

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:

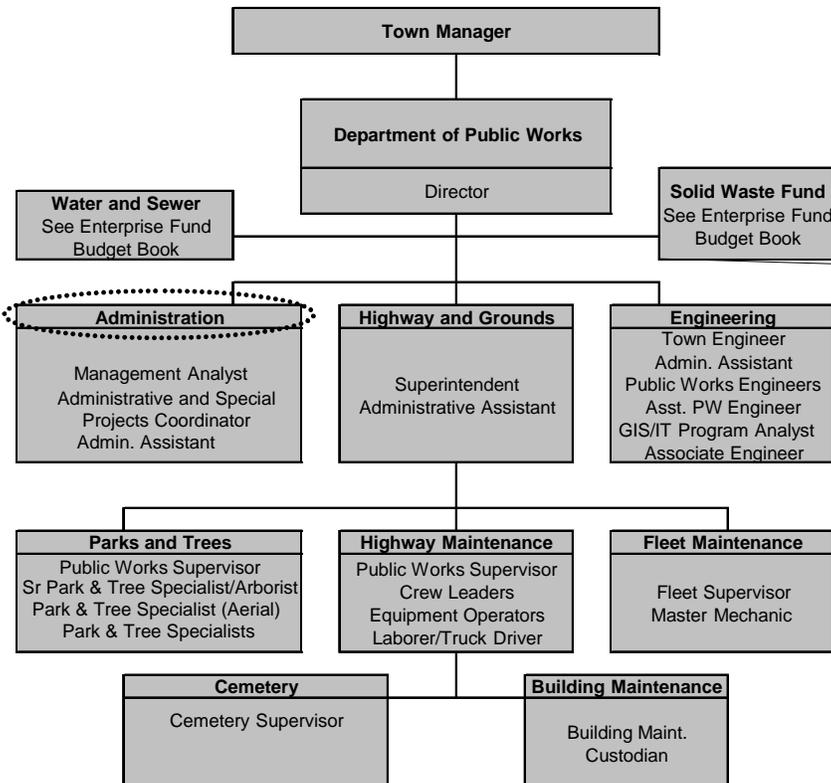
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

Budget Highlights:

- This budget represents a 0.4% decrease in operating cost from that of the FY13 budget.
- A modest increase in purchased services has been more than offset by a decrease in estimated overtime as a result of a personnel reclassification.
- 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

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 155,595	\$ 163,079	\$ 173,382	\$ 172,595
Other Funds	\$ 163,466	\$ 170,850	\$ 181,250	\$ 180,721
Total Expenditures	\$ 319,061	\$ 333,929	\$ 354,632	\$ 353,316



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			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 288,366	\$ 305,656	\$ 327,887	\$ 325,861	\$ 325,861
Purchased Services	10,177	11,644	14,680	15,485	15,485
Supplies	5,994	7,005	7,210	7,160	7,160
Other Charges	2,525	1,924	4,855	4,810	4,810
Capital Outlay	12,000	7,700	-	-	-
Totals	\$ 319,061	\$ 333,929	\$ 354,632	\$ 353,316	\$ 353,316

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 173,382	48.89%	\$ 172,595	48.85%	-0.45%
Water Fund	82,579	23.29%	82,178	23.26%	-0.49%
Sewer Fund	33,032	9.31%	32,871	9.30%	-0.49%
Solid Waste Fund	65,639	18.51%	65,672	18.59%	0.05%
Totals	\$ 354,632	100.00%	\$ 353,316	100.00%	-0.37%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY13 Budgeted		FY14 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 129,258	1.00	\$ 129,258
	Management Analyst	1.00	82,974	1.00	83,009
	Administrative & Special Projects Coordinator	1.00	63,158	1.00	63,158
	Administrative Assistant	1.00	48,657	1.00	49,236
	Sub Total	<u>4.00 FTEs</u>	\$ 324,047	<u>4.00 FTEs</u>	\$ 324,661
5130	Overtime	66 hrs.	\$ 2,640	0 hrs.	\$ -
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
	Total	<u>4.00 FTEs</u>	<u>\$ 327,887</u>	<u>4.00 FTEs</u>	<u>\$ 325,861</u>

Program Implementation

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.

The program involves the management of approximately \$3.8 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.

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:

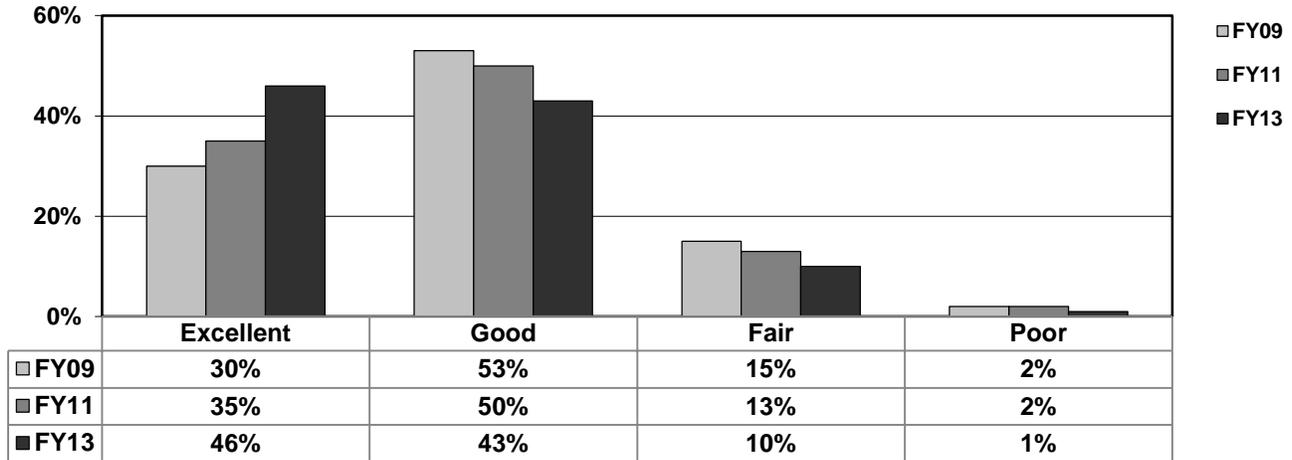
- Maintain, protect, and enhance the Town’s public way infrastructure, including streets, curbing, sidewalks, street signs, traffic islands, public shade trees, guardrails, storm drains, catch basins, culverts, and outfalls.
- Maintain, protect, and enhance the Town’s active and passive recreation areas, including parks and athletic fields, municipal grounds, and park 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 engineering services 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.

Public Work Programs

Program 1 - CPW Operations:

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

Rating of Services provided by Concord Public Works



Discussion: Citizens Surveys were conducted during the fall of 2008 (FY09), 2010 (FY11), and 2012 (FY13). In the past four years, there has been a significant increase in number of respondents feeling that Concord Public Works is providing excellent service.

Engineering Mission Statement:

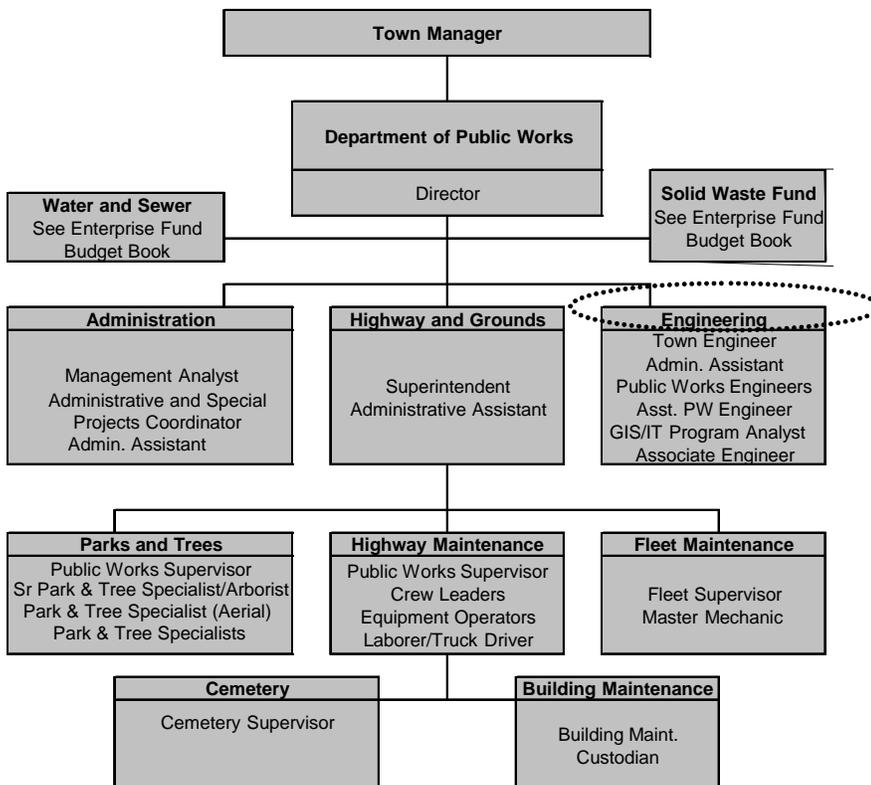
The mission of the Engineering Division is to provide comprehensive engineering and technical support and services to other Town Departments, Divisions and programs, as well as to the general public.

