

Section II

Town Government Accounts

Section II Highlights**1: General Government**

- Funding for White Pond Management (see page 94)
- Sister Cities, and Concord Cultural Council support (see page 94)
- Half of Energy Conservation Coordinator salary covered by the General Fund (see page 104)
- Increased support for the Chamber of Commerce (see page 110)
- Town's share to operate & maintain 37 Knox Trail (see pages 112-113)
- Funding for additional elections anticipated in FY17 (see pages 114-117)

2: Planning & Land Management

- Moderate increase in funding for Regional Housing Services Office (see pages 122-125)
- Increase in hours for Assistant Building Inspectors (see pages 132-135)

3: Finance & Administration

- Banking and legal fees are proposed to increase (see pages 148-151)
- Increase for Audit Services to comply with new GASB rules (see pages 152-155)
- Funding of GIS Analyst position for IT (see 164-167)
- Increase in cost for payroll and accounting software licenses (see page 164-167)

4: Public Safety

- Increase in Overtime for Police Officers & Dispatchers (see pages 170-173)
- 2nd Ambulance Staffing (Decrease in use of Stabilization Fund) (see pages 174-177)
- Funding for new Dispatch Software License (see pages 180-181)

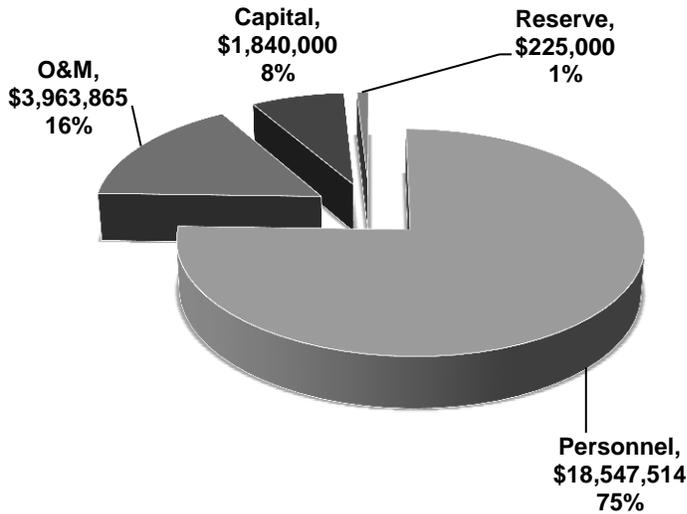
5: Public Works

- Increase for Snow/Ice removal (see pages 206-209)
- Additional capital funding for CPW equipment (see pages 212-213)

6: Human Services

- Substitute Library Staffing (see pages 226-229)
- Additional General Fund support for the Community Services Coordinator (see pages 230-233)
- Moderate increase in wage and hours for Outreach Coordinators (see pages 234-237)
- Increase in the General Fund share of the Recreation Director's salary (see pages 238-239)
- Increase in Veteran benefits due to more beneficiaries (see pages 244-245)

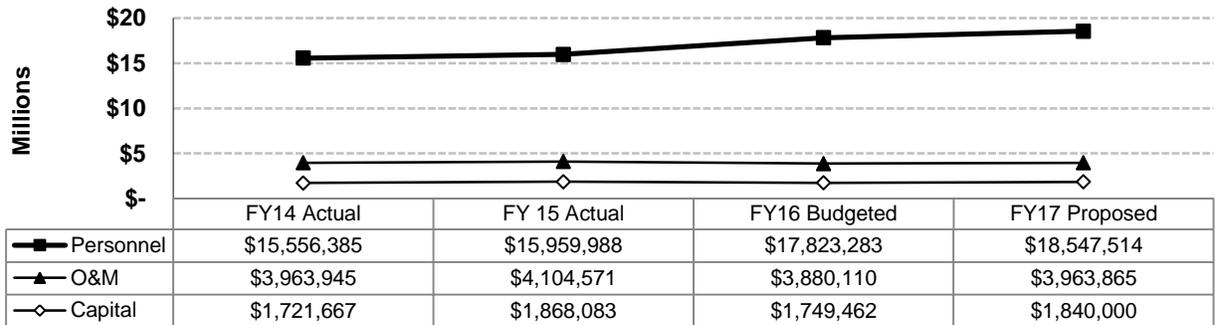
FY17 Proposed Budget Expenses



Budget Highlights:

- The FY17 Town Government General Fund Appropriated Budget is \$21,964,013. After including funds transferred in by the Town’s Enterprise Funds and other sources, the Total Budget is \$24,576,379.
- The FY17 Appropriated Budget is proposed to increase \$850,000 or 4.0%, with personnel expenses increasing by 4.8%, operations and maintenance (O&M) by 0.3%, and capital expense decreasing by 5.3%.
- The FY17 Total Budget is proposed to increase by \$898,524 or 3.8%, with personnel expenses increasing by 4.1%, O&M by 2.2%, and capital expenses by 5.2%.

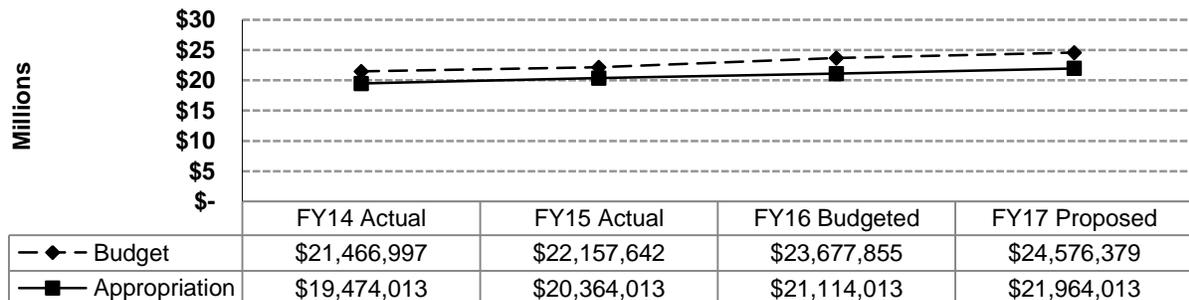
Town Government - Expense Categories History



Discussion: Personnel costs are the largest expense category of Town Government.

In this FY17 budget, Personnel expense represent 75.5% of the total budget, O&M represents 16.1%, and Capital represents 7.5% (the Reserve Fund appropriation of \$225,000 represents the remaining 0.9%).

Town Government - Budget and Appropriation History



Discussion: The Town Government budget and appropriation have generally shown a slight trend upward. The appropriation is funded through property taxes and is voted on at Town Meeting. The portion of the budget over and above the appropriation is funded by other sources, like transfers from the Town’s enterprise activities (Light, Water, Sewer, etc.), State and Federal Grants, or through gifts and donations.

The FTE discussion and analysis below

includes all Town operations other than the Town's business-type activities (i.e., the Electric, Water, Sewer, Solid Waste, and Beede Center funds).

FTE counts include all regular, part-time, temporary, and limited status Town Government employees regardless of funding source.

Overtime hours are not included in the FTE counts.

Full-Time Equivalents

A Full-Time Equivalent, or FTE, is calculated at 2,088 hours of employee service per year (40 hours per week times 52.2 weeks per year). For example:

- 1 employee @ 40 hrs./wk. year-round = 1 FTE
- 2 employees each @ 20 hrs./wk. year-round = 1 FTE.

FTE Discussion:

The FY17 proposed staffing levels represent an increase in Full-Time Equivalents (FTEs) of 2.67 over FY16 budgeted levels. Total Town Government FTEs are proposed to rise from to 227.08 to 229.75.

The changes are as follows:

- Facilities Management is proposing additional limited status hours for the Town Electrician (0.02 FTE).
- The Resource Sustainability account is proposing to fund (0.50 FTE) of the Energy Conservation Coordinator's salary. Previously this position was funded exclusively through the Concord Municipal Light Plant.
- The Visitors' Center proposes a slight decrease of limited status services (-0.09 FTE) in order to cover the annual expense of additional cleaning services.
- For the building at 37 Knox Trail (0.02 FTE) is proposed for Town Electrician hours.
- In the Elections account, it is proposed that the FY17 staffing level be increased by 1,023 hours for Election Officers and Technicians, due to the expectation that there will be 3 elections in FY17.
- Natural Resources is proposing an additional 100 hours for the Intern position.
- Due to an increased number of building permits the Inspections Division proposed to increase the combination of more hours for Part-time Building Inspectors, Assistant Plumbing, Gas, and Electrical Inspectors. This will result in an increase of (0.28 FTE).
- The 141 Keyes Rd. facility proposes to hire a Part-time Custodian, whose work had been done by a contracting cleaning service (0.50 FTE).
- The Assessors Division is proposing 75 hours to cover the expense of the clerk for compiling minutes.
- The Information Systems account proposes to add a GIS Analyst/Technician, a net increase of (0.41 FTE).
- The Parks & Trees Division proposes a decrease of (-0.18 FTE) as a result of staff being utilized by the Cemetery.
- The Cemetery Division is proposing a decrease of 1280 hours for Temporary workers and an addition of 695 hours of staff support from Parks & Trees, netting to a decrease of (-0.28 FTE).
- The Library is proposing an increase of (0.73 FTE) to fund additional Library Assistants and substitute staffing.
- Senior Services is proposing 271 additional hours for the Outreach Coordinators, this nets to an increase of (0.13 FTE).
- The Recreation Services Division is proposing to increase the General Fund support the Recreation Director position from 0.50 FTE to 0.75 FTE. The remaining salary is funded through the Rec. Fund & Beede Center.

Town Government Full-Time Equivalents (FTEs) Detail

Budget Unit	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-FY17 Change
1a Town Manager's Office	6.01	5.53	5.53	0.00
1b Human Resources	4.00	4.00	4.00	0.00
1c Facilities Management	1.00	2.00	2.02	0.02
1d Energy Conservation	0.00	0.20	0.50	0.30
1e Visitors' Center	0.13	0.13	0.04	-0.09
1f 37 Knox Trail	0.00	0.00	0.02	0.02
2 Legal Services	0.00	0.00	0.00	0.00
3a Elections	0.82	0.32	0.81	0.49
3b Registrars	0.10	0.10	0.10	0.00
4 Town Meeting and Reports	0.00	0.00	0.00	0.00
5a Planning	5.00	5.00	5.00	0.00
5b Natural Resources	3.86	3.86	3.91	0.05
5c Inspections	4.94	5.39	5.66	0.28
5d Health	4.04	4.16	4.16	0.00
6 141 Keyes Road	0.50	0.00	0.50	0.50
7 Finance Committee	0.00	0.00	0.00	0.00
8a Finance Administration	5.00	5.00	5.00	0.00
8b Treasurer-Collector	5.00	5.00	5.00	0.00
8c Town Accountant	5.25	5.50	5.50	0.00
8d Assessors	4.14	4.40	4.44	0.04
8e Town Clerk	3.45	3.45	3.45	0.00
9 Information Systems	3.25	3.34	3.75	0.41
10 Town House	1.02	1.02	1.01	0.00
11 Police Department	45.30	46.30	46.30	0.00
12 Fire Department	43.90	43.90	43.90	0.00
13 West Concord Fire Station	0.00	0.00	0.00	0.00
14 Police and Fire Station	0.50	0.03	0.03	0.00
15 Emergency Management	0.00	0.00	0.00	0.00
16 Animal Control Officer	0.00	0.00	0.00	0.00
17a CPW Administration	4.00	4.00	4.00	0.00
17b Engineering	7.10	7.00	7.00	0.00
17c Highway Maintenance	13.19	13.28	13.28	0.00
17d Parks and Trees	9.43	9.43	9.25	-0.18
17e Cemetery	1.47	1.47	1.19	-0.28
18 Snow and Ice Removal	1.77	1.77	1.77	0.00
19 Street Lighting	0.00	0.00	0.00	0.00
20 Public Works Equipment	0.00	0.00	0.00	0.00
21 Drainage	0.00	0.00	0.00	0.00
22 Sidewalks	0.00	0.00	0.00	0.00
23 Road Improvements	0.00	0.00	0.00	0.00
24 133 and 135 Keyes Road	1.00	1.00	1.00	0.00
25 Library	27.13	27.12	27.86	0.73
26a Human Services	0.00	1.48	1.48	0.00
26b Senior Services	8.50	8.93	9.06	0.13
26c Recreation Services	1.00	0.50	0.75	0.25
27 Harvey Wheeler Community	1.02	1.02	1.02	0.00
28 Hunt Recreation Center	1.00	1.00	1.00	0.00
29 Veterans' Services	0.38	0.45	0.45	0.00
30 Ceremonies	0.00	0.00	0.00	0.00
Totals	<u>224.20</u>	<u>227.08</u>	<u>229.75</u>	<u>2.67</u>

Town Government (Accounts 1 - 34) - Expense Categories by Function

	FY14 Actual	FY15 Actual	FY16 Budget	FY17 Proposed
General Government				
Personnel	\$ 2,083,101	\$ 2,142,258	\$ 2,261,885	\$ 2,371,508
O&M	\$ 688,525	\$ 688,036	\$ 613,940	\$ 588,869
Capital	\$ 69,914	\$ 128,552	\$ 447,962	\$ 462,500
Subtotal	\$ 2,841,539	\$ 2,958,847	\$ 3,323,787	\$ 3,422,876
Finance & Administration				
Personnel	\$ 1,588,436	\$ 1,618,178	\$ 2,003,784	\$ 2,037,891
O&M	\$ 669,901	\$ 772,322	\$ 731,412	\$ 791,406
Capital	\$ 354,818	\$ 200,907	\$ 197,000	\$ 215,000
Subtotal	\$ 2,613,155	\$ 2,591,407	\$ 2,932,196	\$ 3,044,297
Public Safety				
Personnel	\$ 7,331,917	\$ 7,471,956	\$ 8,109,146	\$ 8,099,528
O&M	\$ 714,325	\$ 720,776	\$ 667,925	\$ 681,518
Capital	\$ 171,526	\$ 320,319	\$ 272,000	\$ 255,000
Subtotal	\$ 8,217,769	\$ 8,513,051	\$ 9,049,072	\$ 9,036,046
Public Works				
Personnel	\$ 2,608,732	\$ 2,697,850	\$ 2,821,599	\$ 2,818,395
O&M	\$ 1,247,185	\$ 1,273,210	\$ 1,200,997	\$ 1,214,769
Capital	\$ 995,242	\$ 1,064,443	\$ 820,000	\$ 887,500
Subtotal	\$ 4,851,159	\$ 5,035,503	\$ 4,842,596	\$ 4,920,664
Human Services				
Personnel	\$ 1,854,208	\$ 1,957,890	\$ 2,259,735	\$ 2,364,484
O&M	\$ 644,009	\$ 640,226	\$ 655,836	\$ 672,303
Capital	\$ 130,168	\$ 153,860	\$ 12,500	\$ 20,000
Subtotal	\$ 2,628,384	\$ 2,751,976	\$ 2,928,071	\$ 3,056,787
Unclassified				
Personnel	\$ 89,991	\$ 71,856	\$ 367,133	\$ 855,708
O&M	\$ -	\$ 10,000	\$ 10,000	\$ 15,000
Capital	\$ -	\$ -	\$ -	\$ -
Reserve	\$ -	\$ -	\$ 225,000	\$ 225,000
Subtotal	\$ 89,991	\$ 81,856	\$ 602,133	\$ 1,095,708
Town Government Total	\$ 21,241,997	\$ 21,932,642	\$ 23,677,855	\$ 24,576,379

Town Government (Accounts 1 - 34) - Funding Plan

	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 21,109,013	89.2%	\$ 21,964,013	89.4%	4.1%
Light Fund	420,408	1.8%	429,880	1.7%	2.3%
Telecom Fund	24,667	0.1%	24,689	0.1%	0.1%
Water Fund	624,916	2.6%	627,909	2.6%	0.5%
Sewer Fund	213,853	0.9%	215,357	0.9%	0.7%
Swim and Fitness Center	69,674	0.3%	84,751	0.3%	21.6%
Solid Waste Fund	134,710	0.6%	135,690	0.6%	0.7%
Parking Meter Fund	128,536	0.5%	128,633	0.5%	0.1%
Recreation Fund	42,408	0.2%	89,138	0.4%	110.2%
Cemetery	169,503	0.7%	166,846	0.7%	-1.6%
Retirement	121,657	0.5%	126,070	0.5%	3.6%
Misc.	518,509	2.2%	533,403	2.2%	2.9%
Stabilization Fund	100,000	0.4%	50,000	0.2%	-50.0%
Totals	\$ 23,677,855	100.0%	\$ 24,576,379	100.0%	3.8%

Account Summary - General Government

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
1a Town Manager's Office	\$ 568,300	\$ 592,965	4.3%	\$ 376,637	\$ 369,362	-1.9%
1b Human Resources	358,567	362,294	1.0%	226,842	230,271	1.5%
1c Facilities Management	225,962	235,000	4.0%	225,962	235,000	4.0%
1d Resource Sustainability	75,000	118,433	57.9%	75,000	118,433	0.0%
1e Visitors' Center	27,426	32,635	19.0%	27,426	32,635	19.0%
1f 37 Knox Trail	-	25,000	0.0%	-	8,334	0.0%
2 Legal Services	225,000	225,000	0.0%	225,000	225,000	0.0%
3a Elections	54,229	39,289	-27.5%	52,164	34,815	-33.3%
3b Registrars	10,483	10,460	-0.2%	8,103	7,967	-1.7%
4 Meeting and Reports	81,550	44,900	-44.9%	81,550	44,900	-44.9%
5a Planning	536,102	544,570	1.6%	452,128	460,857	1.9%
5b Natural Resources	265,458	282,009	6.2%	211,537	228,799	8.2%
5c Inspections	441,573	461,727	4.6%	441,573	461,727	4.6%
5d Health	380,769	377,940	-0.7%	299,701	297,156	-0.8%
6 141 Keyes Road	73,368	70,654	-3.7%	73,368	70,654	-3.7%
Total	\$ 3,323,787	\$ 3,422,876	3.0%	\$ 2,776,991	\$ 2,825,910	1.8%

