



Town Manager's Monthly Project Report

March 2026

Tracking progress across key operational and capital priorities.

Executive Overview – March 2026



- **Capital delivery entering execution**
14 projects are currently in construction or implementation, with **7 additional projects** advancing through procurement and final design.
- **Public safety systems advancing**
Advanced Life Support training and state licensing preparation continued while the Computer Aided Dispatch and Records Management System procurement process remains active.
- **Technology systems stabilizing**
Core municipal technology upgrades are advancing toward implementation and operational rollout.
- **FY27 coordination underway**
Early planning work has begun to support Fiscal Year 2027 capital, climate, and transportation priorities.



Infrastructure

- Baker Ave Culvert nearing close-out
- Smart water meter installation advancing townwide
- Water & Wastewater planning and negotiations ongoing



Public Safety

- Advance Life Saver training progressing
- Computer aided dispatch/Records management system procurement active
- System configuration underway



Energy & Municipal Systems

- Time of Day Electric Rate rollout underway
- Cell infrastructure expansion planning underway
- 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 - March 2026

Smart Water Meter Installation
Funding Source: Enterprise Fund
Phase: Execution

Project Overview:

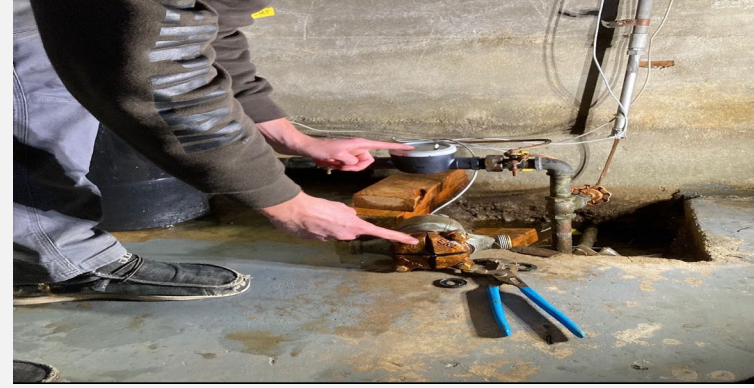
Installation of advanced smart water meters across Concord to modernize the water system, improve leak detection, and provide more accurate water usage data for residents and the Town of Concord.

Status:

- Systemwide smart meter installation program underway
- 17 percent of meters installed as of March 2026
- Field crews actively replacing legacy meters across service areas

Next Steps:

- Continue phased meter installations town-wide
- Expand data integration and system monitoring capabilities
- Projected completion: Fall 2027



Water & Sewer staff replacing legacy meter



Smart water meter installation



Advanced meter hardware installation



Active Projects by Phase



56
Reported
Projects

9
Reporting
Departments

11
Cross-Dept
Initiatives

19
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)	Closeout	Performance 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	Determine revised project scope with school district
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	Steve Dookran (Town Engineer)	\$800K (ARPA)	Closeout	Final inspection
CPW	MCI Wastewater Treatment	Alan Cathcart (CPW Director)	State Earmark	Planning	Advance negotiations with EPA and state partners
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	Computer Aided Dispatch/Record Management	Chief Mulcahy (Police Chief)	\$350K (GF, Capital)	Execution	Vendor configuration and system deployment

DEPARTMENT	PROJECT	LEAD	FUNDING	PHASE	NEXT MILESTONE
Town Manager's Office / Sustainability	Climate Action & Resilience	Shannon McAndrew (Management Specialist)	\$75K (GF, Capital)	Planning	Finalization of community outreach plan
Information Technology / MinuteMan Media	Town House Hearing Room AV Upgrade	Julie Manoogian (Media Manager)	MMN Revolving	Planning	Finalize project scope and cost estimates
Community Development	Assabet River Bridge Trail	Elizabeth Hughes (Town Planner)	GF, Capital	Planning	Submit FY27 federal Community Project Funding request
PW / Facilities	Municipal Building Capital Improvements (FY26)	Russell Karlstad (Facilities Manager)	\$3.1M (GF, Capital & Operating)	Execution	Complete next phase of municipal facility upgrades
Community Development / PW	Comprehensive Transportation Strategy	Alyssa Sandoval (CDD Director) Steve Dookran (Town Engineer)	Study funded thru ARPA	Planning	Identify priority corridors and implementation framework
Community Development / PW	MCI Concord Master Plan and Rezoning	Alyssa Sandoval (CDD Director) Alan Cathcart (CPW Director)	State Earmark, Special Warrant Article (Free Cash)	Planning	Complete master planning framework and draft rezoning concepts

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 (March FY26)

- Advanced Metering project completed; performance validation underway.
- Time-of-Day electric rates launch April 1, with May billing implementation.
- Solar expansion and Middle School solar projects advancing through review, permitting, and funding coordination.

