

# **Section IV**

## **Budget Detail Town Government Accounts 1 - 48**

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Town of Concord, Massachusetts

<b>SUMMARY: All Accounts</b>	<b>ACCT. # 1 - 48</b>
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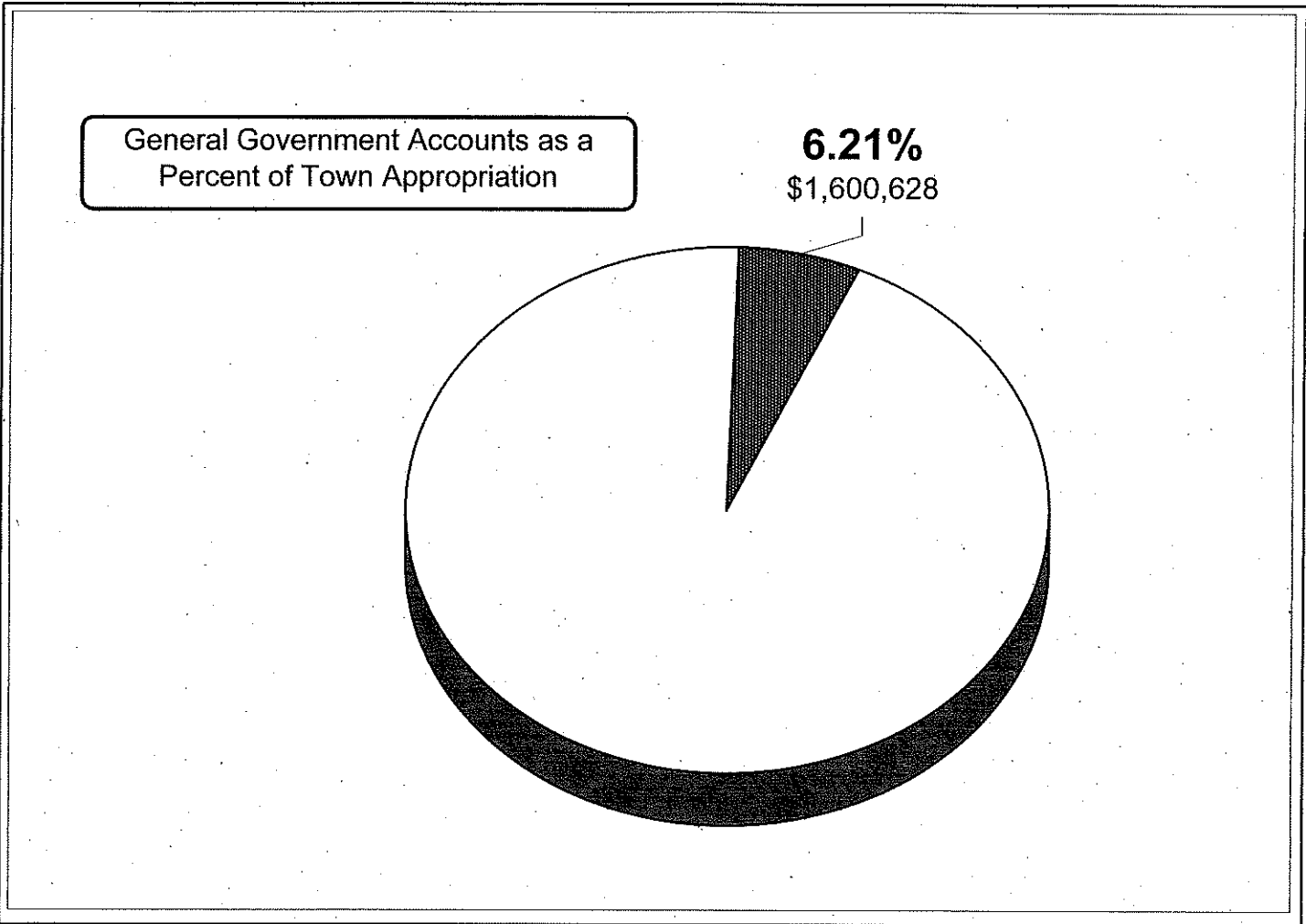
**ACCOUNT SUMMARY**

<u>ACCOUNT NAME &amp; NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY05</u>	<u>FY06</u>	<u>FY05</u>	<u>FY06</u>
1-6 General Government	1,811,317	1,875,736	1,535,480	1,600,628
7-11 Finance & Administration	1,954,689	1,869,704	1,466,119	1,395,938
12-17 Public Safety	6,048,837	6,230,750	5,958,664	6,161,904
18-29 Public Works	3,346,041	3,653,155	2,757,903	3,044,221
30-38 Human Services	2,384,693	2,578,485	1,870,834	2,066,309
39-43 Unclassified	<u>1,344,000</u>	<u>1,994,000</u>	<u>342,000</u>	<u>742,000</u>
Subtotal, Town Government Operating Expense	16,889,577	18,201,830	13,931,000	15,011,000
44-48 Joint (Town-CPS)	<u>11,657,657</u>	<u>12,715,735</u>	<u>9,606,888</u>	<u>10,775,624</u>
TOTAL, Town Budget	28,547,234	30,917,565	23,537,888	25,786,624

**FUNDING PLAN**

	<u>FY05</u>	<u>FY06</u>	<u>% Change</u>
General Fund	23,537,888	25,786,624	9.6%
Light Fund	1,422,688	1,310,737	-7.9%
Water Fund	1,045,708	1,015,196	-2.9%
Sewer Fund	185,022	182,604	-1.3%
Solid Waste Disposal Fund	76,567	77,021	0.6%
Parking Meter Fund	98,496	98,266	-0.2%
Retirement System	74,825	69,654	-6.9%
Recreation Fund	563,022	566,878	0.7%
Cemetery Fund	129,800	150,000	15.6%
Land Fund	0	0	#DIV/0!
Capital Projects	143,000	154,000	7.7%
School Department	19,027	19,061	0.2%
Town Trust Funds	10,260	10,376	1.1%
Towns of Lincoln / Carlisle	19,700	19,700	0.0%
State Reimbursements	6,641	4,000	-39.8%
Government Grants & Aid	403,110	383,336	-4.9%
Borrowing	650,000	900,000	38.5%
Special Revenue	22,480	20,112	-10.5%
Various Sources	<u>139,000</u>	<u>150,000</u>	<u>7.9%</u>
TOTAL	28,547,234	30,917,565	8.3%

<b>SUMMARY: General Government</b>	<b>ACCT. # 1 - 6</b>
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**Proposed Change in General Government Appropriations**

<u>ACCOUNT NAME &amp; NUMBER</u>	<u>PERCENT CHANGE</u>
1A Town Manager	0.6%
1B Hazardous Waste	0.0%
1C Town Wide Building Maintenance	125.0%
2 Legal Services	0.0%
3A Elections	-39.6%
3B Registrars	-9.7%
4 Town Meeting & Reports	2.8%
5A Planning	0.2%
5B Board of Appeals	-0.2%
5C Natural Resources	6.6%
5D Inspections	6.7%
5E Health	0.0%
6 141 Keyes Road	0.1%

Town of Concord, Massachusetts

<b>SUMMARY: General Government</b>	<b>ACCT. # 1 - 6</b>
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**ACCOUNT SUMMARY**

ACCOUNT NAME & NUMBER	BUDGET		APPROPRIATION	
	FY05	FY06	FY05	FY06
1A Town Manager	378,465	380,963	244,201	245,724
1B Hazardous Waste	0	0	0	0
1C Town Wide Building Maintenance	40,000	90,000	40,000	90,000
2 Legal Services	250,000	250,000	250,000	250,000
3A Elections	40,523	22,863	37,882	22,863
3B Registrars	12,973	11,690	10,548	9,530
4 Town Meetings & Reports	64,620	66,415	64,620	66,415
5A Planning	239,995	240,424	199,196	199,552
5B Board of Appeals	43,872	43,792	43,872	43,792
5C Natural Resources	177,955	188,361	141,118	150,405
5D Inspections	270,323	288,566	270,323	288,566
5E Health	234,988	234,998	176,117	176,117
6 141 Keyes Road	57,603	57,664	57,603	57,664
TOTAL	1,811,317	1,875,736	1,535,480	1,600,628

**FUNDING PLAN**

	FY05	FY06	% Change
General Fund	1,535,480	1,600,628	4.2%
Light Fund	93,849	94,902	1.1%
Water Fund	92,680	93,175	0.5%
Sewer Fund	61,099	61,703	1.0%
Solid Waste Disposal Fund	3,443	3,468	0.7%
School Department	2,425	2,160	-10.9%
Town of Lincoln	19,000	19,000	0.0%
Town of Carlisle	700	700	0.0%
State Reimbursements	2,641	0	-100.0%
TOTAL	1,811,317	1,875,736	3.6%

**Program 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 office staff includes the Assistant Town Manager, Executive Assistant to the Town Manager and Administrative Assistant to the Selectmen.

