

Section IV

FY03

Enterprise Budget Detail

Sewer Fund

Sewer Fund

Program Description

Approximately one-third of Concord's residences and businesses receive wastewater collection and treatment service from the Concord municipal sewer system. This system comprises over 25 miles of collector main, two major pumping stations, four neighborhood lift stations, one treatment facility, and 1,636 individual service connections. All collection main, pumping/lift stations and service connections are managed and maintained by CPW's Water and Sewer Division. Woodard & Curran, Inc. continues to provide contract operation services at the Town-owned Wastewater Treatment Plant (WWTP) located off Bedford Street.

A Comprehensive Wastewater Master Planning Study, initiated in the fall of 1999, has been completed resulting in the creation of a Comprehensive Wastewater Management Plan or CWMP. The CWMP includes a recommendation to extend the existing sewer system to 736 new properties. The majority of the properties proposed for sewerage are located in the Elm Brook and West Concord areas of town. In addition, 243 other properties are proposed to be connected to one of two cluster treatment systems. These properties are primarily located in the White Pond and Kalmia Woods areas.

Because of the scope of the CWMP, it is proposed to be implemented over a ten-year period in four phases at an estimated cost of \$26 million. The CWMP will be subject to Town Meeting vote at the Spring 2003 Town Meeting with separate articles proposed for approval (Article 36) and authorization of design funds for the first phase (Article 37).

In addition to system expansion issues noted above, CPW is also planning to invest considerable effort and money towards improved wastewater service reliability while achieving higher treatment goals. Reliability will be enhanced through targeted inflow and infiltration inspection and rehabilitation efforts. Treatment goals presently being considered by state and federal regulatory agencies may require costly treatment-facility upgrades. FY03 Program Highlights and the FY04 Capital Plan are presented below.

FY03 Program Highlights

Comprehensive Wastewater Master Plan (CWMP). A "Recommended Plan" has been developed to help the community address wastewater management needs today and into the foreseeable future. The Sewer Fund provided money for the CWMP and the Onsite/Decentralized Wastewater Management Program, a separate but related initiative. The third aspect of this effort—Growth Management Planning—was funded by the Town's General Fund.

Inflow & Infiltration. Ongoing efforts to reduce inflow and infiltration rates into the aging sewer collection system focused primarily on flow monitoring and inspection. National Water Main Cleaning Company was retained for a two-year service contract to assist in TV inspections, joint testing and sealing, and root control activities.

SCADA System Upgrade. Phase I, including the engineering, design, and installation of equipment required to convert the antiquated telemetry-based control/monitoring system to a modern supervisory control and data acquisition (SCADA) system has been successfully

completed. SCADA technology will allow pumping stations to be monitored more frequently improving data collection and analysis.

Wastewater Treatment Plant Maintenance and Optimization. Much of the equipment within the existing Wastewater Treatment Facility is nearing the end of its recommended service life. Assessments and upgrades were recently performed on several important system components including the secondary clarifiers, and disinfection system (partial). Additional assessments have identified upgrade needs in other major equipment and processes including the ventilation system, the grit removal system, the intermittent sand beds, the odor control system, and improved disinfection and phosphorous reduction systems.

Wastewater Treatment - Innovative Technology Demonstration. Working in collaboration with Cambridge Water Technology Inc. and Woodard & Curran Inc., CPW hosted an innovative technology Commercial Demonstration Plant (CDP) at the Wastewater Treatment facility located off Bedford Street. The technology, identified as "CoMag", involves a magnetically enhanced coagulation process to allow for improved removal of a variety of contaminants, including phosphorous, at an extremely competitive cost.

FY04 Capital Plan

In keeping with long-term budget plans and program initiatives, the FY04 Capital Plan includes \$822,000 earmarked for the following:

COLLECTION SYSTEM

Station Equipment \$15,000

Annual capital outlay for improvements and replacement of equipment required to control, monitor, pump, store, and treat wastewater enroute to the WWTP. The equipment includes motors, pumps, motor control panels, and air compressors. Equipment is housed within four ejector stations and two main pump stations. Planned replacement activities include one of three variable-frequency drive units within the Lowell Road pumping station and a grinder pump rehabilitation.

SCADA \$10,000

Completion of conversion from antiquated telemetry-based control/monitoring system to modern supervisory control and data acquisition (SCADA) system. SCADA will allow pumping stations to be monitored more frequently improving data collection and analysis.

Wastewater Construction Project \$300,000

Phase I of the Town of Concord, Massachusetts, Comprehensive Wastewater Master Plan, (CWMP) including engineering, architectural and hydrogeologic services, as well as regulatory support, testing and surveying, legal, and other associated costs. Total funding for Phase 1 will be \$600,000, half of which is to be financed by the Town's General Fund.

