

Section II

**Town Government Budget
Accounts 1 – 49**

Summary and Account Detail

Town of Concord, Massachusetts

SUMMARY: All Accounts	ACCT. # 1-49
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ACCOUNT SUMMARY

<u>ACCOUNT NAME & NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY03</u>	<u>FY04</u>	<u>FY03</u>	<u>FY04</u>
1-6A General Government	1,716,033	1,736,466	1,449,929	1,468,677
7-11 Finance & Administration	1,794,175	1,812,398	1,300,475	1,323,471
12-17 Public Safety	5,622,271	5,706,559	5,518,826	5,601,356
18-28 Public Works	3,228,670	3,249,903	2,665,594	2,684,903
29-39 Human Services	2,356,999	2,351,852	1,848,427	1,863,543
40-44A Unclassified	<u>1,509,487</u>	<u>1,565,788</u>	<u>362,528</u>	<u>613,829</u>
Subtotal, Town Government Operating Expense	16,227,635	16,422,966	13,145,779	13,555,779
45-49 Joint (Town-CPS)	<u>9,878,337</u>	<u>11,422,044</u>	<u>7,659,040</u>	<u>9,250,765</u>
TOTAL, Town Budget	26,105,972	27,845,010	20,804,819	22,806,544

FUNDING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>% Change</u>
General Fund	20,804,819	22,806,544	9.6%
Light Fund	1,343,043	1,412,738	5.2%
Water Fund	1,262,776	1,190,540	-5.7%
Sewer Fund	243,858	168,140	-31.1%
Solid Waste Disposal Fund	81,336	75,850	-6.7%
Parking Meter Fund	86,688	92,097	6.2%
Retirement System	96,070	81,395	-15.3%
Recreation Fund	544,606	532,983	-2.1%
Cemetery Fund	124,000	126,800	2.3%
Capital Projects	135,500	139,500	3.0%
School Department	19,057	18,878	-0.9%
Town Trust Funds	17,281	10,004	-42.1%
Towns of Lincoln / Carlisle	17,700	17,700	0.0%
State Reimbursements	6,877	5,438	-20.9%
Government Grants & Aid	420,993	421,235	0.1%
Borrowing	795,000	600,000	-24.5%
Special Revenue	10,368	15,168	46.3%
Various Sources	<u>96,000</u>	<u>130,000</u>	35.4%
TOTAL	26,105,972	27,845,010	6.7%

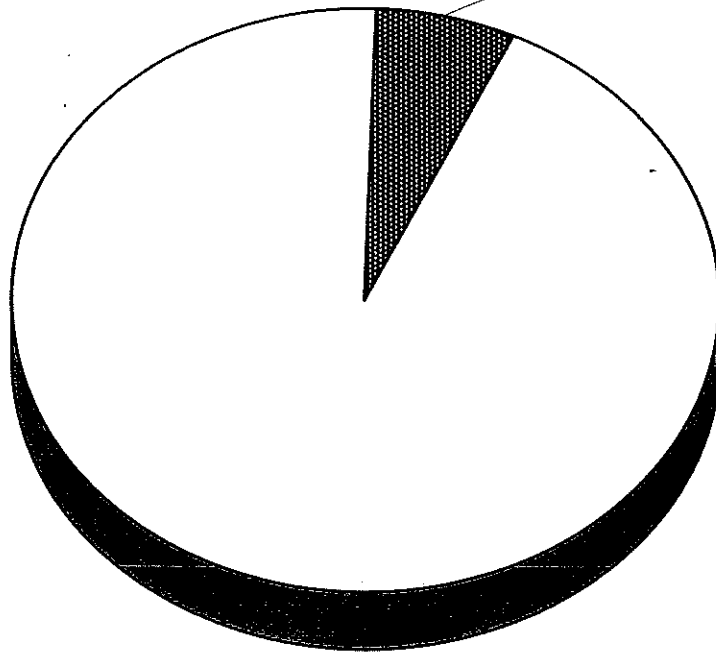
SUMMARY: General Government

ACCT. #

1-6A

General Government Accounts as a
Percent of Town Appropriation

6.44%



Proposed Change in General Government Appropriations

<u>ACCOUNT NAME & NUMBER</u>	<u>PERCENT CHANGE</u>
1A Town Manager	-1.6%
1B Hazardous Waste	0.0%
2 Legal Services	4.5%
3A Elections	20.4%
3B Registrars	-2.7%
4 Town Meeting & Reports	4.4%
5A Planning	-2.4%
5B Board of Appeals	1.2%
5C Natural Resources	-0.7%
5D Historic Districts	--
5E Inspections	4.7%
5F Health	-1.1%
6 141 Keyes Road	1.1%
6A Out-of-State Travel	--

Town of Concord, Massachusetts

SUMMARY: General Government	ACCT. # 1-6A
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ACCOUNT SUMMARY

<u>ACCOUNT NAME & NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY03</u>	<u>FY04</u>	<u>FY03</u>	<u>FY04</u>
1A Town Manager	380,152	376,185	248,273	244,293
1B Hazardous Waste	12,000	12,000	12,000	12,000
2 Legal Services	220,000	230,000	220,000	230,000
3A Elections	27,083	30,588	24,206	29,150
3B Registrars	14,124	13,711	11,605	11,296
4 Town Meetings & Reports	61,726	64,412	61,726	64,412
5A Planning	233,032	228,456	194,425	189,683
5B Board of Appeals	44,131	44,661	44,131	44,661
5C Natural Resources	175,814	175,875	140,456	139,468
5D Historic Districts	--	--	--	--
5E Inspections	256,611	268,607	256,611	268,607
5F Health	235,899	235,899	181,035	179,035
6 141 Keyes Road	55,461	56,072	55,461	56,072
6A Out-of-State Travel	--	--	--	--
TOTAL	<u>1,716,033</u>	<u>1,736,466</u>	<u>1,449,929</u>	<u>1,468,677</u>

FUNDING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>% Change</u>
General Fund	1,449,929	1,468,677	1.3%
Light Fund	88,450	88,901	0.5%
Water Fund	102,183	104,411	2.2%
Sewer Fund	48,993	49,542	1.1%
Solid Waste Disposal Fund	3,382	3,382	0.0%
School Department	2,519	2,415	-4.1%
Town of Lincoln	17,000	17,000	0.0%
Town of Carlisle	700	700	0.0%
State Reimbursements	2,877	1,438	-50.0%
TOTAL	<u>1,716,033</u>	<u>1,736,466</u>	1.2%

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 Town Manager's Office staff includes the Assistant Town Manager, the Executive Assistant to the Town Manager and the Administrative Assistant to the Board of Selectmen.

The Board of Selectmen is comprised of five members who are 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, etc.

Program Implementation

The FY04 budget recommendation provides funding for the Town Manager and the three authorized positions supporting the Town Manager and Selectmen. An amount of \$5,000 is again recommended for office project assistance in assorted special projects supporting the Town Manager and Selectmen. A total of \$10,000 is recommended to continue level funding of the Senior Work program, which has been fully subscribed in FY03. A budget of \$4,000 is provided for out of state travel expenses of General Fund-supported Town departments for business related travel approved by the Town Manager. Purchased services include costs such as management consulting services in support of the Town Manager's and Selectmen's Town-wide objectives (\$10,000), professional services like the clerical support on HATS related matters (\$2,500), office-related telephone charges (\$5,000), and advertising for matters such as public hearings (\$1,000). Supply expenditures include items such as office supplies (\$2,600), food and food service supplies for events like the monthly Chair Breakfast and annual Volunteer Reception hosted by the Selectmen (\$1,200), and flags for the Monument Square flag pole (\$700). Other expenses include items such as Town membership dues in the MA Municipal Association, Metropolitan Area Planning Council, and other organizations (\$9,200), professional staff membership dues for similar professional organizations (\$1,813), and professional conference registration fees (\$2,000). A \$10,000 capital outlay allocation was requested for continued incremental improvements to respond to Americans with Disabilities Act (ADA) requirements for accessibility to Town property. Level funding of \$5,000 is recommended due to limited resources. In total, capital outlay spending has decreased by \$4,000 from FY03 when funds were used to complete the repainting of the Monument Square flagpole.

Performance Information

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. Four functional areas operate as divisions of the Town Manager's Office: Recreation, Council on Aging, Personnel, and Information Services.

Staff activities in support of the functions of the Selectmen and Town Manager include the processing of a variety of license applications. In Calendar Year 2002, the following licenses were issued: 50 One Day Special Licenses, 2 Class I Licenses, 8 Class II Licenses, 4 Weekday Entertainment Licenses, 2 Automatic Amusement Licenses, 1 Common Carrier License, 37 Common Victualler Licenses, 24 Liquor Licenses, 3 Taxi/Livery Licenses, 5 Innholder/Lodging Licenses, and 87 Tour Guide Licenses. Staff will undertake or continue numerous other initiatives in FY04, including oversight of the Harvey Wheeler renovations, 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

GENERAL GOVERNMENT: Town Manager	ACCT.# 1A
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	285,159	305,977	324,765	324,946	324,946
Purchased Services	15,088	15,871	21,211	20,926	20,926
Supplies	4,639	4,419	5,350	5,550	5,550
Other Charges	10,051	15,641	18,326	18,263	18,263
Capital Outlay	20,452	10,753	9,000	10,000	5,000
Cable TV Committee	0	1,500	1,500	1,500	1,500
TOTAL	<u>335,389</u>	<u>354,161</u>	<u>380,152</u>	<u>381,185</u>	<u>376,185</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	248,273	65.3%	244,293	64.9%	-1.6%
Light Fund	67,630	17.8%	67,637	18.0%	0.0%
Water Fund	40,578	10.7%	40,582	10.8%	0.0%
Sewer Fund	20,289	5.3%	20,291	5.4%	0.0%
Solid Waste Disp. Fund	3,382	0.9%	3,382	0.9%	0.0%
	<u>380,152</u>	<u>100.0%</u>	<u>376,185</u>	<u>100.0%</u>	<u>-1.0%</u>

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Town Manager	N/A	1	123,646	1	123,646
	Asst. Town Mngr.	MP-12	1	87,941	1	87,941
	Exec. Asst. to TM	ACL-8	1	51,034	1	51,034
	Admin. Asst.	ACL-5	<u>1</u>	<u>39,178</u>	<u>1</u>	<u>39,359</u>
			4	<u>301,799</u>	4	<u>301,980</u>
5113	Bd. of Selectmen	N/A	5	0	5	0
5115	Office Project Assistant		--	5,000	--	5,000
5120	Sr. Citizen Tax Credit		1250 hrs. @ \$8.00	10,000	1250 hrs. @ \$8.00	10,000
5130	Overtime	ACL	70 hrs.	2,566	70 hrs.	2,566
5157	Car Allowance			<u>5,400</u>		<u>5,400</u>
				<u>324,765</u>		<u>324,946</u>

Program Description

The town provides two household hazardous waste disposal options to Concord residents:

- Minuteman Household Hazardous Product Facility (MHHPF) – This regional drop-off facility is located on Hartwell Avenue in Lexington, and is used by Concord and seven other 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.

To use the MHHPF: *Bring a copy of your motor vehicle registration to the Health Division at 141 Keyes Road, where you will be issued a ticket to transport one car load of household hazardous waste from your home to the MHHPF.*

- 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.

To use the CPW Paint Drop-off: *Simply show up at the site on a Saturday when it is open between 9:00 am and 3:00 pm.*

Performance Information

	2000	2001	2002
No. of households which used CPW Paint Drop-off	139	186	400
No. of households which used MHHPF	123	124	107
Charge per household to use MHHPF	\$41.81	\$34.59	\$20.43

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Hazardous Waste Collection	ACCT.# 1B
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	0	0
Purchased Services	8,714	8,731	12,000	12,000	12,000
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	8,714	8,731	12,000	12,000	12,000

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	12,000	100.0%	12,000	100.0%	0.0%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 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.0000

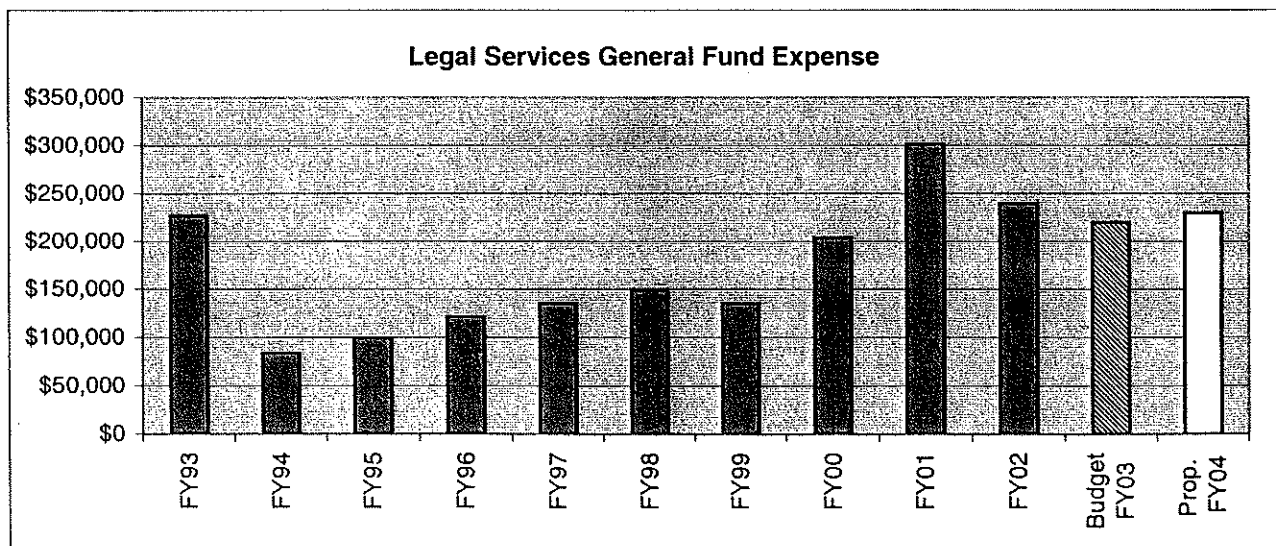
Program Implementation

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

General Fund legal expenses reached record levels in FY01, with one-half of the total expense representing litigation handled by Town Counsel and \$65,000 expended for special counsel on telecommunications tower litigation. FY02 expenses moderated somewhat and FY03 expenses through the first half of the fiscal year are on target with the budget.

The proposed budget increase is in response to the generally rising trend of litigation activity witnessed over the past five years. The FY02 original budget of \$195,000 had required a Reserve Fund transfer.



Town of Concord, Massachusetts

GENERAL GOVERNMENT: Legal Services	ACCT.# 2
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0	0	0	0
Purchased Services	301,655	239,835	220,000	240,000	230,000
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	301,655	239,835	220,000	240,000	230,000

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	220,000	100.0%	230,000	100.0%	4.5%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

GENERAL GOVERNMENT: Elections**ACCT.# 3A****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 FY04, we are budgeting for a Town Caucus, a Town Election, a Presidential Primary, and a Special Town Election following the Annual Town Meeting.

Program Implementation

There are 48 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. Beginning in January 2002, Concord has 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. The amount of this reimbursement for FY04 is anticipated to be \$1,438.

Performance Information

Elections:	FY98	FY99	FY00	FY01	FY02	Scheduled	
						FY03	FY04
State/National	0	2	3	2	0	2	1
Town	3	2	1	2	3	1	2

ELECTION	TURNOUT	% of Registered Voters
March 30, 1999—Town Election	1,772	16%
June 10, 1999—Special Town Election (School Override)	4,804	43%
September 28, 1999—Special State Primary (State Rep)	2,650	24%
October 26, 1999—Special State Election (State Rep)	3,356	30%
March 7, 2000—Presidential Primary	6,895	59%
March 7, 2000—Town Election & Ballot Question	6,994	60%
September 19, 2000—State Primary	837	7%
November 7, 2000—General Election (Presidential)	9,742	83%
March 27, 2001—Town Election	1,991	17%
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%

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Elections	ACCT.# 3A
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	24,695	18,868	19,983	21,913	21,913
Purchased Services	7,308	7,264	4,650	6,400	6,400
Supplies	2,154	1,349	2,450	2,275	2,275
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	<u>34,157</u>	<u>27,481</u>	<u>27,083</u>	<u>30,588</u>	<u>30,588</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	24,206	89.4%	29,150	95.3%	20.4%
State Reimbursement	2,877	10.6%	1,438	4.7%	--
	<u>27,083</u>	100.0%	<u>30,588</u>	100.0%	12.9%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5120	Election Officers	Misc.	1386 hrs.	10,776	1425 hrs.	11,113
5130	Technician Overtime	LA	156 hrs.	2,592	213 hrs.	3,600
5131	Police Overtime	Union	156 hrs.	6,615	180 hrs.	7,200
			<u>1698 hrs.</u>	<u>19,983</u>	<u>1818 hrs.</u>	<u>21,913</u>

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, eliminating the need for using an outside computer and printing service. This saves the Town approximately \$1,500 per year.