The Board of Selectmen is comprised of five members elected to serve three-year terms, as defined by the Town Charter and the Term of Office Bylaw. The Town Charter, Bylaws, and General Laws grant the Selectmen broad powers to govern the Town. The Selectmen act as the primary policy-making body for a wide variety of issues that affect the Town's development and its delivery of services. They recommend the budget to the Annual Town Meeting, approve the reorganization of Town departments, provide oversight for matters in litigation, and act as the licensing authority for a wide variety of licenses and permits. The Selectmen also enact rules and regulations for such matters as traffic control, underground wiring, street lighting, common carrier, etc.

**Program Implementation**

The FY06 budget recommendation provides funding for the Town Manager and three other authorized positions supporting the Town Manager and Selectmen. In addition, funding is recommended for a five-hours-per-week of office project assistance (\$6,698) and for the Senior Work program (\$10,000) which continues to place seniors in temporary yet helpful positions within various Town departments, and which remains fully subscribed. Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$5,100); printing, postage and advertising (\$1,600); and office supplies and stationery (\$2,900). Purchased services also include management consulting services supporting the Town Manager's and Selectmen's Town-wide objectives (\$10,000), and professional services such as clerical support on HATS related matters (\$2,500). Other expenses include the following: Town membership dues in the MA Municipal Association, Metropolitan Area Planning Council and other organizations (\$7,600); professional staff membership dues for similar organizations (\$1,884); professional conference registration fees (\$2,100); and out-of-state travel expenses to attend the annual International City Managers' Association conference (\$2,500). 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. An amount of \$4,000 is requested to refurbish and repaint the Emerson Playground flagpole. However, this request is not funded, because the work will be performed by the Recreation Department.

**Performance Information**

The overall objective of Town Manager's Office is to support the Town Manager and the Board of Selectmen in the performance of their administrative and managerial duties as established by the laws of Massachusetts and the Concord Town Charter.

The Town Manager is responsible for managing all Town departments, administering and overseeing all Town funds (general fund and enterprise funds), providing support for the volunteer committee system (including appointment of 13 committees), working with other levels of government, and managing special projects on behalf of the Selectmen. Several functional areas operate as divisions of the Town Manager's Office: Recreation, Council on Aging, Personnel, Veterans' Services, and Information Services. A gift-funded Community Services function was implemented during FY05, and will continue into FY06 under the same funding mechanism.

Staff activities in support of the functions of the Selectmen and Town Manager include processing a variety of license applications. In Calendar Year 2004, the following licenses were issued: 50 One Day Special Licenses, 2 Class I Licenses, 8 Class II Licenses, 5 Weekday Entertainment Licenses, 1 Automatic Amusement License, 1 Common Carrier License, 35 Common Victualler Licenses, 24 Liquor Licenses, 4 Taxi/Livery Licenses, 4 Innholder/Lodging Licenses, and 109 Tour Guide Licenses. Staff will undertake or continue numerous other initiatives in FY06, including coordination of various uses of public property, assistance in preparation for Town Meeting, and production of a variety of documents such as the Town Meeting Warrant and Annual Town Report.

**Town of Concord, Massachusetts**

<b>GENERAL GOVERNMENT: Town Manager</b>	<b>ACCT.# 1A</b>
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**EXPENDITURE DETAIL**

	FY03 <u>Expend.</u>	FY04 <u>Expend.</u>	FY05 <u>Budget</u>	FY06	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	321,344	334,102	333,144	335,328	335,328
Purchased Services	26,740	15,806	20,601	20,501	20,501
Supplies	2,910	3,937	4,650	4,950	4,950
Other Charges	14,289	10,466	15,070	15,184	15,184
Capital Outlay	4,728	5,000	5,000	14,000	5,000
<b>TOTAL</b>	<u>370,011</u>	<u>369,311</u>	<u>378,465</u>	<u>389,963</u>	<u>380,963</u>

**FUNDING PLAN**

	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	244,201	64.4%	245,724	64.4%	0.6%
Light Fund	68,853	18.2%	69,353	18.2%	0.7%
Water Fund	41,312	10.9%	41,612	10.9%	0.7%
Sewer Fund	20,656	5.5%	20,806	5.5%	0.7%
Solid Waste Disp. Fund	3,443	0.9%	3,468	0.9%	0.7%
	<u>378,465</u>	<u>100.0%</u>	<u>380,963</u>	<u>100.0%</u>	<u>0.7%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY05 Budget		FY06 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Town Manager	N/A	1	126,114	1	126,114
	Asst. Town Manager	MP-12	1	88,814	1	90,578
	Exec. Asst. to TM	ACL-8	1	52,573	1	52,758
	Admin. Asst.	ACL-5	1	41,657	1	41,885
			4	<u>309,158</u>	4	<u>311,335</u>
5113	Bd. of Selectmen	N/A	5	0	5	0
5115	Office Project Assistant		0.125	6,698	0.125	6,698
5120	Sr. Citizen Tax Credit		1250 hrs. @ \$8.00	10,000	1250 hrs. @ \$8.00	10,000
5130	Overtime	ACL	50 hrs.	1,888	50 hrs.	1,895
5157	Car Allowance			5,400		5,400
				<u>333,144</u>		<u>335,328</u>

**Program Description**

This account covered the activity of two household hazardous waste disposal programs.

- Minuteman Household Hazardous Product Facility (MHHPF) – This regional drop-off facility located on Hartwell Avenue in Lexington is used by ten area communities. It is open eight Saturdays-a-year from April to November, and can be used to dispose of hazardous materials such as oil-based paints, organic solvents, resins and adhesives, pesticides and herbicides, corrosive acids and bases, heavy metals, aerosol cans, and household batteries.
- CPW Paint Recycling and Drop-off Site – This program is operated by Concord Public Works (CPW) at the composting site on Walden Street. It is open every Saturday from April to October and can be used to dispose of paint and paint products.

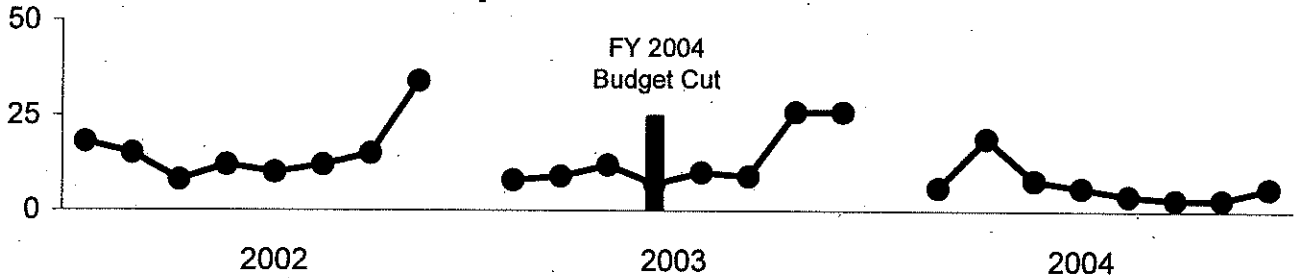
Funding for the Minuteman Household Hazardous Product Facility program was eliminated in July 2003. However, Concord residents can continue to use the MHHPF site on a pay-as-you-throw basis. Each vehicle from town is charged \$35 to \$50 per visit to use the MHHPF drop-off site. The CPW Paint Recycling program remains free of charge to Town residents and grant funds are used to cover the expenses.

**Performance Information**

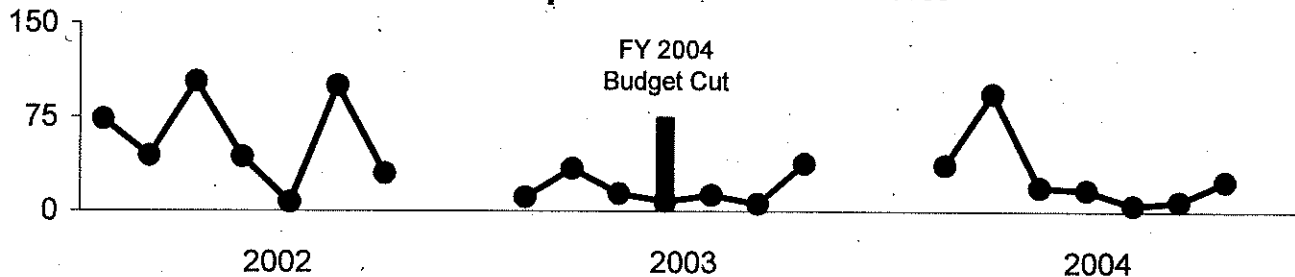
The overall objective of these programs is to offer a place where Concord residents can safely dispose of hazardous materials.

The following graph shows how services decreased, but were not completely eliminated, after the funding for this program was cut from the General Fund in FY04.

**Vehicles per Month at Minuteman Site**



**Vehicles per Month at DPW Site**



Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Hazardous Waste Collection</b>	<b>ACCT.# 1B</b>
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**EXPENDITURE DETAIL**

	<u>FY03 Expend.</u>	<u>FY04 Expend.</u>	<u>FY05 Budget</u>	<u>FY06</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0	0	0	0
Purchased Services	9,628	0	0	0	0
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<u>9,628</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**FUNDING PLAN**

	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	0	100.0%	0	100.0%	--

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY05 Budget</u>		<u>FY06 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**Program Description**

This funding structure for the capital maintenance of Town buildings was initiated in FY05. For a number of years, the Town Manager's budget has included within each building appropriation account a small sum for the building manager to apply to 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)

Recent 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 two sets of recommendations, the Town Manager consolidated a portion of the building maintenance appropriations within the Town Manager account. Under the new funding structure, the department heads who manage individual buildings still retain some money for maintenance and repairs. The Town Manager directs the central account for the purpose of funding overall building systems assessment on a periodic basis, and carrying out priority emergency repairs and renovations. It is planned in the FY06-10 proposed CIP that this fund will be augmented annually.

