

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:

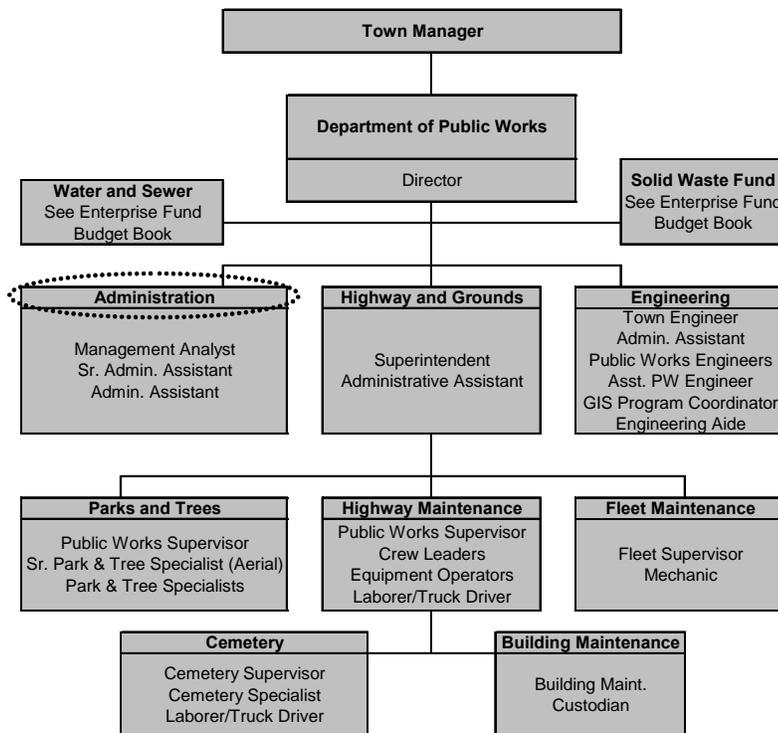
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

Budget Highlights:

- This budget represents no substantial change in operating cost over that of the FY11 budget.
- A modest increase of \$1,635 in estimated expenses has been offset by a corresponding decrease in budgeted overtime.
- Public Works Administration provides support to the Solid Waste Fund and the Water Sewer Funds.
- The Solid Waste Fund funds 50% of one Administrative Assistant position and 13.5% of all other expenditures.
- The Water Fund covers 25% of most of the Division expenses, while the Sewer Fund covers 10% of expenses.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 143,229	\$ 143,380	\$ 155,866	\$ 155,875
Other Funds	\$ 153,828	\$ 159,222	\$ 163,466	\$ 163,478
Total Expenditures	\$ 297,057	\$ 302,602	\$ 319,332	\$ 319,353



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			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 269,095	\$ 279,896	\$ 292,502	\$ 290,888	\$ 290,888
Purchased Services	12,429	9,377	15,455	16,120	16,120
Supplies	6,636	4,917	6,095	7,245	7,245
Other Charges	3,387	2,988	5,280	5,100	5,100
Capital Outlay	5,510	5,424	-	-	-
Totals	\$ 297,057	\$ 302,602	\$ 319,332	\$ 319,353	\$ 319,353

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 155,866	48.81%	\$ 155,875	48.81%	0.01%
Water Fund	74,190	23.23%	74,195	23.23%	0.01%
Sewer Fund	29,678	9.29%	29,680	9.29%	0.01%
Solid Waste Fund	59,598	18.66%	59,603	18.66%	0.01%
Totals	\$ 319,332	100.00%	\$ 319,353	100.00%	0.01%

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

Personnel Services Summary					
		FY11 Budgeted		FY12 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 114,388	1.00	\$ 114,388
	Management Analyst	1.00	76,535	1.00	76,535
	Administrative Assistant	1.00	45,164	1.00	45,164
	Sr. Administrative Assistant	1.00	51,386	1.00	51,386
	Sub Total	<u>4.00 FTEs</u>	\$ 287,473	<u>4.00 FTEs</u>	\$ 287,473
5130	Overtime	100 hrs.	\$ 3,692	60 hrs.	\$ 2,215
5158	Cell Phone Allowance	N/A	\$ 1,337	N/A	\$ 1,200
	Total	<u>4.00 FTEs</u>	\$ <u>292,502</u>	<u>4.00 FTEs</u>	\$ <u>290,888</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 more than \$3.5 million in tax-impact program appropriations, and the executive-level direction, supervision and support of CPW and its 55 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.

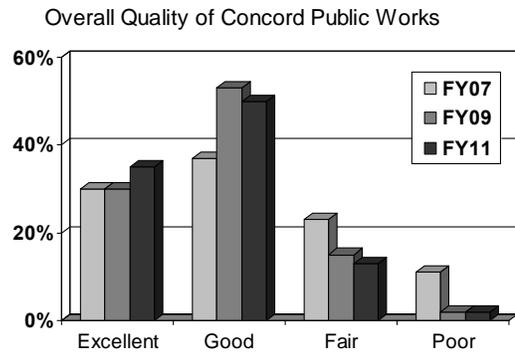
Public Work Programs

Program 1 - CPW Operations:

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

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:

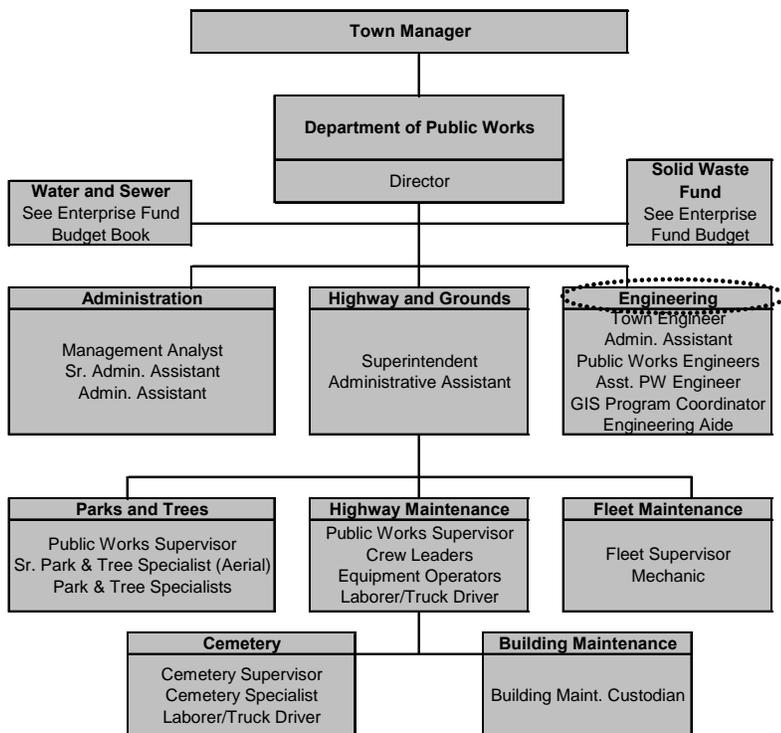
The mission of the Engineering Division is to provide comprehensive engineering and technical support and services to other Town Departments, Divisions and programs, as well as to the general public.