An amount of \$3,000 is included in this budget for the printing of 500 copies of the Street List. Town boards and committees use approximately 100 copies, and the remainder is sold to the public. A total of \$3,670 was received from the 2001 Street List sales. In addition, 31 disk copies of the Street List were sold, bringing in an additional \$310 in revenue. This revenue is credited to the General Fund.

Costs attributable solely to the annual census are projected to be \$9,661. The School Department supports 25% of this cost as compensation for the preparation of school census information compiled by the Town Clerk. This reimbursement is shown on the adjacent page in the "Funding Plan" section.

Performance Information

Town Census (January 1, 2002)	
Total Population	15,551
Adult Population (Age 17+)	11,761
Registered Voters	
@ Jan. 1, 2001 (92% of eligible residents)	11,538
@ Jan. 1, 2002 (92% of eligible residents)	11,442
@ Jan. 1, 2003 (92% of eligible residents)	11,305
# New Voters Registered During 2002	992
# Deletions from Voting List	197
# Voters Switching Parties during 2002	327
Certifications during 2002:	
Town Election nomination papers	120
Annual Town Meeting petitions	137
State Clean Elections Qualifying Contributions	433
State Initiative Petitions	248
State Election nomination papers	3,573

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Registrars	ACCT.# 3B
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EXPENDITURE DETAIL

	FY01 Budget	FY02 Budget	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	4,237	3,442	6,974	6,561	6,561
Purchased Services	6,122	7,644	6,400	6,400	6,400
Supplies	571	594	750	750	750
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	<u>10,930</u>	<u>11,680</u>	<u>14,124</u>	<u>13,711</u>	<u>13,711</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	11,605	82.2%	11,296	82.4%	-2.7%
School Dept. Transfer	2,519	17.8%	2,415	17.6%	-4.1%
	<u>14,124</u>	100.0%	<u>13,711</u>	100.0%	-2.9%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5115	Office Assistant	Misc.	--	0	100 hrs.	1,341
5120	Office Assistant	Misc.	300 hrs.	3,300	300 hrs.	3,300
5130	Overtime	ACL	150 hrs.	<u>3,674</u>	75 hrs.	<u>1,920</u>
				6,974		6,561

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. No funding is provided for the cost of any Special Town Meeting.

Program Implementation

Including the cost of printing the Warrant and Finance Committee Report, this budget provides \$51,336 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 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 (FY04 Proposed)

Sound system rental (4 nights)	\$25,000
Tellers (48 hrs/night)	1,536
Police & DPW overtime	5,100
Postage (warrant/Fin Com report)	3,250
Warrant printing	5,000
Finance Com Report printing	7,000
Other printing	3,700
Miscellaneous expenses	<u>2,750</u>
	\$53,336

Town Reports Cost (FY04 Proposed)

Printing: Annual Town Report	\$ 6,500
Town Budget, Bylaws, Zoning Bylaws	2,000
Editing Town Report	<u>2,576</u>
	\$11,076

Performance Information

Unit printing costs of principal reports:

		Town Report	Warrant	Finance Committee Report
Number of copies		2,000	6,800	7,000
Fiscal Year				
Actual	1998	\$2.27	51¢	68¢
	1999	\$2.44	57¢	77¢
	2000	\$2.80	53¢	77¢
	2001	\$2.87	83¢	97¢
	2002	\$2.83	67¢	88¢
Budget	2003	\$3.25	66¢	93¢
Estimate	2004	\$3.25	66¢	\$1.00

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

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Town Meeting & Reports	ACCT.# 4
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	8,268	6,023	8,976	9,212	9,212
Purchased Services	48,294	47,815	52,450	55,050	55,050
Supplies	58	10	300	150	150
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	<u>56,620</u>	<u>53,848</u>	<u>61,726</u>	<u>64,412</u>	<u>64,412</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	61,726	100.0%	64,412	100.0%	4.4%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5120	Tellers	Misc.	192 hrs.	1,536	192 hrs.	1,536
5130	DPW Overtime	LA	80 hrs.	2,400	80 hrs.	2,400
	Exec. Asst. O/T	ACL	50 hrs.	1,840	70 hrs.	2,576
5131	Police Overtime	Union	80 hrs.	3,200	60 hrs.	2,700
				<u>8,976</u>		<u>9,212</u>

Program Description

The Concord Department of Planning and Land Management is responsible for guiding the orderly development of the Town in a manner that preserves Concord's unique character. The Department 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 of the community.

The Planning Division is responsible for 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 regulations coordination among the other Town departments.

Program Implementation

Approximately 70% of the Planning Division's staff time is dedicated to providing technical and administrative assistance to three regulatory boards and to other committees appointed by the Board of Selectmen. Planning Division staff is currently providing support to the Comprehensive Long Range Planning Committee in its preparation of the Vision 2020 Plan and is assisting the Planning Board in its planning efforts to manage growth (as it relates to the possible extension of Town sewers). Staff also assists in the preparation of Zoning Bylaw amendments for consideration by the Town Meeting.

The Planning Division consists of three full-time staff and one part-time position. The full-time staff includes an Administrative Assistant, a Staff Planner, and the Director of Planning and Land Management. A request to increase the part-time Project Planner position from 20 hours per week to 25 hours per week was not included in the Town Manager's FY04 recommendation due to budget constraints.

In FY03, the budgets for the Historic Districts Commission and the Historical Commission were relocated to the Planning Division budget since oversight of those budgets is the responsibility of the Director of Planning and Land Management.

Performance Information

In 2002, the Planning Division coordinated Town staff review of 18 development projects, which included reconstruction of the Professional Building at 747 Main Street and the "Warner Woods" comprehensive permit for 80-units of rental housing on Laws Brook Road. Staff assisted in the re-sale of two affordable housing units (one at Emerson Annex and one in Concord Homes), helped with the completion of the 12 homes at Elm Brook Homes and provided oversight toward completion of the Concord Homes development. Staff support was provided to the Mansionization Committee and the Planning Board's Wireless Subcommittee (per 2002 Annual Town Meeting). Division staff also handled over 500 telephone inquiries regarding the Thoreau Birth House, coordinating efforts with the Town Manager and Board of Selectmen for the purpose of preserving the house.

In 2002, the Historic Districts Commission (HDC) conducted 20 public hearings on requests for "Certificates of Appropriateness" or demolition permits. Ninety-four Certificates were issued. Additionally, the HDC developed and published its property owner's guidelines, which were distributed to residents and owners within the five Historic Districts.

The Historical Commission, responsible for guiding the Town in its historic preservation efforts, maintains an inventory documenting the significant historic resources of the Town. The four-volume Survey of Historical and Architectural Resources was scanned and made available to the public on compact disk this past year. Additionally, the Commission researched the history of the Harrington House acquisition and is working with the Natural Resources Commission on long-term property management issues.

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Planning	ACCT.# 5A
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	179,637	194,139	204,032	210,476	204,476
Purchased Services	10,306	10,130	15,400	9,040	9,040
Supplies	3,637	5,216	5,000	5,100	5,100
Other Charges	1,506	3,248	2,670	2,990	2,990
Equipment Expense	2,782	2,782	0	0	0
Capital Outlay	0	0	0	0	0
Historic Districts	--	--	1,830	2,050	2,050
Historical Commission	--	--	4,100	4,800	4,800
Comp. Long Range Plan	0	100,000	0	0	0
Growth Management Study	0	50,000	0	0	0
TOTAL	<u>197,868</u>	<u>365,515</u>	<u>233,032</u>	<u>234,456</u>	<u>228,456</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	194,425	83.5%	189,683	83.0%	-2.4%
Light Fund	6,813	2.9%	6,842	3.0%	0.4%
Water Fund	27,252	11.7%	27,369	12.0%	0.4%
Sewer Fund	4,542	1.9%	4,562	2.0%	0.4%
	<u>233,032</u>	<u>100.0%</u>	<u>228,456</u>	<u>100.0%</u>	<u>-2.0%</u>

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Dir. of Planning & Land Mgmt.	MP-12	1	81,822	1	81,822
	Staff Planner	MP-4	1	53,769	1	53,836
	Admin. Asst.	ACL-5	<u>1</u>	<u>42,933</u>	<u>1</u>	<u>42,933</u>
			3	178,524	3	178,591
5112	Project Planner	MP-3	0.5	<u>25,508</u>	0.5	<u>25,885</u>
				204,032		204,476

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

A full-time Administrative Clerk from the Department of Planning and Land Management 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 Administrative 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.

Professional staff support is provided principally by the Building Commissioner and by the Director of Planning and Land Management.

Performance Information

In 2002, the Board of Appeals conducted 12 public hearings and meetings to review 56 applications. Fifty-one special permits were granted in 2002 and two were denied. One variance from the Zoning Bylaw related to a front yard setback was requested and granted. There was one appeal from the Building Inspector's decision submitted and the Board granted that appeal. The Board reviewed and approved two comprehensive permits: the Concord Housing Authority's application for 1596 Main Street to build a duplex structure and Period Realty Trust's application for 80 rental units at 247 Laws Brook Road.

Activity Comparison

	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
Public Hearings	14	12	12	11	12
Applications Reviewed	82	66	69	84	56
Special Permits Granted	75	53	59	79	51
Special Permits Denied	1	7	3	3	2
Zoning Variances Given	0	0	0	1	2
Appeals of the Building Inspector	-	-	-	1	1
Sign Variances Given	1	3	3	0	0
Comprehensive Permits Granted	1	-	-	-	2

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Board of Appeals	ACCT.# 5B
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	37,235	38,585	40,381	40,381	40,381
Purchased Services	4,741	4,570	3,170	3,700	3,700
Supplies	189	190	450	450	450
Other Charges	33	93	130	130	130
Capital Outlay	0	0	0	0	0
TOTAL	42,198	43,438	44,131	44,661	44,661

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	44,131	100.0%	44,661	100.0%	1.2%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Sr. Dept. Clerk	ACL-4	1.00	40,381	1.00	40,381

GENERAL GOVERNMENT: Natural Resources

ACCT.# 5C

Program Description

The mission of the Natural Resources Commission (NRC) and its Administrator is to conserve and protect the natural resources, open spaces, and agricultural lands of the Town of Concord. This includes administering the state Wetlands Protection Act and Rivers Protection Act, and their respective regulations. Land protection efforts include 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, the Administrator manages town conservation land and leases on town-owned agricultural lands. The Commission and/or Administrator comment on projects involving work within the Wetland, Flood Plain and Ground Water Conservancy Districts under the Concord Zoning Bylaw. Division staff also provide support and/or coordinates the activities of numerous other town committees/boards, including: the Heywood Meadow Stewardship Committee, the Open Space Task Force, Walden Keeping Track, the Mattison Field Stewardship Committee, and the Mill Brook Task Force. In addition, the Division sponsors monthly DEP SuAsCo Team Watershed meetings and hosts monthly Conservation Coffees.

Program Implementation

The FY03 budget includes three full-time staff positions. The Natural Resources Administrator is responsible for managing all division activities and serves as principal staff support and advisor to the Natural Resources Commission. The Assistant to the Natural Resources Administrator position provides support to the Administrator in accomplishing division priorities. The NRC Administrative Assistant is responsible for office administration. The Division's request for a part-time ranger position (\$19,200 per year) was not funded in this fiscal year's budget, due to budget constraints. With the current staffing level, the NRC staff will be challenged to keep up with the more complicated and numerous regulations.

Performance Information

- As follow up to its successful Stream Corridor study, division staff and the Mill Brook Task Force implemented a catch basin monitoring and tagging program in 2002.
- Significant natural resource management efforts in 2002 included the following: 1) aquatic invasive plants harvesting in Warner's Pond and Fairhaven Bay; and 2) partnership in a sheep-grazing project and vegetation management in Punkatasset and Abbott's Field conservation lands.

<u>Regulatory and Administrative Summary</u>	<u>Yr. 2000</u>	<u>Yr. 2001</u>	<u>Yr. 2002</u>
Notice of Intents	44	71	48
Request for Determination of Applicability	31	15	26
Certificates of Compliance	<u>17</u>	<u>26</u>	<u>34</u>
TOTAL / REGULATORY PERMITS ISSUED	92	112	108
Regulatory Appeals	2	3	4
Wetland Enforcement	1	2	4
Administrative Project Reviews	11	6	10
Emergency Certificates	<u>2</u>	<u>4</u>	<u>3</u>
TOTAL / ADMINISTRATIVE ACTIONS TAKEN	16	15	21

<u>Land Summary</u>	<u>Totals</u>
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.

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Natural Resources	ACCT.# 5C
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	106,871	125,954	157,104	175,665	159,665
Purchased Services	5,762	14,590	9,350	9,600	9,600
Supplies	5,074	8,170	3,250	6,000	5,000
Other Charges	791	2,256	1,110	1,610	1,610
Capital Outlay	20,199	23,750	5,000	5,000	0
TOTAL	<u>138,697</u>	<u>174,720</u>	<u>175,814</u>	<u>197,875</u>	<u>175,875</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	140,456	79.9%	139,468	79.3%	-0.7%
Light Fund	14,007	8.0%	14,422	8.2%	3.0%
Water Fund	17,081	9.7%	17,588	10.0%	3.0%
Sewer Fund	4,270	2.4%	4,397	2.5%	3.0%
	<u>175,814</u>	100.0%	<u>175,875</u>	100.0%	0.0%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Natural Resources Administrator	MP-8	1	65,050	1	65,170
	Asst. to NR. Admin.	MP-3	1	41,111	1	42,000
	Admin. Asst.	ACL-5	<u>1</u>	<u>40,143</u>	<u>1</u>	<u>41,095</u>
			3	146,304	3	148,265
5120	Conservation Crew (Seasonal)	Misc.	1,200 hrs. @ \$9.00 per hour	<u>10,800</u>	1,200 hrs. @ \$9.50 per hour	<u>11,400</u>
				157,104		159,665

GENERAL GOVERNMENT: Historic Districts

ACCT.# 5D

The Historic Districts account has been moved to and combined with the budget of the Planning account (Account #5A). However, this account section has been included in order to identify prior budget funds and expenditure.

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Historic Districts	ACCT.# 5D
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EXPENDITURE DETAIL

	<u>FY01 Budget</u>	<u>FY02 Budget</u>	<u>FY03 Budget</u>	<u>FY04</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0			
Purchased Services	1,749	3,167			
Supplies	229	212			
Other Charges	13	0			
Equipment Expense	0	270			
Capital Outlay	0	0			
TOTAL	<u>1,991</u>	<u>3,649</u>	--	--	--

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	--	100.0%	--	100.0%	--

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

Program Description

The Building Inspection/Zoning Enforcement Division's mission is to enforce 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. In addition, the division enforces provisions of the Town's Zoning Bylaw, Sign Bylaw, and other related regulations.

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 FY04 budget goes toward 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). Additionally, in the FY04-08 Capital Improvement Program, there is a recommendation for funding permit tracking software, which will cost \$12,000 annually over the next 5 years.

Performance Information

Building Inspection Division issued 690 building permits in 2002. The overall value of this permitted construction was \$68,441,255. This reflects a \$11.0 million or 19% increase in the total building permit value over last year. Of this total, \$35.3 million (51%) was commercial construction with \$33.2 million (49%) for residential construction. This is an unusual year, in that, the typical mix of construction value is 40% commercial and 60% residential. The value of commercial construction increased from \$22.5 million in 2001 to \$35.3 million in 2002, a rise of 57% during one year.

The value of residential construction decreased slightly from \$34.8 million in 2001 to \$33.2 million in 2002. This is a 18% increase in residential construction value over last year. This residential construction value represents twenty-four (24) new detached single family residential dwellings. Of these twenty-four (24) new detached residential dwellings, ten (10) of these homes, were the result of "tear downs" (the demolition of an existing house to allow the construction of a new larger home.) Although this number decreased from the twelve (12) "tear downs" from last year, "tear downs" remain consistently at 40% of the new homes built each year. In addition, a new record of \$19 million was set this past year in the value of additions and alterations to existing single family residential residences.

