

Mission Statement:

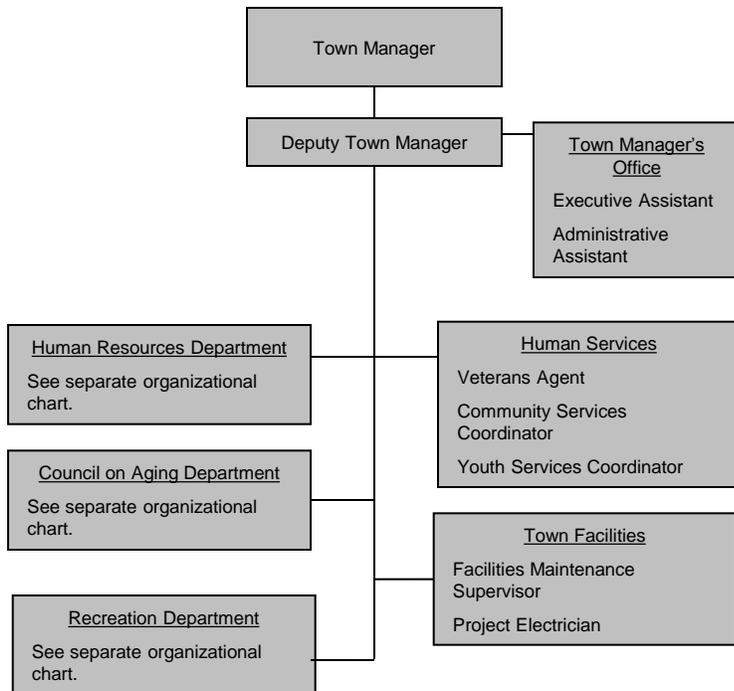
The mission of the Office of the Town Manager is to support the Town Manager and the Board of Selectmen in the performance of their executive, administrative and policy-setting duties as established by Massachusetts statutes, Town bylaws and the Concord Town Charter, as they provide leadership and support 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 2.4% increase in operating cost from that of the FY14 budget.
- This budget continues to include \$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.
- This budget begins to provide General Fund support for the Community Services Coordinator position – which offers outreach, support and referral for a wide range of residents in need of services. The position remains largely funded through generous support from Concord-Carlisle Community Chest.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 303,709	\$ 316,743	\$ 324,396	\$ 327,646
Other Funds	\$ 223,331	\$ 236,730	\$ 238,868	\$ 249,149
Total Expenditures	\$ 527,040	\$ 553,473	\$ 563,264	\$ 576,795



Description:

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

The Board of Selectmen 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 Deputy Town Manager, an Executive Assistant to the Town Manager and an Administrative Assistant. The staff serves in furtherance of the mission, goals and objectives of the Town Manager and Board.

GENERAL GOVERNMENT: Town Manager

Item 1A

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$477,995	\$492,151.21	\$ 518,888	\$ 540,354	\$ 532,354
Purchased Services	24,976	34,876	19,251	19,371	19,371
Supplies	2,729	2,923	3,900	3,800	3,800
Other Charges	12,043	11,595	16,225	16,270	16,270
Capital Outlay	9,297	11,929	5,000	10,000	5,000
Totals	<u>\$ 527,040</u>	<u>\$ 553,474</u>	<u>\$ 563,264</u>	<u>\$ 589,795</u>	<u>\$ 576,795</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 324,396	57.59%	\$ 327,646	56.80%	1.00%
Light Fund	97,674	17.34%	97,100	16.83%	-0.59%
Water Fund	58,605	10.40%	58,261	10.10%	-0.59%
Sewer Fund	29,304	5.20%	29,132	5.05%	-0.59%
Solid Waste Disp. Fund	4,885	0.87%	4,856	0.84%	-0.59%
Community Chest	48,400	8.59%	59,800	10.37%	23.55%
Totals	<u>\$ 563,264</u>	100.00%	<u>\$ 576,795</u>	100.00%	2.40%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
A-2	ADA Compliance	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	<u>\$ 5,000</u>					

GENERAL GOVERNMENT: Town Manager

Item 1A

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 174,669	1.00	\$ 174,669
	Deputy Town Manager	1.00	142,932	1.00	137,284
	Exec. Asst. to the Town Manager	1.00	73,996	1.00	74,834
	Administrative Assistant	1.00	55,828	1.00	55,828
	Community Services Coordinator	N/A	-	1.00	42,000
	Sub Total	4.00 FTEs	\$ 447,425	5.00 FTEs	\$ 484,615
5115	Community Services Coordinator	992 hrs.	\$ 23,600	-	-
5115	Youth Coordinator	992 hrs.	24,800	992 hrs.	24,800
5120	Senior Employee Program	1111 hrs.	10,000	1111 hrs.	10,000
5130	Overtime	20 hrs.	1,063	20 hrs.	939
5157	Car Allowance	N/A	12,000	N/A	12,000
	Total	4.00 FTEs	\$ 518,888	5.00 FTEs	\$ 532,354

Program Implementation

- The FY15 budget recommendation provides funding for the Town Manager as well as the Deputy Town Manager, Executive Assistant to the Town Manager, and Administrative Assistant who together support the Town Manager and Selectmen. Along with other responsibilities, the Deputy Town Manager oversees the following Departments: Recreation Department; Council on Aging; and Human Resources Department. In addition, the Deputy Town Manager supervises the following positions: the Veterans’ Services Officer; Community Services Coordinator (largely funded by the Community Chest); Youth Services Coordinator (funded by the Community Chest); the Facilities Maintenance Supervisor (funded by the Town-wide Building Fund and capital project funds on a per-project basis); the Project Electrician (funded by capital project funds on a per-project basis); and the Custodian responsible for the Town House and Assessor’s office at 24 Court Lane.
- Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$2,700); printing, postage, and advertising (\$6,000); 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), and professional services such as clerical support on Hanscom Area Towns Committee (HATS) related matters (\$2,500).
- 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.

GENERAL GOVERNMENT: Town Manager

Item 1A

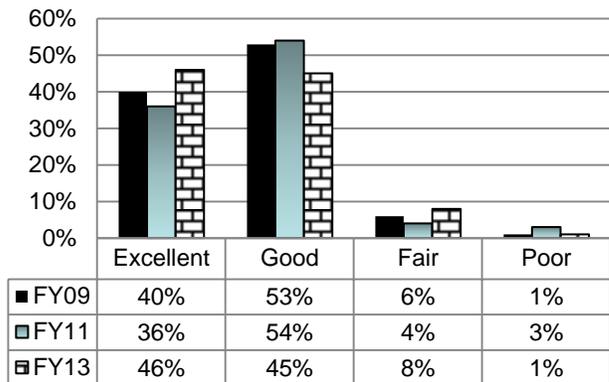
Goal: To ensure that Town services are of the highest quality

Objective: To measure citizen satisfaction with Town services

Measure: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services provided by the Town as indicated with 91% of respondents replying with either "Excellent" or "Good".

Rating of Quality of Services provided by Town Government



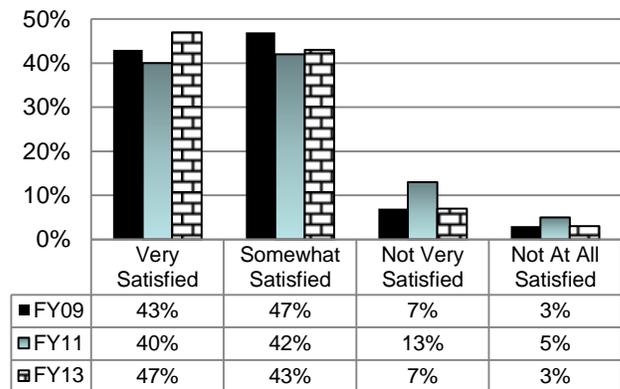
Goal: To provide residents with quality services in relation to taxes paid

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

Measure: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

Trend: Residents have been generally satisfied with the level of services offered in relation to taxes paid. In FY13 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



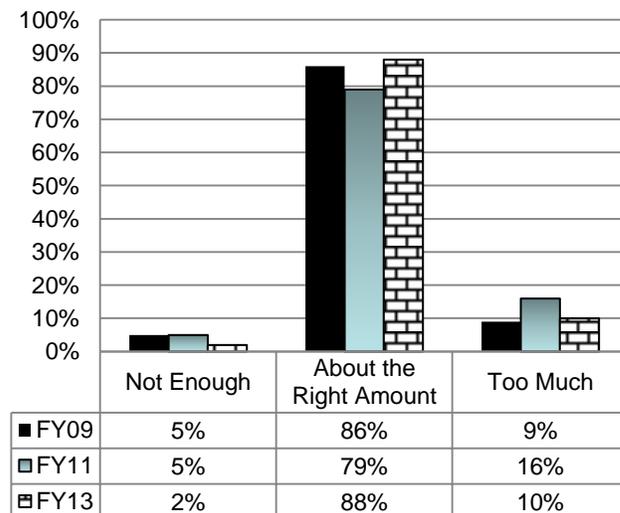
Goal: To spend the right amount on Town Government Services

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

Measure: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

Trend: In FY13 88% of the residents polled felt as though the Town was spending the right amount on Government Services. This is an increase in approval from the last survey in FY11 where 79% responded that 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 assist Town officials and senior managers in fairly, consistently, and lawfully creating and administering policies and practices that sustain a professional, productive, efficient, and innovative work environment which supports the Town and its departments in effectively performing their missions.

