



# Town Manager's Monthly Project Report

January 2026

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**Tracking progress across key operational and capital priorities.**

# Executive Overview – January 2026

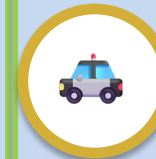


- **January reflects continued progress across the Town’s active capital and operational portfolio, with projects advancing through validation, procurement, and early execution.**
- **Public Works and utility initiatives remain active, including ongoing construction, water system improvements, and post-installation meter system validation.**
- **Public safety priorities continue moving forward, with ALS training and licensing underway and CAD/RMS modernization advancing through procurement.**
- **Staff continue early planning for longer-range facility and infrastructure needs, including Public Works operations and wastewater capacity at the MCI site, supported by a state earmark.**
- **The Land Use Working Group is evaluating opportunities to use existing Town buildings more effectively and efficiently as FY27 planning begins.**



## **Infrastructure**

Harvey Wheeler work continues toward close-out; culvert and water system work remains active



## **Public Safety**

ALS training/licensing continues; CAD/RMS modernization remains in procurement and planning.



## **Energy & Technology**

Meter deployment complete and now in system validation; Town House security + AV planning advancing.



## **Sustainability & Climate**

Climate Action & Resilience Plan moves through consultant selection; Transportation Strategy analysis continues.

# Project Spotlight

## Harvey Wheeler Community Center

### Why It Matters

- Serves residents of all ages
- Improves pedestrian safety and accessibility

### Completed

- New accessible sidewalk and ramp system constructed
- Pedestrian circulation improved and grade challenges reduced
- Public access maintained throughout construction

### What's Next

- Final inspections and close-out documentation
- Transition to routine maintenance

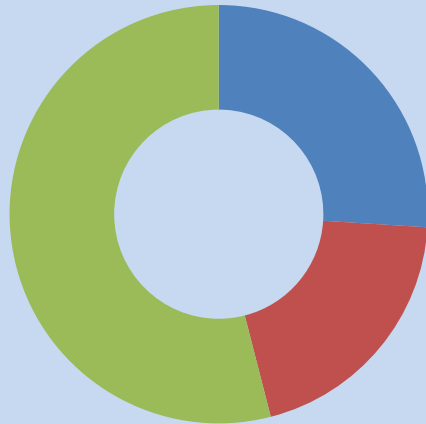
Multimedia collaboration with  
Minuteman Media Network  
(Coming Soon)



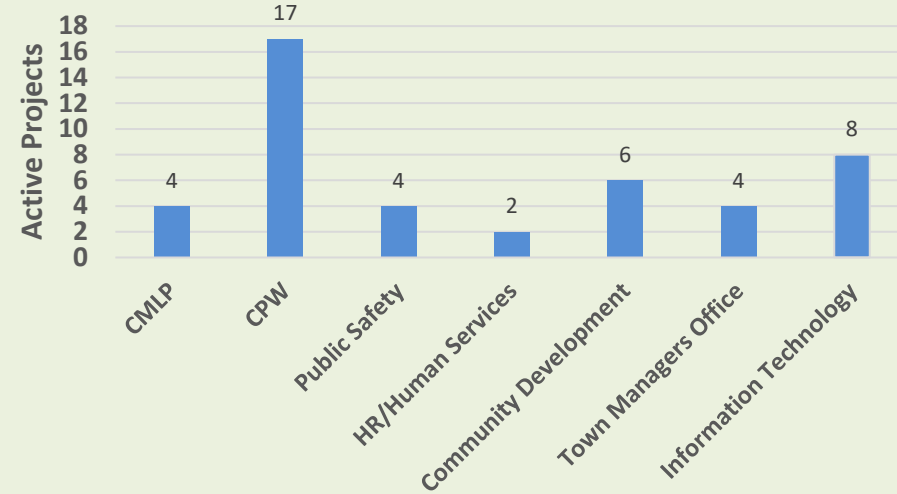
# January Dashboard – Project Activity Snapshot

## Project Phases

- Execution (26%)
- Procurement (20%)
- Planning & Other (54%)



## Projects by Department



- **46 Active Projects**
- **9 Departments Reporting**
- **\$6.425M Active Capital (Reported Projects)**

**Key Insight: More than half of active projects remain in planning, positioning the Town for FY27 execution.**



# Priority Projects & Initiatives



Capital and public safety initiatives progressing through implementation and planning milestones.