Ten years ago (1993) the value of all building permits issued was just over \$42.6 million while in 2002 it was \$68.4 million, up 60% over that time period. This increase in the value of construction has allowed the Building Department to collect over \$376,470 in permit fees last year. It should be noted that the increase in permitting over the years has added significantly to the Division's workload. Nevertheless, the Division maintains a strongly committed to pursuing strong Zoning and Sign Bylaw enforcement and providing the technical assistance to other Town departments, boards, committees.

	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
Total Building Permits	724	680	660	690
Total all other Permits	1,614	1,439	1,374	1,588
Grand Total:	2,338	2,119	2,034	2,278
Permit Fee Revenue	\$302,098	\$359,333	\$391,745	\$376,470
Construction Value	\$38,900,879	\$50,378,514	\$57,281,767	\$68,441,255

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Inspections	ACCT.# 5E
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	217,072	231,312	240,450	242,412	242,412
Purchased Services	14,643	6,275	6,050	6,080	6,080
Supplies	2,417	2,793	3,940	2,680	2,680
Other Charges	4,793	4,445	5,321	5,435	5,435
Equipment Expense	562	1,652	850	0	0
Capital Outlay	0	0	0	12,000	12,000
TOTAL	<u>239,487</u>	<u>246,477</u>	<u>256,611</u>	<u>268,607</u>	<u>268,607</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	256,611	100.0%	268,607	100.0%	4.7%

AUTHORIZED POSITIONS

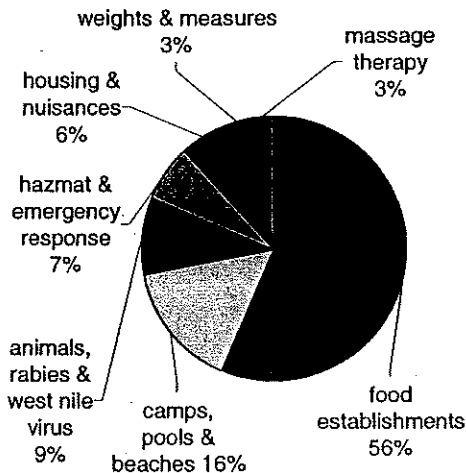
Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Bldg. Commissioner	MP-10	1	73,985	1	73,985
	Local Inspector	MP-5	1	59,759	1	59,816
	Admin. Asst.	ACL-5	<u>1</u>	<u>42,782</u>	<u>1</u>	<u>42,785</u>
			3	176,526	3	176,586
5112	Asst. Local Inspector		0.5	18,805	0.5	19,425
	Electrical Inspector	Misc.	992 hrs.	24,373	1044 hrs.	25,651
	Plumbing & Gas Insp.	Misc.	835 hrs.	18,646	835 hrs.	18,650
	Car Allowance			<u>2,100</u>		<u>2,100</u>
				240,450		242,412

Program Description

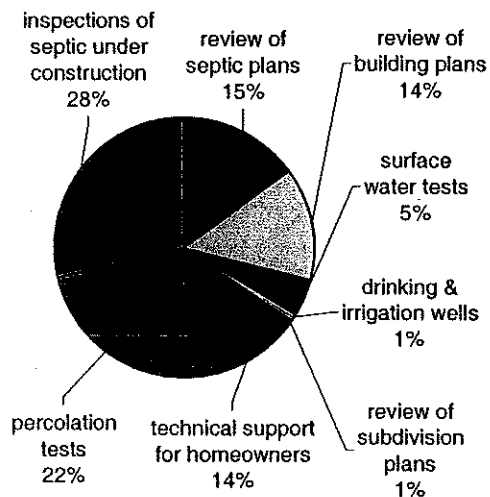
The Board of Health consists of five members who are appointed for three-year terms by the Town Manager. This Board promotes, enacts, and enforces health rules and regulations in accordance with local bylaws and state law and is responsible for the overall stewardship of the public health of the Town.

The Health Division enforces state statutes and regulations 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. Public Health Services include the inspection and licensing of food establishments, swimming pools, bathing beaches, summer camps, indoor ice skating rinks, and housing. It also enforces regulations pertaining to lead paint, and weights and measures. Environmental Health Services include the inspection and permitting of septic systems, subdivisions, private wells, and the testing of surface waters.

Public Health Services



Environmental Health Services



Program Implementation

The FY04 budget recommendation allows the Health Division to provide its current level of public and environmental health services. The budget provides for a staff of 4 full-time employees. In addition, the recommendation includes level funding of \$15,000 for mosquito control activities and \$5,000 for public health nursing services, both of which are provided by outside agencies.

The funding plan assumes that at least \$17,700 will be collected by providing approximately 690 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 an average of 138 hours per year of direct services to Concord residents.

Performance Information

The above chart for Environmental Health Services shows that the FY 2004 budget recommendation provides for a limited amount of technical support for homeowners with septic systems. Discussions will be held in March to determine if additional technical support will be provided by the Health Division to septic owners under the CPW's Integrated Wastewater Management Plan.

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Health	ACCT.# 5F
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	165,759	187,094	203,099	203,158	203,158
Purchased Services	6,182	6,252	21,700	21,600	21,600
Supplies	2,572	3,828	3,000	3,250	3,250
Other Charges	3,081	3,508	3,100	2,891	2,891
Equipment Expense	0	87	0	0	0
Capital Outlay	2,918	0	0	0	0
Health Services	--	--	5,000	5,000	5,000
TOTAL	<u>180,512</u>	<u>200,769</u>	<u>235,899</u>	<u>235,899</u>	<u>235,899</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	181,035	76.8%	179,035	75.9%	-1.1%
Water Fund	17,272	7.3%	18,872	8.0%	9.3%
Sewer Fund	19,892	8.4%	20,292	8.6%	2.0%
Other: Town of Carlisle	700	0.3%	700	0.3%	0.0%
Town of Lincoln	17,000	7.2%	17,000	7.2%	0.0%
	<u>235,899</u>	<u>100.0%</u>	<u>235,899</u>	<u>100.0%</u>	<u>0.0%</u>

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Public Hlth. Admin.	MP-9	1	64,348	1	64,348
	Environmnt'l Hlth.Insp.	MP-4	1	52,332	1	52,348
	P.H Inspector	MP-3	1	41,530	1	41,530
	Admin. Asst.	ACL-5	<u>1</u>	<u>42,889</u>	<u>1</u>	<u>42,932</u>
			4	<u>201,099</u>	4	<u>201,158</u>
5115	Sealer of Weights & Measures	Misc.		<u>2,000</u>		<u>2,000</u>
				203,099		203,158

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 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, 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 FY04 recommended budget allocates funding for a maintenance custodian; a position that will be shared with the Police Department. This is a change from using an outside cleaning service and should provide both departments with a better cleaning solution.

The rest of the budgeted costs are for utilities and routine building repairs/maintenance items. The FY04 recommendation reflects the increased prices for electricity and gas and includes \$13,500 for electricity, \$6,785 for natural gas, \$785 for water and sewer, and \$770 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 \$1,406 per year.

Proposed capital improvements included in the FY04 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 replacing a solid interior door on the second floor with a glass-paneled door and 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. 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 project is valued at approximately \$15,000 and is made possible through the combination of encumbered funds (FY99, FY00, FY01) along with current FY04 funds.

Town of Concord, Massachusetts

GENERAL GOVERNMENT: 141 Keyes Road	ACCT.# 6
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	5,144	15,100	0	15,100	15,100
Purchased Services	37,346	38,493	48,261	32,912	32,912
Supplies	2,057	3,307	2,200	3,060	3,060
Other Charges	0	0	0	0	0
Equipment Expense	3,198	0	0	0	0
Capital Outlay	0	8,413	5,000	5,000	5,000
TOTAL	<u>47,745</u>	<u>65,313</u>	<u>55,461</u>	<u>56,072</u>	<u>56,072</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	55,461	100.0%	56,072	100.0%	1.1%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Bldg. Maintenance Custodian	LA-2	--	0	0.5	15,100

GENERAL GOVERNMENT: Out-of-State Travel

ACCT.# 6A

The Out-Of-State Travel account has been moved to and combined with the budget and narrative of the Town Manager account (Account # 1A). However, the budget page has been included in order to identify prior budget funds and expenditures. It should be understood that the Administrative Policies & Procedures statement affecting Out-Of-State Travel (APP #2) remains in effect.

Town of Concord, Massachusetts

GENERAL GOVERNMENT: Out-of-State Travel	ACCT.# 6A
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	0				
Purchased Services	0				
Supplies	0				
Other Charges	2,704				
Capital Outlay	0				
TOTAL	2,704	--	--	--	--

FUNDING PLAN

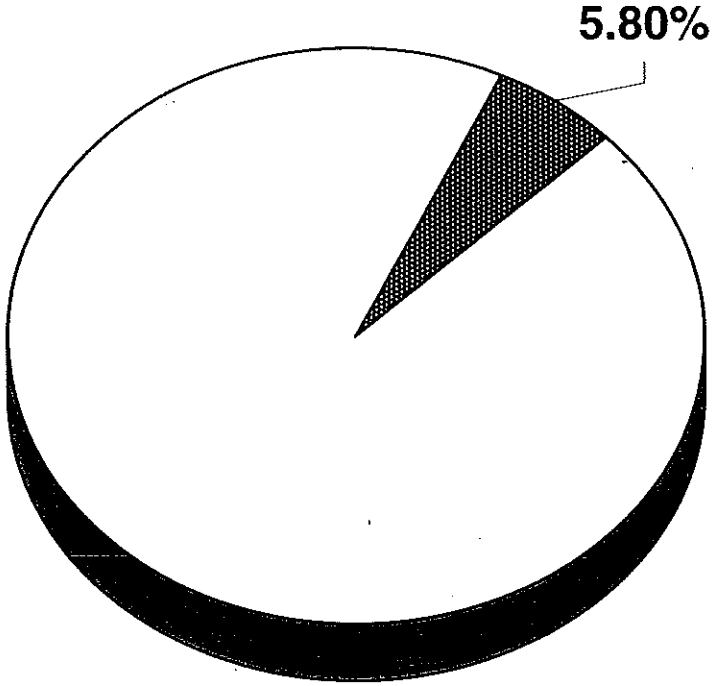
	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	--	100.0%	--	100.0%	0.0%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

SUMMARY: Finance & Administration	ACCT. #	7-11
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Finance & Administration Accounts as a Percent of Town Appropriation



Proposed Change in Finance & Administration Appropriations

<u>ACCOUNT NAME & NUMBER</u>	<u>PERCENT CHANGE</u>
7 Finance Committee	0.0%
8 Personnel Administration	0.1%
9A Finance Administration	-0.1%
9B Treasurer-Collector	1.5%
9C Town Accountant	-1.1%
9D Assessors	0.7%
9E Town Clerk	1.2%
10 Information Systems	6.0%
11 Town House	3.1%

Town of Concord, Massachusetts

SUMMARY: Finance & Administration	ACCT. # 7-11
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ACCOUNT SUMMARY

<u>ACCOUNT NAME & NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY03</u>	<u>FY04</u>	<u>FY03</u>	<u>FY04</u>
7 Finance Committee	1,225	1,225	1,225	1,225
8 Personnel Administration	170,557	170,525	127,407	127,474
9A Finance Administration	263,826	263,567	158,295	158,140
9B Treasurer-Collector	335,604	339,054	198,231	201,265
9C Town Accountant	298,455	291,824	103,714	102,602
9D Assessors	207,025	208,453	207,025	208,453
9E Town Clerk	158,614	160,468	158,614	160,468
10 Information Systems	247,831	262,693	247,831	262,693
11 Town House	<u>111,038</u>	<u>114,589</u>	<u>98,133</u>	<u>101,151</u>
TOTAL	1,794,175	1,812,398	1,300,475	1,323,471

FUNDING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>% Change</u>
General Fund	1,300,475	1,323,471	1.8%
Light Fund	143,988	142,931	-0.7%
Water Fund	134,481	144,980	7.8%
Sewer Fund	38,420	40,966	6.6%
Solid Waste Disposal Fund	31,276	31,167	-0.3%
Parking Meter Fund	24,073	29,432	22.3%
Retirement System	96,070	81,395	-15.3%
Recreation Fund	6,677	6,680	0.0%
School Department	1,538	1,463	-4.9%
Town Trust Funds	17,177	9,913	-42.3%
Special Revenue	0	0	--
TOTAL	1,794,175	1,812,398	1.0%

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 Board of the Town. The Finance Committee meets regularly during the year (approximately twenty times), 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 Town Bylaw requires the Finance Committee annually to establish a budget guideline for the Board of Selectman, the Concord Public School Committee and the Concord-Carlisle Regional School Committee prior to November 30th. One or more members of the Committee are also assigned to observe and attend meetings of all other principal boards and committees of the Town, 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 (#41, page II-121) 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.

Performance Information

The Finance Committee's most important activity is the presentation of its annual report to the Annual Town Meeting. This 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 objective 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 2002, The Finance Committee met 23 times:

- 14 regular meetings;
- 3 Public Hearings;
- 2 joint meetings with the Board of Selectmen and the CPS and CCRSD School Committees;
- 4 Town Meeting sessions.

In addition, the Guidelines Subcommittee, comprised of a majority of the Finance Committee members, held 8 meetings leading up to the adoption and issuance on November 27, 2002 of budget guidelines for the FY04 budget year commencing July 1, 2003.

This FY04 budget provides for the operational costs of the Committee (postage, copying, etc.). The cost of printing and distributing the report is budgeted in the "Town Meeting and Reports" account (# 4, page-II-15).

Town of Concord, Massachusetts

FINANCE & ADMINISTRATION: Finance Committee	ACCT.# 7
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	0	0
Purchased Services	1,000	545	660	540	540
Supplies	0	255	255	250	250
Other Charges	225	425	310	435	435
Capital Outlay	0	0	0	0	0
TOTAL	1,225	1,225	1,225	1,225	1,225

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	1,225	100.0%	1,225	100.0%	0.0%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	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. The Assistant Town Manager serves as the 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 recommended budget includes modest funding (\$2,186) for support staff overtime needed to address the high work load related to factors that include complying with state and federal mandates, recruiting and selecting of employees, and assisting departments regarding personnel and organizational issues.

The budget also includes \$16,000 for town-wide training of staff – this includes participation in a seven-town municipal training group, as well as other continuing and emerging training needs (such as sexual harassment avoidance, management/leadership, diversity and computer software training). An amount of \$6,000 is included for consulting services to ensure that the classification and compensation plan is kept up to date and to assist with specialized projects. Other budget elements include funds to cover the cost of random drug and alcohol testing (\$3,525) for employees with a commercial driver's license and a modest allotment (less than \$20 per employee) for the employee recognition program (\$4,500).

The Personnel Department supports the Town Manager and all Town departments in all personnel-related actions regarding approximately 240 regular-status employees, 400 temporary and limited-status employees, and 325 retirees. In addition, the Department is involved in recruitments of all Town employees, which have required a continuing substantial commitment of staff time and effort. Over the past decade, the Personnel Department has continued to enhance its level of general human resources support provided to all Town departments. The staffing configuration will assist the Department in continuing these services, as well as managing ongoing recruitment efforts, implementing computer software and other training programs, updating office policies and procedures, creating new and improved informational materials for employees, and organizing new employee recognition efforts.

Performance Information

The Personnel Department oversaw approximately thirty recruitments in 2002, and designed and arranged several Town-wide training opportunities, including programs entitled "Communicating with Style", "Harassment Prevention", and "Leadership Skills for Supervisors".