**Program Implementation**

For FY06, the recommended amount to be funded for the Town-wide Building Improvement account is \$90,000. An additional \$45,500 is recommended in the various separate building accounts. This is still a fraction of the funding target recommended by the Facilities Planning Committee, projected at about \$450,000 based upon 2.75% of replacement value as measured in the Committee's report. However, over the past fifteen years, all of the buildings under the supervision of the Town Manager have received major renovations (with the exception of the West Concord Fire Station). These buildings are in serviceable to good condition, and continuing major renovation work is scheduled routinely in the five-year plan.

In the table below, the target level of 2.75% is shown except for the "brand new" facilities (Harvey Wheeler, Visitor Center) where a 2% goal is shown.

**Buildings under the Town Manager's jurisdiction supported full or partially from the General Fund**

<u>Year Built</u>	<u>Major Ren</u>	<u>BUILDING</u>	<u>Replacement Value</u>	<u>budget goal</u>	<u>Other Funds</u>
1851	2002	Town House	\$ 2,225,700	\$ 61,000	
2002		Visitors Center	400,000	8,000	
1903	2003	Harvey Wheeler Center	3,600,000	72,000	
1960		Gun House	89,640	2,500	
1935	1987	Hunt Recreation Center	2,248,560	62,000	Recreation Fund
1996		Field House (Lawsbrook)	61,800	1,700	
1992		133 Keyes Road (CPW)	1,826,800	50,000	Enterprise Funds
1904	1994	141 Keyes Road	1,180,920	32,500	
1959	1996	Police/Fire Station (Walden)	3,246,975	90,000	
1932		West Concord Fire Station	1,170,900	<u>32,300</u>	
				\$ 412,000	

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Townwide Building Maintenance</b>	<b>ACCT.# 1C</b>
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**EXPENDITURE DETAIL**

	FY03 Expend.	FY04 Expend.	FY05 Budget	FY06	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	0	0
Purchased Services	0	0	0	0	0
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	40,000	100,000	90,000
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>100,000</b>	<b>90,000</b>

**FUNDING PLAN**

	FY05 Budget \$	% of Budget	FY06 Recomm.\$	% of Budget	% Change in Dollars
General Fund	40,000	100.0%	90,000	100.0%	125.0%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY05 Budget		FY06 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

**Program 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 longstanding 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.

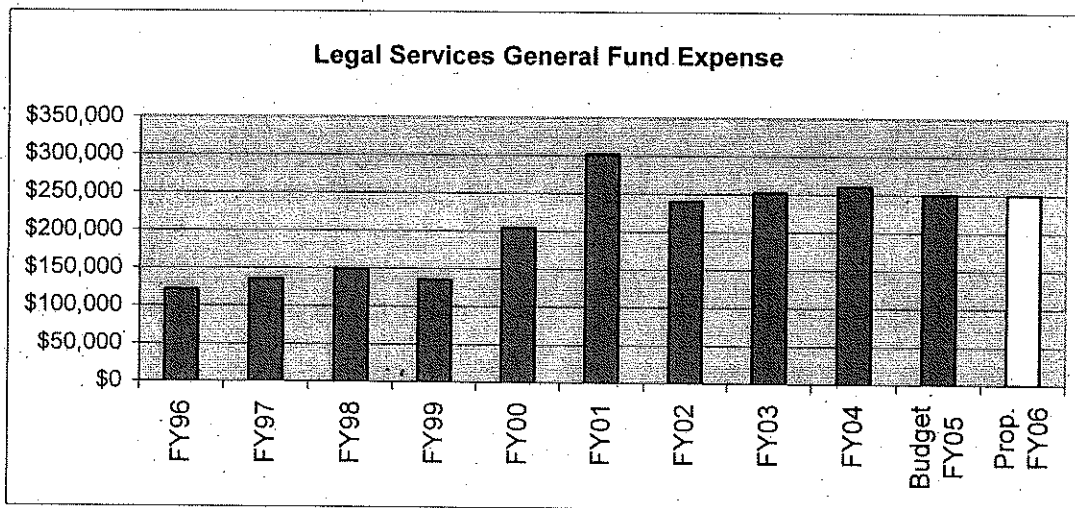
**Program Implementation**

Following a Request for Proposals prepared and issued by the Legal Services Advisory Committee and selection interviews by the Town Manager, a senior partner of the law firm of Palmer and Dodge was initially appointed as Town Counsel on December 13, 1993. Mr. William Lahey of Palmer & Dodge is presently appointed as Town Counsel.

**Performance Information**

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

General Fund legal expenses reached a record level in FY01 of over \$301,000. From FY02 to FY04, the annual legal expenses averaged \$250,672. During each year of this period, legal expenses exceeded appropriated amounts and Reserve Fund transfers were made to cover these additional expenses. On average, the transfers amounted to \$44,000 annually. Accordingly, in an effort to properly fund legal services, the FY05 budget was set at \$250,000. This level should also be sufficient for FY06.



Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Legal Services</b>	<b>ACCT.# 2</b>
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**EXPENDITURE DETAIL**

	FY03 <u>Expend.</u>	FY04 <u>Expend.</u>	FY05 <u>Budget</u>	FY06	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0	0	0	0
Purchased Services	246,987	260,194	250,000	250,000	250,000
Supplies	0	0	0	0	0
Other Charges	5,000	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<u>251,987</u>	<u>260,194</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>

**FUNDING PLAN**

	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	250,000	100.0%	250,000	100.0%	0.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY05 Budget</u>		<u>FY06 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**Program Description**

Through the Elections budget, the Town Clerk organizes and conducts elections in Concord for local, state and national offices, and administers the State's Campaign Finance Law as it relates to Town candidates and Proposition 2½ override questions. In FY06, the budget provides funds for a Town Caucus, a Town Election, and a Special Town Election following the Annual Town Meeting.

**Program Implementation**

There are 59 election officers (5-8 per shift in each precinct plus substitutes) recruited and trained by the Town Clerk's Office. In addition, state law requires a police detail at each polling site during polling hours. Since January 2002, Concord has had five precincts (at four polling places). The Town uses technicians (two retired Town employees) to deliver, set up, and take down the voting equipment and signs on Election Day. Polling hours for all elections are 7:00 a.m. to 8:00 p.m.

For state elections, the State reimburses the cost of having the polls open from 7:00 a.m. to 10:00 a.m., as a result of a state law enacted in 1983. No reimbursements are expected for FY06. Although the Town has budgeted for two Town Elections in FY05, due to the Special Town Election held in September 2004 to fill a vacancy on the Board of Selectmen, Town anticipates having three Town Elections this year.

**Performance Information**

The overall objective is to conduct all elections fairly and efficiently while attaining maximum voter turnout and to judiciously administer the campaign finance laws.

<b>Elections:</b>	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<i>Budgeted</i>	
						<b>FY05</b>	<b>FY06</b>
State/National	3	2	0	2	1	2	0
Town	1	2	3	2	3	2	2
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>2</b>

<b>Election</b>	<b>Turnout</b>	<b>% of Registered Voters</b>
March 7, 2000—Presidential Primary	6,895	59%
March 7, 2000—Town Election & Ballot Question	6,994	60%
November 7, 2000—General Election (Presidential)	9,742	83%
June 12, 2001—Special Town Election (Ballot Questions)	6,288	54%
March 26, 2002—Town Election	3,002	26%
May 14, 2002—Special Town Election (Town & School Overrides)	3,875	33%
June 19, 2002—Special Town Election (Alcott School Debt Excl.)	3,699	32%
September 17, 2002—State Primary (Gubernatorial)	4,449	39%
November 5, 2002—State Election (Gubernatorial)	8,444	73%
May 13, 2003—Special Town Election (Town & School Overrides)	4,359	39%
September 23, 2003—Special Town Election (School Overrides)	4,112	37%
March 2, 2004—Presidential Primary	5,123	45%
June 8, 2004—Special Town Election (Town & School Overrides & Thoreau School Debt Excl)	5,351	46%
November 2, 2004—General Election (Presidential)	10,205	86%

**Town of Concord, Massachusetts**

<b>GENERAL GOVERNMENT: Elections</b>	<b>ACCT.# 3A</b>
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**EXPENDITURE DETAIL**

	FY03 Expend.	FY04 Expend.	FY05 Budget	FY06	
				Dept. Request	Manager Recommends
Personal Services	25,284	21,711	29,673	15,088	15,088
Purchased Services	6,813	8,819	7,850	6,025	6,025
Supplies	2,488	2,685	3,000	1,750	1,750
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<b>34,585</b>	<b>33,215</b>	<b>40,523</b>	<b>22,863</b>	<b>22,863</b>

**FUNDING PLAN**

	FY05 Budget \$	% of Budget	FY06 Recomm.\$	% of Budget	% Change in Dollars
General Fund	37,882	93.5%	22,863	100.0%	-39.6%
State Reimbursement	2,641	6.5%	0	0.0%	-100.0%
	<b>40,523</b>	<b>100.0%</b>	<b>22,863</b>	<b>100.0%</b>	<b>-43.6%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY05 Budget		FY06 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5120	Election Officers	Misc.	1908 hrs.	15,273	960 hrs.	7,688
5120	Technicians	Misc.	224 hrs.	4,800	112 hrs.	2,400
5131	Police Overtime	Union	240 hrs.	9,600	120 hrs.	5,000
			<b>2372 hrs.</b>	<b>29,673</b>	<b>1,192 hrs.</b>	<b>15,088</b>

### Program Description

The Board of Registrars is a four-member board that is equally represented by the two major political parties: three members are appointed by the Board of Selectmen, and the fourth is the Town Clerk. The Town Clerk's Office provides staff assistance to the Board. The Registrars' charge is (1) to conduct the annual Town Census and publish the annual Street List, (2) to register voters and print voting lists, and (3) to certify signatures of Concord residents on initiative petitions and nomination papers for federal, state and local offices.