Project / Initiative	Department / Project Manager	Cost / Funding Source	Current Phase	Next Milestone
<b>Advanced Metering Rollout</b>	Concord Municipal Light Plant Jason Bulger CMLP Director	\$3.0M Enterprise	Execution	System validation
<b>Time-of-Day Rate Rollout</b>	Concord Municipal Light Plant Jason Bulger CMLP Director	\$100K Special Funds	Planning & Design	Customer launch
<b>Smart Water Meter Installation</b>	Concord Public Works Darin LaFalam Water Superintendent	\$1.6M Enterprise	Execution	Continued installation/system integration
<b>Baker Culvert Repair</b>	Concord Public Works Steve Dookran Town Engineering	\$800K Capital	Execution	Completion of construction
<b>MCI Wastewater Treatment Plant</b>	Concord Public Works Alan Carthart	State Earmark to Assist in Planning	Planning & Design	Continued Discussions
<b>Basic Life Support → Advanced Life Support Transition</b>	Fire Department Chief Whitney	\$1.2M Grant	Execution	State certification
<b>CAD/RMS Upgrade</b>	Police Department Chief Mulchay	\$350K Operating	Procurement	Vendor implementation

# Priority Projects & Initiatives Continued



Town-wide climate, governance, and delivery initiatives supporting FY27 execution.

Project / Initiative	Department / Owner	Cost / Funding Source	Current Phase	Next Milestone
<b>Climate Action &amp; Resilience</b>	Town Manager's Office Megan Zammuto (Deputy Town Manager)	\$75K / Town Meeting	Procurement	Vendor selection
<b>Cell Infrastructure Improvement</b>	Town Manager's Office Megan Zammuto	TBD	Planning & Design	Coverage assessment and implementation strategy
<b>Town House Security Improvements</b>	Town Manager's Office / IT Jeff Weiner CIO	\$35K / Special Funds	Planning & Design	Historical Review
<b>Town House Hearing Room Update</b>	IT-Minuteman Media Jeff Weiner- Juile Manoogian Media Director	Operating	Planning & Design	Scope refinement and cost confirmation
<b>Assabet River Bridge/Multi-Use Trail</b>	Community Development Alyssa Sandoval Community Development Director	Operating	Planning & Design	Budget submission and coordination
<b>Public Safety and CPW New Facilities</b>	Fire / Police / CPW	TBD	Analysis	Needs assessment and preliminary options review



## Advanced Metering Rollout:

System-wide deployment of advanced electric meters to improve billing accuracy, outage response, and system analytics, with installation complete and system validation underway.

**Select Board Goals:**  Infrastructure •  Financial Sustainability •  Climate Action

## Time-of-Day Rate Rollout:

Implementation of time-based electric rates to support demand management, grid efficiency, and long-term cost containment, supported by customer outreach and billing system coordination.

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

**SB Goals:**  Climate Action •  Financial Sustainability

## Project Timelines (FY25–FY26)

### Advanced Metering Rollout

- Deployment complete
- **System validation (current)**
- Operational close-out (pending validation)

### Time-of-Day Rates

- Rate design complete
- **Customer communications (current)**
- Rate activation & monitoring

# Concord Public Works (CPW)



## Smart Water Meter Installation:

System-wide installation of smart water meters to improve leak detection, billing accuracy, and system monitoring while reducing water loss.

**SB Goals:** Infrastructure • Climate Action • Financial Sustainability

**MCI Wastewater:** Early planning and capacity assessment underway.

## Baker Culvert Repair:

Repair and replacement of the Baker Culvert to address aging infrastructure, improve stormwater conveyance, and reduce flood risk.

**SB Goals:** Infrastructure • Resiliency • Public Safety

## Project Timelines (FY25–FY27)

### Smart Water Meter Installation

- Project initiation complete
- **Early implementation (current)**
- System integration and validation

### Baker Culvert Repair

- Engineering assessment complete
- Design & permitting complete
- Construction underway (current)
- Substantial completion & restoration

# Public Safety — Fire & Police Department Projects



## Fire Department (CFD)

### BLS to ALS Transition:

Transition of emergency medical services from Basic Life Support to Advanced Life Support to improve patient outcomes and reduce reliance on mutual aid.

