

Town Manager's Monthly Project Report

February 2026

Tracking progress across key operational and capital priorities.

Executive Overview – February 2026



- **Capital delivery entering execution**

Multiple projects moved from design and procurement into construction, testing, and close-out, increasing cross-department coordination demands

- **Public safety systems advancing**

Advanced Life Support (ALS) training and licensing progressed while public safety system procurement moved into implementation planning

- **Technology systems stabilizing**

Recently deployed systems shifted from installation into validation, testing, and operational handoff

- **FY27 coordination underway**

Early planning work initiated to support Fiscal Year 2027 capital, climate, and transportation decisions



Infrastructure

- Baker Ave Culvert nearing close-out
- Smart meters advancing in Town
- Water & Wastewater planning and negotiations ongoing



Public Safety

- ALS training progressing
- CAD/RMS procurement active
- System configuration underway



Energy & Municipal Systems

- Electric system validation underway
- Town House security planning advancing
- Facilities capital planning progressing



Sustainability & Climate

- Climate Action Plan update advancing
- Transportation analysis underway

Execution and validation efforts are advancing across departments, with FY27 capital and policy coordination underway.

Project Spotlight- February 2026

Baker Ave Culvert Repair

Funding: ARPA (FY26 Capital)

Phase: Closeout & Final Inspection

Project Overview:

Permanent structural repair of failed culvert infrastructure following sidewalk sinkhole formation.

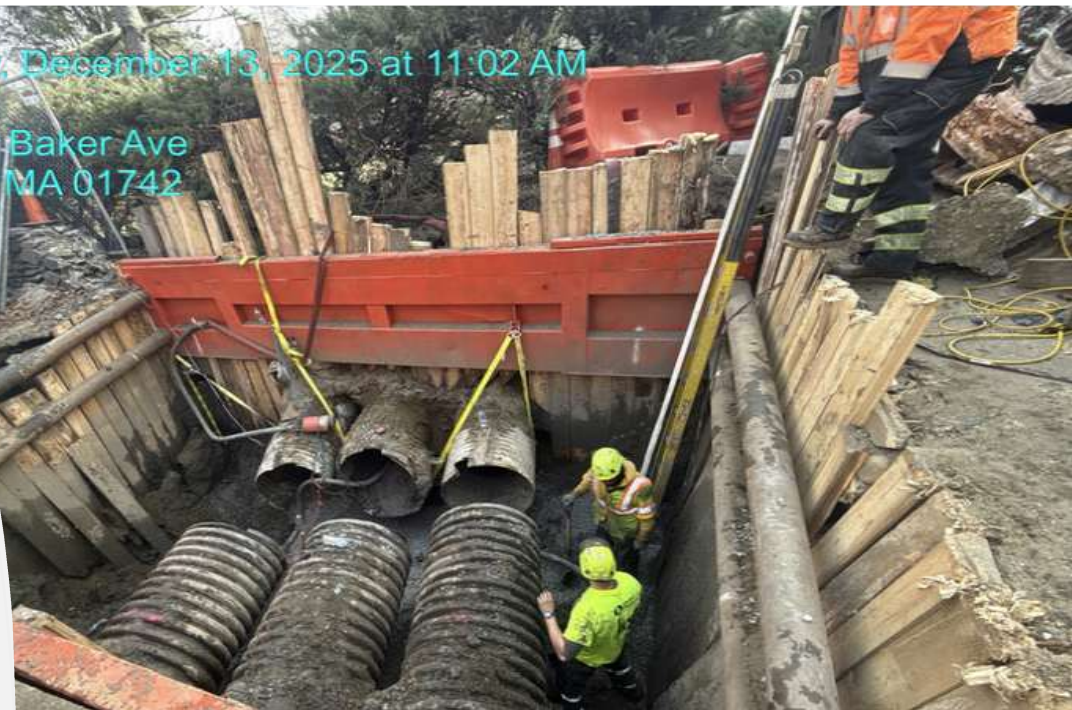
Status:

- Culvert repair and roadway restoration complete
- Temporary traffic controls removed; site stabilized
- Punch list walk-thru complete

Next Steps:

- Final sidewalk restoration (spring weather dependent)
- Final inspection and project closeout

Saturday, December 13, 2025 at 11:02 AM
8° E
9-499 Baker Ave
Concord, MA 01742



Before



After

Project Portfolio Dashboard — February 2026



Active Projects by Phase



50
Reported
Projects

9
Reporting
Departments

11
Cross-Dept
Initiatives

14
Projects in
Execution

Planning

Early-stage assessment & feasibility

Execution

Active implementation underway

Design

Procurement & consultant coordination

Closeout

Final inspection & reconciliation

Priority Projects & Initiatives

Select Board and Town Manager priority initiatives



Department	Project	Project Lead	Funding	Phase	Next Milestone
Concord Municipal Light Plant	Advanced Metering	Jason Bulger Director CMLP	\$3.0M (Enterprise)	Execution	System validation
CMLP	Time-of-Day Rollout	Jason Bulger Director CMLP	\$100K (Special)	Execution	Customer launch
CMLP	Middle School Solar Project	Jason Bulger Director CMLP	TBD (Enterprise Debt Authorization/ Grant)	On Hold	Continued Discussions
Concord Public Works / Water & Sewer	Smart Water Meter Installation	Darin LaFalam Water & Sewer Superintendent	\$1.6M (Enterprise)	Execution	Continued installation/system integration
CPW / Engineering	Baker Ave Culvert Repair (Spotlight)	Steve Dookran Town Engineer	\$800K (ARPA)	Closeout	Completion of construction
CPW	MCI Wastewater Treatment	Alan Cathcart CPW Director	State Earmark	Planning	Negotiations Underway
Public Safety / Fire Department	Basic Life Saver to Advanced Life Saver Certification	Chief Whitney Fire Chief	\$1.2M (FEMA Grant)	Execution	State certification
Public Safety / Police Department	CAD/RMS System Upgrade	Chief Mulcahy Police Chief	\$350K (GF, Capital)	Execution	Vendor implementation
Town Manager's Office / Sustainability	Climate Action & Resilience	Megan Zammuto Deputy Town Manager	\$75K (GF, Capital)	Planning	Consultant coordination underway

DEPARTMENT	PROJECT	LEAD	FUNDING	PHASE	NEXT MILESTONE
Town Manager's Office	Cell Infrastructure Improvement	Megan Zammuto	TBD	Planning	Coverage assessment complete (West Concord); Concord Center and Route 2 feasibility coordination underway.
Information Technology / MinuteMan Media	Town House Hearing Room AV Upgrade	Julie Manoogian Media Manager	MMN Revolving	Planning	Scope refinement and cost evaluation
Community Development	Assabet River Trail	Alyssa Sandoval Community Development Director	GF, Capital	Planning	Submission of FY26 capital request and interdepartmental coordination
CPW / Facilities	Municipal Building Capital Improvements (FY26)	Russell Karlstad Facilities Director	\$3.1M (GF, Capital & Operating)	Execution	Phased construction and system upgrades across municipal facilities
Community Development / CPW	Comprehensive Transportation Strategy	Alyssa Sandoval Steve Dookran	Study funded thru ARPA	Planning	Identification of priority corridors and recommended implementation framework
Community Development / CPW	MCI Concord Master Plan and Rezoning	Alyssa Sandoval Alan Cathcart	State Earmark, Special Warrant Article (Free Cash)	Planning	Completion of master planning framework a draft rezoning concepts for stakeholder review

Concord Municipal Light Plant (CMLP)



Department Manager:
Jason Bulger, Director

CMLP Project Links

[Advanced Metering System Project | Concord, MA](#)

[Time-of-Day Electric Rates | Concord, MA](#)

Department Highlights (Feb 26)

- Advanced Metering rollout in validation and close-out phase.
- Time-of-Day rates advancing toward April activation with contingency planning underway.
- Solar initiatives progressing through regulatory review and funding evaluation.