Budget Highlights:

- This budget represents a 4.7% increase in operating cost over that of the FY11 budget.
- The Engineering Aide, which in FY11 was funded as a part-time position, is proposed to be funded as a full-time position in this 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 \$22,000 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 \$10,000 for traffic signal replacement, \$70,000 for federal/state mandated Street Sign Replacement Program and \$20,000 for continued GIS application development.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 411,602	\$ 311,179	\$ 294,141	\$ 361,968
Other Funds	\$ 203,652	\$ 216,138	\$ 272,243	\$ 288,919
Total Expenditures	\$ 615,254	\$ 527,317	\$ 566,384	\$ 650,887



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			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 331,389	\$ 365,033	\$ 368,642	\$ 393,100	\$ 393,100
Purchased Services	36,719	26,312	40,400	41,365	41,365
Supplies	10,719	9,084	16,330	15,530	15,530
Other Charges	1,603	2,070	7,495	9,375	9,375
Capital Outlay	116,000	20,000	20,000	90,000	80,000
GIS Operations	91,960	84,819	93,517	91,517	91,517
GIS Capital Outlay	26,864	20,000	20,000	20,000	20,000
Totals	\$ 615,254	\$ 527,317	\$ 566,384	\$ 660,887	\$ 650,887

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 294,141	51.93%	\$ 361,968	55.61%	23.06%
Light Fund	3,301	0.58%	3,301	0.51%	0.00%
Water Fund	62,752	11.08%	65,692	10.09%	4.69%
Sewer Fund	15,690	2.77%	16,426	2.52%	4.69%
Capital Projects	163,000	28.78%	175,000	26.89%	7.36%
Grant Funds	3,500	0.62%	3,500	0.54%	0.00%
Road Repair Fund	24,000	4.24%	25,000	3.84%	4.17%
Totals	\$ 566,384	100.00%	\$ 650,887	100.00%	14.92%

Capital Outlay Plan							
Ref. #	Description	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed
I-2	GIS System	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 50,000	\$ 20,000
J-2	Traffic Control Devices	20,000	10,000	20,000	20,000	75,000	20,000
J-10	Sign Inventory	-	20,000	-	-	-	-
J-11	Sign Replacement	-	50,000	20,000	20,000	20,000	20,000
	Totals	\$ 40,000	\$ 100,000	\$ 60,000	\$ 60,000	\$ 145,000	\$ 60,000

Personnel Services Summary					
		FY11 Budgeted		FY12 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 85,170	1.00	\$ 85,170
	Public Works Engineer	2.00	142,563	2.00	142,563
	Asst. Public Works Engineer	1.00	68,684	1.00	68,684
	GIS Program Coordinator	1.00	66,017	1.00	66,017
	Engineering Aide	0.50	25,259	1.00	50,517
	Administrative Assistant	1.00	46,166	1.00	46,166
	Sub Total		<u>6.50 FTEs</u>	\$ 433,859	<u>7.00 FTEs</u>
5130	GIS Intern	200 hrs.	\$ 3,500	200 hrs.	\$ 3,500
5191	Tuition Reimbursement	N/A	800	N/A	-
Total		<u>6.60 FTEs</u>	\$ 438,159	<u>7.10 FTEs</u>	\$ 462,617

Program Implementation
<p><u>Major projects anticipated for FY12 include:</u></p> <ul style="list-style-type: none"> •2011 Roads Program in-house design, bidding and construction management. •In-house design, bidding and construction management of FY12 drainage improvement projects including Grant Street drainage replacement. •Management of the design, bidding and reconstruction of the Monument Street stone wall at Hutchin’s Farm. •Bidding and construction management of the culvert replacement at Westford Road. •Development of the permitting plans and design/build RFP for the Cambridge Turnpike Reconstruction Project. •Development of Transportation Improvement Program (TIP) project need forms for Main Street – Phase III, Pail Factory Bridge, Fitchburg Turnpike and Lowell Road. •2010 Stormwater & Drainage Management Plan implementation, including in-house design and permitting for various drainage improvements in the Grant Street/Belknap Street/Elsinore Street area. •Annual reporting (Year 8) for the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit including increased outfall screening, sampling and testing. •Development of the Notice of Intent for the new 2011 Merrimack Watershed NPDES MS4 permit. •Participation in and coordination with the Route 2 Concord Advisory Committee (CAC) and MassHighway concerning Crosby’s Corner and the Route 2 Rotary Project. •Development of a new GIS Strategic Plan to include development of future projects, required infrastructure upgrades and capital outlay requests. •Initial development of the hydraulic model based on the results of the planned Town-wide culvert inventory results and additional drainage data collection. •In-house design of the Pocket Park at Warner’s Pond and Commonwealth Avenue and the design of Junction Park at Commonwealth Avenue and Main Street.

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?

- Performed and managed design and construction phases of the 2010 Roads and Sidewalk Program including coordination with CMLP and CPW Water/Sewer projects.
- Conducted survey and design for the 2011 Roads and Sidewalk Programs including the development of required drainage upgrades and profile adjustments.
- Completed the construction of the intersection improvements at Thoreau Street and Sudbury Road.
- Coordinated construction activities for the "Footprints" Main Street (Route 62) project with MassHighway/ MassDOT project contractor. Provided support at weekly project update meetings to ensure that design conflicts are resolved and modifications reviewed by the Engineering Division prior to implementation.
- Completed design and permitting for the restoration of the Nashawtuc Bridge abutments damaged during the March 2010 flooding events.
- Implemented the 2010 Stormwater & Drainage Management Plan including in-house design and permitting of the culvert replacement on Farmer's Cliff Road and drainage extension on Whittemore Street.
- Completed annual reporting for Year 7 of the National Pollution Discharge Elimination System (NPDES) MS4 Permit. Highlights included the completion of initial outfall monitoring and testing of prioritized outfalls as well as development of GIS documentation system for catch basin cleaning activities.
- Continued technical review of the Crosby Corner project focusing on stormwater management. Developed and negotiated funding for downstream improvements for Cambridge Turnpike.
- Participated in and coordinated with the Route 2 Concord Advisory Committee (CAC) and Mass Highway concerning Crosby's Corner and the Route 2 Rotary Project.
- Provided in-house design and construction layout for the porous pavement parking facility for Tuttle Trail on Walden Street.
- Worked to improve the accuracy of the drainage layers on the GIS system. Contracted with a consulting firm to develop a Town-wide culvert inventory, condition assessment and GIS data layer. Improved drainage layer pipe connectivity and pipe material/size information using Town record plans, information on recently completed drainage improvement projects and new data collection.
- Worked to develop an RFP for a new GIS Strategic Plan to identify cutting edge GIS uses for all Town departments, ascertain possible improvements to GIS infrastructure/architecture and recommend a new list of GIS capital projects.

Mission Statement:

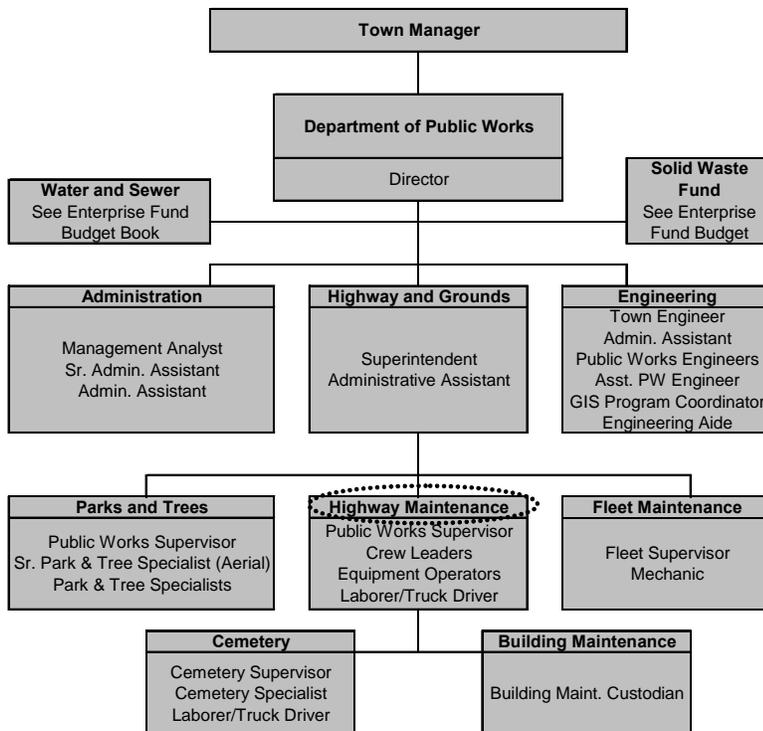
The mission of Highway Maintenance is to maintain and improve the Town’s public ways and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 0.1% decrease in operating cost from that of the FY11 budget.
- Increases in cost of supplies, particularly with bituminous concrete, have been offset by a substantial \$18,200 reduction in catch-basin cleaning services. In the future, catch-basin cleaning will be handled in-house using purchased capital equipment.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$20,029) 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, a \$12,000 allowance for mandated radio-rebanding, and \$5,000 for small equipment.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 1,079,367	\$ 1,129,431	\$ 1,097,867	\$ 1,116,388
Other Funds	\$ 27,240	\$ 25,241	\$ 32,558	\$ 25,029
Total Expenditures	\$ 1,106,607	\$ 1,154,672	\$ 1,130,425	\$ 1,141,417