Budget Highlights:

- This budget represents a 2.5% decrease in operating cost from that of the FY13 budget.
- Major elements in Purchased Services are \$16,000 for groundwater and soil gas monitoring expense at the Landfill site (formerly included in the Solid Waste Fund budget) and \$23,850 for computer software maintenance and training related to the Geographic Information System (GIS).
- As a result of a review of the Town's GIS capabilities, the position of GIS Program Coordinator (MP-3) has been reclassified to that of GIS / IT Program Analyst (MP-2).
- The Engineering budget is supported in part by transfers from other capital appropriations.
- The Capital Outlay budget includes \$20,000 for traffic signal replacement, \$20,000 for federal/state mandated Street Sign Replacement Program, \$15,000 for NPDES Compliance, and \$20,000 for continued GIS application development.

Expenditure Summary

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 294,116	\$ 376,819	\$ 350,283	\$ 334,149
Other Funds	\$ 222,179	\$ 199,319	\$ 290,739	\$ 307,539
Total Expenditures	\$ 516,295	\$ 576,138	\$ 641,022	\$ 641,688



Description:

The Engineering Division is responsible for planning, engineering, design, permitting, and construction administration of much of the Town's infrastructure, including its roads, bridges, sidewalks, dams, culverts and drainage systems as well as designs and reviews of utility structures. The Division provides a wide range of technical assistance to other CPW divisions, and to other Town departments, residents, businesses, institutions, and contractors, as well as to state and federal agencies.

The Division maintains Town plans and records, and oversees the design, procurement, construction, and inspection of Town infrastructure improvements. The Town-wide Geographic Information System (GIS) is based in the Engineering Division.

PUBLIC WORKS: Engineering

Item 17B

Expenditure Detail					
	Previous Fiscal Years			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 344,926	\$ 312,580	\$ 420,827	\$ 418,978	\$ 418,978
Purchased Services	29,788	38,846	44,200	44,140	44,140
Supplies	8,072	8,642	11,680	12,245	12,245
Other Charges	3,354	5,897	8,945	8,975	8,975
Capital Outlay	20,000	96,000	40,000	90,000	55,000
GIS Operations	90,155	88,374	95,370	82,350	82,350
GIS Capital Outlay	20,000	25,799	20,000	20,000	20,000
Totals	\$ 516,295	\$ 576,138	\$ 641,022	\$ 676,688	\$ 641,688

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 350,283	54.64%	\$ 334,149	52.07%	-4.61%
Light Fund	3,576	0.56%	2,825	0.44%	-21.00%
Water Fund	69,727	10.88%	81,767	12.74%	17.27%
Sewer Fund	17,436	2.72%	20,947	3.26%	20.14%
Capital Projects	175,000	27.30%	175,000	27.27%	0.00%
Grant Funds	-	0.00%	2,000	0.31%	N/A
Road Repair Fund	25,000	3.90%	25,000	3.90%	0.00%
Totals	\$ 641,022	100.00%	\$ 641,688	100.00%	0.10%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
I-2	GIS System	\$ 20,000	\$ 20,000	\$ 50,000	\$ 20,000	\$ 20,000	\$ 20,000
J-2	Traffic Control Devices	20,000	20,000	-	20,000	10,000	10,000
J-7	Sustainable Drainage Improv.	-	-	25,000	25,000	25,000	25,000
J-8	NPDES Permit Compliance	-	15,000	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	\$ 60,000	\$ 75,000	\$ 105,000	\$ 95,000	\$ 85,000	\$ 85,000

Personnel Services Summary					
		FY13 Budgeted		FY14 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 94,460	1.00	\$ 94,460
	Public Works Engineer	2.00	153,250	2.00	154,309
	Asst. Public Works Engineer	1.00	70,385	1.00	67,410
	GIS / IT Program Analyst	1.00	71,520	1.00	56,500
	Associate Engineer	1.00	52,708	1.00	51,582
	Administrative Assistant	1.00	50,024	1.00	50,217
	Sub Total		<u>7.00 FTEs</u>	\$ 492,347	<u>7.00 FTEs</u>
5130	GIS Intern	0 hrs.	\$ -	200 hrs.	\$ 2,000
5191	Tuition Reimbursement	N/A	-	N/A	1,000
Total		<u>7.00 FTEs</u>	\$ <u>492,347</u>	<u>7.10 FTEs</u>	\$ <u>477,478</u>

Program Implementation
<p><u>Major projects anticipated for FY14 include:</u></p> <p>2013 Roads Program in-house design, bidding and construction management including drainage improvements within the Crescent/Nashoba neighborhood.</p> <p>2013 Sidewalk and ADA Compliance Program in-house design, bidding and construction management.</p> <p>Management of Townwide sign replacement program utilizing contracted and internal Highway forces.</p> <p>In-house design, coordination and construction oversight of the CPW internal project program including headwall repairs, stormwater Best Management Practice maintenance, and Autumn Lane drainage improvements.</p> <p>Construction-phase consultant management and coordination for the Main Street/Thoreau Street signalization improvements .</p> <p>Bidding, construction oversight and Hazard Mitigation Grant Program (HMGP) reporting for the culvert replacements at Westford Road and Fitchburg Turnpike. Both projects received 75% in federal funds through FEMA's HMGP program.</p> <p>Consultant management and technical oversight for the design phase of the Cambridge Turnpike Reconstruction Project.</p> <p>Consultant management and technical oversight for the ground survey and preliminary traffic design development for the Main Street – Phase III, Transportation Improvement Program (TIP) project.</p> <p>Annual reporting (Year 10) for the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit and/or development of the Notice of Intent for the new 2012/2013 Merrimack Watershed NPDES MS4 permit.</p> <p>Implementation of the new GIS Strategic Plan to outline future projects, required infrastructure upgrades and capital outlay requests.</p>

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 2012 Roads Program which included significant drainage collection system improvements within the Grant/Belknap/Elsinore neighborhood.

Completed the in-house design, bid and construction contract award for Junction Park rehabilitation project. The Division also obtained additional grant funding to cover 65% of the total construction cost for the project.

Developed a successful Hazard Mitigation Grant Program application 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 \$135,000 in HMGP program funds.

Managed onsite engineering services and construction activities for the reconstruction of the Monument Street stone retaining wall at Hutchins Farm. The project reached substantial completion by summer 2012, well ahead of schedule.

Completed the development, in-house design and construction oversight of Concord Public Works internal construction projects including: drainage collection system improvements on Brooks Street and Virginia Road, roadway washout repairs at Elm Street and Williams Road, and sidewalk rehabilitation on Bartlett Hill Road.

Completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 9 annual reporting to the Environmental Protection Agency. Major permit accomplishments within Year 9 included the completion of a targeted illicit dumping public outreach effort to dog owners, continued updating of the Town drainage GIS layer and continued use and refinement of the mobile GIS system for catch basin cleaning activities.

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

Provided technical oversight and project management for the development of a new GIS Strategic Plan to outline future projects, required infrastructure upgrades and capital outlay requests.

Completed a Town-wide sign inventory and condition assessment to develop a new GIS data layer and asset management tool. The data will also be used to prioritize replacements to meet federal retroreflectivity and dimensional requirements.

Developed the design, bid and contract award for the signalization improvements at the intersection of Main Street and Thoreau Street. Construction is anticipated to be completed in the Spring of 2013.

Completed the design consultant selection and began preliminary data collection, public outreach, and design efforts for the Cambridge Turnpike Reconstruction Project. The project's design is scheduled to extend through most of 2013, and construction is anticipated to begin in 2014.