Town of Concord, Massachusetts

FINANCE & ADMINISTRATION: Personnel Administration	ACCT.# 8
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	93,077	84,874	132,694	132,080	132,080
Purchased Services	43,722	14,916	30,933	31,050	31,050
Supplies	1,538	1,317	1,460	1,915	1,915
Other Charges	4,184	4,325	5,470	5,480	5,480
Equipment Expense	0	2,000	0	0	0
Capital Outlay	5,331	0	0	0	0
TOTAL	147,852	107,432	170,557	170,525	170,525

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	127,407	74.8%	127,474	74.8%	0.1%
Light Fund	22,414	13.1%	21,711	12.7%	-3.1%
Water Fund	8,580	5.0%	9,255	5.4%	7.9%
Sewer Fund - General	2,104	1.2%	2,105	1.2%	0.0%
Sewer Fund - WWTP	501	0.3%	501	0.3%	0.0%
Solid Waste Disp. Fund	668	0.4%	668	0.4%	0.0%
Retirement System	668	0.4%	668	0.4%	0.0%
School Department	1,538	0.9%	1,463	0.9%	-4.9%
Recreation Fund	6,677	3.9%	6,680	3.9%	0.0%
	170,557	100.0%	170,525	100.0%	0.0%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Admin. Asst.	ACL-5	2	75,826	2	75,826
5112	Human Resources Admin.	MP-10	0.8	54,068	0.8	54,068
5130	Overtime		100 hrs.	2,800	75 hrs.	2,186
				132,694		132,080

Program Description

The Administrative Division supports the Director's responsibility for general departmental functions: fiscal planning, debt administration, operating and capital budget development and management, payroll administration (including federal and state tax reporting for Town and CPS payrolls), fiscal administration of employee group insurance programs, and purchasing administration. The Director is appointed by the Town Manager and serves as Treasurer-Collector. In this capacity, the Director is custodian of the Concord Contributory Retirement Fund for the Retirement Board (assets of \$55.4 million on December 31, 2002) and serves as Treasurer of the Trustees of Town Donations, managing its portfolio valued at \$3.9 million on December 31, 2002. The Director also serves as Treasurer of the Minuteman – Nashoba Health Group, a consortium of 11 area towns and two regional school districts that procures and manages group health insurance programs for its employees.

The Director provides planning and supervisory guidance to the other divisions: Assessing, Accounting, Treasury and Town Clerk.

Program Implementation

The FY04 budget proposal is down 0.1%. Allocations to the Retirement System and Trust Fund services are reduced slightly based on a review of actual time allocation. The Capital Outlay expenditures shown in FY01 and FY02 relate to renovation of the Finance Department office space and the first floor women's restroom.

Major current projects include the following:

- Preparation for the implementation of GASB 34 financial reporting requirements to be implemented with the Financial Statements for the year ending June 30, 2003;
- Financial Management of the Alcott School Building project;
- Development of the FY04-08 Capital Improvement Program;
- Ongoing work for the Comprehensive Long Range Planning Committee, the Facilities Planning Committee, the Telecommunications Study Committee and the Wastewater Management Committee.

Performance Information

The following summary of division activities in FY02 (or calendar year 2002 where noted) indicates major elements of its performance:

- Issued 9,739 payroll checks to Town employees;
- Issued 552 W-2 forms to town employees and managed federal and state wage and withholding tax payment and reporting for 1,197 town and CPS employees with a total calendar year 2002 payroll of \$29.8 million;
- Managed an \$ 14.7 million cash flow for the Minuteman-Nashoba Health Consortium;
- Reconciliation of bills covering health benefits plans (721 members), dental plan (429 members) and life insurance plan (561 members);
- Issued 15 Request For Proposals, 26 Bid Invitations and 490 Purchase Orders; and
- Issued 4 reports within the annual budget cycle: Finance Committee Report, Town Manager's Proposed Budget for FY03, Enterprise Funds Proposed Budgets for FY03, Official Financial Statement for Bond offering of March 1, 2002 (\$3.8 million) and March 1, 2002 Note renewal (\$5,000,000).

Town of Concord, Massachusetts

FINANCE & ADMINISTRATION: Finance Administration	ACCT.# 9A
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	216,288	212,675	250,756	251,497	251,497
Purchased Services	8,416	8,482	6,110	5,610	5,610
Supplies	1,616	1,504	2,800	2,700	2,700
Other Charges	2,653	2,379	4,160	3,760	3,760
Capital Outlay	12,320	10,561	0	0	0
TOTAL	241,293	235,601	263,826	263,567	263,567

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	158,295	60.0%	158,140	60.0%	-0.1%
Light Fund	26,383	10.0%	26,357	10.0%	-0.1%
Water Fund	31,659	12.0%	42,171	16.0%	33.2%
Sewer Fund	7,915	3.0%	10,543	4.0%	33.2%
Solid Waste Disp. Fund	5,277	2.0%	5,271	2.0%	-0.1%
Parking Meter Fund	7,915	3.0%	7,907	3.0%	-0.1%
Retirement System	13,191	5.0%	5,271	2.0%	-60.0%
Town Trust Funds	13,191	5.0%	7,907	3.0%	-40.1%
	263,826	100.0%	263,567	100.0%	-0.1%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Finance Director	MP-14	1	96,332	1	96,332
	Budget & Purchasing Administrator	MP-5	1	59,316	1	59,316
	Budget Analyst	MP-1	1	42,000	1	42,000
	Sr. Admin. Asst.	ACL-7	<u>1</u>	<u>43,708</u>	<u>1</u>	<u>44,449</u>
			4	241,356	4	242,097
5120	Summer Intern		400 hrs.	5,000	400 hrs.	5,000
5130	Overtime			500		500
5157	Car Allowance			<u>3,900</u>		<u>3,900</u>
				250,756		251,497

Program Description

The Treasurer-Collector Division of the Finance Department is under the direction of the Assistant Treasurer-Collector and is responsible for the receipt, short term investment, bank account management and disbursement of all town funds. The Division also manages the collection of all taxes and utilities, the billing and collection of curbside recycling and refuse collection subscriptions, and the collection of other departmental fees including ambulance charges, parking fines, and police false alarm bills. The Division receives, records and manages more than \$60 million annually through the Town Treasury and issues and collects nearly 200,000 bills.

Program Implementation

Collection activities continue to be enhanced through the utilization of improved technology. Participation in pre-authorized payment plans for electric bills continues to expand since its December 2000 implementation. The initial enrollment of 122 customers in 2000 has grown to 512 in December 2002; this increase demonstrates the utility customer's interest in electronic payments. The direct pay process further streamlines utility collections resulting in a fiscal year 2002 participation increase of 21%. A pilot program offering credit card payment for Recreation Department activities was implemented. Internet access to parking violation data maintained by the outside billing vendor has provided the division with immediate access to current data on all tickets issued and paid. Both customer service and violation collections have been greatly enhanced in this regard. As Internet technology continues to expand, the risks of financial fraud increase. Town checks have been redesigned with security features to safeguard against fraud. Additional safeguards offered by banks will be reviewed and implemented as necessary. While low interest rates made mortgage refinancing more attractive to property owners, there was a 47% increase in municipal lien certificates processed over the previous fiscal year.

Of a total FY04 expense budget of \$138,444, the major expenses are postage (\$47,950), and bank service charges, including lockbox fees (\$60,000).

Performance Information

The division performs regular collections and billings as follows based on annual activity:

- 12,000 parking violations:collecting;
- 6,000 subscriptions for curbside refuse and recycling: billing & collecting;
- 18,000 motor vehicle excise bills:billing & collecting;
- 26,800 property tax bills:billing & collecting;
- 32,000 water bills:collecting;
- 40,000 electric bills:collecting;

Two real estate foreclosures were finalized through the Division; one by sale at public auction and the other by redemption by the prior owner.

In the important areas of cash management and tax collections the Division has established the following record (FY99-FY02). The uncollected percentage of less than 1% places Concord among the highest performers in the Commonwealth.

<ul style="list-style-type: none"> • Treasurer (cash management) 	<table border="0"> <tr> <td>General Fund Earnings (000's omitted)</td> <td style="text-align: right;">FY99</td> <td style="text-align: right;">FY00</td> <td style="text-align: right;">FY01</td> <td style="text-align: right;">FY02</td> </tr> <tr> <td>Annual Yield</td> <td style="text-align: right;">\$771</td> <td style="text-align: right;">\$864</td> <td style="text-align: right;">\$1,065</td> <td style="text-align: right;">\$562</td> </tr> <tr> <td></td> <td style="text-align: right;">5.24%</td> <td style="text-align: right;">5.55%</td> <td style="text-align: right;">5.99%</td> <td style="text-align: right;">3.17%</td> </tr> </table>	General Fund Earnings (000's omitted)	FY99	FY00	FY01	FY02	Annual Yield	\$771	\$864	\$1,065	\$562		5.24%	5.55%	5.99%	3.17%
General Fund Earnings (000's omitted)	FY99	FY00	FY01	FY02												
Annual Yield	\$771	\$864	\$1,065	\$562												
	5.24%	5.55%	5.99%	3.17%												
<ul style="list-style-type: none"> • Tax Collector 	<table border="0"> <tr> <td>% of current year Property Tax Levy remaining unpaid at first June 30</td> <td style="text-align: right;">0.998%</td> <td style="text-align: right;">0.84%</td> <td style="text-align: right;">0.89%</td> <td style="text-align: right;">0.84%</td> </tr> </table>	% of current year Property Tax Levy remaining unpaid at first June 30	0.998%	0.84%	0.89%	0.84%										
% of current year Property Tax Levy remaining unpaid at first June 30	0.998%	0.84%	0.89%	0.84%												

This is the seventh consecutive year that the uncollected percentage has remained under 1%.

Town of Concord, Massachusetts

FINANCE & ADMINISTRATION: Treasurer-Collector	ACCT.# 9B
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	171,379	187,964	199,283	200,610	200,610
Purchased Services	113,640	120,535	127,826	130,999	130,999
Supplies	3,151	4,290	6,700	5,650	5,650
Other Charges	1,036	1,467	1,795	1,795	1,795
Equipment Expense	0	1,500	0	0	0
Capital Outlay	15,353	0	0	0	0
TOTAL	<u>304,559</u>	<u>315,756</u>	<u>335,604</u>	<u>339,054</u>	<u>339,054</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	198,231	59.1%	201,265	59.4%	1.5%
Light Fund	38,031	11.3%	38,605	11.4%	1.5%
Water Fund	38,238	11.4%	38,527	11.4%	0.8%
Sewer Fund	9,559	2.8%	9,631	2.8%	0.8%
Solid Waste Disposal Fund	19,444	5.8%	19,471	5.7%	0.1%
Parking Meter Fund	16,158	4.8%	21,525	6.3%	33.2%
Retirement System	11,957	3.6%	8,024	2.4%	-32.9%
Town Trust Funds	3,986	1.2%	2,006	0.6%	-49.7%
	<u>335,604</u>	<u>100.0%</u>	<u>339,054</u>	<u>100.0%</u>	<u>1.0%</u>

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Asst.Treas./Coll.	MP-8	1	59,608	1	59,608
	Collections Asst.	ACL-4	1	37,922	1	38,023
	Treasury Asst.	ACL-4	1	40,381	1	40,381
	Account Clerk	ACL-3	<u>2</u>	<u>61,372</u>	<u>2</u>	<u>62,598</u>
			5	<u>199,283</u>	5	<u>200,610</u>

Program Description

The Town Accountant Division of the Finance Department is responsible for the following:

- maintaining the accounting records of the Town;
- preparing periodic and annual financial statements;
- reviewing and processing all payment requisitions for approval by the Board of Selectmen;
- maintaining budgetary records for the appropriation accounts, enterprise funds, and special revenue funds;
- managing the Town's annual audit;
- monitoring and maintaining records of all contracts and grants;
- maintaining the accounts and records of the retirement system.

The Town Accountant is responsible for ensuring the compliance of the financial accounting and reporting system with all federal and state regulations and for modernizing the Town's accounting system so that it is consistent with standards set by the Governmental Accounting Standards Board (GASB).

The Town Accountant has also been assigned management responsibility for the billing functions related to water, sewer, and electricity services.

Program Implementation

The fee for the annual audit is allocated among the following participating funds: Water, 12%; Sewer, 12%; Solid Waste Disposal, 3%; Light, 3%; Retirement, 6%; and General, 64%. This allocation is based on the auditor's estimate of time required to complete each section. The Town's annual audit fee was increased in the FY03 proposed budget due to the additional audit time expected for compliance with GASB Statement 34 standards.

During FY02, the Division reorganized both its operating procedures and its staffing assignments. Retirement system administration is now assigned to the Assistant Town Accountant.

The Town Accountant is preparing for a multi-year implementation of the "GASB 34" with the financial statements of June 30, 2003. This GASB Statement #34 establishes new financial reporting requirements for state and local governments and requires the restructuring of information presented in the annual financial statements. Additional requirements will include the reporting of the Town's general fixed assets, the reporting of depreciation expense on these assets, and the identifying and valuating of the Town's infrastructure. In the past, this information has only been reported for the Enterprise Funds. The compilation of information on fixed assets was begun with the help of a senior citizen working in the Town's Senior Citizen's Property Tax Work-Off Program. A fixed asset reporting module has been added to the Town's accounting software to assist with the management and record keeping of the General Fund's fixed assets.

Town of Concord, Massachusetts

FINANCE & ADMINISTRATION: Town Accountant	ACCT.# 9C
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	167,739	213,423	246,020	239,769	239,769
Purchased Services	37,327	32,249	5,030	5,550	5,550
Supplies	1,519	1,248	1,485	1,485	1,485
Other Charges	2,344	1,759	2,795	2,020	2,020
Equipment Expense	0	0	125	150	0
Capital Outlay	10,913	0	0	0	0
Audit	31,000	28,800	43,000	43,000	43,000
TOTAL	250,842	277,479	298,455	291,974	291,824

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	103,714	34.8%	102,602	35.2%	-1.1%
Light Fund	52,858	17.7%	51,779	17.7%	-2.0%
Water Fund	50,842	17.0%	49,652	17.0%	-2.3%
Sewer Fund	15,760	5.3%	15,498	5.3%	-1.7%
Solid Waste Disp. Fund	5,027	1.7%	4,861	1.7%	-3.3%
Retirement System	70,254	23.5%	67,432	23.1%	-4.0%
	298,455	100.0%	291,824	100.0%	-2.2%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Accountant	MP-10	1	71,692	1	60,000
	Asst. Town Acct.	MP-4	1	46,158	1	48,510
	Retirement Asst.	ACL-5	1	36,153	1	37,325
	Sr. Account Clerk	ACL-4	1	37,980	1	38,278
	Utility Account Clerk	ACL-3	1	31,961	1	32,956
			5	223,944	5	217,069
5112	Clerk	ACL-1	0.75	22,076	0.75	22,700
				246,020		239,769

Program Description

The Assessing Division of the Finance Department is responsible for valuing all real and personal property. This involves maintaining the assessing databases that contain physical and legal property information. To ensure equality of the 'ad valorem' taxation system, property information must continuously be collected and recorded. In addition to maintaining the assessing databases, all current real estate sale transactions are reviewed. By analyzing these transactions, the Assessing Division is able to track market trends and estimate property values. All properties are valued at their "full and fair cash value", using one of the three approaches: Cost Approach, Income Approach, and Sales Comparison Approach. State law requires that all properties are to be valued at 100% of their "full and fair cash value". Every three years, the Department of Revenue certifies that the Town's values meet these standards.

The Department of Revenue certified the Fiscal Year 2002 property assessments as being at 100% full and fair value. However, state law requires that properties be assessed yearly. Thus, in FY03, a complete analysis of the calendar year 2001 sales for a January 1, 2002 assessment date was undertaken. The new values were published in the Concord Journal.

The five-member Board of Assessors, appointed by the Town Manager, is responsible for acting upon abatement applications in cases of property overvaluation and exemption applications for the elderly, disabled veterans, or the blind. Taxpayers may appeal the local board's decision to the State Appellate Tax Board. The Town Appraiser is responsible for defending the town's valuations in such appeal cases. The Division contracts with a Field Lister to assist with property data collection.

The Division is also responsible for the issuance and adjustment of motor vehicle excise taxes (approximately 16,500 excise tax bills are issued annually), based on data received via computer transfer from the Registry of Motor Vehicles.

Program Implementation

The Assessing Division is staffed by a Town Appraiser, an Administrative Assistant, and a Department Clerk. In addition, the Division contracts out for other professional services in the amount of \$38,820. Other costs include telephone (\$3,000), postage (\$4,000), and printing (\$2,000). The proposed FY04 budget of \$208,453 is less than a 1% increase over the FY03 Budget.

In an effort to provide taxpayers with information concerning their properties, taxpayers also received a copy of their property record card and a descriptive brochure. This is an on-going public information program that promotes public confidence by sharing individual assessment information.