Account Summary - Finance and Administration

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
7 Finance Committee	\$ 3,410	\$ 3,410	0.0%	\$ 3,410	\$ 3,410	0.0%
8a Finance Administration	469,040	473,531	1.0%	\$ 281,410	\$ 284,105	1.0%
8b Treasurer-Collector	497,682	498,117	0.1%	\$ 282,809	\$ 283,744	0.3%
8c Town Accountant	406,591	417,091	2.6%	\$ 155,274	\$ 157,708	1.6%
8d Assessors	409,151	405,291	-0.9%	\$ 409,151	\$ 405,291	-0.9%
8e Town Clerk	241,590	243,696	0.9%	\$ 238,590	\$ 240,696	0.9%
9 Information Systems	777,112	873,850	12.4%	681,610	768,020	12.7%
10 Town House	127,620	129,311	1.3%	105,087	106,440	1.3%
Total	\$ 2,932,196	\$ 3,044,297	3.8%	\$ 2,157,341	\$ 2,249,414	4.3%

Account Summary - Public Safety

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
11 Police Department	\$ 4,320,902	\$ 4,323,848	0.1%	\$ 4,241,558	\$ 4,244,504	0.1%
12 Fire Department	4,385,385	4,355,821	-0.7%	\$ 4,279,385	\$ 4,299,821	0.5%
13 W. Concord Fire	60,062	40,289	-32.9%	\$ 60,062	\$ 40,289	-32.9%
14 Police and Fire Station	234,812	275,011	17.1%	\$ 234,812	\$ 275,011	17.1%
15 Emergency Management	22,810	15,077	-33.9%	\$ 22,810	\$ 15,077	-33.9%
16 Animal Control	25,100	26,000	3.6%	\$ 25,100	\$ 26,000	3.6%
Total	\$ 9,049,072	\$ 9,036,046	-0.1%	\$ 8,863,728	\$ 8,900,702	0.4%

Account Summary - Public Works

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
17a CPW Administration	\$ 379,387	\$ 378,050	-0.4%	\$ 184,968	\$ 184,155	-0.4%
17b Engineering	700,126	698,028	-0.3%	\$ 389,847	\$ 383,244	-1.7%
17c Highway Maintenance	1,327,103	1,317,732	-0.7%	\$ 1,298,187	\$ 1,288,605	-0.7%
17d Parks and Trees	742,595	758,213	2.1%	\$ 647,670	\$ 663,288	2.4%
17e Cemetery	234,617	230,530	-1.7%	\$ 68,114	\$ 66,684	-2.1%
18 Snow and Ice Removal	570,000	597,500	4.8%	570,000	597,500	4.8%
19 Street Lighting	74,000	74,000	0.0%	73,463	73,463	0.0%
20 Public Works Equipment	250,000	300,000	20.0%	250,000	300,000	20.0%
21 Drainage	205,000	205,000	0.0%	205,000	205,000	0.0%
22 Sidewalks	100,000	100,000	0.0%	100,000	100,000	0.0%
23 Road Improvements	90,000	90,000	0.0%	90,000	90,000	0.0%
24 133 and 135 Keyes Road	169,768	171,612	1.1%	101,305	102,263	0.9%
Total	\$ 4,842,596	\$ 4,920,664	1.6%	\$ 3,978,554	\$ 4,054,201	1.9%

Account Summary - Human Services

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
25 Library	\$ 2,060,562	\$ 2,107,963	2.3%	\$ 2,034,562	\$ 2,081,963	2.3%
26a Human Services	\$ 78,558	\$ 79,821	1.6%	\$ 9,000	\$ 21,217	135.7%
26b Senior Services	\$ 418,830	\$ 427,687	2.1%	\$ 336,889	\$ 343,870	2.1%
26c Recreation Services	50,000	97,568	95.1%	\$ 50,000	\$ 73,175	46.4%
27 HWCC	117,945	119,340	1.2%	\$ 117,945	\$ 119,340	1.2%
28 Hunt Recreation Center	117,281	130,042	10.9%	\$ 96,976	\$ 104,147	7.4%
29 Veterans	60,889	69,990	14.9%	\$ 60,889	\$ 69,990	14.9%
30 Ceremonies	24,006	24,376	1.5%	\$ 24,006	\$ 24,376	1.5%
Total	\$ 2,928,071	\$ 3,056,787	4.4%	\$ 2,730,267	\$ 2,838,078	3.9%

Account Summary - Unclassified

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
31 Town Employee Benefits	\$ 100,000	\$ 100,000	0.0%	\$ 100,000	\$ 100,000	0.0%
32 Reserve Fund	225,000	225,000	0.0%	225,000	225,000	0.0%
33 Salary Reserve	267,133 *	755,708	N/A	267,133	755,708	N/A
34 Land Fund	15,000	15,000	0.0%	15,000	15,000	0.0%
Total	\$ 607,133	\$ 1,095,708	80.5%	\$ 607,133	\$ 1,095,708	80.5%

* Original appropriation of \$643,404 in FY16; \$376,271 has been transferred to other accounts as of 12/23/15.

Mission Statement:

The **Mission Statement** provides the overarching purpose for the account.

The **Expenditure Summary** breaks down the total budget between the General Fund, and Other Funds (enterprise, stabilization, etc.). Included are the new proposed budget, the current budget, and the previous two fiscal years.

Expenditure Summary				
	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	The amount of the budget supported by the General Fund			
Other Funds	The amount of the budget supported by other funds			
Total Expenditures	The total budget			

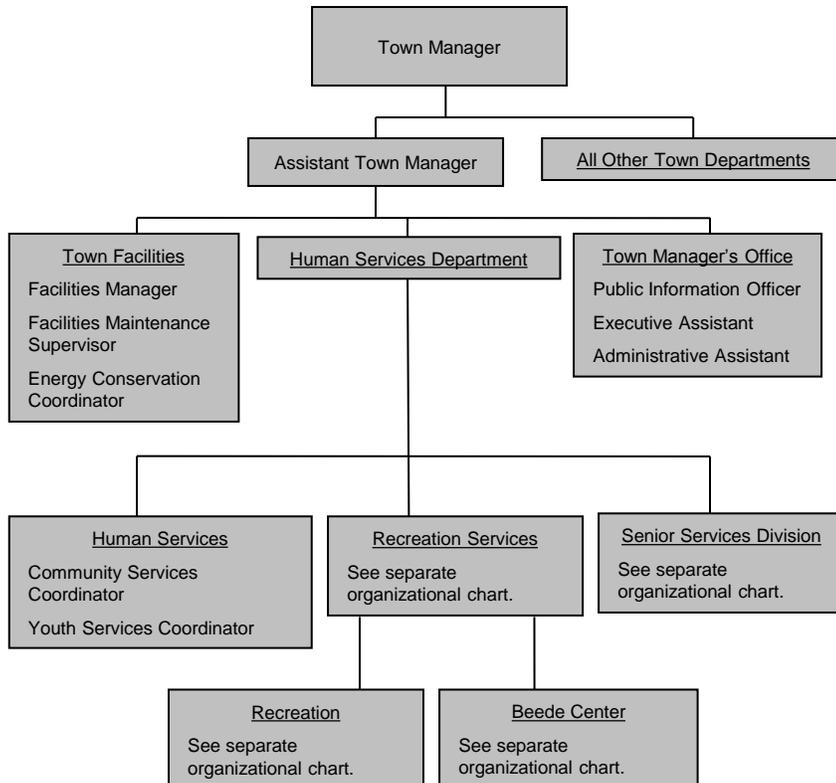
Budget Highlights:

The **Budget Highlights** section points out significant expenditures or changes in the upcoming fiscal year.

The first bullet point always reflects the proposed percent change in the **Operating Appropriation**, which is the dollar change from the previous fiscal year in terms of personnel, purchased services, supplies, and other charges. Please note this does not include capital expenditures. Also note that the Operating Appropriation does not factor in interfund transfers (support from enterprise or other funds).

Description:

The **Description** provides a background of the Department, which can include function, staffing, important committees, and structure within the Town.



The **Organizational Chart** shows the hierarchy of Town departments and divisions, as well as staff positions for the specific account.

Expenditure Detail

	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	Staffing and other related costs				
Purchased Services	Commonly include utility bills, professional services, and any other contractual agreement				
Supplies	Are the basic items, and small equipment needed to sustain operations				
Other Charges	Cover miscellaneous items, memberships, transportation, and conference registrations				
Capital Outlay	Items that are commonly over \$5,000 and have a useful life of at least two years				

Funding Plan

The Funding Plan breaks down the funding sources for the account by dollar value and percentage. Most of the accounts are funded through the General Fund, but a number of them include other funding sources which include the Town enterprises, the Community Chest, as well as gifts and grants.

Capital Outlay Plan

The Capital Outlay Plan shows the proposed 5-year schedule for capital expenses (that aren't debt supported). A complete Capital Outlay Plan can be found in Section II titled Capital.

Personnel Services Summary

		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Full Time Position - A position that requires 37.5 hours or 40 hours per week				
5112	Part Time Position - A position that requires less than 40 hours per week, but 20 hours or more per week				
5115	Limited Status Position - A position that is under 20 hours per week				
5120	Temporary Status Position - A full time or part time position for a temporary period of time				
5130	Overtime - Compensation for employees working longer than their specified weekly hours				

Program Implementation

This section covers the main focus of the upcoming budget. Included are major expenses, staffing changes, and key programs.

Performance Measures

Town Manager Goal: The overarching Town goal that applies, which should link to the mission statement.

Division Goal: The sub goal under the Town Manager Goal, that the division is trying to accomplish.

Objective: The purpose for the goal.

Measure: The specific measure used to support the goal, this can include surveys or other data.

Trend or Notes: Brief analysis on the results from the performance measure.

(Graphs/Tables): Where applicable, graphs and tables can be used to visualize the performance measure.

Mission Statement:

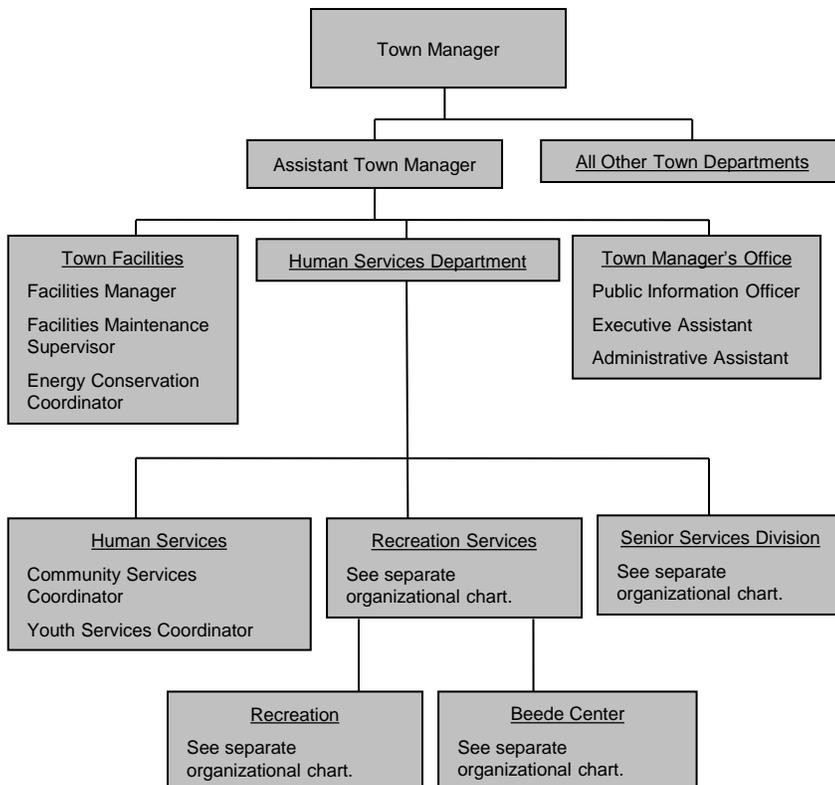
The mission of the Office of the Town Manager is to support the Town Manager and the Select Board in the performance of their executive, administrative and policy-setting duties as established by Massachusetts statutes, Town bylaws and the Concord Town Charter, as they provide leadership and support to the employees and residents of Concord in order to maintain and improve the quality of life for all in the community.

Budget Highlights:

- This budget represents a 4.4% *increase* in the operating appropriation from that of the FY16 budget.
- This budget showcases the newly organized and structured divisions within the Human Services Department, under the Assistant Town Manager.
- For FY17, \$2,000 is proposed to support the Concord Cultural Council to promote the local arts and \$1,000 for the Sister City program.
- This budget resumes the \$5,000 in capital expenditures to continue to improve upon the accessibility of public property for those with mobility issues and other disabilities – this initiative is in furtherance of the Town’s compliance with State and federal disability laws.
- \$20,000 is proposed for projects associated with the White Pond area.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 320,198	\$ 336,040	\$ 376,637	\$ 369,362
Other Funds	\$ 238,868	\$ 198,007	\$ 191,663	\$ 223,603
Total Expenditures	\$ 559,066	\$ 534,047	\$ 568,300	\$ 592,965



Description:

The Town Manager is appointed by the Select Board and serves as the Town’s Chief Executive Officer in accordance with the Town Charter.

The Select Board is comprised of five members elected to serve three-year terms. The Board acts as the primary policy-making body for the Town.

The office staff includes the Assistant Town Manager, an Executive Assistant to the Town Manager, the Public Information Officer, and an Administrative Assistant. The staff serves in furtherance of the mission, goals and objectives of the Town Manager and Board.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 516,837	\$ 457,635	\$ 521,359	\$ 523,983	\$ 523,983
Purchased Services	28,767	41,994	21,871	21,221	21,221
Supplies	2,812	4,095	3,800	5,095	5,095
Other Charges	10,269	15,733	16,270	42,666	37,666
Capital Outlay	381	14,590	5,000	35,000	5,000
Totals	\$ 559,066	\$ 534,047	\$ 568,300	\$ 627,965	\$ 592,965

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 376,637	66.27%	\$ 369,362	62.29%	-1.93%
Light Fund	98,286	17.29%	98,814	16.66%	0.54%
Water Fund	58,973	10.38%	59,289	10.00%	0.54%
Sewer Fund	29,488	5.19%	29,645	5.00%	0.53%
Solid Waste Disp. Fund	4,916	0.87%	5,483	0.92%	11.53%
Beede Fund	-		9,795	1.65%	0.00%
Recreation Fund	-		20,577	3.47%	0.00%
Community Chest	-	0.00%	-	0.00%	0.00%
Totals	\$ 568,300	100.00%	\$ 592,965	100.00%	4.34%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-2	ADA Compliance	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 5,000					

GENERAL GOVERNMENT: Town Manager

Item 1A

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 185,155	1.00	\$ 185,155
	Assistant Town Manager	1.00	\$ 107,817	1.00	\$ 107,817
	Public Information Coordinator	1.00	\$ 51,881	1.00	\$ 53,550
	Exec. Asst. to the Town Manager	1.00	\$ 78,075	1.00	\$ 78,217
	Administrative Assistant	1.00	\$ 60,429	1.00	\$ 61,242
	Sub Total	5.00 FTEs	\$ 483,357	5.00 FTEs	\$ 485,981
5199	Town Manager 401(a)	N/A	15,000	N/A	15,000
5120	Senior Employee Program	1111 hrs.	10,000	1111 hrs.	10,000
5130	Overtime	20 hrs.	1,002	20 hrs.	1,002
5157	Car Allowance	N/A	12,000	N/A	12,000
	Total	<u>5.00 FTEs</u>	<u>\$ 521,359</u>	<u>5.00 FTEs</u>	<u>\$ 523,983</u>

Program Implementation

- The FY17 budget recommendation provides funding for the Town Manager as well as the Assistant Town Manager, Executive Assistant to the Town Manager, Administrative Assistant and Public Information Officer whom together support the Town Manager and Select Board. Along with other responsibilities, the Assistant Town Manager oversees the newly formed Human Services Department which is comprised of Recreation Services (Recreation Programs and Beede operations), Senior Services (including the COA), and Human Services (including Youth, Community and Veteran’s Services). In addition, the Assistant Town Manager supervises the following Departments: Public Information, Facilities Management, Resource Sustainability, and Town Manager’s Office.
- The Public Information Coordinator in charged with enhancing the Town’s ability to communicate openly with the public. Over the past year, the Town has worked toward this goal by improving its presence on social media, and traditional print articles. This next fiscal year, the Town will be undertaking a complete government website overhaul, in order to keep the public informed on important Town activities, news and notices. The project is currently underway and the Town hopes to unveil a new website design by July of 2016. The Public Information Officer’s salary is partially subsidized by the various Town Enterprise accounts.
- Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$2,000); printing, postage, and legal advertising (\$5,000); and office supplies and stationery (\$2,200). Purchased Services also include management consulting services supporting the Town Manager’s and Selectmen’s Town-wide objectives (\$5,000). Also included is the support of the Concord Cultural Council and Sister Cities initiatives which support the local arts and humanities (\$3,000).
- Other expenses include the following: Town membership dues in the Massachusetts Municipal Association, Metropolitan Area Planning Council and other organizations (\$7,925); professional staff membership dues for similar organizations (\$2,945); professional conference registration fees (\$2,100); and out-of-state travel expense to attend the annual International City Manager’s Association conference (\$2,300).
- A \$10,000 capital outlay was requested for continued improvements related to Americans with Disabilities Act (ADA) requirements for accessibility to Town property. Due to limited resources, \$5,000 is recommended.