Budget Highlights:

- This budget represents approximately no change in operating cost from that of the FY14 budget.
- The allocation for Town-wide training is reduced by \$2,900 from FY14; this is to correspond with required incremental increases in other expense areas and maintain overall level funding.
- The School Department credit of \$1,670 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

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 174,362	\$ 187,160	\$ 198,553	\$ 198,672
Other Funds	\$ 106,668	\$ 117,205	\$ 119,782	\$ 120,394
Total Expenditures	\$ 281,030	\$ 304,365	\$ 318,335	\$ 319,066

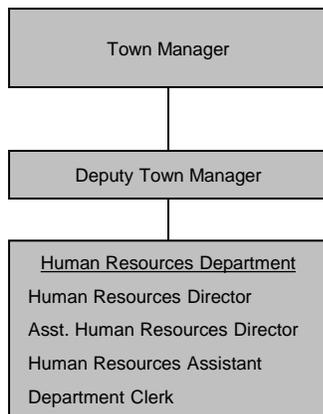
Description:

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 Deputy Town Manager, who serves as department head, and 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			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 237,251	\$ 242,566	\$ 282,060	\$ 286,662	\$ 286,396
Purchased Services	33,205	50,795	23,510	43,165	19,765
Supplies	1,834	1,022	1,995	2,000	2,000
Other Charges	8,695	9,808	10,770	10,905	10,905
Capital Outlay	45	175	-	-	-
Totals	\$ 281,030	\$ 304,365	\$ 318,335	\$ 342,732	\$ 319,066

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 198,553	62.37%	\$ 198,672	62.27%	0.06%
Light Fund	55,314	17.38%	56,293	17.64%	1.77%
Water Fund	17,422	5.47%	17,251	5.41%	-0.98%
Sewer Fund	5,286	1.66%	5,235	1.64%	-0.96%
Solid Waste Fund	1,239	0.39%	1,227	0.38%	-0.97%
Recreation Fund	6,432	2.02%	6,372	2.00%	-0.93%
Swim and Fitness Center	30,669	9.63%	30,384	9.52%	-0.93%
Retirement System	1,980	0.62%	1,962	0.61%	-0.91%
Schools	1,440	0.45%	1,670	0.52%	15.97%
Totals	\$ 318,335	100.00%	\$ 319,066	100.00%	0.23%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

GENERAL GOVERNMENT: Human Resource Department

Item 1B

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Human Resources Director	1.00	\$ 110,576	1.00	\$ 110,576
	Assistant HR Director	1.00	72,795	1.00	74,590
	Human Resources Assistant	1.00	61,077	1.00	61,659
	Department Clerk	1.00	36,733	1.00	37,710
	Sub Total	<u>4.00 FTEs</u>	\$ 281,181	<u>4.00 FTEs</u>	\$ 284,535
5130	Overtime	20 hrs.	879	42 hrs.	1,861
	Total	<u>4.00 FTEs</u>	<u>\$ 282,060</u>	<u>4.00 FTEs</u>	<u>\$ 286,396</u>

Program Implementation
<ul style="list-style-type: none"> •The FY15 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 (\$1,861) for support staff overtime. •Purchased Services and Supplies support day-to-day operating expenses such as telephones, printing, office supplies and stationery, and software maintenance . •Purchased Services also include 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 (\$3,240). •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 (\$105) and the Society for Human Resource Management (\$180), professional conference registration fees (\$860), transportation fees related to attending training and conferences (\$650), and subscription fees for human resources publications (\$350).

Human Resources Programs

Program 1 - Personnel Operations:

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.

The HR Director assisted the Town Manager and Senior Management Team in planning the second annual forum for employees where information was shared and questions addressed. Training regarding employee performance evaluations was arranged for 95 supervisors and provisions were made for 22 new employees to attend harassment prevention training. HR staff notified employees of conflict of interest law training requirements, distributed summaries of the law to all employees, and coordinated compliance documentation.

HR staff processed 1,279 applications for employment, managed 39 recruitments and new appointments, managed 15 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies, managed 46 work-related injury cases, verified and processed more than 830 personnel action forms, made arrangements for an employee appreciation picnic attended by 206 employees and for an ice cream truck visit enjoyed by approximately 200 employees, coordinated 48 random DOT required drug and alcohol tests, oversaw the restructuring and classification review of 9 positions, and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations. HR staff also partnered with Finance and IT to evaluate human resource information systems, payroll, and timekeeping software needs and options in anticipation of replacing software that will be unsupported in 2014.

As part of its benefit administration activities, HR staff developed and distributed communications to employees throughout the year, including notices regarding Affordable Care Act provisions, HIPAA requirements, the impact of DOMA on benefit plans, health reimbursement account provisions, new flexible spending account carry-over rules, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan. Staff also followed up with individual employees after a required dependent eligibility audit to address enrollment issues. 14 coverage changes were processed during open enrollment and 188 individual long-term disability rate adjustments were determined and communicated to each subscriber. In addition, a benefits fair was coordinated and offered to employees; approximately 150 people took advantage of this opportunity to meet with representatives regarding the various benefits offered by the Town.

Employment Data By Calendar Year					
	2009	2010	2011	2012	2013
Number Employed	616	612	583	597	593
Regular-Status Positions	275	279	280	280	281
Regular-Status New Hires	12	8	18	16	19
Regular-Status Terminations	10	10	10	9	13
Regular-Status Retirements	4	3	6	3	6

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 11% increase in capital expense over that of the FY14 budget.
- The Town’s goal is to eventually budget Town-Wide Building Maintenance 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 FY11, a Facilities Maintenance Supervisor was hired to assist individual building managers in overseeing the maintenance of Town buildings. The salary of this position is funded by this account and the specific capital projects that use his services.
- The Town plans to gradually increase this budget to meet the above stated goal; however the FY15 budget recommends only a modest increase of \$20,000 (over FY14 as originally budgeted).
- An amount of \$12,000 is proposed to be allocated for the upkeep of Marshall Farm and \$8,000 for McGrath Farm.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 160,302	\$ 170,001	\$ 180,000	\$ 200,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 160,302	\$ 170,001	\$ 180,000	\$ 200,000

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 Selectmen and School Committee.

As a result of these recommendations, the Town Manager consolidated a portion of the building maintenance appropriations within the Town Manager account. Under the new funding structure, individual building managers still retain some money for maintenance and repairs. Under the general direction of the Town Manager, the Deputy Town Manager oversees project-by-project expenditures from the central account for the purpose of funding building systems assessments on a periodic basis, and for carrying out priority emergency repairs and renovations. It is planned in the FY15-19 proposed CIP that this fund will be augmented through that period. The funding of this account supports a majority of the salary of the Facilities Maintenance Supervisor, and the hourly wages of the Town Electrician when his services are not charged to a specific project.

GENERAL GOVERNMENT: Town-Wide Building Maintenance

Item 1C

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 160,302	\$ 170,001	\$ 180,000	\$ 400,000	\$ 200,000
Totals	\$ 160,302	\$ 170,001	\$ 180,000	\$ 400,000	\$ 200,000

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Facilities Maintenance Supervisor	1.00	\$ 68,893	1.00	\$ 71,601
	Total	1.00 FTEs	\$ 68,893	1.00 FTEs	\$ 71,601

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
A-1	Town-Wide Building Improvements	\$ 180,000	\$ 200,000	\$ 225,000	\$ 235,000	\$ 250,000	\$ 265,000
	Totals	\$ 180,000	\$ 200,000	\$ 225,000	\$ 235,000	\$ 250,000	\$ 265,000

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				\$ 407,700		

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 87.5% increase in capital expense over that of the FY14 budget, and a positive step toward future funding goals.
- A grant of \$1.7 million from the Alfred H. Sawyer Trust currently provides funds to implement energy conservation initiatives in Town buildings. As of December 2013, this fund is nearing close-out. The Resource Sustainability Fund is intended to augment the initiatives begun by the Sawyer Trust Fund and to continue these measures after the Sawyer Trust Fund is depleted.
- The recommended funding level for the Resource Sustainability Fund is \$125,000 by FY19.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ -	\$ 25,000	\$ 40,000	\$ 75,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ -	\$ 25,000	\$ 40,000	\$ 75,000

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.

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. The measures include, but are not limited to the following:

- Installing energy efficient HVAC systems and / or components at the Assessor’s Office Building, West Concord Fire Station, Public Safety Building, 135 Keyes Road, Friends of the Performing Arts in Concord (FOPAC), Hunt Gym and Harvey Wheeler Community Center;
- Replacing / upgrading / installing lighting fixtures with higher efficiency bulbs and fixtures at the Town House, Hunt Gym, Beede Center, Public Safety Building, West Concord Fire Station, 141 Keyes Road, and Town House; and
- Designing and implementing weatherization work at the Emerson Umbrella, Town House, West Concord Fire Station, 133 Keyes Road, 135 Keyes Road, 141 Keyes Road, and Hunt Gym.

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.

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
A-5	Resource Sustainability Projects	\$ 40,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 125,000
	Totals	\$ 40,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 125,000

Resource Sustainability Programs

Program 2 – 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.

The Concord Conserves Campaign

The Town of Concord has been able to reduce its electricity and heating energy use by working on all fronts to save energy, including heating and cooling system replacements, lighting upgrades and adjustments, building weatherization and other initiatives that have made our facilities more energy efficient. However, building occupants also play an important role when it comes to the amount of energy used in their building. For this reason, the Town launched the Concord Conserves campaign in October, 2013. The Campaign is designed to help employees take some simple energy-saving steps in the workplace.

During the year-long campaign, employees who have volunteered to serve as Energy Coaches help their co-workers learn about and adopt new energy-saving practices. Employees are asked to take four different types of actions to reduce energy waste:

Turn It Off: Turn off lights and office equipment when they're not in use.

Check Temperatures: Let their Energy Coach know if their work area feels too hot or too cold, or if heating or cooling units appear to be operating when they're not needed. Use a variety of strategies, such as wearing seasonally appropriate clothing, that help the employee stay warm in winter and cool in summer, and that also support the Town's efforts to contain heating and cooling costs.

Keep It Closed: Keep windows and doors closed in order to keep heated and air conditioned air from escaping, and report air leaks if daylight is shining or air is whistling through door and window frames.