Performance Information

As shown in the table below, there has been a slight decrease in the taxable parcels/accounts. This decrease is a result the adoption of Town Meeting Article 20 (2001), which eliminated taxation in of any personal property account of less than or equal to \$10,000 of assessed value.

Number of taxable parcels/accounts: (real estate and personal property)		Appellate Tax Board cases:		
FY03	6,511	<u>Fiscal Year</u>	<u>Filed</u>	<u>Pending</u>
FY93	6,569	FY96*	22	0
(10 yr. % change = -0.9%)		FY97	6	0
		FY98	3	0
		FY99*	11	0
		FY00	4	0
		FY01	3	0
		FY02*	83	76
		* indicates revaluation year		

Town of Concord, Massachusetts

FINANCE & ADMINISTRATION: Assessors	ACCT.# 9D
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	128,590	140,307	150,345	148,013	148,013
Purchased Services	36,452	56,850	49,850	53,190	53,190
Supplies	2,015	1,786	1,790	2,200	2,200
Other Charges	1,896	2,150	5,040	5,050	5,050
Capital Outlay	6,169	0	0	0	0
TOTAL	<u>175,122</u>	<u>201,093</u>	<u>207,025</u>	<u>208,453</u>	<u>208,453</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	207,025	100.0%	208,453	100.0%	0.7%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY03 Budget		FY04 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Town Appraiser	MP-10	1	70,468	1	70,468
	Admin. Asst.	ACL-5	1	40,208	1	40,274
	Department Clerk	ACL-3	<u>1</u>	<u>34,252</u>	<u>1</u>	<u>34,971</u>
			3	<u>144,928</u>	3	<u>145,713</u>
5112	Clerk	ACL-1		3,117		0
5130	Overtime			500		500
5157	Car Allowance			<u>1,800</u>		<u>1,800</u>
				150,345		148,013

Program Description

In addition to the functions funded in the Town Clerk budget, the Town Clerk Division of the Finance Department is responsible for organizing and conducting national, state, and local elections; registering voters; conducting and compiling an Annual Town Census; and certifying nomination papers and initiative petitions. These functions are funded from the Elections and Registrars budgets (Accounts #3A and #3B).

The functions funded in the Town Clerk budget include:

- **Vital Records**—recording, indexing and submitting copies of all “vital events” that occur in Concord (i.e., births, marriages and deaths) to the State and resident towns; issuing certified copies to the public; preparing and recording affidavits and corrections of vital records; responding to genealogical requests; and issuing burial permits;
- **Licenses & Permits**—issuing hunting, fishing, dog and marriage licenses, and raffle permits;
- **Recordings**—recording business certificates and Declaration of Trust filings;
- **Public Records**—recording Town Meeting minutes, certifying votes and submitting bylaws to the Attorney General for approval; posting and tracking meeting notices; assisting Town departments and committees with records management (including responsibility for additions and deletions to the Town Archives at the Library); and recording and certifying Board of Appeals, Historic Districts, and Planning Board filings and decisions;
- **Campaign Finance**—administering the law relating to reporting by local candidates and ballot question committees;
- **Public Information**—providing information to the public on a wide array of subjects; and
- **Miscellaneous**—administering oaths of office to Town officials; preparing and recording cemetery lot deeds; notarizing documents; serving as a Passport Acceptance Agency for the U.S. State Department; and performing marriage ceremonies (Justice of the Peace services added in the Fall of 2000).

Program Implementation

The Town Clerk's budget consists almost entirely of salary cost for three full-time positions and one part-time Senior Department Clerk (10 hrs/wk).

Performance Information

	2002	2001	2000
Births registered (Concord Residents)	1,382 (139)	1,545 (161)	1,609 (173)
Deaths registered (Concord Residents)	418 (176)	393 (150)	374 (123)
Marriage Licenses registered (Concord Residents)	82 (36)	69 (28)	108 (59)
Marriage Intentions filed (Concord Residents)	80 (35)	72 (29)	110 (60)
Certified copies of vital records issued	6,334	6,419	6,154
Fishing & Hunting Licenses & Stamps	543	598	547
Dog Licenses	1,767	1,794	1,780
Burial Permits	394	378	347
Business Certificates	110	105	102
Cemetery deeds prepared and recorded	37	43	28
Public meetings posted	1,100	831	948
Raffle Permits issued	10	12	11
Passport Applications processed	589	561	594
Affidavits & Corrections processed	29	42	40

The Town Clerk's activities generated income of \$95,459 for the General Fund in 2002 (18% increase over 2001).

Town of Concord, Massachusetts

FINANCE & ADMINISTRATION: Town Clerk	ACCT.# 9E
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	134,306	139,067	150,637	153,211	152,211
Purchased Services	4,038	7,005	3,825	4,225	4,225
Supplies	2,508	3,028	2,800	2,700	2,700
Other Charges	1,029	1,045	1,352	1,332	1,332
Equipment Expense	1,041	400	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	<u>142,922</u>	<u>150,545</u>	<u>158,614</u>	<u>161,468</u>	<u>160,468</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	158,614	100.0%	160,468	100.0%	1.2%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Town Clerk	MP-9	1	68,527	1	68,527
	Asst. Town Clerk	ACL-6	1	36,657	1	37,665
	Sr. Dept. Clerk	ACL-4	<u>1</u>	<u>33,619</u>	<u>1</u>	<u>34,457</u>
			3	138,803	3	140,649
5115	Office Assistant	Misc.	555 hrs.	7,048	522 hrs.	7,027
5130	Overtime		150 hrs.	3,786	150 hrs.	3,935
	Special Election			0		600
5191	Tuition Reimbursement			<u>1,000</u>		<u>0</u>
				150,637		152,211

Program Description

This account covers expenses related to in-house and service bureau (contracted) data processing applications of the Finance Department, and the management of the Town's information systems under the overall coordination of the Information Systems Administrator.

This account also covers the operating and lease costs of the Town House copiers used by numerous departments and committees.

Program Implementation

The account is divided into three activities:

Operations: includes the cost of basic financial information systems and computer applications both in house and at service bureaus, such as the General Ledger accounting system, the payroll system and the property tax billing & collection system. The FY03 increase in the budget for this category resulted primarily from a new provision for hardware maintenance costs and an increased license fee to allow for more users on the financial system.

Photocopiers: includes the cost of the Town House copiers on the first and second floors.

Technology Fund: includes a 75% General Fund share of the staffing costs to manage and develop the Town's information systems (25% of two full-time staff positions is charged to the Enterprise Funds directly), the General Fund's share of internet access expenses for all town staff (\$20,000, an increase of \$5,000 over the current year budget that reflects the present costs as low-cost internet service providers have disappeared into cyberspace), and ongoing consulting and staff training. This activity also includes funding for town-wide hardware and software acquisition needs ("capital outlay") in accordance with the FY04-08 Capital Program. This funding provides for continued development, maintenance and upgrading of the townwide internal network as well as the replacement of desktop technology as necessary. Last year, all departments were upgraded to *Windows 2000*. This year, considerable expense has been incurred to upgrade system security.

Performance Information

Major expense items budgeted for FY04 are:

Operations
\$56,122

Payroll system (ADP) - \$18,500
Software maintenance fees - \$23,930, for the various financial systems.
Staff training cost for accounting system and budget modules - \$2,000

Technology
Fund
\$193,342

Staffing - \$77,542 (two positions, 1.50 FTE General Fund share)
Internet access - \$20,000
Consulting/training - \$7,000
Hardware/software - \$85,000

Town of Concord, Massachusetts

FINANCE & ADMINISTRATION: Information Systems	ACCT.# 10
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
OPERATIONS:					
Purchased Services	40,083	42,790	51,155	51,472	51,472
Supplies	2,325	4,183	4,750	4,650	4,650
Capital Outlay	0	0	0	0	0
PHOTOCOPIERS:					
Purchased Services	8,812	9,500	9,660	8,129	8,129
Supplies	3,606	5,399	5,000	5,100	5,100
Equipment Expense	710	0	0	0	0
Capital Outlay	0	0	0	0	0
TECHNOLOGY FUND:					
Personal Services	62,441	71,016	77,516	77,542	77,542
Purchased Services	10,310	21,604	23,250	28,500	28,500
Supplies	1,379	859	500	1,000	1,000
Other Charges	75	299	1,000	1,300	1,300
Capital Outlay	61,272	113,785	75,000	85,000	85,000
TOTAL	191,013	269,435	247,831	262,693	262,693

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	247,831	100.0%	262,693	100.0%	6.0%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Technology Admin. Info. Sys. Asst.	MP-8	0.75	45,246	0.75	45,272
		MP-2	<u>0.75</u>	<u>32,270</u>	<u>0.75</u>	<u>32,270</u>
			1.50	77,516	1.50	77,542

FINANCE & ADMINISTRATION: Town House**ACCT.# 11****Program Description**

This budget covers operating expenses of the Town House, located at 22 Monument Square. Expenses include custodial services as well as ongoing maintenance, repairs, building improvements, and utility costs for both the Town House and the Gun House located on Lexington Road. The Town House provides office space for the Town Manager's Office, Personnel Office, and Finance Department. The basement and attic of the building are used for records and equipment storage for the aforementioned offices. These areas also house important components of the building's utility equipment, information and communications technology, as well as some of the Town's public ceremonies supplies. Town House meeting rooms are used by Town boards and committees throughout the day and evening. The building is open for business from 8:30 a.m. to 4:30 p.m., Monday through Friday, with the Town Clerk's office maintaining evening hours till 6:00 p.m. on Thursday. The Town House was constructed in 1851 and, now in its 152nd year, requires significant ongoing interior and exterior maintenance and repairs.

Program Implementation

The Town House provides office space for the general government activities of the Town Manager, Personnel and Finance Departments. In addition, the building is utilized to its fullest capacity throughout the day and evening for staff and citizen committee meetings. In order to provide for day-to-day cleaning and maintenance, custodial services for FY04 will be provided by a full-time Town employee whose work hours were previously distributed between the Town House and the Police Station. An increase in the Personal Services line of this account reflects the employee's salary plus overtime expenses. A corresponding decrease appears in Purchased Services, although the total recommendation under Purchased Services (\$40,402) also reflects recent increases in utility costs.

Utility costs remain a significant portion of this account. Costs have risen noticeably in most recent years because they now support a complete heating, ventilation and air conditioning system that was not in place in prior years. Electricity costs are projected at \$19,452 (\$147 - Gun House); natural gas reflects cost of supply to the building's gas boiler system - \$9,047; telephone is level funded at \$1,400; and \$2,435 is identified for water and sewer (\$200 - Gun House). In the FY04 budget recommendation, electricity and natural gas together account for a \$5,405 increase from the FY03 budget, and a \$2,511 increase from actual FY02 expenditures.

Other operating budget items include \$5,000 for building maintenance and HVAC maintenance, \$2,350 for elevator maintenance, and \$2,600 for custodial and building maintenance supplies. An amount of \$2,000 is included to continue to maintain the building's library of legal publications.

The FY04-08 Capital Improvement Program has allocated \$25,000 for building improvements to be used to fund various projects.

Performance Information

With significant office improvements, HVAC system and second floor restroom improvements complete, other building improvements are continuing at an incremental pace. The first floor staff restroom was renovated, improvements to the second floor lunch and meeting room are underway, and the main roof was recently replaced. Replacement of all roof drains (copper downspouts) is identified as an immediate need. A \$35,000 capital outlay was requested in support of ongoing interior and exterior building maintenance projects. A level funded capital outlay of \$25,000 is recommended for this account in FY04.

Town of Concord, Massachusetts

FINANCE & ADMINISTRATION: Town House	ACCT.# 11
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	27,980	32,351	30,756	43,487	43,487
Purchased Services	27,916	37,728	49,982	40,402	40,402
Supplies	4,156	6,547	5,300	5,700	5,700
Other Charges	0	0	0	0	0
Capital Outlay	24,165	26,991	25,000	35,000	25,000
TOTAL	84,217	103,617	111,038	124,589	114,589

FUNDING PLAN

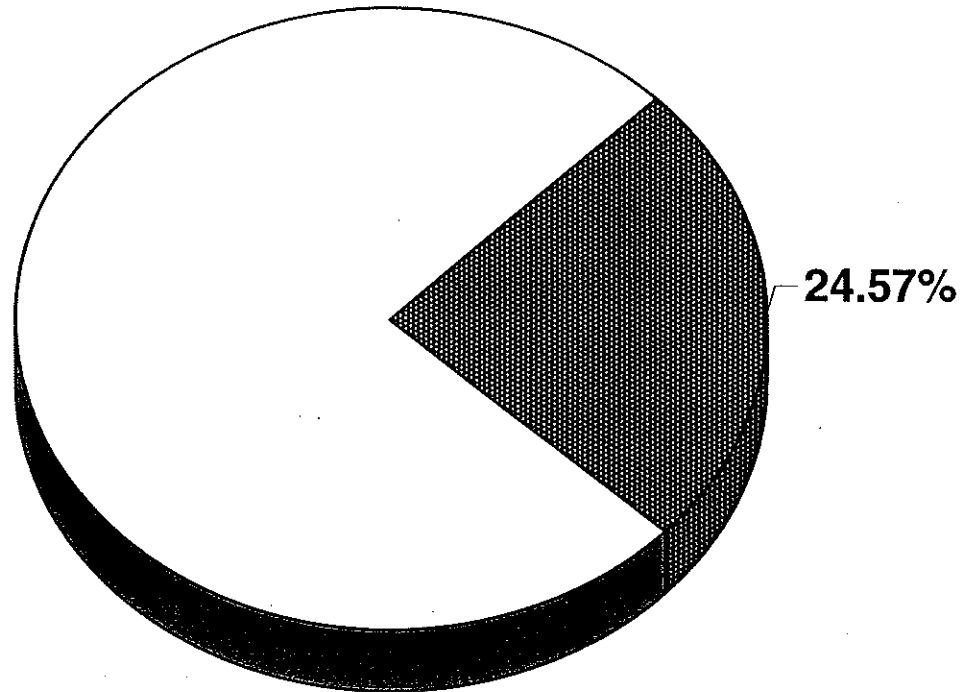
	FY03 Recomm.\$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	98,133	88.4%	101,151	88.3%	3.1%
Light Fund	4,302	3.9%	4,479	3.9%	4.1%
Water Fund	5,162	4.6%	5,375	4.7%	4.1%
Sewer Fund	2,581	2.3%	2,688	2.3%	4.1%
Solid Waste Disp. Fund	860	0.8%	896	0.8%	4.2%
	<u>111,038</u>	100.0%	<u>114,589</u>	100.0%	3.2%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Bldg. Maint. Cust.	LA-2	0.625	24,325	1	39,004
5130	Overtime		230 hrs.	<u>6,431</u>	160 hrs.	<u>4,483</u>
				30,756		43,487

SUMMARY: Public Safety	ACCT. # 12-17
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Public Safety Accounts as a Percent of Town Appropriation



Proposed Change in Public Safety Appropriations

<u>ACCOUNT NAME & NUMBER</u>	<u>PERCENT CHANGE</u>
12 Police Department	2.7%
13 Fire Department	0.2%
14 West Concord Fire Station	-13.7%
15 Police/Fire Station	-1.2%
16 Emergency Management	156.7%
17 Animal Control	0.0%

Town of Concord, Massachusetts

SUMMARY: Public Safety	ACCT. # 12-17
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ACCOUNT SUMMARY

<u>ACCOUNT NAME & NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY03</u>	<u>FY04</u>	<u>FY03</u>	<u>FY04</u>
12 Police Department	2,823,160	2,898,964	2,723,715	2,797,761
13 Fire Department	2,619,766	2,624,230	2,615,766	2,620,230
14 West Concord Fire Station	36,968	31,914	36,968	31,914
15 Police/Fire Station	119,872	118,471	119,872	118,471
16 Emergency Management	6,685	17,160	6,685	17,160
17 Animal Control	15,820	15,820	15,820	15,820
TOTAL	5,622,271	5,706,559	5,518,826	5,601,356

FUNDING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>% Change</u>
General Fund	5,518,826	5,601,356	1.5%
Light Fund	0	0	--
Water Fund	0	0	--
Sewer Fund	0	0	--
Solid Waste Disposal Fund	0	0	--
Parking Meter Fund	61,965	61,965	0.0%
Government Grants & Aid	37,480	39,238	4.7%
State Reimbursement	4,000	4,000	0.0%
Other Sources	0	0	--
TOTAL	5,622,271	5,706,559	1.5%

Program Description

The Concord Police Department, with an authorized sworn staff of 35 positions, provides a complete range of public safety and community based services. These include, but are not limited to, criminal investigations, motor vehicle enforcement, parking control and enforcement, animal control, preventive patrol, school crossing safety, community problem solving, and emergency response. In addition, the Department provides crime prevention programs, youth services, and D.A.R.E. instruction. It processes a variety of permits, licenses and applications. The Department continues its collaboration with the Domestic Violence Victim Assistance Program and with the Concord Restorative Circle (CRC), the newest community collaboration. The CRC is a community based alternative to the traditional judicial process involving crime victims, offenders, and members of the Concord Community. The Department also supervises a contracted Dog Officer and performs the prosecution function for the majority of the Department's District Court criminal and motor vehicle cases. The department continues to be proactive with the North Eastern Massachusetts Law Enforcement Council, (NEMLEC). NEMLEC is a regional consortium of 35 police agencies whose mission is to strengthen the individual communities through resource sharing. The Department also staffs and supervises the operation of the Public Safety Communications Center.