Town Manager Goal: To ensure quality Town Operational & Financial Management

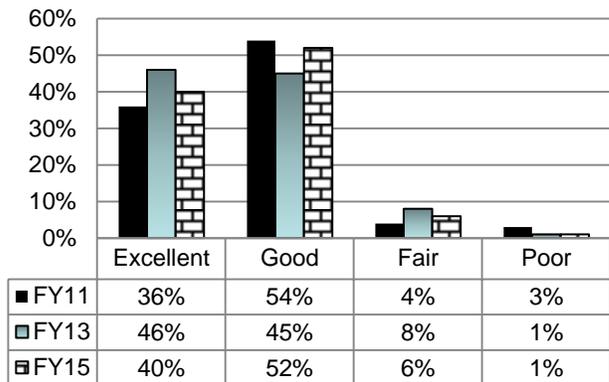
Division Goal: *To ensure that Town services are of the highest quality*

Objective: To measure citizen satisfaction with Town services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services provided by the Town as indicated with 92% of respondents replying with either "Excellent" or "Good".

Rating of Quality of Services provided by Town Government



Town Manager Goal: To ensure quality Town Operational & Financial Management

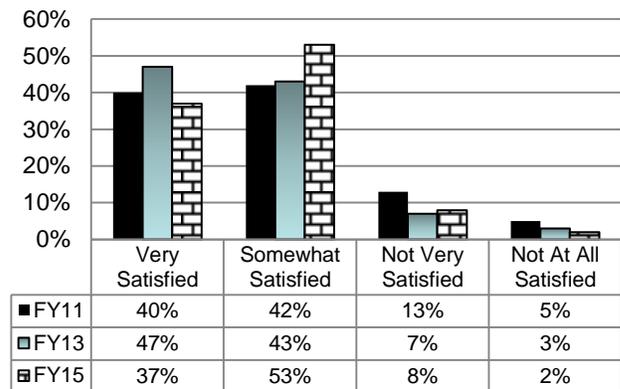
Division Goal: *To provide residents with quality services in relation to taxes paid*

Objective: To have a positive sentiment from the residents of the town with town services in relation to taxes.

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the level of services offered in relation to taxes paid. In FY15 90% of respondents were "Very Satisfied" or "Somewhat Satisfied" with the services in relation to taxes paid.

Satisfaction with Services in Relation to Taxes Paid



Town Manager Goal: To ensure quality Town Operational & Financial Management

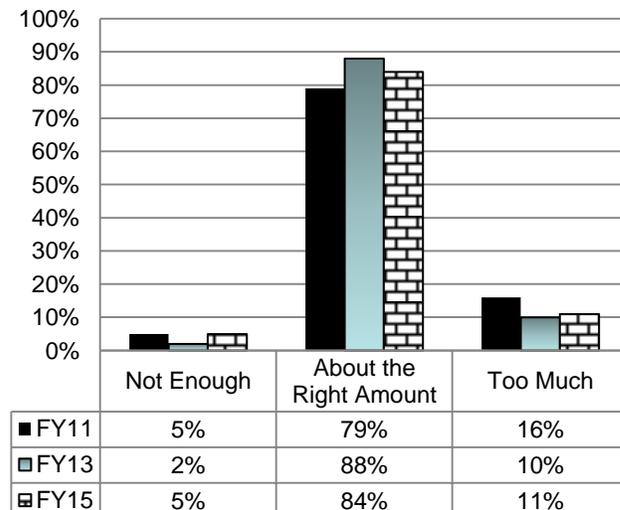
Division Goal: *To spend the right amount on Town Government Services*

Objective: To have a positive sentiment from the residents on the level of spending on Town Government Services.

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: In FY15 84% of the residents polled felt as though the Town was spending the right amount on Government Services.

Opinion of Amount Spending on Town Government Services



Mission Statement:

The mission of the Human Resources Department is to support achievement of Town-wide goals by encouraging a work environment that fairly, consistently, and lawfully develops and sustains a professional, productive, efficient, informed, and innovative workforce, and by providing quality administration and management of personnel matters, policies, and practices.

Budget Highlights:

- This budget represents a 1.0% *increase* in the operating appropriation from that of the FY16 budget.
- Personnel expenses are increased approximately \$4,000 for overtime related to a software conversion project and for regular salary increases.
- Other than personnel expenses, the budget represents nearly level funding in the operating appropriation from that of the FY16 budget.
- The School Department credit of \$1,375 funds the DOT-required drug and alcohol testing program for bus drivers, which is administered by HR (Human Resources).
- Other credits are based on the number of regular-status employees in each department multiplied by a service factor for that department.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 198,015	\$ 206,258	\$ 226,842	\$ 230,271
Other Funds	\$ 119,782	\$ 122,737	\$ 131,725	\$ 132,023
Total Expenditures	\$ 317,797	\$ 328,995	\$ 358,567	\$ 362,294

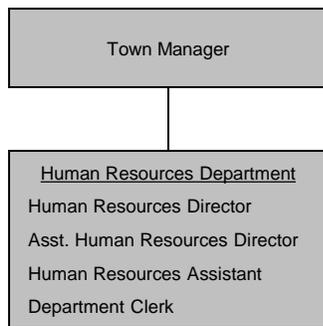
Description:

The Human Resources Department provides services to approximately 600 regular, limited, and temporary employees.

The Human Resources Department advises the Personnel Board, Town Manager, department managers, supervisors and employees on personnel matters, and assists in labor negotiations and contract administration.

The Human Resources Director serves on the Senior Management Team and consults regularly with the Town Manager on issues involving employee relations.

The Human Resources Department manages and administers a wide variety of programs and records related to employee compensation, recruitment, hiring, orientation, training, recognition, communication, benefits, performance management, job actions, termination, and retirement, while ensuring compliance with legal mandates and Town policies.



GENERAL GOVERNMENT: Human Resource Department

Item 1B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 261,899	\$ 295,975	\$ 310,897	\$ 314,799	\$ 314,799
Purchased Services	44,782	21,699	34,765	34,570	34,570
Supplies	1,476	1,639	2,000	2,000	2,000
Other Charges	8,728	9,681	10,905	10,925	10,925
Capital Outlay	913	-	-	-	-
Totals	\$ 317,797	\$ 328,995	\$ 358,567	\$ 362,294	\$ 362,294

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 226,842	63.26%	\$ 230,271	63.56%	1.51%
Light Fund	62,701	17.49%	62,673	17.30%	-0.04%
Water Fund	19,190	5.35%	18,946	5.23%	-1.27%
Sewer Fund	5,823	1.62%	5,748	1.59%	-1.29%
Solid Waste Fund	1,367	0.38%	1,349	0.37%	-1.32%
Recreation Fund	7,103	1.98%	13,030	3.60%	83.44%
Swim and Fitness Center	31,684	8.84%	26,745	7.38%	-15.59%
Retirement System	2,187	0.61%	2,157	0.60%	-1.37%
Schools	1,670	0.47%	1,375	0.38%	-17.66%
Totals	\$ 358,567	100.00%	\$ 362,294	100.00%	1.04%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Human Resources Director	1.00	\$ 125,948	1.00	\$ 125,948
	Assistant HR Director	1.00	74,256	1.00	74,256
	Human Resources Assistant	1.00	66,229	1.00	66,858
	Department Clerk	1.00	40,277	1.00	40,820
	Sub Total	<u>4.00 FTEs</u>	\$ 306,710	<u>4.00 FTEs</u>	\$ 307,882
5130	Overtime	88 hrs.	4,187	144 hrs.	6,917
	Total	<u>4.00 FTEs</u>	\$ 310,897	<u>4.00 FTEs</u>	\$ 314,799

Program Implementation
<ul style="list-style-type: none"> •The FY17 budget recommendation provides funding for 4 full-time positions: a Human Resources Director, Assistant Human Resources Director, Human Resources Assistant, and Department Clerk; funding is included in the recommended budget (\$6,917) for support staff overtime. •In FY17, staff will continue to spend significant time implementing new software that will replace an outdated human resources information system while automating collection and calculation of payroll data, time and attendance/leave recordkeeping, performance evaluations, and applicant tracking; this is an initiative that will take several years to implement all phases. •Purchased Services and Supplies support day-to-day operating expenses such as telephones, printing, office supplies and stationery, and \$15,000 for software maintenance. •Purchased Services also includes management consulting services supporting the Town Manager’s human resources-related objectives (\$9,500), staff training services to ensure department staff remain up-to-date with personnel laws and practices (\$1,140), and Town-wide staff training services to support continuing and emerging training needs, such as effective communication, harassment prevention, supervision, customer service, diversity awareness, and computer proficiencies (\$4,100). Funds needed to perform mandated drug and alcohol testing for employees with a commercial driver’s license are also included (\$3,045). •Other expenses include a modest allotment (about \$30 per regular-status employee) for the employee recognition program (\$8,450), dues for membership in the Massachusetts Municipal Personnel Association (\$250), the International Public Management Association (\$149) and the Society for Human Resource Management (\$190), professional conference registration fees (\$830), transportation fees related to attending training and conferences (\$630), and subscription fees for human resources publications (\$350).

Human Resources Programs

Program 1 - Personnel Operations:

Department Goal: To ensure quality Town Operational & Financial Management and support departments in achieving all other Town-wide goals.

Objective: To ensure that the Town’s personnel matters are managed appropriately.

Performance Measure 1: What has been accomplished in the past year.

The Human Resources (HR) Department provided services to approximately 600 regular, limited, and temporary employees on issues relating to: administering the Personnel Bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers’ compensation case management and administrative services; and designing and administering employee benefits programs. HR advised the Personnel Board and Town Manager on related issues; advised department managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

In 2015, HR staff: processed 1,206 applications for employment; managed 48 recruitments and new appointments; managed 29 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 39 work-related injury cases; prepared defense of 3 unemployment appeals; attended a MCAD conference in defense of a discrimination claim; verified and processed more than 882 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 2 contracts; made arrangements for an employee appreciation picnic attended by 231 employees and for an ice cream truck visit enjoyed by approximately 295 employees; coordinated 53 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 17 positions; partnered with Finance and IT to implement use of new software that will integrate human resources, payroll, time and attendance systems; ensured that summaries of the Massachusetts conflict of interest law were distributed to all employees and that they were notified of their obligation to complete training on the law; and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

Benefits administration activities included: development and distribution of notices regarding Affordable Care Act provisions, HIPAA requirements, health reimbursement account provisions, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan; processing of individual plan enrollments/changes; calculation and communication of 186 individual long-term disability subscriber rates; reevaluating police/fire injured-on-duty insurance coverage and administration services and implementing a more cost-effective plan with improved case management; evaluating parental leave provisions to implement policies consistent with the municipal employment market; and processing of 22 “Go the Extra Mile” Certificates and 9 gift-certificate awards in recognition of employee actions.

Programs organized included: an annual employee forum to share information regarding goals, initiatives and programs and address employee questions; trainings for supervisors regarding conducting performance evaluations, delivering difficult messages, and coping with workplace conflicts; training for new employees regarding harassment prevention; an employee benefits and wellness fair; and development of an employee wellness team.

Employment Data By Calendar Year					
	2011	2012	2013	2014	2015
Number Employed	583	597	593	621	614
Regular-Status Positions	280	280	281	283	293
Regular-Status New Hires	18	16	19	32	26
Regular-Status Separations	10	9	13	12	12
Regular-Status Retirements	6	3	6	10	12

Mission Statement:

The purpose of this funding is to allow for the coordination of the condition assessment of all General Fund-supported Town buildings, to prioritize building maintenance and repairs necessary to keep each building in good condition, and to provide a source of dedicated funds in order to carry out identified building improvements in a more coordinated, timely and efficient manner

Budget Highlights:

- This budget represents an 4.0% *increase* in the capital appropriation over that of the FY16 budget.
- The Town’s goal is to eventually budget Facilities Management at a level of approximately \$400,000 (equal to 2.75% of the replacement cost of the approximately \$14.8 Million invested in General Fund-supported Town buildings).
- In FY16, a Facilities Manager was hired to oversee the preservation and improvement of Town buildings. The Facilities Manager works under the direction of the Assistant Town Manager and supervises the Facilities Maintenance staff and contractors.
- The Town plans to gradually increase this budget to meet the above stated goal; however the FY17 budget recommends only a modest increase of \$15,000 (over FY16 as originally budgeted).
- An amount of \$12,000 is proposed to be allocated for the upkeep of Marshall Farm, \$8,000 for McGrath Farm.
- In FY17, the 37 Knox Trail Account has been budgeted in Item 1F (pages 112-113)

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 180,000	\$ 200,000	\$ 225,962	\$ 235,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 180,000	\$ 200,000	\$ 225,962	\$ 235,000

Description:

This funding structure for the capital maintenance of Town buildings was initiated in FY05. The Town Manager’s budget includes within each building appropriation account a small sum for the residing building manager to apply minor repairs and renovations as needed. Major renovation expenses are scheduled in the five-year debt authorization plan component of the Capital Improvement Program (CIP).

Studies of two ad-hoc committees, the Facilities Planning Committee (June 25, 2003) and the Joint School/Town Building Maintenance Study Committee (June 30, 2003), recommended that the maintenance of Town and School buildings be “comprehensively planned and managed,” with building maintenance budgets set as a percentage (2.75%) of replacement cost, and that all building maintenance be centralized under one administration, with dual reporting to the Select Board and School Committee.

As a result of these recommendations, and under a new funding structure, individual building managers shall retain some money for maintenance and repairs, but the Facilities Manager shall oversee Town building projects and their corresponding expenditures from a central building maintenance account. This accounts purpose is to fund building system assessments on a periodic basis, and carrying out emergency repairs and renovations as necessary.

It is planned in the proposed Capital Improvement Plan that this fund will be augmented through a period of five years. The funding of this account supports the salary of the Facility Manager, Facilities Maintenance Supervisor, and any hourly wages associated with the Town Electrician when his services are not charged to a specific project.

GENERAL GOVERNMENT: Facilities Management

Item 1C

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 180,000	\$ 200,000	\$ 225,962	\$ 235,000	\$ 235,000
Totals	<u>\$ 180,000</u>	<u>\$ 200,000</u>	<u>\$ 225,962</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Facilities Manager	0.00	\$ 84,641	1.00	\$ 95,000
	Facilities Maintenance Supervisor	1.00	\$ 77,563	1.00	\$ 77,563
	Total	1.00 FTEs	\$ 162,204	2.00 FTEs	\$ 172,563

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,962	100.00%	\$ 235,000	100.00%	4.00%
Totals	<u>\$ 225,962</u>	100.00%	<u>\$ 235,000</u>	100.00%	4.00%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-1	Town-Wide Building Improvements	\$ 220,000	\$ 235,000	\$ 290,000	\$ 295,000	\$ 325,000	\$ 340,000
	Totals	<u>\$ 220,000</u>	<u>\$ 235,000</u>	<u>\$ 290,000</u>	<u>\$ 295,000</u>	<u>\$ 325,000</u>	<u>\$ 340,000</u>

Buildings under Town Manager Jurisdiction Supported Fully or Partially from the General Fund						
Year Built	Major Renovation	Building	Replacement Value	Budget Goal	Other Funds	
1851	2002	Town House	\$ 2,708,280	\$ 74,500		
2002		Visitors Center	336,975	9,000		
1903	2003	Harvey Wheeler Community Center	2,998,988	82,500		
1960		Gun House	138,196	4,000		
1935	1987	Hunt Recreation Center	2,121,483	58,000	Recreation Fund	
1996		Field House (Lawsbrook)	62,826	1,700		
1992		133 Keyes Road (CPW)	2,442,236	67,000	Enterprise Fund	
1904	1994	141 Keyes Road	1,121,158	31,000		
1959	1996	Police/Fire Station (Walden)	2,051,930	56,000		
1932		West Concord Fire Station	862,750	24,000		
Total				<u>\$ 407,700</u>		

Mission Statement:

The purpose of this funding to promote efforts by the Town Government to achieve a first-class reputation for energy management. To do so, funding is provided to allow the Town to implement resource sustainability and conservation initiatives, which include renewable energy projects, material recycling programs, water conservation measures, energy efficiency improvements for Town buildings, and fuel efficiency purchases for the Town fleet.

Budget Highlights:

- This budget represents a 57.9% *increase* in the capital appropriation over that of the FY16 budget..
- The FY17 budget proposes to cover half of the salary of the Energy Conservation Coordinator to work on townwide energy efficiency projects and campaigns.
- The recommended funding level for the Resource Sustainability projects is \$150,000 by FY21.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 40,000	\$ 75,000	\$ 75,000	\$ 118,433
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 40,000	\$ 75,000	\$ 75,000	\$ 118,433

Description:

The Town adopted Administrative Policies and Procedures (APP) #59, Energy Management Policy, in June 2011 and APP #60, Sustainable Municipal Practices, in September 2011. With APP #59, the Town states its goal to strive to achieve a first-class reputation for energy management. In APP #60, the Town affirms its commitment to implementing sustainable environmental practices.

These broader guidelines are intended to implement a goal adopted by the Board of Selectmen in 2010 for the Town to achieve a 20% reduction in municipal energy consumption by Town buildings and streetlights from the 2008 level by July 1, 2015. As of January 1, 2016, 21% of Concord's energy will come from renewable sources. The Town's next benchmark is to have 30% of its energy be renewable by 2020.