Mission Statement:

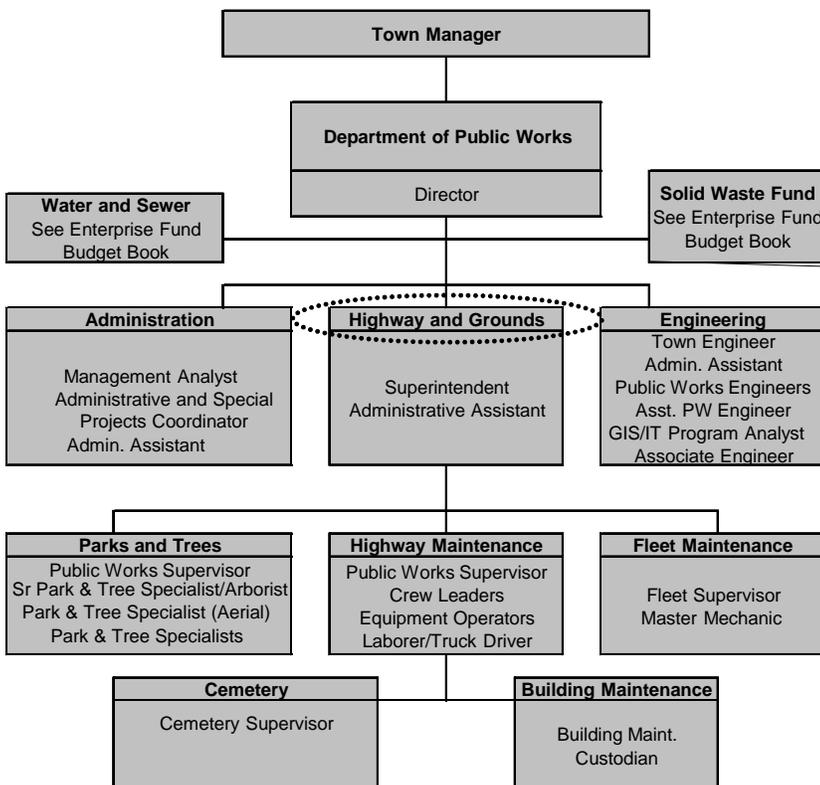
The mission of Highway Maintenance is to maintain and improve the Town's public ways and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 2.8% increase in operating cost from that of the FY13 budget.
- Increases in cost of fuel have caused a substantial increase in this budget item – partially offset by a modest reduction in crack sealing budget.
- Catch-basin cleaning will be handled in house representing significant savings over previous years.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$21,763) and by the Solid Waste Fund for Drop-Off Day assistance and for partial funding of Composting Site expenses (\$5,000).
- Capital Outlay includes \$10,000 for guardrail replacement, and \$5,000 for small equipment.

Expenditure Summary

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 1,100,272	\$ 1,182,410	\$ 1,193,768	\$ 1,226,813
Other Funds	\$ 32,558	\$ 25,689	\$ 26,516	\$ 26,763
Total Expenditures	\$ 1,132,830	\$ 1,208,099	\$ 1,220,284	\$ 1,253,576



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			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 780,843	\$ 849,233	\$ 854,154	\$ 871,392	\$ 871,392
Purchased Services	84,363	72,462	99,130	113,303	109,303
Supplies	249,190	226,265	246,600	255,221	254,181
Other Charges	7,618	3,123	5,400	3,700	3,700
Capital Outlay	10,816	57,015	15,000	27,500	15,000
Totals	<u>\$ 1,132,830</u>	<u>\$ 1,208,099</u>	<u>\$ 1,220,284</u>	<u>\$ 1,271,116</u>	<u>\$ 1,253,576</u>

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,193,768	97.83%	\$ 1,226,813	97.87%	2.77%
Water Fund	17,192	1.41%	17,389	1.39%	1.15%
Sewer Fund	4,324	0.35%	4,374	0.35%	1.16%
Cemetery	-		-		
Solid Waste Fund	5,000	0.41%	5,000	0.40%	0.00%
Totals	<u>\$ 1,220,284</u>	100.00%	<u>\$ 1,253,576</u>	100.00%	2.73%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
J-3	Guardrail Replacement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000
J-4	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	<u>\$ 15,000</u>	<u>\$ 20,000</u>				

PUBLIC WORKS: Highway Maintenance

Item 17C

Personnel Services Summary					
		FY13 Budgeted		FY14 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1.00	\$ 88,158	1.00	\$ 88,158
	Administrative Assistant	1.00	56,184	1.00	56,627
	Public Works Supervisor	1.00	78,976	1.00	80,075
	Fleet Supervisor	1.00	68,799	1.00	69,761
	Crew Leader	2.00	127,841	2.00	128,622
	Master Mechanic	1.00	58,059	1.00	58,464
	Equipment Operator	6.00	310,700	6.00	315,917
	Laborer/Truck Driver	1.00	44,648	1.00	45,749
	Sub Total	<u>14.00 FTEs</u>	\$ 833,365	<u>14.00 FTEs</u>	\$ 843,373
	Less: Snow Reimbursement	-2500 hrs.	\$ (66,930)	-2500 hrs.	\$ (69,700)
	Sub Total	<u>12.80 FTEs</u>	\$ 766,435	<u>12.80 FTEs</u>	\$ 773,673
5120	Temporary / Seasonal	0 hrs.	\$ -	800 hrs.	\$ 10,000
5130	Overtime - Highway Staff	1420 hrs.	\$ 58,576	1420 hrs.	\$ 58,576
	Overtime - Compost Site	300 hrs.	12,377	300 hrs.	12,377
5131	Overtime - Police	394 hrs.	16,766	400 hrs.	16,766
	Total	<u>12.80 FTEs</u>	\$ 854,154	<u>13.19 FTEs</u>	\$ 871,392

Program Implementation

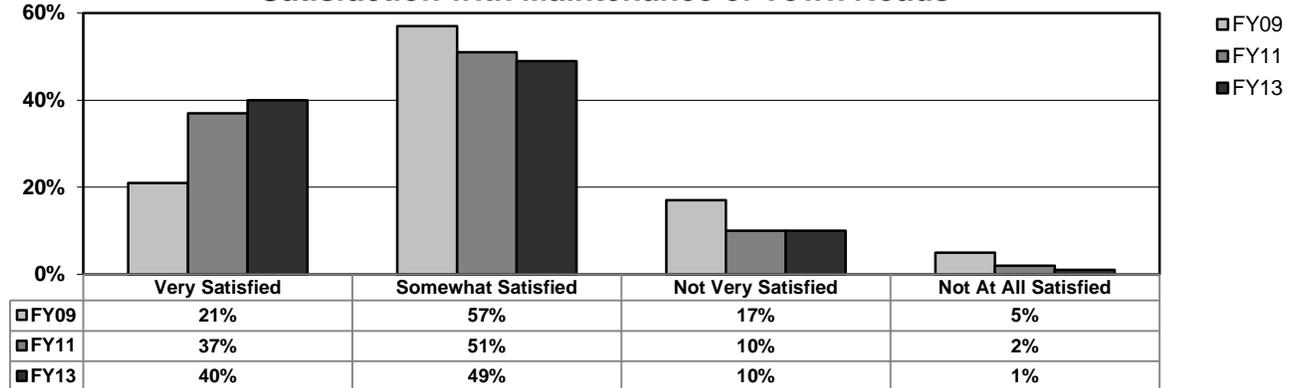
- Under the direction of the Highway & Grounds Superintendent, highway crews and contractors maintain approximately 107 miles of Town roads and 59 miles of Town sidewalks as well as the Town's stormwater system consisting of approximately 3,200 catch basins, 165 culverts, 400 outfalls, 1,250 drainage 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 requested for crack sealing continues to be reduced. 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 stormwater 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. However, contracted disposal costs for catch basin material continue to be uncertain causing possible pressure on this and future budgets.
- The budget includes \$82,166 for vehicle and equipment maintenance and supplies, \$36,750 for bituminous concrete material for road and sidewalk repairs, \$8,960 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.

Public Work Programs

Program 1 – Highway Maintenance:

Objective: To maintain satisfaction at or above the 75% level.

Satisfaction with Maintenance of Town Roads



Discussion: Citizen Surveys were conducted during the fall of 2008 (FY09), 2010 (FY11), and 2012 (FY13). In the past four years, respondents have become more satisfied with the maintenance of Town roads.