### Program Implementation

In 1996, in-house data systems were replaced with a new computer system, the Voter Registration Information System, provided by the Secretary of State's Office. The benefit of this system is that it connects the Town with State and Town Clerk Offices across the state and, thus, allows for the sharing of data to prevent duplication of registration information. This system complies with the intent of the federal Motor Voter Act passed by Congress in 1993.

Beginning with the 2000 Town Census, the Town Clerk's Office has printed its own census forms and enclosures in-house. This change has eliminated the need for using an outside computer and printing service and has saved the Town approximately \$1,500 per year.

An amount of \$2,000 is included in this budget for the printing of 300 copies of the Street List (a reduction by 100 copies in order to keep within the budget). Town staff, boards and committees use approximately 100 copies, and the remainder is sold to the public. A total of \$2,630 was received from sale of the Street Lists during 2004. In addition, 35 disk copies of the Street List were sold, bringing in an additional \$350 in revenue. This revenue is credited to the General Fund, and offsets the printing costs.

Costs attributable solely to the annual census are projected to be \$8,640 in FY06. The School Department supports 25% of this cost as compensation for the preparation of school census information compiled by the Town Clerk. This is shown on the adjacent page in the "Funding Plan" section.

### Performance Information

The overall objective of the Program is to produce the annual Town census and publish the annual Street List in a timely and efficient manner; and to register voters and print voting lists fairly and efficiently.

<b>Town Census (January 1, 2004)</b>	
Total Population (not including prison)	15,561
Adult Population (Age 17+)	11,900
<b>Registered Voters</b>	
@ Jan. 1, 2003 (92% of eligible residents)	11,305
@ Jan. 1, 2004 (91% of eligible residents)	11,290
@ Jan. 1, 2005 (91% of eligible residents)	11,570
# New Voters Registered During 2004	1,324
# Deletions from Voting List	1,111
# Voters Switching Parties during 2004	4,451
<b>Certifications during 2004:</b>	
Annual Town Election nomination papers	104
Annual Town Meeting petitions	131
State Election nomination papers	880
Special Town Election nomination papers	62
Presidential Election nomination papers	10
<b>TOTAL Certifications</b>	<b>1,187</b>

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Registrars</b>	<b>ACCT.# 3B</b>
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**EXPENDITURE DETAIL**

	FY03 <u>Expend.</u>	FY04 <u>Expend.</u>	FY05 <u>Budget</u>	FY06	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	2,835	1,023	5,498	4,765	4,765
Purchased Services	5,956	7,175	6,500	6,000	6,000
Supplies	824	591	975	925	925
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<u>9,615</u>	<u>8,789</u>	<u>12,973</u>	<u>11,690</u>	<u>11,690</u>

**FUNDING PLAN**

	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	10,548	81.3%	9,530	81.5%	-9.7%
School Dept. Transfer	2,425	18.7%	2,160	18.5%	-10.9%
	<u>12,973</u>	100.0%	<u>11,690</u>	100.0%	-9.9%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY05 Budget</u>		<u>FY06 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5115	Office Assistant	Misc.	100 hrs.	1,368	100 hrs.	1,375
5120	Office Assistant	Misc.	250 hrs.	2,750	200 hrs.	2,300
5130	Overtime	ACL	50 hrs.	1,380	40 hrs.	1,090
				<u>5,498</u>		<u>4,765</u>

**GENERAL GOVERNMENT: Town Meeting & Reports**

**ACCT.# 4**

**Program Description**

This budget provides for the cost of conducting the Annual Town Meeting and the printing of various Town Reports, including the annual budget. A four-day Annual Town Meeting is anticipated in the funding plan for FY06. No funding is provided for the cost of a Special Town Meeting.

**Program Implementation**

Including the cost of printing the Warrant and Finance Committee Report, this budget provides \$55,315 to cover the cost of holding the Annual Town Meeting. These cost estimates assume that the meeting will be conducted using the High School auditorium, cafeteria and gymnasium. Each additional session (beyond the budgeted four days) would incur variable costs of approximately \$5,000. A separately scheduled Special Town Meeting lasting one evening would cost an estimated \$8,500, plus the cost of printing and mailing of a warrant.

Town Counsel costs associated with Town Meeting preparation are included in the Legal Services account (Account #2).

**Town Meeting Cost (FY06 Proposed)**

Sound system rental (4 nights)	\$29,000
Tellers (60 hrs/night)	2,040
Police & DPW overtime	4,125
Postage (warrant/Fin Com report)	3,250
Warrant printing	4,500
Finance Com Report printing	6,500
Other printing	3,200
Miscellaneous expenses	<u>2,700</u>
	\$55,315

**Town Reports Cost (FY06 Proposed)**

Printing: Annual Town Report	\$ 5,000
Town Budget, Bylaws, Zoning Bylaws	2,000
Editing Town Report	4,000
Miscellaneous expenses	<u>100</u>
	\$11,100

**Performance Information**

The overall objective of this budget is to provide funds so that all Town Meetings are conducted fairly and efficiently and all associated reports and warrants are produced as cost-effectively as possible.

**Unit printing costs of principal reports:**

		<b>Town Report</b>	<b>Warrant</b>	<b>Finance Committee Report</b>
Number of copies		1,500	6,800	7,000
<b>Fiscal Year</b>				
<b>Actual</b>	2000	\$2.80	53¢	77¢
	2001	\$2.87	83¢	97¢
	2002	\$2.83	67¢	88¢
	2003	\$3.90	50¢	77¢
	2004	\$2.40	54¢	84¢
<b>Budget</b>	2005	\$4.00	71¢	93¢
<b>Estimate</b>	2006	\$3.33	64¢	93¢

Meeting capacity at the high school is 2,204 (654 in auditorium, 400 in cafeteria, and 1,150 in gymnasium).

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Town Meeting &amp; Reports</b>	<b>ACCT.# 4</b>
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**EXPENDITURE DETAIL**

	<u>FY03 Expend.</u>	<u>FY04 Expend.</u>	<u>FY05 Budget</u>	<u>FY06</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	4,359	4,359	5,570	6,165	6,165
Purchased Services	49,525	59,791	58,850	60,050	60,050
Supplies	139	747	200	200	200
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	54,023	64,897	64,620	66,415	66,415

**FUNDING PLAN**

	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	64,620	100.0%	66,415	100.0%	2.8%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY05 Budget</u>		<u>FY06 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5120	Tellers	Misc.	240 hrs.	1,920	240 hrs.	2,040
5130	DPW Overtime	LA	50 hrs.	1,650	40 hrs.	1,200
5131	Police Overtime	Union	50	2,000	65 hrs.	2,925
				5,570		6,165

### Program Description

The Concord Department of Planning and Land Management was created by the Board of Selectmen in 1990 to integrate and coordinate the functions of long-range planning, natural resource protection, regulation of development activity (including building permits/inspections), land management, affordable housing production, and land use regulation. The Department provides staff support to several regulatory boards and committees including the Planning Board, Natural Resources Commission, Board of Health, Board of Appeals and Historic Districts Commission as well as the Affordable Housing Committee and Historical Commission along with committees created to address specific issues and concerns.

The Planning Division is responsible for coordinating with other Town divisions the review of all development proposals that are submitted for regulatory approval to the Planning Board, the Board of Appeals, and the Historic Districts Commission. The Division's agenda includes initiatives in the area of open space protection, affordable housing production, traffic and transportation planning, economic development guidance, historic resources protection, public facilities planning, and development regulation creation.

### Program Implementation

Approximately 70% of the Planning Division's staff time is dedicated to providing technical and administrative support to three regulatory boards and to other committees. In 2004, the Division worked with the Comprehensive Long Range Planning Committee in its preparation of the 2020 Plan, with the Planning Board to amend the Zoning Bylaw to allow creation of additional dwelling units using existing structures, with Town and citizen groups on issues surrounding closure of Our Lady Help of Christians' Church in West Concord. The Division will also provide support to the newly formed Community Preservation Committee.