Key Items / Operational Notes




- Ongoing coordination with external regulators, ISO-New England, and regional utility partners continues to influence project sequencing and resource allocation.
- Internal staffing and vendor capacity remain active management considerations across concurrent initiatives.
- Cross-department collaboration with Schools and other Town divisions remains essential to defining next-phase implementation pathways.

Concord Municipal Light Plant (CMLP)



Advanced Metering Rollout:

- System-wide meter replacement complete.
- Network validation and vendor compliance confirmation underway.
- Data integration and operational performance meeting contractual thresholds.

Select Board Goals:  Infrastructure •  Financial Sustainability •  Climate Action

Time-of-Day Rate Rollout:

- Implementation advancing toward April 2026 go-live.
- Customer communications and billing coordination underway.
- Schedule risk remains due to resource and external utility dependencies.

Select Board Goals:  Climate Action •  Financial Sustainability

Project Timelines (FY26–FY27)

Advanced Metering Rollout

- Deployment complete (FY26)
- System validation (current)
- Close-out transition (FY26–FY27)

Time-of-Day Rates

- Rate design complete (FY26)
- Customer communications (current)
- Rate activation and monitoring (FY26–FY27)

System validation and customer outreach are converging in FY26, positioning CMLP for stable Time-of-Day activation and operational close-out transitioning into FY27.

Concord Public Works (CPW)



Department Manager:
Alan Cathcart, Director

[Concord Public Works Site](#)

Department Highlights (Feb FY26)

- Major roadway and intersection projects advancing, including Baker Avenue Culvert, West Concord paving close-out, and Main/Baker/Cottage intersection design.
- Water, sewer, and smart meter initiatives progressing, including Silver Hill Phase 2 completion and system capacity monitoring.
- Facilities and long-term infrastructure planning underway, including Peabody reuse, new CPW facilities planning, and Public Safety Building repairs.

Key Items / Operational Notes

- FY26 capital program front-loaded to address pavement condition, culvert failure risk, and long-term roadway stabilization.
- Active coordination with utilities, abutters, and regulatory partners remains critical to maintaining construction sequencing and timelines.
- Asset management and project prioritization tools being strengthened to support multi-year capital forecasting and safety planning.




Concord Public Works-Engineering

Steve Dookran, Town Engineer






Roadway Stabilization & Pavement Management

- FY26 construction underway under Tier III authorization.
- Prioritization guiding multi-year sequencing.
- Condition stabilization and asset performance focus.

Select Board Goals:  Infrastructure  Financial Sustainability
 Transportation

Pedestrian & Bicycle Safety

- Sidewalk and corridor construction underway.
- ADA and safety enhancements integrated.
- Mobility and risk reduction prioritized.

Select Board Goals:  Infrastructure  Transportation  Climate Action

Project Timelines (FY26–FY27)

Roadway Stabilization

- Construction prioritization complete (FY26)
- Active roadway construction (current)
- Multi-year continuation (FY26–FY30)

Pedestrian & Bicycle Safety

- Corridor design complete (FY26)
- Sidewalk and safety construction (current)
- Corridor expansion and continuation (FY26–FY27)

FY26 construction activity represents a coordinated acceleration of roadway and pedestrian infrastructure investment under the approved capital plan.

Concord Public Works – Facilities

Russ Karlstad, Director



Building Repairs & Renovations

- FY26 capital allocation supporting priority municipal building repairs.
- System replacements and deferred maintenance stabilization underway.
- Feasibility planning advancing for long-term facility modernization.

Select Board Goals:  Infrastructure •  Financial Sustainability •  Governance

Harvey Wheeler Community Center – Kitchen Feasibility

- Scope analysis evaluating replacement or expansion options.
- Consultant coordination and operational needs assessment underway.
- Findings will define scope options.