Program Implementation

The FY04 proposed budget continues the current staffing level of 35 including the School Resource Officer position funded by a federal C.O.P.S. Office, Cops in Schools Grant. The Parking Meter Fund (PMF) will continue to support one full time police officer as well as administrative support for parking activities. The proposed budget also includes funding for one additional dispatch position to handle the increased work load in the dispatch center. There is a corresponding decrease in the dispatchers-overtime request of \$3,988 which reflects the additional coverage this new position creates.

The proposed budget allocates 483 hours for Traffic, Alcohol, and Tobacco compliance. This funding continues to be a key factor in the high number of "operating under the influence of alcohol" arrests (88 in 2002 as compared to 84 in 2000) and in maintaining the level of criminal complaint applications (266 in 2002 as compared to 259 in 2001). Uniformed overtime request has increased by \$36,068 to offset the reduction in federal and state grant funding.

In addition, the Town's proposed FY04 capital budget includes a funding request of \$79,500 to replace three cruisers and \$7,000 for public safety equipment. These requests are consistent with the FY04-08 Capital Improvement Program.

Performance Information

There were 4,241 traffic citations issued on Concord roadways in 2002. This is an increase over the 3,397 issues in 2001, keeping pace with an aggressive traffic safety program aimed to continue the reduction of accidents on our streets. A partial breakdown of the citation total is as follows: 2,174 were issued for speeding; 88 for operating under the influence of alcohol; 266 criminal motor vehicle applications were sought. Overall the Police Department made 254 arrests in 2002 as compared to 288 in 2001. The Communications Center logged 22,547 incidents in 2002. During previous years we continued to notice a shift in the type of calls for service reflecting a decrease in crimes reported and an increase in calls requesting general services. However, during 2002, there was a small increase in most area of crimes reported and arrests for criminal activity. Over the last five years, this is the first year Concord has experienced such an increase and is reflective of state and national trends.

Town of Concord, Massachusetts

PUBLIC SAFETY: Police Department	ACCT.# 12
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	2,297,169	2,385,803	2,636,762	2,740,009	2,730,009
Purchased Services	27,800	49,785	32,449	24,547	24,547
Supplies	58,054	68,777	51,530	49,984	49,984
Other Charges	7,252	8,136	8,419	7,924	7,924
Capital Outlay	90,884	17,838	94,000	94,500	86,500
TOTAL	<u>2,481,159</u>	<u>2,530,339</u>	<u>2,823,160</u>	<u>2,916,964</u>	<u>2,898,964</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	2,723,715	96.5%	2,797,761	96.5%	2.7%
Parking Meter Fund	61,965	2.2%	61,965	2.1%	0.0%
COPS in Schools Grant	37,480	1.3%	39,238	1.4%	4.7%
	<u>2,823,160</u>	100.0%	<u>2,898,964</u>	100.0%	2.7%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Police Chief	MP-13	1	110,641	1	110,641
	Lieutenant	MP-9	2	161,349	2	161,401
	Sergeant	Union	6	412,086	6	412,925
	Inspector	Union	4	245,296	5	303,412
	Patrol Officer	Union	<u>22</u>	<u>1,107,999</u>	<u>21</u>	<u>1,063,839</u>
			35	2,037,371	35	2,052,218
	Sr. Admin. Asst.	ACL-7	1	44,687	1	45,882
	Lead Dispatcher	Union	1	44,118	1	44,118
	Dispatcher	Union	<u>5</u>	<u>192,265</u>	<u>6</u>	<u>233,292</u>
			42	2,318,441	43	2,375,510
5120	Crossing Guard	Misc.	6	38,400	6	38,400
5130	Overtime - Uniformed		3,884 hrs.	153,932	4,588 hrs.	190,000
	Overtime - Dispatchers		1,150 hrs.	32,548	1,000 hrs.	28,560
	Traffic/Alcohol/Tobacco Compliance		<u>550 hrs.</u>	<u>20,615</u>	<u>483 hrs.</u>	<u>20,000</u>
			5,584 hrs.	207,095	6,071 hrs.	238,560
5143	Holiday Pay - Uniformed			20,292		20,462
	Holiday Pay - Dispatchers			5,434		6,377
5191	Tuition Reimb.-Dispatchers			1,000		1,000
5194	Uniform Allowance			24,500		24,500
5197	Cleaning Allowance			<u>21,600</u>		<u>25,200</u>
				<u>2,636,762</u>		<u>2,730,009</u>

Program Description

The mission of the Fire Department is to provide quality fire, rescue, medical and emergency special services to the public, and to promote customer satisfaction. In support of this mission, the department is committed to the following:

- Maintaining a high standard in fire suppression and emergency medical services through continuing education;
- Improving fire prevention by training personnel in how to conduct effective inspections and how to ensure compliance with all applicable laws, codes and regulations;
- Conducting public education programs on fire safety by giving presentations in schools and to local community groups and organizations;
- Maintaining the apparatus and all department equipment in excellent operating condition;
- Promoting superior public relations by delivering services promptly, effectively and courteously.

The department consists of a chief, a deputy chief, a chaplain, a senior administrative assistant, 8 officers (4 captains & 4 lieutenants), and 24 firefighters. The officers and firefighters are organized into four groups that are scheduled to provide round-the-clock coverage. All line personnel are certified as Emergency Medical Technicians. Teams of five members (one officer and four firefighters) are assigned to the Headquarters Station on Walden Street and teams of three (one officer and two firefighters) are assigned to Station 2 on Main Street, West Concord.

Program Implementation

In the proposed FY04 budget, 91% is for salary and related personnel expenses. Replacement overtime hours have been reduced to 6% below FY03, due to budget constraints. Overtime for box alarms, callbacks and fire inspections remains the same as FY03. The remaining 9% of the budget is for staff training (\$7,500); vehicular maintenance (\$26,000); equipment maintenance (\$18,600); gasoline & diesel fuel (\$11,625); uniforms/protective clothing (\$35,500); medical supplies for ambulance (\$7,000); miscellaneous operating expenses (\$33,165); and capital outlay (\$105,000). The Department requested an additional \$50,322 for a fifth lieutenant for headquarters, which was not funded.

In the FY04-08 Capital Improvement Program, the capital outlay for the Fire Department includes \$5,000 for communications equipment (\$10,000 lower than the request); \$83,000 for completion of repairs/refurbishment of Ladder 50 (\$2,000 lower than the request); and \$17,000 for normal public safety equipment replacement (\$18,000 lower than requested).

Performance Information

The Department responded to a total of 5,155 calls for service in 2002, which included 2,814 emergency calls (1,781 of the latter were medical related), 34 structure fires, 18 vehicle fires, and 19 brush fires. The Department conducted 374 annual inspections, which included State mandatory inspections. The Department conducted 77 fire drills at schools, day care facilities, and nursing homes. The Fire Department operates four pumpers (two are rescue pumpers), two brush pumpers, two ambulances, one ladder truck, and seven support vehicles. With the exception of one pumper and one ambulance, the average age of the equipment is ten years old. The Department continues its program of refurbishing all other line equipment. Under this program we expect to increase the life of each refurbished vehicle by eight to ten years.

The Department's operations include the following divisions: motor squad, training, public education, fire investigations, hazardous materials, special operations, emergency medical services, fire prevention, and water rescue and recovery.

Town of Concord, Massachusetts

PUBLIC SAFETY: Fire Department

ACCT.# 13

EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	2,203,725	2,239,956	2,385,339	2,456,574	2,379,840
Purchased Services	63,908	68,537	67,150	68,450	68,450
Supplies	46,037	47,037	58,287	62,850	62,850
Other Charges	4,055	4,484	6,990	8,090	8,090
Capital Outlay	71,745	34,600	102,000	135,000	105,000
TOTAL	2,389,470	2,394,614	2,619,766	2,730,964	2,624,230

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	2,615,766	99.8%	2,620,230	99.8%	0.2%
State Reimbursement	4,000	0.2%	4,000	0.2%	0.0%
	2,619,766	100.0%	2,624,230	100.0%	0.2%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Fire Chief	MP-13	1	91,407	1	91,407
	Deputy Chief	MP-10	1	65,290	1	65,290
	Captain	Union	4	244,715	4	244,887
	Lieutenant	Union	4	215,368	4	217,252
	Firefighter	Union	<u>24</u>	<u>1,111,949</u>	<u>24</u>	<u>1,119,472</u>
			34	1,728,729	34	1,738,308
	Sr. Admin. Asst.	ACL-7	1	45,135	1	46,225
5120	Call Firefighters	Misc.	8	7,900	8	7,700
5143	Holiday Pay			94,549		100,884
5191	Tuition Reimbursement			2,550		2,550
5130	Replacement Overtime		12,467 hrs.	424,197	11,699 hrs.	402,284
	Overtime - Box Alarms		920 hrs.	29,791	920 hrs.	29,042
	Callbacks & additional O/T		1,177 hrs.	39,789	1,177 hrs.	40,042
	Overtime for fire inspection		<u>274 hrs.</u>	<u>11,402</u>	<u>274 hrs.</u>	<u>11,477</u>
			14,838 hrs.	505,179	14,070 hrs.	482,845
5130	Non-Union Overtime		40 hrs.	1,297	40 hrs.	1,328
	Gross Salary Budget			<u>2,385,339</u>		<u>2,379,840</u>

PUBLIC SAFETY: West Concord Fire Station

ACCT.# 14

Program Description

This budget provides for the building expenses of the West Concord Fire Station located at 1201 Main Street. The Fire Chief has administrative responsibility for this account.

Station 2 was built and fully equipped in 1932 for a total cost of \$46,540. The Building Committee consisted of Edward Sheehan, Edwin Brooks, and James Mara. William F. Kussin designed Station 2. The 1990-1991 renovation was overseen by Chief Richard S. Ryan and funding came from the Prison Grant. Currently, the building is staffed 24 hours a day with one Lieutenant and two Firefighters per shift. The station has three apparatus bays housing 2 pumpers, 1 brush truck, 1 water rescue boat, and 1 station generator.

Program Implementation

The FY04 budget reflects a 14% decrease from the FY03 appropriation. The largest portion of the budget is made up of building utilities, which include the following: electricity (\$6,363); natural gas (\$9,194); water & sewer (\$1,527); and solid waste collection and disposal (\$520). Other notable budget items are building maintenance (\$6,600) and custodial supplies (\$2,700).

In the FY04-08 Capital Improvement Program, there is a request for \$10,000 per year for building renovations necessary to maintain the building in good condition. However, due to budget constraints, the recommendation is to only allocate \$5,000. The allocated funds will be used to continue with modest projects for building repairs, painting, electrical maintenance, HVAC improvements, fire alarm work, and appliance updates.

Town of Concord, Massachusetts

PUBLIC SAFETY: West Concord Fire Station	ACCT.# 14
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	0	0
Purchased Services	20,175	19,530	24,968	24,214	24,214
Supplies	1,106	1,947	2,000	2,700	2,700
Other Charges	0	0	0	0	0
Capital Outlay	0	9,147	10,000	10,000	5,000
TOTAL	21,281	30,624	36,968	36,914	31,914

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	36,968	100.0%	31,914	100.0%	-13.7%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

PUBLIC SAFETY: Police/Fire Station**ACCT.# 15****Program Description**

This budget provides for the operation of the Police/Fire Headquarters building on Walden Street. The Police Chief has administrative responsibility for the account.

Program Implementation

The FY04 budget recommendation includes custodial staffing of 4 hours per day. The most significant portion of the budget is associated with utility costs: electricity (\$21,642), natural gas (\$16,514, a decrease of \$3,263 from FY03), water and sewer (\$3,750), and solid waste collection and disposal (\$2,829). An amount of \$3,800 has been provided for building and maintenance supplies and \$32,000 is recommended for telephone services.

This budget also includes costs related to the dispatch center. A total of \$6,000 is recommended for hardware and software maintenance on the Public Safety computer system installed during FY94. The maintenance agreement provides for 24-hour support. The \$6,000 is approximately half of the annual FY03 appropriation because the Police Department anticipates the purchase and installation of a new computer aided dispatch and records management system by January 1, 2004. The purchase is to be funded by a grant from the Executive Office of Public Safety.

The Capital Outlay recommendation in the FY04-08 Capital Improvement Program provides \$7,500 each to the Police and Fire departments to accomplish various interior renovations and repairs. This is an increase of \$2,500 each over last year's appropriation, which reflects the increased costs involved in maintaining an older building.

Town of Concord, Massachusetts

PUBLIC SAFETY: Police/Fire Station	ACCT.# 15
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	13,537	14,034	14,595	14,661	14,661
Purchased Services	87,174	97,479	91,477	85,010	85,010
Supplies	4,608	3,938	3,800	3,800	3,800
Other Charges	0	0	0	0	0
Capital Outlay	19,927	6,593	10,000	20,000	15,000
TOTAL	125,246	122,044	119,872	123,471	118,471

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	119,872	100.0%	118,471	100.0%	-1.2%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Bldg. Maint. Cust.	LA-2	0.375	14,595	0.5	14,661

Program Description

Concord's Emergency Management System operates under a Director (a.k.a. Civil Defense Director and Fire Chief) who coordinates the Town's response and the implementation of the Town's Comprehensive Emergency Plan in the event of an emergency or natural disaster. The Emergency Management Agency has a staff of three sworn volunteer members in addition to Town officials and department heads. The Emergency Operations Center is in the Training Room at the Police & Fire Station on Walden Street.

Program Implementation

Emergency management has taken on a new meaning since the events of September 11, 2001. Accordingly, the budget for Concord's Emergency Management System has increased by more than 150% in the last year. The FY04 proposed budget is \$17,160, which represents a rise of \$10,475 over the FY03 appropriation.

Due to budget constraints, a new 20-hour per week staff position for emergency management is not funded. However, the recommended budget for purchased services has increased from \$5,735 in FY03 to \$8,735 in FY04. This includes \$6,500 for maintenance cost of the Dialogic Telephone Notification System. This software maintenance expense includes normal software upgrades and support as well as a quarterly download/upgrade of the town's commercial and residential phone listings. This system allows public safety personnel to make emergency notifications to Concord residents using either pre-programmed phone lists or by using a GIS-based mapping system to complete specific area notifications. The software also has an information number that citizens can call for information during emergencies or for general information. This system has become an integral part of the public safety communications system. In January 2001, the Concord Business Partnership donated the \$23,000 Dialogic Telephone Notification System to the Town.

In addition, Concord is one of several communities in Area I of the State's Emergency Response Plan. The regional headquarters sponsors training programs for staff and emergency response volunteers as part of this planning effort. The FY04 proposed budget supports attendance at these seminars.

In the FY04-08 Capital Improvement Program, there is \$8,000 in funding for personal protective equipment to be used in the event of any bio-hazardous incident. Because of budget constraints, this amount is less than the \$20,000 requested

Performance Information

During FY02, Emergency Management staff reviewed and updated the Comprehensive Emergency Management Plan. The Director and Deputy were on notice for several winter storms, and CEMA participated in Hanscom Air Force Base's functional drill in August. Staff attended several training seminars, and met with state, local and regional agencies to review, coordinate, and update disaster plans and mutual aid agreements.