The Planning Division consists of three full-time staff and one part-time position (which has been shared with the Town Manager's office). The full-time staff includes the Director of Planning and Land Management, the Staff Planner, and an Administrative Assistant. The hours for the part-time Project Planner position were increased from 25 hours per week to 30 hours per week in FY05.

### Performance Information

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

In 2004, the Planning Division coordinated Town staff review of 13 new site development projects, which included 8 recommendations to the Board of Appeals. The Planning Division also reviewed and prepared reports to the Planning Board on 3 preliminary subdivision plans and 18 "approval not required" plans (ANR). Planning Division staff continued its involvement in updating the State's annual affordable housing certification (4.9% of Concord's housing stock is listed as "affordable"), maintaining documents required by affordable housing property owners, and coordinating with consultants the preparation of the Community Development Plan (under Executive Order 418) and the Planned Production Plan (under Ch. 40B) – both of which were submitted to the State for review and approval.

The Historic Districts Commission (HDC) conducted 21 regular public hearings on 77 applications for "Certificates of Appropriateness" or demolition permits, and in several cases, decided separate phases of complex, multi-phased proposals. The Commission issued 85 Certificates in 2004, three requests were denied and two were withdrawn. Additionally, the HDC is working on an updated brochure about the five Historic Districts, which it hopes to publish in 2005. Planning Division staff provides administrative and technical support to the HDC, which has helped make the HDC review process such smoother and more efficient for property owners. However, enforcement of the Historic Districts Act and resolving violations continues to challenge the Commission and staff.

The Historical Commission, responsible for guiding the Town in its historic preservation efforts, maintains an inventory documenting the significant historic resources of the Town. Improving the Demolition Delay bylaw and an update of the National Register information about the American Mile properties along Lexington Road are two projects identified for 2004-2005.

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Planning</b>	<b>ACCT.# 5A</b>
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**EXPENDITURE DETAIL**

	FY03 <u>Expend.</u>	FY04 <u>Expend.</u>	FY05 <u>Budget</u>	FY06	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	204,031	207,981	219,595	219,824	219,824
Purchased Services	11,439	9,710	9,000	9,600	9,600
Supplies	3,232	3,458	5,000	4,500	4,500
Other Charges	2,278	2,221	3,000	3,000	3,000
Capital Outlay	9,924	2,505	0	0	0
Historic Districts	1,395	364	1,100	1,200	1,200
Historical Commission	1,733	260	2,300	2,300	2,300
<b>TOTAL</b>	<u>234,032</u>	<u>226,499</u>	<u>239,995</u>	<u>240,424</u>	<u>240,424</u>

**FUNDING PLAN**

	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	199,196	83.0%	199,552	83.0%	0.2%
Light Fund	7,200	3.0%	7,213	3.0%	0.2%
Water Fund	28,799	12.0%	28,851	12.0%	0.2%
Sewer Fund	4,800	2.0%	4,808	2.0%	0.2%
	<u>239,995</u>	<u>100.0%</u>	<u>240,424</u>	<u>100.0%</u>	<u>0.2%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY05 Budget</u>		<u>FY06 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Dir. of Planning & Land Mgmt.	MP-12	1	86,772	1	86,772
	Staff Planner	MP-4	1	55,769	1	55,769
	Admin. Assistant	ACL-5	<u>1</u>	<u>44,206</u>	<u>1</u>	<u>44,390</u>
			3	186,747	3	186,931
5112	Project Planner	MP-3	<u>0.625</u>	<u>32,848</u>	<u>0.625</u>	<u>32,893</u>
			<u>3.625</u>	<u>219,595</u>	<u>3.625</u>	<u>219,824</u>

**Program Description**

The Concord Board of Appeals is a quasi-judicial body authorized by Massachusetts General Laws Ch.40A (The Zoning Act). The Board of Appeals is responsible for conducting public hearings and meetings on matters relating to the Zoning Bylaw and the Sign Bylaw. The Zoning Bylaw and associated maps define the land uses for the Town and are subject to acceptance by Town Meeting. The Board of Appeals consists of three members and three associates, appointed by the Board of Selectmen.

**Program Implementation**

The Board of Appeals is within the Department of Planning and Land Management and is the responsibility of the Director. A full-time Administrative Clerk provides staff support to the Board of Appeals and shares her time with the Historic Districts Commission. Staff support for the Board includes the following: assisting the public in the application process; notifying abutters of hearings; preparing, posting and advertising agendas in accordance with statutory requirements; and preparing application packets for Board members. Additionally, the Senior Department Clerk attends meetings and records minutes of the meeting, drafts minor decisions for the Board to 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 insure compliance with State requirements.

The Building Commissioner, who reviews the applications, prepares an evaluation of the project within the framework of the Zoning Bylaw and attends the monthly public hearings, provides professional staff support to the Board of Appeals.

**Performance Information**

The overall objective of the Program is to process all applications (special permits, zoning and sign variances, appeals of Building Commissioner decisions, and comprehensive permits) effectively and expeditiously.

In 2004, the Board of Appeals conducted 11 public hearings and meetings to review 67 applications. Eighty special permits were granted in 2004 and there was one denial. There were seven site plans approved in conjunction with special permits granted. One Planned Residential Development special permit was granted, which allowed construction of 8 new homes (one market-rate and seven affordable) off of Baker Avenue and Gifford Lane. Special permits for three new home businesses were approved and the special permits for five such at-home businesses were renewed. Additionally, the Board of Appeals rescinded a prior variance for property off of Lexington Road.

**Activity Comparison**

	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>
Public Hearings	12	12	11	12	11	11
Applications Reviewed	66	69	84	56	57	67
Special Permits Granted	53	59	79	51	66*	80
Special Permits Denied	7	3	3	2	0	1
Zoning Variances Given	0	0	1	2	0	0
Appeals of the Building Inspector	-	-	1	1	2	0
Sign Variances Given	3	3	0	0	3	0
Comprehensive Permits Granted	-	-	-	2	1	0

\* Some applications contained more than one special permit category; therefore the number of special permits granted exceeded the number of applications reviewed.

**Town of Concord, Massachusetts**

<b>GENERAL GOVERNMENT: Board of Appeals</b>	<b>ACCT.# 5B</b>
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**EXPENDITURE DETAIL**

	FY03 Expend.	FY04 Expend.	FY05 Budget	FY06	
				Dept. Request	Manager Recommends
Personal Services	40,458	40,934	41,592	41,592	41,592
Purchased Services	3,647	412	1,500	1,500	1,500
Supplies	112	293	650	550	550
Other Charges	93	33	130	150	150
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<u>44,310</u>	<u>41,672</u>	<u>43,872</u>	<u>43,792</u>	<u>43,792</u>

**FUNDING PLAN**

	FY05 Budget \$	% of Budget	FY06 Recomm.\$	% of Budget	% Change in Dollars
General Fund	43,872	100.0%	43,792	100.0%	-0.2%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY05 Budget		FY06 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Sr. Dept. Clerk	ACL-4	1	41,592	1	41,592

**GENERAL GOVERNMENT: Natural Resources**

**ACCT.# 5C**

**Program Description**

The Natural Resource Division assists the Natural Resource Commission (NRC) in conserving and protecting Town's natural resources, open spaces, and agricultural lands. This includes upholding the State's Wetlands Protection Act and Rivers Protection Act, implementing the Open Space Plan, monitoring Agricultural Preservation Restrictions and Conservation Restrictions, coordinating land protection efforts with partner and constituent groups, issuing enforcement actions, and responding to appeals of NRC decisions. The Natural Resources Administrator, as Tree Warden, is responsible for compliance with The Public Shade Tree Act. In addition, Division staff is responsible for management of town conservation land and for leases on town-owned agricultural lands. The NRC, with staff input, comments on projects involving work within the Wetland, Flood Plain and Ground Water Conservancy Districts under the Concord Zoning Bylaw. The Division provides staff support for the following committees: the Heywood Meadow Stewardship Committee, the Open Space Task Force, the Mattison Field Stewardship Committee, the Warner's Pond Stewardship Committee, and the Mill Brook Task Force.

**Program Implementation**

The FY06 budget includes three full-time staff positions (Natural Resource Administer (NRA); Assistant to the NRA, and NRC Administrative Assistant) and a seasonal, summer conservation crew. The Division's request for a part-time ranger position at \$16,000 per year was not funded in the FY06 budget.

**Performance Information**

The overall objective of the Natural Resources Commission (NRC) and the Division is to conserve and protect the natural resources, open spaces, and agricultural lands of the Town of Concord. In 2004, the NRC met over 21 times. The NRC is organizing a Conservation Restriction Stewardship Committee to oversee conservation restrictions granted to the Town. Significant natural resource management efforts that continued in 2004 include: 1) water chestnut harvesting in Fairhaven Bay; 2) aquatic invasive plant removal in Warner's Pond; 3) a biological survey of Fairyland Pond; 4) the installation of "beaver deceiver" water flow devices at Hutchins Pond; and 5) construction of two new trails at Mattison Field and the Town Forest.