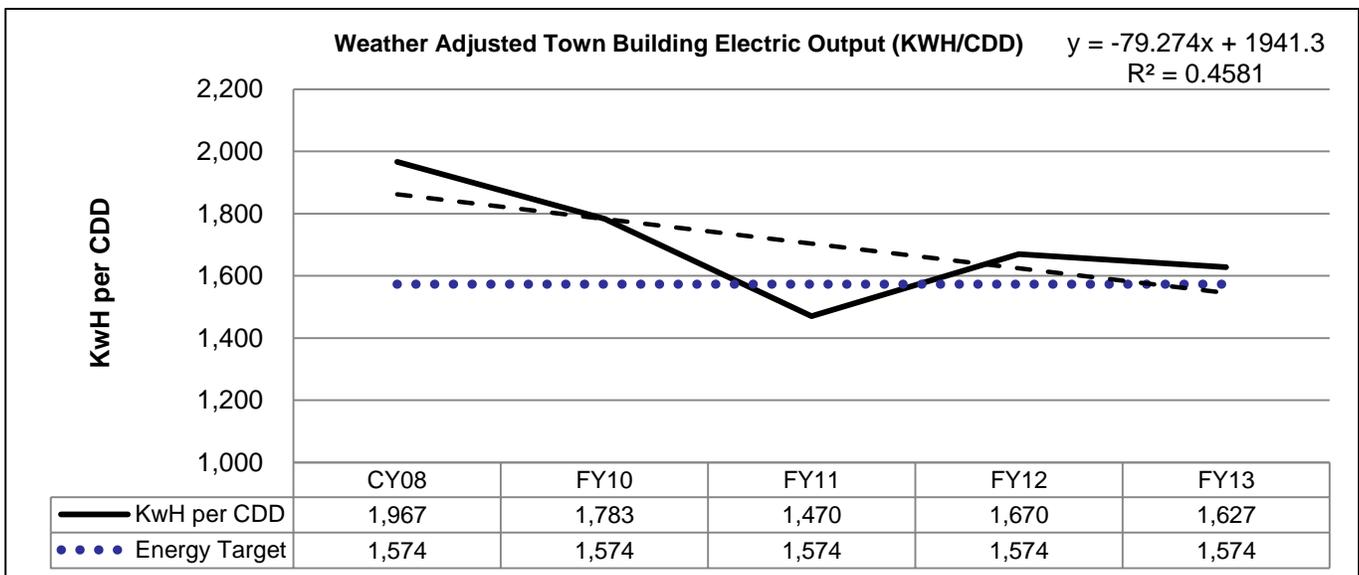
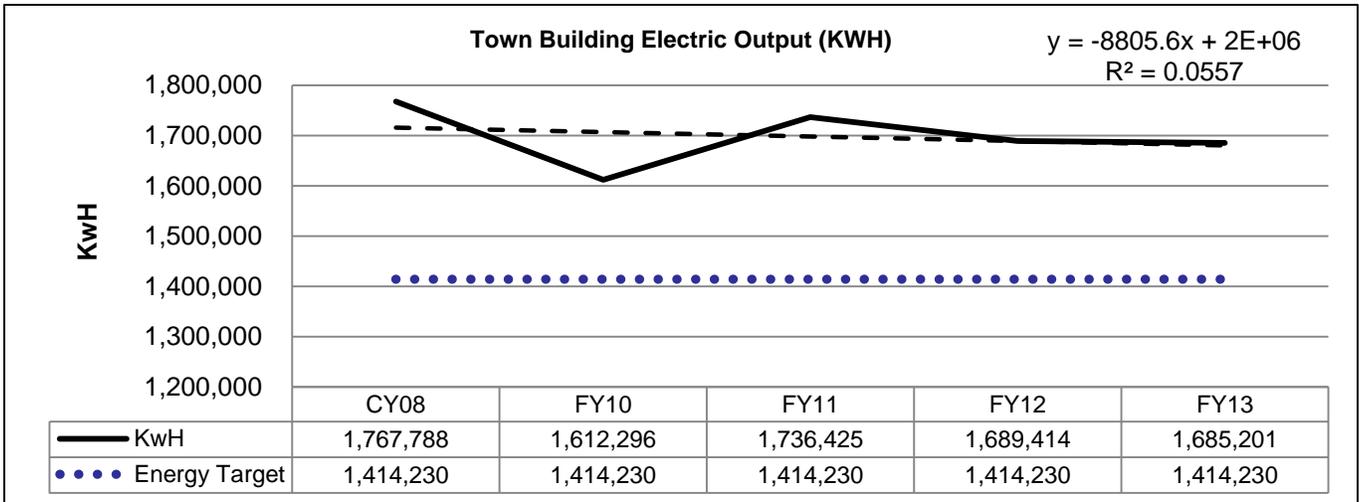
Power Down: Turn off monitors, speakers, printers, scanners, laptops and other peripherals if out of the office for more than 20 minutes, and at the end of day. Employees are also encouraged to take actions such as setting monitors to go to sleep after 10 minutes, forgoing individual printers in favor of networked printers, and asking IT to remove underutilized computers.

The Campaign's goal is to reduce energy consumption in Town buildings by 3-5%. This reduction will bring the Town 3 – 5 percentage points closer to its goal of a 20% energy use reduction in municipal facilities by 2015. Achieving the 5% stretch goal will also free up \$10,000 in current energy expenditures each year to meet other Town needs and will reduce carbon dioxide emissions by 40 tons annually.

Electricity

The following charts illustrate electricity consumption for town wide buildings with the exception of the Beede Center, Fowler Library, and Street Lighting. The graph on top shows the total Kilowatt Hours (KwH) used by Town buildings, while the graph on the bottom factors in Cooling Degree Days (CDD). Cooling Degree Days are the number of degrees that a day's average temperature is above 65° Fahrenheit in which air conditioning may be needed. The total amount of degrees above 65° Fahrenheit is then divided by the total KwH output by year to calculate the efficiency of the buildings. The CDD helps to calibrate against hot summers where more electricity is needed to cool the buildings, so that it can serve to be a better measure of efficiency.

-Both charts include the KwH output, the 20% reduction in energy consumption target line, and a trend line.

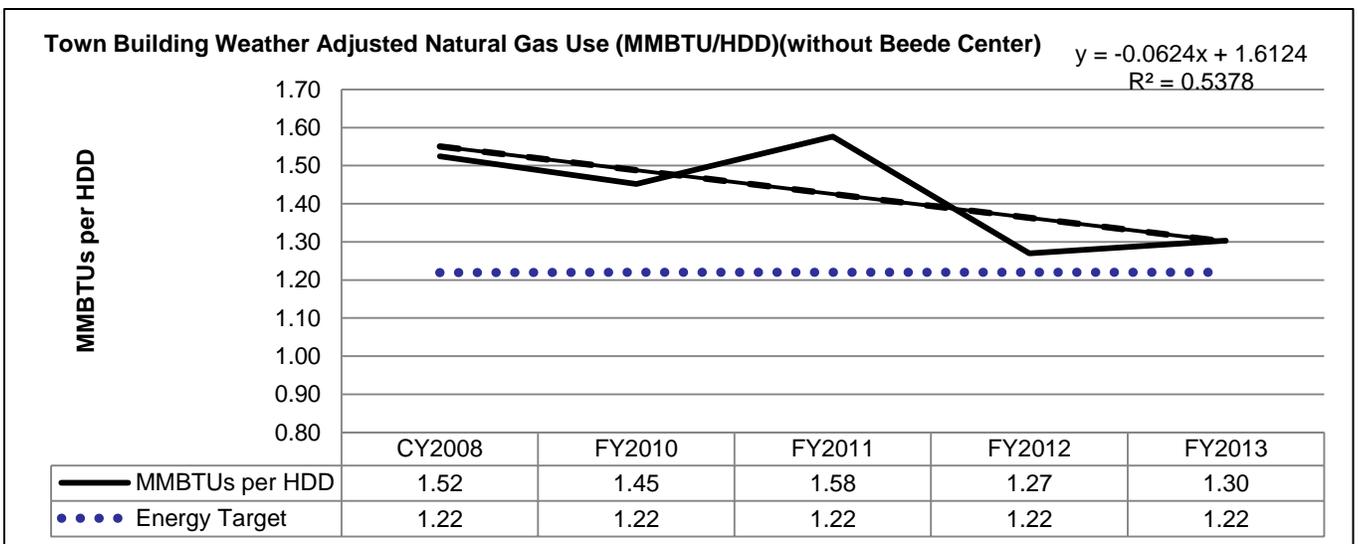
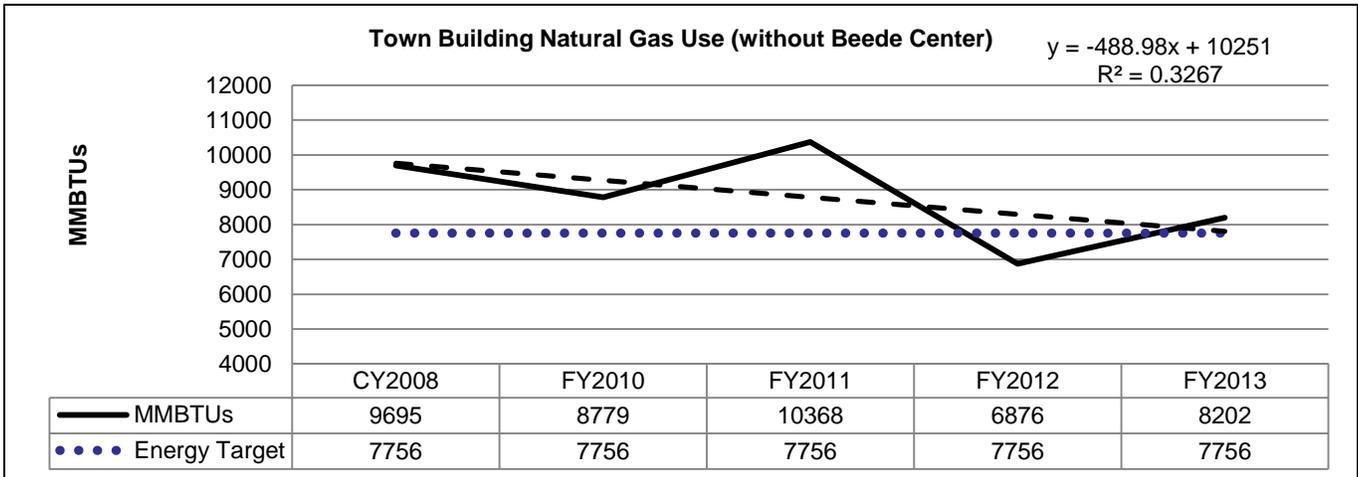


Analysis: The reduction of overall electricity use and the downward trend of the Kwh per CDD reflect Concord's strides in energy efficiency in most of the town buildings. However over the last 5 years 3 electricity consuming entities (Beede Center, Fowler Branch Library, and street lights) have accounted for an average of 50% of the town wide building's electric output. Recently the Beede Center improved its electric efficiency with new LED lighting. However, the Fowler Branch Library has had issues with its dehumidification systems which have led to spike in electricity consumption.

Natural Gas

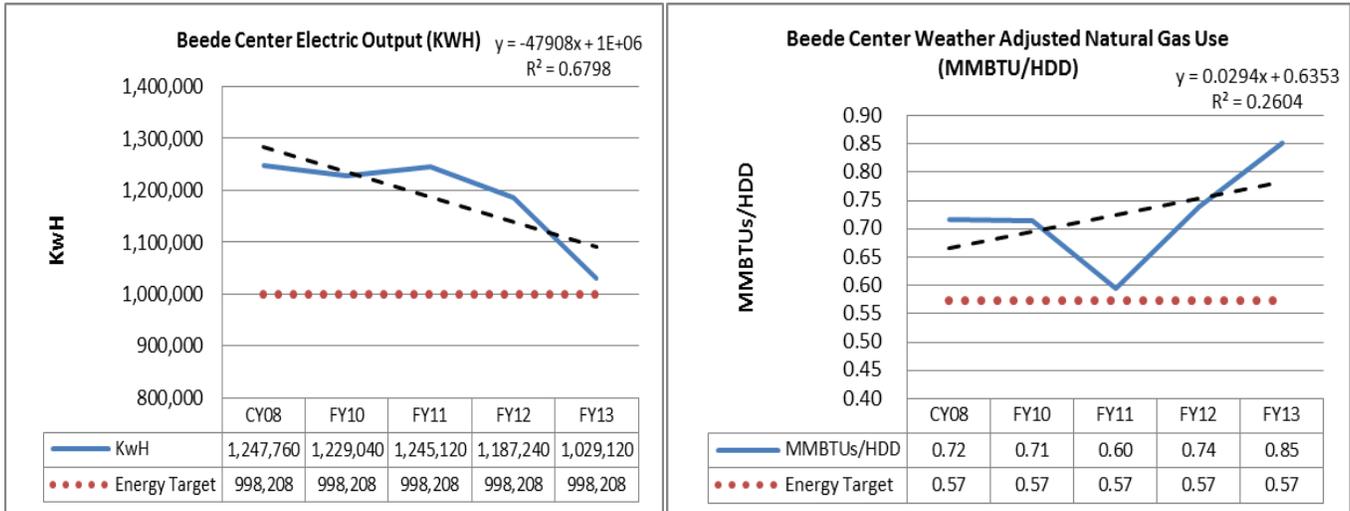
The following charts illustrate natural gas consumption for town wide buildings without including the Beede Center. The graph on top shows the total British Thermal Units in Millions (MMBTU) used by town buildings, while the graph on the bottom factors in Heating Degree Days (HDD). Heating Degree Days are the number of degrees that a day's average temperature is below 65° Fahrenheit in which heaters may be needed. The total amount of degrees below 65° Fahrenheit is then divided by the total MMBTUs output by year 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.

