

Public Works Departmental Mission Statement:

The mission of Concord Public Works is to enhance Concord's quality of life, and through sound management, innovation, teamwork and vision, provide dependable, high quality, responsive public works and utility services, consistent with community values and at reasonable cost to Concord's citizens, businesses, institutions and visitors.

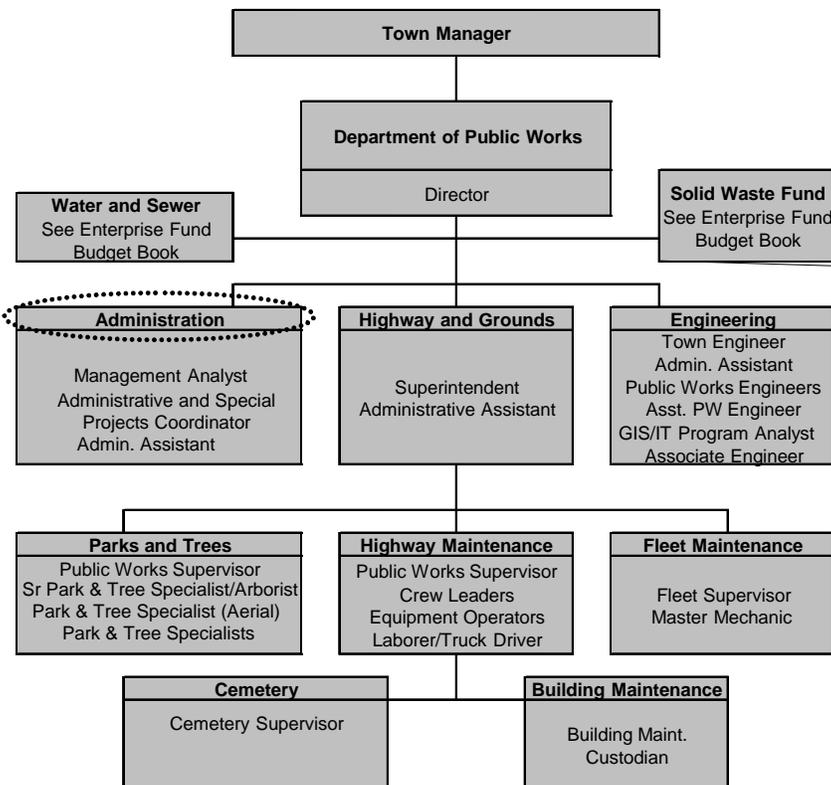
Administration Division Mission Statement:

The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

Budget Highlights:

- This budget represents a slight reduction in operating cost from the FY14 budget.
- Modest increases in the cost of personnel services and other charges were more than offset by a reduction in purchased services, resulting from the decision to purchase copier equipment rather than lease it on an annual basis.
- In exchange for support services provided by Public Works Administration, the Solid Waste Fund funds 50% of the Administrative Assistant position and 13.5% of all other expenditures. In addition, the Water Fund covers 25% of Division expenses; the Sewer Fund covers 10%.

Expenditure Summary				
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 163,079	\$ 173,359	\$ 178,930	\$ 178,143
Other Funds	\$ 170,850	\$ 181,250	\$ 187,194	\$ 186,675
Total Expenditures	\$ 333,929	\$ 354,609	\$ 366,124	\$ 364,818



Description:

Concord Public Works includes the following Divisions: Administration, Engineering, Highway, Snow and Ice Removal, Parks and Trees, Cemetery, and the CPW Keyes Road facility. In addition, the Department through its Director, manages the Water, Sewer, and Recycling and Solid Waste Disposal Enterprises.

The Administration Division provides support for the Director and his staff in carrying out the mission of Concord Public Works.

The Public Works Commission advises the Director of Public Works and others on matters that concern Town water, sewerage, solid waste, drainage and roads.

PUBLIC WORKS: Administration

Item 17A

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 305,656	\$ 322,624	\$ 338,669	\$ 339,278	\$ 339,278
Purchased Services	11,644	10,289	15,485	12,220	12,220
Supplies	7,005	3,259	7,160	6,310	6,310
Other Charges	1,924	1,836	4,810	7,010	7,010
Capital Outlay	7,700	16,600	-	-	-
Totals	<u>\$ 333,929</u>	<u>\$ 354,609</u>	<u>\$ 366,124</u>	<u>\$ 364,818</u>	<u>\$ 364,818</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 178,930	48.87%	\$ 178,143	48.83%	-0.44%
Water Fund	85,208	23.27%	84,805	23.25%	-0.47%
Sewer Fund	34,084	9.31%	33,922	9.30%	-0.48%
Solid Waste Fund	67,902	18.55%	67,948	18.63%	0.07%
Totals	<u>\$ 366,124</u>	100.00%	<u>\$ 364,818</u>	100.00%	-0.36%

PUBLIC WORKS: Administration

Item 17A

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 135,679	1.00	\$ 135,679
	Management Analyst	1.00	84,247	1.00	84,247
	Administrative & Special Projects Coordinator	1.00	66,933	1.00	66,933
	Administrative Assistant	1.00	50,610	1.00	51,219
	Sub Total	<u>4.00 FTEs</u>	\$ 337,469	<u>4.00 FTEs</u>	\$ 338,078
5130	Overtime	0 hrs.	\$ -	0 hrs.	\$ -
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
	Total	<u>4.00 FTEs</u>	\$ 338,669	<u>4.00 FTEs</u>	\$ 339,278

Program Implementation	
<p>The Administration budget includes funding for the Director and his immediate staff in support of public works programs as well as for office supplies and expenses. Responsibilities include the integration of all operating, maintenance and capital resources— money, labor, materials, equipment and facilities— in order to deliver public works services in an efficient, effective and responsive manner.</p> <p>The program involves the management of approximately \$3.9 million in tax-impact program appropriations, and the executive-level direction, supervision and support of CPW and its 54 full-time employees (including Water and Sewer employees). With the mission to protect and maintain the public infrastructure in a cost-effective manner, CPW staffers and the services they provide affect every home, business, institution and individual residing in the Town, as well as visitors and people who pass through the Town on a daily basis. CPW functions have a direct impact on the character of Concord, its property values, and its quality of life.</p> <p>The Administration staff is involved in planning, programming, budgeting, organizing and staffing, developing systems, informing and educating the public, and maintaining records to accomplish the following goals:</p> <ul style="list-style-type: none"> ▪ Maintain, protect, and enhance the Town’s public way infrastructure, including streets, curbing, sidewalks, street signs, traffic islands, public shade trees, guardrails, storm drains, catch basins, culverts, and outfalls. ▪ Maintain, protect, and enhance the Town’s active and passive recreation areas, including parks and athletic fields, municipal grounds, and public shade tree inventory. ▪ Operate, maintain, and preserve the Town’s historic cemeteries. ▪ Provide municipal solid waste collection, recycling, and disposal services at competitive prices while maximizing recycling and waste reduction opportunities and striving to implement sustainable public works practices. ▪ Operate maintain, protect, and enhance the Town’s wastewater collection, treatment, and disposal system. ▪ Operate maintain, protect and enhance the Town’s public drinking water system, including its supply, treatment, distribution, and storage system; and promote water conservation. ▪ Provide professional engineering support for Town departments and the public to protect and enhance Concord’s infrastructure. ▪ Provide the vision, leadership and administrative support for achieving excellence in stewardship of public works, utility and environmental assets and resources under CPW care. 	

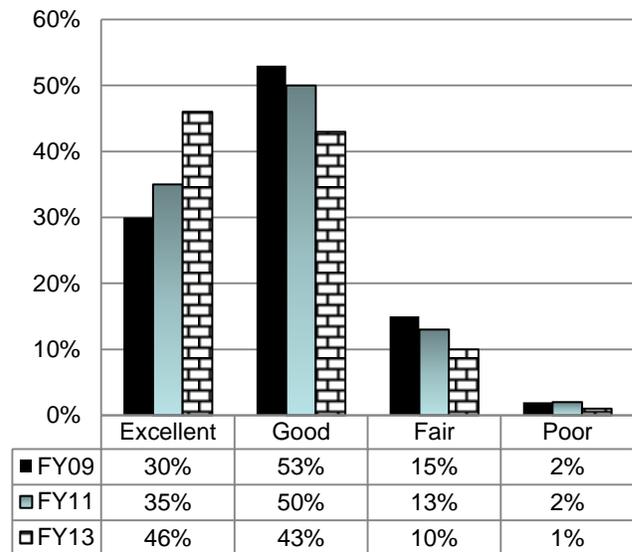
Goal: *To ensure the Public Works Department services are cost-effective, and of the highest quality.*

Objective: To measure citizen satisfaction with Public Works Department services

Measure: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services that the Public Works Department provides for the town.

Ratings of Services provided by Concord Public Works



Engineering Mission Statement:

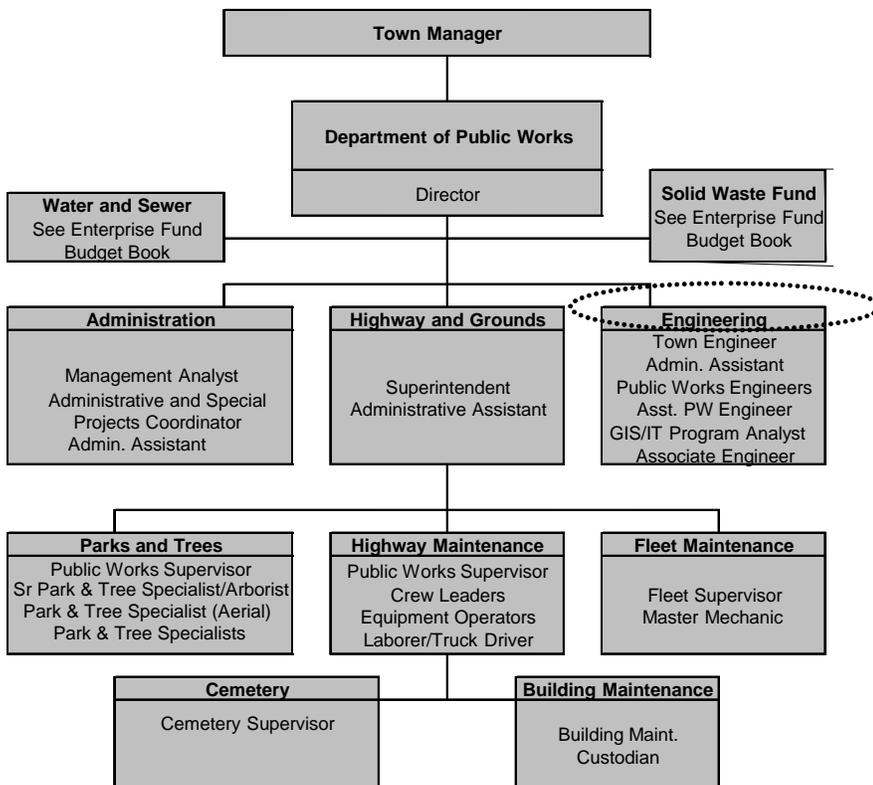
The mission of the Engineering Division is to provide comprehensive engineering and technical support and services to other Town Departments, Divisions and programs, as well as to the general public.