Select Board Goals:  Infrastructure •  Governance

Project Timelines (FY26–FY27)

Building Repairs & Renovations

- Capital allocation approved (FY26)
- Repair and improvement projects underway (current)
- System stabilization and modernization planning (FY26–FY27)

Harvey Wheeler – Kitchen Study

- Feasibility scope defined (FY26)
- Consultant analysis underway (current)
- Recommendation and capital integration (FY26–FY27)

FY26 facilities investment prioritizes system stabilization, deferred maintenance reduction, and long-term capital planning integration



Concord Public Works-Highway & Grounds

Aaron Miklosko, Highway & Grounds Superintendent





Fleet Vehicle Replacement – H23 Freightliner Dump Truck

- Replacement of H23 2012 Freightliner dump truck with 11-foot plow and de-icing equipment.
- Supports winter maintenance and year-round roadway operations.
- Procurement underway with deployment planned FY27.

Select Board Goals:  Infrastructure •  Transportation •  Public Safety

Fleet Equipment & Maintenance Tools

- Replacement of maintenance equipment and shop machines.
- Ongoing small equipment upgrades supporting operational reliability.
- Focused on reducing unplanned downtime and improving fleet readiness.

Select Board Goals:  Infrastructure •  Financial Sustainability

Project Timelines (FY26–FY27)

H23 Freightliner Replacement

- Vehicle specification and planning complete (FY26)
- Vehicle procurement on order (current)
- Delivery and deployment into H&G fleet (FY27)

Fleet Equipment & Maintenance Tools

- Equipment evaluation and replacement planning complete (FY26)
- Equipment procurement ongoing (FY26)
- Integration into H&G operations (FY26–FY27)

FY26 fleet investments are improving reliability, reducing unplanned downtime, and positioning Highway & Grounds for sustained operational performance in FY27.

Concord Public Works- Water & Sewer

Darin LaFalam: Water & Sewer Superintendent



Smart Water Meter Installation

- System-wide smart meter installation underway.
- Early implementation and internal coordination in progress.
- Preparing for broader system integration and validation.





Select Board Goals:  Infrastructure •  Financial Sustainability •  Climate Action

Wastewater System Planning & Capacity Coordination MCI

- Ongoing assessment of wastewater capacity and system performance.
- Coordination with MCI Wastewater Treatment Facility.
- Technical review and future capital sequencing underway.



Select Board Goals:  Infrastructure •  Climate Action •  Governance

Project Timelines (FY26–FY27)

Smart Water Meter

- Project initiation complete (FY26)
- Early implementation (current)
- System integration and validation (FY26–FY27)

Wastewater Capacity Planning MCI

- Planning and coordination (current)
- Technical review and agency discussions
- Future capital planning and sequencing

Early implementation and capacity planning efforts in FY26 position Water & Sewer for improved system performance and informed capital integration in FY27.

Information Technology (IT)



Department Manager:

Jeff Weiner, Chief Information Officer

[IT Department Homepage](#)

Department Highlights (Feb 26)

- Enterprise systems transitioning from deployment to validation and operational stabilization.
- Security and access control modernization advancing, including Town House security and card access upgrades.
- Public meeting technology enhancements progressing, including AV upgrades and electronic voting implementation.

Key Items / Operational Notes

- Portfolio coordination focused on sequencing capital, public safety, and governance initiatives.
- Legacy system upgrades and server decommissioning underway to reduce security and operational risk.
- Cloud migration evaluations in progress, including phone system and security platform modernization.

Information Technology (IT)



Enterprise Systems Stabilization

- Post-deployment validation and performance testing underway.
- Operational handoff and system readiness coordination in progress.
- Cross-department integration with Finance, Public Safety, and CPW.



Select Board Goals:  Infrastructure •  Governance

Cybersecurity & Network Resilience

- Ongoing monitoring and access control alignment.
- System hardening across departments.
- Risk mitigation protocols supporting digital service expansion.



Select Board Goals:  Governance •  Public Safety

Project Timelines (FY26–FY27)

Town House Security & AV

- Scope refinement and sequencing (FY26)
- Integration planning (FY26)
- Implementation coordination (FY27)

Enterprise Systems

- Validation and testing (current)
- Cross-department optimization (FY26)
- Operational stabilization (FY27)

IT stabilization and security coordination are supporting execution-phase projects while strengthening long-term infrastructure resilience.