-Both charts include the MMBTU output, the 20% reduction in energy consumption target line, and a trend line.



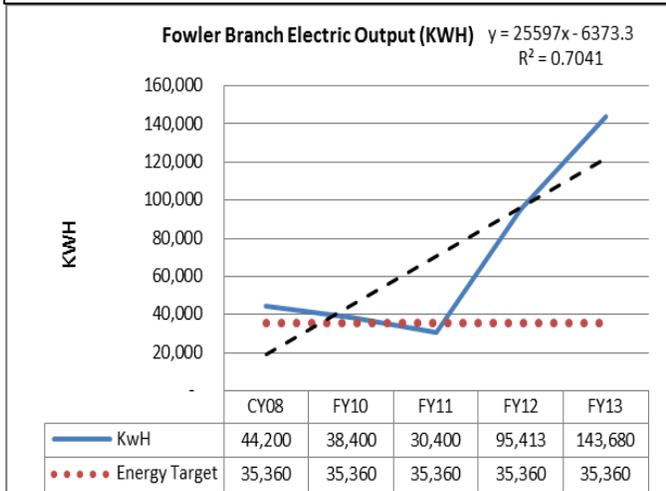
Analysis: Overall the Town's facilities have made impressive strides in nearing the energy efficiency goals for FY15. The decline in heating energy use per heating degree day observed in municipal facilities since CY2008 has been driven primarily by heating system upgrades (West Concord Fire Station, Public Safety Building, Hunt Gym) and building envelope improvements (West Concord Fire Station, Town House). Heating energy use per heating degree day also declined significantly at the Harvey Wheeler Community Center for reasons that are unclear. The Beede Center was not included with these charts because of the faulty dehumidification system which will be upgraded in the near future.

Beede Center, Fowler Library Branch & Street Light Energy Consumption

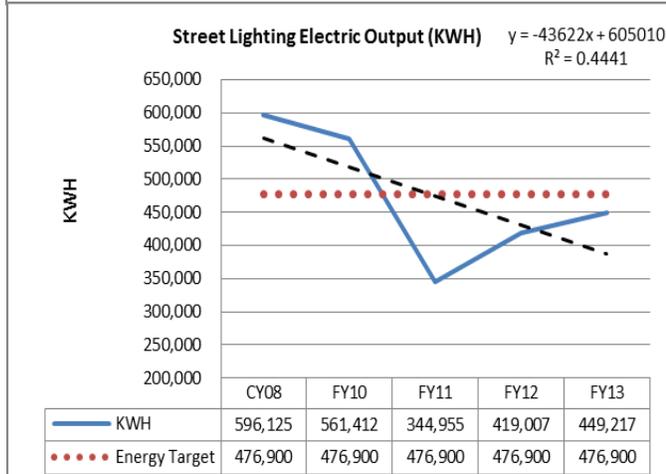


Analysis: Electric: The significant reduction in electricity use in FY13 compared to FY12 would be due to the installation of variable frequency drives on the pool filtration motors, and the LED lighting and day-lighting sensors installed in the natatorium and lobby.

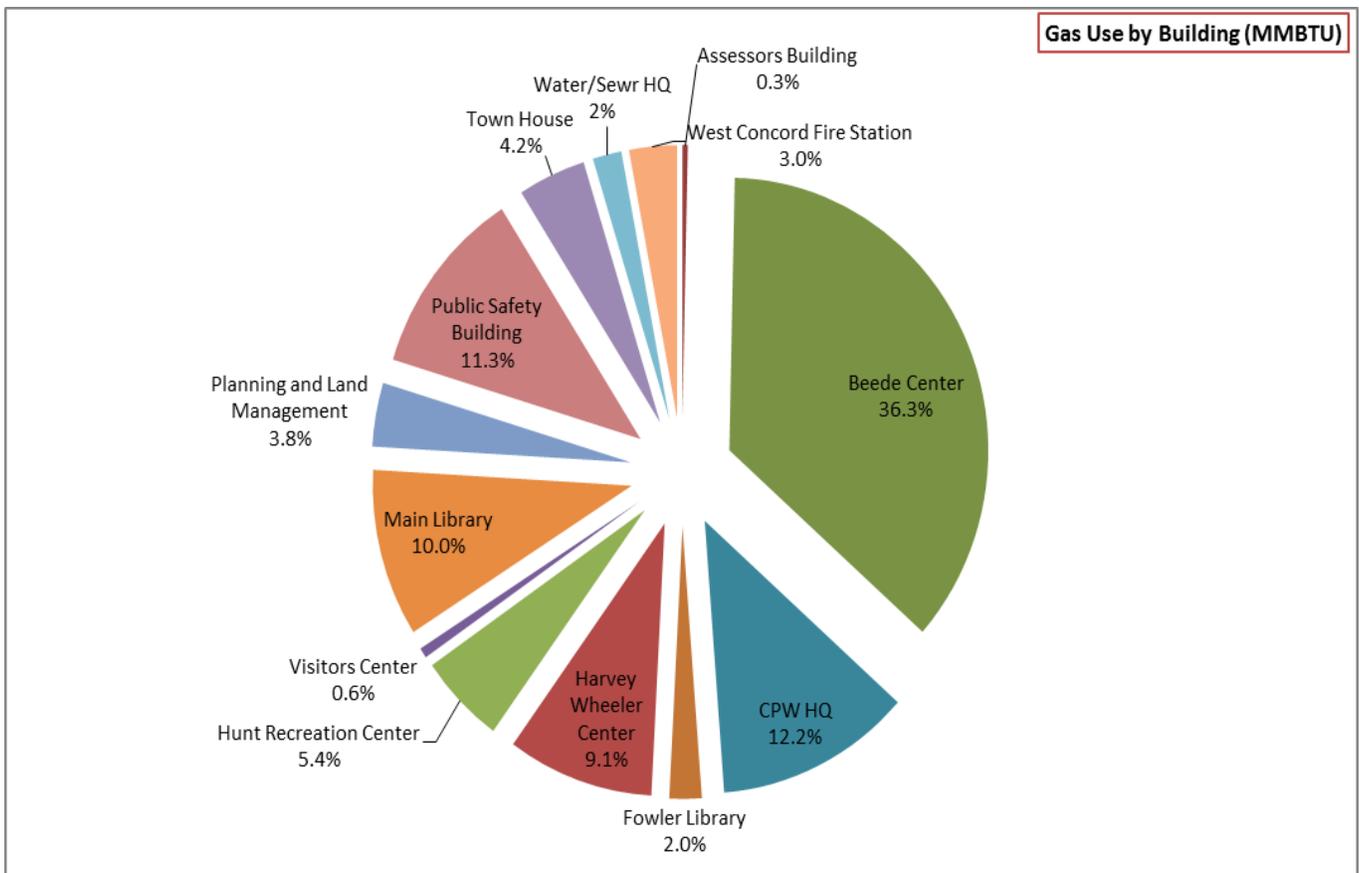
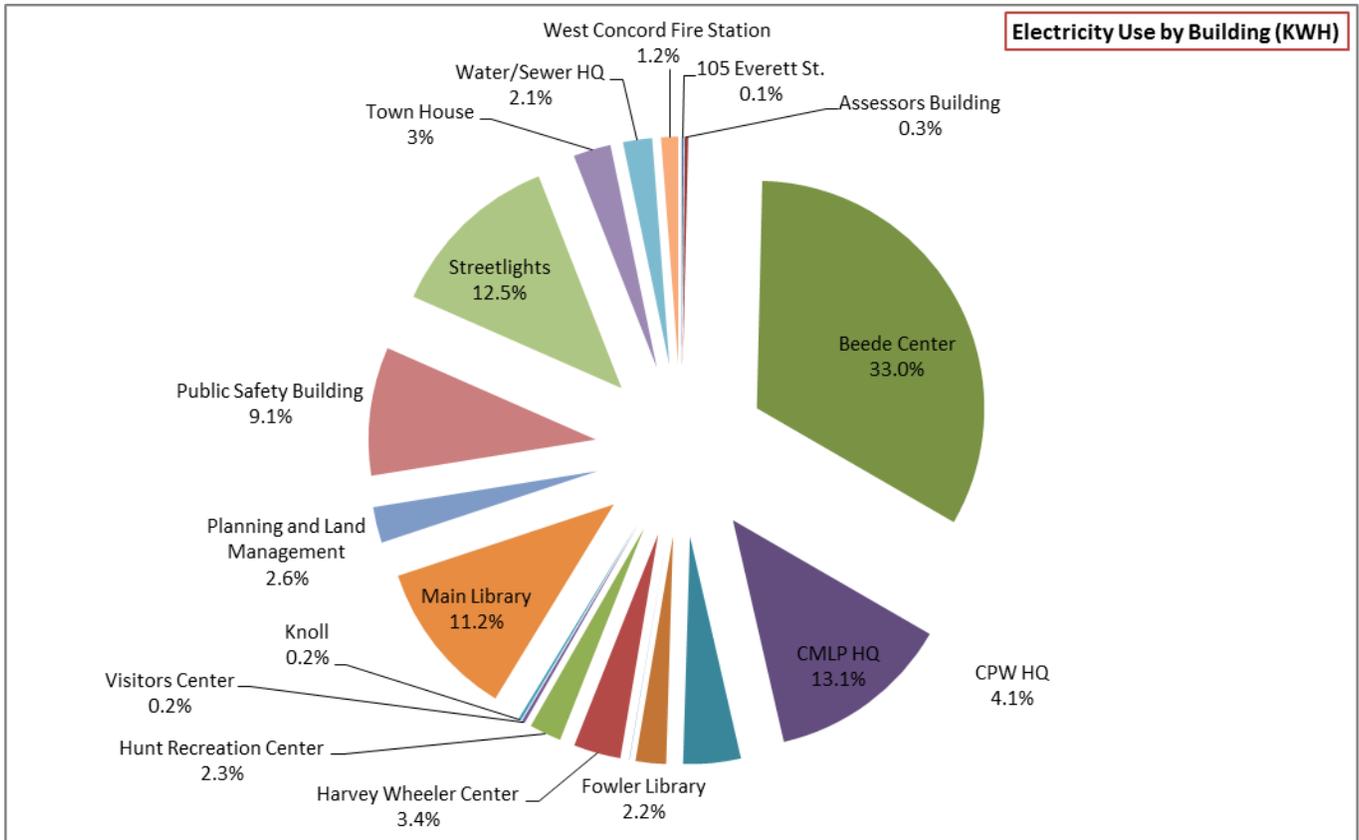
Gas: The significant increase in natural gas use in FY13 compared to FY12 may be related to consumption by the Beede Center's boiler to compensate for the poor performance of their dehumidification system. Beede Center staff is currently in the process of getting a new dehumidification system.