Efforts to achieve reduced energy consumption for Town buildings are ongoing. With the initial availability of \$1.7 million of funds donated by the Alfred H. Sawyer Trust, the Town is now working toward allocating the remaining dollars available from that Trust for various energy conservation measures in Town-owned buildings.

It should be noted that the Resource Sustainability Fund will be available for initiatives associated with sustainability and conservation projects in addition to improving the energy efficiency of Town buildings and other efficiency construction measures.

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-5	Resource Sustainability Projects	\$ 75,000	\$ 75,000	\$ 95,000	\$ 120,000	\$ 145,000	\$ 150,000
	Totals	\$ 75,000	\$ 75,000	\$ 95,000	\$ 120,000	\$ 145,000	\$ 150,000

Resource Sustainability Programs

Town Manager Goal: Promote Sustainability of Resources

Program – Implement Sustainability Programs:

Objective: To promote the sustainable use of resources and implement conservation programs in the Town.

In an effort to promote the sustainable use of resources and implement conservation programs in the Town, the Town continues its efforts in the following ways:

- to upgrade lighting, control systems and HVAC systems and to weatherize Town buildings;
- to pursue renewable sources of energy both within the Town and through the Concord Municipal Light Plant;
- to track and report municipal energy use through Mass Energy Insight; and
- to prioritize the purchase of fuel efficient vehicles and environmentally preferable products.

Municipal Facility Energy Efficiency Initiatives

In FY16 and FY17, Sawyer Trust, Resource Sustainability, Green Communities and capital funds are expected to be used to upgrade the HVAC systems at the Department of Planning and Land Management building, and at the Ripley School Administration building. These funding sources will also be used to upgrade lighting at the libraries, the Wastewater Treatment Plant, 141 Keyes Rd and the middle schools. The Concord Municipal Light Plant plans to replace its aging HVAC system with more efficient equipment, and is replacing fluorescent ceiling fixtures with LED light panels.

Following the replacement of 65 high pressure streetlights in Concord Center with high efficiency LED streetlights in January of 2015, CMLP plans to replace the remaining street lights throughout Town with LED fixtures in FY17.

Solar Electricity Generation

The 1.7 MW solar array installed in 2014 on the site of the Town’s old landfill generates enough electricity every year to power 200 homes, meeting about 1% of the community’s electricity needs. An additional 5 MW of solar capacity will be installed on the W.R. Grace land by December of 2016. Solar arrays will also be installed on a number of municipal building rooftops in FY17. Finally, CMLP has signed its first Power Purchase agreement to buy power generated by a solar array located on a customer’s property – a 444 kW installation located at the Middlesex Green Industrial Park on Virginia Rd.

A Solar Challenge sponsored by the Comprehensive Sustainable Energy Committee, along with CMLP’s solar rebates, have spurred 238 Concord residents and businesses to install solar arrays on their properties, which provide some of the electricity they consume. The arrays total 2.3 MW of solar generation capacity.

High Efficiency Lighting Program for Businesses

Since CMLP launched its High Efficiency Lighting Program for businesses in 2012, 43 Concord businesses have replaced outdated lighting with more energy efficient equipment, saving over 2 million kilowatt hours per year. That’s enough to power 254 typical Concord homes.

Green Your Heat Program (GYHP)

From February 2015 through April 2016, the Town used Resource Sustainability Fund monies, state grant funding and CMLP funds to provide home energy audits and weatherization rebates of up to \$1,000 per home to help oil, propane and electric heating households make energy efficient construction improvements that will reduce their heating fuel consumption and costs. More than 125 Concord homeowners have taken advantage of the program.

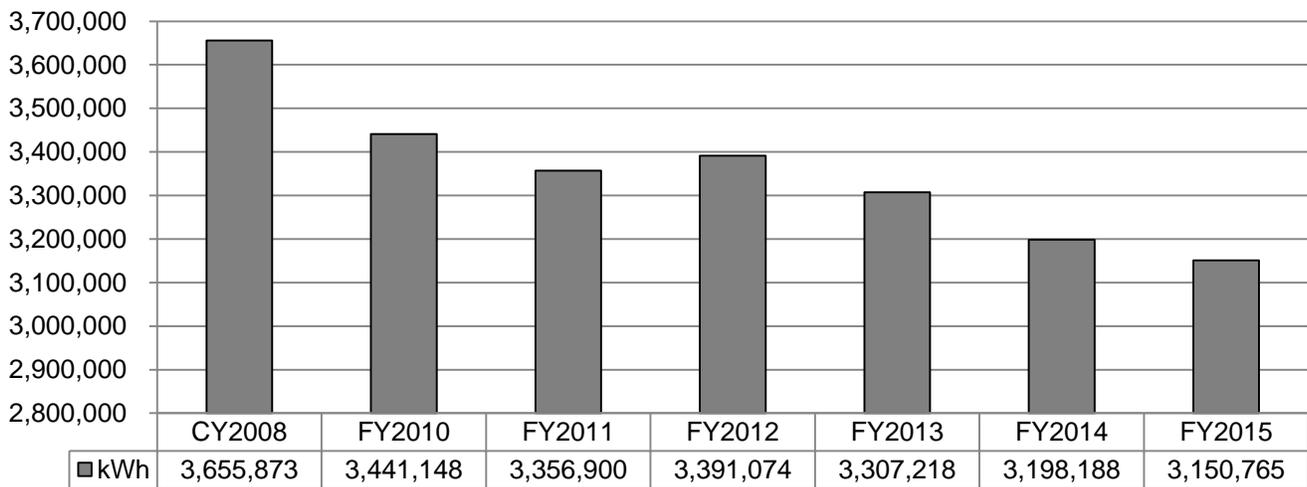
Electricity

Analysis: The 14% decline in electricity use since CY2008 reflects decreased use by some large users: Streetlight electricity use in FY12 is still 25% below CY2008 levels, even though electricity use for streetlights increased in FY12 compared to FY11. Electricity use at the Beede Center declined 23% from CY2008. This is likely due to a variety of major equipment and lighting upgrades. Decreases in usage by such a big user make a substantial contribution to the reduction seen for Municipal Facilities + Streetlights. Electricity use at the Main Library declined after problems with the air conditioning system were resolved in FY10.

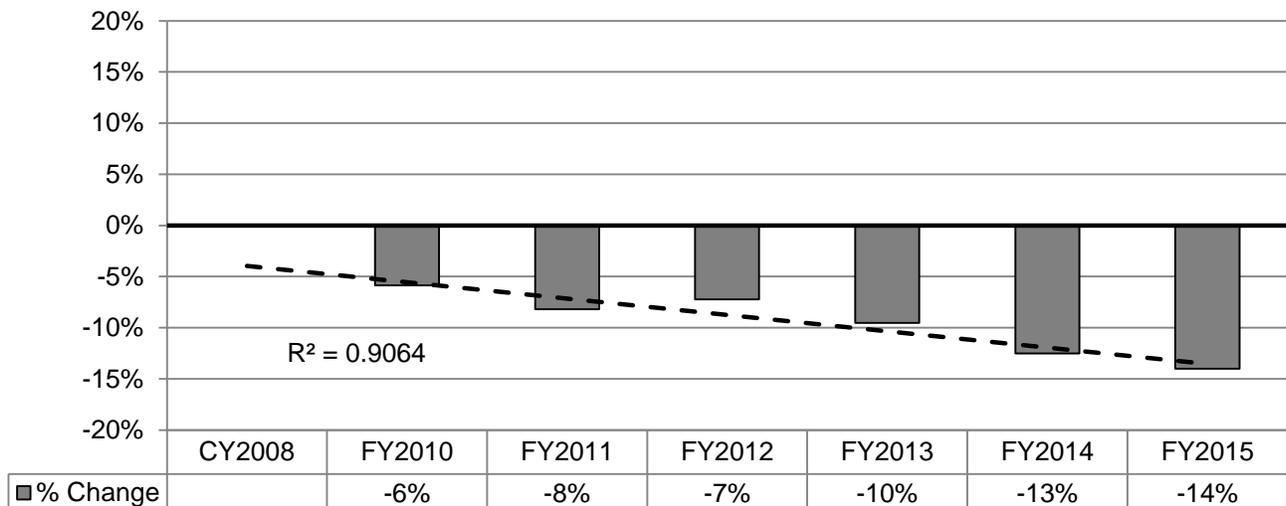
Lighting upgrades at 133 & 141 Keyes Rd, the Town House and the Public Safety building also reduced electricity consumption. The reduced use at Water/Sewer headquarters is due to a move away from all-electric heating to combined use of natural gas and electricity for heating. Upgrades to vehicle maintenance bay lighting and to exterior lighting fixtures at CPW headquarters contributed to the decline in electricity consumption there.

However, reductions in electricity use in the above buildings were offset somewhat by increases during the same period at buildings such as the Water/Sewer garage, the expanded Fowler Library, the Building at the Knoll. Energy consumed by the Town House chillers also increased during this period.

Townwide Electricity Output (kWh)



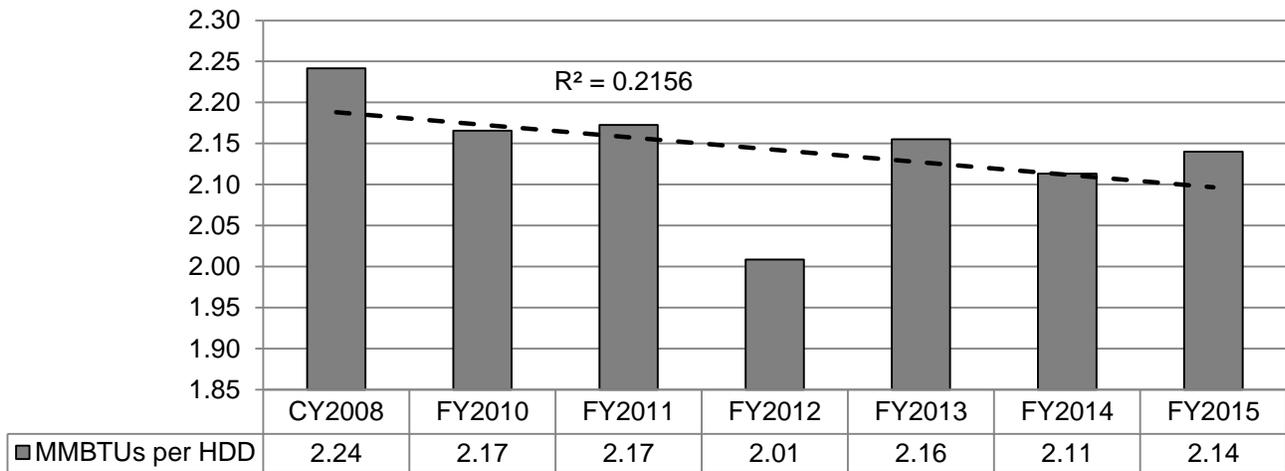
% Change in Electricity Output from Base Year (CY2008)



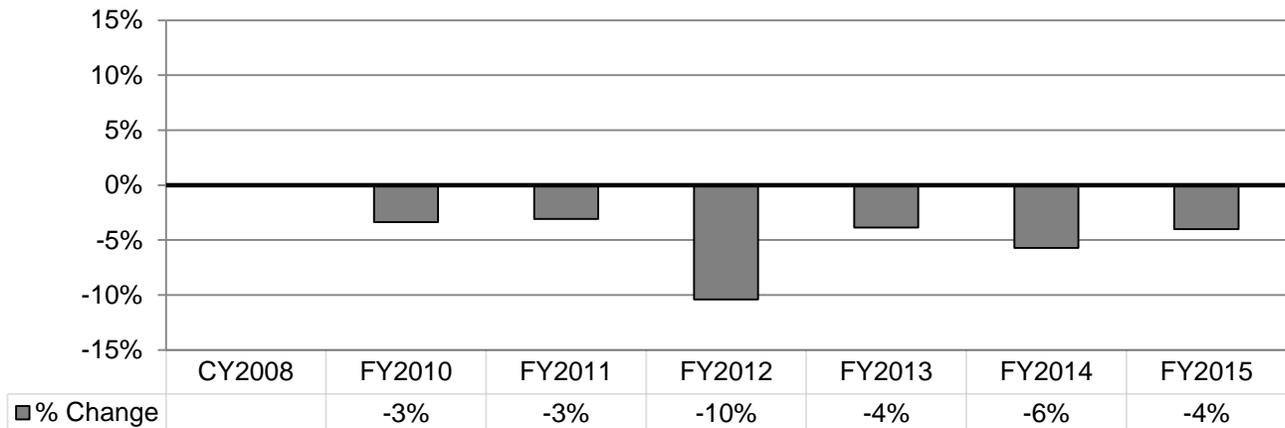
Natural Gas

The following charts illustrate natural gas consumption for town wide buildings. The graph on top shows the total British Thermal Units in Millions (MMBTU) used by town buildings, while the graph on the bottom factors in Heating Degree Days (HDD). Heating Degree Days are the number of degrees that a day's average temperature is below 65° Fahrenheit in which heaters may be needed. The total MMBTUs output by year is then divided by the total amount of degrees below 65° Fahrenheit to calculate the efficiency of the buildings. The HDD helps to calibrate against cold winters where more natural gas is needed to heat the buildings, so that it can serve to be a better measure of efficiency.

MMBTUs per HDD



% Change in MMBTUs/HDD from Base Year (CY2008)



Analysis: The 4% decline in heating energy use per heating degree day observed in municipal facilities since CY2008 has been driven primarily by heating system upgrades (West Concord Fire Station, Public Safety Building, Hunt Gym, Harvey Wheeler Community Center, Fowler Library), building envelope improvements (West Concord Fire Station, Town House), and diversion of heat generated in the server rooms at CMLP to heat the rest of the building .

However, reductions in heating energy use in the above buildings were offset somewhat by increases during the same period at buildings such as the Beede Center, the Main Library and 141 Keyes Rd.

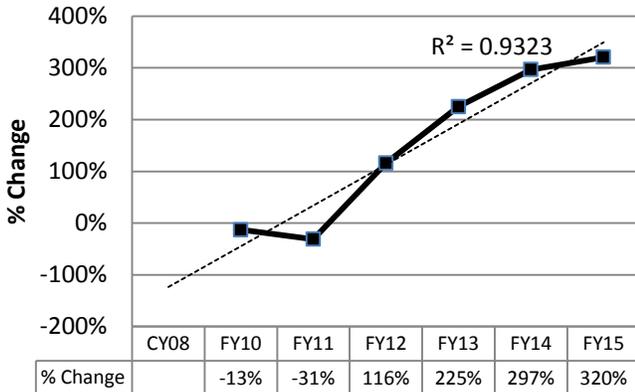
Beebe Center, Fowler Library Branch & Street Light Energy Consumption

Beebe Center Utility Performance							
Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	45,634	7.17			1,247,760		
FY2010	43,159	7.14	0%	0%	1,229,040	-2%	-2%
FY2011	39,179	5.96	-17%	-17%	1,245,120	0%	1%
FY2012	39,983	7.39	3%	24%	1,187,240	-5%	-5%
FY2013	53,632	8.52	19%	15%	1,029,120	-18%	-13%
FY2014	57,757	8.17	14%	-4%	910,800	-27%	-11%
FY2015	62,902	8.90	24%	9%	956,760	-23%	5%

Analysis: In August 2014, the existing conventional boilers were replaced with three new high efficiency condensing domestic water heaters, and three high efficiency condensing boilers for pool water heating. A building-wide energy management system was installed at the same time. The new domestic hot water heaters and boilers were projected to save 5,300 therms of natural gas per year. However, natural gas consumption in Oct - Dec 2014 was only slightly lower than in Oct - Dec 2013. This is because when the boilers were started up, they were set to 180°F. They weren't lowered to 140°F until January 2015.

Two new static plate dehumidification units were installed in November/December 2014. They replaced one old unit. The two new dehumidification units were projected to save 88,000 kWh of electricity and 3,900 therms of natural gas per year. However, both electricity and natural gas usage went up fairly dramatically in January - June of 2015, compared to the same period the year before.

Fowler Library: % Change in Electricity Use from Base Year

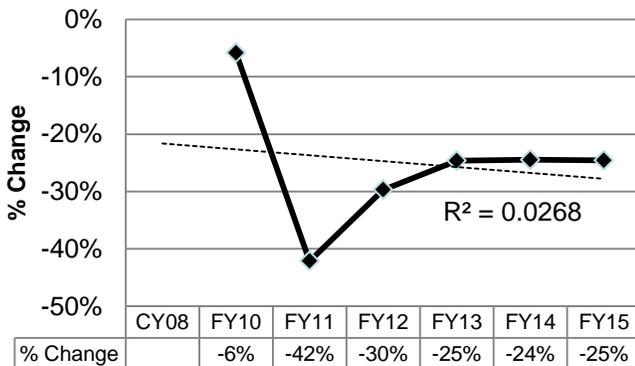


Analysis: Year-long use of the central Liebert dehumidifier likely explains, at least in part, the increase in electricity use from FY13 to FY14.