Inflow/Infiltration \$100,000

The wastewater treatment plant currently receives about one million gallons of waste per day. A multi-year inflow and infiltration (I/I) program is in place to inspect and repair sewer mains to

Town of Concord, Massachusetts

reduce the volume of ground water and storm water presently entering the collection system via deteriorating pipes and storm-water connections.

Meter Replacement Program \$5,000

Sewer fund portion of costs associated with system-wide meter replacement efforts.

Building Services \$4,000

Costs associated with the replacement/installation (street to property line) of approximately 2-3 new sewer service connections to the collection system.

WASTEWATER TREATMENT PLANT

Structures \$30,000

Annual capital outlay for improvements and replacement of WWTP structures. Planned improvements include repair to the chlorine contact tank, repair/replacement to ventilation system as well as phone and security system upgrades.

Equipment \$280,000

Annual capital outlay for improvements and replacement of equipment that has exceeded normal anticipated service life. Planned improvements include replacement of 1 of 2 degritting trains, design and installation of odor control system, major repair of intermediate pump and polymer feed systems.

Capacity/Treatment Assessment and Optimization \$15,000

Anticipated capital investment required to optimize the WWTP infrastructure in collaboration with interested treatment process companies.

River Monitoring (TMDL) \$20,000

Consulting services required to protect long-term interests of Concord as they relate to permit-driven capital improvements.

GENERAL PLANT

135 Keyes Road Facility \$6,000

Capital outlay for improvements to Water/Sewer Administration and Garage facilities.

Miscellaneous Equipment \$2,000

Vehicles \$10,000

Water/Sewer Fleet consists of 15 vehicles and miscellaneous equipment/accessories such as a compressor and a vacuum, which are replaced using CPW criteria based on industry-accepted useful life measures.

Wastewater Management Plan \$25,000

Completion of CWMP Planning. Weston & Sampson to assist in plan submittal and regulatory review and permitting process (EOEA).

Town of Concord, Massachusetts

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| SEWER FUND | FUND # 60 |
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OPERATING REVENUES

| | FY01 <u>Actual</u> | FY02 <u>Actual</u> | FY03 Revised <u>Budget</u> | FY04 Estimate |
|---------------------------------|-----------------------|-----------------------|----------------------------------|------------------|
| Sewer User Fees | 1,447,338 | 1,515,077 | 1,637,000 | 1,636,000 |
| Sewer Service Charges | 1,280 | 4,670 | 3,000 | 3,000 |
| Leachate Treatment Fees | 1,566 | 0 | 0 | 0 |
| Septage Fees | 77,883 | 70,189 | 51,000 | 51,000 |
| Liens & Tax Titles | 18,200 | 8,804 | 20,000 | 20,000 |
| Betterment Interest | 701 | 0 | 0 | 0 |
| Sale of Tax Possession | 0 | 34 | 0 | 0 |
| Other Revenue | 65,000 | 241 | 0 | 0 |
| Total Operating Revenues | <u>1,611,968</u> | <u>1,599,015</u> | <u>1,711,000</u> | <u>1,710,000</u> |

OPERATING EXPENSES

| | FY01 <u>Actual</u> | FY02 <u>Actual</u> | FY03 Revised <u>Budget</u> | FY04 Estimate |
|--|-----------------------|-----------------------|----------------------------------|------------------|
| DIVISION - Sewer Collection System | | | | |
| Personal Services | 185,124 | 176,707 | 184,457 | 201,184 |
| Purchased Services | 132,230 | 68,123 | 72,461 | 73,832 |
| Supplies & materials | 22,116 | 21,913 | 27,288 | 27,749 |
| Other charges & expenses | 5,845 | 3,882 | 8,604 | 8,747 |
| General Fund Services | 52,445 | 67,146 | 69,681 | 73,522 |
| Subtotal, Collection System | <u>397,760</u> | <u>337,771</u> | <u>362,491</u> | <u>385,034</u> |
| DIVISION - Wastewater Treatment Plant | | | | |
| Personal Services | 38,960 | 29,878 | 46,271 | 38,157 |
| Purchased Services | 24,747 | 16,988 | 178,502 | 20,500 |
| Management Contract | 458,726 | 432,121 | 435,062 | 458,988 |
| Supplies & materials | 410 | 54 | 575 | 575 |
| Other charges & expenses | 2,838 | 3,081 | 4,130 | 4,130 |
| General Fund Services | 53,007 | 59,109 | 69,681 | 73,521 |
| Subtotal, Treatment Plant | <u>578,688</u> | <u>541,231</u> | <u>734,221</u> | <u>595,871</u> |
| Depreciation expense | <u>586,831</u> | <u>604,102</u> | <u>572,777</u> | <u>603,516</u> |
| Total Operating Expenses | <u>1,563,279</u> | <u>1,483,104</u> | <u>1,669,489</u> | <u>1,584,420</u> |