Analysis: Electricity use increased dramatically at the Fowler in FY13, and heating energy use increased significantly as well. A review of the Fowler's monthly electricity use indicated that usage increased dramatically in November of 2012, and stayed at the higher level for the rest of the year. The Fowler has a central dehumidifier that had not been working properly prior to November/December 2012. Stand alone dehumidifiers had been used to dehumidify the archives, but the Liebert system was put back into use around the time the electricity use increased. This is the likely explanation for the increase in electricity use.



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 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 from that of the FY14 budget.
- The FY15 budget proposal assumes that no major litigation matters will arise.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 215,806	\$ 202,104	\$ 225,000	\$ 225,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 215,806	\$ 202,104	\$ 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 Board of Selectmen. 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 Board of Selectmen, 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 \$89,636 and are on track to be under budget. Assuming that no major new litigation matters will arise and because of budget constraints, the proposed FY15 Legal Services budget is level funded at the FY14 level.

GENERAL GOVERNMENT: Legal Services

Item 2

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	215,806	202,104	225,000	225,000	225,000
Totals	<u>\$ 215,806</u>	<u>\$ 202,104</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 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
2004	\$ 220,000	\$ 50,000	\$ 270,000	\$ 260,194
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 Budgeted (Status thru 12/31/13)	225,000	-	\$ 225,000	89,636*

*FY14 expended amount (\$89,636) 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 236% increase in operating cost from that of the FY14 budget, due to the increase in the number of scheduled elections.
- Three elections are scheduled for FY15 (Town Election; State Primary; State Gubernatorial Election) compared to having only one Town Election in FY14.
- The Town now assumes the expense of programming the handicapped-accessible voting machines for Town elections at an estimated cost of \$575/election. This cost was previously paid with State/Federal funds.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 24,348	\$ 37,169	\$ 17,129	\$ 40,368
Other Funds	\$ 1,952	\$ 17,604	\$ -	\$ -
Total Expenditures	\$ 26,300	\$ 54,773	\$ 17,129	\$ 40,368

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 FY14, the Town budgeted for one Annual Town Election. In FY15, the Town is budgeting for one Annual Town Election, one State Primary, and one State/Gubernatorial Election. For State Elections, Concord is reimbursed for 3 hours per election, under the “Uniform Polling Hours Law” of 1983. In FY15, this reimbursement amounts to \$4,131.

Elections			
Recent Election Events		# of Voters Participating	% of Registered Voters
Date	Election Description		
Feb. 5, 2008	Presidential Primary	7,598	63%
November 4, 2008	State Election/Presidential	10,582	86%
December 8, 2009	Special State Primary	4,401	37%
January 19, 2010	Special State Election	8,783	73%
November 2, 2010	State Election/Gubernatorial	8,765	72%
November 15, 2011	Special Town Election/CCHS	4,235	35%
March 6, 2012	Presidential Primary	2,973	24%
September 6, 2012	State Primary	3,897	31%
November 6, 2012	State Election/Presidential	11,055	85%
March 19, 2013	Annual Town Election	3,059	24%
April 30, 2013	Special State Primary (US Senate)	3,237	26%
June 25, 2013	Special State Election (US Senate)	5,325	42%

GENERAL GOVERNMENT: Elections

Item 3A

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 15,121	\$ 40,925	\$ 10,904	\$ 29,868	\$ 29,868
Purchased Services	8,333	9,766	5,050	7,725	7,725
Supplies	2,846	4,082	1,175	2,775	2,775
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 26,300	\$ 54,773	\$ 17,129	\$ 40,368	\$ 40,368

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 17,129	100.00%	\$ 40,368	100.00%	135.67%
State Reimbursement	-	0.00%	-	0.00%	N/A
Totals	\$ 17,129	100.00%	\$ 40,368	100.00%	135.67%

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

Personnel Services Summary					
Code	Position Title	FY14 Budgeted		FY15 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Elections Officer	583 hrs.	\$ 5,433	1708 hrs.	\$ 16,641
	Technician	63 hrs.	2,000	54 hrs	2,400
	Overtime	13 hrs.	471	39 hrs.	1,527
5131	Police Overtime	65 hrs.	3,000	168 hrs.	9,300
	Total	0.31 FTEs	\$ 10,904	0.92 FTEs	\$ 29,868

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 1.6% decrease in operating cost from that of the FY14 budget.
- Revenues from the sale of the Street List book and electronic disc, totaling \$2,055 in CY13, are credited to the General Fund to offset the printing costs (\$2,411 for 250 copies in FY13).

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 7,612	\$ 5,718	\$ 8,216	\$ 8,031
Other Funds	\$ 2,467	\$ 2,563	\$ 2,500	\$ 2,547
Total Expenditures	\$ 10,079	\$ 8,281	\$ 10,716	\$ 10,578

Description:

The Registrars budget provides for the costs of:

- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 250 Street List books (budgeted cost: \$2,600); the # of printed books was reduced since FY12 since more customers prefer buying an electronic version of the Street List.
- Registering voters, maintaining resident and voter database, and preparing voter lists for elections and candidates;
- 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 FY15, it is expected that the School Department will provide \$2,547 for this purpose.

Performance Information

	2008	2009	2010	2011	2012	2013
Residents Counted in Census January 1	15,300	15,397	15,538	15,627	15,638	15,954
Registered voters as of December 31	12,023	12,097	12,069	12,300	12,716	12,820
New Voters Registered during Year	1,284	516	830	668	1,553	637
Nomination/Petition Papers Signatures Certified	1,680	1,103	2,592	1,547	3,862	2,510

GENERAL GOVERNMENT: Registrars

Item 3B

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,993	\$ 2,047	\$ 3,016	\$ 3,390	\$ 2,778
Purchased Services	6,625	5,399	7,000	7,100	7,100
Supplies	461	835	700	700	700
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 10,079	\$ 8,281	\$ 10,716	\$ 11,190	\$ 10,578

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 8,216	76.67%	\$ 8,031	75.92%	-2.25%
School Department Transfer	\$ 2,500	23.33%	\$ 2,547	24.08%	1.88%
Totals	\$ 10,716	100.00%	\$ 10,578	100.00%	-1.29%

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

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Office Assistant	200 hrs.	\$ 2,778	200 hrs.	\$ 2,778
5130	Overtime	6 hrs.	238	0 hrs.	-
	Total	0.10 FTEs	\$ 3,016	0.10 FTEs	\$ 2,778

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 a no change in operating cost from that of the FY14 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 nights of Annual Town Meeting and \$11,000 for 1 night of Special Town Meeting).

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 82,916	\$ 61,794	\$ 81,550	\$ 81,550
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 82,916	\$ 61,794	\$ 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 2014, 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 2014 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 2,204 (654 in the auditorium, 400 in the cafeteria, and 1,150 in the gymnasium).

GENERAL GOVERNMENT: Town Meeting & Reports

Item 4

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 22,745	\$ 18,748	\$ 17,700	\$ 17,700	\$ 17,700
Purchased Services	60,127	42,936	63,550	63,550	63,550
Supplies	45	110	300	300	300
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 82,916	\$ 61,794	\$ 81,550	\$ 81,550	\$ 81,550

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 81,550	100.00%	\$ 81,550	100.00%	0.00%
Totals	\$ 81,550	100.00%	\$ 81,550	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

Personnel Services Summary					
		FY14 Budgeted		FY15 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 5.7% increase in operating cost over that of the FY14 budget.
- Included in the Planning Division budget are funds to support the Board of Appeals, the Historical Commission, and the Historic Districts Commission.
- In FY15, the budget proposes changing the position of Senior Planner to Town Planner, who will provide staff assistance to the Planning Board and the Board of Appeals.
- In addition, \$12,500 is proposed to fund Concord's share of the Regional Housing Services Office, which promotes affordable housing opportunities.

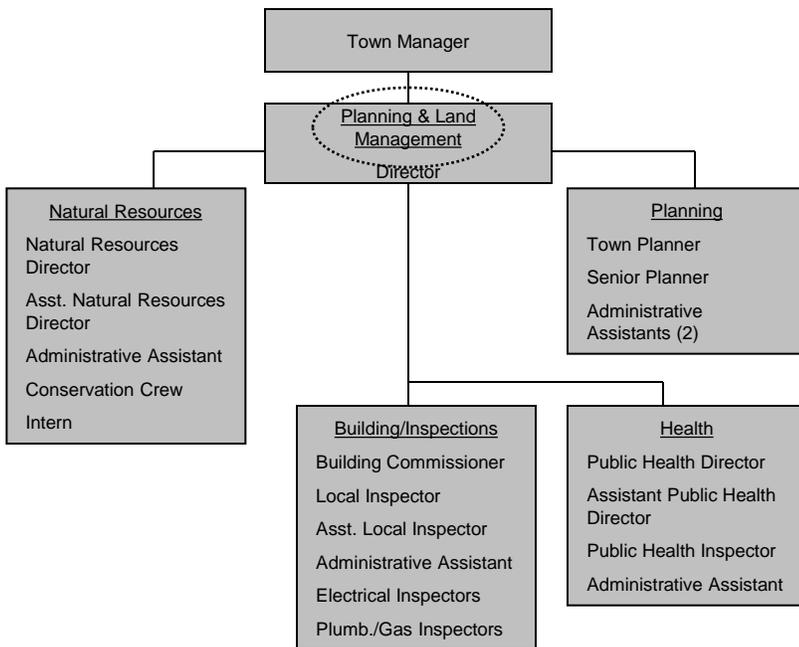
Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 293,202	\$ 303,979	\$ 325,045	\$ 344,284
Other Funds	\$ 67,901	\$ 70,016	\$ 74,542	\$ 78,207
Total Expenditures	\$ 361,103	\$ 373,995	\$ 399,587	\$ 422,491

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 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, Bruce Freeman Rail Trail Advisory Committee and Sustainable Energy Committee, and is involved in affordable housing, traffic and transportation planning, economic development, historic resources protection, public facilities planning, sustainability and promulgating development regulations.