Performance Measure 2: Response time for selected activities

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

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

Mission Statement:

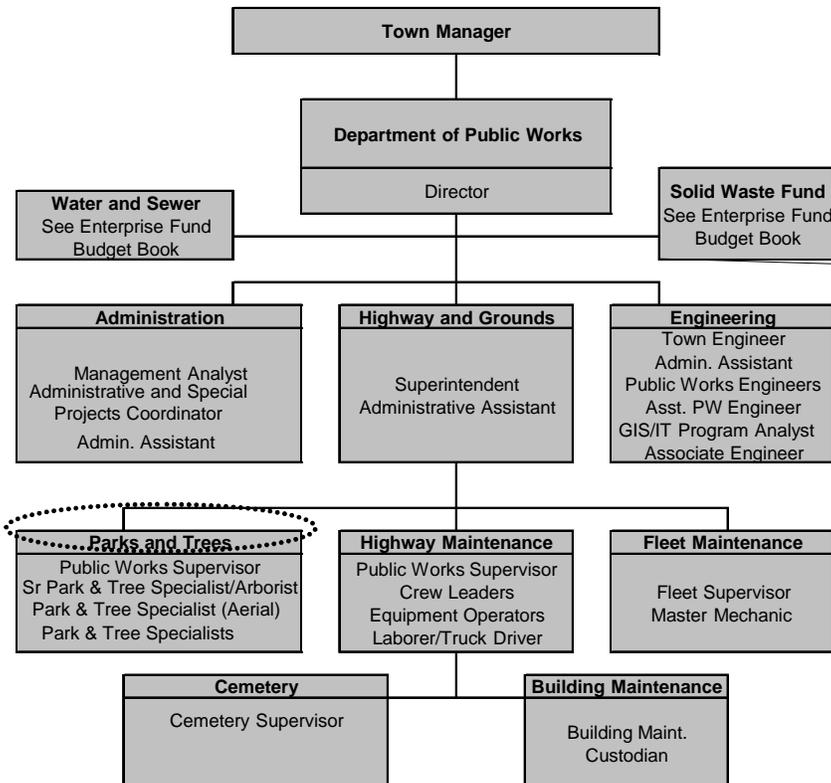
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

Budget Highlights:

- This budget represents a 0.2% increase in operating cost over that of the FY13 budget.
- The FY14 budget decreases the hours of the summer crew from 1,920 to 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 will provide \$7,700 for maintenance of the Ripley Field baseball facility.
- Maintenance of other playing fields is partially supported by \$30,000 in allocations from the Recreation Fund and the School budget.

Expenditure Summary

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 543,735	\$ 613,385	\$ 600,543	\$ 641,721
Other Funds	\$ 35,310	\$ 37,225	\$ 94,925	\$ 94,925
Total Expenditures	\$ 579,045	\$ 650,610	\$ 695,468	\$ 736,646



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 as well as JV field at this location.

In addition, Parks and Trees:

- Maintains passive recreation areas, 5 traffic islands (16 are maintained by volunteers), and 2 outdoor skating rinks as weather permits;
- Landscapes municipal buildings (Town House, 141, 133, 135 Keyes Road) and cares for public shade and park trees.

PUBLIC WORKS: Parks & Trees

Item 17D

Expenditure Detail					
	Previous Fiscal Years			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 421,856	\$ 459,569	\$ 516,998	\$ 516,365	\$ 516,365
Purchased Services	21,913	21,716	24,905	23,358	23,358
Supplies	95,300	102,297	123,955	128,213	128,213
Other Charges	7,914	2,784	4,610	3,710	3,710
Capital Outlay	32,061	64,244	25,000	132,500	65,000
Totals	\$ 579,045	\$ 650,610	\$ 695,468	\$ 804,146	\$ 736,646

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 600,543	86.35%	\$ 641,721	87.11%	6.86%
Light Fund	7,225	1.04%	7,225	0.98%	0.00%
Recreation Fund	15,000	2.16%	15,000	2.04%	0.00%
School Department	15,000	2.16%	15,000	2.04%	0.00%
C&C Youth Baseball	7,700	1.11%	7,700	1.05%	0.00%
Friends of Concord Fields - (Gift)	50,000	7.19%	50,000	6.79%	0.00%
Totals	\$ 695,468	100.00%	\$ 736,646	100.00%	5.92%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
K-1	Public Shade Trees	20,000	20,000	20,000	20,000	20,000	25,000
K-2	Turf Improvement	-	40,000	39,500	15,000	15,000	52,500
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 25,000	\$ 65,000	\$ 64,500	\$ 40,000	\$ 40,000	\$ 82,500

PUBLIC WORKS: Parks & Trees

Item 17D

Personnel Services Summary

		FY13 Budgeted		FY14 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 80,388	1.00	\$ 80,430
	Senior Park and Tree Specialist	1.00	\$ 58,223	1.00	\$ 58,464
	Park and Tree Specialist (Aerial)	1.00	\$ 56,566	1.00	\$ 57,358
	Park and Tree Specialist	5.00	\$ 258,567	5.00	\$ 262,297
	Sub Total	<u>8.00 FTEs</u>	\$ 453,744	<u>8.00 FTEs</u>	\$ 458,549
	Less: Snow Reimbursement	-700 hrs.	\$ (18,479)	-700 hrs.	\$ (19,217)
	Sub Total	<u>7.66 FTEs</u>	\$ 435,265	<u>7.66 FTEs</u>	\$ 439,332
5120	Temporary (Summer Crew)	1920 hrs.	19,200	1150 hrs.	11,500
	Temporary (Seasonal Help)	1760 hrs.	26,400	1760 hrs.	26,400
	Temporary (Ripley)	313 hrs.	4,700	770 hrs.	7,700
	Overtime	600 hrs.	24,450	600 hrs.	24,450
	Overtime (Playing Fields)	70 hrs.	2,851	70 hrs.	2,851
5131	Police Overtime	100 hrs.	4,132	100 hrs.	4,132
	Sub Total	<u>1.91 FTEs</u>	\$ 81,733	<u>1.76 FTEs</u>	\$ 77,033
Total		<u>9.58 FTEs</u>	\$ 516,998	<u>9.43 FTEs</u>	\$ 516,365

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 two outdoor ice-skating rinks as weather permits. Staff coordinates field maintenance work with the Town's Recreation Director.
- 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 FY14 budget also includes 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.
- Prices for fertilizer and other groundskeeping supplies are subject to unplanned price fluctuations while the cost of fuel continues to go up, negatively affecting the Park and Tree budget.
- The FY14 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 \$40,000 for upgrading specified baseball infields.

Public Work Programs

Program 1 – Parks and Trees:

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

Performance Measure 1: Major activities in FY12

Specific major objectives accomplished for 2012 include:

- Raking, dragging and marking of 12 ballfields weekly for 26 weeks.
- Fertilizing, seeding, aerating, and liming (as needed) 35 acres of athletic fields and 10 acres of parks and Town building lawns.
- Removing and assisting in the replacement of playground equipment at Rideout playground.
- 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.

Performance Measure 2: Response time for selected activities

	Industry Standards*	Concord 2011
Response time – tree emergency	24 hrs	2 hrs
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:

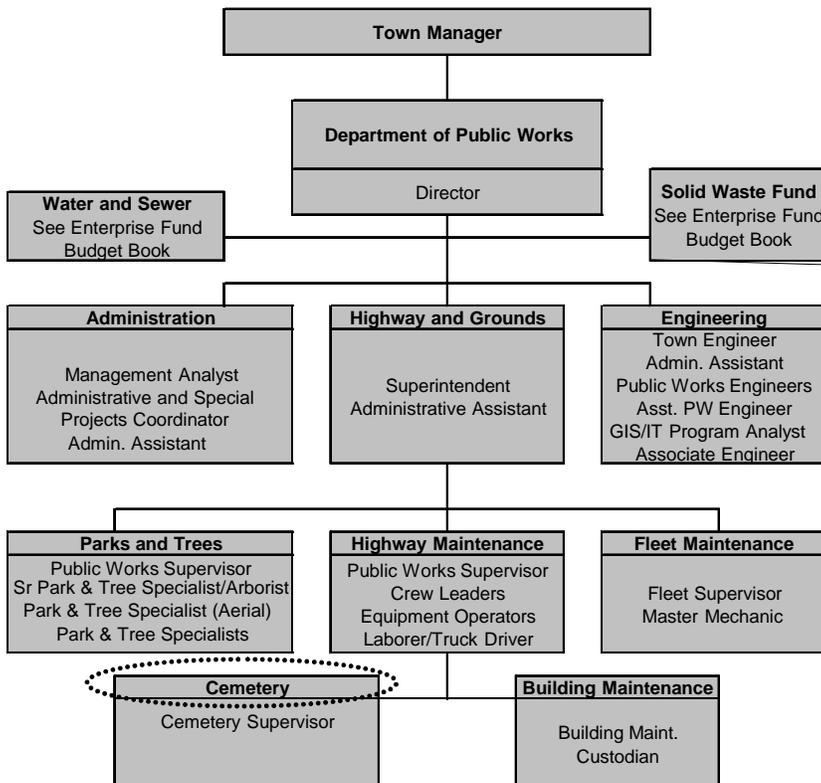
The mission of the Cemetery Division is to operate, maintain, and preserve Concord's four cemeteries and the Melvin Memorial in a respectful and cost-effective manner.