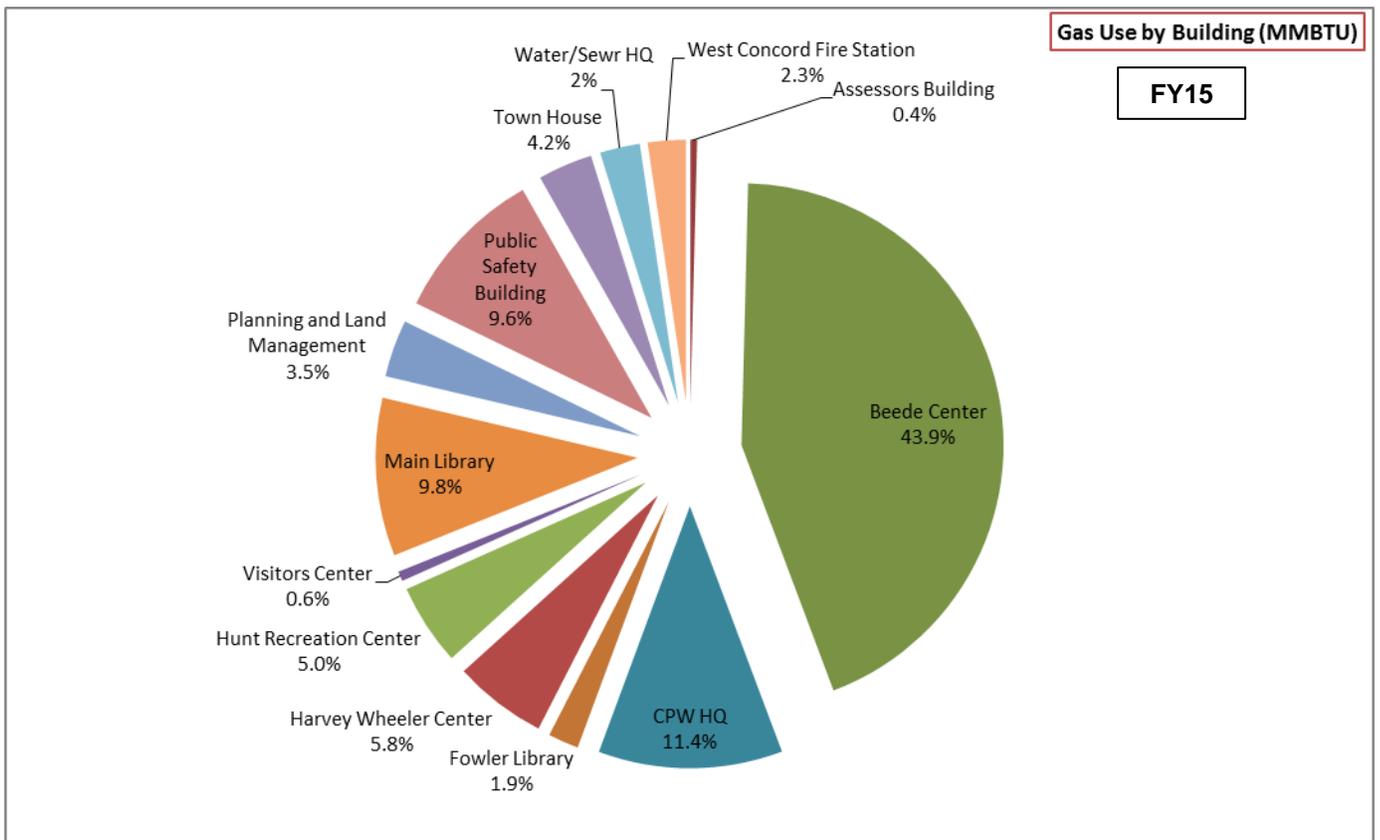
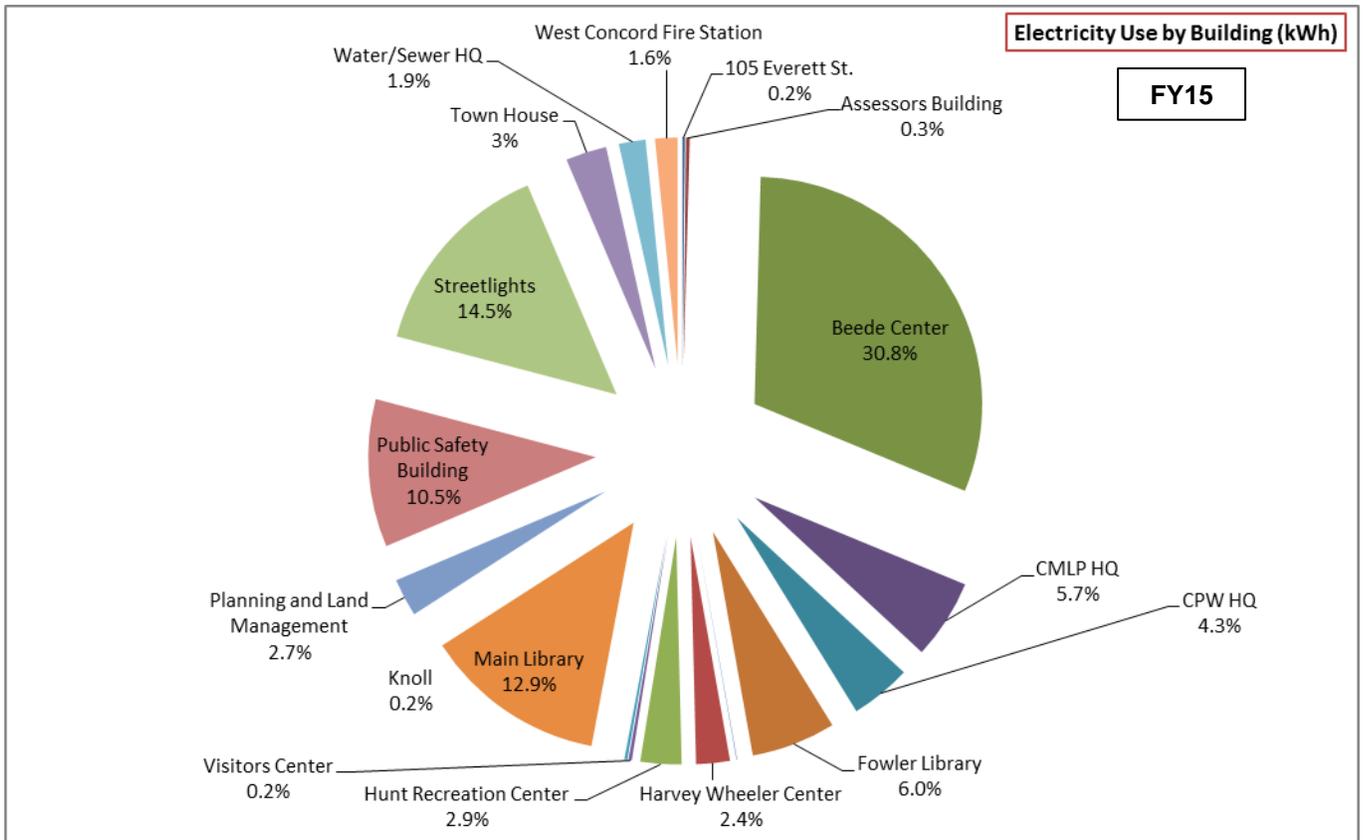
The 18 year old 6.5 ton and 5 ton roof top units used for cooling were replaced in with high efficiency units in November 2014, which would explain why electricity consumption declined in April - September 2015, compared to the same months the previous year.

More analysis will need to be done in assessing the increase in electricity consumption.

Street Lighting: % Change in Electricity Use from Base Year



Analysis: The significant, year-over-year declines in energy use for street lighting in FY10 and FY11 likely reflect both the installation of more efficient lighting and the removal of streetlights. The increase in energy use for street lighting in FY12 likely reflects the re-installation of some streetlights, per Town Meeting vote.



Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Visitors Center and Restroom in an efficient and cost-effective manner, to provide free public restroom service in the same manner, and to provide space for an information services program.

Budget Highlights:

- This budget represents a 21.0% *increase* in the operating appropriation from that of the FY16 budget.
- Daily restroom cleaning of this greatly used facility remains a high priority, with cleaning costs split between part-time staff and contract cleaning.
- Additionally, a specialty commercial-grade cleaning company has been retained by the Town to steam clean and disinfect the most-used areas for the building on a weekly basis. The company uses a specialty power-washer mixed with boiling water and commercial-grade disinfectants and solvents.
- An additional \$2,500 is proposed in the FY17 budget is proposed for general support to the Concord Chamber of Commerce.
- Additional funds have been allocated to replace the existing faucets and toilets with low-flow, automatic counterparts.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 24,328	\$ 24,489	\$ 27,426	\$ 32,635
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 24,328	\$ 24,489	\$ 27,426	\$ 32,635

Description:

This account provides for utility costs, daily restroom cleaning expenses, and building maintenance expenditures for the Visitors' Center/Public Restroom Facility located on Main Street. The Concord Chamber of Commerce is currently a tenant in the Visitors' Center portion of the building, in their forth year of a 10-year lease agreement. The Chamber compensates the Town for a proportionate share of natural gas and electric costs for the building, and is responsible for cleaning costs within its occupied space. Care and maintenance of the facility is coordinated by the Assistant Town Manager through the Facilities Division. The public restrooms are open 365 days-a-year and are cleaned and re-stocked with supplies twice daily.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	739	0.12			8,371		
FY2010	594	0.10	-15%	-15%	7,615	-9%	-9%
FY2011	992	0.15	30%	54%	8,336	0%	9%
FY2012	624	0.12	-1%	-24%	9,167	10%	10%
FY2013	743	0.12	2%	2%	7,462	-11%	-19%
FY2014	813	0.12	-1%	-3%	8,171	-2%	10%
FY2015	868	0.12	6%	7%	7,217	-14%	-12%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

GENERAL GOVERNMENT: Visitors Center Restroom

Item 1E

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,548	\$ 2,824	\$ 3,915	\$ 1,175	\$ 1,175
Purchased Service	13,927	14,311	18,091	26,106	26,106
Supplies	2,454	2,310	2,920	2,854	2,854
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	4,400	5,045	2,500	5,000	2,500
Totals	<u>\$ 24,328</u>	<u>\$ 24,489</u>	<u>\$ 27,426</u>	<u>\$ 35,135</u>	<u>\$ 32,635</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 27,426	100.00%	\$ 32,635	100.00%	18.99%
Totals	<u>\$ 27,426</u>	100.00%	<u>\$ 32,635</u>	100.00%	18.99%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-4	Building Improvements	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	Totals	<u>\$ 2,500</u>					

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Limited Status (custodian)	261 hrs.	\$ 3,915	78 hrs.	\$ 1,175
	Totals	<u>0.13 FTEs</u>	<u>\$ 3,915</u>	<u>0.04 FTEs</u>	<u>\$ 1,175</u>

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the 37 Knox Trail in an efficient and cost-effective manner, to provide office space for municipal and school administration.

Budget Highlights:

- This is a new budget account proposed for FY17 to provide funding to the recently acquired building at 37 Knox Trail.
- \$5,000 is proposed for building maintenance projects.
- Of the \$25,000 budget, \$8,334 is proposed to be appropriated from the General Fund. The RHSO and School Department will cover the remaining \$16,666 for the operations of the facility.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ -	\$ -	\$ -	\$ 8,334
Other Funds	\$ -	\$ -	\$ -	\$ 16,666
Total Expenditures	\$ -	\$ -	\$ -	\$ 25,000

Description:

This account provides for utility costs, and building maintenance expenditures for the facility located on 37 Knox Trail Rd. The school Transportation Department is currently a tenant in the building, with room for other potential municipal tenants. The Town hopes to located its newly formed Facilities Management Division within the Knox Trail building and to utilize the additional space within its footprint for outreach efforts, recreation and community services endeavors. Additional uses for the facility shall be studied in depth over the next fiscal year by the Facilities Manager for future use recommendations.

GENERAL GOVERNMENT: 37 Knox Trail

Item 1F

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ 4,294	\$ 4,294
Purchased Service	-	-	-	14,356	14,356
Supplies	-	-	-	1,350	1,350
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	-	-	-	10,000	5,000
Totals	\$ -	\$ -	\$ -	\$ 30,000	\$ 25,000

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ -	0.00%	\$ 8,334	33.34%	0.00%
RHSO	\$ -	0.00%	\$ 3,333	13.33%	0.00%
Schools	\$ -	0.00%	\$ 13,333	53.33%	0.00%
Totals	\$ -	0.00%	\$ 25,000	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-5	Building Improvements	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Electrician	0 hrs.	\$ -	50 hrs.	\$2,500
5130	Overtime	0 hrs.	-	52 hrs.	\$1,794
	Total	0.00 FTEs	\$ -	0.05 FTEs	\$4,294

Mission Statement:

The mission of Legal Services is to provide the highest quality of legal services at the lowest feasible cost.

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY16 budget.
- The FY17 budget proposal assumes that no major litigation matters will arise.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 217,788	\$ 174,280	\$ 225,000	\$ 225,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 217,788	\$ 174,280	\$ 225,000	\$ 225,000

Description:

This budget provides for the cost of Town Counsel’s services. The Town Manager appoints Town Counsel annually, subject to the approval of the Select Board. Town Counsel’s term of office begins on the first day of June.

Town Counsel serves as legal adviser to the Town and all of its officers, boards, and committees. Town Counsel initiates, defends, and negotiates for settlement all suits, claims, actions, and proceedings on behalf of, and brought against, the Town. The Town Manager, with the approval of the Select Board, also may retain Special Counsel whenever this is deemed to be in the best interest of the Town.

It has been the Town’s practice to appoint as Town Counsel a senior partner in a firm having a wide range of legal expertise, as the scope of legal matters arising in the conduct of the Town’s business is very broad.

Mr. William Lahey of the firm of Anderson & Kreiger LLP is presently appointed as Town Counsel.

Expenses through six-months of the current fiscal year total approximately \$58,591 and are on track to be under budget. Assuming that no major new litigation matters will arise and because of budget constraints, the proposed FY17 Legal Services budget is level funded at the FY16 level.

GENERAL GOVERNMENT: Legal Services

Item 2

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	217,788	174,280	225,000	225,000	225,000
Totals	<u>\$ 217,788</u>	<u>\$ 174,280</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	100.00%	\$ 225,000	100.00%	0.00%
Totals	<u>\$ 225,000</u>	100.00%	<u>\$ 225,000</u>	100.00%	0.00%

Legal Services' Expense History				
Fiscal Year	Original Budget	Reserve Fund Transfer	Adjusted Budget	Expended
2005	250,000	-	\$ 250,000	206,699
2006	250,000	-	\$ 250,000	165,323
2007	250,000	5,000	\$ 255,000	254,622
2008	250,000	136,000	\$ 386,000	379,794
2009	250,000	-	\$ 250,000	219,565
2010	225,000	-	\$ 225,000	204,861
2011	225,000	-	\$ 225,000	224,887
2012	225,000	-	\$ 225,000	215,806
2013	225,000		\$ 225,000	202,104
2014	225,000		\$ 225,000	217,788
2015	225,000		\$ 225,000	174,280
2016 Budgeted (Status thru 12/30/15)	225,000	-	\$ 225,000	58,591

*FY16 expended amount (\$58,591) reflects costs through only 6 months.

Mission Statement:

The mission of Elections is to conduct all elections fairly and efficiently, while working to maximize voter turnout and judiciously administering all appropriate campaign finance laws.

Budget Highlights:

- This budget represents a 104.3% *increase* in operating appropriation from that of the FY16 budget, due to the increase in the number of scheduled elections. In FY16, there was a one-time capital expense to purchase voting machines.
- Three elections are scheduled for FY17 compared to two combined on one day in FY16. Several changes to election law will be implemented during FY17, particularly early voting, which we anticipate will have an impact on staffing and workload in the weeks leading up to the November election. State regulations about the changes are under development, so the exact impact is yet to be determined.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 15,270	\$ 25,714	\$ 52,164	\$ 34,815
Other Funds	\$ -	\$ 4,131	\$ 2,065	\$ 4,474
Total Expenditures	\$ 15,270	\$ 29,845	\$ 54,229	\$ 39,289

Description:

Through the Elections budget the Town Clerk (1) organizes and conducts elections in Concord for local, state, and federal offices, as well as for local and state ballot questions; and (2) administers the State’s Campaign Finance Law as it relates to Town candidates and ballot questions.

In FY16, the Town budgeted for dual elections on one day—Presidential Primary and Annual Town Election. This combination saved the Town approximately \$8,800. In FY17, we are budgeting for three separate elections—State Primary, State/Presidential Election, and Annual Town Election. For State Elections, Concord is reimbursed for 3 hours per election, under the “Uniform Polling Hours Law” of 1983. In FY17, this reimbursement amounts to \$4,474. New voting equipment will be purchased in FY16 and will be put into service for the FY17 elections. An additional \$1,000 is included to cover anticipated staffing costs for early voting for the Presidential Election. Concord voter turnout for Presidential Elections is traditionally excellent (85%-91% in recent years—among the highest turnouts in the Commonwealth). Voter turnout for selected recent elections is noted below.

Date	Election	Turnout	% Registered Voters
March 31, 2015	Annual Town Election (no contests)	477	4%
Nov. 4, 2014	State Gubernatorial Election	8,274	64%
Sept. 6, 2014	State Primary	3,119	25%
June 25, 2013	Special State Election (U.S. Senate)	5,325	42%
Nov. 6, 2012	General Election (Presidential)	11,055	85%
March 6, 2012	Presidential Primary	2,973	24%

GENERAL GOVERNMENT: Elections

Item 3A

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 8,421	\$ 19,246	\$ 11,479	\$ 29,139	\$ 29,139
Purchased Services	5,743	8,447	6,400	7,600	7,600
Supplies	1,105	2,152	1,350	2,550	2,550
Other Charges	-	-	-	-	-
Capital Outlay	-	-	35,000	-	-
Totals	\$ 15,270	\$ 29,845	\$ 54,229	\$ 39,289	\$ 39,289

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 52,164	96.19%	\$ 34,815	88.61%	-33.26%
State Reimbursement	2,065	3.81%	4,474	11.39%	116.66%
Totals	\$ 54,229	100.00%	\$ 39,289	100.00%	-27.55%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
C-3	Voting Machines	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ 35,000	\$ -				

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Elections Officer	659 hrs.	\$ 7,049	1631 hrs.	\$ 16,725
	Technician	18 hrs	800	54 hrs.	2,100
	Overtime	13 hrs	530	38 hrs.	1,614
5131	Police Overtime	65 hrs	3,100	168 hrs.	8,700
	Total	0.32 FTEs	\$ 11,479	0.91 FTEs	\$ 29,139

Mission Statement:

The mission of Registrars is to register voters, to conduct the Annual Town Census, to publish the Street List, and to accept and certify nomination papers and petitions (elections and Town Meeting) in an efficient, accurate, and diligent manner.