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			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 757,437	\$ 812,623	\$ 797,893	\$ 805,877	\$ 798,197
Purchased Services	100,219	107,254	110,852	91,645	91,645
Supplies	218,930	216,815	201,480	219,275	219,275
Other Charges	5,329	3,808	5,200	5,300	5,300
Capital Outlay	24,692	14,173	15,000	39,500	27,000
Totals	<u>\$ 1,106,607</u>	<u>\$ 1,154,672</u>	<u>\$ 1,130,425</u>	<u>\$ 1,161,597</u>	<u>\$ 1,141,417</u>

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,097,867	97.12%	\$ 1,116,388	97.81%	1.69%
Water Fund	15,995	1.41%	16,003	1.40%	0.05%
Sewer Fund	4,024	0.36%	4,026	0.35%	0.05%
Cemetery	7,539		-		
Solid Waste Fund	5,000	0.44%	5,000	0.44%	0.00%
Totals	<u>\$ 1,130,425</u>	100.00%	<u>\$ 1,141,417</u>	100.00%	0.97%

Capital Outlay Plan							
Ref. #	Description	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 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
I-3	Radio Rebanding	-	12,000	-	-	-	-
	Totals	<u>\$ 15,000</u>	<u>\$ 27,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>

PUBLIC WORKS: Highway Maintenance

Item 17C

Personnel Services Summary					
		FY11 Budgeted		FY12 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1.00	\$ 80,313	1.00	\$ 80,313
	Administrative Assistant	1.00	52,075	1.00	52,075
	Public Works Supervisor	1.00	73,519	1.00	73,519
	Fleet Supervisor	1.00	64,099	1.00	64,165
	Crew Leader	2.00	118,348	2.00	118,348
	Mechanic	1.00	53,787	1.00	53,787
	Equipment Operator	6.00	291,758	6.00	291,758
	Laborer/Truck Driver	1.00	39,623	1.00	39,672
	Sub Total	<u>14.00 FTEs</u>	\$ 773,522	<u>14.00 FTEs</u>	\$ 773,637
	Less: Snow Reimbursement	-2500 hrs.	\$ (63,961)	-2500 hrs.	\$ (63,980)
	Sub Total	<u>12.80 FTEs</u>	\$ 709,561	<u>12.80 FTEs</u>	\$ 709,657
5130	Overtime - Highway Staff	1600 hrs.	\$ 61,207	1600 hrs.	\$ 61,420
	Overtime - Compost Site	300 hrs.	11,630	300 hrs.	11,520
5131	Overtime - Police	394 hrs.	15,495	400 hrs.	15,600
	Total	<u>12.80 FTEs</u>	<u>\$ 797,893</u>	<u>12.80 FTEs</u>	<u>\$ 798,197</u>

Program Implementation

- Under the direction of the Highway & Grounds Superintendent, highway crews and contractors maintain approximately 107 miles of Town roads and 56 miles of Town sidewalks as well as the Town's stormwater system consisting of approximately 3,700 catch basins, 200 culverts, 315 outfalls, 1,700 drainage manholes, 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, the amount requested for crack sealing has remained stable. Budgeted costs for fuel continue to be flat, but future costs remain uncertain.
- 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. The acquisition of catch-basin cleaning equipment will allow internal staff to accomplish all catch-basin cleaning tasks previously provided by an outside contractor. The budget for this task has been reduced from \$28,200 to \$10,000, which should be adequate to cover the cost of material disposal.
- The budget includes \$79,600 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 2010
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:

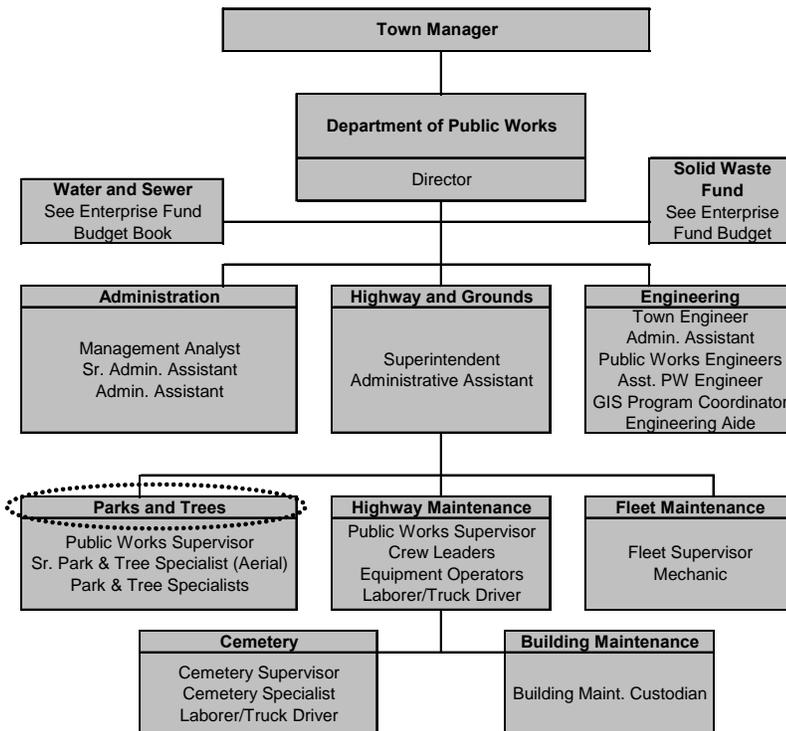
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

Budget Highlights:

- This budget represents a 1.7% increase in operating cost over that of the FY11 budget.
- The FY12 budget increases the number of summer crew positions from 2 to 4 while decreasing the hours for seasonal help from 2280 to 1648 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

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 525,116	\$ 546,169	\$ 547,217	\$ 583,688
Other Funds	\$ 33,000	\$ 42,702	\$ 90,610	\$ 94,925
Total Expenditures	\$ 558,116	\$ 588,871	\$ 637,827	\$ 678,613



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 near CCHS as well as recently rebuilt JV field at this location.