Town of Concord, Massachusetts

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| SEWER FUND | FUND # 60 |
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AUTHORIZED POSITIONS

| Code | Position Title | Grade | Fiscal Year 2003 | | Fiscal Year 2004 | |
|---|----------------------------------|--------|------------------|-----------|------------------|-----------|
| | | | # Positions | \$ Amount | # Positions | \$ Amount |
| DIVISION - Sewer Collection System | | | | | | |
| 5111 | W/S Superintendent | MP-10 | 0.2 | 14,742 | 0.2 | 15,099 |
| | Asst. to Supt. | MP-5 | 0.2 | 11,847 | 0.2 | 11,850 |
| | Environ. Analyst | MP-3 | 0.2 | 8,186 | 0.2 | 8,157 |
| | Admin. Asst. | ACL-5 | 0.2 | 8,020 | 0.2 | 8,150 |
| | Public Works Supv. | LA-7 | 0.4 | 21,283 | 0.4 | 21,254 |
| | Crew Leader | LA-5 | 0.2 | 9,309 | 0.2 | 9,512 |
| | Treatment Sys. Oper. | LA-4 | 0.4 | 15,944 | 0.4 | 16,140 |
| | System Maintainer | LA-3 | 1.2 | 41,440 | 1.2 | 42,088 |
| | IS Support: | | | | | |
| | Tech. Admin. | MP-8 | 0.01 | 603 | 0.01 | 604 |
| | Info. Sys. Asst. | MP-2 | 0.01 | 430 | 0.01 | 430 |
| | | | 3.02 | 131,804 | 3.02 | 133,284 |
| | Standby pay | | 680 hrs. | 15,014 | 680 hrs. | 15,215 |
| 5120 | GIS Intern | 10/hr. | 83 hrs. | 830 | 83 hrs. | 830 |
| 5130 | Overtime | | 700 hrs. | 19,431 | 700 hrs. | 20,342 |
| 5131 | Police Details | | 180 hrs. | 6,889 | 180 hrs. | 6,889 |
| 517X | Group Insurance -- | | | | | |
| | Health,Life,Dental | | | 8,405 | | 12,000 |
| | Retirement | | | 6,091 | | 6,318 |
| | Social Security & Medicare Tax | | | 2,300 | | 2,300 |
| 51XX | Salary Reserve -- regular pay | | | -- | | 6,470 |
| | overtime pay | | | -- | | 826 |
| | Budgeted charges to Snow acct. | | 52 hrs. | (995) | 170 hrs. | (3,290) |
| | Estimated Savings from Vacancies | | | (5,312) | | -- |
| | | | | 184,457 | | 201,184 |

Town of Concord, Massachusetts

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| SEWER FUND | FUND # 60 |
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AUTHORIZED POSITIONS (cont.)

| Code | Position Title | Grade | Fiscal Year 2003 | | Fiscal Year 2004 | |
|--|------------------------------|-------|------------------|-----------|------------------|-----------|
| | | | # Positions | \$ Amount | # Positions | \$ Amount |
| DIVISION - Wastewater Treatment Plant | | | | | | |
| 5111 | Operations Engineer | MP-7 | 0.8 | 41,271 | 0.6 | 30,953 |
| 517X | Group Insurance -- | | | | | |
| | Health, Life, Dental | | | 2,000 | | 2,000 |
| | Retirement | | | 2,000 | | 2,000 |
| | Medicare Tax | | | 1,000 | | 1,000 |
| 51XX | Salary Reserve (regular pay) | | | -- | | 2,204 |
| | | | | 46,271 | | 38,157 |
| TOTAL - Sewer Fund | | | | 230,728 | | 239,341 |

GENERAL FUND SERVICES

| | FY01 Actual | FY02 Actual | FY03 Revised Budget | FY04 Estimate |
|----------------------------------|----------------|----------------|---------------------------|------------------|
| Management & Engineering Svcs. | 47,711 | 49,344 | 51,949 | 52,014 |
| Financial & Administrative Svcs. | 50,108 | 56,195 | 58,709 | 61,257 |
| Natural Resource Protection | 7,633 | 20,716 | 28,704 | 29,251 |
| Salary Reserve | -- | -- | -- | 4,521 |
| | 105,452 | 126,255 | 139,362 | 147,043 |