GENERAL GOVERNMENT: Planning

Item 5A

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$334,947.48	\$352,348.13	\$ 377,757	\$ 389,141	\$ 389,141
Purchased Services	18,150	14,169	12,240	25,050	24,050
Supplies	4,195	4,332	4,200	4,100	4,100
Other Charges	3,297	2,871	5,390	5,200	5,200
Capital Outlay	513	275	-	-	-
Totals	<u>\$ 361,103</u>	<u>\$ 373,995</u>	<u>\$ 399,587</u>	<u>\$ 423,491</u>	<u>\$ 422,491</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 325,045	81.35%	\$ 344,284	81.49%	5.92%
Light Fund	9,798	2.45%	10,444	2.47%	6.59%
Water Fund	39,181	9.81%	41,769	9.89%	6.61%
Sewer Fund	6,531	1.63%	6,962	1.65%	6.60%
Community Preserv. Fund	19,032	4.76%	19,032	4.50%	0.00%
Totals	<u>\$ 399,587</u>	100.00%	<u>\$ 422,491</u>	100.00%	5.73%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
B-2	Zoning Bylaw Recodification	\$ -	\$ -	\$ 48,500		\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 48,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Personnel Services Summary

		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Dir. of Planning & Land Management	1.00	\$ 122,271	1.00	\$ 122,271
	Town Planner	0.00	\$ -	1.00	\$ 82,000
	Senior Planner	2.00	148,677	1.00	76,126
	Planning Administrative Assistant	1.00	52,744	1.00	53,349
	ZBoA Administrative Assistant	1.00	54,065	1.00	55,395
	Total	<u>5.00 FTEs</u>	<u>\$ 377,757</u>	<u>5.00 FTEs</u>	<u>\$ 389,141</u>

Program Implementation

The FY15 budget recommendation will allow the Planning Division staff to continue to provide technical and administrative support to the 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.

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 Board of Selectmen on developing a rail trail in Concord. The Director will also continue to provide support to the Millbrook Tarry Task Force, a group focused on the redevelopment planning for the Millbrook Tarry commercial site on Lowell Road. A new Town Planner will be hired to serve as the principal Planning staff support to the Planning Board and Board of Appeals. Additional projects identified for FY15 include working with other Town departments to prepare recommendations that will implement the Parking Management Plan; working with the Town Manager’s office, the Recreation Commission and Recreation Department to design and integrate the land at 51 Laws Brook Road into Rideout Playground; and continuing efforts to implement the Concord Center Cultural District Wayfinding Program.

The Senior Planner will continue working with the Regional Housing Services Office staff to promote affordable housing opportunities in Concord including monitoring services for the Concord Mews rental development, assisting the Concord Housing Development Corporation with its small grants program to help income qualified residents maintain their homes, and working with the Concord Housing Authority to utilize HOME funds for additional facility renovations at Thoreau Street. The Senior Planner also supports the work of the Historic Districts Commission and the Historical Commission. The Historical Commission has undertaken a major effort updating the baseline information contained in the Survey of Historical and Architectural Resources (with an initial focus on West Concord properties) which is used as a guide for the Community Preservation Committee and will be a significant part of the proposed revisions to the Demolition Delay bylaw. The Senior Planner will also be managing the three studies for the Wheeler-Harrington House and Harrington Conservation land – a Historic Structures report, a Cultural Landscape report and an Environmental Assessment, as funded by the 2013 Annual Town Meeting.

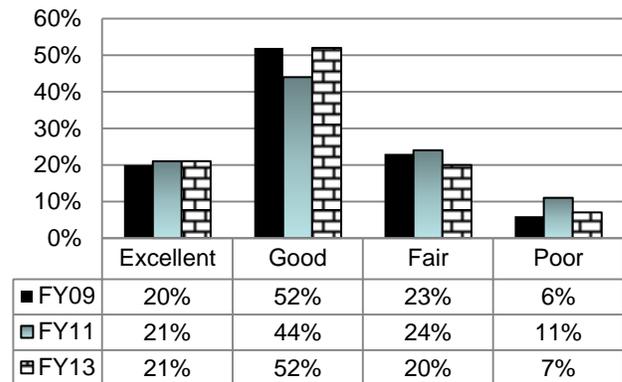
The Planning Division submitted three applications for funding consideration by the Community Preservation Committee in the fall 2013: continued support for the Regional Housing Services Office, funding for 100% design for Phase 2B of the Bruce Freeman Rail Trail (the portion of the trail over Route 2) and acquisition of the Rappoli land located off of Pond Lane in West Concord. Only the first two projects are recommended for funding at the 2014 Annual Town Meeting.

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: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

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

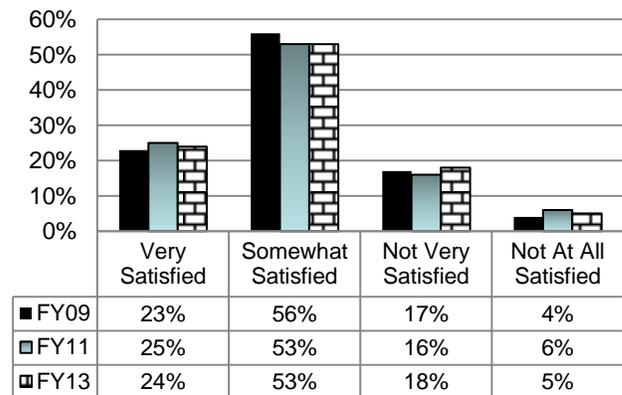


Goal: To develop the Town in a satisfactory way

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

Measure: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

Satisfaction with the way Concord is being developed



Goal: To respond to changes in federal regulations (changes to the 100-year flood plain elevations) that impact local property owners.

Objective: Inform all property owners impacted by the changes in an efficient and effective manner.

Measure: The number of property owners so informed.

In January 2013, the Town was sent preliminary Updated Flood Insurance Rate Maps by the Federal Emergency Management Agency and asked the Town to take responsibility to review the maps, the summary of map actions (confirm the list of Letters of Map Revision and Map Amendment), notify affected property owners, submit any appeals during the 90-day appeal period and prepare zoning bylaw amendments for consideration and adoption at the 2014 Annual Town Meeting. Through coordinated efforts between the Department of Planning & Land Management and the Concord Public Works Engineering Division, a new web page was added in May, which provided significant information about the proposed changes to the Flood Insurance Rate Maps. Town staff calculated that over 1300 properties would be impacted by the changes; 500 of those properties negatively. In early July, DPLM and CPW staff hosted an open house for residents whose properties were negatively impacted which was attended by 50 residents. Staff assisted the attendees by using the Town’s interactive mapping tool, that has been added to the recently created Flood Map Update webpage, printed maps, and handouts. Feedback received was generally positive; everyone appreciated the opportunity to discuss their parcel of land, see the changes that FEMA proposed and get a better understanding about how the changes may impact their property.

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.

Overview

The office for the Board of Appeals is located within the Planning Division within 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 also reviews 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 13 public hearings and 13 public meetings in 2013, during which it considered 56 applications. (Some of these applications included multiple activities; therefore, the activity totals below exceed the number of applications.) Forty-six special permits were granted. One applications is pending. One decision made by the Board was appealed in April and dismissed in July. There were no appeals from a decision of the Building Inspector/Zoning Enforcement Officer. Three applications were withdrawn without prejudice at the request of the Applicant.

ZONING BOARD OF APPEALS ACTIVITIES

Special Permits Granted

	FY09	FY10	FY11	FY12	FY13
Change, alteration or extension of a nonconforming use and structure	22	11	14	15	21
Reconstruction of a nonconforming use and/or structure	6	22	17	19	18
Restoration of a non-conforming use or structure damaged by fire	1	0	1	0	0
Site plan approval (associated with a special permit)	17	4	12	11	6
Amend or extend a special permit and site plan approval	1	2	1	0	0
Relief from design requirements	2	0	1	4	1
Relief from parking requirements	5	1	1	9	6
Off-site parking/increased parking demand/joint parking facilities	8	0	1	0	1
Parking of Commercial Vehicles	2	3	1	0	2
Special home occupation (new and renewal)	6	7	4	4	13
Additional dwelling unit	4	6	2	5	3
Planned residential development (PRD)	3	3	0	1	0
Hammerhead lot (new and amendment)	0	2	0	3	1
Private Recreation	0	1	1	1	0
Seasonal catering in LBD #5	1	0	0	0	0
Accessory Uses	0	0	4	4	0
Work in the Flood Plain conservancy district	5	0	2	4	4
Work in the Groundwater conservancy district	0	1	0	4	0
Extend Zoning district line	1	0	1	0	0
Combined Industrial/Business/Residential Use	0	0	0	1	1
Bed & Breakfast	1	1	1	0	1
Temporary event parking or special event	0	1	2	0	2
Wireless communications facility (amendment and new)	7	3	6	1	0
Lodging for farm workers/Farm Product Sales/Stables	0	0	0	0	3
Increase gross floor area by more than 50%	0	0	0	0	7
Comprehensive permit	0	0	0	0	1
Amendment to a comprehensive permit or variance	0	3	0	0	0
Special permits denied	0	0	0	0	0
Variances granted	0	0	0	3	0
Sign bylaw variances granted	0	2	2	0	2
Sign bylaw variances denied	1	0	0	0	0

Mission Statement:

The mission of the Natural Resources Division is to protect and enhance natural resources in town, including wetlands, ponds, streams, riparian corridors, open space, and farmland and to provide environmental outreach and education to Concord residents.