Public Safety

Fire Department/ Police Department



Department Manager:

Thomas Mulcahy, Chief of Police

Brian Whitney, Fire Chief

[Concord Fire Department Homepage](#)

[Concord Police Homepage](#)

Department Highlights (Feb 26)

- Fire Department progressing transition from BLS to in-house ALS paramedic service.
- Police CAD/RMS system modernization supporting dispatch efficiency and data management.
- Ongoing equipment upgrades and capital planning supporting long-term public safety readiness.

Key Items / Operational Notes

- FEMA-funded ALS training advancing; four paramedics certified, additional certifications projected through December 2026.
- OEMS licensing application planned with target ALS service launch July 2026.
- Early-stage planning continues for future Police and Fire facility modernization; no active capital project advanced at this time.

Concord Public Safety- Concord PD & FD



BLS to ALS Transition

- FEMA-funded paramedic training advancing; 4 completed training, 3 currently certified.
- 9 paramedics projected certified by July 2026; full cohort completion by December 2026.
- OEMS licensing application planned; grant extension request anticipated May 2026.



Select Board Goals:  Public Safety •  Service Reliability •  Financial Sustainability

CAD/RMS System Upgrade

- Police CAD and Records Management modernization advancing.
- Vendor procurement and implementation activities underway.
- System configuration and training progressing FY26–FY27.



Select Board Goals:  Public Safety •  Strategic Planning •  Governance

Project Timelines (FY26–FY27)

BLS to ALS Transition

- Personnel training underway (FY26)
- ALS certification milestone (July 2026)
- Full program completion (December 2026)

CAD/RMS Upgrade

- Needs assessment complete
- Procurement and implementation (FY26)
- Configuration and training (FY26–FY27)

Town Managers Office (TMO)



Department Managers:

Kerry A. Lafleur Town Manager

Megan J. Zammuto, Deputy Town Manager

[Wireless Coverage \(Cell Service\) Link](#)

[Town Manager Homepage](#)

Department Highlights (Feb 26)

- Continued advancement of priority Select Board initiatives, including climate resilience and infrastructure coordination.
- Cross-department alignment to support capital sequencing, regulatory actions, and FY26 implementation milestones.
- FY27 planning efforts underway to position key capital and policy actions for decision.

Key Items / Operational Notes

- **Cell Infrastructure Initiatives:** Progressing on Concord Center and Route 2 projects and working to identify a West Concord business district improvement.
- **Climate Action & Resilience:** Cross-department sequencing efforts advancing in support of Select Board priorities
- **FY27 Strategic Planning:** operating and capital recommendations have been finalized.
- **Governance Support:** Ongoing Select Board coordination and goal tracking.

Town Manger's Office (TMO)



Climate Action & Resilience Plan Update

- Climate Action Committee held a working meeting to discuss actions from the 2020 CARP identified as “Keep, Shift, or [were] Missing”.
- Project consultants, Weston & Sampson, kicked off with the Climate Action Committee at their February 2026 meeting.
- Assembling a Town Staff group to provide regular feedback throughout the project duration.

Select Board Goals:  Sustainability & Climate •  Infrastructure

Cell Infrastructure Improvement

- Landfill Tower – working with Wireless Edge Towers on environmental information required prior to permitting.
- Umbrella – working on final lease details with Verizon.
- West Concord – meeting with stakeholders and residents regarding infrastructure proposal at Rideout Park.

Select Board Goals:  Infrastructure •  Public Safety

Project Timelines (FY26–FY27)

Climate Action & Resilience

- Progress assessment of the 2020 CARP near complete
- Preparing Community Engagement Plan; engagement to begin in March
- Policy and capital alignment integration (FY26–FY27)

Cell Infrastructure

- Landfill Tower – environmental review underway; permitting anticipated 2026
- Umbrella – lease finalization targeted March 2026
- West Concord – Select Board discussion anticipated Spring 2026

Technical evaluation and coordinated planning efforts in FY26 are advancing structured implementation pathways for climate and wireless infrastructure initiatives.