Town of Concord, Massachusetts

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| SEWER FUND | FUND # 60 |
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DEBT SERVICE

LONG TERM DEBT -- Repayment Schedule:

| | <u>FY01 Actual</u> | <u>FY02 Actual</u> | <u>FY03 Budget</u> | <u>FY04 Estimate</u> |
|--|------------------------|------------------------|------------------------|--------------------------|
| DIVISION - Sewer Collection System | | | | |
| Principal | 80,000 | 80,000 | 80,000 | |
| Interest | <u>13,480</u> | <u>8,100</u> | <u>2,700</u> | |
| | 93,480 | 88,100 | 82,700 | 0 |
| DIVISION - Wastewater Treatment Plant | | | | |
| Principal | 50,000 | 50,000 | | |
| Interest | <u>5,063</u> | <u>1,687</u> | | |
| | 55,063 | 51,687 | 0 | 0 |
| | <u><u>148,543</u></u> | <u><u>139,787</u></u> | <u><u>82,700</u></u> | <u><u>0</u></u> |

NET INCOME

| | <u>FY01 Actual</u> | <u>FY02 Actual</u> | <u>FY03 Revised Budget</u> | <u>FY04 Estimate</u> |
|---------------------------------|------------------------|------------------------|------------------------------------|--------------------------|
| Statement of Net Income: | | | | |
| Operating Revenues | 1,611,968 | 1,599,015 | 1,711,000 | 1,710,000 |
| Operating Expenses | <u>1,563,279</u> | <u>1,483,104</u> | <u>1,669,489</u> | <u>1,584,420</u> |
| Operating Income | 48,689 | 115,911 | 41,511 | 125,580 |
| Investment Income | 227,403 | 137,991 | 84,000 | 70,000 |
| Sewer Improvement Fees | <u>221,939</u> | <u>45,150</u> | <u>162,000</u> | <u>0</u> |
| Gross Income | 498,031 | 299,052 | 287,511 | 195,580 |
| less: Debt interest expense | <u>(18,543)</u> | <u>(9,787)</u> | <u>(2,700)</u> | <u>0</u> |
| Net Income | 479,488 | 289,265 | 284,811 | 195,580 |

Town of Concord, Massachusetts

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| SEWER FUND | FUND # 60 |
|-------------------|------------------|

AVAILABLE RESOURCES

| Resources available from current operations for replacement & renewal of plant: | | | | |
|--|------------------------|------------------------|------------------------------------|--------------------------|
| | <u>FY01 Actual</u> | <u>FY02 Actual</u> | <u>FY03 Revised Budget</u> | <u>FY04 Estimate</u> |
| from: | | | | |
| Depreciation expense | 586,831 | 604,102 | 572,777 | 603,516 |
| Betterment Repayments | 0 | 0 | 0 | 0 |
| Net Income | 479,488 | 289,265 | 284,811 | 195,580 |
| | <u>1,066,319</u> | <u>893,367</u> | <u>857,588</u> | <u>799,096</u> |
| less: | | | | |
| Debt Principal repayment | <u>130,000</u> | <u>130,000</u> | <u>80,000</u> | <u>0</u> |
| Net Available for capital purposes | 936,319 | 763,367 | 777,588 | 799,096 |

Town of Concord, Massachusetts

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| SEWER FUND | FUND # 60 |
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CAPITAL SPENDING PLAN

| Uses of Resources: | <u>FY01 Actual</u> | <u>FY02 Actual</u> | <u>FY03 Revised Budget</u> | <u>FY04 Estimate</u> |
|--|------------------------|------------------------|------------------------------------|--------------------------|
| DIVISION - Sewer Collection System | | | | |
| <u>Vehicle Purchase / Replacement</u> | | | | |
| Unit#80: 1989 sedan -> pickup truck | 3,796 | | | |
| Unit#85: 1994 pickup (2500) | | 4,411 | | |
| Unit#90a: 10-ton dump -> 5-ton dump | | 11,998 | | |
| Unit#90b: 10-ton dump -> pickup (1500) | | 3,978 | | |
| Unit#93: 1989 tractor -> skid-steer loader | | | 8,398 | |
| Unit #1: 1995 sedan | | | 4,000 | |
| Unit #81: 1996 1-ton pickup (3500) | | | | 4,660 |
| Unit#89: 1996 pickup (2500) | | | | 5,400 |
| <u>Pumping Plant</u> | | | | |
| SCADA upgrade | 3,197 | 61,468 | 20,000 | 10,000 |
| Station Equipment | 0 | 6,039 | 10,000 | 15,000 |
| <u>Collection System</u> | | | | |
| Meter replacement program | 20,996 | 3,629 | 11,000 | 5,000 |
| New/replacement mains | 5,500 | 0 | 0 | 0 |
| Infiltration/Inflow remediation | 112,695 | 93,301 | 50,000 | 100,000 |
| Service connections | 0 | 0 | 4,000 | 4,000 |
| <u>Collection Plant</u> | | | | |
| Wastewater Construction Project | 0 | 0 | 0 | 300,000 |
| <u>General Plant Improvements</u> | | | | |
| Keyes Road Facility | 0 | 0 | 5,000 | 6,000 |
| GIS support | 44,962 | 0 | 0 | 0 |
| Wastewater management plan | 0 | 148,671 | 175,000 | 25,000 |
| Misc. equipment | 0 | 0 | 2,000 | 2,000 |
| -continued- | | | | |

