains on track for April 2026.

## Concord Public Works

- Harvey Wheeler construction ongoing.
- Baker Avenue Culvert project in construction following contract execution and utility relocation.
- Silver Hill Phase II prepared for winter work; final restoration planned for spring.

## Public Safety (Fire + Police)

- Advanced Life Support transition progressing with licensing preparation underway.
- Dispatch and records system upgrade in vendor review.
- Coordination continues for the opening of the Pyramid Health facility.

## Information Technology

- Town House security assessments complete; proposals under review.
- Audio-visual equipment upgrade planning underway for Town House meeting rooms.
- Continued work on staff communications, electronic voting equipment, cloud-based fuel system upgrades, and agenda management evaluation.

## Community Development

- Transportation Strategy analysis in progress following fall workshops.
- Assabet River Bridge advancing toward the 25 percent design hearing.
- Records digitization approximately 75 percent complete.

## Town Manager’s Office

- Climate Action and Resilience Plan- Vendor selected in contract development.
- Regional climate collaboration continues engagement.
- Crisis Communications Plan under review.

## Human Services / HR / Library

- Beede Roof- low bidder identified in contract development with architect .
- Human Resources preparing transition to Municipal Information System recruiting module.
- Library developing the Fiscal Years 2027–2029 Strategic Plan.

# Town of Concord Project Matrix

Department	Project	Lead	Cost/Source	Phase	Target Completion	SB Goal	Status
CMLP	Advanced Metering Rollout	Jason Bulger (CMLP Director)	\$3.0M Enterprise	Construction	Jan 2026	Community Impact	On Schedule
CMLP	Time of Day Rate Rollout	Jason Bulger	\$100K Special Funds	Procurement/ Planning	Apr 2026	Sustainability	On Schedule
CMLP	Landfill Solar & Battery	Jason Bulger	TBD	Planning/Other	Dec 2026	Infrastructure	No Change
CMLP	Concord Middle School Solar Panels	Jason Bulger	\$7.5M Enterprise	On Hold	TBD	Sustainability and Ecology	Delayed
CPW	New Facilities	Russel Karlstad (Facilities Director)	TBD	Planning	TBD	Infrastructure Public Safety	On Schedule
CPW	Peabody School Re-Use	Russel Karlstad	Up to \$35M	Planning	TBD	Infrastructure Sustainability	No Change

Project Portfolio Overview							
Department	Project	Lead	Cost/Source	Phase	Target Completion	SB Goal	Status
CPW	Smart Water Meter Installation	Darin LaFalam (Water & Sewer Super)	\$1.6M Enterprise	Early Implementation	Summer 2027	Sustainability & Ecology	On Schedule
Fire (CFD)	Basic Life Saver to Advanced Life Safer	Chief Whitney (Fire Chief)	1.2M Grant	Training & Licensing	December 2026	Public Safety	On Schedule
Fire (CFD) & Police (CPD)	New Facility	Chief Whitney (Fire) Chief Mulcahy (Police)	TBD	Long-Term Planning	2030-2035	Infrastructure Public Safety	No Change
Police (CPD)	CAD/RMS Upgrade	Chief Mulcahy	\$350K TBD/Operating	Procurement/Implementation	Fall/Winter 2025	Public Safety Strategic Planning	On Schedule
Town Manager	Climate Action & Resilience	Megan Zammuto (Deputy TM)	\$75K Town Meeting	Request For Proposal Review	TBD	Infrastructure	On Schedule
Town Manager	Cell	Megan	TBD	Multi-Site	End of	Infrastructure	On Schedule

# Department Highlights Concord Municipal Light Plant



## **Time-of-Day Electricity Rate Rollout**-[2025 CMLP Electric Rates Narrative | Concord, MA](#)

- Status:** On schedule; system integration and customer outreach underway.
- Impact:** Major shift in residential rate design supporting energy use awareness and climate goals.
- What's Next:** Full outreach campaign begins January; system goes live April 2026.

## **Advanced Metering Infrastructure**

- Status:** All meters installed; network validation scheduled for January.
- Impact:** Enables improved outage detection, interval data collection, and future rate design.
- What's Next:** If validation succeeds, project will move into closeout.

## **Solar Expansion and Battery Storage at the Landfill**

- Status:** Test pits completed; ISO-New England reviewing interconnection requirements.
- Impact:** Will expand solar capacity and reduce peak demand costs.
- What's Next:** Awaiting federal and utility review results expected mid-2026.

## **Middle School Solar Project**-[cmsbuildingproject.org](#)

- Status:** Project paused pending alternative scope evaluation.
- Impact:** Intended to provide renewable energy benefits for the community and schools.
- What's Next:** Concord Municipal Light Plant and the School Department will propose revised options in early 2026.

# Department Highlights: Public Works



## New Public Works Facilities

- Status:** Space planning effort in progress.
- Impact:** Addresses operational needs across Water, Sewer, Engineering, Highway, and Facilities divisions.
- What's Next:** Develop preliminary concepts and programming.

## Peabody School Re-Use

- Status:** No December updates; the Facilities Division now occupies part of the building.
- Impact:** Provides a long-term opportunity for municipal space planning.
- What's Next:** Define re-use scenarios and evaluate capital needs.