Key Items / Operational Notes

- Monitoring regional energy markets and grid reliability conditions. Market trends continue to inform procurement and operational planning.
- Customer outreach and billing readiness supporting upcoming rate changes. Staff preparing systems and communications ahead of implementation.
- Coordination with Town departments on energy planning and infrastructure needs. Collaboration supports long-term system reliability and modernization.

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 monitoring continuing during closeout.



Select Board Goals:  Infrastructure •  Financial Sustainability •  Climate Action

Time-of-Day Rate Rollout:

- Implementation advancing toward April 2026 go-live with May billing integration.
- Customer communications and billing coordination underway.
- Operational readiness and system monitoring continuing ahead of activation.



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)

Advanced metering validation and Time-of-Day customer readiness efforts are converging in FY26, positioning CMLP for stable rate activation and operational close-out transitioning into FY27

Concord Public Works (CPW)



Department Manager:
Alan Cathcart, Director

Link to site

[Concord Public Works Site](#)

Department Highlights (Mar FY26)

- Major roadway and infrastructure projects advancing, including Baker Avenue Culvert repair, Main/Baker/Cottage intersection design, and town-wide paving coordination.
- Water and sewer infrastructure initiatives progressing, including Silver Hill Phase 2 work, wastewater capacity evaluation at MCI, and smart water meter implementation.
- Facilities and long-range planning efforts underway, including Peabody School reuse analysis, new CPW facility planning, and municipal building capital improvements.

Key Items / Operational Notes

- FY26 capital program continues advancing high-priority roadway, drainage, and infrastructure improvements across multiple project sites.
- Coordination with utilities, contractors, and regulatory partners remains critical to maintaining construction sequencing and project timelines.
- Department leadership continuing long-range planning for facilities, asset management, and capital investment prioritization.




Concord Public Works-Engineering

Steve Dookran, Town Engineer






Roadway Stabilization & Pavement Management

- Town-wide paving program advancing under the FY26 capital plan.
- Silver Hill Phase 2 drainage and roadway repairs underway following completion of water main installation.
- Baker Avenue culvert repair progressing toward substantial completion.

Select Board Goals:  Infrastructure  Financial Sustainability
 Transportation

Pedestrian & Intersection Safety

- Main/Baker/Cottage intersection improvements advancing through engineering design.
- Pedestrian accessibility and safety improvements incorporated into roadway projects.
- Sidewalk and ADA access upgrades included within capital roadway work.

Select Board Goals:  Infrastructure  Transportation  Climate Action

Project Timelines (FY26–FY27)

Roadway Stabilization

- Baker Ave culvert repair (FY26)
- Silver Hill Phase 2 roadway repairs (current)
- Town-wide paving program continuation (FY26–FY27)

Pedestrian & Bicycle Safety

- Main/Baker/Cottage intersection design (FY26)
- Corridor safety integration (current)
- Intersection improvements implementation (FY26–FY27)

FY26 engineering projects are advancing roadway rehabilitation, drainage improvements, and intersection safety projects under the Town's capital infrastructure program.




Concord Public Works – Facilities

Russ Karlstad, Manager



Building Repairs & Renovations

- FY26 capital funding supporting priority municipal building repairs and system upgrades.
- Facility projects advancing, including 133/135 Keyes roof renovation and Public Safety Building roof replacement planning.
- Long-range facility planning underway, including Peabody School reuse analysis and new CPW facility planning.

Select Board Goals:  Infrastructure •  Financial Sustainability •  Governance

Harvey Wheeler Community Center – Kitchen Feasibility

- Feasibility study evaluating kitchen replacement or expansion options.
- Consultant coordination and operational needs assessment underway.
- Study findings will inform scope and potential capital planning.

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 investments are addressing priority municipal building repairs while advancing long-term facility planning and capital modernization efforts.




Concord Public Works-Highway & Grounds

Aaron Miklosko, Highway & Grounds Superintendent



Town-Wide Paving & Roadway Maintenance

- Highway division supporting the FY26 town-wide paving and roadway repair program.
- Coordination with Engineering on pavement preparation and roadway stabilization.
- Ongoing roadway maintenance operations supporting capital construction work.

Select Board Goals:  Infrastructure •  Transportation •  Public Safety

250th Anniversary Tree Program

- Planting 250 public shade trees across Concord as part of Concord250.
- Coordination with schools and community partners to identify planting locations.
- Supports long-term canopy growth and climate resilience.

