

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.

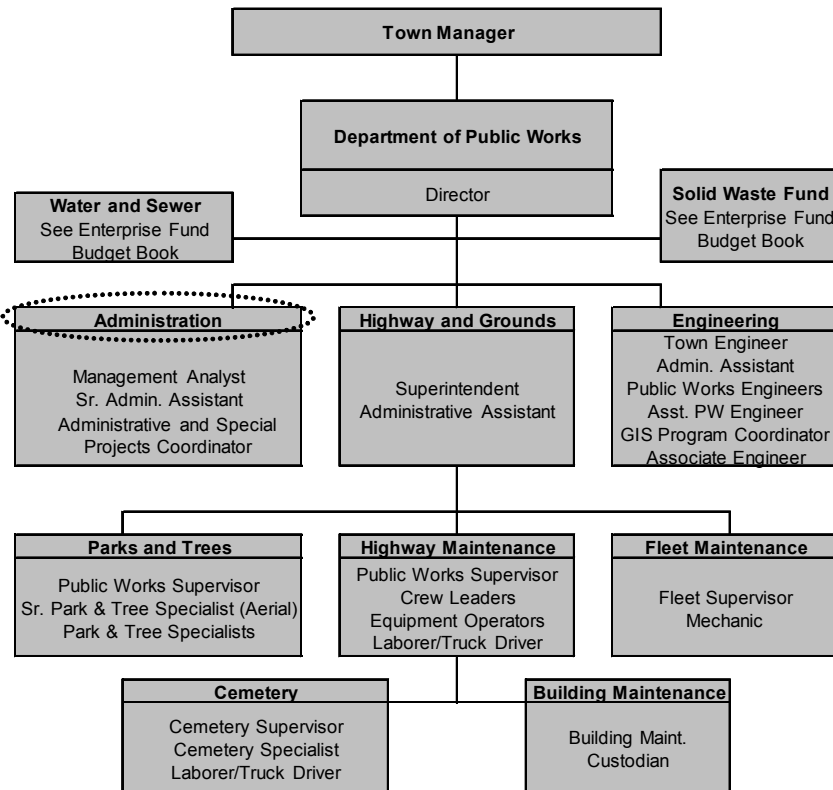
Administration Division Mission Statement:

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

Budget Highlights:

- This budget represents no substantial change in operating cost over that of the FY12 budget.
- A modest increase in personnel services has been offset by corresponding decreases in budgeted expenses.
- In exchange for support services provided by Public Works Administration, the Solid Waste Fund funds 50% of one 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				
	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 143,381	\$ 155,595	\$ 163,120	\$ 162,802
Other Funds	\$ 159,222	\$ 163,466	\$ 170,850	\$ 170,798
Total Expenditures	\$ 302,603	\$ 319,061	\$ 333,970	\$ 333,600



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			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 279,896	\$ 288,366	\$ 305,505	\$ 306,855	\$ 306,855
Purchased Services	9,377	10,177	16,120	14,680	14,680
Supplies	4,918	5,994	7,245	7,210	7,210
Other Charges	2,988	2,525	5,100	4,855	4,855
Capital Outlay	5,424	12,000	-	-	-
Totals	<u>\$ 302,603</u>	<u>\$ 319,061</u>	<u>\$ 333,970</u>	<u>\$ 333,600</u>	<u>\$ 333,600</u>

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 163,120	48.84%	\$ 162,802	48.80%	-0.19%
Water Fund	77,663	23.25%	77,486	23.23%	-0.23%
Sewer Fund	31,067	9.30%	30,995	9.29%	-0.23%
Solid Waste Fund	62,120	18.60%	62,317	18.68%	0.32%
Totals	<u>\$ 333,970</u>	100.00%	<u>\$ 333,600</u>	100.00%	-0.11%

Capital Outlay Plan							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

PUBLIC WORKS: Administration

Item 17A

Personnel Services Summary					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 121,905	1.00	\$ 121,949
	Management Analyst	1.00	79,968	1.00	79,968
	Administrative Assistant	1.00	46,655	1.00	47,335
	Administrative and Special Projects Coordinator	1.00	53,472	1.00	53,850
	Sub Total	<u>4.00 FTEs</u>	\$ 302,000	<u>4.00 FTEs</u>	\$ 303,102
5130	Overtime	60 hrs.	\$ 2,305	66 hrs.	\$ 2,553
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
	Total	<u>4.00 FTEs</u>	\$ 305,505	<u>4.00 FTEs</u>	\$ 306,855

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 \$3.7 million in tax-impact program appropriations, and the executive-level direction, supervision and support of CPW and its 56 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 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.

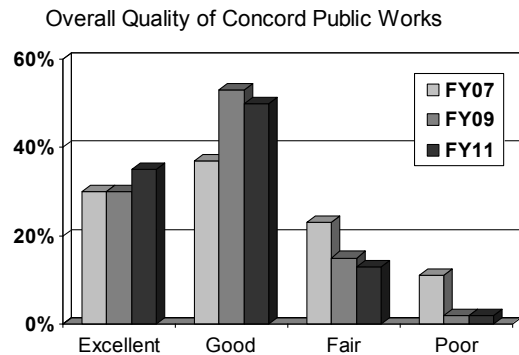
Public Work Programs

Program 1 - CPW Operations:

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

Performance Measure 1: Are Concord Public Works services of the highest quality?

How would you rate the overall quality of services provided by Concord Public Works?	FY05	FY07	FY09	FY11
Excellent	N/A	30%	30%	35%
Good	N/A	37%	53%	50%
Fair	N/A	23%	15%	13%
Poor	N/A	11%	2%	2%



*Data Source: Autumn of 2006, 2008, and 2010 telephone surveys (300+ residents).

Discussion: The vast majority of respondents from the latest survey had a positive view of the quality of Concord Public Works, with 85% describing the quality as “Good” or “Excellent.”

Engineering Mission Statement:

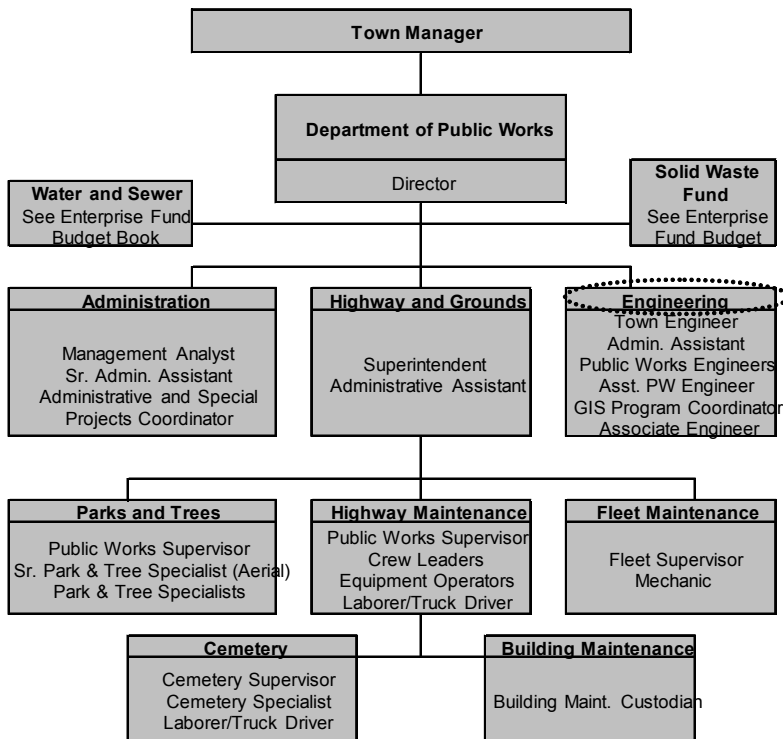
The mission of the Engineering Division is to provide comprehensive engineering and technical support and services to other Town Departments, Divisions and programs, as well as to the general public.