## Smart Water Meter Installation

- Status:** Early implementation stage.
- Impact:** Improves leak detection, billing accuracy, and water use insight.
- What's Next:** Two-year phased installation; customer communication planning underway.

## Silver Hill Phase II Water Main Replacement

- Status:** Construction began in late fall; restoration scheduled for spring.
- Impact:** Replaces aging water main infrastructure and improves service reliability.
- What's Next:** Continue winter work as conditions allow.

# Department Highlights: Town Manager's Office



## Climate Action and Resilience Plan Update-[Climate Action and Resilience Plan | Concord, MA](#)

- Status:** Request for Proposals review underway.
- Impact:** Updates the Town's climate roadmap and strengthens grant competitiveness.
- What's Next:** Consultant selection and kickoff.

## Cell Service Infrastructure-

- Status:** Multiple site improvements progressing; landfill tower lease approved.
- Impact:** Enhances service reliability in Concord Center, West Concord, and the Route 2 corridor.
- What's Next:** Finalize lease agreements and advance site planning.

## Town House Security Improvements

- Status:** Vendor assessments complete; proposals under review.
- Impact:** Strengthens building security through improved access control, cameras, and emergency response capabilities.
- What's Next:** Confirm funding pathway and schedule implementation.

# Department Highlights: Public Safety (Police & Fire)

## Concord Police Department



### Concord Fire Department

#### Advanced Life Support Transition

- Status:** Paramedic training continues; the Town expects to submit its application to the Office of Emergency Medical Services in January.
- Impact:** Brings paramedic service in-house, improving reliability and reducing dependence on outside providers.
- What's Next:** Continue coursework and clinical hours; prepare licensing submission.

#### New Public Safety Facility (Fire & Police)

- Status:** Long-term planning continues for a modern public safety - building that meets operational, safety, and training needs.
- Impact:** Current facilities lack adequate space, height, and systems for contemporary equipment and staffing.
- What's Next:** Refine space needs and initiate early programming during 2026.

#### Dispatch and Records Management System Upgrade

- Status:** In procurement; vendor evaluation and configuration discussions underway.
- Impact:** Improves call handling, records accuracy, and data-driven operations.
- What's Next:** Select vendor and establish implementation timeline.

#### Pyramid Health Facility Coordination

- Status:** Police Department continues planning and coordination in advance of the facility's opening.
- Impact:** Ensures safety protocols, response expectations, and training needs are aligned before the program begins serving clients.
- What's Next:** Finalize procedures and prepare for potential early operational demands upon opening.

#### In-Cruiser Video System Replacement

- Status:** Multi-year cycle to replace and standardize in-cruiser camera systems; budgeted upgrades continue through Fiscal Year 2031.
- Impact:** Modernized video systems improve evidence capture, transparency, and reliability across the patrol fleet.
- What's Next:** Continue scheduled replacements as funded in Fiscal Years 2026–2031.

# Department Highlights: Community Development & Information Technology



## **Comprehensive Transportation Strategy-**[Comprehensive Transportation Strategy | Concord, MA](#)

- Status:** Public workshops completed; analysis underway.
- Impact:** Provides a Town-wide framework for walking, biking, transit, and traffic calming improvements.
- What's Next:** Draft recommendations and prepare spring report.

## **Assabet River Multi-Use Bridge and Trail-**[Assabet River Multi-use Bridge & Trail Project | Concord, MA](#)

- Status:** Bridge Type Selection approved by the Massachusetts Department of Transportation.
- Impact:** Advances a major regional connection linking West Concord, the rail trail, NOVO development, and the commuter rail station.
- What's Next:** Prepare for the 25 percent design hearing and continue advancing design deliverables.

## **Town House Audio-Visual and Security Projects**

- Status:** Vendor walkthroughs completed; proposals under review.
- Impact:** Modernizes meeting room technology and improves building security.
- What's Next:** Determine funding and implementation schedule.

# Other Active Initiatives



- Crisis Communications Plan: reviewing the next draft with consultant.
- Sudbury–Assabet–Concord Climate Collaborative: stakeholder engagement underway.
- Agenda Management Module: evaluation phase.
- Centralized printing and scanning initiative: inventory in progress.
- Fuel system upgrade: cloud migration complete; validation continues.
- Access control software upgrade: quotes being collected.
- Open Space and Recreation Plan: developing scope and consultant coordination.
- Community Health Improvement Plan: working with Emerson Hospital and partners on priorities.
- Records digitization: approximately 75 percent complete.
- Municipal Information System recruiting module: transitioning from Cornerstone.
- 250th Tree Program: administrative closeout underway.
- Library Strategic Plan (FY27–FY29) – Strategic planning process continues, including community outreach and draft development-  
[Mission & Values](#) | [About Us](#) | [Learn | Concord Free Public Library](#)

# December 2025 – Closing Summary



The Town made meaningful progress in December across major infrastructure, public safety, technology, community development, and climate initiatives. Several projects reached important milestones, including construction progress in Public Works, advancement of the Transportation Strategy, and completion of Town-wide metering by the Light Plant. Departments are preparing Fiscal Year 2027 capital plans and refining scopes to address cost escalation trends and regulatory requirements. The Town Manager’s Office will continue coordinating cross-departmental work, supporting upcoming design and licensing milestones, and monitoring project schedules as the second half of Fiscal Year 2026 begins.