**SB Goals:** 🚑 Public Safety • ⚙️ Service Reliability • 💰 Financial Sustainability

## Police Department (CPD)

### CAD/RMS System Upgrade:

Replacement of the Police Department's Computer-Aided Dispatch and Records Management System to modernize reporting, data sharing, and operational efficiency.

**SB Goals:** 🚓 Public Safety • 📊 Strategic Planning • 🏛️ Governance

## Public Safety Project Timelines (FY25–FY26)

### ALS Transition (CFD)

- Grant secured
- Personnel enrolled in training
- **Training & state licensing underway (current)**
- ALS certification & service deployment

### CAD/RMS Upgrade (CPD)

- Needs assessment completed
- **Vendor procurement & implementation underway (current)**
- System configuration & staff training
- Go-live & data migration

Public safety initiatives continue advancing, with ALS implementation progressing toward certification and CAD/RMS modernization procurement and planning stages.

# Town Manager's Office (TMO) — Priority Projects



## Climate Action & Resilience Initiative:

Development and coordination of a town-wide climate action and resilience strategy to guide policy, capital planning, and operational decision-making.

<https://concordma.gov/2503/Climate-Action-and-Resilience-Plan>

**SB Goals:** 🌱 Climate Action • 🏛️ Governance • ⚙️ Long-Term Planning

## Cellular Infrastructure Improvement:

Coordination of multiple wireless infrastructure initiatives across Town Center and West Concord to address documented coverage gaps, support public safety communications, and improve service reliability. Work includes small cell deployment, lease negotiations, site-specific feasibility review, and preparation for future procurement to advance expanded wireless coverage.

**SB Goals:** 📶 Infrastructure • 🚚 Public Safety • 🏛️ Governance

## Project Timelines (FY25–FY26)

### Climate Action & Resilience

- Project scope established
- RFP issued and reviewed
- **Consultant selection (current)**
- Strategy development & policy alignment

### Cell Infrastructure Improvement

- Town Center wireless initiatives advancing through deployment and lease negotiation
- **Site-specific feasibility and permitting coordination underway (current)**
- West Concord coverage expansion planning and procurement preparation
- Identification of implementation pathways by location

# Other Active Initiatives



## CMLP

- **Landfill solar expansion & battery storage:** regulatory and interconnection review underway
- **Middle School solar:** re-scoping with school district

## Concord Public Works

- **Public Safety / CPW facilities:** early-stage needs assessment and space planning
- **Pavement and drainage planning:** early coordination to inform future capital programming

## Facilities (Public Works)

- **Facility condition and maintenance planning:** coordination to inform capital and lifecycle decisions
- **Internal process improvements:** workflow standardization and project coordination tools

## Information Technology

- **Internal systems improvements:** performance reporting and data visibility enhancements
- **Security and access systems:** coordination with Facilities and Town Manager's Office

## Community Planning

- **Transportation Strategy:** data analysis and scenario development  
<https://concordma.gov/3426/Comprehensive-Transportation-Strategy>
- **Assabet River Multi-Use Bridge and Trail.**

<https://concordma.gov/2398/Assabet-River-Bridge-Trail>

## Human Resources and Services

- **Workforce planning and classification review:** supporting FY27 budget development
- **Policy and program coordination:** cross-departmental support initiatives

Ongoing initiatives will continue to be monitored and reported alongside priority execution and delivery.

# Closing out 2025



## **This Month**

January reflected steady progress across Concord's active capital and operational portfolio, with construction, system modernization, and public safety initiatives advancing, alongside continued planning and coordination for longer-range infrastructure and policy efforts.

## **Looking Ahead**

In the months ahead, departments will continue advancing projects through execution, validation, and close-out phases, while progressing design, procurement, and consultant-led work supporting early FY27 capital and operational decisions.

## **Ongoing Oversight**

The Town Manager's Office will continue coordinating across departments to track milestones, monitor emerging issues and dependencies, and elevate items requiring Select Board awareness or direction, supporting transparency and informed decision-making.

**Future updates will focus on key milestones, emerging risks, and items requiring Select Board awareness.**