<b>Regulatory and Administrative Summary</b>	<b>Yr. 2001</b>	<b>Yr. 2002</b>	<b>Yr. 2003</b>	<b>Yr. 2004</b>
Notice of Intent	71	48	42	44
Request for Determination of Applicability	15	26	21	13
No Filing Required Determinations	7	10	15	23
Amended Orders	4	6	3	3
Requests for Extensions	1	2	7	10
Certificates of Compliance	26	34	26	36
Regulatory Appeals	3	4	3	2
Wetland Enforcement	2	4	4	3
Administrative Project Reviews	6	10	15	10
Emergency Certificates	4	3	3	7

<b>Land Summary</b>	<b>Totals</b>
Town conservation land	1320± acs.
Town / Conservation land in agricultural use	188± acs.
Agricultural Leases	12
Length of major trails on conservation land	18± miles
Conservation land meadow mowing	84± acs.
# of Beaver Water Flow Devices in Concord	4

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Natural Resources</b>	<b>ACCT.# 5C</b>
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**EXPENDITURE DETAIL**

	FY03 <u>Expend.</u>	FY04 <u>Expend.</u>	FY05 <u>Budget</u>	FY06	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	146,360	155,209	165,745	183,051	167,051
Purchased Services	7,692	6,369	7,100	11,100	11,100
Supplies	10,969	5,621	3,500	3,600	3,600
Other Charges	1,392	1,536	1,610	1,610	1,610
Capital Outlay	3,755	0	0	5,000	5,000
<b>TOTAL</b>	<u>170,168</u>	<u>168,735</u>	<u>177,955</u>	<u>204,361</u>	<u>188,361</u>

**FUNDING PLAN**

	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	141,118	79.3%	150,405	79.8%	6.6%
Light Fund	17,796	10.0%	18,336	9.7%	3.0%
Water Fund	4,449	2.5%	4,584	2.4%	3.0%
Sewer Fund	14,592	8.2%	15,036	8.0%	3.0%
	<u>177,955</u>	<u>100.0%</u>	<u>188,361</u>	<u>100.0%</u>	<u>5.8%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY05 Budget		FY06 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Natural Resources Administrator	MP-8	1	67,168	1	67,168
	Asst. to NR. Admin.	MP-3	1	44,204	1	44,204
	Admin. Assistant	ACL-5	<u>1</u>	<u>42,973</u>	<u>1</u>	<u>43,679</u>
			3	<u>154,345</u>	3	<u>155,051</u>
5120	Conservation Crew (Seasonal)	Misc.	1,200 hrs. @ \$9.50 per hour	11,400	1,200 hrs. @ \$10.00 per hour	12,000
				<u>165,745</u>		<u>167,051</u>

**GENERAL GOVERNMENT: Inspections****ACCT.# 5D****Program Description**

The Building Inspection/Zoning Enforcement Division enforces the provisions of the Massachusetts State Building Code for all construction, reconstruction, alteration, repair, demolition, removal, inspection, issuance and revocation of permits, installation of mechanical equipment, etc. 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.

**Program Implementation**

The major expenditure in FY06 budget is for the staffing of three full-time positions (Building Commissioner, Local Inspector, and Administrative Assistant). The Division is also assisted by three part-time positions (Assistant Local Inspector, Electrical Inspector, and Plumbing & Gas Inspector).

**Performance Information**

The overall objective of the Division is to efficiently, effectively, and fairly enforce the provisions of the Massachusetts State Building Code as they relates to the Town. During calendar year 2004, the Division processed a record number of building permits (766) with a record construction value (\$85,773,673). Of this total, \$43.2 million (50%) was residential construction, a 20% increase from \$36.1 million in 2003. This increased residential construction value represents 111 new dwelling units of which 31 were new single family residential dwelling units and 80 were attached dwelling units (Warner Woods 40-B project). Of the 31 new detached residential dwellings, twenty (20) of these new homes were the result of "tear downs". This is an increase from the fourteen 14 "tear downs" from last year. "Tear downs" consistently make up more than two-thirds of the new single family dwellings built in Concord. This past year, \$22.2 million went toward building additions and alterations to existing single family residential homes. This is a 34% increase over last year. As for commercial construction, its value increased an incredible 274% from \$11.3 million in 2003 to \$42.5 million in 2004. Among the major commercial projects were the New England Deaconess tower, the Emerson Hospital emergency facility renovations, and the Concord Academy chapel reconstruction. In 2004, the Division collected a record \$530,186 in permit fees, an increase of \$225,232 or 74% over 2003.

Although the ever increasing permit activity has added significantly to the work load, the Division is strongly committed to pursuing strong Zoning and Sign Bylaw enforcement. Our technical assistance to other Town departments, boards, and committees increases with each year. As the level of construction activity remains high in Town, so does the time commitment for reviewing sub-division proposals, site plans, special permit applications, variance requests and appeals. New building code amendments and Zoning Bylaws requires the Division to deal with a rapidly changing level of technical and complicated regulation.

<b># Permits Issues</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
New single family	24	30	24	21	31
Additions/Alterations	578	552	586	599	635
Commercial	78	78	80	49	98
<b>Total Building Permits:</b>	<b>680</b>	<b>660</b>	<b>690</b>	<b>674</b>	<b>766</b>
Electrical	745	704	731	663	712
Plumbing	387	368	455	392	536
Gas	245	260	348	305	366
Signs	62	42	54	46	52
<b>Total all permits:</b>	<b>2143</b>	<b>2034</b>	<b>2278</b>	<b>2080</b>	<b>2432</b>
<b>Permit Fee Revenue:</b>	<b>\$ 359,333</b>	<b>\$ 391,745</b>	<b>\$ 376,470</b>	<b>\$ 304,954</b>	<b>\$ 530,186</b>

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Inspections</b>	<b>ACCT.# 5D</b>
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**EXPENDITURE DETAIL**

	FY03 <u>Expend.</u>	FY04 <u>Expend.</u>	FY05 <u>Budget</u>	FY06	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	232,069	241,758	257,051	257,176	257,176
Purchased Services	4,112	2,005	4,692	3,460	3,460
Supplies	2,493	1,695	2,980	2,725	2,725
Other Charges	4,685	3,954	5,600	5,205	5,205
Equipment Expense	944		0	0	0
Capital Outlay	10,000	11,000	0	20,000	20,000
<b>TOTAL</b>	<u>254,303</u>	<u>260,412</u>	<u>270,323</u>	<u>288,566</u>	<u>288,566</u>

**FUNDING PLAN**

	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	270,323	100.0%	288,566	100.0%	6.7%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY05 Budget		FY06 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Bldg. Commissioner	MP-10	1	76,207	1	76,226
	Local Inspector	MP-6	1	63,351	1	63,351
	Admin. Assistant	ACL-5	<u>1</u>	<u>44,056</u>	<u>1</u>	<u>44,162</u>
			3	183,614	3	183,739
5112	Asst. Local Inspector		0.5	20,389	0.5	20,389
	Electrical Inspector	Misc.	1044 hrs.	26,685	1044 hrs.	26,685
	Plumbing & Gas Insp.	Misc.	1044 hrs.	24,263	1044 hrs.	24,263
5157	Car Allowance			<u>2,100</u>		<u>2,100</u>
				257,051		257,176

**Program Description**

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

The five employees in the Health Division enforce state statutes and regulations affecting public health by reviewing site plans and issuing sanitation approvals/permits, particularly as they relate to potable water sources, septage, and effluent treatment and disposal. The Health Division also performs other significant duties relative to the protection of public health, the control of disease, the promotion of sanitary living conditions, and the protection of the environment from damage and pollution.

**Program Implementation**

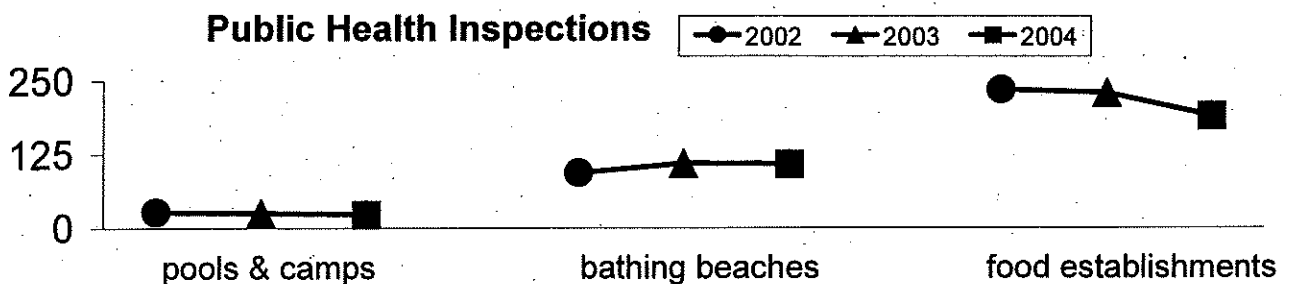
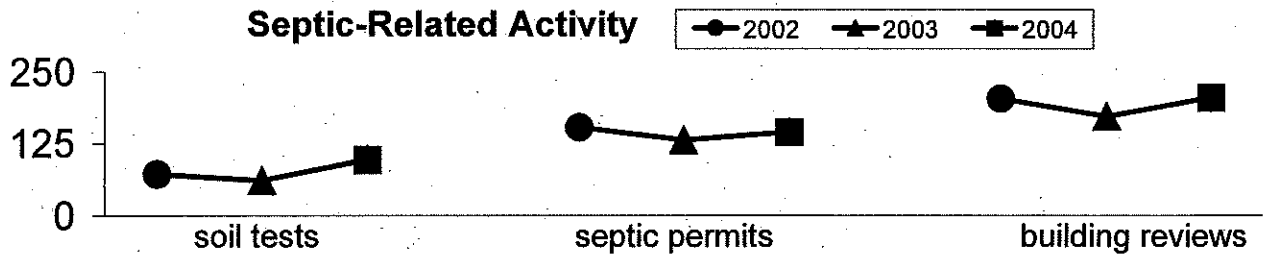
The FY06 budget recommendation allows the Health Division to provide public and environmental health services at its current level. The recommendation also includes \$5,000 for mosquito control activities and \$3,400 for public health nursing services, both of which are provided by outside agencies.