Town of Concord, Massachusetts

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| SEWER FUND | FUND # 60 |
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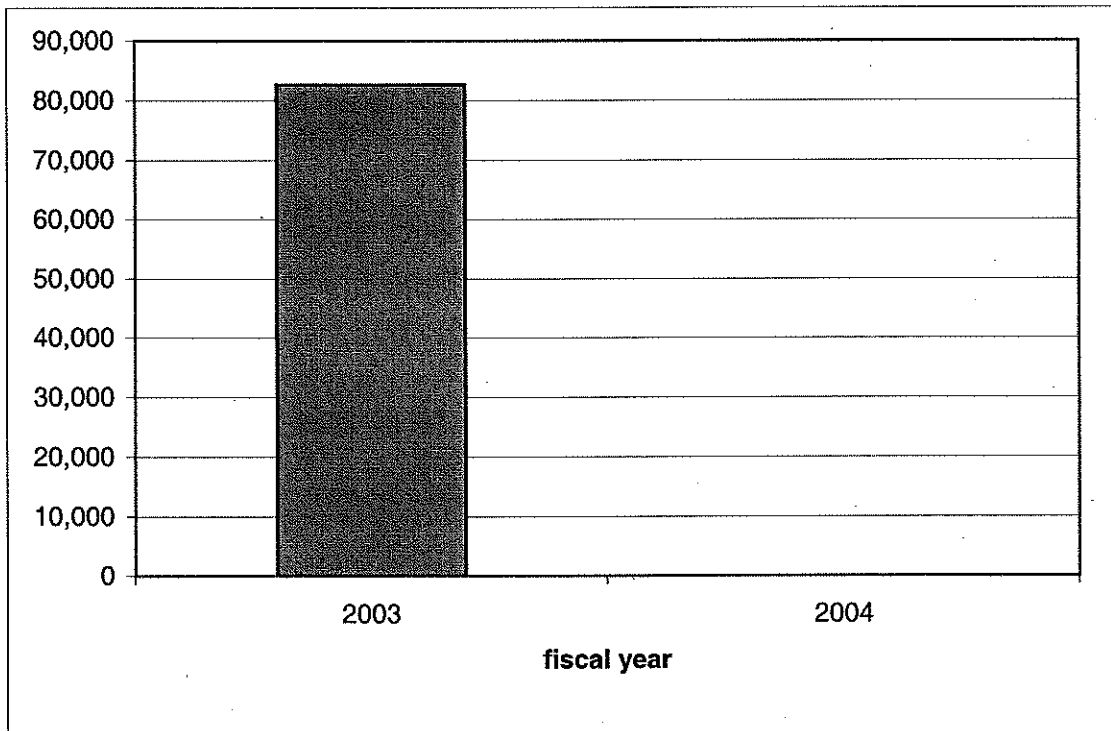
CAPITAL SPENDING PLAN (cont.)