Community Development

Planning, Building, Health, Natural Resources



Department Manager:
Alyssa Sandoval, Director

[Assabet River Multi-use Bridge & Trail](#)

[Comprehensive-Transportation-Strategy](#)

[Reimagine MCI Concord](#)

Department Highlights (Feb FY26)

- Continued advancement of long-range land use and redevelopment initiatives, including coordination on Reimagine MCI and corridor planning efforts.
- Ongoing zoning, transportation, and mobility analysis supporting the Comprehensive Transportation Strategy and multi-year capital planning.
- Cross-department alignment underway to inform FY27 policy priorities and housing-related initiatives.

Key Items / Operational Notes

- **Assabet River Multi-Use Bridge & Trail:** Interagency coordination and planning activities progressing; advancing permitting and design sequencing discussions.
- **Comprehensive Transportation Strategy:** Data analysis and stakeholder engagement ongoing to inform mobility and infrastructure investment priorities.
- **Reimagine MCI Concord:** Concept development and interdepartmental coordination underway to evaluate long-term redevelopment opportunities.

Community Development



Comprehensive Transportation Strategy

- Data collection and baseline traffic analysis completed.
- Scenario development and corridor evaluation underway.
- Coordination with CPW to align mobility planning with capital priorities.



Select Board Goals:  Mobility & Safety •  Governance •  Infrastructure

Assabet River Multi-Use Bridge & Trail

- Preliminary planning and interagency coordination advancing.
- Scope refinement and partner engagement underway.
- Budget preparation and funding strategy development in progress for FY27.
- Anticipate TIP funding



Select Board Goals:  Sustainability & Climate •  Governance •  Infrastructure

Project Timelines (FY26–FY27)

Comprehensive Transportation Strategy

- Baseline analysis complete (FY26)
- Scenario evaluation and corridor modeling (current)
- Planning framework and priority corridor identification (FY27)

Assabet River Multi-Use Bridge & Trail

- Planning and coordination initiated (FY26)
- Scope and partner refinement (current)
- Budget submission and capital coordination (FY27)

Planning and coordination efforts in FY26 are positioning Community Development initiatives for informed capital and policy decisions in FY27.

Library & Human Services – Project Overview



Strategic Plan FY2027–FY2029

The Concord Free Public Library is developing a new Strategic Plan for FY2027–FY2029 to guide the Library’s vision, services, and priorities over a three-year period.

Key Notes:

- Community engagement process begins July 1, 2026
- Plan will be adopted by the Library Committee to guide future operations

Select Board Goals:

 Service Delivery •  Governance •  Community Engagement

Beede Center Roof Restoration & Replacement

Targeted restoration and replacement of roof areas at the Beede Center, consistent with architectural drawings, to reduce installation costs while providing a full 20-year warranty.

Key Notes:

- Architect validating low bidder and preparing contract materials
- Contract award: February 9, 2026
- Estimated Construction Completion: 2027 subject to weather

Select Board Goals:

 Facilities & Asset Management •  Community Wellbeing

Construction and system upgrades remain active across CPW priorities, while early planning continues for long-term wastewater capacity needs.

Closing out February



Execution

- Roadway, pedestrian, fleet, and modernization initiatives progressing through active construction and implementation phases.
- System validation and close-out efforts advancing across technology and infrastructure projects.
- Public safety and service continuity priorities maintained through coordinated capital execution.

Planning & Sequencing

- Early FY27 capital alignment discussions underway across departments.
- Policy sequencing and consultant-led initiatives advancing to define next-phase actions.
- Infrastructure and climate priorities being integrated into multi-year planning frameworks.

Oversight & Reporting

- Cross-department milestone tracking and dependency monitoring ongoing.
- Issues requiring Select Board awareness elevated in real time.
- Monthly reporting framework continuing to support transparency and informed decision-making.

Strategic Planning Watchlist

Public Safety / CPW Facilities Long-Term Space Needs – internal feasibility review ongoing

Disciplined execution and structured planning remain central to advancing Concord's infrastructure and policy priorities.