Budget Highlights:

- This budget represents a 0.4% decrease in operating cost over that of the FY12 budget.
- Major elements in Purchased Services are \$16,000 for ground-water 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).
- 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 and \$20,000 for continued GIS application development.
- The proposed decrease in the total expenditures is a result of a reduced allocation in the capital outlay of \$40,000.

Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 311,180	\$ 294,116	\$ 378,032	\$ 339,000
Other Funds	\$ 216,138	\$ 196,498	\$ 291,808	\$ 288,586
Total Expenditures	\$ 527,318	\$ 490,614	\$ 669,840	\$ 627,586



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.

Expenditure Detail					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 365,033	\$ 319,246	\$ 409,396	\$ 410,133	\$ 410,133
Purchased Services	26,312	29,788	41,365	44,200	44,200
Supplies	9,084	8,072	15,530	11,680	11,680
Other Charges	2,070	3,354	9,375	8,945	8,945
Capital Outlay	20,000	20,000	80,000	195,000	40,000
GIS Operations	84,819	90,155	94,174	92,628	92,628
GIS Capital Outlay	20,000	20,000	20,000	20,000	20,000
Totals	\$ 527,318	\$ 490,614	\$ 669,840	\$ 782,586	\$ 627,586

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 378,032	56.44%	\$ 339,000	54.02%	-10.33%
Light Fund	3,434	0.51%	3,439	0.55%	0.15%
Water Fund	67,896	10.14%	68,114	10.85%	0.32%
Sewer Fund	16,978	2.53%	17,033	2.71%	0.32%
Capital Projects	175,000	26.13%	175,000	27.88%	0.00%
Grant Funds	3,500	0.52%	-	0.00%	-100.00%
Road Repair Fund	25,000	3.73%	25,000	3.98%	0.00%
Totals	\$ 669,840	100.00%	\$ 627,586	100.00%	-6.31%

Capital Outlay Plan							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
I-2	GIS System	\$ 20,000	\$ 20,000	\$ 20,000	\$ 50,000	\$ 20,000	\$ 20,000
J-2	Traffic Control Devices	10,000	20,000	20,000	75,000	20,000	20,000
J-11	Sign Inventory	20,000	-	-	-	-	-
J-12	Sign Replacement	50,000	20,000	20,000	20,000	20,000	20,000
	Totals	\$ 100,000	\$ 60,000	\$ 60,000	\$ 145,000	\$ 60,000	\$ 60,000

Personnel Services Summary					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 90,730	1.00	\$ 90,832
	Public Works Engineer	2.00	152,406	2.00	152,451
	Asst. Public Works Engineer	1.00	67,671	1.00	67,671
	GIS Program Coordinator	1.00	68,674	1.00	68,778
	Associate Engineer	1.00	50,517	1.00	50,925
	Administrative Assistant	1.00	48,072	1.00	48,254
	Sub Total	<u>7.00 FTEs</u>	\$ 478,070	<u>7.00 FTEs</u>	\$ 478,911
5130	GIS Intern	200 hrs.	\$ 3,500	0 hrs.	\$ -
5191	Tuition Reimbursement	N/A	-	0 hrs.	-
	Total	<u>7.10 FTEs</u>	\$ 481,570	<u>7.00 FTEs</u>	\$ 478,911

Program Implementation
<p><u>Major projects anticipated for FY13 include:</u></p> <p>2012 Roads Program in-house design, bidding and construction management including drainage improvements within the Grant/Elsinore neighborhood.</p> <p>In-house design and construction oversight of the CPW internal project program including drainage improvements on Brooks Street, Elm Street and culvert replacements within Fitchburg Turnpike and Sleepy Hollow Cemetery.</p> <p>Construction-phase consultant management and coordination for the Monument Street stone retaining wall rehabilitation at Hutchins Farm.</p> <p>Bidding and construction oversight for the culvert replacement at Westford Road.</p> <p>Consultant selection, management and technical review for the Cambridge Turnpike Reconstruction Project.</p> <p>Survey and preliminary design including development of Transportation Improvement Program (TIP) project need forms for Main Street – Phase III, Pail Factory Bridge and Fitchburg Turnpike.</p> <p>Bid completion and construction oversight of drainage collection system replacement within the Grant Street/ Belknap Street/Elsinore Street area.</p> <p>Annual reporting (Year 9) for the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit and/or development of the Notice of Intent for the new 2011 Merrimack Watershed NPDES MS4 permit.</p> <p>Coordination during construction for Crosby's Corner.</p> <p>Continued development of a 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 2011 Roads Program which included significant water and sewer improvements within the Fielding/Willow/Union/Hubbard neighborhood.

Completed the development, in-house design and construction oversight of Concord Public Works internal construction projects including: drainage improvements on Derby Street, culvert replacement on Fitchburg Turnpike, Fairyland Pond outlet rehabilitation and the Monument Street/Ball's Hill Road intersection rehabilitation.

Managed the design and bid for the reconstruction of the Monument Street stone retaining wall at Hutchins Farm (Construction spring 2012-summer 2012)

Completed the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 8 annual reporting to the Environmental Protection Agency. Major accomplishments within Permit Year 8 included the completion of outfall screening, sampling and testing for all waters impaired for bacteria as well as the development and adoption of the Town of Concord Stormwater Regulations and Concord Public Works Design and Construction Standards and Details.

Developed Transportation Improvement Program (TIP) project need forms (PNF) for Main Street – Phase III, Pail Factory Bridge, Fitchburg Turnpike and Lowell Road projects.

Completed RFP and contract award for the development of a new GIS Strategic Plan to outline future projects, required infrastructure upgrades and capital outlay requests.

Completed the in-house design and permitting for various drainage improvements in the Grant Street/Belknap Street/Elsinore Street area.

Completed a Town-wide culvert inventory and condition assessment to prioritize future capital drainage improvements and add a new GIS data layer.

Completed a Town-wide ADA curb ramp inventory and condition assessment to prioritize future ADA and sidewalk improvements and add a new GIS data layer.

Completed the in-house design (75% Design Phase) for improvements to Junction Park at the intersection of Commonwealth Avenue and Main Street.

Developed the RFQ to begin design consultant selection process for the Cambridge Turnpike Reconstruction Project.

Mission Statement:

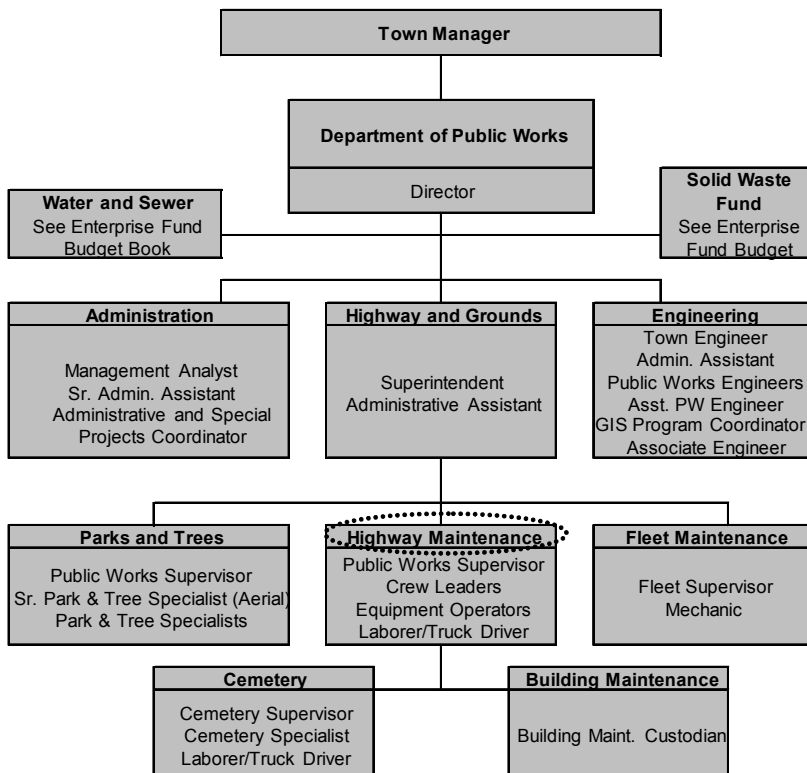
The mission of Highway Maintenance is to maintain and improve the Town’s public ways and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 3.3% increase in operating cost from that of the FY12 budget.
- Increases in cost of fuel have caused a substantial increase in this budget item – partially off set 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 (\$20,936) 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