Budget Highlights:

- The Engineering operating budget shows a slight decrease from the FY14 budget.
- Major elements in Purchased Services are \$15,800 for groundwater and soil gas monitoring expense at the Landfill site and \$23,850 for computer software maintenance and training related to the Geographic Information System (GIS).
- In implementing the town-wide GIS Strategic Plan, the position of town-wide GIS Program Coordinator (MP-3) has been reclassified to the Public Works specific position of GIS Technician/Analyst (MP-2).
- The Engineering budget is supported in part by transfers from other capital appropriations.
- The Capital Outlay budget includes \$10,000 for traffic signal replacement, \$20,000 for federal/state mandated street sign replacement program, \$25,000 for sustainable development practices, \$10,000 for NPDES Compliance, and \$20,000 for Public Works GIS application development.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 376,817	\$ 282,621	\$ 348,720	\$ 358,619
Other Funds	\$ 199,320	\$ 317,629	\$ 310,110	\$ 310,093
Total Expenditures	\$ 576,137	\$ 600,250	\$ 658,830	\$ 668,712



Description:

The Engineering Division is responsible for planning, designing, bidding, permitting, and providing construction administration for much of the Town's infrastructure improvement projects.

Projects include construction of: roadways, bridges, sidewalks, dams, culverts, traffic signals and drainage systems.

The Division provides a wide range of technical assistance and engineering services to the other CPW Divisions, Town departments, residents, businesses, institutions, and contractors, as well as to state and federal agencies.

The Division maintains Town plans and records, infrastructure related Geographic Information System (GIS) and asset management data.

PUBLIC WORKS: Engineering

Item 17B

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$317,864.40	\$ 391,176	\$ 436,120	\$ 435,402	\$ 435,402
Purchased Services	38,845	37,897	44,140	42,740	42,740
Supplies	8,642	10,884	12,245	12,245	12,245
Other Charges	5,897	3,598	8,975	10,975	10,975
Capital Outlay	96,000	55,596	55,000	85,000	85,000
GIS Operations	83,090	88,159	82,350	82,350	82,350
GIS Capital Outlay	25,799	12,941	20,000	25,000	20,000
Totals	\$ 576,137	\$ 600,250	\$ 658,830	\$ 693,712	\$ 688,712

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 348,720	52.93%	\$ 358,619	53.63%	2.84%
Light Fund	2,825	0.43%	2,825	0.42%	0.00%
Water Fund	83,824	12.72%	83,810	12.53%	-0.02%
Sewer Fund	21,461	3.26%	21,458	3.21%	-0.01%
Capital Projects	175,000	26.56%	175,000	26.17%	0.00%
Grant Funds	2,000	0.30%	2,000	0.30%	N/A
Road Repair Fund	25,000	3.79%	25,000	3.74%	0.00%
Totals	\$ 658,830	100.00%	\$ 668,712	100.00%	1.50%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
I-2	GIS System	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
J-2	Traffic Control Devices	20,000	10,000	20,000	10,000	10,000	10,000
J-7	Sustainable Drainage Improv.	-	25,000	25,000	25,000	25,000	25,000
J-8	NPDES Permit Compliance	15,000	10,000	10,000	10,000	10,000	10,000
J-10	Street Sign Replacement	20,000	20,000	20,000	20,000	20,000	20,000
	Totals	\$ 75,000	\$ 85,000	\$ 95,000	\$ 85,000	\$ 85,000	\$ 85,000

Personnel Services Summary

		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 102,042	1.00	\$ 102,042
	Public Works Engineer	2.00	161,200	2.00	161,200
	Asst. Public Works Engineer	1.00	68,422	1.00	68,421
	GIS / IT Program Analyst (GIS)	1.00	56,500	1.00	56,500
	Associate Engineer	1.00	51,371	1.00	51,371
	Administrative Assistant	1.00	52,085	1.00	52,368
	Sub Total	<u>7.00 FTEs</u>	\$ 491,620	<u>7.00 FTEs</u>	\$ 491,902
5130	GIS Intern (GIS)	200 hrs.	\$ 2,000	200 hrs.	\$ 2,000
5191	Tuition Reimbursement	N/A	1,000	N/A	-
	Total	<u>7.10 FTEs</u>	<u>\$ 494,620</u>	<u>7.10 FTEs</u>	<u>\$ 493,902</u>

Program Implementation

Major projects anticipated for FY15 include:

In-house survey, design, bidding and construction inspection/administration of the 2014 Roads Program.

In-house design, bidding and construction inspection/administration for paving and drainage improvements to the Southfield neighborhood, coordinated with the water improvements by the Water/Sewer Division.

In-house survey, design, bidding and construction inspection/administration of the 2014 Sidewalk and ADA Compliance Program.

Management of Townwide sign replacement program utilizing contracted and internal highway forces.

In-house design, coordination and construction oversight of the CPW internal project program including headwall repairs, stormwater Best Management Practice (BMP) maintenance, Autumn Lane drainage improvements and a targeted pavement patching program.

In-house final design, bidding, construction oversight and Hazard Mitigation Grant Program (HMGP) reporting for the culvert replacements at Westford Road and Fitchburg Turnpike. The Town received approximately \$130,000 in HMGP program grant funds from FEMA, representing 75% federal funding for both culvert projects.

Consultant management and technical oversight for the final design, bidding and construction of the Cambridge Turnpike Reconstruction Project.

Consultant procurement, management and technical oversight for the design development of the Main Street – Phase III, Transportation Improvement Program (TIP) project.

Annual reporting (Year 11) for the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit and/or development of the Notice of Intent to apply for coverage under the new 2014 NPDES MS4 permit.

Public Work Programs**Program 1 - Engineering Operations:**

Objective: To ensure that Engineering services are appropriate, cost-effective, and of the highest quality.

Performance Measures: What has been accomplished in the past year?

Completed the in-house design, bidding and construction oversight for the 2013/14 Roads Program which included significant drainage collection system improvements within the Crescent/Nashoba and Baker/Allen Farm neighborhoods. The project included the rehabilitation of approximately 4.15 miles of roadway as well as replacement of over 4,875 feet of drain line and 96 drainage structures.

Completed the in-house design, bidding, and construction oversight for the 2012 Sidewalk and ADA Compliance Program. The project included 1.2 miles of sidewalk rehabilitation and 53 curb ramp replacements.

Provided in-house construction oversight for the signalization replacement project at Main and Thoreau Streets. The project included the replacement of mast arms, installation of new pedestrian signals and curb ramps.

Completed construction oversight for the Junction Park low impact development (LID) stormwater demonstration project. The project, which included porous paver and bioretention area LID retrofits, was designed and bid internally by Engineering Division staff. The park design also included significant landscape improvements such as a new planting design, new masonry sitting walls, new park benches, new lighting, a new water fountain, etc. The project was funded largely by grants obtained by the Engineering Division from the Organization for the Assabet River, bringing the total General Fund contribution to less than 35% of the park cost.

Provided consultant management and technical engineering guidance for the public outreach and preliminary permitting and design efforts for the Cambridge Turnpike Reconstruction Project. Work included significant review and comment for the development of a FEMA letter of map revision (LOMR) request for the upper Mill Brook watershed.

Completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 10 annual reporting to the Environmental Protection Agency for the May 1st deadline. Major permit accomplishments within Year 10 included the development of a new NPDES tracking matrix for all projects meeting erosion control plan disturbance thresholds. In addition, stormwater technical review and environmental monitoring review and administration were completed for four redevelopment projects meeting NPDES permit thresholds. Lastly, field work was continued to update Concord's stormwater system inventory data with improved location and system condition accuracy. CPW updated condition data for approximately 58% of the Town's drainage system and improved the surveyed location accuracy of roughly 52% of the Town's system.

Developed successful Hazard Mitigation Grant Program applications for the Fitchburg Turnpike and Westford Road Culvert replacement projects. The projects included developing full design plans and obtaining the necessary environmental permits. The Town received approximately \$130,000 in HMGP program funds.

Developed scope and awarded contract to provide ground survey and base plan development for the Main Street – Phase III, Transportation Improvement Program (TIP) project.

Continued development of the sign replacement program utilizing a new GIS data layer and asset management tool, prioritizing replacements to meet federal retroreflectivity and dimensional requirements.

Developed, bid and provided oversight for the annual crack–sealing contract. The project maintained 8.10 miles of Concord roadways.

Developed and bid the annual pavement marking contract, coordinating installation of markings on the parade route prior to Patriot day festivities.

Mission Statement:

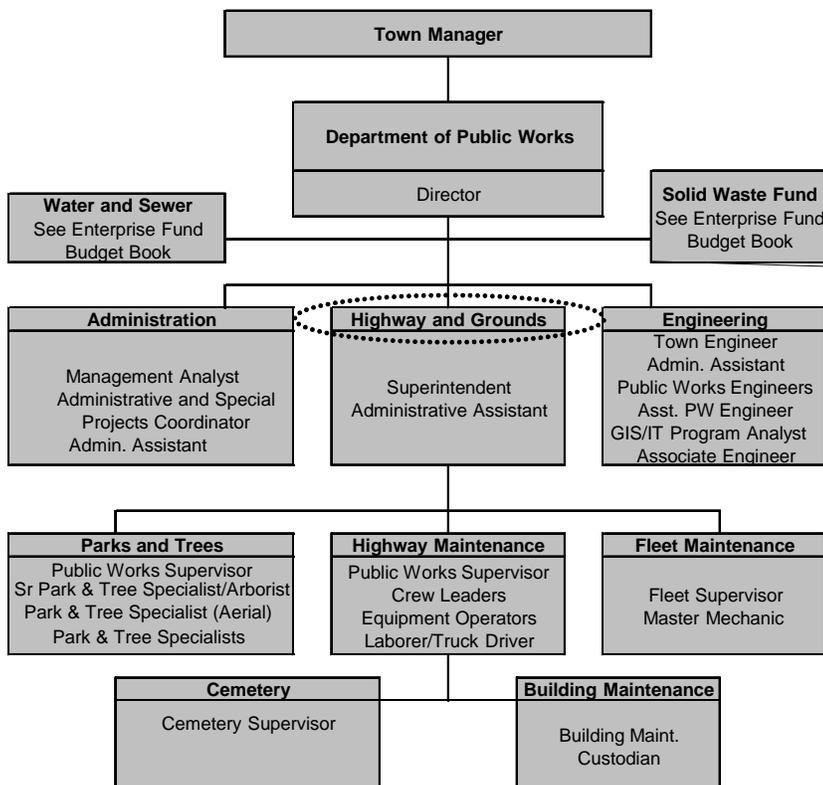
The mission of Highway Maintenance is to maintain and improve the Town's public ways and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 1.0% increase in operating cost from that of the FY14 budget.
- Cost of fuel continues to be unpredictable. FY15 costs are estimated to be level with FY14 but 24% higher than FY13.
- Catch-basin cleaning will continue to be handled in house representing significant savings over previous years; however, increasing disposal costs represent a significant cost. The estimate for FY15 is 33% higher than FY14.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$22,583) and by the Solid Waste Fund for Drop-Off Day assistance and partial funding of Composting Site expenses (\$5,000).
- Capital Outlay includes \$10,000 for guardrail replacement, and \$5,000 for small equipment.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 1,175,541	\$ 1,183,960	\$ 1,249,913	\$ 1,262,994
Other Funds	\$ 32,558	\$ 26,516	\$ 27,368	\$ 27,583
Total Expenditures	\$ 1,208,099	\$ 1,210,476	\$ 1,277,281	\$ 1,290,577



Description:

The Highway Maintenance Program includes all public ways and associated infrastructure—Concord's streets, curbing, shoulders, sidewalks, guardrails, signs, culverts, outfalls, manholes, catch basins, and street drains. The Program funds the material and equipment repair costs associated with street and sidewalk sweeping, roadside mowing, storm drain and line cleaning, brush clearance, and litter control, along with related support activities including Town celebrations, road races, parades, and elections.