| | FY01 Actual | FY02 Actual | FY03 Revised Budget | FY04 Estimate |
|--|----------------|----------------|---------------------------|------------------|
| Uses of Resources - continued: | | | | |
| <u>Miscellaneous Capital Items</u> | | | | |
| Computer software & hardware | 1,586 | 696 | 13,464 | 0 |
| <u>Capital Projects</u> | | | | |
| Keyes Rd. - CPW Facility | 0 | 7,780 | 0 | 0 |
| Subtotal | 192,732 | 341,971 | 302,862 | 477,060 |
| DIVISION - Wastewater Treatment Plant | | | | |
| <u>Structures</u> | | | | |
| Building equipment replacement | 57,807 | 0 | 30,000 | 30,000 |
| <u>Equipment</u> | | | | |
| Clarifier rehabilitation | 22,474 | 0 | 0 | 0 |
| Plant equipment replacement | 14,243 | 12,236 | 126,000 | 280,000 |
| Capacity assessment & optimization | 0 | 0 | 40,000 | 15,000 |
| NPDES river monitoring & permitting | 27 | 17,005 | 20,000 | 20,000 |
| Pilot: sludge dewatering | 19,871 | 0 | 0 | 0 |
| Subtotal | 114,422 | 29,241 | 216,000 | 345,000 |
| SEWER FUND - Combined Total | 307,154 | 371,212 | 518,862 | 822,060 |

Town of Concord, Massachusetts

Sewer Debt Service

| Fiscal Year | Principal | Interest | Total |
|-------------|-----------|----------|----------|
| 2003 | 80,000 | 2,700 | 82,700 |
| 2004 | <u>0</u> | <u>0</u> | <u>0</u> |
| Totals | \$80,000 | \$2,700 | \$82,700 |



Town of Concord, Massachusetts

**DETAIL OF GENERAL FUND SERVICES
PROVIDED TO SEWER FUND**

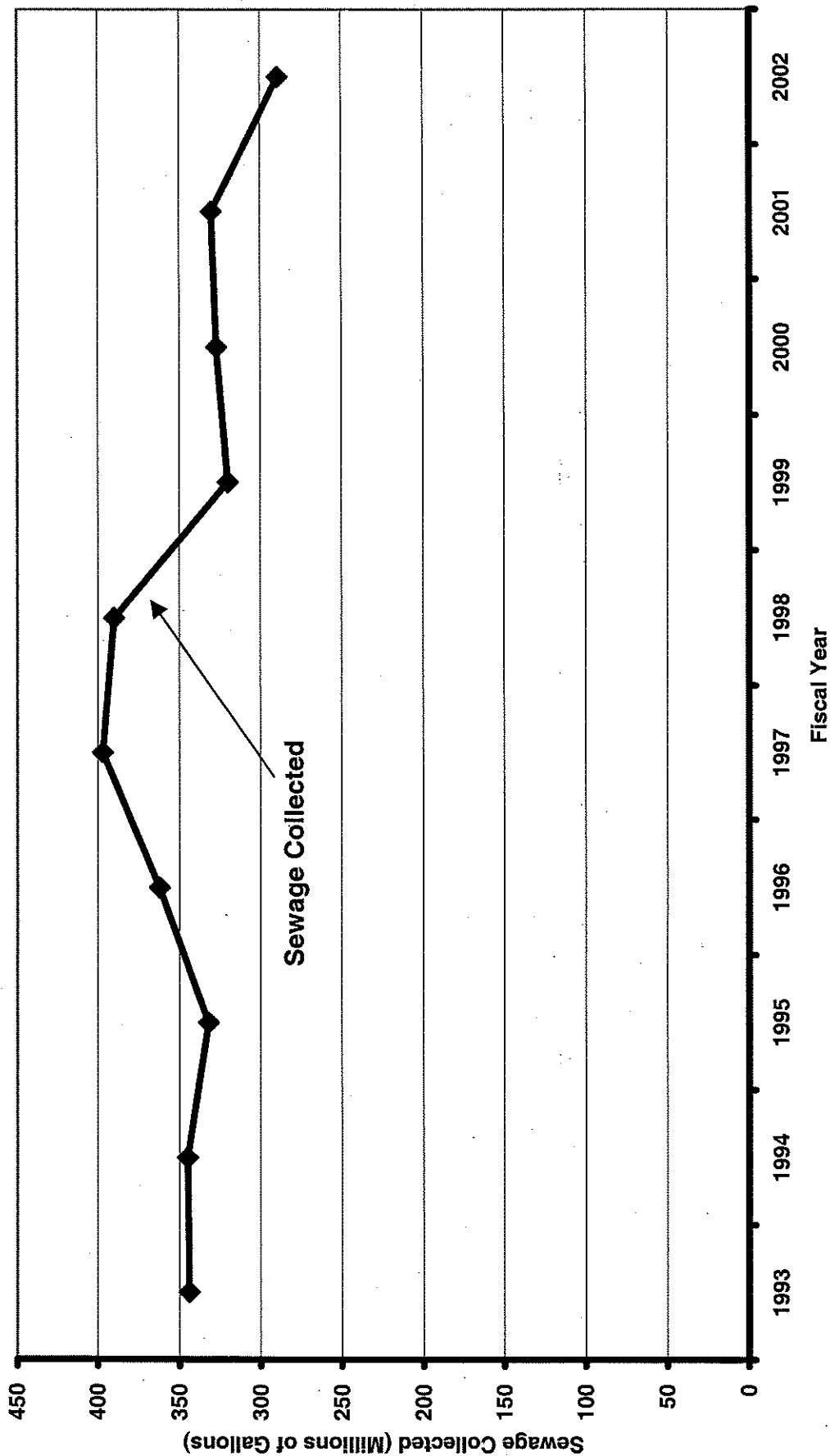
| | FY01 <u>Actual</u> | FY02 <u>Actual</u> | FY03 Revised <u>Budget</u> | FY04 <u>Estimate</u> |
|--|-----------------------|-----------------------|----------------------------------|-------------------------|
| Management & Engineering Services | | | | |
| Public Works Administration | 24,007 | 25,283 | 26,025 | 25,943 |
| Public Works Engineering | 10,959 | 11,868 | 11,960 | 12,067 |
| Highway Maintenance | 2,985 | 3,134 | 3,267 | 3,304 |
| 133/135 Keyes Road Facilities | <u>9,760</u> | <u>9,059</u> | <u>10,697</u> | <u>10,700</u> |
| | 47,711 | 49,344 | 51,949 | 52,014 |
| Financial & Administrative Services | | | | |
| Town Manager | 18,335 | 19,329 | 20,289 | 20,291 |
| Town Accountant | | | | |
| General Services | 10,360 | 12,145 | 10,600 | 10,338 |
| Audit Services | 1,600 | 3,225 | 5,160 | 5,160 |
| Finance Administration | 7,239 | 7,531 | 7,915 | 10,543 |
| Treasurer-Collector | 8,366 | 9,046 | 9,559 | 9,631 |
| Personnel Administration | 2,424 | 2,556 | 2,605 | 2,606 |
| Town House Facilities | <u>1,784</u> | <u>2,363</u> | <u>2,581</u> | <u>2,688</u> |
| | 50,108 | 56,195 | 58,709 | 61,257 |
| Natural Resource Protection | | | | |
| Planning | 3,987 | 4,298 | 4,542 | 4,562 |
| Natural Resources | 0 | 4,028 | 4,270 | 4,397 |
| Health | <u>3,646</u> | <u>12,390</u> | <u>19,892</u> | <u>20,292</u> |
| | 7,633 | 20,716 | 28,704 | 29,251 |
| Salary Reserve | | | | |
| Averages 4.0% of salaries (\$113,035) | <u>--</u> | <u>--</u> | <u>--</u> | <u>4,521</u> |
| | <u>105,452</u> | <u>126,255</u> | <u>139,362</u> | <u>147,043</u> |