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 1,129,431	\$ 1,097,792	\$ 1,142,508	\$ 1,167,769
Other Funds	\$ 25,241	\$ 35,038	\$ 25,689	\$ 25,936
Total Expenditures	\$ 1,154,672	\$ 1,132,830	\$ 1,168,197	\$ 1,193,705



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			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 812,623	\$ 780,843	\$ 824,977	\$ 827,575	\$ 827,575
Purchased Services	107,254	84,363	91,645	109,130	99,130
Supplies	216,815	249,190	219,275	246,600	246,600
Other Charges	3,808	7,618	5,300	5,400	5,400
Capital Outlay	14,173	10,816	27,000	27,500	15,000
Totals	\$ 1,154,672	\$ 1,132,830	\$ 1,168,197	\$ 1,216,205	\$ 1,193,705

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,142,508	97.80%	\$ 1,167,769	97.83%	2.21%
Water Fund	16,530	1.42%	16,727	1.40%	1.19%
Sewer Fund	4,159	0.36%	4,209	0.35%	1.20%
Cemetery	-	0.00%	-	0.00%	N/A
Solid Waste Fund	5,000	0.43%	5,000	0.42%	0.00%
Totals	\$ 1,168,197	100.00%	\$ 1,193,705	100.00%	2.18%

Capital Outlay Plan							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
J-3	Guardrail Replacement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
J-4	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

Personnel Services Summary					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1.00	\$ 83,922	1.00	\$ 83,922
	Administrative Assistant	1.00	54,013	1.00	54,435
	Public Works Supervisor	1.00	75,917	1.00	76,985
	Fleet Supervisor	1.00	66,143	1.00	67,067
	Crew Leader	2.00	122,936	2.00	123,694
	Mechanic	1.00	55,823	1.00	56,209
	Equipment Operator	6.00	298,801	6.00	304,914
	Laborer/Truck Driver	1.00	41,969	1.00	41,969
	Sub Total	<u>14.00 FTEs</u>	\$ 799,524	<u>14.00 FTEs</u>	\$ 809,195
	Less: Snow Reimbursement	-2500 hrs.	\$ (65,917)	-2500 hrs.	\$ (66,930)
	Sub Total	<u>12.80 FTEs</u>	\$ 733,607	<u>12.80 FTEs</u>	\$ 742,265
5130	Overtime - Highway Staff	1600 hrs.	\$ 63,369	1420 hrs.	\$ 57,030
	Overtime - Compost Site	300 hrs.	11,886	300 hrs.	12,050
5131	Overtime - Police	400 hrs.	16,115	400 hrs.	16,230
	Total	<u>12.80 FTEs</u>	\$ 824,977	<u>12.80 FTEs</u>	\$ 827,575

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 3,700 catch basins, 200 culverts, 315 outfalls, 1,700 drainage manholes, 3 dams and over 50 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 has been reduced. Budgeted costs for fuel, especially diesel, has increased substantially with the future 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. In FY12 catch-basin cleaning equipment was purchased to allow internal staff to accomplish all catch-basin cleaning tasks previously provided by an outside contractor. However, bids for contracted disposal costs continue to rise. •The budget includes \$81,520 for vehicle and equipment maintenance and supplies, \$36,650 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.

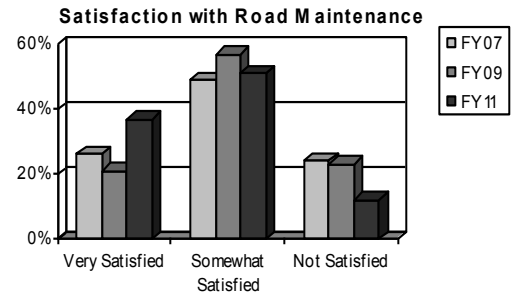
Public Work Programs

Program 1 – Highway Maintenance:

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

Performance Measure 1: How satisfied are you with the maintenance of the Town’s roads?

How satisfied are you with the Town’s Roads?	FY05	FY07	FY09	FY11
Very Satisfied	N/A	26%	21%	37%
Somewhat Satisfied	N/A	49%	57%	51%
Not Satisfied	N/A	24%	23%	12%



*Data Source: Autumn of 2006, 2008, and 2010 telephone surveys (300+ residents).

Discussion: In the latest survey, 88% of respondents were at least “somewhat satisfied” with the Town’s road maintenance. When compared to the preceding survey, there was a noticeable drop in respondents describing themselves as “not satisfied” and a noticeable increase in those describing themselves as “very satisfied.”

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:

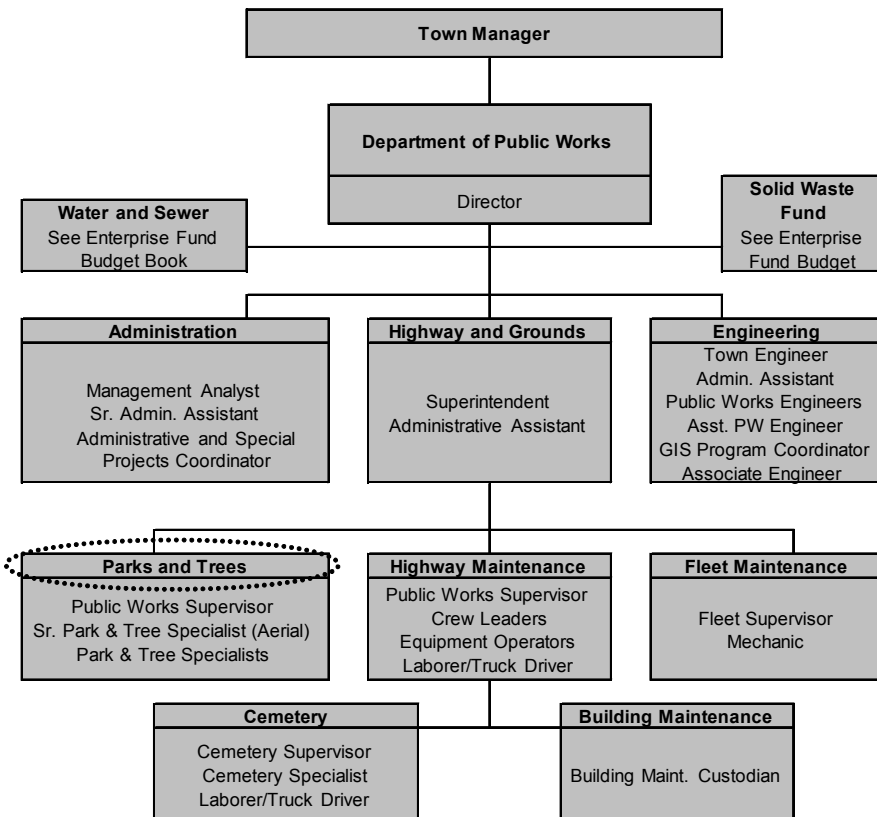
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

Budget Highlights:

- This budget represents a 1.4% increase in operating cost over that of the FY12 budget.
- The FY13 budget maintains the number of summer crew at 4 positions while increasing the hours for seasonal help from 1648 to 1760 hours.
- 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