PUBLIC WORKS: Highway Maintenance

Item 17C

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 849,233	\$ 858,711	\$ 895,097	\$ 900,157	\$ 900,157
Purchased Services	72,462	73,342	109,303	116,645	104,645
Supplies	226,265	230,946	254,181	267,075	267,075
Other Charges	3,123	2,723	3,700	3,700	3,700
Capital Outlay	57,015	44,754	15,000	27,500	15,000
Totals	<u>\$ 1,208,099</u>	<u>\$ 1,210,476</u>	<u>\$ 1,277,281</u>	<u>\$ 1,315,077</u>	<u>\$ 1,290,577</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,249,913	97.86%	\$ 1,262,994	97.86%	1.05%
Water Fund	17,872	1.40%	18,044	1.40%	0.96%
Sewer Fund	4,496	0.35%	4,539	0.35%	0.96%
Solid Waste Fund	5,000	0.39%	5,000	0.39%	0.00%
Totals	<u>\$ 1,277,281</u>	100.00%	<u>\$ 1,290,577</u>	100.00%	1.04%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
J-3	Guardrail Replacement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000
J-4	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>

PUBLIC WORKS: Highway Maintenance

Item 17C

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1.00	\$ 90,364	1.00	\$ 90,364
	Administrative Assistant	1.00	58,461	1.00	58,924
	Public Works Supervisor	1.00	82,145	1.00	83,291
	Fleet Supervisor	1.00	71,570	1.00	72,579
	Crew Leader	2.00	133,947	2.00	134,760
	Master Mechanic	1.00	60,385	1.00	60,803
	Equipment Operator	6.00	321,445	6.00	321,533
	Laborer/Truck Driver	1.00	46,444	1.00	47,586
	Sub Total	<u>14.00 FTEs</u>	\$ 864,761	<u>14.00 FTEs</u>	\$ 869,840
	Less: Snow Reimbursement	-2500 hrs.	\$ (69,700)	-2500 hrs.	\$ (71,890)
	Sub Total	<u>12.80 FTEs</u>	\$ 795,061	<u>12.80 FTEs</u>	\$ 797,950
5120	Temporary / Seasonal	800 hrs.	\$ 10,000	800 hrs.	\$ 10,000
5130	Overtime - Highway Staff	1420 hrs.	\$ 60,031	1420 hrs.	\$ 61,254
	Overtime - Compost Site	300 hrs.	12,685	300 hrs.	12,941
5131	Overtime - Police	400 hrs.	17,320	400 hrs.	18,012
	Total	<u>12.80 FTEs</u>	\$ 895,097	<u>12.80 FTEs</u>	\$ 900,157

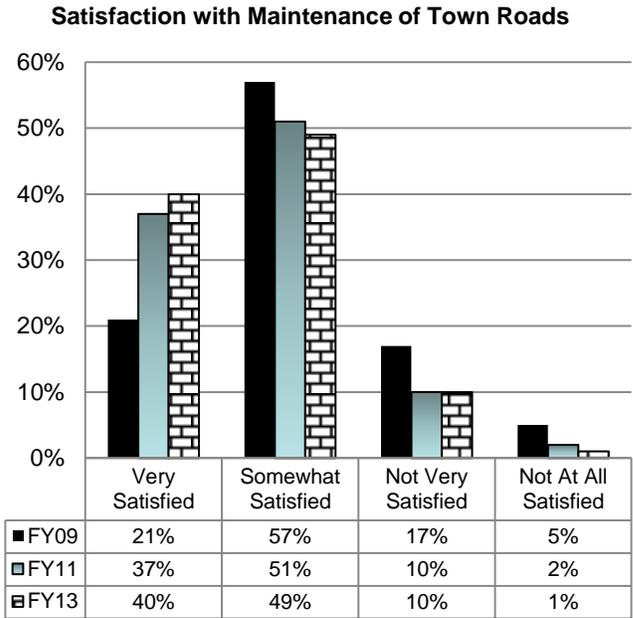
Program Implementation	
<ul style="list-style-type: none"> • Under the direction of the Highway & Grounds Superintendent, highway crews and contractors maintain approximately 107 miles of Town roads and 59 miles of Town sidewalks as well as the Town's storm water system consisting of approximately 3,200 catch basins, 165 culverts, 400 outfalls, 1,250 drainage manholes, 3 dams and over 58 miles of drain lines. • Crack sealing is a key element for controlling the deterioration of street surfaces and continues to be part of the Highway budget with oversight by the Engineering Division. Because of the improved condition of Town roads, along with budget constraints, the amount estimated for crack sealing remains slightly below the FY14 level. Future costs for fuel continue to be volatile with budget estimates remaining uncertain for this category. • This Highway Maintenance Program also funds the maintenance of Concord's storm water system to protect the public way infrastructure and the environment. Associated tasks include street sweeping, catch-basin and drain-line cleaning, and minor culvert and outfall repair/cleaning. Catch-basin cleaning will continue to be accomplished by highway staff utilizing equipment purchased in FY12; this service was previously provided by an outside contractor. Disposal costs for catch basin material continue to represent a significant cost in this program with FY15 showing a 33% increase in requested funds. • The budget includes \$112,295 for vehicle and equipment maintenance and supplies, \$39,400 for bituminous concrete material for road and sidewalk repairs, \$10,000 for repair and replacement of street and traffic signs, and \$20,000 for food and supplies for the Massachusetts Correctional Institute (Concord) crew in exchange for their work performing important roadside, equipment, and site maintenance duties. 	

Goal: To ensure the maintenance of town roads.

Objective: To measure citizen satisfaction with town roads and achieve a 75% satisfaction level

Measure: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services that the Highway Maintenance Division provides for the town. In FY13 89% of respondents were “Very Satisfied” or “Somewhat Satisfied” with maintenance of town roads.



Response Time for Selected Activities

	Industry Standards*	Concord 2012
Response time – general maintenance	2 weeks	2 (+/-) days
Response time – potholes	24 hours	24 hours
Catch basins rebuilt per shift (3 persons per shift)	0.6 – 1	1
Response time – drainage emergency	24 hours	8 hours

*Municipal Benchmarks by David N. Ammons, 2nd ed., Sage Publications, 2001. Tables 29.5, 29.7, 29.8.

Mission Statement:

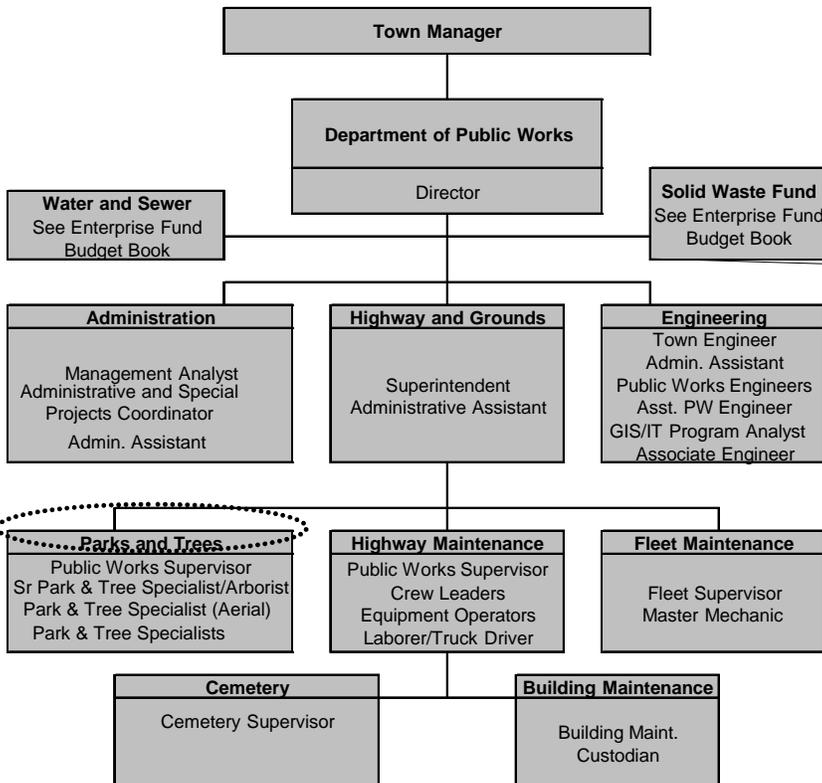
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

Budget Highlights:

- This budget represents a 1% increase in operating cost over that of the FY14 budget.
- The FY15 budget maintains the hours of the summer crew at 1,150 hours and maintains the staffing level of the skilled temporary seasonal laborers.
- The Light Fund is providing funding (\$7,225) for services associated with tree maintenance around power lines.
- A private sports organization, Friends of Concord Fields (FOCF), provides \$50,000 to cover costs associated with the multi-purpose turf fields. Concord-Carlisle Youth Baseball provides \$7,700 for maintenance of the Ripley Field baseball facility.
- Maintenance of other playing fields are partially supported by \$30,000 in allocations from the Recreation Fund and the School budget.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 613,385	\$ 540,225	\$ 654,970	\$ 658,691
Other Funds	\$ 37,225	\$ 94,925	\$ 94,925	\$ 94,925
Total Expenditures	\$ 650,610	\$ 635,150	\$ 749,895	\$ 753,616



Description:

The Parks and Trees Division provides for the preservation and maintenance of nearly 50 acres of active recreation areas, which include:

- Two playgrounds (Emerson and Rideout);
- Various school fields including Sanborn upper and lower fields;
- Four other playing fields (Ripley School, South Meadow, Cousins, and Cushing soccer fields);
- Ten tennis courts, four basketball courts, and three play equipment locations;
- Two multi-use artificial turf playing fields at CCHS.

In addition, Parks and Trees:

- Maintains passive recreation areas, 5 traffic islands (16 are maintained by volunteers), and outdoor skating rinks as weather and resources permit;
- Landscapes municipal buildings (Town House, Assessors' building, 141, 133, 135 Keyes Road) and cares for public shade and park trees.