Town of Concord, Massachusetts

PUBLIC SAFETY: Emergency Management	ACCT.# 16
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	20,840	0
Purchased Services	727	6,519	5,735	9,536	8,735
Supplies	623	0	750	1,950	200
Other Charges	250	105	200	1,225	225
Capital Outlay	0	0	0	20,000	8,000
TOTAL	<u>1,600</u>	<u>6,624</u>	<u>6,685</u>	<u>53,551</u>	<u>17,160</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	6,685	100.0%	17,160	100.0%	156.7%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
NONE						

Program Description

The Town contracts with a private vendor to provide dog control services. The contract is awarded on the basis of a competitive bidding process and administered by the Chief of Police.

The Dog Officer responds to all complaints regarding domesticated dogs. The Dog Officer is required to provide a vehicle for the transporting of dogs as well as a pound for the temporary housing of dogs taken into custody. The Dog Officer and his assistant(s) are on call 24 hours a day and can be contacted through the Public Safety Communications Center by pager.

Program Implementation

The existing contract service provides response only to dog control problems. Other animal control problems are handled over the phone by referrals or by the uniformed patrol officers. The amount budgeted also provides for limited patrols by the Dog Officer to locate stray dogs.

Performance Information

It continues to be noted that the calls/complaints received in 2002 have continued to show an overall decrease from previous years. This is a result of the diligence of the Dog Officer's staff in dealing with repeat offenders and the continued campaign by the Town Clerk's office to reduce the number of unlicensed dogs in Concord.

	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
Calls Received	410	416	399	346
Dogs Picked Up	48	48	40	41
Dog Bites Reported	14	12	20	17

Town of Concord, Massachusetts

PUBLIC SAFETY: Animal Control	ACCT.# 17
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EXPENDITURE DETAIL

	<u>FY01 Expend.</u>	<u>FY02 Expend.</u>	<u>FY03 Budget</u>	<u>FY04</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0	0	0	0
Purchased Services	14,823	15,612	15,820	15,820	15,820
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	<u>14,823</u>	<u>15,612</u>	<u>15,820</u>	<u>15,820</u>	<u>15,820</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	15,820	100.0%	15,820	100.0%	0.0%

AUTHORIZED POSITIONS

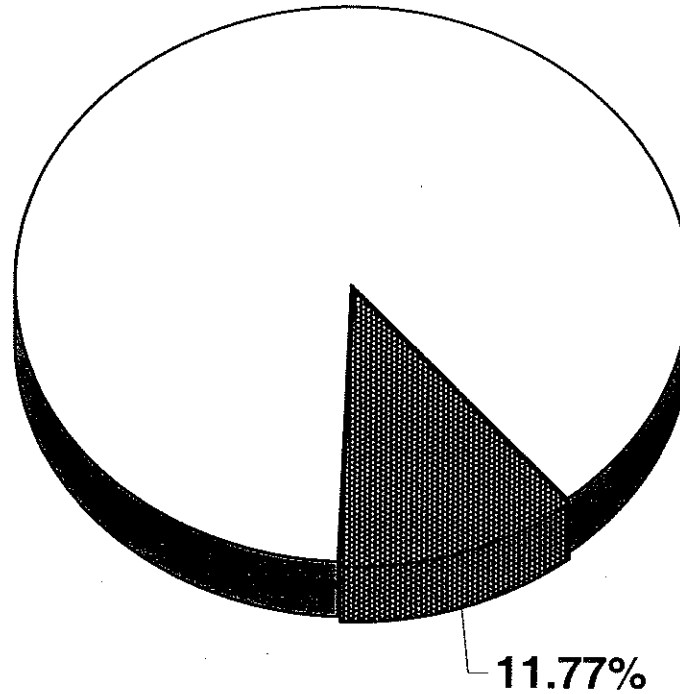
<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

SUMMARY: Public Works

ACCT. #

18-28

Public Works Accounts as a Percent of
Town Appropriation



Proposed Change in Public Works Appropriations

<u>ACCOUNT NAME & NUMBER</u>	<u>PERCENT CHANGE</u>
18 Administration	-0.3%
19 Engineering	-0.6%
20 Highway Maintenance	2.1%
21 Snow Removal	4.2%
22 Parks & Trees	-4.9%
23 Cemetery	0.1%
24 Street Lighting	-10.2%
25 Equipment	-6.1%
26 Drainage	12.5%
27 Sidewalk Management	25.0%
28 133/135 Keyes Road	1.7%

Town of Concord, Massachusetts

SUMMARY: Public Works	ACCT. # 18-28
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ACCOUNT SUMMARY

<u>ACCOUNT NAME & NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY03</u>	<u>FY04</u>	<u>FY03</u>	<u>FY04</u>
18 Administration	260,253	259,432	136,633	136,202
19 Engineering	419,147	417,137	212,590	211,345
20 Highway Maintenance	928,587	947,830	911,252	930,311
21 Smpw & Ice Removal	360,000	375,000	360,000	375,000
22 Parks & Trees	492,118	469,622	459,118	436,622
23 Cemetery	180,656	183,506	56,656	56,706
24 Street Lighting	86,300	77,500	86,196	77,409
25 DPW Equipment	213,000	200,000	213,000	200,000
26 Drainage Program	80,000	90,000	80,000	90,000
27 Sidewalk Management	80,000	100,000	80,000	100,000
28 133/135 Keyes Road	<u>128,609</u>	<u>129,876</u>	<u>70,149</u>	<u>71,308</u>
TOTAL	3,228,670	3,249,903	2,665,594	2,684,903

FUNDING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>% Change</u>
General Fund	2,665,594	2,684,903	0.7%
Light Fund	5,459	5,459	0.0%
Water Fund	170,186	170,635	0.3%
Sewer Fund	51,949	52,014	0.1%
Solid Waste Disposal Fund	45,878	40,501	-11.7%
Recreation Fund	15,000	15,000	0.0%
Cemetery Fund	124,000	126,800	2.3%
Capital Projects - Non-Enterprise	135,500	139,500	3.0%
Town Trust Funds	104	91	-12.5%
School Department	<u>15,000</u>	<u>15,000</u>	0.0%
TOTAL	3,228,670	3,249,903	0.7%

Program Description

The Administration of Concord Public Works (CPW) is responsible for overall management, administrative support and program/project planning for the operations of the following programs: Engineering, Highway, Winter Maintenance, Parks and Trees, Cemetery, Water, Sewer, and Recycling and Solid Waste Disposal. In addition, the Director and staff provide support for the Public Works Commission, and several *ad hoc* committees. Responsibilities include the integration of all capital and operating resources such as money, labor, materials, equipment, and facilities in order to deliver public works services in an efficient and effective manner.

Program Implementation

The Personal Services budget includes funding for the Director and his immediate staff.

Of the total Administration budget, 53% is funded by the Town's General Fund with the balance from the Water, Sewer, and Solid Waste Disposal funds. CPW operations and support equipment are housed at the Department's Keyes Road facility next to the Planning and Land Management offices.

Major ongoing initiatives include:

- Developing the Town's Comprehensive Wastewater Management Plan;
- Leading in developing CPW long-range plans in each CPW program area;
- Developing the second phase of the CPW's Comprehensive Water Conservation Program;
- Strengthening of the Town's Recycling and Waste Disposal Program;
- Reviewing and enhancing of Public Works policies and processes;
- Continued strengthening of CPW's capability to fulfill its mission, with emphasis on its vision, customer service, innovation/creativity, teamwork, energy, and growth and learning;
- Developing of enhanced financial reporting, program evaluation, and project management systems.

Town of Concord, Massachusetts

PUBLIC WORKS: Administration	ACCT.# 18
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	192,502	208,868	219,188	218,482	218,482
Purchased Services	27,043	24,151	31,370	32,020	32,020
Supplies	3,897	3,725	4,880	4,800	4,800
Other Charges	2,118	1,738	2,910	2,630	2,630
Equipment Expense	0	0	1,905	1,500	1,500
Capital Outlay	13,360	12,074	0	0	0
TOTAL	<u>238,920</u>	<u>250,556</u>	<u>260,253</u>	<u>259,432</u>	<u>259,432</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	136,633	52.5%	136,202	52.5%	-0.3%
Water Fund	65,063	25.0%	64,858	25.0%	-0.3%
Sewer Fund	26,025	10.0%	25,943	10.0%	-0.3%
Solid Waste Disp. Fund	32,532	12.5%	32,429	12.5%	-0.3%
	<u>260,253</u>	<u>100.0%</u>	<u>259,432</u>	<u>100.0%</u>	<u>-0.3%</u>

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	P.W. Director	MP-13	1	91,701	1	91,826
	Mgmt. Analyst	MP-5	1	60,717	1	60,842
	Admin. Asst.	ACL-5	<u>1</u>	<u>42,782</u>	<u>1</u>	<u>42,782</u>
			3	195,200	3	195,450
5112	Administrative Aide	ACL-4	<u>0.625</u>	<u>20,915</u>	<u>0.625</u>	<u>21,188</u>
			3.625	216,115	3.625	216,638
5130	Overtime		100 hrs.	<u>3,073</u>	60 hrs.	<u>1,844</u>
				219,188		218,482

Program Description

The Engineering Division is responsible for the planning, engineering, and construction of the Town's infrastructure, which includes roads, water mains and sewers, sidewalks, and drainage. The Division provides a wide range of technical assistance to CPW's Administration, Highway/Grounds (including Cemetery and former landfill), and Water and Sewer Divisions, as well as other Town departments and boards. The Town's Geographic Information System (GIS) is also based in the Engineering Division.

Program Implementation

Staff turnovers have resulted in over half of the Engineering staff being new this year. The Administrative Assistant and GIS Program Coordinator positions were filled late in the spring of 2002, and the Public Works Engineer and one of the Assistant Public Works Engineer positions were vacated in late summer. As of January of 2003, all positions, except for the Public Works Engineer, have been filled.

The GIS continued to make significant progress. Concord's Web-based GIS is still receiving extremely positive feedback and continues to be a model for other communities. Several town staff members received training in *Community Viz*, a planning software package that the Long Range Planning Committee will be using for future planning efforts and projections.

In the FY04-08 Capital Improvement Program, there is a FY04 budget request of \$100,000 for additional GIS application software, equipment and training as well as an updated aerial photography flyover. Due to budget constraints, only \$20,000 of baseline technical/consulting support can be funded at this time; the flyover project (\$80,000 for the first half of the project) has been postponed.

Performance Information

Major tasks accomplished in 2002 include:

- Work completed in the 2002 Roads Program includes Barnes Hill/Estabrook Road, a portion of Lowell Road, all of Barrett's Mill Road, Farmer's Cliff Road, Hildreth Lane, Indian Spring Road, Old Pickard Road, and portions of several other streets.
- The Drainage System Inventory was contracted out and the fieldwork completed. The results are being integrated into the GIS.
- An environmental training program was compiled and presented for the instruction of the field crews.
- Concord's NPDES Phase II permit application was furthered by the creation and circulation of a staff/committee questionnaire that will provide valuable information on current practices and policies.
- Two major sections of the CMLP undergrounding project were reconstructed. These sections were originally envisioned to require only trench repairs, but the extent of the pavement damage precluded this scenario.
- Over 7,600 feet of sidewalks were repaired under contract. Repair projects included portions of Lowell Road (Chamberlin Park to Hunt's Bridge), Bedford Street (Court Lane to Birch Street) and Route 62 in West Concord (Old Stow Road to Westvale Meadow).

Major projects anticipated in 2003:

- 2003 Roads Program including Everett Street and Stow Street, Court Lane and a small section of Bedford Street and Monument Square.
- Filing of Concord's NPDES (National Pollution Discharge Elimination System) Phase II / MS4 permit.
- Continued planning for Crosby's Corner and Route 2 Rotary.
- Relocation of Assabet Avenue access from Route 2 to Barrett's Mill Road.

Town of Concord, Massachusetts

PUBLIC WORKS: Engineering	ACCT.# 19
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	312,793	345,921	370,602	366,172	366,172
Purchased Services	10,421	26,167	15,825	17,725	17,725
Supplies	5,685	6,158	7,280	7,420	7,420
Other Charges	2,069	1,432	4,940	4,820	4,820
Equipment Expense	0	0	500	1,000	1,000
Capital Outlay	27,971	35,934	20,000	100,000	20,000
TOTAL	358,939	415,612	419,147	497,137	417,137

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	212,590	50.7%	211,345	50.7%	-0.6%
Light Fund	2,459	0.6%	2,459	0.6%	0.0%
Water Fund	47,838	11.4%	48,266	11.6%	0.9%
Sewer Fund	11,960	2.9%	12,067	2.9%	0.9%
Solid Waste Disp. Fund	8,800	2.1%	3,500	0.8%	-60.2%
Capital Projects	135,500	32.3%	139,500	33.4%	3.0%
	<u>419,147</u>	<u>100.0%</u>	<u>417,137</u>	<u>100.0%</u>	<u>-0.5%</u>

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Engineer	MP-11	1	78,298	1	78,298
	P.W. Engineer	MP-8	1	60,256	1	60,256
	Asst.P.W.Engr.	MP-5	2	103,160	2	102,296
	GIS Prog. Coord.	MP-5	1	43,384	1	44,100
	Engineering Aide	MP-1	1	46,001	1	46,401
	Admin. Asst.	ACL-5	<u>1</u>	<u>34,659</u>	<u>1</u>	<u>34,821</u>
			7	365,758	7	366,172
	Turnover Savings			<u>4,844</u>		<u>--</u>
				<u>370,602</u>		<u>366,172</u>

PUBLIC WORKS: Highway Maintenance

ACCT.# 20

Program Description

The Highway Section of the Highway/Grounds Division is responsible for maintaining all public ways, including streets, curbing, sidewalks, drain systems, guardrails and signs. Additional duties include street sweeping, roadside and sidewalk mowing and brush clearance, litter control, seasonal support to other Town departments (celebrations, road races, parades, elections, facility maintenance), and snow removal. (Snow removal costs are budgeted separately in Account #21). The Highway Section is also responsible for maintenance of all Public Works vehicles and equipment.

Program Implementation

The Highway budget funds various preventive and corrective maintenance activities for the Town's roadway infrastructure. Crack sealing is the key element for controlling the deterioration of street surfaces and, in FY04, \$59,136 was requested to crack seal approximately 20 miles of roadway, one-fifth of the Town's inventory. The proposed budget provides for approximately 500 square yards of infrared patching and 250 square yards of full-depth patching. The \$27,750 budgeted for the bituminous concrete used in road repairs will buy about 850 tons of material.

Catch basin cleaning is the first step in maintaining the proper operation of the Town's storm water drainage system and allowing the capture of material and pollutants before they get into the brooks and rivers. The recommended budget of \$16,900 will allow for the continued contracted cleaning of approximately one half of the Town's catch basins and the disposal of collected material. The remaining half of the basins are scheduled for cleaning the following year. Highway crews will handle those basins that require more frequent cleaning.

The budget provides \$2,900 for five days' rental of a screener used to screen street sweepings and compost and \$2,000 for miscellaneous property related services, including fuel system maintenance. An amount of \$8,000 is budgeted for food and supplies for a crew of laborers from the Massachusetts Correctional Institute (Concord) who perform important roadside, equipment and site maintenance duties. A total of \$6,000 is targeted for replacement sweeper brooms for the Town's two street sweepers, and \$10,000 is included for repair and replacement of street and traffic signs.

In the FY04-08 Capital Improvement Program, a FY04 capital outlay expense of \$20,000 is requested recommended for guardrail replacements and additions. Other capital outlay recommendations include \$10,000 for traffic control devices and \$5,000 for small equipment replacement.