The funding plan assumes that at least \$19,700 will be collected by providing approximately 700 hours of staff support to the Lincoln and Carlisle Boards of Health. The Health Division provides public health inspectional services to these neighboring communities under two regional contracts which, in addition to covering all costs of providing the services, generate enough revenue to finance 140 hours per year of direct services to Concord residents.

**Performance Information**

The overall objective is to ensure the highest quality public and environmental health through the effective and expeditious enforcement of all public and environmental health laws and regulations.

The following graphs show activity levels from 2002 to 2004 for typical services provided by Health Division.



**Town of Concord, Massachusetts**

<b>GENERAL GOVERNMENT: Health</b>	<b>ACCT.# 5E</b>
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**EXPENDITURE DETAIL**

	FY03 Expend.	FY04 Expend.	FY05 Budget	FY06	
				Dept. Request	Manager Recommends
Personal Services	200,989	205,492	213,874	213,874	213,874
Purchased Services	19,875	8,897	11,600	11,194	11,194
Supplies	2,496	3,321	3,250	3,750	3,750
Other Charges	2,938	1,231	2,782	2,780	2,780
Equipment Expense	0	0	0	0	0
Capital Outlay	5,652	1,626	0	0	0
Health Services	2,951	5,183	3,482	3,400	3,400
<b>TOTAL</b>	<b>234,901</b>	<b>225,750</b>	<b>234,988</b>	<b>234,998</b>	<b>234,998</b>

**FUNDING PLAN**

	FY05 Budget \$	% of Budget	FY06 Recomm.\$	% of Budget	% Change in Dollars
General Fund	176,117	75.0%	176,117	75.0%	0.0%
Water Fund	18,120	7.7%	18,128	7.7%	0.0%
Sewer Fund	21,051	9.0%	21,053	9.0%	0.0%
Other Towns	19,700	8.4%	19,700	8.4%	0.0%
	<b>234,988</b>	<b>100.0%</b>	<b>234,998</b>	<b>100.0%</b>	<b>0.0%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY05 Budget		FY06 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Public Hlth. Admin.	MP-9	1	68,245	1	68,245
	Environmnt'l Hlth.Insp.	MP-4	1	55,368	1	55,368
	P.H Inspector	MP-3	1	44,055	1	44,055
	Admin. Asst.	ACL-5	1	44,206	1	44,206
			4	211,874	4	211,874
5115	Sealer of Weights & Measures	Misc.		2,000		2,000
				213,874		213,874

### Program Description

This budget provides for the cost of operating and maintaining the brick building at 141 Keyes Road. The building was originally constructed in 1898 as a combined electric-generating plant and a sewage pumping station. It was renovated in 1993-94 to provide 10,000 sq. ft. of Town office space. The building is significant because it is the first municipal building constructed in the 20<sup>th</sup> 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 Planning, Natural Resources, Building Inspections, and Health 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. These meeting rooms are available for use by Town boards and committees for day, evening, and weekend sessions.

The building became home for the Department of Planning and Land Management in July 1994. This past year, the building continued to be put to great use by a number of Town-related groups due to the convenient parking and the quality of the space available for meetings and training sessions. Additionally, the public-accessible Geographic Information System (GIS) kiosk located in the Planning Division continued to receive daily visits by the public.

### Program Implementation

The FY06 recommended budget continues to allocate funds for a maintenance custodian (\$16,825), a position that is shared with the Police Department.

The rest of the budgeted costs are for utilities and routine building repairs/maintenance items. The FY06 recommendation reflects the increased prices for electricity and gas and includes \$11,600 for electricity, \$7,290 for natural gas, \$625 for water and sewer, and \$824 for solid waste collection, recycling and disposal.

The postage machine located at 141 Keyes Road serves all of the Town offices located on Keyes Road. The cost for meter rental, maintenance agreement, postal meter chip replacement is \$1,250 per year.

Proposed capital improvements included in the FY06 budget recommendation include money for interior and exterior trim paint maintenance and for the replacement of some of the high traffic area re-carpeting. Capital improvements currently in the works include enclosing the interior stairwell, a renovation that is allowable because of the changes in the State Building Code which no longer requires two stairwells within the building of less than 3,500 square feet and two stories in height. This project will allow the second floor file storage room to be expanded (providing increased storage space that should provide enough room for the next ten years) and will allow creation of a first floor postage/copying room, which can be secured. The design of the project has been completed and construction is on hold until there is enough funds available. The cost of project is estimated at \$20,000 and will be made possible through the use of encumbered funds (FY99, FY00, FY01, FY03, FY04, and FY05) and FY06 funds.

### Performance Information

The overall objective is to operate and maintain the building in an efficient and cost-effective manner for the use of DPLM offices and Town conference rooms.

**Town of Concord, Massachusetts**

<b>GENERAL GOVERNMENT: 141 Keyes Road</b>	<b>ACCT.# 6</b>
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**EXPENDITURE DETAIL**

	<u>FY03 Expend.</u>	<u>FY04 Expend.</u>	<u>FY05 Budget</u>	<u>FY06</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	14,389	15,672	16,697	16,825	16,825
Purchased Services	25,894	23,318	32,866	32,049	32,049
Supplies	3,976	3,245	3,040	3,440	3,440
Other Charges	0	0	0	0	0
Equipment Expense	0	30	0	350	350
Capital Outlay	11,179	13,966	5,000	5,000	5,000
<b>TOTAL</b>	<u>55,438</u>	<u>56,231</u>	<u>57,603</u>	<u>57,664</u>	<u>57,664</u>

**FUNDING PLAN**

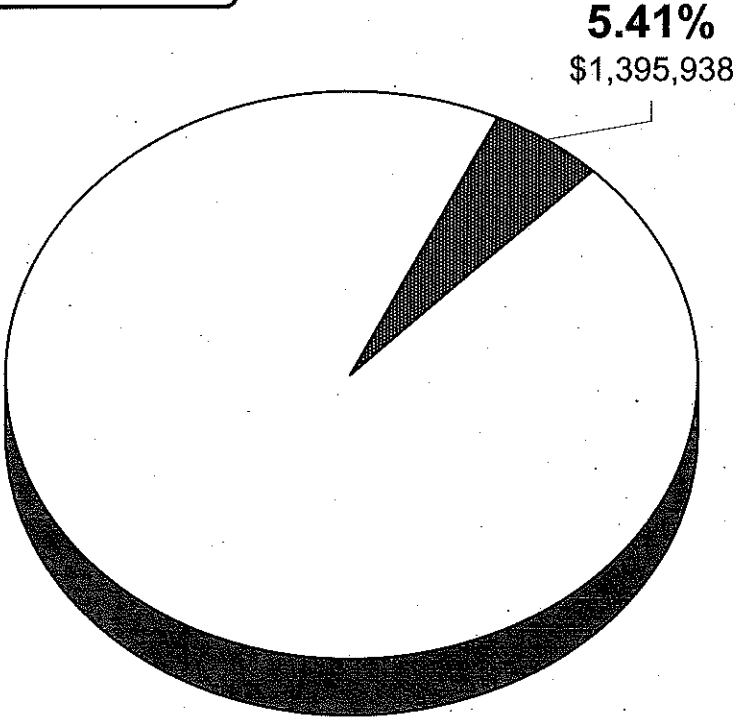
	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	57,603	100.0%	57,664	100.0%	0.1%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY05 Budget</u>		<u>FY06 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Bldg. Maintenance Custodian	LA-2	0.5	16,697	0.5	16,825

<b>SUMMARY: Finance &amp; Administration</b>	<b>ACCT. # 7 - 11</b>
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Finance & Administration Accounts as a Percent of Town Appropriation



**Proposed Change in Finance & Administration Appropriations**

<u>ACCOUNT NAME &amp; NUMBER</u>	<u>PERCENT CHANGE</u>
7 Finance Committee	0.0%
8 Personnel Administration	2.5%
9A Finance Administration	1.9%
9B Treasurer-Collector	-0.9%
9C Town Accountant	4.3%
9D Assessors	-30.8%
9E Town Clerk	0.7%
10 Information Systems	9.3%
11 Town House	1.1%