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 546,169	\$ 543,735	\$ 648,408	\$ 586,843
Other Funds	\$ 42,702	\$ 35,310	\$ 44,925	\$ 94,925
Total Expenditures	\$ 588,871	\$ 579,045	\$ 693,333	\$ 681,768



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 field);
- 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			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 424,009	\$ 421,856	\$ 499,503	\$ 503,298	\$ 503,298
Purchased Services	17,407	21,913	20,140	24,905	24,905
Supplies	85,650	95,300	123,780	123,955	123,955
Other Charges	1,856	7,914	4,410	4,610	4,610
Capital Outlay	59,950	32,061	45,500	62,500	25,000
Totals	\$ 588,871	\$ 579,045	\$ 693,333	\$ 719,268	\$ 681,768

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 598,408	86.31%	\$ 586,843	86.08%	-1.93%
Light Fund	7,225	1.04%	7,225	1.06%	0.00%
Recreation Fund	15,000	2.16%	15,000	2.20%	0.00%
School Department	15,000	2.16%	15,000	2.20%	0.00%
C&C Youth Baseball	7,700	1.11%	7,700	1.13%	N/A
Friends of Concord Fields - (Gift)	50,000	7.21%	50,000	7.33%	0.00%
Totals	\$ 693,333	100.00%	\$ 681,768	100.00%	-1.67%

Capital Outlay Plan							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
K-1	Public Shade Trees	20,000	20,000	20,000	20,000	20,000	20,000
K-2	Turf Improvement	20,000	-	-	-	15,000	15,000
K-3	Small Equipment	5,500	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 45,500	\$ 25,000	\$ 25,000	\$ 25,000	\$ 40,000	\$ 40,000

PUBLIC WORKS: Parks & Trees

Item 17D

Personnel Services Summary

		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 77,299	1.00	\$ 77,340
	Senior Park and Tree Specialist	1.00	\$ 55,979	1.00	\$ 56,209
	Park and Tree Specialist (Aerial)	1.00	\$ 54,252	1.00	\$ 54,998
	Park and Tree Specialist	5.00	\$ 248,605	5.00	\$ 252,400
	Sub Total	<u>8.00 FTEs</u>	\$ 436,135	<u>8.00 FTEs</u>	\$ 440,947
	Less: Snow Reimbursement	-700 hrs.	\$ (18,277)	-700 hrs.	\$ (18,479)
	Sub Total	<u>7.66 FTEs</u>	\$ 417,858	<u>7.66 FTEs</u>	\$ 422,468
5120	Temporary (Summer Crew)	1920 hrs.	19,200	1920 hrs.	19,200
	Temporary (Seasonal Help)	1648 hrs.	24,700	1760 hrs.	26,400
	Temporary (Ripley)	308 hrs.	7,700	312 hrs.	4,700
	Overtime	600 hrs.	23,503	600 hrs.	23,760
	Overtime (Playing Fields)	70 hrs.	2,585	70 hrs.	2,770
5131	Police Overtime	90 hrs.	3,957	100 hrs.	4,000
	Sub Total	<u>1.86 FTEs</u>	\$ 81,645	<u>1.91 FTEs</u>	\$ 80,830
Total		<u>9.52 FTEs</u>	\$ 499,503	<u>9.58 FTEs</u>	\$ 503,298

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 FY13 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 added in FY09 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 have remained stable while the cost of fuel continues to go up, negatively affecting the Park and Tree budget. Continued volatility may be expected in these prices.
- The FY13 Parks and Trees Capital Outlay budget includes \$20,000 for the replacement of public shade trees and \$5,000 for small equipment.

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 FY11

Specific major objectives accomplished for 2011 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 105 public shade trees and park trees.
- Removing more than 150 public shade trees/park trees and pruning more than 35.
- 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:

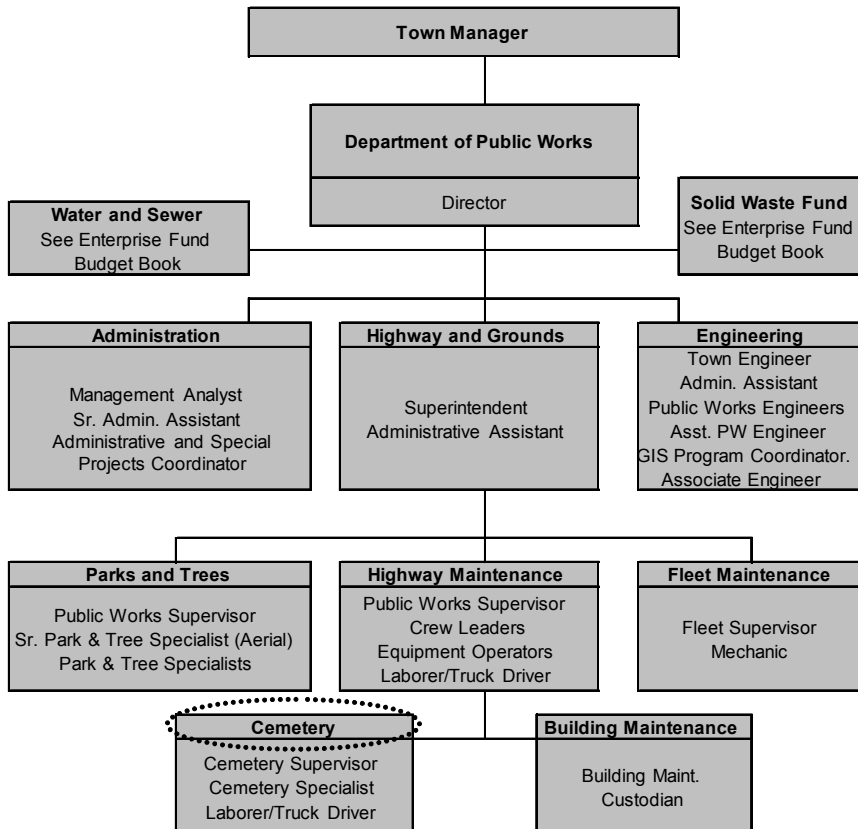
The mission of the Cemetery Division is to operate, maintain, and preserve Concord's four cemeteries and the Melvin Memorial in a respectful and cost-effective manner.

Budget Highlights:

- This budget represents a 13.1% decrease in operating cost from that of the FY12 budget.
- This decrease is due to a temporary hold on filling the full-time Cemetery Specialist position. An additional 1,040 temporary status hours are proposed to help compensate for this vacancy.
- 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 \$20,000 for Cemetery master plan improvements.
- The office of the Cemetery Division has been relocated to the Knoll at Sleepy Hollow Cemetery.

Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 55,404	\$ 57,766	\$ 69,067	\$ 59,954
Other Funds	\$ 165,211	\$ 133,835	\$ 168,271	\$ 141,348
Total Expenditures	\$ 220,615	\$ 191,601	\$ 237,338	\$ 201,302



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			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 136,157	\$ 140,581	\$ 165,423	\$ 137,702	\$ 137,702
Purchased Services	11,020	11,806	12,685	14,410	14,410
Supplies	9,200	11,924	16,670	16,640	16,640
Other Charges	1,847	739	2,560	2,550	2,550
Capital Outlay	62,390	26,551	40,000	30,000	30,000
Totals	<u>\$ 220,615</u>	<u>\$ 191,601</u>	<u>\$ 237,338</u>	<u>\$ 201,302</u>	<u>\$ 201,302</u>

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 69,067	29.10%	\$ 59,954	29.78%	-13.19%
Cemetery Fund	168,271	70.90%	141,348	70.22%	-16.00%
Totals	<u>\$ 237,338</u>	100.00%	<u>\$ 201,302</u>	100.00%	-15.18%

Capital Outlay Plan							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
N/A	Cemetery Improvements	\$ 40,000	\$ 30,000		To be determined... (Funded from the Cemetery Fund)		
	Totals	<u>\$ 40,000</u>	<u>\$ 30,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

Personnel Services Summary					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1.00	\$ 65,441	1.00	\$ 66,754
	Laborer/Truck Driver	1.00	42,110	1.00	42,909
	Cemetery Specialist	1.00	45,644	0.00	-
	Sub Total	<u>3.00 FTEs</u>	\$ 153,195	<u>2.00 FTEs</u>	\$ 109,663
	Less: Snow Removal	-400 hrs.	(9,784)	-400 hrs.	(9,953)
	Sub Total	<u>2.81 FTEs</u>	\$ 143,411	<u>1.81 FTEs</u>	\$ 99,710
5120	Temporary	0 hrs.	\$ -	1040 hrs.	\$ 15,600
5130	Overtime	600 hrs.	22,012	600 hrs.	22,392
	Total	<u>2.81 FTEs</u>	<u>\$ 165,423</u>	<u>2.31 FTEs</u>	<u>\$ 137,702</u>

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 are being investigated.