PUBLIC WORKS: Parks & Trees

Item 17D

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 459,569	\$ 486,736	\$ 529,614	\$ 531,550	\$ 530,556
Purchased Services	21,716	25,216	23,358	27,045	27,045
Supplies	102,297	77,581	128,213	132,585	130,585
Other Charges	2,784	2,337	3,710	3,430	3,430
Capital Outlay	64,244	43,280	65,000	132,500	62,000
Totals	\$ 650,610	\$ 635,150	\$ 749,895	\$ 827,110	\$ 753,616

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 654,970	87.34%	\$ 658,691	87.40%	0.57%
Light Fund	7,225	0.96%	7,225	0.96%	0.00%
Recreation Fund	15,000	2.00%	15,000	1.99%	0.00%
School Department	15,000	2.00%	15,000	1.99%	0.00%
C&C Youth Baseball	7,700	1.03%	7,700	1.02%	0.00%
Friends of Concord Fields - (Gift)	50,000	6.67%	50,000	6.63%	0.00%
Totals	\$ 749,895	100.00%	\$ 753,616	100.00%	0.50%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
K-1	Public Shade Trees	20,000	20,000	20,000	20,000	25,000	25,000
K-2	Turf Improvement	40,000	37,000	15,000	15,000	52,500	62,500
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 65,000	\$ 62,000	\$ 40,000	\$ 40,000	\$ 82,500	\$ 92,500

PUBLIC WORKS: Parks & Trees

Item 17D

Personnel Services Summary

		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 84,833	1.00	\$ 84,878
	Senior Park and Tree Specialist	1.00	\$ 60,554	1.00	\$ 60,803
	Park and Tree Specialist (Aerial)	1.00	\$ 58,847	1.00	\$ 59,655
	Park and Tree Specialist	5.00	\$ 266,690	5.00	\$ 268,581
	Sub Total	<u>8.00 FTEs</u>	\$ 470,924	<u>8.00 FTEs</u>	\$ 473,917
	Less: Snow Reimbursement	-700 hrs.	\$ (19,217)	-700 hrs.	\$ (19,861)
	Sub Total	<u>7.66 FTEs</u>	\$ 451,707	<u>7.66 FTEs</u>	\$ 454,056
5120	Temporary (Summer Crew)	1150 hrs.	11,500	1150 hrs.	11,500
	Temporary (Seasonal Help)	1760 hrs.	26,400	1760 hrs.	26,400
	Temporary (Ripley)	770 hrs.	7,700	770 hrs.	7,700
	Overtime	600 hrs.	25,110	600 hrs.	24,000
	Overtime (Playing Fields)	70 hrs.	2,928	70 hrs.	2,800
5131	Police Overtime	100 hrs.	4,269	100 hrs.	4,100
	Sub Total	<u>1.76 FTEs</u>	\$ 77,907	<u>1.76 FTEs</u>	\$ 76,500
Total		<u>9.43 FTEs</u>	\$ 529,614	<u>9.43 FTEs</u>	\$ 530,556

Program Implementation

- **Parks:** Recreation area management includes: mowing; aerating; over-seeding; fertilizing; irrigating, and maintaining irrigation systems; providing for the control of weeds and insects as necessary; removing litter and leaves; leveling, grading, and marking fields; repairing damaged and vandalized fences; caring for shrubs and trees; supporting civic activities, including Patriot’s Day, Picnic in the Park, and the West Concord Family Festival; and constructing and maintaining outdoor ice-skating rinks as weather and resources permit. Staff coordinates field maintenance work with the Town’s Recreation Director and sports groups.
- **Trees:** Public shade trees are maintained throughout the year. This activity includes planting, trimming, repairing storm and vandalism damage, and removing trees and stumps, as well as caring for and watering newly planted trees, shrubs, and flowers. In addition, debris is cleared after storms. Trees are removed under the direction of the Tree Warden, involving public tree hearings as warranted. The Light Fund shares in the cost of trimming and removal of trees that impinge on electric lines.
- The salary of one Grounds Specialist is partially funded by \$30,000 in allocations from the Recreation Fund and the School budget in order to maintain School fields used both for school and general recreation purposes. The FY15 budget continues to include two long-term seasonal employees and four summer employees to support maintenance of the ball fields and public spaces, the business areas of West Concord and Concord Center as well as additional maintenance for Willard and Alcott recreation fields. Funding of \$57,700 is provided by local sports organizations to fund one full-time position for maintenance duties at the multi-use fields at the high school and at Ripley Field as well as for work by others.
- Fertilizer and other groundskeeping supplies are slightly reduced although prices are subject to wide fluctuations. The cost of fuel continues to be volatile which could constrain other Park and Tree expenditures.
- The FY15 Parks and Trees Capital Outlay budget includes \$20,000 for the replacement of public shade trees and \$5,000 for small equipment as well as \$37,000 for upgrading specified baseball fields and parks.

Major Activities in FY13

Specific major objectives accomplished in 2013 include:

- Raking, dragging and marking of 12 ballfields weekly for 26 weeks, including lip removal and leveling of infield at the Emerson 90' diamond
- Fertilizing, seeding, aerating, and liming (as needed) -- 35 acres of athletic fields and 10 acres of parks and Town building lawns..
- Continuing to maintain and operate six irrigation systems.
- Inspecting and maintaining playground equipment, 10 tennis courts, and four basketball courts.
- Planting over 90 public shade trees and park trees.
- Removing more than 125 public shade trees/park trees and pruning more than 40.
- Providing for the daily maintenance of the multi-use fields and bathroom facilities.
- Providing daily and long term maintenance to the Ripley youth baseball facility.

Response Time for Selected Activities

	Industry Standards*	Concord 2011
Response time – tree emergency	24 hours	4 hours
Response time – routine citizen requests	7 days	3 days
Mowing frequency during growing season – parks	weekly	weekly
Acres mowed or maintained per work hour	1.2 acres	1.2 acres

*Municipal Benchmarks by David N. Ammons, 2nd ed., Sage Publications, 2001. Tables 19.13, 19.14.

Mission Statement:

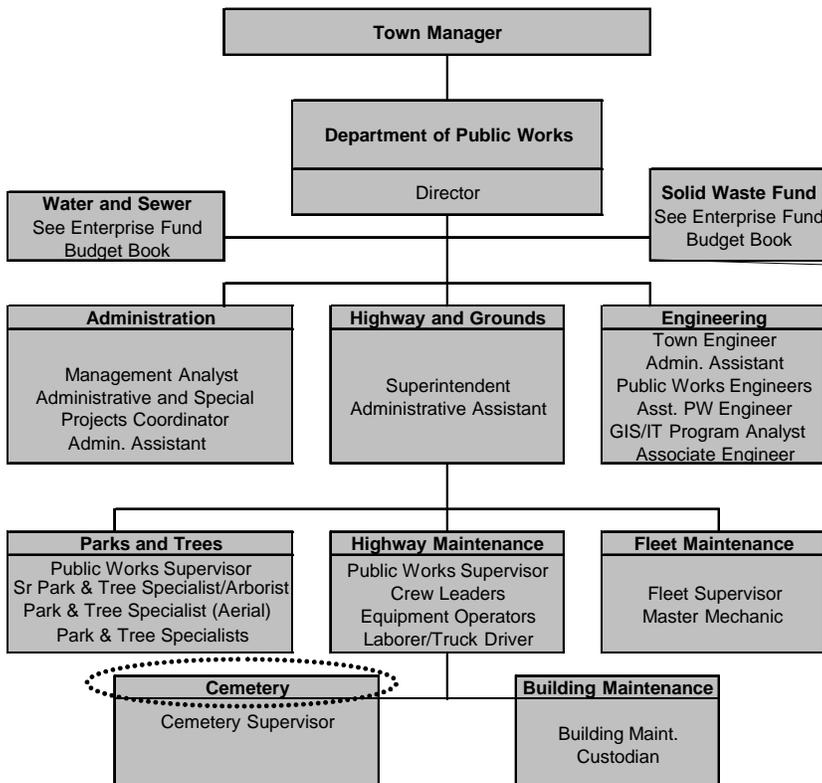
The mission of the Cemetery Division is to operate, maintain, and preserve Concord's four cemeteries and the Melvin Memorial in a respectful and cost-effective manner.

Budget Highlights:

- This budget represents approximately no change in operating cost from that of the FY14 budget.
- The General Fund covers 35% of total operating cost, while the Cemetery Fund covers the remaining 65% along with 100% of capital costs.
- Capital Outlay, funded entirely by the Cemetery Fund, consists of \$10,000 for the continuing grave marker preservation project and \$30,000 for Cemetery master plan improvements.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 51,288	\$ 24,544	\$ 60,429	\$ 60,366
Other Funds	\$ 133,835	\$ 142,853	\$ 152,229	\$ 152,112
Total Expenditures	\$ 185,123	\$ 167,397	\$ 212,658	\$ 212,478



Description:

The Cemetery Program provides for the operation, maintenance and preservation of Sleepy Hollow Cemetery and The Knoll at Sleepy Hollow, as well as the two ancient burial grounds at the Mill Dam— Old Hill Burying Ground and South Burial Ground. Cemetery maintenance, preservation and support services include showing and selling burial lots; groundskeeping including mowing, caring for turf and trees, walls, walks and roadways; readying grounds for Memorial Day and Veterans Day events; arranging for interments; preserving and protecting grave markers, including the Melvin Memorial; and assisting the general public and visitors. Due to their history and special character, Concord's cemeteries attract many tourists as well as residents.

PUBLIC WORKS: Cemetery

Item 17E

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 126,853	\$ 95,134	\$ 95,677	\$ 96,868	\$ 96,868
Purchased Services	21,471	51,322	61,008	61,495	61,495
Supplies	11,325	9,782	13,398	13,655	13,655
Other Charges	569	529	2,575	460	460
Capital Outlay	24,905	10,631	40,000	40,000	40,000
Totals	<u>\$ 185,123</u>	<u>\$ 167,397</u>	<u>\$ 212,658</u>	<u>\$ 212,478</u>	<u>\$ 212,478</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 60,429	28.42%	\$ 60,366	28.41%	-0.10%
Cemetery Fund	152,229	71.58%	152,112	71.59%	-0.08%
Totals	<u>\$ 212,658</u>	100.00%	<u>\$ 212,478</u>	100.00%	-0.08%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
N/A	Cemetery Improvements*	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
	Totals	<u>\$ 40,000</u>					

* Funded by the Cemetery Fund

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1.00	\$ 69,761	1.00	\$ 69,761
	Sub Total	<u>1.00 FTEs</u>	\$ 69,761	<u>1.00 FTEs</u>	\$ 69,761
	Less: Snow Removal	0 hrs.	(9,876)	0 hrs.	(10,023)
	Sub Total	<u>1.00 FTEs</u>	\$ 59,885	<u>1.00 FTEs</u>	\$ 59,738
5120	Temporary Employee	1280 hrs.	\$ 19,200	1280 hrs.	\$ 19,840
5130	Overtime	336 hrs.	16,592	345 hrs.	17,290
	Total	<u>1.61 FTEs</u>	\$ 95,677	<u>1.61 FTEs</u>	\$ 96,868

Program Implementation

Cemetery maintenance and support functions are performed under the supervision of the CPW Highway and Grounds Superintendent. The Cemetery Committee provides oversight for all Town cemeteries and burial grounds. The Friends of Sleepy Hollow also support the Program through specific fund-raising activities and promotions.

The Cemetery Fund has three sources of income: (1) interment fees, (2) interest earned by the Perpetual Care Fund administered by the Trustees of Town Donations, and (3) revenue from the sale of burial lots. There are constraints on raising additional revenue since the Town's cemetery rates fall in the upper bracket of comparable nearby communities. The contracting for mowing and fall/spring clean-up will continue for the third year which has helped to stabilize Cemetery costs.

The FY15 budget plan includes the cost of maintaining cemetery grounds, grave marker preservation and providing services during interments. Approximately 46% of the operating budget (excluding capital expenditures) is for personnel expenses. Personnel services continue at a lower level than in the past due to the substitution of a part-time seasonal worker for the full-time cemetery specialist position and the elimination of a laborer/truck driver position in FY13. Savings from the elimination of these positions have funded the contracted services for mowing and fall/spring cleanup, now in its third year, and provide for investments in the upkeep of cemetery grounds and for stabilization of the Cemetery Fund. The cost of preservation and protection of the Melvin Memorial is paid from dedicated gift monies.