Town of Concord, Massachusetts

**SUMMARY: Finance & Administration**

**ACCT. # 7 - 11**

**ACCOUNT SUMMARY**

<u>ACCOUNT NAME &amp; NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY05</u>	<u>FY06</u>	<u>FY05</u>	<u>FY06</u>
7. Finance Committee	1,225	1,225	1,225	1,225
8 Personnel Administration	165,035	169,950	123,235	126,307
9A Finance Administration	269,097	272,622	163,218	166,299
9B Treasurer-Collector	346,821	340,954	207,295	205,460
9C Town Accountant	294,087	285,446	106,552	111,135
9D Assessors	343,257	237,388	343,257	237,388
9E Town Clerk	166,242	167,367	166,242	167,367
10 Information Systems	266,732	291,447	266,732	291,447
11 Town House	102,193	103,305	88,363	89,310
<b>TOTAL</b>	<b>1,954,689</b>	<b>1,869,704</b>	<b>1,466,119</b>	<b>1,395,938</b>

**FUNDING PLAN**

	<u>FY05</u>	<u>FY06</u>	<u>% Change</u>
General Fund	1,466,119	1,395,938	-4.8%
Light Fund	144,426	138,110	-4.4%
Water Fund	146,008	143,210	-1.9%
Sewer Fund	41,665	41,455	-0.5%
Solid Waste Disposal Fund	30,503	30,585	0.3%
Parking Meter Fund	32,950	32,670	-0.8%
Retirement System	74,825	69,654	-6.9%
Recreation Fund	6,426	5,900	-8.2%
School Department	1,602	1,901	18.7%
Town Trust Funds	10,165	10,281	1.1%
Special Revenue	0	0	--
<b>TOTAL</b>	<b>1,954,689</b>	<b>1,869,704</b>	<b>-4.3%</b>

### Program Description

The Town Moderator appoints the 15-member Finance Committee. Five members are appointed to terms of three years at each Annual Town Meeting. Finance Committee members are not permitted concurrently to be an officer of the Town or a member of any other Board of the Town. The Finance Committee meets regularly during the year, conducts public hearings prior to the Annual and any Special Town Meeting on financial matters scheduled to come before the Town Meeting, and publishes an Annual Report and reports for Special Meetings as necessary to convey its recommendations. The report for the Annual Town Meeting must be printed and distributed to the voters not less than seven days before such meeting.

A 1976 Town Meeting vote requires the Finance Committee to annually establish a budget guideline for the Board of Selectman, the Concord Public School Committee and the Concord-Carlisle Regional School Committee prior to November 30<sup>th</sup>. One or more members of the Committee are also assigned to observe and attend meetings of all other principal Town boards and committees, including the School Committees.

The Town Finance Department carries out the Finance Committee's administrative tasks. The Committee has no separate staff or secretarial support.

The Committee also manages the Reserve Fund account (Account # 40) appropriated as part of the Town Budget. Requests for Reserve Fund transfers during the year are submitted through and with the prior approval of the Town Manager.

### Program Implementation

This FY05 budget provides for the operational costs of the Committee (postage, etc.). The cost of printing and distributing the report is budgeted in the Town Meeting and Reports account (Account # 4).

### Performance Information

The overall objective of the Finance Committee is to provide the budget guideline for the Town Budget and to submit a comprehensive, clearly written Finance Committee Report to the 2005 Town Meeting.

The Finance Committee Report is sent to Town residents in April, in advance of the Annual Town Meeting. It is the principal means of informing those who will attend the Annual Town Meeting, and it serves as an informational resource to all residents. The Report's goal is to convey succinctly to the town residents the status of the Town's Finances, the merits of its budgetary choices, and the recommendations of the Committee.

In calendar year 2004, The Finance Committee met 31 times:

- 15 regular meetings;
- 3 Public Hearings;
- 1 joint meetings with the Board of Selectmen and the CPS and CCRSD School Committees;
- 5 Town Meeting sessions.

In addition, the Guidelines Subcommittee, comprised of a majority of the Finance Committee members, held 6 meetings leading up to the adoption and issuance on November 19, 2004 of budget guidelines for the FY06 budget year commencing July 1, 2005.

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Finance Committee</b>	<b>ACCT.# 7</b>
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**EXPENDITURE DETAIL**

	<u>FY03 Expend.</u>	<u>FY04 Expend.</u>	<u>FY05 Budget</u>	<u>FY06</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0	0	0	0
Purchased Services	554	660	560	560	560
Supplies	471	255	335	335	335
Other Charges	200	310	330	330	330
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<u>1,225</u>	<u>1,225</u>	<u>1,225</u>	<u>1,225</u>	<u>1,225</u>

**FUNDING PLAN**

	<u>FY05 Budget \$</u>	<u>% of Budget</u>	<u>FY06 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	1,225	100.0%	1,225	100.0%	0.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY05 Budget</u>		<u>FY06 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

### Program Description

The Personnel Department provides services to approximately 640 permanent and temporary employees and 325 retirees on issues relating to the following: administering the personnel bylaws, and personnel policies and procedures which implement the bylaws; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure compliance with policies and regulations; managing the recruitment and selection of new employees; coordinating orientation, training, and employee recognition activities; providing case management and administrative services for worker's compensation cases; and designing and administering employee benefit programs. The Personnel Department advises the Personnel Board and Town Manager on related issues and advises department managers, supervisors and employees on personnel matters. In addition, it assists in labor negotiations and contract administration.

### Program Implementation

The Department is staffed with a 4-days-per-week Human Resources Administrator and two full-time Administrative Assistants, with funding included in the recommended budget (\$2,007) for support-staff overtime. The Assistant Town Manager serves as department head. The Human Resources Administrator consults regularly with the Assistant Town Manager and Town Manager regarding the relationship between the provision of town services and employee relations.

The budget also includes \$6,000 for town-wide staff training for continuing and emerging training needs such as effective communication, harassment prevention, supervision, customer service, diversity awareness, and computer proficiencies.

An amount of \$10,000 is included in the budget for consulting services to assist with specialized projects needed to ensure that policies and programs are kept up to date. Also included is the money to cover the cost of mandated drug and alcohol testing for employees with a commercial driver's license (\$4,091). A modest allotment (about \$20 per regular-status employee) is allocated for the employee recognition program (\$4,800).

### Performance Information

The overall objective of the Personnel Department is to assist Town employees and officials to fairly, consistently, and lawfully create and administer policies and practices which sustain a work environment with positive morale so that employees can provide service to the community effectively.

The Personnel Department supports the Town Manager and all Town departments in all personnel-related activities for the approximately 240 regular-status employees and 400 temporary and limited-status employees. In addition, the Department is involved in the recruitment of all Town employees and this activity requires a substantial commitment of staff time and effort. Over the past decade, the Personnel Department has continued to enhance its level of general HR support provided to all Town departments. The current staffing configuration allows the Department to continue these services, as well as to manage ongoing recruitment efforts, implement training programs, update office policies and procedures, create new and improved informational materials for employees, and organize new employee recognition efforts.

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Personnel Administration</b>	<b>ACCT.# 8</b>
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**EXPENDITURE DETAIL**

	FY03 Expend.	FY04 Expend.	FY05 Budget	FY06	
				Dept. Request	Manager Recommends
Personal Services	120,137	140,273	137,634	138,249	138,249
Purchased Services	24,187	18,513	21,086	23,946	23,946
Supplies	1,664	1,683	1,905	1,960	1,960
Other Charges	5,433	4,225	4,410	5,795	5,795
Equipment Expense	0	0	0	0	0
Capital Outlay	10,000		0	0	0
<b>TOTAL</b>	<b>161,421</b>	<b>164,694</b>	<b>165,035</b>	<b>169,950</b>	<b>169,950</b>

**FUNDING PLAN**

	FY05 Budget \$	% of Budget	FY06 Recomm.\$	% of Budget	% Change in Dollars
General Fund	123,235	74.8%	126,307	74.2%	2.5%
Light Fund	21,063	12.8%	22,837	13.4%	8.4%
Water Fund	8,881	5.4%	9,092	5.3%	2.4%
Sewer Fund - General	2,028	1.2%	2,077	1.2%	2.4%
Sewer Fund - WWTP	514	0.3%	524	0.3%	1.9%
Solid Waste Disp. Fund	643	0.4%	656	0.4%	2.0%
Retirement System	643	0.4%	656	0.4%	2.0%
School Department	1,602	1.0%	1,901	1.1%	18.7%
Recreation Fund	6,426	3.9%	5,900	3.5%	-8.2%
	<b>165,035</b>	<b>100.0%</b>	<b>169,950</b>	<b>100.0%</b>	<b>3.0%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY05 Budget		FY06 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Admin. Asst.	ACL-5	2	73,033	2	74,506
5112	Human Resources Admin.	MP-10	0.8	61,646	0.8	61,736
5130	Overtime		75 hrs.	1,967	75 hrs.	2,007
5130	Vacancy Savings			988		
				<b>137,634</b>		<b>138,249</b>