Budget Highlights:

- This budget represents a 1.1% decrease in operating cost from that of the FY13 budget.
- This decrease is due to elimination of a full-time Cemetery Specialist position which has been vacant for several years and a full-time Laborer/Truck Driver position. Temporary status labor has been used to maintain full Cemetery services. An additional 240 temporary status hours are proposed in FY14 to help compensate for the vacancies, and for the second year, contracted services will be utilized for mowing and fall/spring cleanup.
- 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

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 57,766	\$ 69,035	\$ 60,765	\$ 60,070
Other Funds	\$ 133,835	\$ 116,088	\$ 142,853	\$ 151,564
Total Expenditures	\$ 191,601	\$ 185,123	\$ 203,618	\$ 211,634



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			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 140,581	\$ 126,853	\$ 140,018	\$ 94,653	\$ 94,653
Purchased Services	11,806	21,471	14,410	61,008	61,008
Supplies	11,924	11,325	16,640	13,398	13,398
Other Charges	739	569	2,550	2,575	2,575
Capital Outlay	26,551	24,905	30,000	40,000	40,000
Totals	\$ 191,601	\$ 185,123	\$ 203,618	\$ 211,634	\$ 211,634

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 60,765	29.84%	\$ 60,070	28.38%	-1.14%
Cemetery Fund	142,853	70.16%	151,564	71.62%	6.10%
Totals	\$ 203,618	100.00%	\$ 211,634	100.00%	3.94%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
N/A	Cemetery Improvements	\$ 30,000	\$ 40,000		To be determined... (Funded from the Cemetery Fund)		
	Totals	\$ 30,000	\$ 40,000	N/A	N/A	N/A	N/A

Personnel Services Summary					
		FY13 Budgeted		FY14 Proposed	
Code	Position Title	# of Positions	Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1.00	\$ 67,937	1.00	\$ 68,737
	Laborer/Truck Driver	1.00	43,649	0.00	-
	Cemetery Specialist	0.00	-	0.00	-
	Sub Total	<u>2.00 FTEs</u>	\$ 111,586	<u>1.00 FTEs</u>	\$ 68,737
	Less: Snow Removal	-400 hrs.	(9,953)	-300 hrs.	(9,876)
	Sub Total	<u>1.81 FTEs</u>	\$ 101,633	<u>0.86 FTEs</u>	\$ 58,861
5120	Temporary Employee	1040 hrs.	\$ 15,600	1280 hrs.	\$ 19,200
5130	Overtime	600 hrs.	22,785	336 hrs.	16,592
	Total	<u>2.31 FTEs</u>	\$ 140,018	<u>1.47 FTEs</u>	\$ 94,653

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. In view of a projected decline in the Cemetery Fund balance, all options for minimizing costs continue to be investigated.

The FY14 budget plan includes the cost of maintaining cemetery grounds, grave marker preservation and providing services during interments. Approximately 55% of the operating budget (excluding capital expenditures) is for personnel expenses. A decrease in personnel services is budgeted due to the substitution of a part-time seasonal worker for the full-time cemetery specialist position and the provisional elimination of a laborer/truck driver position. The FY14 budget is the second year in which contracted services for mowing and fall/spring cleanup have been utilized; these are funded with the savings from the elimination of these positions. 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 (FY14 will be the eighth year at the Old Hill Burying Ground), 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 third 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 are expected to remain nearly level in FY14 and are budgeted approximately the same in FY13 while regular budgeted expenses continue to rise. Budgeted capital costs for FY14 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 FY12 stands at \$316,056.

Cemetery Revolving Fund Detail

	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
Cemetery Fund Revenues				
Interment fees & other	\$51,888	\$63,389	\$66,500	\$65,800
Interest, Perpetual Care Fund	41,415	39,000	45,000	50,000
Lot sales plus interest	37,306	43,100	41,500	41,500
Capital gains distribution (from trust funds)	0	0	0	0
Total Revenue	<u>\$130,609</u>	<u>\$145,489</u>	<u>\$153,000</u>	<u>\$157,300</u>
Cemetery Fund Expenses				
Operations	\$107,284	\$103,884	\$112,853	\$111,564
Capital	26,551	12,205	30,000	40,000
Cemetery Dept. Subtotal	\$133,836	\$116,089	\$142,853	\$151,564
Town Clerk Transfer	3,000	3,000	3,000	3,000
Highway Department Transfer	7,539	0	0	0
Total Cemetery Expenses	<u>\$144,375</u>	<u>\$119,089</u>	<u>\$145,853</u>	<u>\$154,564</u>
Net For Year	-\$13,766	+\$24,600	+\$ 7,147	+\$ 2,736
Cemetery Fund Balance at Fiscal Year-End	<u>\$289,656</u>	<u>\$316,056</u>	<u>\$323,203</u>	<u>\$325,939</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:

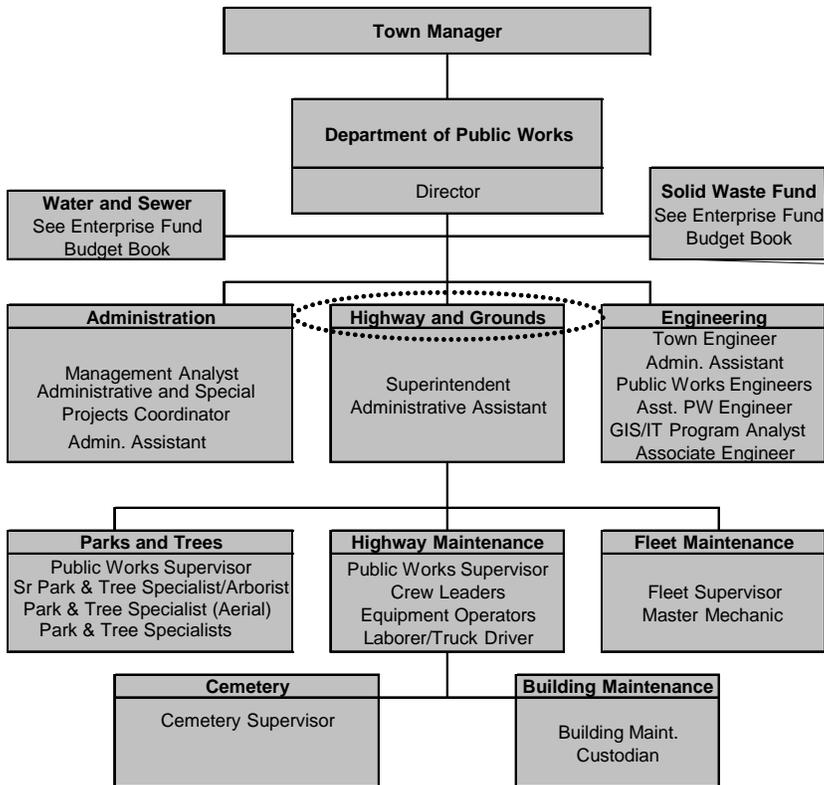
- This budget represents a 2.9% increase in operating cost over that of the FY13 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$570,000. However, due to budget constraints, \$540,000 is being recommended.
- Winter maintenance expenditures, particularly personal services, contract plowing, fuel costs, salt and sand supplies, are highly variable depending on weather conditions.
- Road salt is now obtained through the State contract with all area Towns now participating. State contract prices continue to be stable. Current estimates are 18% below the 2010 price. Salt accounts for roughly 35% of the winter maintenance budget

Expenditure Summary

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 652,838	\$ 291,685	\$ 525,000	\$ 540,000
Other Funds	\$ 69,179	\$ -	\$ -	\$ -
Total Expenditures	\$ 722,017	\$ 291,685	\$ 525,000	\$ 540,000

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 32 drivers and support personnel and 22 contract drivers and vehicles.
- Besides plowing, salting/brining and sanding, activities also include hauling snow, shoveling 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 expected, 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			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 652,838	\$ 291,685	\$ 525,000	\$ 570,000	\$ 540,000
Totals	\$ 652,838	\$ 291,685	\$ 525,000	\$ 570,000	\$ 540,000

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 525,000	100.00%	\$ 540,000	100.00%	2.86%
Totals	\$ 525,000	100.00%	\$ 540,000	100.00%	2.86%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

PUBLIC WORKS: Snow & Ice Removal

Item 18

Personnel Services Summary					
		FY13 Budgeted		FY14 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 66,930	2500 hrs.	\$ 69,700
	Park/Tree Staff	700 hrs.	18,479	700 hrs.	19,217
	Cemetery Staff	400 hrs.	9,953	300 hrs.	9,876
	Water/Sewer Staff	200 hrs.	5,410	200 hrs.	5,410
	Sub Total	<u>1.82 FTEs</u>	\$ 100,772	<u>1.77 FTEs</u>	\$ 104,203
5130	Overtime - Highway Staff	2400 hrs.	96,380	2400 hrs.	100,368
	Overtime - Park/Tree Staff	600 hrs.	23,759	600 hrs.	24,708
	Overtime - Cemetery Staff	250 hrs.	9,331	250 hrs.	12,345
	Overtime - Water/Sewer Staff	600 hrs.	24,336	600 hrs.	24,336
	Sub Total	<u>0.00 FTEs</u>	\$ 153,806	<u>0.00 FTEs</u>	\$ 161,757
5131	Overtime - Police	40 hrs.	\$ 1,600	40 hrs.	\$ 1,600
	Total	<u>1.82 FTEs</u>	\$ 256,178	<u>1.77 FTEs</u>	\$ 267,560