In addition, Parks & Trees:

- Maintains passive recreation areas and 5 traffic islands (16 islands are maintained by volunteers);
- 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			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 391,800	\$ 424,009	\$ 481,223	\$ 484,783	\$ 484,783
Purchased Services	23,265	17,407	26,485	20,140	20,140
Supplies	86,361	85,650	110,609	123,780	123,780
Other Charges	2,330	1,856	4,510	4,410	4,410
Capital Outlay	54,359	59,950	15,000	62,500	45,500
Totals	\$ 558,116	\$ 588,871	\$ 637,827	\$ 695,613	\$ 678,613

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 547,217	85.79%	\$ 583,688	86.01%	6.66%
Light Fund	5,310	0.83%	7,225	1.06%	36.06%
Recreation Fund	15,000	2.35%	15,000	2.21%	0.00%
School Department	15,000	2.35%	15,000	2.21%	0.00%
C&C Youth Baseball	5,300	0.83%	7,700	1.13%	N/A
Friends of Concord Fields - (Gift)	50,000	7.84%	50,000	7.37%	0.00%
Totals	\$ 637,827	100.00%	\$ 678,613	100.00%	6.39%

Capital Outlay Plan							
Ref. #	Description	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed
K-1	Public Shade Trees	10,000	20,000	20,000	20,000	20,000	20,000
K-2	Turf Improvement	-	20,000	-	-	-	-
K-3	Small Equipment	5,000	5,500	5,000	5,000	5,000	5,000
	Totals	\$ 15,000	\$ 45,500	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000

Personnel Services Summary					
		FY11 Budgeted		FY12 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 73,999	1.00	\$ 73,999
	Senior Park and Tree Specialist	1.00	\$ 53,787	1.00	\$ 53,787
	Park and Tree Specialist (Aerial)	1.00	\$ 52,618	1.00	\$ 52,618
	Park and Tree Specialist	5.00	\$ 241,395	5.00	\$ 241,395
	Sub Total	<u>8.00 FTEs</u>	\$ 421,799	<u>8.00 FTEs</u>	\$ 421,799
	Less: Snow Reimbursement	-700 hrs.	\$ (17,677)	-700 hrs.	\$ (17,676)
	Sub Total	<u>7.66 FTEs</u>	\$ 404,122	<u>7.66 FTEs</u>	\$ 404,123
5120	Temporary (Summer Crew)	960 hrs.	10,560	1920 hrs.	19,200
	Temporary (Seasonal Help)	2280 hrs.	33,060	1648 hrs.	24,700
	Temporary (Ripley)	482 hrs.	5,300	308 hrs.	7,700
	Overtime	600 hrs.	22,728	600 hrs.	22,730
	Overtime (Playing Fields)	50 hrs.	1,734	70 hrs.	2,500
5131	Police Overtime	90 hrs.	3,719	90 hrs.	3,830
	Sub Total	<u>1.78 FTEs</u>	\$ 77,101	<u>1.86 FTEs</u>	\$ 80,660
	Total	<u>9.45 FTEs</u>	\$ 481,223	<u>9.52 FTEs</u>	\$ 484,783

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; and supporting civic activities, including Patriot’s Day, Picnic in the Park, and the West Concord Family Festival. 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 for 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 FY12 budget also includes two long-term seasonal employees and four (formerly two) summer employees to support maintenance of the ball fields and public spaces in 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.
- Stabilization of prices for fuel, fertilizer and other groundskeeping supplies has helped to keep the budget in check for FY12, but continued volatility may be expected in the price of these items.
- The FY12 Parks and Trees Capital Outlay budget includes \$20,000 for the replacement of public shade trees, \$20,000 for turf improvements and park rehabilitation, and \$5,500 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 FY10

Specific major objectives accomplished for 2010 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 Emerson Park.
- Continuing to maintain and operate six irrigation systems
- Inspecting and maintaining playground equipment, 10 tennis courts, and four basketball courts.
- Planting over 55 public shade trees and park trees.
- Removing more than 150 public shade trees/park trees and pruning more than 30.
- Providing for the daily maintenance of the multi-use fields.

Performance Measure 2: Response time for selected activities

	Industry Standards*	Concord 2010
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:

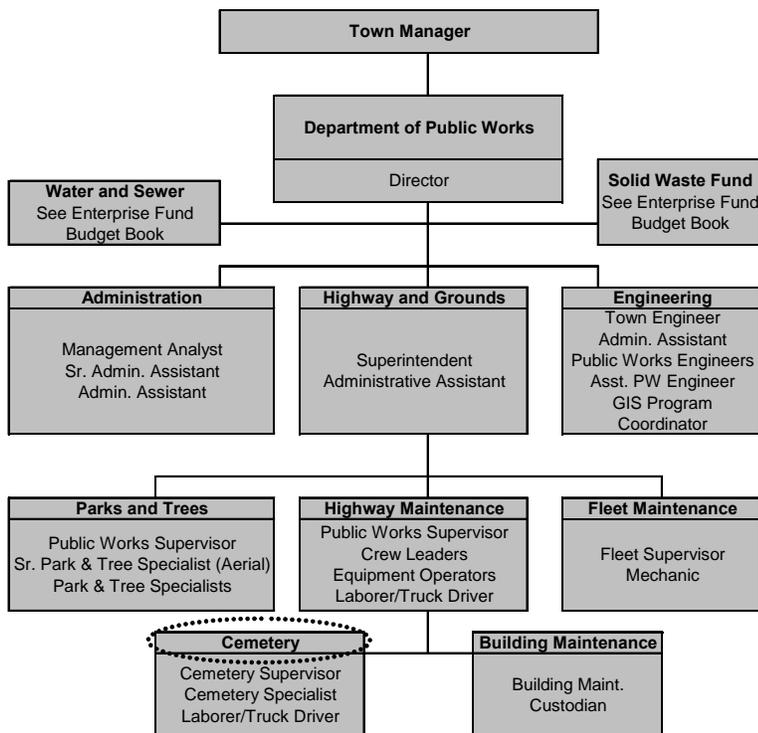
The mission of the Cemetery Division is to operate, maintain, and preserve Concord's four cemeteries and the Melvin Memorial in a respectful and cost-effective manner.

Budget Highlights:

- This budget represents a 10.5% increase in operating cost over that of the FY11 budget.
- This increase is necessary because of the planned/budgeted filling of the full-time cemetery specialist position, which is currently vacant and funded as a part-time position.
- 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.
- The office of the Cemetery Division has been relocated to the Knoll at Sleepy Hollow Cemetery.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 57,940	\$ 55,404	\$ 60,280	\$ 68,089
Other Funds	\$ 159,556	\$ 165,211	\$ 151,955	\$ 166,456
Total Expenditures	\$ 217,496	\$ 220,615	\$ 212,235	\$ 234,545



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			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 136,782	\$ 136,157	\$ 139,205	\$ 165,034	\$ 162,630
Purchased Services	12,772	11,020	13,675	12,685	12,685
Supplies	15,310	9,200	16,645	16,670	16,670
Other Charges	679	1,847	2,710	2,560	2,560
Capital Outlay	51,952	62,390	40,000	40,000	40,000
Totals	<u>\$ 217,496</u>	<u>\$ 220,615</u>	<u>\$ 212,235</u>	<u>\$ 236,949</u>	<u>\$ 234,545</u>

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 60,280	28.40%	\$ 68,089	29.03%	12.95%
Cemetery Fund	151,955	71.60%	166,456	70.97%	9.54%
Totals	<u>\$ 212,235</u>	100.00%	<u>\$ 234,545</u>	100.00%	10.51%

Capital Outlay Plan							
Ref. #	Description	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed
N/A	Cemetery Improvements	\$ 40,000	\$ 40,000		To be determined... (Funded from the Cemetery Fund)		
	Totals	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

Personnel Services Summary					
		FY11 Budgeted		FY12 Proposed	
Code	Position Title	# of Positions	Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1.00	\$ 63,872	1.00	\$ 63,872
	Laborer/Truck Driver	1.00	41,057	1.00	41,092
	Cemetery Specialist	0.50	22,655	1.00	45,644
	Sub Total	<u>2.50 FTEs</u>	\$ 127,584	<u>3.00 FTEs</u>	\$ 150,608
	Less: Snow Removal	-400 hrs.	(10,017)	-400 hrs.	(9,618)
	Sub Total	<u>2.31 FTEs</u>	\$ 117,567	<u>2.81 FTEs</u>	\$ 140,990
5130	Overtime	600 hrs.	21,638	600 hrs	21,640
	Total	<u>2.31 FTEs</u>	\$ 139,205	<u>2.81 FTEs</u>	\$ 162,630

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.