Sewer Fund
Sewage Collected, Revenue, Expense, Operating Income, and Net Income
(FY93 - FY04)

| <u>Fiscal Year</u> | <u>Sewage Collected (Millions of Gallons)</u> | <u>Operating Revenue</u> | <u>Operating Expense</u> | <u>Operating Income</u> | <u>Net Income</u> |
|--------------------|---|------------------------------|------------------------------|-----------------------------|-----------------------|
| 1993 | 344 | \$1,055,000 | \$1,079,000 | (\$24,000) | (\$115,000) |
| 1994 | 345 | \$1,090,632 | \$1,002,565 | \$88,067 | \$10,512 |
| 1995 | 332 | \$1,176,533 | \$1,055,696 | \$120,837 | \$477,691 |
| 1996 | 362 | \$1,185,870 | \$1,068,667 | \$117,203 | \$162,119 |
| 1997 | 397 | \$1,313,849 | \$1,192,543 | \$121,306 | \$238,478 |
| 1998 | 390 | \$1,436,844 | \$1,359,850 | \$76,994 | \$202,346 |
| 1999 | 320 | \$1,321,791 | \$1,368,627 | (\$46,836) | \$113,906 |
| 2000 | 327 | \$1,485,703 | \$1,717,603 | (\$231,900) | \$20,312 |
| 2001 | 330 | \$1,611,968 | \$1,563,279 | \$48,689 | \$479,488 |
| 2002 | 289 | \$1,599,015 | \$1,483,104 | \$115,911 | \$289,265 |
| 2003 Prelim | | \$1,711,000 | \$1,669,489 | \$41,511 | \$284,811 |
| 2004 Budget | | \$1,710,000 | \$1,584,420 | \$125,580 | \$153,580 |