Select Board Goals:  Infrastructure •  Climate Action

Project Timelines (FY26–FY27)

Roadway Maintenance & Paving

- Roadway preparation and support work (current)
- Town-wide paving program implementation (FY26)
- Multi-year roadway maintenance continuation (FY26–FY27)

250th Tree Program

- Tree planting coordination (FY26)
- Community planting efforts underway (current)
- Canopy growth and maintenance planning (FY26–FY27)

FY26 Highway & Grounds operations are supporting roadway maintenance, capital paving implementation, and community tree planting initiatives across Concord.

Concord Public Works- Water & Sewer




Darin LaFalam: Water & Sewer Superintendent



Smart Water Meter Installation

- System-wide smart meter installation underway.
- Early implementation and system coordination underway.
- Preparing for broader system integration and operational 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

FY26 smart meter implementation and wastewater capacity planning are advancing system modernization and informing future capital investment decisions.

Information Technology (IT)



Department Manager:

Jeff Weiner, Chief Information Officer

Link to site

[IT Department Homepage](#)

Department Highlights (March FY26)

- 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)

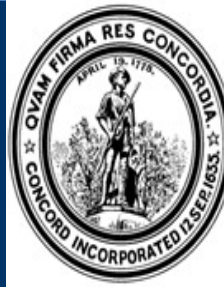
Enterprise Systems

- 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

Public Safety Links

[Concord Fire Department Homepage](#)

[Concord Police Homepage](#)

Department Highlights (March FY26)

- Fire Department progressing transition from Basic Life Saver certification to in-house Advanced Life Saver paramedic service.
- Police Computer aided dispatch/Records management 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 Advanced life saver training advancing; four paramedics certified, additional certifications projected through December 2026.
- Office of Emergency Medical Services licensing application planned with target Advanced Life Saver service launch July 2026.
- Early-stage planning continues for future Police and Fire facility modernization; no active capital project advanced currently.

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 Manger's Office (TMO)



Links

Department Managers:

Kerry A. Lafleur Town Manager

Megan J. Zammuto, Deputy Town Manager

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

[Town Manager Homepage](#)

Department Highlights (March FY26)

- Advancement of priority Select Board initiatives including climate resilience and infrastructure coordination.
- Cross-department coordination supporting 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:** Concord Center and Route 2 projects advancing; Phase 1 environmental review underway for Route 2 with site visit planned this spring. Lease negotiations for the Umbrella site now focused on electrical service configuration for the building.
- **Climate Action & Resilience:** Stakeholder mapping underway. Finalizing community outreach plan.
- **FY27 Strategic Planning:** Operating and capital recommendations finalized for FY27 planning.
- **Governance Support:** Ongoing Select Board coordination and goal tracking.

Town Manger's Office (TMO)



Climate Action & Resilience Plan Update

- Stakeholder mapping underway. Finalizing community outreach plan, with 8 stakeholder interviews and 2 full community workshops planned throughout the project.
- Project webpage content under development.
- Identifying draft actions for the updated plan through communications with the Climate Action Committee and Town Staff. Action identification to continue with stakeholder interviews.

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 – Postponed

Select Board Goals:  Infrastructure •  Public Safety

Project Timelines (FY26–FY27)

Climate Action & Resilience

- Progress assessment of the 2020 CARP near complete
- Finalizing stakeholder mapping and community outreach plan
- Draft list of actions for the updated plan to be reviewed in April

Cell Infrastructure

- Landfill Tower – environmental review underway; permitting anticipated 2026
- Umbrella – lease finalization targeted March 2026
- West Concord – Postponed until FY27

FY26 technical evaluation and coordination efforts are advancing 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 (March FY26)

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

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 underway to inform mobility improvements and long-term infrastructure investment priorities.
- **Reimagine MCI Concord:** Master planning and interdepartmental coordination underway to evaluate redevelopment and long-term land use 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 underway.
- Project advanced for FY27 federal Community Project Funding submission with Congressional support.
- Budget preparation and funding strategy development underway for FY27, including anticipated TIP funding.



Select Board Goals:  Sustainability & Climate •  Governance •  Infrastructure

Project Timelines (FY26–FY27)

Comprehensive Transportation Strategy

- Baseline traffic 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 FY26



Execution

- Public safety modernization progressed with ALS training milestones and CAD/RMS procurement advancing.
- Capital and infrastructure projects continued through active design, permitting, and implementation phases.
- Facilities and asset investments advanced with Beede Center roof contract award and preparation for construction.

Planning & Sequencing

- Climate Action consultant kickoff and early coordination activities initiated.
- Transportation strategy baseline analysis completed, advancing corridor evaluation and scenario development.
- Early FY27 capital coordination discussions underway across departments.

Oversight & Reporting

- Cross-department milestone tracking and dependency monitoring continued through the monthly project reporting framework.
- Key infrastructure and policy initiatives elevated for Select Board awareness and coordination.
- ADA Transition Plan update advancing; Disability Commission public survey launched to gather accessibility feedback.

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.