The Capital Outlay budget includes (1) \$10,000 for continuation of the grave marker restoration project based on the comprehensive 1999 monument preservation plan (FY15 will be the ninth year at the Old Hill Burying Ground at Sleepy Hollow), and (2) \$30,000 for Cemetery Master Plan improvements including tree pruning and removal work, road repair and resurfacing, wall, walk and culvert repairs, building maintenance, handicap accessibility improvements, and development of an electronic database for Cemetery burial records.

The Cemetery office and maintenance operations are now in their fourth year of operation after their relocation from lower Sleepy Hollow to the Knoll at Sleepy Hollow.

Public Work Programs

Program 1 – Cemetery Operations:

Objective: To ensure that Cemetery services are appropriate, cost-effective, and of the highest quality.

Cemetery Fund Revenues were strong in FY13 but are expected to decrease somewhat in FY14 and are budgeted at approximately the same level in FY15 while regular budgeted expenses continue to rise. Budgeted capital costs for FY15 have been returned to an annual level of \$ 40,000. To assist in maintaining the fund balance levels, temporary status labor is being utilized in place of two full-time positions, and mowing and spring/fall cleanup services have been contracted to an outside vendor. The Cemetery Fund balance at the end of FY13 stands at \$362,423.

Cemetery Revolving Fund Detail

	FY12 Actual	FY13 Actual	FY14 Budget	FY15 Estimate
Cemetery Fund Revenues				
Interment fees & other	\$63,389	\$76,719	\$63,200	\$63,200
Interest, Perpetual Care Fund	39,000	45,000	50,000	55,000
Lot sales plus interest	43,100	34,318	38,500	38,500
Capital gains distribution (from trust funds)	0	0	0	0
Total Revenue	<u>\$145,489</u>	<u>\$156,037</u>	<u>\$151,700</u>	<u>\$156,700</u>
Cemetery Fund Expenses				
Operations	\$103,884	\$101,639	\$112,228	\$112,100
Capital	12,205	5,031	40,000	40,000
Cemetery Dept. Subtotal	\$116,089	\$106,670	\$152,228	\$152,100
Town Clerk Transfer	3,000	3,000	3,000	3,000
Highway Department Transfer	0	0	0	0
Total Cemetery Expenses	<u>\$119,089</u>	<u>\$109,670</u>	<u>\$155,228</u>	<u>\$155,100</u>
Net For Year	+\$24,600	+\$46,367	-\$3,528	+\$ 1,600
Cemetery Fund Balance at Fiscal Year-End	<u>\$316,056</u>	<u>\$362,423</u>	<u>\$358,895</u>	<u>\$360,495</u>

Snow & Ice Mission Statement:

The purpose of this funding is to provide for the costs of maintaining the Town's streets, sidewalks, and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce, and emergency services.

Budget Highlights:

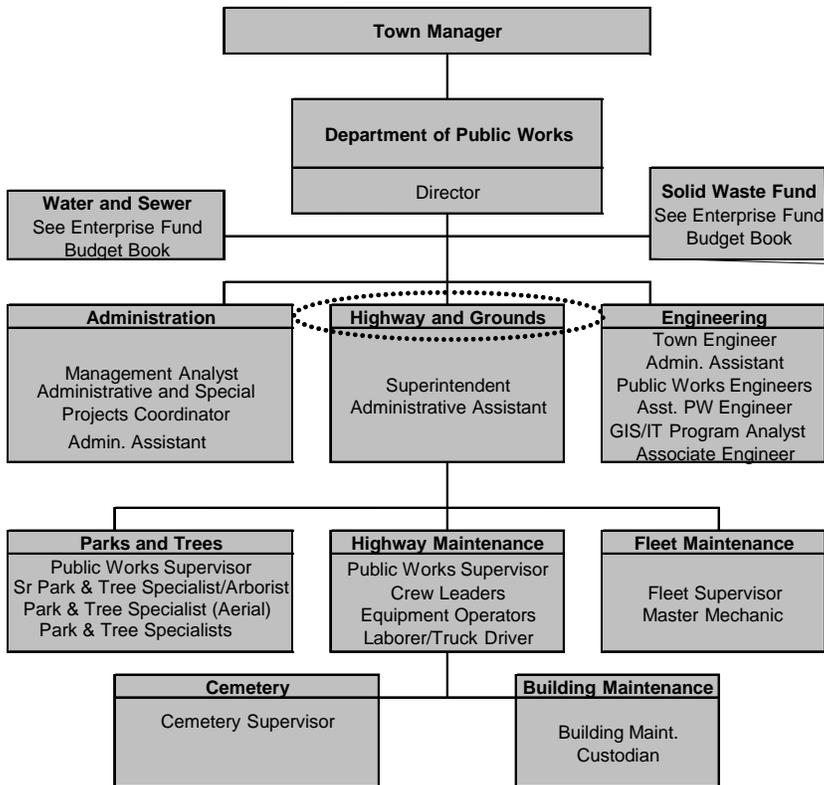
- This budget represents a 2.8% increase in operating cost over that of the FY14 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$570,000. However, due to budget constraints, \$555,000 is being recommended.
- Winter maintenance expenditures, particularly personal services, contract plowing, fuel costs, equipment maintenance, salt and sand supplies, are highly variable depending on weather conditions.
- Road salt is obtained through the State contract with all area Towns now participating. State contract prices continue to be stable. Current estimates are 12% below the 2011 price. Salt accounts for roughly 35% of the winter maintenance budget

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 222,506	\$ 626,951	\$ 540,000	\$ 555,000
Other Funds	\$ 69,179	\$ -	\$ -	\$ -
Total Expenditures	\$ 291,685	\$ 626,951	\$ 540,000	\$ 555,000

Description:

- The Snow and Ice Removal Program funds the cost of snow and ice control and removal on public roads, sidewalks, and parking areas, as well as on certain private roads.
- The Program plan is based on a Town crew of 25 drivers and support personnel and 22 contract drivers and vehicles.
- Besides plowing, salting/brining and sanding, activities also include hauling snow, clearing at targeted locations, clearing catch basins, and maintaining equipment and support vehicles.
- If there are more snow and ice events during the winter season than planned, and this budget goes into deficit, the balance must be raised in the next year's tax levy.
- Refer to Item 103 for a more detailed discussion of how a snow account deficit is handled.



PUBLIC WORKS: Snow & Ice Removal

Item 18

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 222,506	\$ 626,951	\$ 540,000	\$ 570,000	\$ 555,000
Totals	<u>\$ 222,506</u>	<u>\$ 626,951</u>	<u>\$ 540,000</u>	<u>\$ 570,000</u>	<u>\$ 555,000</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 540,000	100.00%	\$ 555,000	100.00%	2.78%
Totals	<u>\$ 540,000</u>	100.00%	<u>\$ 555,000</u>	100.00%	2.78%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>					

PUBLIC WORKS: Snow & Ice Removal

Item 18

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 69,700	2500 hrs.	\$ 71,890
	Park/Tree Staff	700 hrs.	19,217	700 hrs.	19,861
	Cemetery Staff	300 hrs.	9,876	300 hrs.	10,023
	Water/Sewer Staff	200 hrs.	5,410	200 hrs.	5,410
	Sub Total	<u>1.77 FTEs</u>	\$ 104,203	<u>1.77 FTEs</u>	\$ 107,184
5130	Overtime - Highway Staff	2400 hrs.	100,368	2400 hrs.	103,522
	Overtime - Park/Tree Staff	600 hrs.	24,708	600 hrs.	25,536
	Overtime - Cemetery Staff	250 hrs.	12,346	250 hrs.	12,529
	Overtime - Water/Sewer Staff	600 hrs.	24,336	600 hrs.	24,345
	Sub Total	<u>0.00 FTEs</u>	\$ 161,758	<u>0.00 FTEs</u>	\$ 165,931
5131	Overtime - Police	40 hrs.	\$ 1,600	40 hrs.	\$ 1,600
	Total	<u>1.77 FTEs</u>	\$ 267,561	<u>1.77 FTEs</u>	\$ 274,715

Program Implementation

Snow Plowing: The Town is divided into 15 plowing routes, each utilizing 2 to 3 vehicles depending on route length and vehicular loads. Each route uses a combination of Town vehicles and, during major events, private contractors working together to plow the route. In addition, there are four sidewalk-plowing routes; each covered by a Town-owned sidewalk plow. All four of these sidewalk machines can also be equipped with snow blowers. Town parking lots are also plowed during and after each storm event.

Salting/De-icing: Concord Public Works follows a restricted salt policy to keep Town roads as safe as possible without the overuse of chemicals. This is done by: a) using straight salt for storm pre-treatment on Concord roads; b) using calibrated dispensing equipment that controls application amounts according to vehicle speed and weather conditions; c) using under-vehicle plows attached to treatment trucks for more efficient salt use; d) treating road salt in colder temperatures with liquid calcium chloride (15% strength) so that salt works more efficiently and fewer applications are needed; and, e) using pavement temperature monitoring equipment and real-time weather information to optimize treatments. Salt brine, utilized for pre-treatment, and manufactured by Town staff will continue to be used on targeted main streets and sidewalks in Town centers for identified storm situations, saving overtime hours expended for salt application. There are ten treatment routes staffed by Town forces. In addition, two sidewalk vehicles, one equipped for salt brine, are utilized for the treatment of sidewalks. The cost of salt is 12% under FY11 pricing and remains competitive due the Town utilizing the State Contract in a five-year purchase agreement. Nominal increases in unit pricing are expected in future years.

Snow Removal: Snow is removed from Concord's three business areas and hauled to the Town's former landfill site and to an area adjacent to the West Concord MCI facility. Most of these removals are now done with Town forces. For efficiency and safety purposes and to minimize traffic and negative impacts on commerce, this activity is normally carried out between the hours of 8:00 p.m. and 7:00 a.m.; during these times traffic detours are in place for motorist safety.

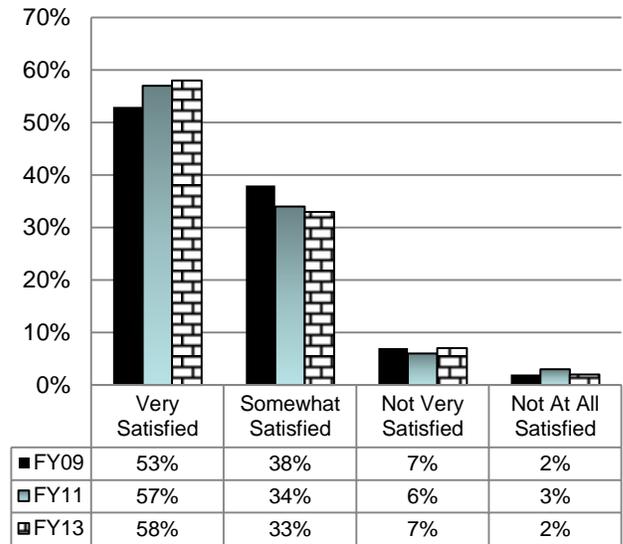
Goal: To ensure that the Town's roads, sidewalks, and parking areas are properly plowed.

Objective: To measure citizen satisfaction with the Town's snow and ice removal services

Measure: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services of the snow and ice removal services. In FY13 91% of respondents were either "Very Satisfied" or "Somewhat Satisfied".