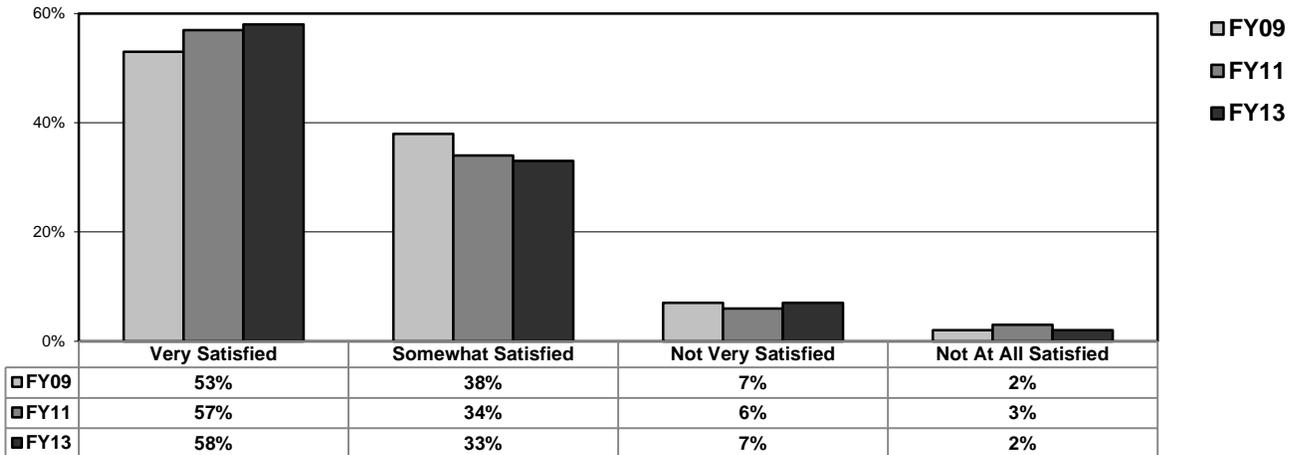
Program Implementation
<p>Snow Plowing: The Town is divided into 15 plowing routes, each utilizing 2 to 3 vehicles depending on route length and vehicular loads. Each route uses a combination of Town vehicles and private contractors working together to plow the route. In addition, there are four sidewalk-plowing 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.</p> <p>Salt/Sanding: 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 only for storm pre-treatment on Concord's main roads; b) using calibrated dispensing equipment that controls application amounts according to vehicle speed and weather conditions; c) using under-vehicle plows attached to sanding 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 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 sander routes staffed by Town forces with one contractor available for emergencies. In addition, two sidewalk vehicles, one equipped for salt brine, are utilized for the sanding of sidewalks. The cost of salt was reduced by 9% per ton in FY12 by joining with the State in a five-year purchase agreement for salt. Nominal increases in unit pricing are expected in future years.</p> <p>Snow Removal: Snow is removed from Concord's three business areas and hauled to the Town's Composting 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.</p>

Public Work Programs

Program 1 – Snow & Ice Removal:

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

Satisfaction with Town’s Snow Plowing and Winter Maintenance



Discussion: Citizen Surveys were conducted in the fall of 2008 (FY09), 2010 (FY11), and 2012 (FY13). Respondents were generally satisfied with the Town’s snow plowing and winter maintenance.

Performance Measure 2: Winter Maintenance Activity Hours

A Comparison of Winter Maintenance Activity Hours					
	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budgeted	2013-2014 Proposed
Regular and Overtime Hours	6,556	10,459	3,315	7,650	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 5.8% increase in operating cost from that of the FY13 budget.
- Over the past several years, the number of street lights was reduced from 1,636 in FY03 to 867 at the end of FY10, but was increased again thereafter to the present level of 1,402 as a result of public demand for better lighting in some areas. No significant additions or removals of fixtures are planned for FY14.
- Down-sizing of existing fixtures has continued, resulting in further energy savings.

Expenditure Summary

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 49,681	\$ 64,321	\$ 64,624	\$ 68,463
Other Funds	\$ 540	\$ 540	\$ 576	\$ 537
Total Expenditures	\$ 50,221	\$ 64,861	\$ 65,200	\$ 69,000

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY14. 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 FY14 to approximately 478,200 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. Down-sizing of fixtures will continue in FY14 with further energy savings expected.

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, will be 15.15 cents per kWh for the period July-December and 13.79 cents per kWh for the period January-June for an annual average in FY14 of 14.43 cents per kWh. The decrease in cost is due to the advantageous terms of a new supply contract.

Streetlight charges for FY14 are estimated as follows:

July-December 2013	224,750 kWh	(47%)	@ \$0.1515	= \$34,045
January-June 2014	<u>253,450 kWh</u>	(53%)	@ \$0.1379	= <u>\$34,955</u>
Total	478,200 kWh			\$69,000

PUBLIC WORKS: Street Lighting

Item 19

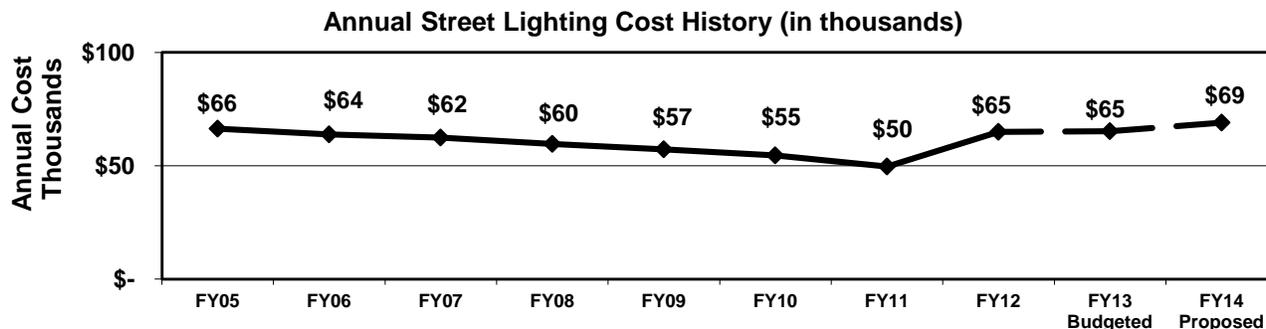
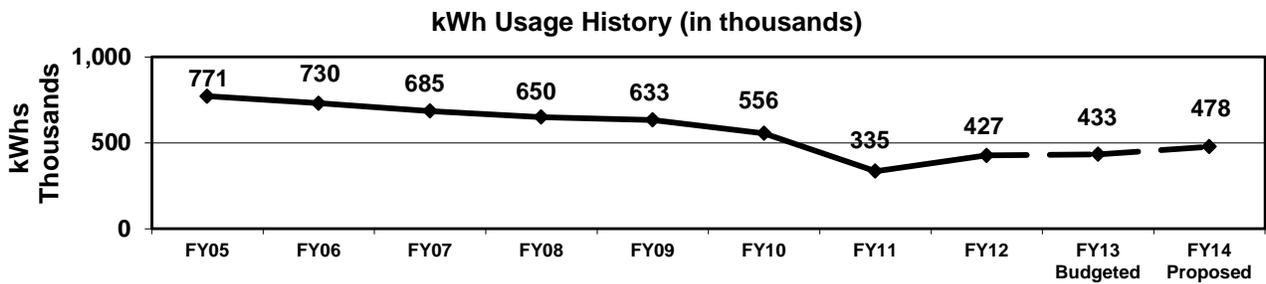
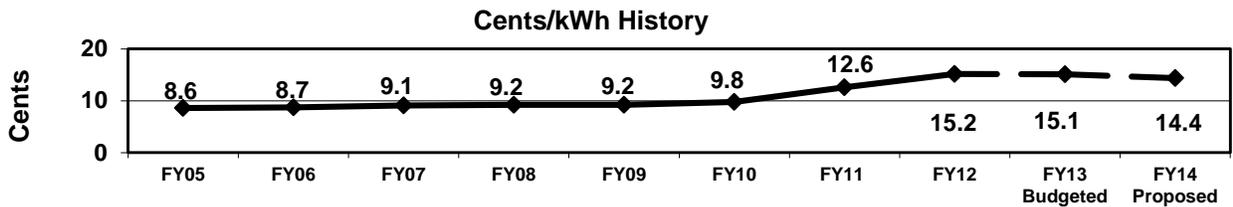
Expenditure Detail

	Previous Fiscal Years			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	50,221	64,861	65,200	69,000	69,000
Totals	\$ 50,221	\$ 64,861	\$ 65,200	\$ 69,000	\$ 69,000

Funding Plan

	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 64,624	99.12%	\$ 68,463	99.22%	5.94%
Town Trust Fund	576	0.88%	537	0.78%	-6.77%
Totals	\$ 65,200	100.00%	\$ 69,000	100.00%	5.83%

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 6.6% decrease in capital cost from that of the FY13 budget.
- The FY14 replacement plan includes one sweeper, one small dump/plow truck and funds for the refurbishment of loader mounted snow blower.