The FY12 budget plan includes the cost of maintaining cemetery grounds, gravemarker preservation and providing services during interments. Approximately 84% of the operating budget (excluding capital expenditures) is for personnel expenses.

The Capital Outlay budget includes (1) \$10,000 for continuation of the Gravemarker Restoration Project based on the comprehensive 1999 monument preservation plan (FY12 will be the sixth 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 construction, handicap accessibility improvements, and development of an electronic database for Cemetery burial records.

The cost of preservation and protection of the Melvin Memorial is paid from dedicated gift monies. The Cemetery office and operations have been moved to the relocated garage building at the Knoll at Sleepy Hollow which has heated office space and storage. This move was made possible by the relocation of a donated garage for equipment storage.

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 decrease in FY11 due to a decrease in the number of lots available for sale, offset in part by higher investment earnings. FY12 revenues are expected to hold steady at FY11 levels. The Cemetery Fund balance at the end of FY2010 stands at \$303,421.

Cemetery Revolving Fund Detail				
	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Estimate
Cemetery Fund Revenues				
Interment fees & other	\$49,602	\$64,368	\$57,200	\$57,200
Interest, Perpetual Care Fund	49,120	30,650	40,000	40,000
Lot sales plus interest	39,202	32,863	30,100	30,100
Capital gains distribution (from trust funds)	10,000	2,000	0	0
Total Revenue	<u>\$147,924</u>	<u>\$129,881</u>	<u>\$127,300</u>	<u>\$127,300</u>
Cemetery Fund Expenses				
Operations	\$107,604	\$102,846	\$111,955	\$126,456
Capital	104,360	49,363	40,000	40,000
Cemetery Dept. Subtotal	\$211,964	152,209	151,955	166,456
Town Clerk Transfer	0	0	3,000	3,000
Highway Department Transfer	0	0	7,539	0
Total Cemetery Expenses	<u>\$211,964</u>	<u>\$152,209</u>	<u>\$162,494</u>	<u>\$169,456</u>
Net For Year	<u>-\$64,040</u>	<u>-\$22,328</u>	<u>-\$35,194</u>	<u>-\$42,156</u>
Cemetery Fund Balance at Fiscal Year-End	<u>\$325,749</u>	<u>\$303,421</u>	<u>\$268,227</u>	<u>\$226,071</u>

Snow & Ice Mission Statement:

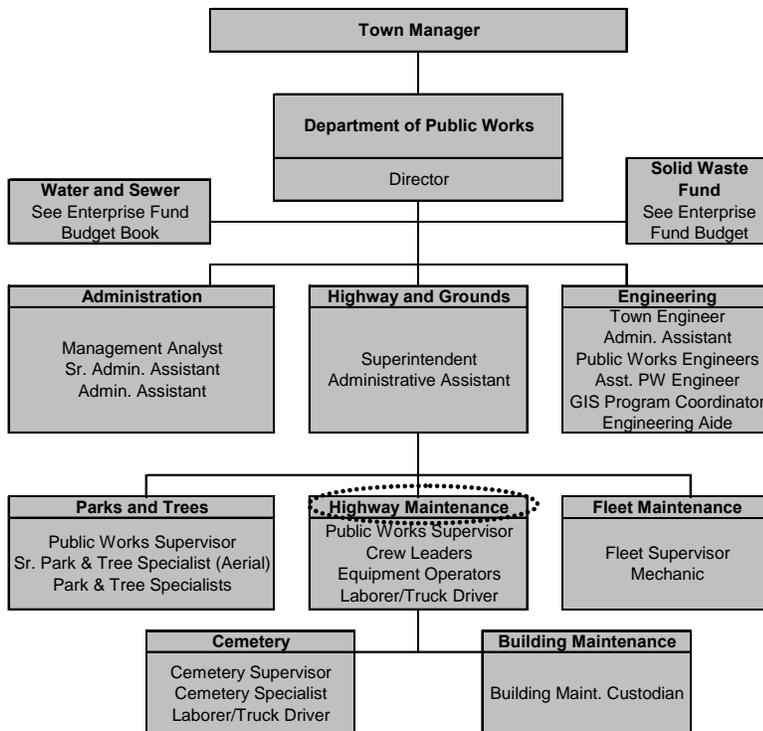
The purpose of this funding is to provide for the costs of maintaining the Town's streets, sidewalks, and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce, and emergency services.

Budget Highlights:

- This budget represents a 3.6% increase in operating cost over that of the FY11 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$560,000. However, due to budget constraints, \$513,000 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 cost per ton of road salt obtained through a multiple-town agreement has increased over the past few years but decreased by over 15% in 2011. Salt accounts for roughly 35-40% of total winter maintenance expenditures.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 739,985	\$ 554,198	\$ 495,000	\$ 513,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 739,985	\$ 554,198	\$ 495,000	\$ 513,000



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			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 739,985	\$ 554,198	\$ 495,000	\$ 513,000	\$ 513,000
Totals	<u>\$ 739,985</u>	<u>\$ 554,198</u>	<u>\$ 495,000</u>	<u>\$ 513,000</u>	<u>\$ 513,000</u>

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 495,000	100.00%	\$ 513,000	100.00%	3.64%
Totals	<u>\$ 495,000</u>	<u>100.00%</u>	<u>\$ 513,000</u>	<u>100.00%</u>	<u>3.64%</u>

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

Personnel Services Summary					
		FY11 Budgeted		FY12 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 62,700	2500 hrs.	\$ 63,980
	Park/Tree Staff	700 hrs.	17,332	700 hrs.	17,676
	Cemetery Staff	400 hrs.	9,860	400 hrs.	9,618
	Water/Sewer Staff	200 hrs.	5,057	200 hrs.	5,200
	Sub Total	<u>1.82 FTEs</u>	\$ 94,949	<u>1.82 FTEs</u>	\$ 96,474
5130	Highway Staff	2400 hrs.	90,288	2400 hrs.	92,134
	Park/Tree Staff	600 hrs.	22,284	600 hrs.	22,727
	Cemetery Staff	250 hrs.	9,244	250 hrs.	9,017
	Water/Sewer Staff	600 hrs.	22,757	500 hrs.	19,500
	Sub Total	<u>0.00 FTEs</u>	\$ 144,573	<u>0.00 FTEs</u>	\$ 143,378
5131	Overtime - Police	40 hrs.	\$ 1,820	40 hrs.	\$ 1,820
		Total	<u>1.82 FTEs</u>	\$ 241,342	<u>1.82 FTEs</u>

Program Implementation

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

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 has been reduced in 2011 from \$67.03 to \$56.97 for a savings of 15% per ton. Additional future savings could be reached if all towns join with the State in a five-year purchase agreement for salt.

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 now are 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.