The FY13 budget plan includes the cost of maintaining cemetery grounds, gravemarker preservation and providing services during interments. Approximately 80% 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. 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 Gravemarker Restoration Project based on the comprehensive 1999 monument preservation plan (FY13 will be the seventh year at the Old Hill Burying Ground), and (2) \$20,000 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. This amount is \$10,000 less than in previous years as part of the effort to stabilize the Cemetery Fund.

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

PUBLIC WORKS: Cemetery**Item 17E****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 FY12 and are budgeted approximately the same in FY13 while regular budgeted expenses continue to rise. Budgeted capital costs for FY13 have been reduced by \$10,000 to assist in maintaining the estimated fund balance levels. In addition, one full-time position has been downgraded to part-time seasonal. The Cemetery Fund balance at the end of FY2011 stands at \$289,656.

Cemetery Revolving Fund Detail

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Estimate
Cemetery Fund Revenues				
Interment fees & other	\$64,368	\$51,888	\$55,800	\$55,800
Interest, Perpetual Care Fund	30,650	41,415	42,900	43,900
Lot sales plus interest	32,863	37,306	29,300	29,300
Capital gains distribution (from trust funds)	2,000	0	0	0
Total Revenue	<u>\$129,881</u>	<u>\$130,609</u>	<u>\$128,000</u>	<u>\$129,000</u>
Cemetery Fund Expenses				
Operations	\$102,846	\$107,284	\$128,271	\$111,348
Capital	49,363	26,551	40,000	30,000
Cemetery Dept. Subtotal	\$152,209	\$133,836	168,271	141,348
Town Clerk Transfer	0	3,000	3,000	3,000
Highway Department Transfer	0	7,539	0	0
Total Cemetery Expenses	<u>\$152,209</u>	<u>\$144,375</u>	<u>\$171,271</u>	<u>\$144,348</u>
Net For Year	-\$22,328	-\$13,766	-\$ 41,271	-\$15,348
Cemetery Fund Balance at Fiscal Year-End	<u>\$303,421</u>	<u>\$289,656</u>	<u>\$248,385</u>	<u>\$233,037</u>

Snow & Ice Mission Statement:

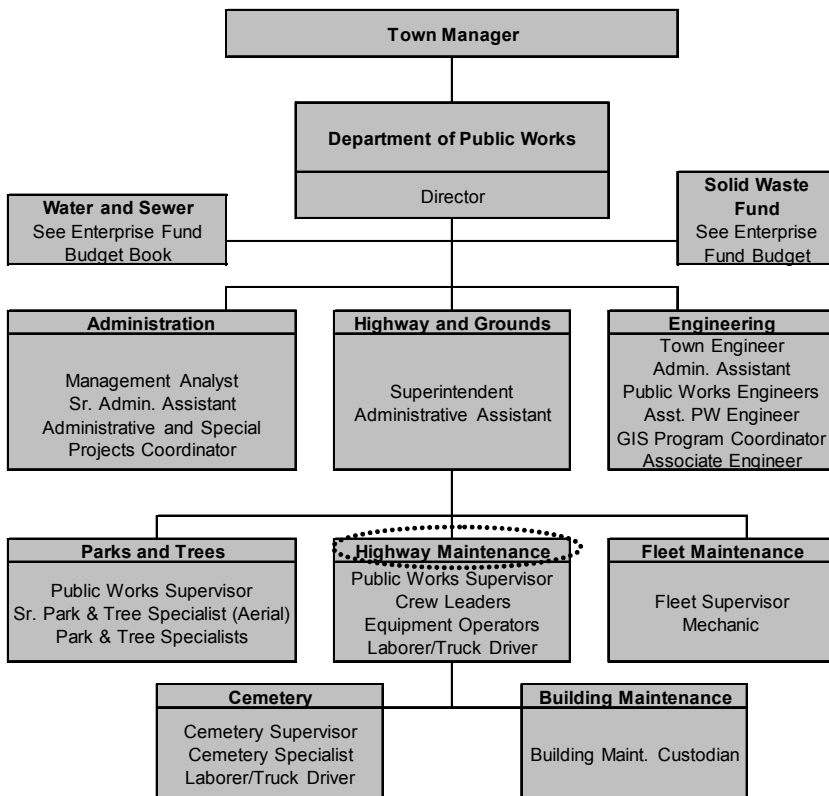
The purpose of this funding is to provide for the costs of maintaining the Town's streets, sidewalks, and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce, and emergency services.

Budget Highlights:

- This budget represents a 2.3% increase in operating cost over that of the FY12 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$569,000. However, due to budget constraints, \$525,000 is being recommended.
- Winter maintenance expenditures, particularly personal services, contract plowing, fuel costs, salt and sand supplies, are highly variable depending on weather conditions.
- The procurement of road salt is now through the State contract with all Towns now obtaining salt in this manner. Prices have been reduced by 6.5 % from 2012 and are now 20% below the 2009 price. Salt accounts for roughly 36 % of the winter maintenance budget

Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 554,198	\$ 652,838	\$ 513,000	\$ 525,000
Other Funds	\$ -	\$ 69,179	\$ -	\$ -
Total Expenditures	\$ 554,198	\$ 722,017	\$ 513,000	\$ 525,000



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			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 554,198	\$ 722,017	\$ 513,000	\$ 569,000	\$ 525,000
Totals	<u>\$ 554,198</u>	<u>\$ 722,017</u>	<u>\$ 513,000</u>	<u>\$ 569,000</u>	<u>\$ 525,000</u>

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 513,000	100.00%	\$ 525,000	100.00%	2.34%
Totals	<u>\$ 513,000</u>	100.00%	<u>\$ 525,000</u>	100.00%	2.34%

Capital Outlay Plan							
Ref. #	Description	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

PUBLIC WORKS: Snow & Ice Removal

Item 18

Personnel Services Summary					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 63,980	2500 hrs.	\$ 66,930
	Park/Tree Staff	700 hrs.	17,676	700 hrs.	18,479
	Cemetery Staff	400 hrs.	9,618	400 hrs.	9,953
	Water/Sewer Staff	200 hrs.	5,200	200 hrs.	5,410
	Sub Total	<u>1.82 FTEs</u>	\$ 96,474	<u>1.82 FTEs</u>	\$ 100,772
5130	Highway Staff	2400 hrs.	92,134	2400 hrs.	96,380
	Park/Tree Staff	600 hrs.	22,727	600 hrs.	23,759
	Cemetery Staff	250 hrs.	9,017	250 hrs.	9,331
	Water/Sewer Staff	600 hrs.	19,500	600 hrs.	24,336
	Sub Total	<u>0.00 FTEs</u>	\$ 143,378	<u>0.00 FTEs</u>	\$ 153,806
5131	Overtime - Police	40 hrs.	\$ 1,820	40 hrs.	\$ 1,600
	Total	<u>1.82 FTEs</u>	\$ 241,672	<u>1.82 FTEs</u>	\$ 256,178

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 through the 13-town consortium was reduced in 2011 from \$67.03 to \$56.97 for a savings of 15% per ton. The cost of salt was further reduced to \$51.71 per ton in FY12 by joining with the State in a five-year purchase agreement for salt.</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>

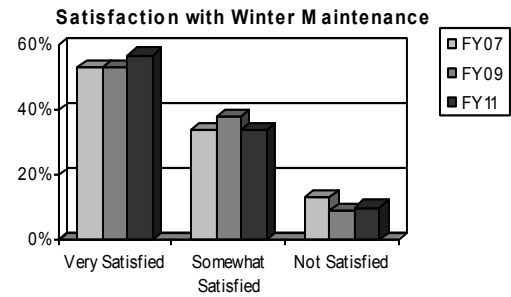
Public Work Programs

Program 1 – Snow & Ice Removal:

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

Performance Measure 1: How satisfied are you with the Town’s snow plowing and winter maintenance?