Expenditure Summary

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 270,000	\$ 210,000	\$ 296,500	\$ 277,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 270,000	\$ 210,000	\$ 296,500	\$ 277,000

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 FY14 equipment replacement plan includes the following:

- Replacement of a 2001 sweeper (H-46) which has reached the end of its useful life. Sweeper is necessary to keep all roads and parking lots free and clear of unwanted material. Street sweeping assists the Town in complying with annual permitting requirements which limit foreign material entering the drainage system.
- One small dump truck will replace a 2005 one-ton dump truck (H-13) that is also used for plowing.
- Funds for the repair and refurbishment of the 1995 snow blower (H-76) which is matched with one of the Highway swap loaders. If total replacement of the snow blower is deemed necessary, this allocation will be utilized as well as additional funds from the FY15 capital equipment budget.

PUBLIC WORKS: Equipment

Item 20

Expenditure Detail					
	Previous Fiscal Years			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
H25 - 1997 6-wheel Multi-use Dump	119,414				
H33 - 1997 6-wheel Multi-use Dump	119,414				
Skid Sprayer for Brine	6,666				
G57 - 1993 Bombardier Snow Plow	129,100				
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 or 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			145,000		
H24 - 2001 6-wheel Multi-use Dump			151,500		
H2 - 2001 SUV Hybrid					
H46 - 2001 Elgin Sweeper				170,000	170,000
H13 - 2005 1-ton Dump				64,000	64,000
H76 - 1995 SnoGo Blower (refurbish)				53,300	43,000
Encumbrances	(104,594)	41,237			
Totals	\$ 270,000	\$ 210,000	\$ 296,500	\$ 287,300	\$ 277,000

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 296,500	100.00%	\$ 277,000	100.00%	-6.58%
Totals	\$ 296,500	100.00%	\$ 277,000	100.00%	-6.58%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
L-1	Vehicles & Heavy Equipment	\$ 296,500	\$ 277,000	\$ 288,000	\$ 300,000	\$ 300,000	\$ 325,000
	Totals	\$ 296,500	\$ 277,000	\$ 288,000	\$ 300,000	\$ 300,000	\$ 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:

- This budget represents no change in capital expense from the FY13 budget.
- FY14 preliminary plan includes:
 - Reconstruction of the Westford Road, Fitchburg Turnpike and Sleepy Hollow culverts.
 - Drainage collection system rehabilitations on Elm Street, the Nashoba/Wilson/Crescent neighborhood and Autumn Lane.
 - 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

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 205,000	\$ 215,000	\$ 205,000	\$ 205,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 205,000	\$ 215,000	\$ 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			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	205,000	215,000	205,000	205,000	205,000
Totals	<u>\$ 205,000</u>	<u>\$ 215,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 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	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 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 Implementation

In 2002 and 2003, the Town performed 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 Townwide 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 data of Concord's Stormwater/Drainage infrastructure within the GIS system. CPW Highway Division staff verify and supplement GIS drainage data during annual catch basin system cleaning operations. All updated inventory data are used in re-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 for completion as an internal project by CPW's Highway Division, for inclusion in the annual roads program bid, or for bid as stand-alone drainage project.

Planned improvements for the FY2014 Drainage Program include Highway Division internal drainage replacement on Autumn Lane and bid culvert replacements for Westford Road, Fitchburg Turnpike and the Sleepy Hollow Cemetery. Drainage system replacements in the Crescent/Hosmer/Wilson/Garland/Nashoba neighborhood and within Elm Street are planned to be included within the 2013/14 Roads Program bid project. All drainage projects scheduled for FY14 are being designed internally by CPW's Engineering Division.

The Town's National Pollution Discharge Elimination System (NPDES) 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 2013. 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.

Ditch maintenance and dredging operations — an important component of any comprehensive drainage program — are limited, primarily due to logistical barriers, environmental and regulatory restrictions, and cost. Routine maintenance activities are carried out by CPW immediately around culverts and outfalls via a general maintenance permit issued by the Natural Resources Commission.

Performance

Multiple improvements to the Town's drainage system were constructed in FY13. The Engineering Division designed and CPW's Highway Division installed a replacement for the drainage collection system on Brooks Street. Drainage repairs on Elsinore Street, Grant Street, Belknap Street, Sudbury Road and Brook Trail Road were also designed by the Engineering Division and included in the 2012 Roads Program bid. A total of 2,250 feet of drain line, 45 catch basins and 13 drain manholes were programmed for repair or replacement within FY13.

The Engineering Division was also 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 9 annual reporting to the Environmental Protection Agency. Major accomplishments within Permit Year 9 included a targeted public outreach to pet owners regarding pet waste disposal based on illegal dumping activities discovered through catch basin cleaning and IDDE monitoring activities, stormwater technical review and environmental monitoring review/administration for 6 redevelopment projects meeting NPDES permit thresholds and continued field work to update Concord's stormwater system inventory data to provide improved location and system condition accuracy. CPW updated condition data for approximately 1,950 drainage structures, which represent roughly 44% of the Town's drainage system. In addition, CPW improved the surveyed location accuracy of 1,650 drainage structures which represent roughly 37% of the Town's system.

Recent Funding History	
Fiscal Year	Appropriation
2000	55,000
2001	70,000
2002	70,000
2003	80,000
2004	80,000
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

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 FY13 budget.
- The overall sidewalk condition index (SCI) of 81 is within the SCI target range of 80-85.
- Sidewalk budget funds upgrades to curb ramps to increase compliance with current ADA standards.

Expenditure Summary

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 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 2.9 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 this target.

PUBLIC WORKS: Sidewalks

Item 22

Expenditure Detail					
	Previous Fiscal Years			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 100,000
Totals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 100,000

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%
Totals	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
J-9	Sidewalk - Maintenance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 102,500	\$ 110,000
	Totals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 102,500	\$ 110,000

Performance Information

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.

Sidewalk Type Detail		Sidewalk Condition Index (SCI)	
Type	Miles	Year	SCI Network Average
Bituminous Concrete	53.0 mi	2008	76
Stone Dust	2.0	2009	76
Portland Cement	3.4	2010	75
Stone Treated	0.3	2011	81
Brick	0.3	2012	81
Total Miles	59.0		

Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	1.6	3%
Localized Repair	51-70	15.3	26%
Shows Wear	71-90	35.4	60%
No Distresses	91-100	6.7	11%
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 FY13 budget.
- Total funding from all sources for the Roads Program is \$1,675,300, assuming state aid remains at the same level authorized for FY13.
- The proposed borrowing authorization for road rehabilitation decreases to \$900,000 when compared to FY13.

Expenditure Summary

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Other Funds	\$1,237,984	\$1,439,671	\$ 1,635,297	\$ 1,585,300
Total Expenditures	\$1,327,984	\$1,529,671	\$ 1,725,297	\$ 1,675,300

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 .2 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			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 1,327,984	\$ 1,529,671	\$ 1,725,297	\$ 1,730,300	\$ 1,675,300
Total Expenditure	\$ 1,327,984	\$ 1,529,671	\$ 1,725,297	\$ 1,730,300	\$ 1,675,300

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 90,000	5.22%	\$ 90,000	5.37%	0.00%
State Aid - Chapter 90	685,297	39.72%	685,300	40.91%	0.00%
Roads Program Borrowing	950,000	55.06%	900,000	53.72%	-5.26%
Totals	\$ 1,725,297	100.00%	\$ 1,675,300	100.00%	-2.90%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
J-1	Road Improvements	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 95,000	\$ 100,000
	Totals	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 95,000	\$ 100,000

Program Implementation

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

The pavement management software assigns a benefit value index (BVI) to each pavement rehabilitation project. The BVI uses the overall rehabilitation project cost and average daily traffic of the roadway to prioritize the 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 2012 Roads Program improved approximately 2.52 miles of roadway, including reclaim treatments on Elsinore Street, Belknap Street, Grant Street, Byron Street, Brooks Street, Pond Street and Brook Trail Road as well as mill and overlay treatments on Sudbury Road (Rte. 2 to RR) and Laws Brook Road.