Budget Highlights:

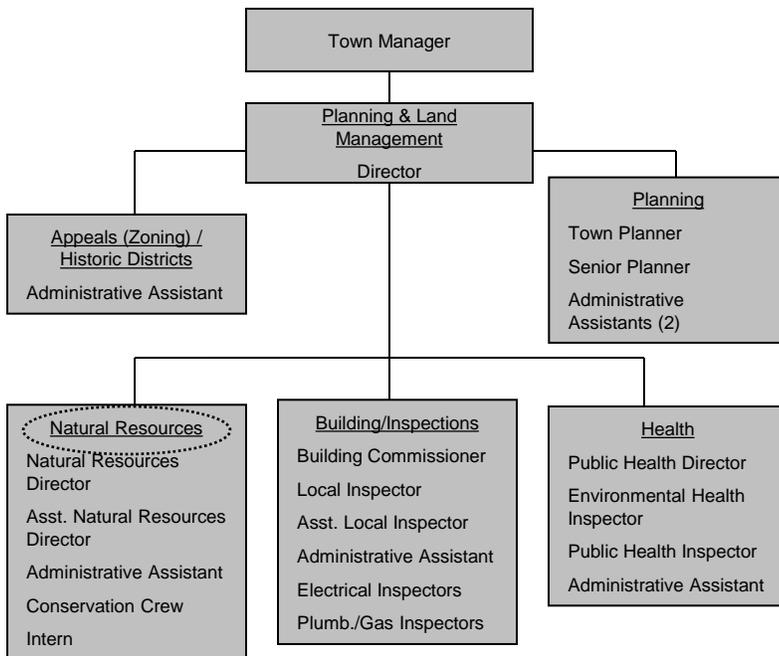
- This budget represents 12.8% increase in operating cost from that of the FY14 budget.
- This budget includes \$16,800 in funding for the Conservation Crew positions, and \$4,000 for an Intern to assist with land management priorities.
- This budget includes \$5,000 in capital expenditures for pond and stream management and \$25,000 for a replacement vehicle for the Conservation Crew.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 194,540	\$ 207,282	\$ 196,315	\$ 221,394
Other Funds	\$ 47,026	\$ 48,571	\$ 49,950	\$ 49,972
Total Expenditures	\$ 241,566	\$ 255,853	\$ 246,265	\$ 271,366

Description:

The Natural Resources Division (DNR) assists the Natural Resources Commission (NRC) in conserving and protecting the wetlands, natural resources, open spaces, and agricultural lands of the Town. This responsibility includes administering and enforcing the state's Wetlands and Rivers Protection Acts and the Concord Wetlands Bylaw; updating and implementing the Open Space and Recreation Plan; reviewing and monitoring conservation restrictions and agricultural preservation restrictions; coordinating land protection efforts with various groups; providing stewardship of 1,400 acres of Town conservation land; developing and maintaining 16 agricultural leases and licenses on Town-owned lands, and supporting three community gardens. The Division provides staff support for the following committees: the Conservation Restriction Stewardship Committee, Heywood Meadow Stewardship Committee, Mill Brook Task Force, Trails Committee, and Wildlife Passages Task Force.



GENERAL GOVERNMENT: Natural Resources

Item 5B

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 203,342	\$ 214,379	\$ 219,890	\$ 219,991	\$ 219,991
Purchased Services	4,939	9,107	11,500	11,030	11,030
Supplies	5,713	10,883	7,900	8,370	8,370
Other Charges	2,531	1,484	1,975	1,975	1,975
Capital Outlay	25,042	20,000	5,000	165,000	30,000
Totals	\$ 241,566	\$ 255,853	\$ 246,265	\$ 406,366	\$ 271,366

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 196,315	79.72%	\$ 221,394	81.59%	12.77%
Light Fund	19,787	8.03%	19,795	7.29%	0.04%
Water Fund	24,128	9.80%	24,139	8.90%	0.05%
Sewer Fund	6,035	2.45%	6,038	2.23%	0.05%
Totals	\$ 246,265	100.00%	\$ 271,366	100.00%	10.19%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
B-3	Pond & Stream Management	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
B-4	Vehicle Replacement		\$ 25,000	\$ -	\$ 20,000	\$ -	\$ -
B-5	Conservation Restrictions Baseline Database	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B-6	Open Space and Recreation Plan	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -
	Totals	\$ 5,000	\$ 30,000	\$ 5,000	\$ 40,000	\$ 5,000	\$ 5,000

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Director	1.00	\$ 88,269	1.00	\$ 88,269
	Assistant Natural Resources Director	1.00	56,901	1.00	56,901
	Administrative Assistant	1.00	53,540	1.00	53,641
	Sub Total	<u>3.00 FTEs</u>	\$ 198,710	<u>3.00 FTEs</u>	\$ 198,811
5120	Conservation Crew	1400 hrs.	16,800	1400 hrs.	16,800
	Intern	400 hrs.	4,000	400 hrs.	4,000
	Overtime - Police	10 hrs.	380	10 hrs.	380
	Total	<u>3.86 FTEs</u>	<u>\$ 219,890</u>	<u>3.86 FTEs</u>	<u>\$ 219,991</u>

Program Implementation

The FY15 budget recommendation includes funding for three full-time staff positions, funding for two seasonal positions (Conservation Crew), and a temporary part-time Intern position.

The full-time staff administers and enforces the state Wetlands and Rivers Protection Acts and the Concord Wetlands Bylaw. Division staff also works closely with other divisions in the Department of Planning and Land Management to provide comprehensive review of development proposals submitted to the Planning Board and Zoning Board of Appeals. Division staff provides support to the Natural Resources Commission (NRC) and five subcommittees of the NRC to accomplish the goals of establishing and monitoring conservation restrictions, managing conservation lands, protecting and improving the Mill Brook, mapping and maintaining trails on town land, and monitoring wildlife use of wildlife crossings under Route 2. Division staff also support the three community gardens in town and manage 16 agricultural leases to retain Town-owned land in active farming use.

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 19 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.

Natural Resources Programs

Program 1 – Natural Resources Operations:

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

<u>Wetlands Protection Act Summary</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Public Hearings	22	23	24	23	24
Notices of Intent and ANRADs	45	46	54	45	57
Request for Determination of Applicability	16	15	12	16	21
Administrative Approvals	26	15	36	49	37
Amended Orders	4	6	4	7	2
Requests for Extension	5	6	2	2	0
Certificates of Compliance	23	26	32	36	48
Regulatory Appeals	3	2	0	0	2
Wetland Enforcement Actions/Violations	10	10	10	3	4
Emergency Certifications	4	2	4	1	3

In 2013, the NRC reviewed 57 Notices of Intent and Abbreviated Notices of Resource Area Determination, the highest number of applications over the last 5 years. The NRC reviewed 21 RDAs, which are less formal filings, usually for smaller projects, and also the highest number over the last 5 years. Administrative approvals decreased from last year's high to 37, on par with numbers issued in 2011. Certificates of Compliance to close out projects continued to climb, and were issued for 48 projects, the highest number in the past five years. The NRC resolved four violations identified in 2013 through after-the-fact permitting, and continues to work with two homeowners to resolve violations through the same process. Two permits issued by the NRC were appealed in 2013, with one decision overturned by the state and the second still under review. Three Emergency Certifications were issued in 2013.

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 FY15 operating budget represents a slight decrease from the FY14 budget (\$1,271).
- Building construction activity in Concord in CY13 was substantially greater than in CY12.
- The overall value of CY13 construction was \$142.6 million compared to \$68.8 million in CY12. Of this total, \$54.2 million was residential construction with \$88.4 million in commercial work.
- The residential construction value represents 55 new homes, this is up from 29 new homes in 2012.
- The Building Inspections Division collected \$783,883 in permit fees in 2013.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 362,671	\$ 368,368	\$ 387,519	\$ 386,248
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 362,671	\$ 368,368	\$ 387,519	\$ 386,248

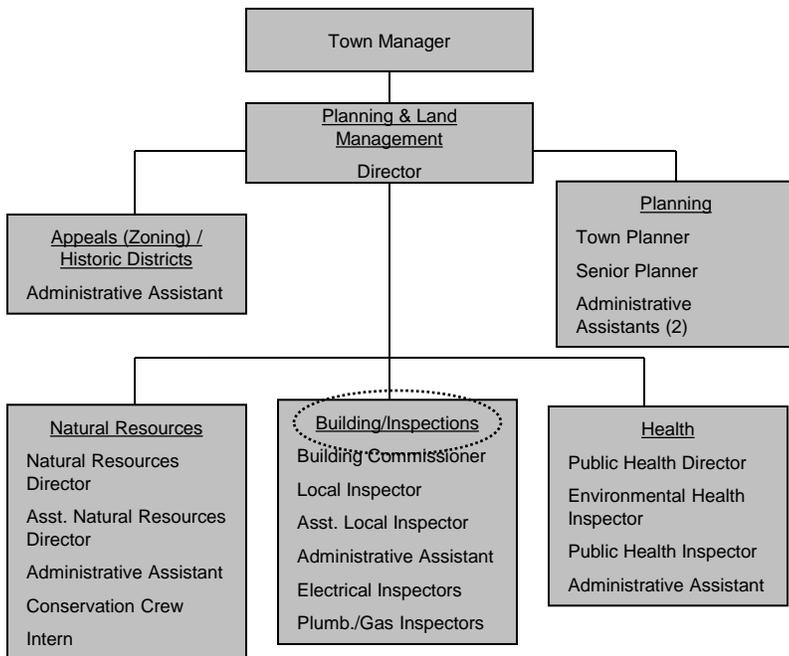
Description:

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 and revokes permits thereunder.

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			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 347,517	\$ 356,144	\$ 374,152	\$ 378,565	\$ 374,792
Purchased Services	2,653	2,917	1,728	1,632	1,632
Supplies	4,400	3,103	3,786	3,254	3,254
Other Charges	7,815	6,205	7,853	6,570	6,570
Capital Outlay	287	-	-	-	-
Totals	<u>\$ 362,671</u>	<u>\$ 368,368</u>	<u>\$ 387,519</u>	<u>\$ 390,021</u>	<u>\$ 386,248</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 387,519	100.00%	\$ 386,248	100.00%	-0.33%
Totals	<u>\$ 387,519</u>	100.00%	<u>\$ 386,248</u>	100.00%	-0.33%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

GENERAL GOVERNMENT: Inspections

Item 5C

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 105,179	1.00	\$ 105,179
	Local Inspector	1.00	80,919	1.00	80,919
	Assistant Local Inspector	1.00	59,427	1.00	59,427
	Administrative Assistant	1.00	60,116	1.00	60,907
	Sub Total	<u>4.00 FTEs</u>	\$ 305,641	<u>4.00 FTEs</u>	\$ 306,432
5115	Plumbing/Gas Inspector	965 hrs.	\$ 36,282	980 hrs.	\$ 36,260
	Electrical Inspector	965 hrs.	29,529	980 hrs.	29,400
5157	Car Allowance	N/A	2,700	N/A	2,700
	Total	<u>4.92 FTEs</u>	<u>\$ 374,152</u>	<u>4.94 FTEs</u>	<u>\$ 374,792</u>

Program Implementation

The major expenditure in the FY15 budget is for staffing. The Inspections Division includes four full-time staff positions (Building Commissioner, Local Inspector, Assistant Local Inspector, and Administrative Assistant). The Division is also assisted by five part-time positions (Three part-time Electrical Inspectors and two part-time Plumbing & Gas Inspectors). Construction of the new Harvard-Vanguard medical center at 330 Baker Avenue was completed in calendar year 2013. The new \$92.5 million Concord-Carlisle Regional High School began construction in 2013.