How satisfied are you with the Town’s snow plowing and winter maintenance?	FY05	FY07	FY09	FY11
Very Satisfied	N/A	53%	53%	57%
Somewhat Satisfied	N/A	34%	38%	34%
Not Satisfied	N/A	13%	9%	10%



*Data Source: Autumn of 2006, 2008, and 2010 telephone surveys (300+ residents).

Discussion: In the latest survey, 91% of respondents were at least “somewhat satisfied” with the Town’s snow plowing and winter maintenance activities.

Performance Measure 2: Winter Maintenance Activity Hours

A Comparison of Winter Maintenance Activity Hours					
	2008-2009 Actual	2009-2010 Actual	2008-2011 Actual	2011-2012 Budgeted	2012-2013 Proposed
Regular and Overtime Hours	9,960	6,556	7,650	7,550	7,650

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 10.2% decrease in operating cost from that of the FY12 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 in FY11 and FY12 to the present level of 1,393 as a result of public demand for better lighting in some areas.
- Down-sizing of existing fixtures has continued, resulting in energy savings which help compensate for the increase in the number of fixtures.

Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 54,133	\$ 49,681	\$ 72,000	\$ 64,624
Other Funds	\$ 380	\$ 540	\$ 540	\$ 576
Total Expenditures	\$ 54,513	\$ 50,221	\$ 72,540	\$ 65,200

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY13. 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 has increased the estimated annual electricity consumption in FY13 to approximately 433,100 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 FY12 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 14.41 cents per kWh for the period July-December and 15.62 cents per kWh for the period January-June (for an annual average in FY13 of 15.05 cents per kWh).

Streetlight charges for FY13 are estimated as follows:

July-December 2012	203,600 kWh (47%)	@ \$0.1441	= \$29,340
January-June 2013	<u>229,500 kWh</u> (53%)	@ \$0.1562	= <u>\$35,860</u>
Total	433,100 kWh		\$65,200

PUBLIC WORKS: Street Lighting

Item 19

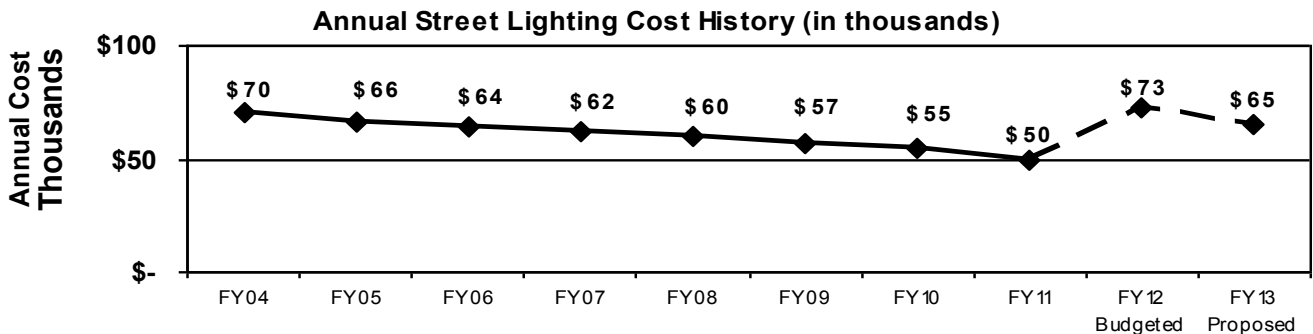
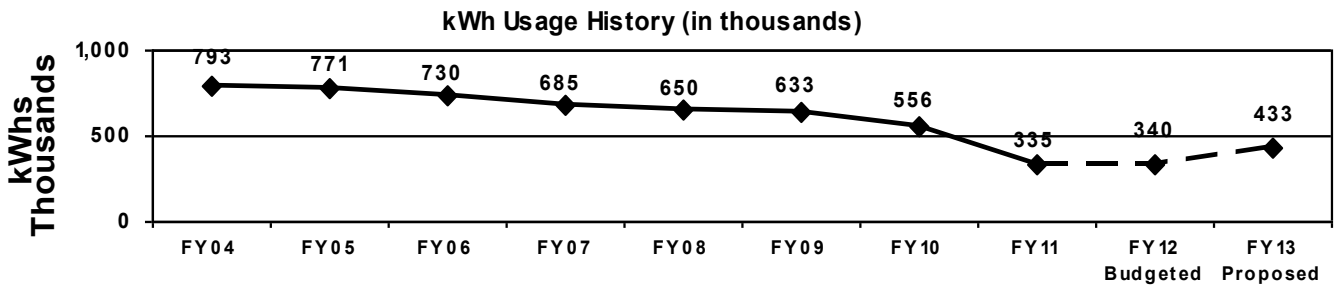
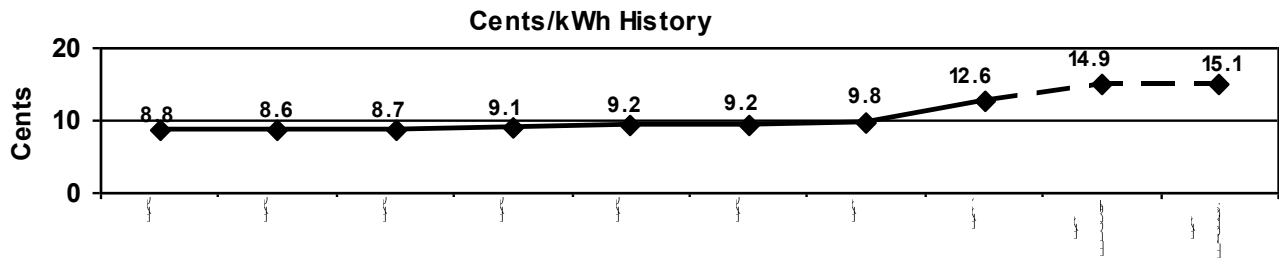
Expenditure Detail

	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	54,513	50,221	72,540	65,200	65,200
Totals	\$ 54,513	\$ 50,221	\$ 72,540	\$ 65,200	\$ 65,200

Funding Plan

	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 72,000	99.26%	\$ 64,624	99.12%	-10.24%
Town Trust Fund	540	0.74%	576	0.88%	6.67%
Totals	\$ 72,540	100.00%	\$ 65,200	100.00%	-10.12%

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 41.2% increase in capital cost from that of the FY12 budget but only 10% above FY11.
- The restoration of funding closer to requested levels will assist the equipment capital fund in maintaining the recommended equipment replacement schedule.
- The FY13 replacement plan includes two six (6) wheel dump trucks with new swap-loader equipped systems including wing plow and ground-speed control spreader attachments.

Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 278,000	\$ 270,000	\$ 210,000	\$ 296,500
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 278,000	\$ 270,000	\$ 210,000	\$ 296,500

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: 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 FY13 equipment replacement plan includes the following:

H-23 and H-24: 35,000 lb. GVWR six (6) wheel dump trucks with swap loader systems allowing multiple year-round use. One will replace a single-use sander truck (H24). The sander unit will be detached and installed on a skid for swap loader use. The other (H-23) with its swap loader system will be used for multiple tasks. Each will be equipped with a ground-speed control spreader attachment and a wing plow to assist in pushing back large volumes of snow during winter maintenance operations.

Note: GVWR = gross vehicle weight rating including vehicle, fuel, passengers and cargo.

PUBLIC WORKS: Equipment

Item 20

Expenditure Detail					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
H14 – 2000 1T Dump	27,475				
H45-H46 – Street Sweeper Rebuilds	35,073				
E05-E09 Ford Escape Hybrids (2)	34,009				
Wacker Sidewalk Machine	58,238				
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			
H10 -1999 Pickup			40,000		
H22 - 2002 6-wheel Dump (W90)			15,000		
Catch Basin Cleaner for Swap Loader			85,000		
G54 - 1999 Rack Lift-gate Truck			40,000		
Roller 1T			30,000		
H23 - 1994 6-wheel Multi-use Dump				145,000	145,000
H24 - 2001 6-wheel Multi-use Dump				155,000	151,500
H2 - 2001 SUV Hybrid				30,000	-
Encumbered	123,205	(104,594)			
Totals	\$ 278,000	\$ 270,000	\$ 210,000	\$ 330,000	\$ 296,500

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 210,000	100.00%	\$ 296,500	100.00%	41.19%
Totals	\$ 210,000	100.00%	\$ 296,500	100.00%	41.19%

Capital Outlay Plan							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
L-1	Vehicles & Heavy Equipment	\$ 210,000	\$ 296,500	\$ 277,000	\$ 288,000	\$ 300,000	\$ 300,000
	Totals	\$ 210,000	\$ 296,500	\$ 277,000	\$ 288,000	\$ 300,000	\$ 300,000

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 a 4.6% decrease in capital expense from that of the FY12 budget.

FY13 preliminary plan includes:

- Construction of a drainage replacement for Grant Street/Elsinore Street
- Reconstruction of the Westford Road and Fitchburg Turnpike culverts.
- Drainage collection system rehabilitations on Brooks Street and Elm Street.

Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 205,000	\$ 205,000	\$ 215,000	\$ 205,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 205,000	\$ 205,000	\$ 215,000	\$ 205,000

Description:

The Drainage Program funds rehabilitation, replacement, additions, and major repairs to the Town's stormwater/drainage system consisting of approximately 200 culverts, 315 outfalls, 1,700 drainage manholes, approximately 3,700 drainage catch basins, and over 50 miles of drain lines. The Town is also responsible for three dams.

PUBLIC WORKS: Drainage

Item 21

Expenditure Detail					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	205,000	205,000	215,000	230,000	205,000
Totals	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 215,000</u>	<u>\$ 230,000</u>	<u>\$ 205,000</u>

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 215,000	100.00%	\$ 205,000	100.00%	-4.65%
Totals	<u>\$ 215,000</u>	100.00%	<u>\$ 205,000</u>	100.00%	-4.65%

Capital Outlay Plan							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 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
J-8	NPDES Compliance	\$ 10,000	\$ -	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000
	Totals	<u>\$ 215,000</u>	<u>\$ 205,000</u>	<u>\$ 230,000</u>	<u>\$ 215,000</u>	<u>\$ 215,000</u>	<u>\$ 215,000</u>

Program Implementation

In 2002 and 2003 the Town performed a Drainage System Inventory and integrated the data into the Town's geographical information system (GIS). This inventory provided 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.

The CPW Stormwater Team continues to inventory and assess the locations and condition of Concord's Stormwater/Drainage infrastructure. In FY12 CPW completed a Townwide culvert inventory to assist within future capital planning. In addition, CPW began supplemental data collection for the drainage collection system in an effort to update the drainage GIS layer.

Drainage system repairs/improvements are completed by CPW's Highway Division, incorporated into the Roads program design or bid as stand-alone projects, based on the project scope. All updated inventory data are used in re-prioritizing replacement projects and/or CPW repair projects.

Planned improvements for the FY2013 Drainage Program include Highway Division internal drainage replacement projects in Brooks Street and Elm Street as well as culvert replacements for Fitchburg Turnpike and the Sleepy Hollow Cemetery.

A drainage system replacement on Grant Street and portions of Elsinore Street is proposed to be completed as a contracted project either within the 2012 Roads Program or as a stand-alone project. Spencer Brook Culvert at Westford Road, which was damaged during the March 2010 flooding events, is also a planned as a contracted replacement project. The Engineering Division prepared an application to FEMA for \$69,000 under the Hazard Mitigation Grant Program (HMGP) to supplement Drainage Program funds required to repair the culvert. MEMA has recommended project approval, and CPW is awaiting FEMA response.

All drainage projects scheduled for FY13 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 outreach, drainage system mapping, and illicit discharge/detection and elimination (IDDE). The permit is planned to be updated and issued by EPA in Spring of 2012 on an individual watershed basis. 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.

Primarily due to logistical barriers, environmental and regulatory restrictions and cost, ditch maintenance and dredging operations — an important component in any comprehensive drainage program — are limited. Nevertheless, 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 FY12. The Engineering Division designed and CPW’s Highway Division installed a replacement for the drainage collection system on Derby Street, a culvert replacement on Fitchburg Turnpike and replacement of the Fairyland Pond outlet within the Town Forest. Drainage repairs on Fielding Street and Thoreau Street were also included in the 2011 Roads Program bid.

The CPW Stormwater Team continued to inventory and assess the locations and condition of Concord’s Stormwater/Drainage infrastructure. In FY12 CPW completed a Townwide culvert inventory to assist within future capital planning. In addition, CPW continued supplemental data collection for the updates to the drainage collection system GIS layers.

CPW completed the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 8 annual reporting to the Environmental Protection Agency. Major accomplishments within Permit Year 8 included the completion of outfall screening, sampling and testing for all waters impaired for bacteria as well as the development and adoption of the Town of Concord Stormwater Regulations and Concord Public Works Design and Construction Standards and Details.

Recent Funding History	
Fiscal Year	Appropriation
1998	60,000
1999	50,000
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

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 expenses from those of the FY12 budget.

- The overall sidewalk condition index (SCI) of 81 is within the target 80-85 SCI.

- FY11 sidewalk evaluation included an inventory of curb ramps to assess repairs needed to meet current ADA requirements.

Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 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 annual 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 FY2011.

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 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			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 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					
	FY12 Budgeted	% of Budget	FY13 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	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
J-9	Sidewalk - Maintenance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 109,500
	Totals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 109,500

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	52.9 mi	2007	77
Stone Dust	2.0	2008	76
Portland Cement	3.4	2009	76
Stone Treated	0.3	2010	75
Brick	0.3	2011	81
Total Miles	58.9		
Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	1.6	3%
Localized Repair	50-70	16.0	27%
Shows Wear	70-90	35.7	60%
No Distresses	90-100	5.6	10%
Total		55.9	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 FY12 budget.

- Total funding from all sources for the Roads Program is \$1,730,000, assuming state aid remains at the same level authorized for FY12.

- The proposed borrowing authorization for road rehabilitation includes an increase to \$950,000.

Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 85,000	\$ 90,000	\$ 90,000	\$ 90,000
Other Funds	\$1,921,630	\$1,237,984	\$ 1,439,671	\$ 1,640,000
Total Expenditures	\$2,006,630	\$1,327,984	\$ 1,529,671	\$ 1,730,000

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 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			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 2,006,630	\$ 1,327,984	\$ 1,529,671	\$ 1,730,000	\$ 1,730,000
Total Expenditure	\$ 2,006,630	\$ 1,327,984	\$ 1,529,671	\$ 1,730,000	\$ 1,730,000

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 90,000	5.88%	\$ 90,000	5.20%	0.00%
State Aid - Chapter 90	689,671	45.09%	690,000	39.88%	0.05%
Roads Program Borrowing	750,000	49.03%	950,000	54.91%	26.67%
Totals	\$ 1,529,671	100.00%	\$ 1,730,000	100.00%	13.10%

Capital Outlay Plan							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
J-1	Road Improvements	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 95,000
	Totals	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 95,000

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 Roads Program funds will be directed towards the 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 17C).

The 2011 Roads Program improved approximately 1.72 miles of roads including reclamation of Whittemore Street (coordinated with water/sewer, drainage and CMLP improvements), Union Street, Willow Street, Fielding Street, Hubbard Street (from Thoreau St to Union St), Central Street (from Derby St to Pine St.) and Riverside Avenue (from Derby St to Pine St). The program also included a mill and overlay treatment on Thoreau Street.

The 2012 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.

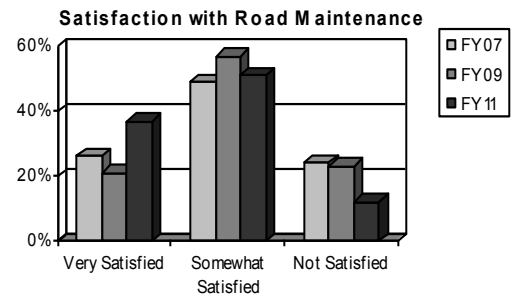
Public Work Programs

Road Improvement Program:

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

Performance Measure 1: How satisfied are you with the maintenance of the Town's roads?

How satisfied are you with the Town's Roads?	FY05	FY07	FY09	FY11
Very Satisfied	N/A	26%	21%	37%
Somewhat Satisfied	N/A	49%	57%	51%
Not Satisfied	N/A	24%	23%	12%

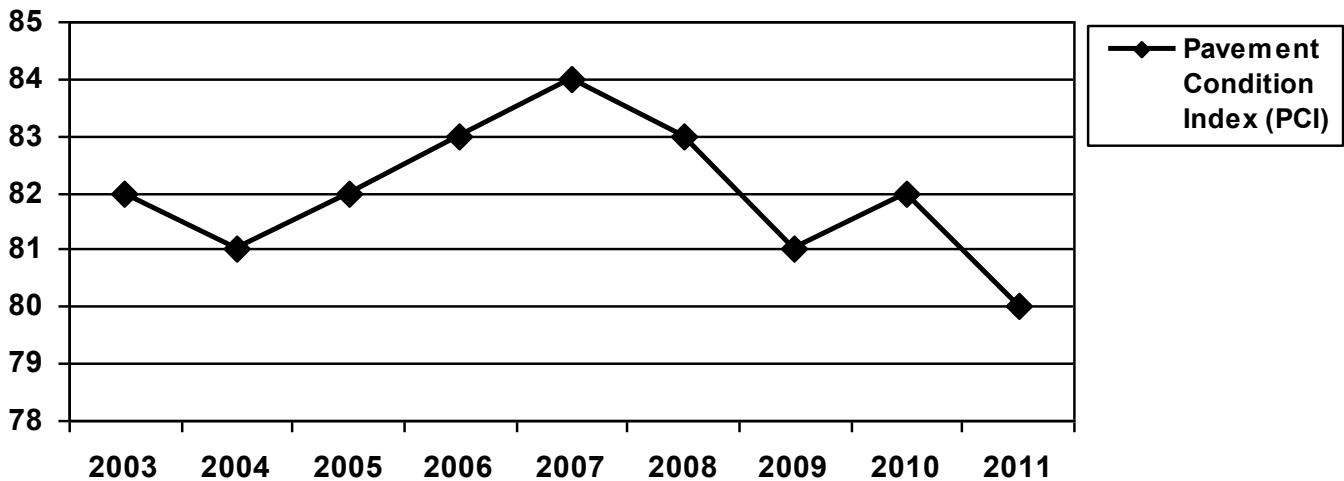


*Data Source: Autumn of 2006, 2008, and 2010 telephone surveys (300+ residents).

Discussion: In the latest survey, 88% of respondents were at least "somewhat satisfied" with the Town's road maintenance. When compared to the preceding survey, there was a noticeable drop in respondents describing themselves as "not satisfied" and a noticeable increase in those describing themselves as "very satisfied."

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 80-85 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

	2003	2004	2005	2006	2007	2008	2009	2010	2011
<u>PCI Network Average</u>	82	81	82	83	84	83	81	82	80
<u>Recommended Repairs</u>									
Rehabilitation	11%	9%	8%	13%	14%	12%	9%	8%	11%
Maintenance	58%	62%	56%	46%	42%	52%	51%	48%	48%
No Maintenance Required	31%	29%	36%	41%	44%	36%	40%	44%	41%

- The recommended funding level for FY13 provides total Roads Program funding of approximately \$1,730,000, consisting of \$90,000 from the General Fund for related engineering design and inspection services, an estimated \$690,000 in Chapter 90 aid, and \$950,000 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	690,000	50771	1,730,000
2014	Plan	90,000	800,000	690,000	50771	1,580,000
2015	Plan	90,000	800,000	690,000	50771	1,580,000
2016	Plan	90,000	800,000	690,000	50771	1,580,000
2017	Plan	95,000	850,000	690,000	50771	1,635,000

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 7.6% increase in operating cost from that of the FY12 budget.
- Utility costs (electric, water and natural gas) comprise 43% of the operation and maintenance expenditures. An increase of 18% for the natural gas item is derived from historical usage as well as the cost per therm.
- Capital Outlay consists of \$5,000 for miscellaneous building improvements.

Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 94,400	\$ 89,650	\$ 88,725	\$ 94,982
Other Funds	\$ 71,561	\$ 67,594	\$ 62,606	\$ 67,604
Total Expenditures	\$ 165,961	\$ 157,244	\$ 151,331	\$ 162,586

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	
	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed	FY11 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	20,023	22,090	23,830	24,940	1.209	8.058
Natural Gas	20,141	25,978	22,810	26,970	1.422	0.930
Water	993	854	970	1,010	0.047	0.011
Sewer	2,118	1,823	2,210	2,220	0.100	0.011

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	
	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed	FY11 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 12,356	\$ 11,813	\$9,500	\$13,000	1.218	7.105
Natural Gas	3,102	5,024	\$4,500	\$5,100	0.518	0.305
Water	307	246	\$300	\$321	0.025	0.006
Sewer	600	469	\$600	\$630	0.048	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			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 49,255	\$ 47,239	\$ 51,316	\$ 52,382	\$ 52,382
Purchased Services	-	-	-	-	-
Capital Outlay	27,704	5,900	5,000	16,250	5,000
133 Keyes Road	63,183	78,795	70,685	78,315	78,315
135 Keyes Road	25,819	25,310	24,330	26,889	26,889
Totals	\$ 165,961	\$ 157,244	\$ 151,331	\$ 173,836	\$ 162,586

Funding Plan					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 88,725	58.63%	\$ 94,982	58.42%	7.05%
Water Fund	\$ 45,511	30.07%	\$ 49,168	30.24%	8.04%
Sewer Fund	\$ 10,994	7.26%	\$ 11,900	7.32%	8.24%
Solid Waste Fund	\$ 6,101	4.03%	\$ 6,536	4.02%	7.13%
Totals	\$ 151,331	100.00%	\$ 162,586	100.00%	7.44%

Capital Outlay Plan							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
I-1	Building Improvements	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Totals	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

Personnel Services Summary					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 49,195	1.00	\$ 50,217
5130	Overtime	60hrs.	\$ 2,121	60 hrs.	\$ 2,165
	Total	1.00 FTEs	\$ 51,316	1.00 FTEs	\$ 52,382