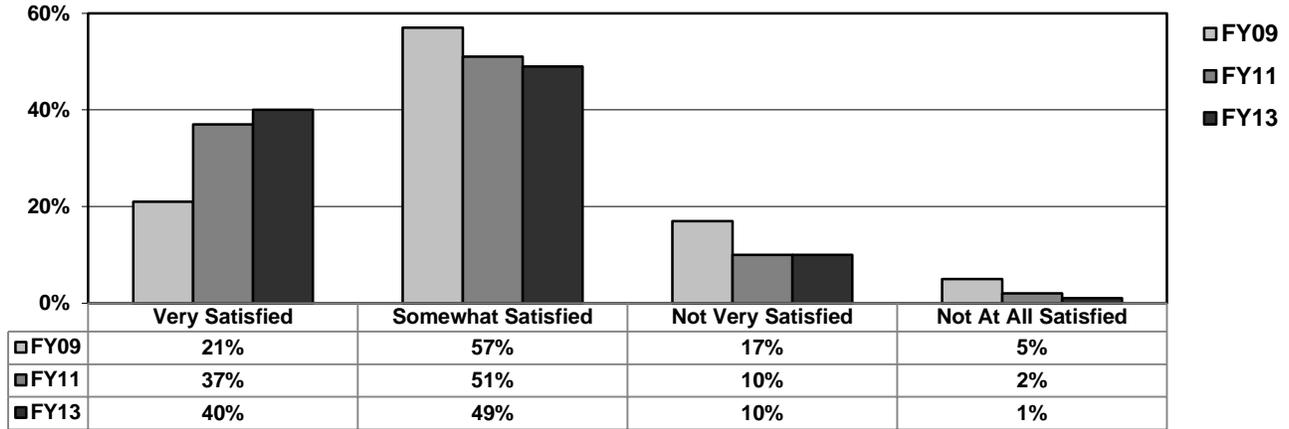
The 2013 Roads Program will be based on the results of the pavement management program analysis, a review of the existing conditions, final approved funding levels, and input received at the April 2012 Public Works Commission public hearing on the Roads Program.

Public Work Programs

Road Improvement Program:

To maintain a PCI rating in the 80-85 range, and a user satisfaction rating at or above 75%.

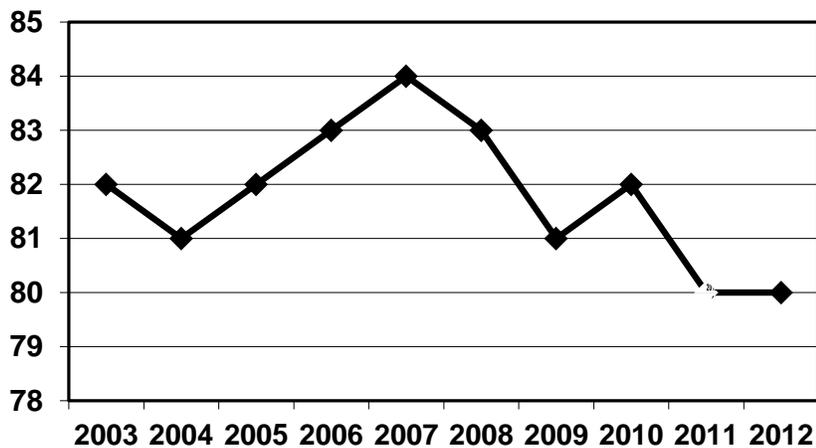
Satisfaction with Maintenance of Town Roads



Discussion: Citizen Surveys were conducted in the fall of 2008 (FY09), 2010 (FY11), 2012 (2013). In the past four years, there has been increasing satisfaction with the maintenance of Town roads.

Performance Measure 2: Pavement Condition Index

Historic PCI Trend



Discussion: The roadway is analyzed, and distresses are rated on each segment of public roadway every four years. These data points are entered into a software program that ranks the severity of the type of distresses and determines the pavement condition index (PCI) on a scale of 0-100 for that segment of roadway. The overall PCI reported above is a weighted average of the PCI of all the individual roadway segments maintained by Concord Public Works. The software then analyzes which type of rehabilitation treatment would be the most economical for each road segment within the parameters set by the Roads Program team. 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.

Performance

- At the requested level of funding, the pavement management software predicts that the current network pavement condition index (PCI) target of 80 will be sustained. 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

	2004	2005	2006	2007	2008	2009	2010	2011	2012
<u>PCI Network Average</u>	81	82	83	84	83	81	82	80	80
<u>Recommended Repairs</u>									
Rehabilitation	9%	8%	13%	14%	12%	9%	8%	8%	10%
Maintenance	62%	56%	46%	42%	52%	51%	48%	52%	51%
No Maintenance Required	29%	36%	41%	44%	36%	40%	44%	50%	39%

- The recommended funding level for FY14 provides total Roads Program funding of approximately \$1,675,300, consisting of \$90,000 from the General Fund for related engineering design and inspection services, an estimated \$685,300 in Chapter 90 aid, and \$900,000 from Local Borrowing Authorization for Roads.

Road Program Funding History & Improvement Plan

		General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
1997		\$ 50,000	\$ 385,000	\$ 535,000	36192	970,000
1998		60,000	590,000	535,000	36897	1,185,000
1999		60,000	475,000	535,000	37255	1,070,000
2000		60,000	500,000	356,000	37610, 37965	916,000
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	Plan	90,000	950,000	685,297	50771	1,725,297
2014	Plan	90,000	900,000	685,300	50771	1,675,300
2015	Plan	90,000	950,000	685,300	50771	1,725,300
2016	Plan	90,000	950,000	685,300	50771	1,725,300
2017	Plan	95,000	950,000	685,300	50771	1,730,300
2018	Plan	100,000	950,000	685,300	50771	1,735,300

Note: FY2010 includes additional borrowings for special road-related projects.

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 a 1.1% decrease in operating cost from that of the FY13 budget.
- Utility costs (electric, water and natural gas) comprise 41% of the operation and maintenance expenditures. These utility expenses are budgeted to remain flat through FY14.
- Capital Outlay consists of \$5,000 for miscellaneous building improvements as well as \$ 14,000 for the purchase of rolling storage shelves.

Expenditure Summary

	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
General Fund	\$ 89,650	\$ 88,677	\$ 94,982	\$ 108,748
Other Funds	\$ 67,594	\$ 62,606	\$ 67,604	\$ 66,114
Total Expenditures	\$ 157,244	\$ 151,283	\$ 162,586	\$ 174,862

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.

133 Keyes Road - Utility Performance Information

Utility	Cost				Efficiency	
	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed	FY12 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 22,090	\$ 22,253	\$ 24,940	\$ 25,000	1.218	7.891
Natural Gas	25,978	20,325	26,970	26,930	1.113	0.710
Water	854	1,090	1,010	1,050	0.060	0.012
Sewer	1,823	1,836	2,220	2,330	0.101	0.012

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	
	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed	FY12 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 11,813	\$ 10,596	\$ 13,000	\$ 12,600	1.092	6.175
Natural Gas	5,024	2,685	5,100	3,500	0.277	0.162
Water	316	266	321	310	0.027	0.006
Sewer	399	496	630	610	0.051	0.006

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			FY14 Proposed	
	FY11 Actual	FY12 Actual	FY13 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 47,239	\$ 50,640	\$ 52,382	\$ 52,361	\$ 52,361
Purchased Services	-	-	-	-	-
Capital Outlay	5,900	12,452	5,000	39,250	19,000
133 Keyes Road	78,795	66,128	78,315	78,231	78,231
135 Keyes Road	25,310	22,063	26,889	25,270	25,270
Totals	\$ 157,244	\$ 151,283	\$ 162,586	\$ 195,112	\$ 174,862

Funding Plan					
	FY13 Budgeted	% of Budget	FY14 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 94,982	58.42%	\$ 108,748	62.19%	14.49%
Water Fund	\$ 49,168	30.24%	\$ 47,980	27.44%	-2.42%
Sewer Fund	\$ 11,900	7.32%	\$ 11,603	6.64%	-2.50%
Solid Waste Fund	\$ 6,536	4.02%	\$ 6,531	3.73%	-0.08%
Totals	\$ 162,586	100.00%	\$ 174,862	100.00%	7.55%

Capital Outlay Plan							
Ref. #	Description	FY13 Budgeted	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed
I-1	Building Improvements	5,000	5,000	10,000	10,000	10,000	10,000
I-3	Rolling Storage Shelves	-	14,000	-	-	-	-
	Totals	\$ 5,000	\$ 19,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Personnel Services Summary					
		FY13 Budgeted		FY14 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 50,217	1.00	\$ 50,196
5130	Overtime	60hrs.	\$ 2,165	60 hrs.	\$ 2,165
	Total	1.00 FTEs	\$ 52,382	1.00 FTEs	\$ 52,361