In calendar year 2013 building construction activity in Concord set a new record. The Building Inspections Division issued 925 building permits in 2013, which is a 26% increase over the number of building permits issued the previous year. This is the greatest number of building permits issued in any year since 1928 when Concord first started issuing permits for construction. The overall construction value in 2013 was \$142.6 million compared to just \$68.8 million in 2012. This \$142.6 million in construction value in 2013 is more than 2011 and 2012 values combined. Of this total, \$54.2 million was for residential construction with \$88.4 million in commercial work. The value of “new residential dwelling units” built in Concord went from \$15.7 million last year to \$23.5 million in 2013; a 50% increase. This residential construction value represents fifty-five (55) new single family dwelling units permitted in 2013. Of these fifty-five (55) new dwellings, thirty-five (35), or 64%, were the result of “tear downs” (the demolition of an existing house to allow the construction of a new, often larger, home). Over this past year, \$30.7 million dollars were also spent on alterations or additions to existing single family residential homes in Concord. This is a 68% increase from last year. The Building Inspections Division collected \$783,883 in permit fees in 2013.

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.

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:

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

<u>Permits Issued</u>						
	2008	2009	2010	2011	2012	2013
New single family home	28	25	41	30	29	55
Multi-family attached units	5	6	353*	0	0	0
Additions and Alterations	595	537	644	686	631	770
Commercial	83	97	90	90	73	100
Total Building Permits	711	665	1128	806	733	925
Electrical	716	643	642	745	730	933
Plumbing	462	435	424	470	487	480
Mechanical	0	0	0	26	70	91
Gas	315	326	320	340	382	416
Sign	44	50	30	41	35	54
Total (all permits)	2,248	2,119	2,544	2,428	2,437	2,899

<u>Value of Construction</u>						
	2008	2009	2010	2011	2012	2013
Value in Millions	\$64.4	\$40.6	\$90.0*	\$44.0	\$68.8	\$142.6

<u>Permit Fee Revenue (by Calendar Year)</u>						
	2008	2009	2010	2011	2012	2013
Revenue	\$506,070	\$486,410	\$955,212*	\$554,211	\$809,045	\$783,883

*Included is the 350-unit Concord Mews project.

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 3.5% increase in operating cost over that of the FY14 budget .
- To implement some of the recommendations of the Healthy Communities Initiative, this budget allocates \$10,000.
- In addition \$500 is proposed for compliance checks for tobacco sales to minors.
- In FY14 and FY15 an amount of \$4,000 is proposed to provide 200 hours of service by a Public Health Nurse to be associated with the Health Division and the Council on Aging.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 242,197	\$ 247,365	\$ 268,254	\$ 277,738
Other Funds	\$ 66,188	\$ 71,220	\$ 75,471	\$ 76,523
Total Expenditures	\$ 308,385	\$ 318,586	\$ 343,725	\$ 354,261

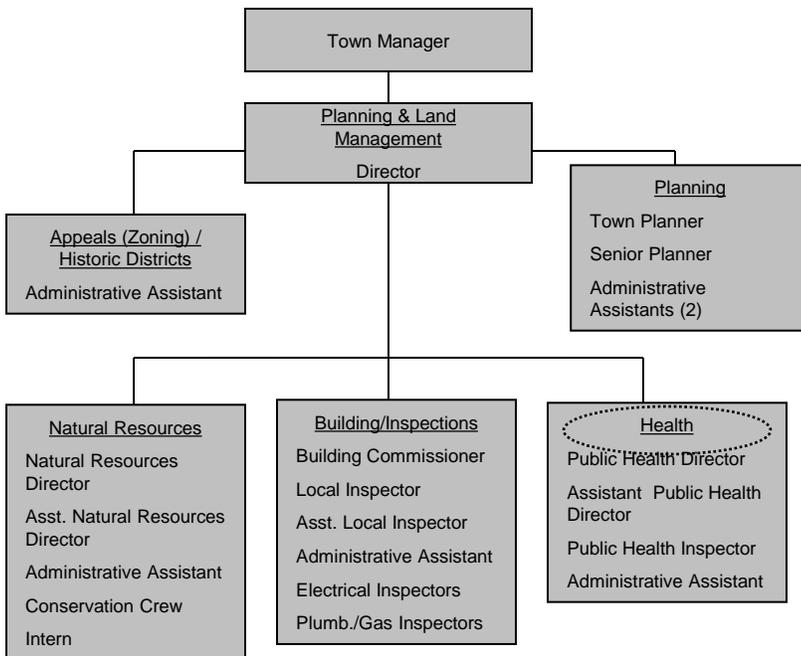
Description:

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.



GENERAL GOVERNMENT: Health

Item 5D

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 269,103	\$ 276,640	\$ 292,585	\$ 309,371	\$ 293,371
Purchased Services	29,711	37,644	42,650	53,400	53,000
Supplies	3,602	2,787	4,500	4,500	3,900
Other Charges	1,640	1,514	3,990	3,990	3,990
Capital Outlay	4,330	-	-	-	-
Totals	<u>\$ 308,385</u>	<u>\$ 318,586</u>	<u>\$ 343,725</u>	<u>\$ 371,261</u>	<u>\$ 354,261</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 268,254	78.04%	\$ 277,738	78.40%	3.54%
Water Fund	25,596	7.45%	26,438	7.46%	3.29%
Sewer Fund	30,175	8.78%	30,385	8.58%	0.70%
Other Towns	19,700	5.73%	19,700	5.56%	0.00%
Totals	<u>\$ 343,725</u>	100.00%	<u>\$ 354,261</u>	100.00%	3.07%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Director	1.00	\$ 85,766	1.00	\$ 85,766
	Assistant Public Health Director	1.00	75,280	1.00	75,455
	Public Health Inspector	1.00	66,971	1.00	66,971
	Administrative Assistant	1.00	60,568	1.00	61,179
	Sub Total	<u>4.00 FTEs</u>	\$ 288,585	<u>4.00 FTEs</u>	\$ 289,371
5120	Public Health Nurse	75 hrs.	\$ 4,000	75 hrs.	\$ 4,000
	Total	<u>4.04 FTEs</u>	\$ 292,585	<u>4.04 FTEs</u>	\$ 293,371

Program Implementation

The FY15 budget recommendation includes a 3.5% increase in operating cost for the Health Division.

The significant changes in the budget are as follows: a request for \$10,000 to fund FY15 Healthy Concord initiatives through June 2015; and \$500 to conduct tobacco compliance checks to reduce youth access to tobacco products.

The FY15 budget continues funding approved in the FY14 budget for \$4,000 for 220 hours of Public Health Nurse services; an additional \$3,600 for water quality testing at public beaches; and the reallocation of approximately \$7,000 from personnel services to purchased services for weights and measures inspections.

Individual line items include: 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). 2012 was an extremely active year in our area for two mosquito-borne diseases, Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV). Although none of the mosquito pools in Concord tested positive for WNV or EEE, EEE was found in mosquitos in two towns surrounding Concord and a number of human cases of WNV were found in several towns near Concord. Line items also include \$1,000 to support the water quality surveillance efforts of the Organization for the Assabet River; \$3,600 for contracted services with G&L Laboratories for bathing beach water sample collection and analysis; \$10,000 for Healthy Concord initiatives; \$500 for tobacco compliance checks; and \$4000 for a public health nurse to deliver health and wellness education and public health nursing services.

The recommendation also includes \$3,800 to purchase public health nursing services from Emerson Hospital Home Care for communicable disease investigations and seasonal flu clinics.

Beginning FY12, the Town has contracted 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:

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

The Health Division issued the following permits and licenses in 2013, collecting \$140,328 in total fees.

Permits and Licenses Issued							
	2007	2008	2009	2010	2011	2012	2013
Food services/retail food	123	123	125	125	180	168	197
Tobacco sales	21	22	22	22	20	17	17
Permits to keep farm animals	48	48	51	64	68	83	84
Bathing beaches	3	3	3	3	3	3	3
Swimming pools	13	22*	22	21	21	21	26
Hazardous materials control permits	46	48	48	48	49	49	50
Recreational camp sites	14	10	10	13	13	13	12
Tanning facilities	2	2	2	2	1	1	1
Disposal works installers	112	110	109	103	71	76	90
Septage haulers	18	17	24	18	20	18	22
Rubbish haulers	11	13	0	13	12	13	13
Funeral directors	4	4	4	4	4	4	3
On-site sewage disposal permits	206	124	135	128	117	108	95
Building permit reviews	167	149	129	151	146	170	191
Drinking/irrigation well permits	16	17	7	14	29	24	17
Body Art Establishments						1	1
Body Art Practitioners						2	3

*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 \$30,000.00 in additional revenue for the Town of Concord. Health services to Carlisle were discontinued in June 2010.

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.

In 2012, The Board of Health licensed Concord’s first Body Art Establishment and two Body Art Practitioners; in 2013 an additional Body Art Practitioner was licensed.

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 0.5% increase in operating cost over that of the FY14 budget.
- The slight increase reflects higher energy costs and HVAC maintenance expenses.
- The Building Maintenance Custodian is a full-time staff position that is shared with the Police Department.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 66,325	\$ 84,838	\$ 74,119	\$ 74,452
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 66,325	\$ 84,838	\$ 74,119	\$ 74,452

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. There are two meeting rooms, with a capacity of 49 persons in the first floor meeting room, and 29 persons in the second floor conference room. This past year another exit door was added in the first floor meeting room, which now allows an increase in the room’s capacity by providing a second means of egress. These meeting rooms are 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. 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 Information

Utility	Cost				Efficiency	
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed	FY13 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	14,482	\$ 15,196	\$ 15,775	\$ 16,255	1.544	9.605
Natural Gas	5,859	6,900	7,700	6,808	0.701	0.567
Water	230	239	249	258	0.024	0.006
Sewer	524	541	578	607	0.055	0.006

141 Keyes Road has square footage of 9,841 and is used on weekdays and evenings.

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

GENERAL GOVERNMENT: 141 Keyes Road

Item 6

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 24,525	\$ 25,874	\$ 25,242	\$ 25,474	\$ 25,474
Purchased Services	33,742	34,138	35,405	35,265	35,265
Supplies	3,718	3,357	3,472	3,713	3,713
Other Charges	-	-	-	-	-
Capital Outlay	4,340	21,470	10,000	10,000	10,000
Totals	<u>\$ 66,325</u>	<u>\$ 84,838</u>	<u>\$ 74,119</u>	<u>\$ 74,452</u>	<u>\$ 74,452</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 74,119	100.00%	\$ 74,452	100.00%	0.45%
Totals	<u>\$ 74,119</u>	100.00%	<u>\$ 74,452</u>	100.00%	0.45%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 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					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 25,242	0.50	\$ 25,474
	Total	<u>0.50 FTEs</u>	<u>\$ 25,242</u>	<u>0.50 FTEs</u>	<u>\$ 25,474</u>