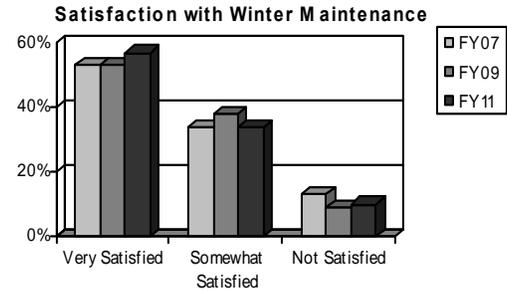
Public Work Programs

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					
	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Budgeted	2011-2012 Proposed
Regular and Overtime Hours	11,500	9,960	6,556	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 no significant change in operating cost from that of the FY11 budget.
- Over the past several years, the number of street lights has been reduced from 1,636 in FY03 to 867 at the end of FY10, and this reduction has resulted in a drop of approximately 347,000 kWh.
- While there are no plans to reduce the number of streetlights further, down-sizing of existing fixtures will continue in FY12, resulting in further energy savings.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 57,186	\$ 54,133	\$ 50,000	\$ 50,000
Other Funds	\$ 380	\$ 380	\$ 540	\$ 560
Total Expenditures	\$ 57,566	\$ 54,513	\$ 50,540	\$ 50,560

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY12. 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. Replacement of fixtures and other energy-saving improvements have reduced annual electricity consumption to approximately 339,800 kWh.

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 number of street lights has been reduced this past year, and 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 14.51 cents per kWh for the period July-December and 15.21 cents per kWh for the period January-June (for an annual average in FY12 of 14.9 cents per kWh).

Streetlight charges for FY12 are estimated as follows:

July-December 2010	159,700 kWh	(47%)	@ \$0.1451	= \$23,170
January-June 2011	<u>180,100 kWh</u>	(53%)	@ \$0.1521	= <u>\$27,390</u>
Total	339,800 kWh			\$50,560

PUBLIC WORKS: Street Lighting

Item 19

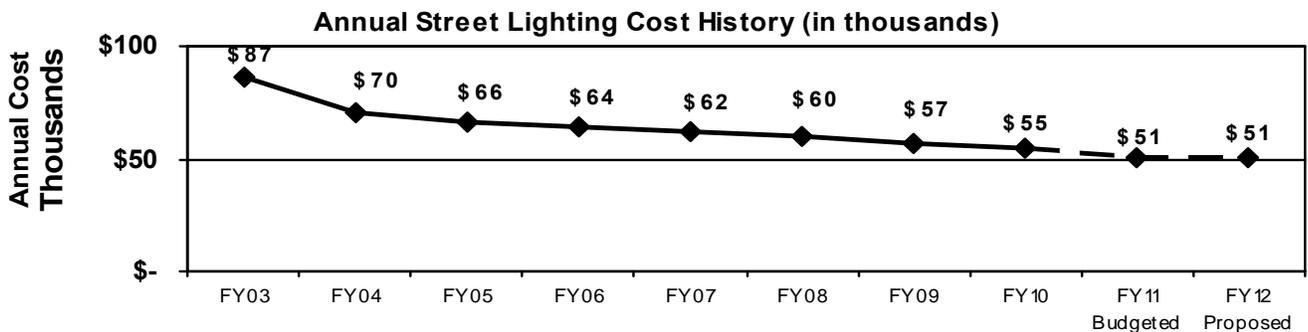
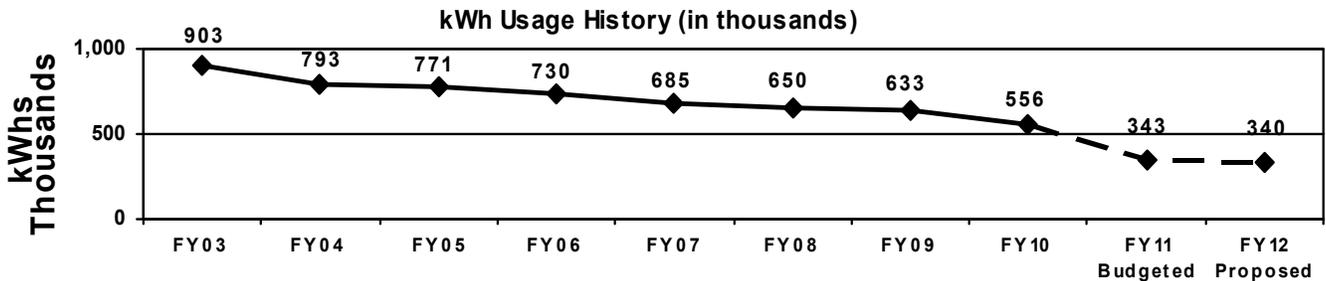
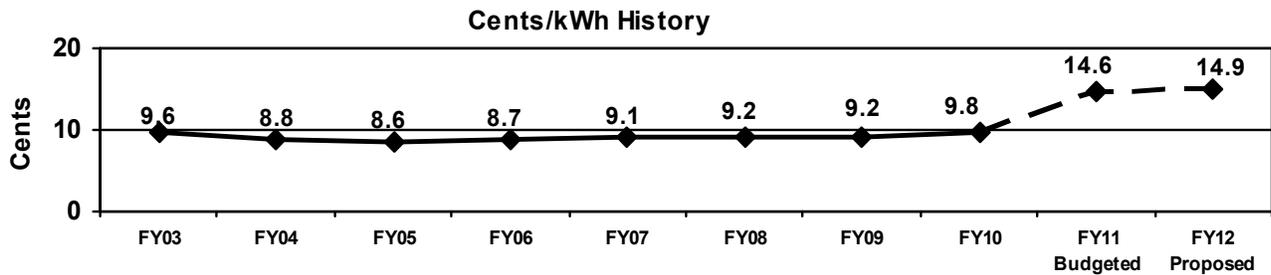
Expenditure Detail

	Previous Fiscal Years			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	57,566	54,513	50,540	50,560	50,560
Totals	\$ 57,566	\$ 54,513	\$ 50,540	\$ 50,560	\$ 50,560

Funding Plan

	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 50,000	98.93%	\$ 50,000	98.89%	0.00%
Town Trust Fund	540	1.07%	560	1.11%	3.70%
Totals	\$ 50,540	100.00%	\$ 50,560	100.00%	0.04%

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 22.2% decrease in capital cost from that of the FY11 budget.
- Despite the decrease, the recommended FY12 appropriation together with any remaining FY11 funds will be adequate to maintain vehicle inventory in good condition.
- The FY12 replacement plan includes one pick-up truck, transfer of one dump truck from Water and Sewer to replace an existing truck, addition of a skid-mounted catch basin cleaner for swap loader use, a rack lift-gate truck, and a one-ton roller.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 278,000	\$ 278,000	\$ 270,000	\$ 210,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 278,000	\$ 278,000	\$ 270,000	\$ 210,000

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 : 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 FY12 Equipment Replacement Plan includes the following:

- H-10 Scheduled replacement of Highway Supervisor's vehicle with hybrid/fuel efficient model.
- H-23 Purchase of W-90 from Water Division instead of purchasing a new 5 ton dump truck, allowing substantial saving of capital equipment funds. W-90 was originally scheduled to be traded by Water but remains in good shape for Highway uses.
- Swap Purchase of a catch basin cleaner to be skid-mounted for use with swap loader trucks. All catch basin cleaning will then be done in-house, eliminating the need for outside contractors
- G-54 Replacement for rack lift-gate truck used extensively by Park and Tree Division for hauling equipment and material.
- H49 Replacement for a small roller that is used extensively for small paving projects, including sidewalks.