Budget Highlights:

- This budget represents a 0.2% decrease in operating appropriation from that of the FY16 budget.
- Revenues from the sale of the Street List book and electronic disc, totaling \$2,000, are credited to the General Fund to offset the printing costs (\$1,631 for 275 copies in FY16).
- Online voter registration was introduced by the State in the Fall of 2015, and has been frequently used by Concord residents. Although Concord already has a high voter registration rate (94% of eligible residents), this option will make it even easier to register.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 5,765	\$ 4,646	\$ 8,103	\$ 7,967
Other Funds	\$ 2,501	\$ 2,547	\$ 2,380	\$ 2,493
Total Expenditures	\$ 8,266	\$ 7,193	\$ 10,483	\$ 10,460

Description:

The Registrars budget provides for the costs of:

- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 275 Street List books (budgeted cost: \$2,000—a decrease of \$500 from FY16); the # of printed books has been reduced in recent years since more customers prefer buying an electronic version.
- Registering voters, maintaining resident and voter database; preparing voter lists for elections and candidates; and promoting voter registration and upcoming elections for Concord voters.
- Certifying nomination papers for candidates and initiative petitions for Town Meeting and state ballot.

The School Department supports 30% of the cost of preparing the Street List (in accordance with M.G.L. Ch. 51, §4), which is compensation for the preparation of school census information compiled by the Town Clerk. The percent supported by the School Department corresponds to the percent of the Concord population under the age of 17. In FY17, it is expected that the School Department will provide \$2,493 for this purpose.

Performance Information

	2010	2011	2012	2013	2014	2015
Residents Counted in Census January 1	15,538	15,627	15,638	15,954	15,830	15,798
Registered voters as of December 31	12,069	12,300	12,716	12,820	12,581	12,637
New Voters Registered during Year	830	668	1,553	637	820	735
Nomination/Petition Papers Signatures Certified	2,592	1,547	3,862	2,510	3,398	2,564

GENERAL GOVERNMENT: Registrars

Item 3B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,603	\$ 3,134	\$ 3,283	\$ 4,010	\$ 4,010
Purchased Services	2,317	3,225	6,500	5,500	5,500
Supplies	846	833	700	950	950
Other Charges	-	-	-	-	-
Capital Outlay	2,500	-	-	-	-
Totals	\$ 8,266	\$ 7,193	\$ 10,483	\$ 10,460	\$ 10,460

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 8,103	77.30%	\$ 7,967	76.17%	-1.68%
School Department Transfer	\$ 2,380	22.70%	\$ 2,493	23.83%	4.75%
Totals	\$ 10,483	100.00%	\$ 10,460	100.00%	-0.22%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

Personnel Services Summary					
Code	Position Title	FY16 Budgeted		FY17 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Office Assistant	200 hrs.	\$ 2,646	200 hrs.	\$ 3,323
5130	Overtime	15 hrs.	637	15 hrs.	687
	Total	0.10 FTEs	\$ 3,283	0.10 FTEs	\$ 4,010

Mission Statement:

The purpose of this funding is to provide for the costs of conducting all Town Meetings fairly and efficiently, and to produce all associated reports and warrants as cost-effectively as possible.

Budget Highlights:

- This budget represents *no change* in operating appropriation from that of the FY16 budget.
- The cost of A-V (audio and visual) system setup at Town Meeting is the most significant budget item at \$36,650 (approximately \$25,000 for 4 sessions of Annual Town Meeting and \$11,000 for 1 night of Special Town Meeting).
- The cost of the A-V system setup at Town Meeting is proposed to be covered through PEG Access funds (\$36,650).

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 75,366	\$ 64,522	\$ 81,550	\$ 44,900
Other Funds	\$ -	\$ -	\$ -	\$ 36,650
Total Expenditures	\$ 75,366	\$ 64,522	\$ 81,550	\$ 81,550

Description:

This budget provides for the cost of conducting Town Meetings and printing of various Town reports, including the annual budget. A four-session Annual Town Meeting is budgeted for spring 2016, and a one-session Special Town Meeting is budgeted, as this has become a routine occurrence in recent years.

This budget provides \$69,450 to cover the cost of holding the 2017 Annual Town Meeting and a one-session Special Town Meeting. This amount includes the cost of printing the Warrant and Finance Committee Report. These cost estimates assume that the meeting will be conducted using the high school auditorium, cafeteria, and gymnasium. Each additional session beyond the four that are budgeted would incur variable costs of approximately \$9,000. The Town Report is budgeted to cost \$12,100 (printing and editing).

Town Meeting Costs

Expense Items	Cost
Sound System Rental (5 nights)	\$36,650
Tellers (60 hrs/night)	2,700
Police & DPW Overtime	8,000
Postage (Warrant/Fin. Comm. Report)	4,500
Warrant Printing	5,500
Finance Comm. Report Printing	8,000
Other Printing	1,500
Misc. Expenses	2,600
Total	\$69,450

Town Report Cost

Expense Items	Cost
Printing: Annual Town Report	\$4,000
Town Budget, Bylaws, Zoning Bylaws	1,000
Editing Town Report	7,000
Misc. Expenses	100
Total	\$12,100

Unit Printing Costs of Principal Reports

	Town Report	Warrant	Fin. Comm. Report
Copies	1,200	6,800	7,000
Cost	\$3.33	\$0.81	\$1.14

Meeting capacity at the high school is about 2,200

GENERAL GOVERNMENT: Town Meeting & Reports

Item 4

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 21,914	\$ 15,052	\$ 17,700	\$ 17,700	\$ 17,700
Purchased Services	53,136	49,176	63,550	93,550	63,550
Supplies	316	294	300	300	300
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 75,366	\$ 64,522	\$ 81,550	\$ 111,550	\$ 81,550

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 81,550	100.00%	\$ 44,900	55.06%	-44.94%
PEG Fund	\$ -	0.00%	\$ 36,650	44.94%	
Totals	\$ 81,550	100.00%	\$ 81,550	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Tellers	300 hrs.	\$ 2,700	300 hrs.	\$ 2,700
5130	DPW Overtime	75 hrs.	3,000	75 hrs.	3,000
5130	Town Reports Overtime	175 hrs.	7,000	175 hrs.	7,000
5131	Police Overtime	100 hrs.	5,000	100 hrs.	5,000
	Total	0.14 FTEs	\$ 17,700	0.14 FTEs	\$ 17,700

Department of Planning and Land Management (DPLM) Mission Statement:

The mission of the Department of Planning and Land Management is to integrate and coordinate the functions of long-range planning, natural resource protection, development and growth regulation, land management, affordable housing production, and land use control so that the Town can better formulate and pursue a unified development strategy that will preserve Concord's unique character.

Planning Division Mission Statement:

The mission of the Planning Division is to guide both public and private land use, resources, and building decisions in a manner that preserves Concord's unique character, and to provide a high level of staff support on these issues to the Town's boards and committees.

Budget Highlights:

- This budget represents a 0.4% decrease in operating appropriation over that of the FY16 budget.
- Included in the Planning Division budget are funds to support the Planning Board, Board of Appeals, Historic Districts Commission, Historical Commission, and Community Preservation Committee, among others.
- In FY17, an additional \$40,000 in Capital Outlay is requested toward the Town's Comprehensive Plan and \$65,000 to begin recodification of the Zoning Bylaw.
- In addition, \$16,000 is proposed to fund a portion of Concord's share of the Regional Housing Services Office.

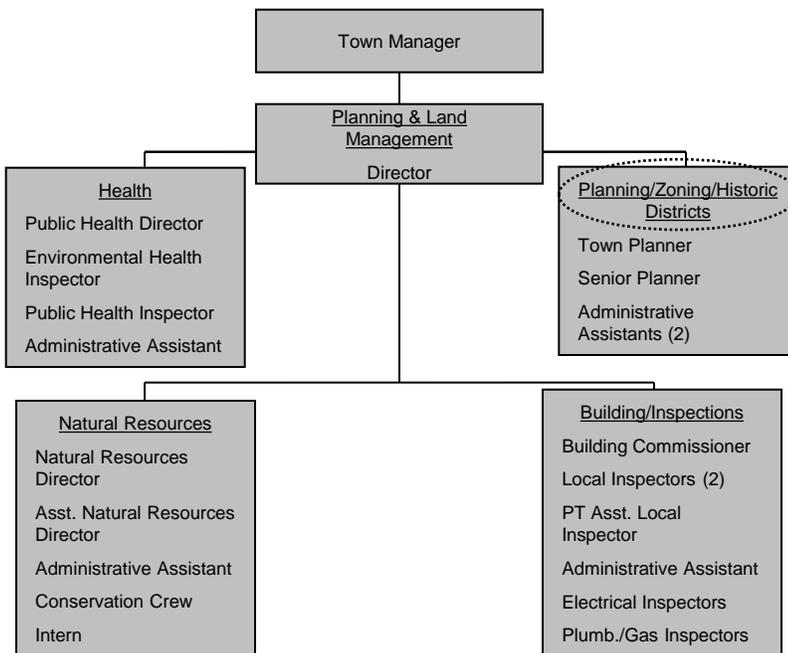
Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 291,251	\$ 323,485	\$ 452,128	\$ 460,857
Other Funds	\$ 74,542	\$ 80,187	\$ 83,974	\$ 83,713
Total Expenditures	\$ 365,793	\$ 403,672	\$ 536,102	\$ 544,570

Description:

The Department of Planning and Land Management (DPLM) was created by the Board of Selectmen in 1990 for the purposes outlined in its mission statement. The DPLM is comprised of four primary Divisions: Planning, Natural Resources, Building & Inspections, and Health. These Divisions provide staff support to many of the Town's regulatory boards and committees, in addition to other specific and task oriented committees.

The Planning Division is responsible for coordinating the review and administration of development proposals that are submitted for approval to the Planning Board, the Board of Appeals, and the Historic Districts Commission. The Division also supports the work of the Community Preservation Committee, Historical Commission and Bruce Freeman Rail Trail Advisory Committee and is involved in affordable housing, traffic and transportation planning, economic development, historic resources protection, public facilities planning, sustainability and promulgating development regulations.



Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 299,081	\$ 365,335	\$ 404,737	\$ 405,395	\$ 405,395
Purchased Services	38,596	22,814	24,150	34,760	23,060
Supplies	5,767	11,018	7,800	6,975	6,775
Other Charges	3,548	4,505	4,415	4,540	4,340
Capital Outlay	18,801	-	95,000	105,000	105,000
Totals	\$ 365,793	\$ 403,672	\$ 536,102	\$ 556,670	\$ 544,570

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 452,128	84.34%	\$ 460,857	84.63%	1.93%
Light Fund	11,156	2.08%	11,110	2.04%	-0.41%
Water Fund	44,611	8.32%	44,426	8.16%	-0.41%
Sewer Fund	7,437	1.39%	7,407	1.36%	-0.40%
Community Preserv. Fund	20,770	3.87%	20,770	3.81%	0.00%
Totals	\$ 536,102	100.00%	\$ 544,570	100.00%	1.58%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
B-2	Zoning Bylaw Recodification	\$ 35,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -
B-7	Long Range Plan	\$ 60,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -
	Totals	\$ 95,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary

		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Dir. of Planning & Land Management	1.00	\$ 125,948	1.00	\$ 125,948
	Town Planner	1.00	91,173	1.00	91,173
	Senior Planner	1.00	83,080	1.00	83,080
	Planning Administrative Assistant	1.00	55,943	1.00	56,585
	ZBoA Administrative Assistant	1.00	48,593	1.00	48,609
	Total	<u>5.00 FTEs</u>	<u>\$ 404,737</u>	<u>5.00 FTEs</u>	<u>\$ 405,395</u>

Program Implementation

The FY17 budget recommendation will allow Planning Division staff to continue provision of technical and administrative support to three regulatory boards (Planning Board, Board of Appeals and Historic Districts Commission) and to other town committees, which include the Community Preservation Committee, the Historical Commission and the Bruce Freeman Rail Trail Advisory Committee. The full-time staff includes the Director of Planning and Land Management, one Town Planner, one Senior Planner and two Administrative Assistants. The Senior Planner position is partially funded by the Community Preservation Fund, as permitted by statute and one Administrative Assistant position is funded in part by the Regional Housing Services Office (RHSO) for administrative support.

Planning Division staff also provide technical and administrative support to various other committees as assigned. The Director of Planning and Land Management continues to provide staff and technical support to the Bruce Freeman Rail Trail Advisory Committee, as that committee continues its work to advise and make recommendations to the Select Board on developing a rail trail in Concord – 100% design plans are being developed. The Director will continue to serve on the Parking Management Plan Implementation Group, a group that includes the Finance Director, Police Chief, Public Works Director, Town Engineer and an outside consultant focused on improving parking management in Concord Center, Thoreau Depot and West Concord.

The Town Planner serves as the Planning Division Manager and provides Planning staff support to the Planning Board and Board of Appeals. The Town Planner led efforts to prepare a Development Guide to provide information about the permitting process in Concord, working closely with a consultant and coordinating the effort with other Town staff. Additional projects identified for FY17 include working with the Director to support the Comprehensive Plan Committee and to begin the Zoning Bylaw Recodification process.

The Senior Planner will continue working with the RHSO staff to promote affordable housing opportunities in Concord; she worked closely with the RHSO staff and a housing consultant to complete the 2015 Housing Production Plan, which was submitted to the State for acceptance in December 2015. The Senior Planner also supports the work of the Historic Districts Commission, the Community Preservation Committee and the Historical Commission. The Historical Commission is working with Brandeis University on the McGrath Farmstead archeological project and has proposed a Demolition Review bylaw for consideration in 2016.

The Planning Division submitted 5 applications for funding consideration by the Community Preservation Committee in the fall of 2015 for continued support of the Regional Housing Services Office; 100% design and land acquisition for Phase 2B and 2C of the Bruce Freeman Rail Trail; Wheeler-Harrington House Preservation, Town House Interiors (elevator and preservation) and Land Acquisition. Four of the five projects are recommended for funding at the 2016 Annual Town Meeting.

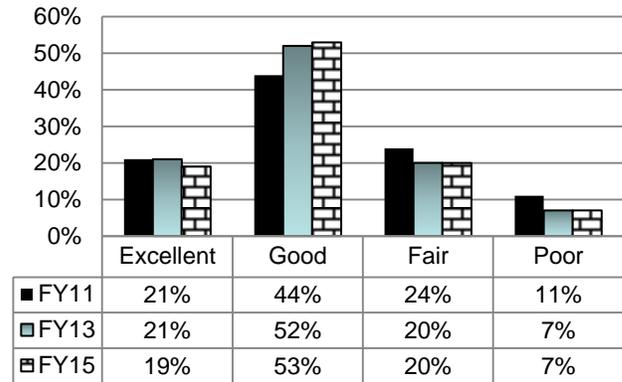
Town Manager Goal: To Preserve the Town's Character

Division Goal: *To ensure that the Planning Department operates in an efficient and effective manner*

Objective: To measure citizen satisfaction with the Planning Department services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Rating of Services provided by the Department of Planning & Land Management



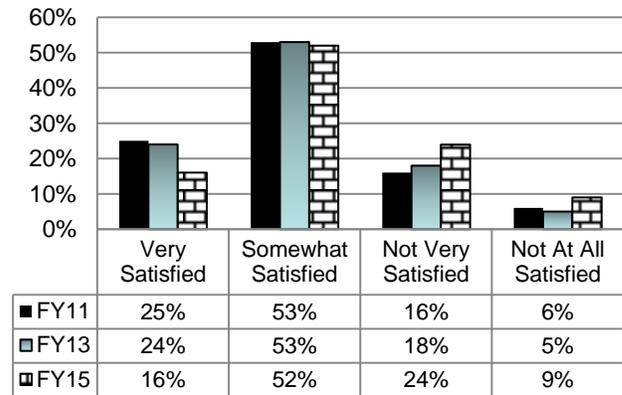
Town Manager Goal: To Preserve the Town's Character

Division Goal: *To develop the Town in a satisfactory way*

Objective: To measure citizen satisfaction with the way Concord is being developed

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Satisfaction with the way Concord is being developed



Goal: *To develop the Town in a satisfactory way.*

Objective: Begin the development of a new Comprehensive Plan that integrates the Town's four sustainability principles in the framework identified by the American Planning Association's Sustaining Places Initiative.

Measure: The formation of the Comprehensive Plan Committee and adoption of a new Plan by the Planning Board and Select Board by January 2018.

A Kick-off Event for the Comprehensive Plan was held on Tuesday, October 27, 2015 with approximately 65 people attending. The Event celebrated actions identified in the 2005 Plan that have been completed, discussed the actions remaining to be done and introduced the APA's framework for developing the next Comprehensive Plan using the following six principles: Livable Built Environment, Harmony with Nature, Resilient Economy Interwoven Equity, Healthy Community, and Responsible Regionalism. The Committee is expected to conduct significant public outreach and education to foster the civic engagement needed to define the vision for the Town. The Committee, with the assistance from a consultant and Planning staff, will conduct a public process to solicit public input, affirm community values, goals and objectives, develop a statement of goals and objectives for the Plan and present an interim report to the Planning Board and Select Board by May 2017. From May to November 2017, the Committee will continue to refine the Plan and present findings and initial recommendations in a public forum to receive feedback from Town citizen on the proposed Plan and incorporate additions and revisions as needed. The Committee will submit a final Comprehensive Plan to Planning Board for adoption in December 2017 and to Select Board for acceptance in January 2018.