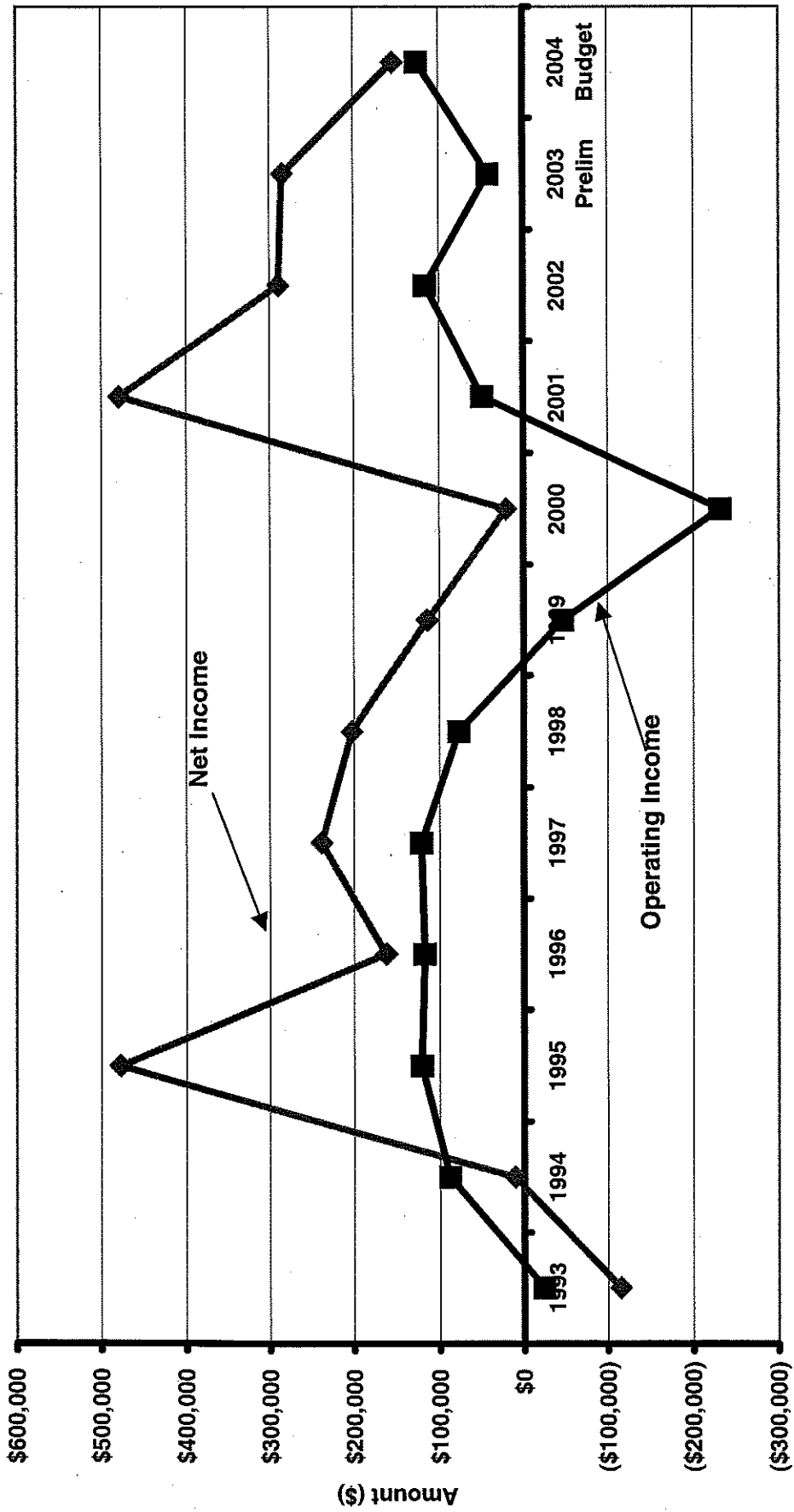
Town of Concord, Massachusetts

Sewer Fund
Sewage Collected (Millions of Gallons)



Town of Concord, Massachusetts

Sewer Fund
Operating and Net Income



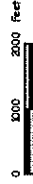
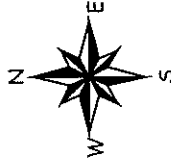
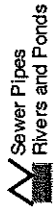
Fiscal Year

◆ Net Income ■ Operating Income

Town of Concord, Massachusetts



MUNICIPAL SEWER SYSTEM



This map was created by Concord Public Works. The information is provided as a reasonably accurate point of reference, but is not guaranteed and is not to be used for conveyances. The Town of Concord shall not be held responsible for the accuracy or misuse of this data.

March 25, 2002