PUBLIC WORKS: Equipment

Item 20

Expenditure Detail					
	Previous Fiscal Years			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
G63 – 1998 Field Mower	82,497				
H78 – Salt Spreader	4,995				
H17 – 1998 2T Dump	37,755				
G52 – 1998 2T Dump	37,755				
H40 – 1994 Front End Loader	102,744				
H41 –Tires for Front End Loader	4,727				
H33 – 1997 10T Multi-use Dump					
H14 – 2000 1T Dump		27,475			
H45-H46 – Street Sweeper	(2)	35,073			
E05-E09 Ford Escape Hybrids		34,009			
Wacker Sidewalk Machine		58,238			
G65 - 1995 Holder			70,000		
H25 - 1997 10T Multi-use Dump			130,000		
G57 - 1993 Bombardier Snow			70,000		
H10 -1999 Pickup				45,000	40,000
H23 - 1994 5T Dump (replace W90)				15,000	15,000
Catch Basin Cleaner for Swap				85,000	85,000
G54 - 1999 Rack Lift-gate Truck				40,000	40,000
Roller 1T				30,000	30,000
Encumbered	7,527	123,205			
Totals	\$ 278,000	\$ 278,000	\$ 270,000	\$ 215,000	\$ 210,000

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 270,000	100.00%	\$ 210,000	100.00%	-22.22%
Totals	\$ 270,000	100.00%	\$ 210,000	100.00%	-22.22%

Capital Outlay Plan							
Ref. #	Description	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed
L-1	Vehicles & Heavy Equipment	\$ 270,000	\$ 210,000	\$ 278,000	\$ 300,000	\$ 325,000	\$ 325,000
	Totals	\$ 270,000	\$ 210,000	\$ 278,000	\$ 300,000	\$ 325,000	\$ 325,000

Mission Statement:

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

Budget Highlights:

- This budget represents a 4.9% increase in capital expense from that of the FY11 budget.
 - The budget plan includes a \$10,000 increase for costs related to compliance with the new 2011 Merrimac Watershed NPDES MS4 Permit.
- FY12 preliminary plan includes:
- The continued design and construction of a drainage replacement for Grant Street.
 - Design and construction of the Westford Road culvert reconstruction.
 - Drainage rehabilitations in conjunction with the Roads Program including: Willow St., Hubbard St., Fielding St., Union St. area.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 105,000	\$ 205,000	\$ 205,000	\$ 215,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 105,000	\$ 205,000	\$ 205,000	\$ 215,000

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			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	105,000	205,000	205,000	225,000	215,000
Totals	<u>\$ 105,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 225,000</u>	<u>\$ 215,000</u>

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 205,000	100.00%	\$ 215,000	100.00%	4.88%
Totals	<u>\$ 205,000</u>	100.00%	<u>\$ 215,000</u>	100.00%	4.88%

Capital Outlay Plan							
Ref. #	Description	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 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-7	NPDES Compliance	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ 205,000</u>	<u>\$ 215,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</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. All updated and collected data will be used in developing an extensive hydraulic model for the Town, allowing CPW to further understand system capacity when developing future improvements and project plans. Drainage system repairs/improvement are performed by CPW's Highway Division, incorporated into the Roads program designs or bid as stand-alone projects, based on the project scope.

Planned improvements for the FY2012 Drainage Program include Highway Division repairs within the Brooks Street, Belknap Street and Elsinore Street area. In addition, drainage structure rehabilitation will be included within the 2011 Roads Program contract for Thoreau Street, Brook Trail Road and the Willow/Hubbard/Union/Fielding Street neighborhood.

Larger drainage projects are planned for FY2012 on Grant Street and Westford Road. A drainage replacement project on Grant Street is proposed which will include the replacement of all catch basin structures and drainage pipe within the roadway. The Spencer Brook Culvert at Westford Road, which was damaged during the March flooding events, is also planned to be replaced. The Engineering Division has prepared an application to FEMA for \$69,000 in Hazard Mitigation Grant Program (HMGP) funding to supplement the Drainage Program funds required to repair the culvert. Both projects 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 with 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 2011 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 2003 permit's requirements and minimum control measures and is expected to include increased sampling and testing requirements for outfalls, increased project review requirements, delineation and prioritization of outfall catchment area requirements, requirements to evaluate Town-wide Low Impact Design standards, 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 FY2011 as part of the 2010 Roads Program and Sidewalk Program contracts. Drainage reconstructions were included within the roadway work on Hillside Avenue, Ministerial Drive, Tarbell Spring Road, Sudbury Road (between Main Street and Thoreau Street), Mildred Circle and Nimrod Road. Drainage improvements were also included within the sidewalk extension work on Lowell Road.

The Engineering Division designed and CPW’s Highway Division installed a drainage extension on Whittemore Street to correct puddling/flooding areas in three areas on the roadway.

Within FY 2011, 12” concrete culvert on Farmer’s Cliff Road was replaced in-kind. The project was designed and permitted by CPW’s Engineering Division and constructed by CPW’s Highway Division.

CPW continued to update the Town’s GIS drainage layers. The Highway Division updated the catch-basin condition inventory by utilizing a mobile GIS inspection form during catch-basin cleaning activities. The Engineering Division began the Town-wide culvert inventory and condition assessment utilizing an engineering consultant, and the Engineering Division/GIS Coordinator focused on improving drainage system data layers by correcting drainage pipe locations and populating elevation and pipe material/size information from existing town record plans as well as collecting additional field data.

CPW contracted with a consultant to perform dry weather and wet weather testing of 80+ priority outfalls identified through the Town’s Illicit Discharge Detection and Elimination (IDDE) program. The testing is required to maintain compliance with the EPA’s NPDES MS4 Permit.

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

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 FY11 budget.
- An updated evaluation in FY11 indicates that the overall sidewalk condition index (SCI) has decreased and is slightly below the target 80-85 SCI.
- FY11 sidewalk evaluation included an inventory of curb ramps to assess repairs needed to meet current ADA requirements.
- A limited number of sidewalk extension projects will be completed with funds remaining from the \$250,000 borrowing authorization of FY10.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 90,000	\$ 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 56 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. Public Works staff evaluates general sidewalk conditions while 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 a separate stand-alone project.

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 2.7 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.

This past year CPW completed a comprehensive survey of the condition of the Town’s sidewalks which also included a Town-wide inventory of curb ramps to assess compliance with current ADA standards. The 2010 Sidewalk Rehabilitation Project, bid as a stand alone contract, included sidewalk rehabilitations on Sudbury Road (from Main Street to Thoreau Street), West Street, Upland Road, Ministerial Drive, Loring Road, Hill Street, Bayberry Road, Deacon Haynes Road and Anson Road, as well as sidewalk extensions on Lowell Road and Powder Mill Road. CPW will continue to reduce the current backlog of new sidewalk requests utilizing remaining funds from the \$250,000 borrowing authorization of FY10.

PUBLIC WORKS: Sidewalks

Item 22

Expenditure Detail					
	Previous Fiscal Years			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Totals	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 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	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed
J-8	Sidewalk - Maintenance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

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. Current sidewalk rehabilitation plans should bring the SCI back up to the target level within the next two to three years.</p>			
Sidewalk Type Detail		Sidewalk Condition Index (SCI)	
Type	Miles	Year	SCI Network Average
Bituminous Concrete	48.9 mi	2006	82
Stone Dust	2.7	2007	77
Portland Cement	2.7	2008	76
Stone Treated	1.1	2009	76
Brick	0.2	2010	75
Total Miles	55.6		
Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	8.0	14%
Localized Repair	50-70	5.5	10%
Shows Wear	70-90	28.8	52%
No Distresses	90-100	13.6	24%
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 General Fund appropriation of \$90,000 from the FY11 budget.

- Total funding from all sources for the Roads Program is \$1,378,000, assuming state aid remains at the same level authorized for FY11.