Mission Statement:

The mission of the Board of Appeals is to render decisions on applications submitted by residents, property owners and developers concerning land use and development as defined by the Zoning Bylaw and Sign Bylaw; and, to conduct public hearings to receive public input and other information that will allow the Board to determine the merits of an application when making a decision on special permits, site plan review associated with a special permit, appeals of the Building Inspector's decision, variances from the Zoning Bylaw and comprehensive permits in compliance with State regulations.

Description:

The Board of Appeals is a quasi-judicial body authorized by Massachusetts General Laws, Ch. 40A (The Zoning Act) and Ch. 40B (Comprehensive Permit).

The Board of Appeals is responsible for conducting public hearings and meetings on matters relating to the Zoning Bylaw (such as special permits, variances and appeals of the decisions by the Building Inspector) and the Sign Bylaw. The Zoning Bylaw and maps referenced therein define the land uses for the Town, and are subject to acceptance by a two-thirds vote of Town Meeting.

The Board of Appeals consists of three voting members and three associate members, which are appointed by the Board of Selectmen.

The Administrative Assistant is responsible for insuring compliance with State laws regarding notice of hearings, timing/publishing of public notices, maintaining records of the Board and filing the Board's decisions with the Town Clerk's office.

Overview

The office for the Board of Appeals is located within the Planning Division in the Department of Planning and Land Management (DPLM) at 141 Keyes Road, and is under the purview of the Director of Planning and Land Management.

The full-time Administrative Assistant provides clerical support to the Board of Appeals; which includes the following activities: assisting the public in the application process; accepting applications and supporting documentation; reviewing information to assure that it is complete; notifying abutters of hearings; preparing, posting, and advertising agendas in accordance with statutory requirements; preparing application packets for board members (including the agenda notes), and maintaining the records and files of the Board. Additionally, the Board of Appeals Administrative Assistant attends the monthly meetings and records minutes of the meeting; drafts decisions for the Board members to review, comment and adopt; processes decisions prepared by Board members; files decisions (including further notification of abutters); and, monitors key decision actions (and the timing of these actions) to ensure compliance with state regulations.

This position also serves the Historic Districts Commission in the same capacity, with the same level and focus of detail required.

The Building Commissioner, who is responsible for enforcement of the Board of Appeals decisions and the Zoning Bylaw, and the Town Planner review the applications in order to provide comments to the Board of Appeals on the compliance of the project within the framework of the Zoning Bylaw, attends the Board's public hearings and provides technical staff support to the Board of Appeals. A Senior Planner serves a similar capacity to the Historic Districts Commission.

Board of Appeals Programs

Program 1 – Board of Appeals Operations:

Objective: To perform the duties of the Board of Appeals in an effective an efficient manner and in compliance with all related regulations.

The Board conducted fourteen public hearings and fifteen public meetings in 2015, during which it considered fifty-seven applications. Forty-nine special permits, including renewals and amendments were granted. One variance was denied. One appeal of the decision of the Building Inspector was granted and one appeal of the decision of the Building Inspector was denied. There was one appeal of the Board's decisions. One application was withdrawn without prejudice at the request of the Applicant. (Some of these applications included multiple activities; therefore, the activity totals below exceed the number of applications.)

ZONING BOARD OF APPEALS ACTIVITIES

<u>Special Permits Granted</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>
Change, alteration or extension of a nonconforming use and structure	11	14	15	21	13	21
Reconstruction of a nonconforming use and/or structure	22	17	19	18	16	14
Restoration of a non-conforming use or structure damaged by fire	0	1	0	0	0	0
Site plan approval (associated with a special permit)	4	12	11	6	2	2
Amend or extend a special permit and site plan approval	2	1	0	0	0	1
Relief from design requirements	0	1	4	1	2	0
Relief from parking requirements	1	1	9	6	1	3
Off-site parking/increased parking demand/joint parking facilities	0	1	0	1	1	1
Parking of Commercial Vehicles	3	1	0	2	1	1
Special home occupation (new and renewal)	7	4	4	1	2	3
Additional dwelling unit	6	2	5	3	5	2
Planned residential development (PRD)	3	0	1	0	2	3
Hammerhead lot (new and amendment)	2	0	3	1	1	0
Private Recreation	1	1	1	0	0	1
Seasonal catering in LBD #5	0	0	0	0	1	1
Accessory Uses	0	4	4	0	3	3
Transfer development rights						1
Work in the Flood Plain conservancy district	0	2	4	4	3	0
Work in the Groundwater conservancy district	1	0	4	0	1	0
Temporary accessory mobile trailers						2
Extend Zoning district line	0	1	0	0	0	1
Combined Industrial/Business/Residential Use	0	0	1	1	0	0
Bed & Breakfast	1	1	0	1	0	3
Temporary event parking or special event	1	2	0	2	2	2
Wireless communications facility (amendment and new)	3	6	1	0	0	0
Lodging for farm workers/Farm Product Sales/Stables	0	0	0	3	0	0
Increase gross floor area by more than 50% (incl. amendments)	0	0	0	7	5	9
Divide land to preserve historically significant structure						1
Comprehensive permit	0	0	0	1	0	0
Amendment to a comprehensive permit or variance	3	0	0	0	0	0
Special permits denied	0	0	0	0	0	0
Variances granted	0	0	3	3	1	0
Variances denied						1
Sign bylaw variances granted	2	2	0	2	2	5
Sign bylaw variances denied	0	0	0	0	0	0
Appeal of the decision of Bldg. Inspector granted						1
Appeal of the decision of Bldg. Inspector denied						1

Mission Statement:

The mission of the Natural Resources Division is to protect and preserve the Town's natural resources, including wetlands, ponds, streams, and riparian corridors; to assist the Board of Selectmen and Town Manager in open space planning; to manage open space and farmland to the benefit of current and future generations, and to provide environmental outreach and education to Concord residents.

Budget Highlights:

- This budget represents approximately a 1.0% *decrease* in operating appropriation from that of the FY16 budget.
- This budget includes \$16,800 in funding for the Conservation Crew positions, and \$5,000 for an Intern to assist with land management priorities.
- This budget includes \$5,000 in capital expenditures for pond and stream management.
- In addition, the budget includes \$20,000 to purchase a vehicle for use by staff and the conservation crew.

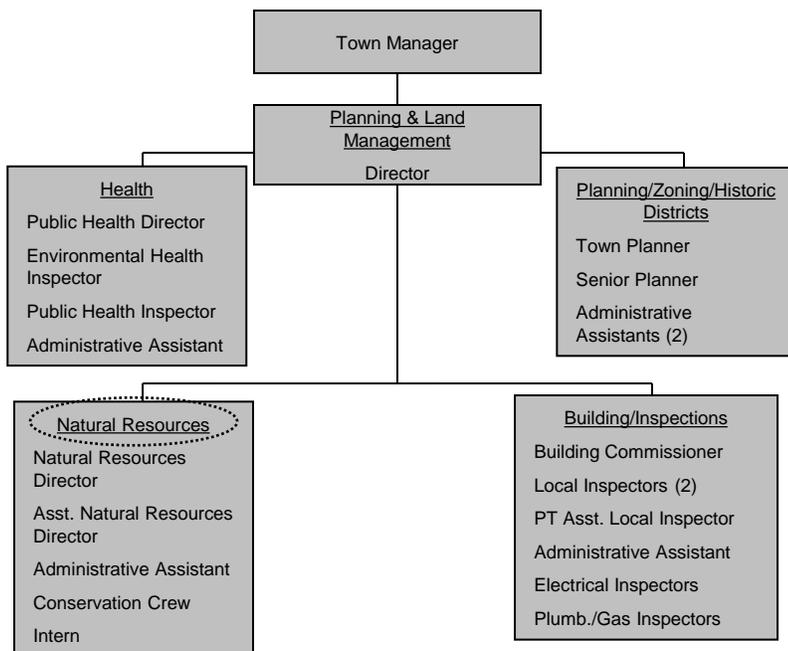
Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 190,302	\$ 228,506	\$ 211,537	\$ 228,799
Other Funds	\$ 49,950	\$ 51,891	\$ 53,921	\$ 53,210
Total Expenditures	\$ 240,252	\$ 280,397	\$ 265,458	\$ 282,009

Description:

The Natural Resources Division (DNR) is responsible for providing technical and administrative support to the Natural Resources Commission (NRC) in reviewing and approving projects in accordance with the state Wetlands Protection Act, Rivers Protection Act, and the Concord Wetlands Bylaw; updating and implementing the Open Space and Recreation Plan; and reviewing and monitoring Conservation Restrictions and Agricultural Preservation Restrictions.

The DNR is also responsible for managing 1,400 acres of conservation land, overseeing agricultural licenses on approximately 200 acres of Town land, coordinating land protection efforts with various groups, and supporting three community gardens. In addition to the NRC, the Division provides staff support to the following committees: the Conservation Restriction Stewardship Committee, Heywood Meadow Stewardship Committee, and Trails Committee.



GENERAL GOVERNMENT: Natural Resources

Item 5B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 212,327	\$ 217,073	\$ 234,083	\$ 235,874	\$ 235,874
Purchased Services	15,656	8,342	15,230	12,100	11,100
Supplies	10,540	7,180	9,000	8,800	7,650
Other Charges	1,730	3,442	2,145	2,385	2,385
Capital Outlay	-	44,360	5,000	50,000	25,000
Totals	\$ 240,252	\$ 280,397	\$ 265,458	\$ 309,159	\$ 282,009

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 211,537	79.69%	\$ 228,799	81.13%	8.16%
Light Fund	21,360	8.05%	21,078	7.47%	-1.32%
Water Fund	26,047	9.81%	25,703	9.11%	-1.32%
Sewer Fund	6,514	2.45%	6,429	2.28%	-1.30%
Totals	\$ 265,458	100.00%	\$ 282,009	100.00%	6.23%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
B-4	Pond & Stream Management	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
B-5	Vehicle Replacement	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	\$ -
B-6	Agricultural Field Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ 5,000	\$ 25,000	\$ 5,000	\$ 25,000	\$ 25,000	\$ 5,000

GENERAL GOVERNMENT: Natural Resources

Item 5B

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Director	1.00	\$ 95,045	1.00	\$ 95,135
	Assistant Natural Resources Director	1.00	66,108	1.00	66,108
	Administrative Assistant	1.00	51,750	1.00	52,451
	Sub Total	<u>3.00 FTEs</u>	\$ 212,903	<u>3.00 FTEs</u>	\$ 213,694
5120	Conservation Crew	1400 hrs.	16,800	1400 hrs.	16,800
	Intern	400 hrs.	4,000	500 hrs.	5,000
	Overtime - Police	10 hrs.	380	10 hrs.	380
	Total	<u>3.86 FTEs</u>	\$ 234,083	<u>3.91 FTEs</u>	\$ 235,874

Program Implementation

The FY17 budget recommendation includes funding for three full-time staff positions (Natural Resources Director, Assistant Natural Resources Director, and Administrative Assistant), two seasonal positions (Conservation Crew), and a temporary part-time Intern position.

The majority of full-time staff time is dedicated to administering and enforcing the state Wetlands and Rivers Protection Acts and the Concord Wetlands Bylaw, and providing technical and administrative support to the Natural Resources Commission. Natural Resources Division full-time staff is also committed to supporting three active NRC subcommittees: the Conservation Restriction Stewardship Committee, the Heywood Meadow Stewardship Committee, and the Trails Committee. Division staff also provide technical guidance to homeowners, real estate professionals, and other Town departments on wetlands permitting; review certain Planning Board and Zoning Board of Appeals applications for potential effects to the environment; and review building permit applications for compliance with wetlands regulations. Full-time staff manage 16 agricultural agreements over 200 acres of Town lands, and oversee three community gardens. A fourth community garden is planned for the spring of 2016 at 6A Harrington Avenue.

Seasonal part-time staff assists the Division in managing and maintaining conservation lands and trails. Funding for the Conservation Crew allows trail maintenance, invasive species control, land management on 1,400 acres of conservation land (including White Pond Reservation) and 24.5 miles of trails, and mowing 84 acres of open land. Funding for an Intern is intended to assist the Division in continuing its work on land management.

Division staff updates and implements the Open Space and Recreation Plan, and initiates projects and programs on conservation land to protect and improve the environment and to provide recreational trail access. In the fall of 2015, DNR staff submitted three Community Preservation Act requests for funding: ongoing habitat invasive species removal at Old Calf Pasture, erosion control measures at White Pond, and design funds to replace the Chamberlin Park bridge. The first two projects are recommended for funding at 2016 Town Meeting and will be undertaken in FY17.

Pending 2016 Town Meeting funding approval, Rangers will again be hired to monitor the town-owned land around White Pond to ensure compliance with Town rules and regulations.

In FY17, Division staff will work with an outside consultant to develop a dredging feasibility study to improve the ecological health of and recreational opportunities at Warner's Pond.

Natural Resources Programs

Program 1 – Natural Resources Operations:

Town Manager Goal: To Preserve the Town’s Character

Objective: To operate the Natural Resources Division in an effective and efficient manner.

Wetlands Protection Act Summary	2011	2012	2013	2014	2015
Public Hearings	24	23	24	21	22
Notices of Intent and ANRADs	54	45	57	37	35
Request for Determination of Applicability	12	16	21	14	16
Administrative Approvals	36	49	37	45	52
Amended Orders	4	7	2	1	6
Requests for Extension	2	2	0	0	2
Certificates of Compliance	32	36	48	29	22
Regulatory Appeals	0	0	2	2	3
Wetland Enforcement Actions/Violations	10	3	4	0	0
Emergency Certifications	4	1	3	4	2

The NRC reviewed 35 Notices of Intent and Abbreviated Notices of Resource Area Determination, and 16 Requests for Determination of Applicability, for a total of 51 new applications. The NRC approved six Amendments and extended two permits. Administrative approvals for very minor projects remained high at 52. Twenty-two Certificates of Compliance to close out projects were issued in 2015.

No new violations were identified in 2015. The Order of Conditions and Determination of Applicability that were appealed to DEP in 2014 both found resolution in 2015 and were withdrawn. The 2014 DEP Superseding Order of Resource Area Delineation affirming the Commission’s 2013 decision on the wetland boundary at Keuka Road was overturned in 2015 through an Adjudicatory Hearing process with DEP.

Two Emergency Certifications were issued in 2015, one to reinforce Cambridge Turnpike, which was compromised by the breach of Crosby’s Pond, and a second to repave a portion of the emergency room parking lot at Emerson Hospital.

GENERAL GOVERNMENT: Inspections

Item 5C

Mission Statement:

The mission of the Building Inspections Division is to efficiently, effectively, and fairly enforce the provisions of the Massachusetts State Building Code, Architectural Access Board Regulations, the Concord Zoning and Sign Bylaws, the Massachusetts Electrical, Plumbing and Gas Codes.

Budget Highlights:

- This budget represents a 4.6% *increase* in the operating appropriation from the FY16 budget.
- Building construction activity continues to be strong in 2015. From Jan. 1 to Dec. 31, the Division issued 1,038 building permits – a 19% increase from the previous year and record number of issued building permits.
- A new part-time assistant local inspector has been hired and is now helping with the increasing permit workload and an additional 140 hours for Assistant Plumbing, Gas, and Electrical Inspector is also proposed.
- The Building Inspections Division collected \$991,099 in permit fees in CY15.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 387,395	\$ 401,364	\$ 441,573	\$ 461,727
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 387,395	\$ 401,364	\$ 441,573	\$ 461,727

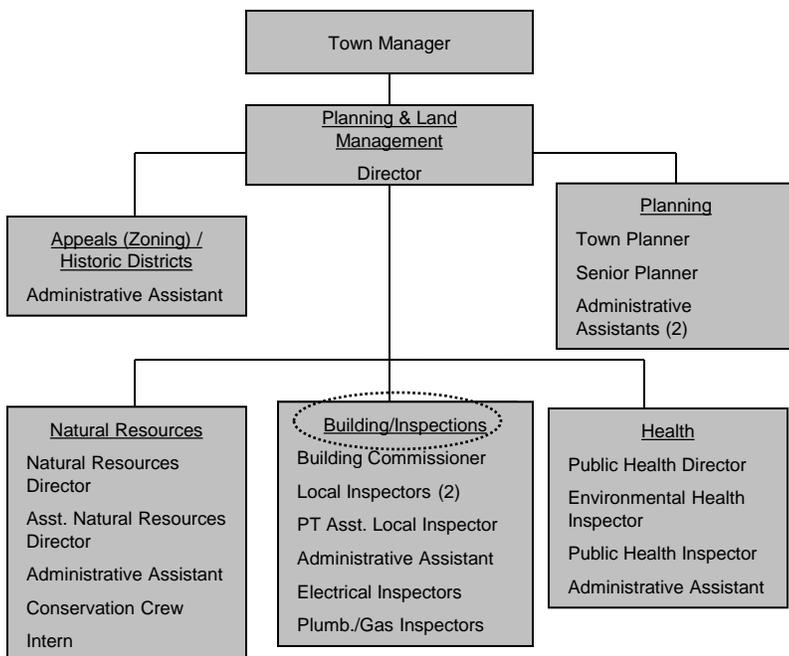
Description:

The Inspections Division enforces the provisions of the Massachusetts State Building Code for all construction, reconstruction, alteration, repair, demolition, removal, inspection, installation of mechanical equipment, etc. In addition, the Division issues now issue all Sprinkler and Alarm permits for the town.