Satisfaction with Town's Snow Plowing and Winter Maintenance



Winter Maintenance Activity Hours

A Comparison of Winter Maintenance Activity Hours

	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Budgeted	2014-2015 Proposed
Regular and Overtime Hours	10,459	3,315	8,099	7,550	7,550

Mission Statement:

The purpose of this funding is to provide for the cost of illuminating public streets for safe travel by vehicular traffic, potentially hazardous spot locations along public roadways, and commercial area sidewalks within the public way.

Budget Highlights:

- This budget represents a 7.2% increase in operating cost from that of the FY14 budget.
- The number of street lights have been reduced from a level of 1,636 in 2003 to 867 in 2010 for energy conservation reasons. As a result of the public discussion of this policy, some of the street lights were reinstated and others added to arrive at a level of 1,367 in 2013.
- As existing street lights are replaced due to damage or disrepair, the Town installs newer, more energy efficient lighting fixtures.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 64,321	\$ 69,131	\$ 68,463	\$ 73,463
Other Funds	\$ 540	\$ 576	\$ 537	\$ 537
Total Expenditures	\$ 64,861	\$ 69,707	\$ 69,000	\$ 74,000

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY15. This account also provides funding for decorative lighting on poles and trees during the holiday season between Thanksgiving and New Year's Day, flag lighting for nighttime display, and lighting for passenger loading at the Depot. Restoration of many of the streetlight fixtures that had previously been removed will increase the estimated annual electricity consumption in FY15 to approximately 458,600 kWh from a low of 334,900 kWh in FY11.

The Town's street lighting is provided and maintained by the Concord Municipal Light Plant, a department of the Town Government. A Trust Fund pays for the cost of lighting the flagpole in Monument Square; all other lighting costs are paid by the Town's General Fund.

The Town's policy is to provide the minimum amount of street lighting necessary to accomplish program objectives in an equitable manner throughout the Town, consistent with public safety, energy conservation, cost effectiveness, and aesthetic appropriateness. The majority of mercury vapor and sodium fixtures have been replaced with more energy-efficient fixtures, allowing for the maintenance of safe and appropriately illuminated streets.

Street lighting costs to the Town by the Concord Municipal Light Plant are calculated in accordance with the provisions of Massachusetts General Laws, Chapter 164, § 58. All expenses of the Light Plant for a calendar year are divided by the total kilowatt-hours sold for the same calendar year to determine the price per kilowatt-hour for the next calendar year. The Light Plant estimates that the street light rate (including a 1.5% surcharge for undergrounding program and 0.52% surcharge for the CARES program) will be 13.15 cents per kWh for the period July-December 2014 and 13.81 cents per kWh for the period January-June 2015 for an annual average in FY15 of 13.49 cents per kWh.

Streetlight charges for FY15 are projected to be as follows:

July-December 2014	215,542 kWh	(47%)	@ \$0.1315	= \$28,344
January-June 2015	<u>243,058 kWh</u>	(53%)	@ \$0.1381	= <u>\$33,566</u>
Total	458,600 kWh			\$61,910

The proposed FY15 budget amount of \$74,000 represents an estimate of expenses made prior to receiving the cost analysis shown above.

PUBLIC WORKS: Street Lighting

Item 19

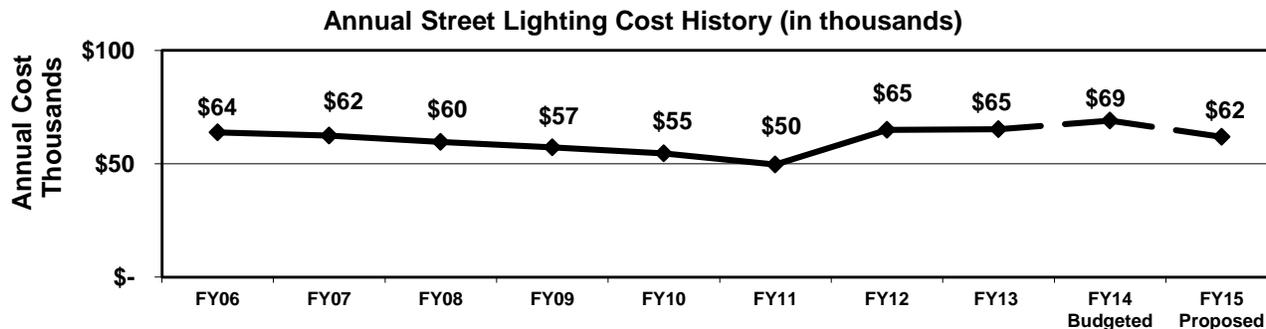
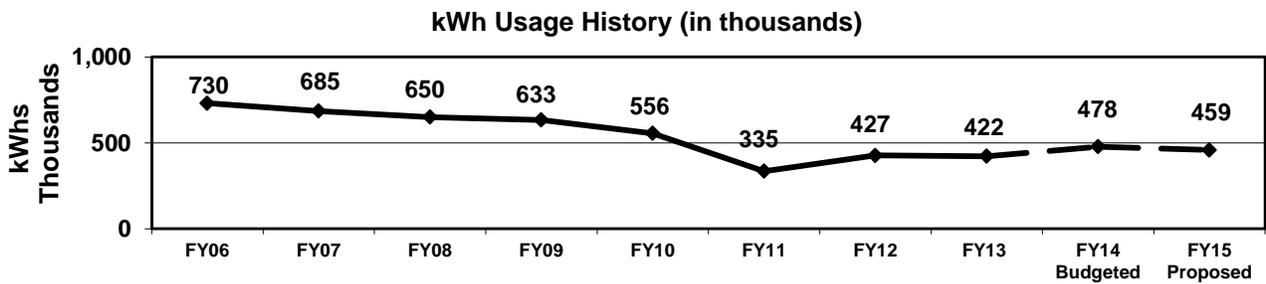
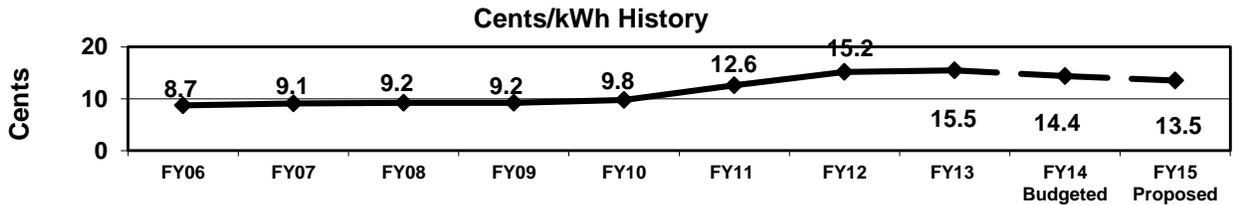
Expenditure Detail

	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	64,861	69,707	69,000	74,000	74,000
Totals	\$ 64,861	\$ 69,707	\$ 69,000	\$ 74,000	\$ 74,000

Funding Plan

	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 68,463	99.22%	\$ 73,463	99.27%	7.30%
Town Trust Fund	537	0.78%	537	0.73%	0.00%
Totals	\$ 69,000	100.00%	\$ 74,000	100.00%	7.25%

Street Lighting Trends



Mission Statement:

The purpose of this funding is to provide for the cost of purchasing and maintaining properly sized and appropriately equipped vehicles and equipment for the efficient and effective delivery of Public Works services.

Budget Highlights:

- This budget represents a 4% increase in capital cost from that of the FY14 budget.
- The FY15 replacement plan includes a loader, a back-hoe, and a turf tractor

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 270,000	\$ 296,500	\$ 277,000	\$ 288,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 270,000	\$ 296,500	\$ 277,000	\$ 288,000

Description:

The Equipment Program funds the acquisition of public works vehicles and heavy equipment through appropriations from the Town's General Fund (equipment for Water and Sewer Programs is purchased by the Water and Sewer Enterprise Funds). This replacement plan supports a CPW inventory of 70 vehicles/heavy equipment including four sedans, one light van, 26 trucks ranging in size from ½ ton pickup trucks to 10-wheel dump trucks, two street sweepers, 24 pieces of specialized equipment for roadway/grounds maintenance and snow removal, five sidewalk tractors (three multi-use), two turf tractors, and six trailers.

The FY15 equipment plan includes replacement of the following:

- 2001 loader (H-41) which has reached the end of its useful life. This equipment is one of two loaders used extensively year round.
- 2003 back-hoe (H-43) due to heavy use and near-term maintenance concerns requiring substantial and ongoing investments to materially extend the useful life of this equipment. This equipment is used extensively year-round.
- 1999 John Deere Tractor (G-60) for maintenance operations of the Grounds Division. Maintenance issues have reduced the productivity of this piece of equipment and it needs to be replaced.

PUBLIC WORKS: Equipment

Item 20

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
H16 -12-passenger Van	17,400				
H22 - 2002 6-wheel Dump (W90)	10,150				
Catch Basin Cleaner for Swap	79,250				
G54 - 1999 Rack Lift-gate Truck	25,023				
H44A - Flail Head Ass'y for Mower	8,915				
H49 - Small Sidewalk Roller	9,335				
Dump Body w/Asphalt Door for Swap	13,650				
H15 - Rack Body Lift Assembly	5,040				
H23 - 1994 6-wheel Multi-use Dump		171,714			
H24 - 2001 6-wheel Multi-use Dump		171,714			
H2 - 2001 SUV Hybrid					
H46 - 2001 Elgin Sweeper			170,000		
H13 - 2005 1-ton Dump			64,000		
H76 - 1995 SnoGo Blower (refurbish)			43,000		
H41 - 2001 Volvo Loader				145,000	140,000
H43 - 2003 JCB Backhoe				125,000	120,000
G60 - 1999 John Deere Tractor				30,000	28,000
Radio Rebanding		11,421			
Encumbrances	41,237	369			
Totals	\$ 210,000	\$ 355,218	\$ 277,000	\$ 300,000	\$ 288,000

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 277,000	100.00%	\$ 288,000	100.00%	3.97%
Totals	\$ 277,000	100.00%	\$ 288,000	100.00%	3.97%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
L-1	Vehicles & Heavy Equipment	\$ 277,000	\$ 288,000	\$ 300,000	\$ 300,000	\$ 325,000	\$ 325,000
	Totals	\$ 277,000	\$ 288,000	\$ 300,000	\$ 300,000	\$ 325,000	\$ 325,000

Mission Statement:

The purpose of this funding is to provide for the costs of improving, protecting, and maintaining the Town’s stormwater/drainage infrastructure consistent with sound engineering and best management practices.

Budget Highlights:

- The capital expense in this budget is unchanged from the FY14 level.
- FY15 preliminary plan includes:
Reconstruction of the Westford Road, Fitchburg Turnpike and Sleepy Hollow culverts.
- Drainage collection system rehabilitations in the Southfield /Riverdale neighborhood.
- Highway Division internal projects: Drainage collection system rehabilitation on Autumn Lane and various headwall replacements.
- Maintaining Town’s compliance with the EPA’s National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000

Description:

The Drainage Program funds rehabilitation, replacement, additions, and major repairs to the Town’s stormwater drainage system consisting of approximately 165 culverts, 400 outfalls, 1,250 drainage manholes, 3,200 drainage catch basins, 58 miles of drain lines and three dams.