- The proposed borrowing authorization for road rehabilitation includes an increase to \$750,000 to reflect the increase in the cost of asphalt.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 85,000	\$ 85,000	\$ 90,000	\$ 90,000
Other Funds	\$1,225,144	\$1,921,630	\$ 1,237,984	\$ 1,288,000
Total Expenditures	\$1,310,144	\$2,006,630	\$ 1,327,984	\$ 1,378,000

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			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 1,310,144	\$ 2,006,630	\$ 1,327,984	\$ 1,378,000	\$ 1,378,000
Total Expenditure	\$ 1,310,144	\$ 2,006,630	\$ 1,327,984	\$ 1,378,000	\$ 1,378,000

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 90,000	6.78%	\$ 90,000	6.53%	0.00%
State Aid - Chapter 90	537,984	40.51%	538,000	39.04%	0.00%
Roads Program Borrowing	700,000	52.71%	750,000	54.43%	7.14%
Totals	<u>\$ 1,327,984</u>	100.00%	<u>\$ 1,378,000</u>	100.00%	3.77%

Capital Outlay Plan							
Ref. #	Description	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed
J-1	Road Improvements	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
	Totals	<u>\$ 90,000</u>					

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 2010 Roads Program improved approximately 2.43 miles of roads including reclamation of Sarah Way, Mildred Circle, Nimrod Road, MacArthur Road, Ministerial Drive and Tarbell Spring Road as well as the mill and overlay of Sudbury Road (from Main Street to Thoreau Street), Old Stow Road and Hillside Avenue.

The 2011 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 2011 Public Works Commission public hearing on the Roads Program.

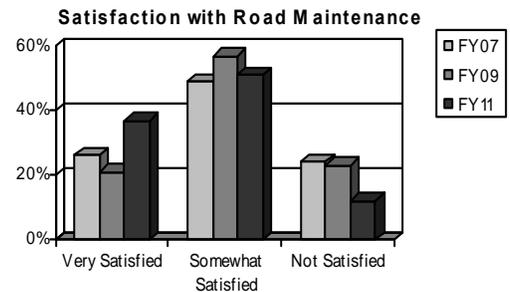
Public Work Programs

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%

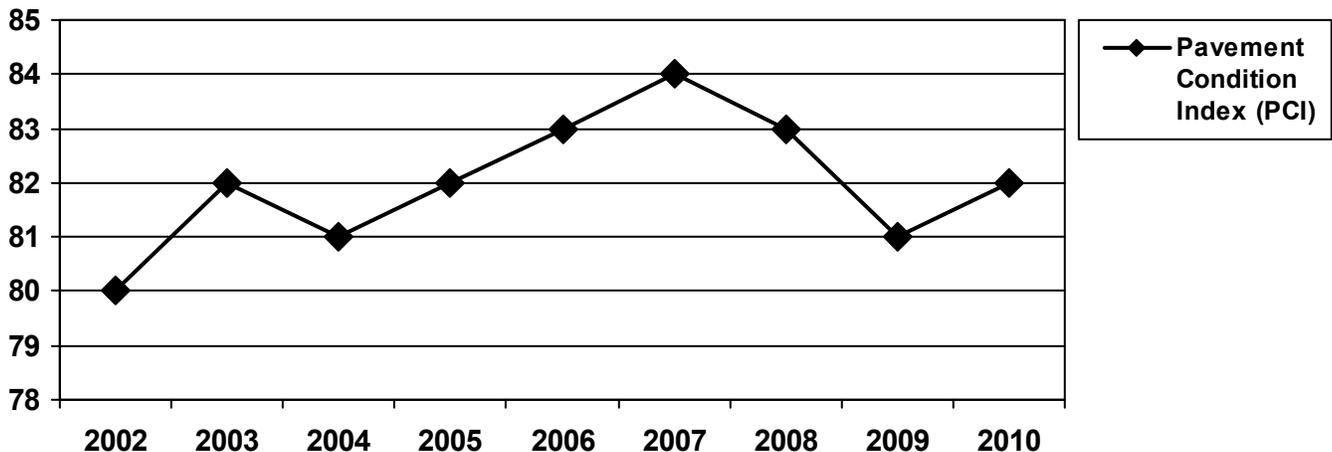


*Data Source: Autumn of 2006, 2008, and 2010 telephone surveys (300+ residents).

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 can be sustained. Reduced funding will 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.

Pavement Management History

	2002	2003	2004	2005	2006	2007	2008	2009	2010
<u>PCI Network Average</u>	80	82	81	82	83	84	83	81	82
<u>Recommended Repairs</u>									
Rehabilitation	16%	11%	9%	8%	13%	14%	12%	9%	8%
Maintenance	54%	58%	62%	56%	46%	42%	52%	51%	48%
No Maintenance Required	30%	31%	29%	36%	41%	44%	36%	40%	44%

- The recommended funding level for FY12 provides total Roads Program funding of approximately \$1,378,000, consisting of \$90,000 from the General Fund for related engineering design and inspection services, an estimated \$538,000 in Chapter 90 aid, and \$750,000 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	Plan	90,000	750,000	538,000	50771	1,378,000
2013	Plan	90,000	750,000	538,000	50771	1,378,000
2014	Plan	90,000	750,000	538,000	50771	1,378,000
2015	Plan	90,000	750,000	538,000	50771	1,378,000
2016	Plan	90,000	750,000	538,000	50771	1,378,000

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 4.7% decrease in operating cost from that of the FY11 budget.
- Utility costs are the most significant portion of the operation and maintenance expenditures. A decrease of \$8,620 (12%) in electricity and natural gas estimates accounted for most of the reductions, reflecting recent price stability of natural gas and the installation of a new gas-fired/hybrid HVAC system at 135 Keyes Road.
- Capital Outlay consists of \$5,000 for miscellaneous building improvements.

Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
General Fund	\$ 66,669	\$ 94,400	\$ 89,683	\$ 87,981
Other Funds	\$ 72,155	\$ 71,561	\$ 67,594	\$ 62,150
Total Expenditures	\$ 138,824	\$ 165,961	\$ 157,277	\$ 150,131

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	
	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed	FY10 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 20,172	\$ 20,023	\$ 22,930	\$ 23,830	1.096	8.119
Natural Gas	24,866	20,141	25,840	22,810	1.103	0.759
Water	884	993	940	970	0.054	0.014
Sewer	1,842	2,118	2,100	2,210	0.116	0.014

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

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

135 Keyes Road - Utility Performance Information

Utility	Cost				Efficiency	
	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed	FY10 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 14,737	\$ 13,181	\$ 9,000	\$ 9,500	1.359	8.252
Natural Gas	3,074	3,102	11,490	4,500	0.320	0.192
Water	226	307	270	300	0.032	0.007
Sewer	413	600	530	600	0.062	0.007

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

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

PUBLIC WORKS: 133 / 135 Keyes Road

Item 24

Expenditure Detail					
	Previous Fiscal Years			FY12	
	FY09 Actual	FY10 Actual	FY11 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 46,009	\$ 49,255	\$ 49,747	\$ 50,116	\$ 50,116
Purchased Services	-	-	-	-	-
Capital Outlay	5,506	27,704	5,000	16,250	5,000
133 Keyes Road	64,355	63,183	72,650	70,685	70,685
135 Keyes Road	22,953	25,819	29,880	24,330	24,330
Totals	\$ 138,824	\$ 165,961	\$ 157,277	\$ 161,381	\$ 150,131

Funding Plan					
	FY11 Budgeted	% of Budget	FY12 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 89,683	57.02%	\$ 87,981	58.60%	-1.90%
Water Fund	\$ 49,476	31.46%	\$ 45,187	30.10%	-8.67%
Sewer Fund	\$ 11,997	7.63%	\$ 10,922	7.27%	-8.96%
Solid Waste Fund	\$ 6,121	3.89%	\$ 6,041	4.02%	-1.31%
Totals	\$ 157,277	100.00%	\$ 150,131	100.00%	-4.54%

Capital Outlay Plan							
Ref. #	Description	FY11 Budgeted	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 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					
Code	Position Title	FY11 Budgeted		FY12 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 47,980	1.00	\$ 48,045
5130	Overtime	50 hrs.	\$ 1,767	60 hrs.	\$ 2,071
	Total	1.00 FTEs	\$ 49,747	1.00 FTEs	\$ 50,116