The Division ensures code compliance associated with building safety, ingress and egress, energy conservation, and sanitary conditions. It enforces specialized codes such as the Architectural Access Code, the Plumbing & Gas Codes, and the Electrical Code.

The Division also enforces provisions of the Town's Zoning Bylaw, Sign Bylaw, and other related regulations.

In addition, the Division is required by law to annually inspect all places of public assembly, restaurants, schools, dormitories, museums, nursing homes, farm labor camps, multi-family homes, day care facilities, inns, hotels, liquor establishments, and public pools.



GENERAL GOVERNMENT: Inspections

Item 5C

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 368,644	\$ 382,794	\$ 429,453	\$ 456,975	\$ 450,182
Purchased Services	6,884	7,790	1,588	1,530	1,530
Supplies	4,498	3,728	3,450	2,715	2,715
Other Charges	7,050	7,028	7,082	7,500	7,300
Capital Outlay	319	25	-	-	-
Totals	<u>\$ 387,395</u>	<u>\$ 401,364</u>	<u>\$ 441,573</u>	<u>\$ 468,720</u>	<u>\$ 461,727</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 441,573	100.00%	\$ 461,727	100.00%	4.56%
Totals	<u>\$ 441,573</u>	100.00%	<u>\$ 461,727</u>	100.00%	4.56%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

GENERAL GOVERNMENT: Inspections

Item 5C

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 110,068	1.00	\$ 110,068
	Local Inspector	1.00	86,507	2.00	160,007
	Assistant Local Inspector	1.00	71,688	0.00	-
	Part Time Assistant Local Inspector	0.40	22,573	0.60	36,520
	Administrative Assistant	1.00	64,102	1.00	64,102
	Sub Total	<u>4.40 FTEs</u>	\$ 354,938	<u>4.60 FTEs</u>	\$ 370,697
5115	Plumbing/Gas Inspector	980 hrs.	\$ 40,447	1110 hrs.	\$ 45,417
	Electrical Inspector	980 hrs.	30,588	1110 hrs.	30,588
5158	Cell Phone Allowance	N/A	780	N/A	780
5131	Car Allowance	N/A	2,700	N/A	2,700
	Total	<u>5.34 FTEs</u>	\$ 429,453	<u>5.66 FTEs</u>	\$ 450,182

Program Implementation

The major expenditure in the FY17 budget is for staffing. The Inspections Division includes four full-time staff positions (Building Commissioner, two Local Inspectors, and an Administrative Assistant). The Division is also assisted by six part-time positions (Three part-time Electrical Inspectors and two part-time Plumbing & Gas Inspectors, and new Part-time Assistant Local Inspector).

The Building Inspections Division issued 1,038 building permits in CY2015, which is a 19% increase from last year. This makes this a record year for the number of building permits issued in Concord. The overall construction value in 2015 was \$80.7 million compared to \$80.4 million in CY2014. Of this total, \$52.7 million was for residential construction with \$28 million in commercial work. This is a 12% increase in residential construction value over a year ago.

The value of “new residential dwelling units” built in Concord went from \$24 million last year to \$27.4 million in 2015. This new residential construction value represents fifty-one (51) new detached single family homes permitted in 2015 versus thirty-eight (38) new home permits issued in 2014. Of these fifty-one (51) new homes, thirty-four (34) or 67% were the result of “tear downs” (the demolition of an existing house to allow the construction of a new, often larger home). Three duplex’s account for another six (6) attached dwelling units permitted as part of the Black Birch PRD off of Forest Ridge Road. Over the past year, an additional \$25.3 million dollars was spent on alterations or additions to existing single family residential homes in Concord. This is a 9% increase over 2014. Mechanical permits increased by 3%, Electrical permits decreased by 17%, Plumbing/Gas permits decreased by 12%. In total of 2,824 permits (all types of permits) were issued in 2015 compared to 2,936 permits issued in 2014. This represents a 4% decrease in the total number of permits issued over last year.

Demands on the Inspections Division staff remained high, as they provide technical assistance to property owners, builders, real estate professionals, other Town departments, boards, committees, and personnel at an increasing level each year. Beyond issuing building permits and carrying out site inspections, the Division’s staff spends an increasing amount of time reviewing sub-division proposals, special permit applications, variance requests; making zoning determinations; and addressing zoning complaints. In 2015 the Inspections Division will be taking over the issuance of Sprinkler and Fire Alarm permits from the Fire Department and this will add to our workload.

The Division is strongly committed to pursuing Zoning and Sign Bylaw enforcement. Division staff also work to keep-up with the expanding, quickly changing, and increasingly complicated regulations that require enforcement (such as the adoption by Concord of the “Stretch Energy Code” for one and two-family dwellings and for commercial construction).

GENERAL GOVERNMENT: Inspections

Item 5C

Program 1 – Inspections Operations:

Town Manager’s Goal: To Preserve the Town’s Character

Objective: To operate the Inspections Division in an effective and efficient manner.

<u>Permits Issued</u>						
	2010	2011	2012	2013	2014	2015
New single family home	41	30	29	55	38	51
Multi-family attached units	21	0	0	0	75	6
Additions and Alterations	644	686	631	770	759	866
Commercial	90	90	73	100	114	115
Total Building Permits	796	806	733	925	873	1038
Electrical	642	745	730	933	907	751
Plumbing	424	470	487	480	546	478
Mechanical	-	26	70	91	119	122
Gas	320	340	382	416	443	391
Sign	30	41	35	54	68	62
Total (all permits)	2,212	2,428	2,899	2,899	2,956	2,824

<u>Value of Construction</u>						
	2010	2011	2012	2013	2014	2015
Value in Millions	\$90.0*	\$44.0	\$68.8	\$142.6	\$80.4	\$80.7

<u>Permit Fee Revenue (by Calendar Year)</u>						
	2010	2011	2012	2013	2014	2015
Revenue	\$955,212*	\$554,211	\$809,045	\$783,883	\$1,015,370	\$991,099

Mission Statement:

The mission of the Concord Health Division is to assess and address the needs of the Concord community related to protecting and improving the health and quality of life of its residents, workers, and visitors. This mission is realized through the development and implementation of disease prevention and health promotion programs, community and environmental health services, public outreach and education programs, as well as promulgation and enforcement of Town and State health regulations.

Budget Highlights:

- This budget represents a 0.7% decrease in the operating appropriation over that of the FY16 budget.
- To implement some of the recommendations of the Healthy Communities Initiative, this budget allocates \$7500.
- \$500 is proposed for compliance checks for tobacco sales to minors.
- In FY17 an amount of \$8,500 is proposed to provide 340 hours of service by a Public Health Nurse to be associated with the Health Division and the Senior Services Division.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 261,601	\$ 283,497	\$ 299,701	\$ 297,156
Other Funds	\$ 74,522	\$ 76,985	\$ 81,068	\$ 80,784
Total Expenditures	\$ 336,123	\$ 360,481	\$ 380,769	\$ 377,940

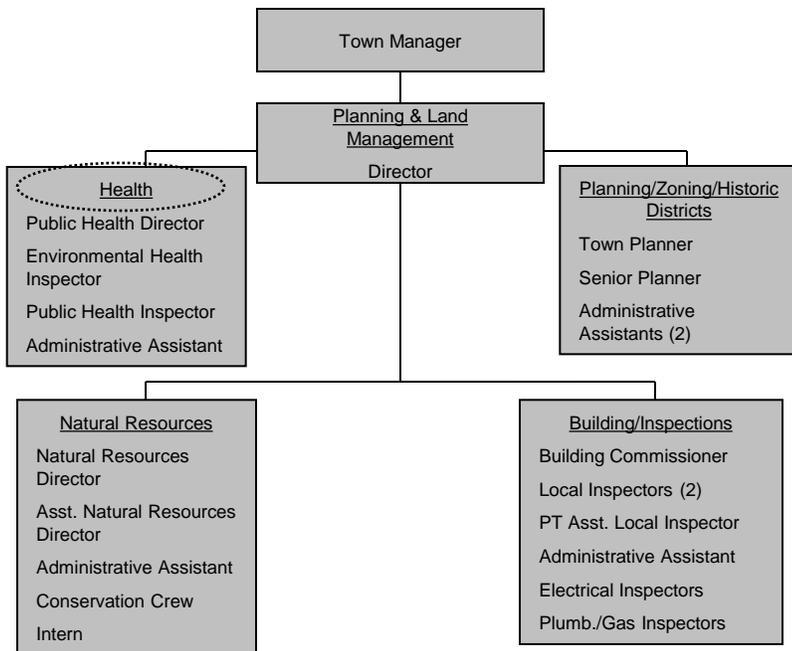
Description:

The Board of Health is comprised of five members appointed for three-year terms by the Town Manager. The Board promotes, enacts, and enforces health policy and regulations in accordance with local bylaws and state law, and is responsible for the overall stewardship of the public health of the town.

Four full-time employees in the Division implement the public health policy set forth by the Board of Health in concert with the mission of the Town. This is achieved through education, permitting programs, plan reviews, and enforcement actions centered around public and environmental health statutes, laws, and regulations.

The Division performs critical functions relative to the protection of public health and the environment including: the control of communicable diseases, the promotion of sanitary living conditions, the protection of the environment from damage and pollution, and the promotion of healthy lifestyles.

The Massachusetts Division of Standards, under contract with the Town, performs Weights and Measures inspections of gas pumps, retail scanners, and scales used for the buying and selling of goods.



Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 291,191	\$ 306,821	\$ 319,479	\$ 319,600	\$ 319,600
Purchased Services	41,067	48,489	53,400	54,800	51,700
Supplies	2,366	2,864	3,900	3,250	3,250
Other Charges	1,498	2,201	3,990	3,990	3,390
Capital Outlay	-	106	-	-	-
Totals	\$ 336,123	\$ 360,481	\$ 380,769	\$ 381,640	\$ 377,940

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 299,701	78.71%	\$ 297,156	78.63%	-0.85%
Water Fund	28,528	7.49%	28,301	7.49%	-0.80%
Sewer Fund	32,840	8.62%	32,783	8.67%	-0.17%
Other Towns	19,700	5.17%	19,700	5.21%	0.00%
Totals	\$ 380,769	100.00%	\$ 377,940	100.00%	-0.74%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Director	1.00	\$ 92,899	1.00	\$ 93,020
	Assistant Public Health Director	1.00	81,562	1.00	81,562
	Public Health Inspector	1.00	72,416	1.00	72,416
	Administrative Assistant	1.00	64,102	1.00	64,102
	Sub Total	<u>4.00 FTEs</u>	\$ 310,979	<u>4.00 FTEs</u>	\$ 311,100
5120	Public Health Nurse	340 hrs.	\$ 8,500	340 hrs	\$ 8,500
	Total	<u>4.16 FTEs</u>	<u>\$ 319,479</u>	<u>4.16 FTEs</u>	<u>\$ 319,600</u>

Program Implementation

The FY17 budget recommendation includes a 0.7% decrease in operating cost for the Health Division compared to FY16.

This budget reflects continued funding for the Public Health Nurse position at \$8,500 to provide 340 hours of nurse staff time, primarily serving seniors at the COA..

The FY17 budget continues funding approved in the FY15 and FY16 to fund Healthy Concord initiatives for youth emotional resiliency and mental health and other healthy community initiatives; \$500 to conduct tobacco compliance checks to reduce youth access to tobacco products, \$2,000 to participate in regional tick borne illness prevention and education efforts; \$4,500 for water quality testing at public beaches.

FY17 request for continued level funding at \$20,000 for the services of the East Middlesex Mosquito Control Project. These services provide valuable surveillance and response efforts to protect Concord residents from Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV), including treating catch basins with larvacides to prevent mosquito growth. Line items also include \$900 for rabies testing; the town is legally required to submit samples of animals suspected of carrying rabies that have contacted humans to MDPH state lab for testing. Fees pay for courier service to state lab and veterinarian fees to prepare specimens.

The recommendation also includes \$4,200 to purchase public health nursing services from Emerson Hospital Home Care for communicable disease investigations and seasonal flu clinics.

Beginning FY12, the Town contracts with the State for the provision of weights and measures inspections. Accordingly, an amount of \$7,000 is now budgeted in purchased services for this work by the Massachusetts Division of Standards under contract with the Town of Concord.

Health Programs

Program 1 – Health Operations:

Town Manager’s Goal: To enhance Residents’ Quality of Life

Objective: To provide public health services to Concord in an effective and efficient manner.

The Health Division issued the following permits and licenses in 2015, collecting \$135,000 in total fees.

Permits and Licenses Issued							
	2009	2010	2011	2012	2013	2014	2015
Food services/retail food	125	125	180	168	197	207	209
Tobacco sales	22	22	20	17	17	14	14
Permits to keep farm animals	51	64	68	83	84	99	116
Bathing beaches	3	3	3	3	3	3	3
Swimming pools	22	21	21	21	26	24	23
Hazardous materials control permits	48	48	49	49	50	56	52
Recreational camp sites	10	13	13	13	12	13	13
Tanning facilities	2	2	1	1	1	1	1
Disposal works installers	109	103	71	76	90	97	92
Septage haulers	24	18	20	18	22	24	27
Rubbish haulers	0	13	12	13	13	14	15
Funeral directors	4	4	4	4	3	3	4
On-site sewage disposal permits	135	128	117	108	95	117	189
Building permit reviews	129	151	146	170	191	220	184
Drinking/irrigation well permits	7	14	29	24	17	14	19
Body Art Establishments				1	1	1	1
Body Art Practitioners				2	3	5	5

*Licensing changed from per site to per pool in 2008

Under a regional service contract, the Health Division staff provided a total of 500 hours (or 6% of total staff hours) of staff support to the town of Lincoln resulting in \$30,000 in additional revenue for the Town of Concord.

Health Staff annually conducts approximately 400 field inspections for septic system installation; 150 food service inspections; 108 inspections of properties where animals are kept; 28 tobacco sales inspections; 20 housing inspections; 19 recreational camp inspections; and 23 inspections of swimming pools.

Emerson Hospital Home Care held its annual senior flu clinics at the Harvey Wheeler Community Center and vaccinated approximately 135 Concord residents over 60. The Town sponsored a clinic for town employees where approximately 85 employees were vaccinated.

Mission Statement:

The purpose of this funding is to operate and maintain the 141 Keyes Road facility in an efficient and cost-effective manner for offices, storage, conference, and general meeting space.

Budget Highlights:

- This budget represents approximately a 4.3% decrease in operating appropriation over that of the FY16 budget.
- The budget anticipates hiring a part-time custodian to clean and maintain the building. This work had been done by an outside contractor.
- All exterior lighting on the building have been converted to LED lights. This work is estimated to save \$231/year.
- The Sawyer Trust Fund is providing funding to replace all interior lights with LED lighting. This installation should be completed by the Spring of 2016. This conversion is expected to save \$2,359/year.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 74,095	\$ 74,560	\$ 73,368	\$ 70,654
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 74,095	\$ 74,560	\$ 73,368	\$ 70,654

Description:

This budget provides for the cost of operating and maintaining the Victorian-era brick building at 141 Keyes Road. Originally constructed in 1898 as a combined electric-generating plant and a sewage pumping station, the building was renovated in 1993-94 to provide a little less than 10,000 square feet of Town office space. The building is significant because it is the first municipal building completed in the 20th century by the Town, and is an excellent example of Federal Revival municipal architecture.

The building serves as offices for the Department of Planning and Land Management (DPLM), which includes the Building & Inspections, Health, Natural Resources and Planning Divisions. With the Town hosting the Regional Housing Services Office for a third year, in the second floor meeting room, there is currently only one large meeting room available in the building. The capacity of this meeting room is for 89 people. This meeting room is available for use by Town staff, Town boards and committees, and other Town-related groups for day, evening, and weekend sessions, and can be reserved by contacting the Planning Division staff. The first floor meeting room at 141 Keyes Road also serves as a polling place for Concord residents because of the available parking and the building's accessibility.

There is a public-accessible Geographic Information System (GIS) kiosk located on the first floor, which receives regular visits by the public.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HD D from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	4,003	0.70			97,680		
FY2010	4,971	0.91	30%	30%	90,960	-7%	-7%
FY2011	4,814	0.80	15%	-12%	93,800	-4%	3%
FY2012	3,730	0.76	9%	-5%	91,982	-6%	-2%
FY2013	4,822	0.85	22%	12%	86,360	-12%	-6%
FY2014	5,612	0.87	25%	3%	84,040	-14%	-3%
FY2015	5,060	0.79	13%	-10%	83,600	-14%	-1%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

GENERAL GOVERNMENT: 141 Keyes Road

Item 6

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 21,457	\$ 760	\$ -	\$ 21,924	\$ 21,924
Purchased Services	40,918	56,433	57,368	35,730	35,730
Supplies	5,158	1,842	6,000	4,000	3,000
Other Charges	-	-	-	-	-
Capital Outlay	6,562	15,526	10,000	10,000	10,000
Totals	<u>\$ 74,095</u>	<u>\$ 74,560</u>	<u>\$ 73,368</u>	<u>\$ 71,654</u>	<u>\$ 70,654</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 73,368	100.00%	\$ 70,654	100.00%	-3.70%
Totals	<u>\$ 73,368</u>	100.00%	<u>\$ 70,654</u>	100.00%	-3.70%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
B-1	Building Improvements	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Totals	<u>\$ 10,000</u>					

Personnel Services Summary					
Code	Position Title	FY16 Budgeted		FY17 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.00	\$ -	0.50	\$ 21,924
	Total	<u>0.00 FTEs</u>	<u>\$ -</u>	<u>0.50 FTEs</u>	<u>\$ 21,924</u>