The drainage program also funds the compliance with EPA’s National Pollution Discharge Elimination System Municipal Separate Storm Sewer System Phase II General Permit (NPDES MS4 Permit) . The permit, originally issued in August 2003, requires Towns to meet “Minimal Control Measures” to improve water quality within the Commonwealth. These minimum control measures include:

1. Public education and outreach
2. Public involvement and participation
3. Illicit discharge detection and elimination
4. Construction-site stormwater runoff control
5. Post-construction stormwater management in new development and redevelopment
6. Pollution prevention and good housekeeping in municipal operations

PUBLIC WORKS: Drainage

Item 21

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	205,000	205,000	205,000	205,000	205,000
Totals	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 205,000	100.00%	\$ 205,000	100.00%	0.00%
Totals	<u>\$ 205,000</u>	100.00%	<u>\$ 205,000</u>	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
J-5	Drainage Imprvt.	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000
J-6	Culvert Imprvt.	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	<u>\$ 205,000</u>					

Program ImplementationBackground:

In 2002 and 2003, the Town completed an inventory of the Town's drainage collection system and integrated the data into the Town's Geographical Information System (GIS). The Town also completed a town-wide culvert inventory in 2011, which provided location and condition assessment of the Town's culverts. These inventories provide the basis for the development of the Town's 20-year Stormwater/Drainage Management Plan. This Plan is intended to provide a cost-effective framework for the upgrade and repair of the Town's stormwater/drainage system and to prevent expensive emergency repairs from occurring in the future through a planned and scheduled maintenance and replacement program.

Staff continues to update the location and condition of Concord's stormwater/drainage infrastructure in the GIS system. CPW Highway Division staff verify and supplement GIS drainage data during annual catch basin system cleaning operations. The Engineering Division also updates drainage data obtained through ground survey for various capital improvement projects. All updated inventory data are used in prioritizing replacement projects and/or CPW repair projects.

Drainage system maintenance and improvement projects are typically designed and permitted internally by the Engineering Division. The Engineering Division evaluates each project scope to determine whether it should be completed as an internal project by CPW's Highway Division, included in the annual Roads Program bid, or bid as a stand-alone drainage project.

The Town's National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit is also a key component of the Drainage Program. The permit, issued in August 2003, requires Towns to meet multiple objectives to improve water quality within the Commonwealth including: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction-site stormwater runoff control, post-construction stormwater management in new development and redevelopment, pollution prevention and good housekeeping in municipal operations. The permit is scheduled to be updated and re-issued by EPA in 2014. The Town of Concord will be required to file a Notice of Intent to be covered under the NPDES Merrimack Watershed MS4 Permit. The new permit will build on the requirements and minimum control measures of the 2003 permit and is expected to include increased sampling and testing requirements for outfalls, increased project review requirements, and development of outfall catchment delineations in addition to other new requirements.

Preliminary Program Plan (FY15):

Planned improvements for the FY15 Drainage Program include Highway Division internal drainage rehabilitations on Autumn Lane and various headwall maintenance repairs. In addition, bid culvert replacements for Westford Road, Fitchburg Turnpike and the Sleepy Hollow Cemetery are planned for FY15. Lastly, drainage collection system replacements are planned to be included in the water main replacement project bid for the Southfield/Riverdale neighborhood. All drainage projects scheduled for FY15 are being designed internally by CPW's Engineering Division.

Performance

Multiple improvements to the Town’s drainage system were constructed in FY14. The Engineering Division designed replacements for drainage collection systems for inclusion in the 2013/14 Roads Program bid on Crescent Street, Wilson Road, Hosmer Road, Garland Road, Nashoba Road, Baker Avenue and Elm Street. A total of 4,875 feet of drain line, 800 feet of underdrain, 56 catch basins and 40 drain manholes were programmed for replacement. Two bioretention areas were also constructed in the Baker Avenue and Nashoba/Wilson Road areas as part of the 2013/2014 Roads Program bid.

The Engineering Division was successful in obtaining supplemental grant funding for the Town’s stormwater program through FEMA’s Hazard Mitigation Grant Program (HMGP) for the Fitchburg Turnpike and Westford Road Culvert replacement projects. The Town will receive a total of \$135,000 in federal funds toward these projects.

CPW completed the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 10 annual reporting to the Environmental Protection Agency. Major accomplishments within Permit Year 10 included the development of a new NPDES tracking matrix for all projects meeting erosion control plan disturbance thresholds. Stormwater technical review and environmental monitoring review/administration were completed for four redevelopment projects meeting NPDES permit thresholds. Field work provided improved location and system condition accuracy to update Concord’s stormwater system inventory data. CPW updated condition data for approximately 58% of the Town’s drainage system and improved the surveyed location accuracy of roughly 52% of the Town’s system.

The Engineering Division oversaw the completion of the Junction Park low impact development (LID) stormwater demonstration project. The project, which included porous paver and bioretention area LID retrofits, was designed and bid internally by Engineering Division staff. The park design also included significant landscape improvements such as a new planting design, new masonry sitting walls, new park benches, new lighting, a new water fountain, etc. The project was funded largely by grants obtained by the Engineering Division from the Organization for the Assabet River, bringing the total General Fund contribution to less than 35% of the park cost.

Recent Funding History	
Fiscal Year	Appropriation
2005	80,000
2006	140,000
2007	155,000
2008	160,000
2009	105,000
2010	205,000
2011	205,000
2012	215,000
2013	205,000
2014	205,000

Mission Statement:

The purpose of this funding is to provide safe and accessible pedestrian accommodations within the Town.

Budget Highlights:

- This budget represents no change in capital expense from that of the FY14 budget.
- The Sidewalk budget funds upgrades to curb ramps to comply with current ADA standards.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Description:

The Sidewalk Program funds the rehabilitation of existing sidewalks including curb ramps and, when funding allows, the construction of new sidewalks. The Town’s sidewalk inventory consists of approximately 59 miles of sidewalks.

Sidewalks are inspected and rated in conjunction with the pavement condition survey every four years. Town staff continues to perform in-house ratings for maintenance planning leading up the full four-year evaluation. In addition, a Town-wide inventory of curb ramps to assess compliance with current ADA standards was completed in FY11.

Public Works staff develops repair strategies and project scopes based on the sidewalk and curb ramp condition assessments, and the Concord Police Department staff assists in evaluating safety hazards. Preference is given to repairs involving school districts, ADA compliance, and areas with high volumes of pedestrian traffic. Final selections are incorporated in the annual Roads Program project or bid as separate stand-alone bid projects.

Sidewalk rehabilitation costs range between \$10 - \$25 per linear foot — depending upon the extent of work necessary, sidewalk width, and the type of surface material. The cost for new construction can exceed \$30 per linear foot. With an estimated sidewalk life of 20 years, the Town should be repairing/replacing an average of approximately 3 miles of existing sidewalk each year. When combined with sidewalk refurbishment and overlays performed by the Highway Division, the annual Sidewalk appropriation is normally sufficient to meet the target SCI range of 80-85.

PUBLIC WORKS: Sidewalks

Item 22

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 100,000
Totals	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 125,000</u>	<u>\$ 100,000</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%
Totals	<u>\$ 100,000</u>	100.00%	<u>\$ 100,000</u>	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
J-9	Sidewalk - Maintenance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 102,500	\$ 110,000	\$ 115,000
	Totals	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 102,500</u>	<u>\$ 110,000</u>	<u>\$ 115,000</u>

Performance Information			
<p>The goal of the Sidewalk Program is to maintain an overall 80 - 85 Sidewalk Condition Index (SCI) average, approximately equal to condition of the Town roads.</p>			
Sidewalk Type Detail		Sidewalk Condition Index (SCI)	
Type	Miles	Year	SCI Network Average
Bituminous Concrete	53.0 mi	2009	76
Stone Dust	2.0	2010	75
Portland Cement	3.4	2011	81
Stone Treated	0.3	2012	81
Brick	0.3	2013	78
Total Miles	59.0		
Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	1.2	2%
Localized Repair	51-70	13.5	23%
Shows Wear	71-90	36.0	61%
No Distresses	91-100	8.3	14%
Total		59.0	100%

Mission Statement:

The purpose of this funding is to provide for the cost of keeping Concord’s public roads in good condition, and of protecting the road infrastructure in a cost-effective manner.

Budget Highlights:

- This budget represents no change in the General Fund appropriation of \$90,000 from the FY14 budget.
- Total funding from all sources for the Roads Program is \$2,070,000, assuming state aid remains at approximately the same level authorized for FY14.
- The proposed borrowing authorization for road rehabilitation increased by \$400,000 to \$1,300,000 when compared to FY14. The additional funding, along with Road Repair Fund monies, will be used to leverage an anticipated Hazard Mitigation Grant Program (HMGP grant) for culvert and roadway improvements to the Lowell Road area.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Other Funds	\$1,439,671	\$1,635,297	\$ 1,585,300	\$ 1,980,000
Total Expenditures	\$1,529,671	\$1,725,297	\$ 1,675,300	\$ 2,070,000

Description:

Concord’s road infrastructure includes approximately 107 miles of public roads functionally classified as arterial roads, collector roads and local streets. Arterial roads provide movement between collector roads, other arterial roads and major highways. They make up approximately 34% of Concord’s public roads. Collector roads, used primarily to connect local streets to other collector and arterial roads, make up approximately 7% of Concord’s public roads. The remaining 59% of our public roads consist of local streets.

The Town’s 20-year Roads Program is developed using pavement management software, CPW Engineering/ operations knowledge, and coordination with Town utility planning. The Town’s road infrastructure undergoes a comprehensive evaluation every four years, and its condition is updated in the Roads Program database. Staff continues to perform annual surveys and updates in the intervening years. CPW’s analysis shows that a minimum investment of \$1.5 million annually is required to cost-effectively maintain Concord’s roads in good condition. With substantial increases in petroleum costs recently, the amount of roadway improvements and paving that can be completed for this investment has significantly decreased. Utilizing both Town funds and State aid, the Town has been able to maintain at least this level of effort and investment since the mid-1990’s.

Road rehabilitation contracts and related activities are administered by the CPW Engineering Division. Each spring, the Public Works Commission holds a public hearing to present planned road rehabilitation activities. Funding is provided by a combination of General Fund appropriation, life-cycle maintenance fees collected in conjunction with right-of-way work permits, General Fund borrowing, and State aid (“Chapter 90”).

Public Works: Road Improvements

Item 23

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 1,529,671	\$ 1,725,297	\$ 1,675,300	\$ 2,075,000	\$ 2,070,000
Total Expenditure	\$ 1,529,671	\$ 1,725,297	\$ 1,675,300	\$ 2,075,000	\$ 2,070,000

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 90,000	5.37%	\$ 90,000	4.35%	0.00%
State Aid - Chapter 90	685,300	40.91%	680,000	32.85%	-0.77%
Roads Program Borrowing	900,000	53.72%	1,300,000	62.80%	44.44%
Totals	<u>\$ 1,675,300</u>	100.00%	<u>\$ 2,070,000</u>	100.00%	23.56%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
J-1	Road Improvements	\$ 90,000	\$ 90,000	\$ 90,000	\$ 95,000	\$ 100,000	\$ 100,000
	Totals	<u>\$ 90,000</u>	<u>\$ 90,000</u>	<u>\$ 90,000</u>	<u>\$ 95,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>

Program Implementation

Development of the annual Roads Program begins with an inspection of the roadway network every four years. A pavement condition index (**PCI**) is developed for each segment in the Town's roadway network based on distresses and severity. The PCI, which is a 0-100 rating, is then linked to the roads program software utilized by the Engineering Division to prioritize pavement rehabilitation and preventative maintenance repair projects. The software analyzes which type of rehabilitation treatment would be the most economical for each road segment. The PCI, rehabilitation treatment cost and traffic volume of the roadway are used to calculate the benefit value index (BVI) which ranks the Town's rehabilitation projects for a given year.

Roads are then selected for rehabilitation based upon a combination of pavement management software output, CPW/Engineering judgment, and coordination with planned Town utility projects.

The Road Program selection process was revised in 2008 to dedicate a minimum of 35% of the total annual funds to neighborhood roads which typically have a much smaller BVI due to their lower traffic volumes. This modification ensures that adequate Roads Program funds will be directed towards residential roads which typically have the worst conditions within the roadway network.

Sound pavement management emphasizes adequate investment in road rehabilitation combined with preventive and routine maintenance. A key tool used within the maintenance of the Town's roadway network is crack sealing (funded in Highway Maintenance, Item 18).

The 2014/15 Roads Program will be developed based on the results of the pavement management program analysis, a review of the existing conditions, final approved funding levels, and input received at the April 2014 Public Works Commission public hearing on the Roads Program.

Performance

- The 2013 Roads Program improved approximately 4.15 miles of roadway and raised the Townwide PCI to 81.
- At the requested level of funding, the pavement management software predicts that the Townwide (PCI) target of 80 will be sustained and the residential roadway target of 80 will be reached. Reduced funding would result in a deterioration of road conditions resulting in higher future costs.
- The following table presents the improvements in overall PCI realized in the past years as a result of the Town’s adequately funded, pro-active pavement management strategy. With the current funding amounts, the PCI network average is expected to remain in the target range. Improvement trends can also be seen in the percentages of the Town-wide network of roadways requiring different types of repairs. The “recommended” repairs in the chart below do not take into account the budget constraints for a given year so actual repair percentages may be significantly different.

Pavement Management History

	2005	2006	2007	2008	2009	2010	2011	2012	2013
<u>PCI Network Average</u>	82	83	84	83	81	82	80	80	81
<u>Recommended Repairs</u>									
Rehabilitation	8%	13%	14%	12%	9%	8%	8%	10%	6%
Maintenance	56%	46%	42%	52%	51%	48%	52%	51%	40%
No Maintenance Required	36%	41%	44%	36%	40%	44%	40%	39%	54%

- The recommended funding level for FY15 provides total Roads Program funding of approximately \$2,070,000, consisting of \$90,000 from the General Fund for related engineering design and inspection services, an estimated \$680,000 in Chapter 90 aid, and \$1,300,000 from Local Borrowing Authorization for Roads.

Road Program Funding History & Improvement Plan

		General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
2001		60,000	480,000	357,000	38366, 383660	897,000
2002		65,000	670,000	353,000	235065,253C067	1,088,000
2003		70,000	795,000	352,000	3246067	1,217,000
2004		75,000	600,000	352,000	4246067	1,027,000
2005		80,000	650,000	421,000	4501 35369	1,151,000
2006		80,000	900,000	420,700	39125	1,400,700
2007		80,000	700,000	614,000	44466, 48240	1,394,000
2008		80,000	300,000	526,400	50771	906,400
2009		85,000	700,000	525,144	50771	1,310,144
2010		85,000	1,400,000	521,630	50771	2,006,630
2011		90,000	700,000	537,984	50771	1,327,984
2012		90,000	750,000	689,671	50771	1,529,671
2013		90,000	950,000	685,297	50771	1,725,297
2014	Plan	90,000	900,000	678,481	50771	1,668,481
2015	Plan	90,000	1,300,000	680,000	50771	2,070,000
2016	Plan	90,000	950,000	680,000	50771	1,720,000
2017	Plan	95,000	950,000	680,000	50771	1,725,000
2018	Plan	100,000	950,000	680,000	50771	1,730,000
2019	Plan	100,000	1,000,000	680,000	50771	1,780,000

Note: FY2010 and FY2015 include additional borrowings for special road-related projects.

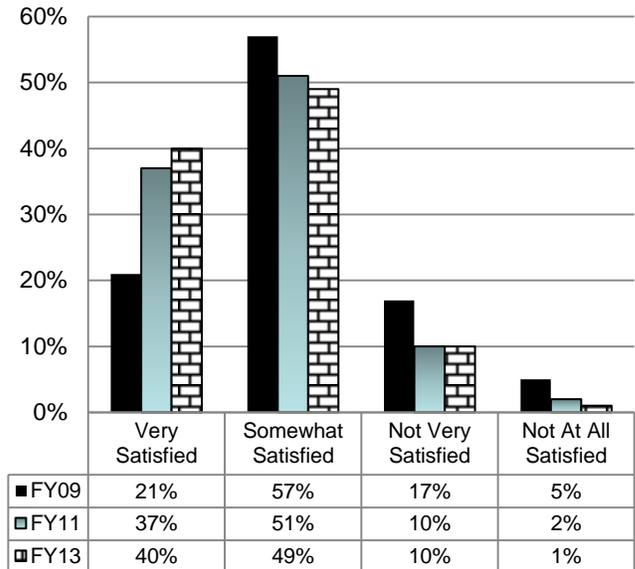
Goal: To ensure the maintenance of town roads.

Objective: To measure citizen satisfaction with town roads and achieve a 75% satisfaction level

Measure: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

Trend: Residents have been generally satisfied with the quality of the town’s roads. In FY13 89% of respondents were “Very Satisfied” or “Somewhat Satisfied” with maintenance of town roads.

Satisfaction with Maintenance of Town Roads



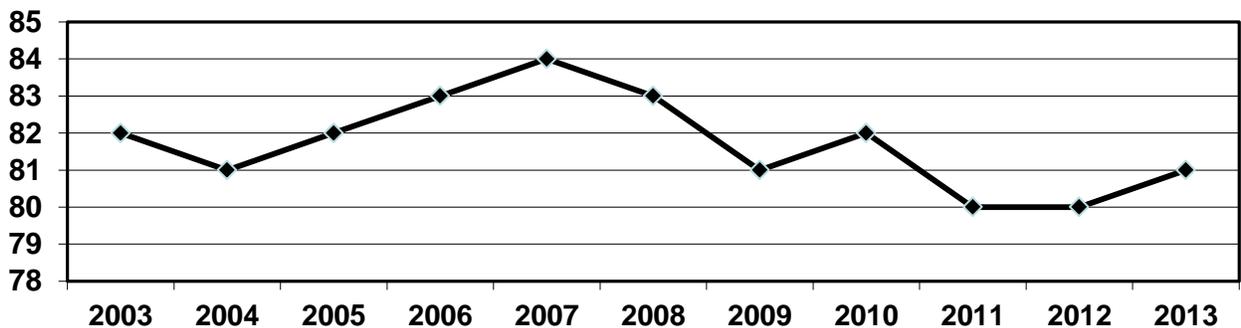
Goal: To maintain quality roads

Objective: To Maintain a town-wide Pavement Condition Index (PCI between 80-85)

Measure: Pavement Condition Index (via roads program software)

Trend: The pavement condition index (**PCI**) is a 0-100 rating based on a physical inspection of every segment of the public roadway network which is completed every four years. The inspections log pavement distresses and severity into a database, which is then linked to the roads program software utilized by the Engineering Division to prioritize pavement repair projects. The Historic PCI Trend in the graph above is a weighted average of the pavement condition index of all the individual roadway segments maintained by Concord Public Works. The Town’s current PCI is 81 and within the targeted 80-85 range.

Historic PCI Trend



Mission Statement:

The purpose of this funding is to provide for the costs of operating, maintaining, and repairing the Concord Public Works facilities at 133 and 135 Keyes Road.

Budget Highlights:

- This budget represents essentially no change in operating cost from that of the FY14 budget.
- Utility costs (electric, water and natural gas) comprise 45% of the operation and maintenance expenditures. Overall, these utility expenses are budgeted to decrease approximately 4% in FY15.
- Capital Outlay consists of \$10,000 for building and site improvements as well as \$10,000 for the purchase of rolling storage shelves

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 88,677	\$ 93,672	\$ 109,072	\$ 109,091
Other Funds	\$ 62,606	\$ 67,604	\$ 66,313	\$ 66,915
Total Expenditures	\$ 151,283	\$ 161,276	\$ 175,385	\$ 176,006

Description:

The 133/135 Keyes Road account provides for the operation and maintenance of the public works buildings at 133 and 135 Keyes Road. The two-story front section of the 133 building houses the offices of the Director, Administration Division, and Engineering Division. CPW's Highway, Fleet Maintenance, and Parks & Trees Programs utilize the garage section of the 133 building. The Water/Sewer program is located at 135 Keyes Road, along with the Highway/Grounds program administrative staff. A feasibility study is being recommended to evaluate the long-term needs of the entire Keyes Road campus.

133 Keyes Road - Utility Performance Information

Utility	Cost				Efficiency	
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed	FY13 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 22,253	\$ 21,385	\$25,000	\$22,610	1.171	8.132
Natural Gas	20,403	23,467	\$26,930	\$26,250	1.285	0.847
Water	\$933	\$1,095	\$1,050	\$1,140	0.060	0.014
Sewer	\$1,993	\$2,393	\$2,330	\$2,560	0.131	0.014

133 Keyes Road has a square footage of 18,268 and is used on weekdays.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

135 Keyes Road - Utility Performance Information

Utility	Cost				Efficiency	
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed	FY13 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 10,596	\$ 10,663	\$12,600	\$12,380	1.099	6.521
Natural Gas	2,606	3,940	\$3,500	\$3,700	0.406	0.242
Water	266	336	\$310	\$342	0.035	0.007
Sewer	496	666	\$610	\$690	0.069	0.007

135 Keyes Road has a square footage of 9,700 and is used on weekdays.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

PUBLIC WORKS: 133 / 135 Keyes Road

Item 24

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 50,640	\$ 53,463	\$ 52,884	\$ 53,146	\$ 53,146
Purchased Services	-	-	-	-	-
Capital Outlay	12,452	17,932	19,000	26,250	20,000
133 Keyes Road	66,128	65,523	78,231	76,430	76,430
135 Keyes Road	22,063	24,358	25,270	26,430	26,430
Totals	\$ 151,283	\$ 161,276	\$ 175,385	\$ 182,256	\$ 176,006

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 109,072	62.19%	\$ 109,091	61.98%	0.02%
Water Fund	\$ 48,121	27.44%	\$ 48,666	27.65%	1.13%
Sewer Fund	\$ 11,635	6.63%	\$ 11,769	6.69%	1.15%
Solid Waste Fund	\$ 6,557	3.74%	\$ 6,480	3.68%	-1.17%
Totals	\$ 175,385	100.00%	\$ 176,006	100.00%	0.35%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
I-1	Building Improvements	5,000	10,000	10,000	10,000	10,000	10,000
I-3	Rolling Storage Shelves	14,000	10,000	-	-	-	-
	Totals	\$ 19,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 50,697	1.00	\$ 50,948
5130	Overtime	60 hrs.	\$ 2,187	60 hrs.	\$ 2,198
	Total	1.00 FTEs	\$ 52,884	1.00 FTEs	\$ 53,146