Town of Concord, Massachusetts

PUBLIC WORKS: Highway Maintenance	ACCT.# 20
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	541,901	612,714	642,167	646,344	646,344
Purchased Services	146,847	125,963	136,992	128,270	128,270
Supplies	134,450	144,455	126,878	135,666	135,666
Other Charges	3,017	2,773	2,550	2,550	2,550
Equipment Expense	0	4,335	0	0	0
Capital Outlay	25,307	0	20,000	35,000	35,000
TOTAL	851,522	890,240	928,587	947,830	947,830

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	911,252	98.1%	930,311	98.2%	2.1%
Water Fund	13,068	1.4%	13,215	1.4%	1.1%
Sewer Fund	3,267	0.4%	3,304	0.3%	1.1%
Solid Waste Disposal Fund	1,000	0.1%	1,000	0.1%	0.0%
	<u>928,587</u>	<u>100.0%</u>	<u>947,830</u>	<u>100.0%</u>	<u>2.1%</u>

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Highway & Grounds					
	Superintendent	MP-9	1	70,435	1	70,435
	Admin. Asst.	ACL-5	1	35,330	1	35,613
	Fleet Supervisor	LA-7	1	52,369	1	53,586
	P. W. Supervisor	LA-7	1	52,364	1	53,098
	Crew Leader	LA-5	2	91,464	2	91,614
	Mechanic	LA-4	1	43,288	1	43,288
	Equipment Operator	LA-3	<u>7</u>	<u>271,853</u>	<u>7</u>	<u>271,965</u>
			14	617,103	14	619,599
Less:	Charges to Snow Removal		2,300 hrs.	<u>-46,069</u>	2,300 hrs.	<u>-46,966</u>
				571,034		572,633
5120	Seasonal Help	Misc.	960 hrs.	8,640	960 hrs.	8,640
			@ \$9.00		@ \$9.00	
5130	Overtime - Highway Staff		1,800 hrs.	54,993	1,733 hrs.	53,071
5131	Overtime - Police Detail		250 hrs.	7,500	400 hrs.	12,000
				<u>642,167</u>		<u>646,344</u>

Program Description

This account funds the cost of snow and ice control and removal on public and private ways, public parking areas and sidewalks.

Program Implementation

The FY04 budget will provide for a light to moderate winter, with approximately 15 salt/sanding events, 4 plowing events and 2 snow removals from business districts following a six to eight inch snowfall. Expenditures are based on a Town crew of 29 -- 21 from the Highway/Grounds Division and 8 from the Water/Sewer Division -- and 20 contractor-provided drivers and vehicles. Besides plowing, salting and sanding, functions also include hauling snow, shoveling sidewalks, clearing catch basins, and maintaining equipment and vehicles.

Plowing: The Town is divided into 16 plowing routes. Each route utilizes 2 to 3 vehicles, depending on its size. Each route uses a combination of Town vehicles and private contractors that work together to plow the route. In addition, there are 4 sidewalk-plowing routes, each covered by one Town-owned sidewalk plow. Two of these sidewalk machines can also be equipped with snow blowers.

Salt/Sanding: There are 9 salt/sanding routes, 7 of which are covered by Town sanders and 2 by private contractors. In addition, two sidewalk vehicles are equipped for the sanding of sidewalks. The Town applies road sand, salt, and liquid calcium chloride to roadways when conditions require. The budget allows for 2,980 tons of sand at \$7.00/ton (\$20,860), 2,434 tons of salt at \$32.00/ton (\$77,900), and 10,000 gallons of calcium chloride at \$.92/gal (\$9,200).

Removal: Snow is removed from the three business areas and hauled to the Town's composting site at a cost of about \$10,000 – 15,000 per occurrence. For greatest efficiency, operational flexibility and safety, this activity is normally carried out between the hours of 8:00 PM and 7:00 AM to avoid conflicts with parked vehicles, pedestrians, and vehicular traffic.

Specialized equipment and materials such as plow frames, plow blades and tire chains are included in the winter maintenance budget. The recommended budget seeks to use a 10-year average of the actual annual expenditure level with no adjustment for inflation. This figure is subject to the statutory provision that each succeeding appropriation be at least equal to the prior year's appropriation (additional information in Account #103, Snow and Ice Deficit). For FY04, an appropriation level of \$375,000 is recommended. This amount is slightly below the 10-year average of \$387,000, which is the Department's request.

A comparison of winter maintenance activity hours is shown below:

<u>Activity</u>	<u>Actual</u> <u>1998-99</u>	<u>Actual</u> <u>1999-2000</u>	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
Winter Maintenance Regular & Overtime Hours	6,626 hrs	6,064 hrs	10,727 hrs	4,050 hrs	6,767 hrs	6,767 hrs

Town of Concord, Massachusetts

PUBLIC WORKS: Snow & Ice Removal	ACCT.# 21
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	250,082	94,118	158,361	162,414	162,414
Purchased Services	139,083	37,081	72,989	72,783	72,783
Supplies	171,945	150,701	128,450	151,603	139,603
Other Charges	1,000	0	200	200	200
Capital Outlay	0	0	0	0	0
TOTAL	562,110	281,900	360,000	387,000	375,000

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	360,000	100.0%	375,000	100.0%	4.2%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Highway Staff	MP/LA	2,300 hrs.	46,069	2,300 hrs.	46,966
	Park & Tree Staff	LA	850 hrs.	16,536	850 hrs.	17,128
	Cemetery Staff	LA	300 hrs.	5,823	300 hrs.	6,111
	Water/Sewer	LA	850 hrs.	16,051	850 hrs.	16,452
			<u>4,300 hrs.</u>	<u>84,479</u>	<u>4,300 hrs.</u>	<u>86,657</u>
5130	Highway	LA	1,300 hrs.	39,065	1,300 hrs.	39,819
	Park & Tree	LA	500 hrs.	14,590	500 hrs.	15,115
	Cemetery	LA	167 hrs.	4,862	167 hrs.	5,104
	Water/Sewer	LA	500 hrs.	14,165	500 hrs.	14,519
			<u>2,467 hrs.</u>	<u>72,682</u>	<u>2,467 hrs.</u>	<u>74,557</u>
5131	Overtime - Police	Union	40 hrs.	1,200	40 hrs.	1,200
	Total			<u>158,361</u>		<u>162,414</u>

Program Description

The Parks and Trees Section of the Highway/Grounds Division is responsible for the maintenance of over 39 acres of active recreation areas including 2 playgrounds (Emerson and Rideout), 4 school fields (Alcott and Sanborn upper and lower fields, Willard and Thoreau) and 4 other playing fields (Ripley School, South Meadow, Cousins, and Cushing Soccer Field) as well as 10 tennis courts, 4 basketball courts, and 3 play equipment locations throughout Concord. Other responsibilities include maintenance of passive recreation areas (Chamberlin Park, Heywood Meadow, Junction Park) and 12 traffic islands, landscaping for municipal buildings (Town House, 141, 133 and 135 Keyes Road), and care of Concord's public shade trees and park trees. Staff coordinates work with the Recreation Director for field maintenance and the Tree Warden for public shade tree plantings and removals.

Program Implementation

Parks: Recreation area management includes the following: mowing; aerating; over-seeding; fertilizing; irrigating and maintaining irrigation systems; controlling of weeds and insects (as necessary); cleaning up litter; removing leaves; leveling, grading and marking fields; repairing fences and effects of vandalism; caring for shrubs and trees; and supporting civic activities including Patriot's Day, Picnic in the Park, and the West Concord Family Festival.

Trees: Public shade trees are maintained throughout the year. This activity includes planting, trimming, repairing storm damage and the effects of vandalism, removing trees and stumps, as well as caring for and watering of newly planted trees, shrubs and flowers. In addition, debris is cleared after storms.

One Grounds Specialist is funded by allocations from the Recreation Fund and the School Budget in order to maintain School fields used both for school purposes and general recreation. The FY04 budget also includes two seasonal employees to support maintenance of the ball fields and increased care to public spaces in the business areas of West Concord and Concord Center.

This budget includes \$3,000 for tree removal services to supplement Town forces and \$2,500 for the rental of a tub grinder to break down the stumps and tree trunks. The FY04 portion of the FY04-08 Capital Improvement Program includes \$15,000 for the replacement of public shade trees and \$5,000 is included for divisional small equipment. The original FY04 budget request also included \$30,000 for the renovation of Cousins Field, in conjunction with an irrigation system addition, but budget and schedule constraints have deferred this work.

Performance Information

Major components of the Parks & Trees program activities in calendar year 2002 included:

- Raking, dragging and marking of 12 ball fields for weekly for 26 weeks period;
- Installing underground irrigation lines at Ripley field;
- Fertilizing, seeding, aerating and liming (as need) the 35 acres of athletic fields and 10 acres of parks and Town building lawns;
- Upgrading West Concord's green spaces which includes planting new flower beds, improving Mandriolli's Park and enhancing traffic islands;
- Inspecting and maintaining playground equipment, 10 tennis courts, and 4 basketball courts;
- Landscaping the 133/135 Keyes Road complex as part of CPW site renovations;
- Planting 66 public shade trees and 39 park trees, as well as planting an additional 100 trees in the cemeteries and compost facility and 100 bare root seedlings; and
- Removing 61 public shade trees and 15 park trees.

Town of Concord, Massachusetts

PUBLIC WORKS: Parks & Trees	ACCT.# 22
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	268,345	302,424	342,877	348,279	348,279
Purchased Services	16,138	21,561	23,359	16,593	16,593
Supplies	66,829	70,692	81,782	83,150	83,150
Other Charges	2,710	2,050	1,600	1,600	1,600
Capital Outlay	76,901	47,313	42,500	50,000	20,000
TOTAL	<u>430,923</u>	<u>444,040</u>	<u>492,118</u>	<u>499,622</u>	<u>469,622</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	459,118	93.4%	436,622	93.0%	-4.9%
Light Fund	3,000	0.6%	3,000	0.6%	0.0%
Recreation Fund	15,000	3.0%	15,000	3.2%	0.0%
School Department	15,000	3.0%	15,000	3.2%	0.0%
	<u>492,118</u>	<u>100.0%</u>	<u>469,622</u>	<u>100.0%</u>	<u>-4.6%</u>

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Public Works Supv.	LA-7	1	53,754	1	53,784
	Sr. Grounds Spec.	LA-4	1	43,288	1	43,405
	Grounds Specialist	LA-3	<u>5</u>	<u>197,935</u>	<u>5</u>	<u>198,420</u>
			7	294,977	7	295,609
Less:	Charges to Snow Removal		850 hrs.	<u>-16,536</u>	850 hrs.	<u>-17,128</u>
				278,441		278,481
5120	Summer Crew	Misc.	1,440 hrs. @ \$9.00	12,960	1,440 hrs. @ \$9.00	12,960
	Seasonal Help - Spring-Fall		2,644 hrs. @ \$11.00	29,085	2,500 hrs. @ \$15.00	37,500
5130	Overtime		700 hrs.	21,191	600 hrs.	18,138
5131	Overtime - Police		40 hrs.	<u>1,200</u>	40 hrs.	<u>1,200</u>
				<u>342,877</u>		<u>348,279</u>

Program Description

The Cemetery Program provides for the maintenance of Sleepy Hollow Cemetery and the additional 10 acres of the Knoll at Sleepy Hollow, as well as Old Hill Burying Ground and South Burial Ground, the two ancient burial grounds at the Mill Dam. Cemetery maintenance and support services provided by the Cemetery Section of the Highway/Grounds Division include mowing, turf and tree care, interments, headstone maintenance and repair, Memorial and Veterans Day events, and public information assistance. Due to their history and character, Concord's cemeteries attract many tourists as well as residents.

Program Implementation

The Cemetery Committee provides overall policy guidance for the Cemetery Program. The operation and maintenance functions are performed under the supervision of the CPW Highway/Grounds Superintendent. Funding is provided by both the General Fund and allocations from the Cemetery Fund. The Cemetery Fund has three sources of income: (1) interest earned on the Perpetual Care Fund administered by the Trustees of Town Donations; (2) revenue from the sale of lots; and (3) interment fees. Based upon the projected income and Fund balance, a determination is made each year as to the General Fund's share of operating costs (the FY04 share is approximately 31%).

The budget includes the cost of maintaining cemetery grounds and providing services during interments. Approximately 65% of the proposed budget is for personnel. Other major proposed expenses are:

- \$2,000 for rental of a crane and operator for the removal of 2-3 trees of the 25 identified for removal;
- \$3,000 for new signage and stone wall repairs;
- \$2,000 for the acquisition and planting of 10 new trees.

The FY04 capital budget includes the following: (1) \$10,000 for continuation of the headstone restoration program based on the comprehensive monument preservation plan developed in 1999; (2) \$30,000 for cemetery master plan improvements that include erosion control and slope stabilization in the Old Hill Burying Ground, road repairs, handicap accessibility and the design of a scattering garden for cremains.

Lot sale revenues will continue to be dedicated to the capital improvements listed above as well as to any additional costs incurred for construction of the Knoll at Sleepy Hollow. For the Cemetery Fund, this year's operating budget allocation again reflects the revenue projected from interments and the interest on Perpetual Care deposits, as well as annual lot sale revenue.

Targeted reorganization of space at Sleepy Hollow has created new gravesites, some of which were available for sale in FY02. This planned initiative is expected to increase revenue projections somewhat in FY03 and beyond.

	Actual <u>FY01</u>	Actual <u>FY02</u>	Budget <u>FY03 (rev.)</u>	Projected <u>FY04</u>
Cemetery Fund Revenue:				
Interment Fees	\$ 47,012	\$ 45,101	\$ 40,000	\$ 42,000
Interest on Perpetual Care	58,153	56,661	49,000	50,000
Lot Sales	<u>32,055</u>	<u>25,284</u>	<u>33,000</u>	<u>35,000</u>
	\$137,220	\$127,046	\$122,000	\$127,000
Cemetery Fund Balance as of June 30:		\$129,038	\$127,038 (projected)	

Town of Concord, Massachusetts

PUBLIC WORKS: Cemetery	ACCT.# 23
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	104,525	120,538	118,123	121,445	121,445
Purchased Services	5,656	5,518	12,198	11,162	11,162
Supplies	11,950	13,999	10,000	10,544	10,544
Other Charges	254	361	335	355	355
Capital Outlay	33,114	25,443	40,000	40,000	40,000
TOTAL	<u>155,499</u>	<u>165,859</u>	<u>180,656</u>	<u>183,506</u>	<u>183,506</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	56,656	31.4%	56,706	30.9%	0.1%
Cemetery Fund	124,000	68.6%	126,800	69.1%	2.3%
	<u>180,656</u>	100.0%	<u>183,506</u>	100.0%	1.6%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Crew Leader	LA-6	1	49,748	1	50,780
	Equipment Oper.	LA-3	<u>1</u>	<u>34,592</u>	<u>1</u>	<u>34,592</u>
			2	84,340	2	85,372
Less:	Charges to Snow Removal		300 hrs.	<u>-5,823</u>	300 hrs.	<u>-6,111</u>
				78,517		79,261
5120	Summer Crew	Misc.	480 hrs.	4,320	480 hrs.	4,320
			@ \$9.00		@ \$9.00	
	Seasonal Help - for 6-7 mos.		1,280 hrs. @ \$11.00	14,080	1,200 hrs. @ \$15.00	18,000
5130	Overtime		700 hrs.	<u>21,206</u>	650 hrs.	<u>19,864</u>
				118,123		121,445

PUBLIC WORKS: Street Lighting

ACCT.# 24

Program Description

This program provides for the operation and maintenance of more than 1,680 street lights currently in service. Street lighting utilizes approximately 913,000 kWh per year. The kWh estimate includes decorative lighting on 100 poles and 5 trees during the holiday season between Thanksgiving and New Year's, flag lighting for nighttime display, and lighting for passenger loading at the Depot. A Town Trust Fund defrays the cost of lighting the flagpole in Monument Square. No further additions to the street lighting system are assumed for FY04.

Program Implementation

The Town's street lighting policy adopted in May 1995 and revised in December 2001 by the Board of Selectmen states that the primary purpose of street lighting is to illuminate the public streets for safe travel by vehicular traffic. A secondary purpose is to illuminate especially hazardous spot locations along public roadways. A corollary purpose in high pedestrian use areas, such as commercial centers, is to illuminate the sidewalks within the public way.

The Town's general policy is to provide the minimum amount of street lighting necessary to accomplish the stated purposes in an equitable manner throughout the Town, consistent with the goals of energy conservation, cost effectiveness, and aesthetic appropriateness. The updated policy specifically addresses the conversion of existing incandescent lights to energy efficient fixtures. Conversions may be initiated for any of the following reasons: the replacement of lights for maintenance reasons, the initiation of lighting reductions based on cost considerations, the conversion to underground wires or a decision to upgrade lighting levels. Conversions will normally take place where 13.8 kV distribution cable is being installed or repaired. At the present time, nearly 20% of the street lights have been converted to energy efficient fixtures.

Street lighting costs to the Town by the Concord Municipal Light Plant are calculated in accordance with the provisions of Massachusetts General Laws, Chapter 164, §58, wherein all expenses of the Light Plant for a calendar year are divided by the total kilowatt-hours sold for the same calendar year to determine the price per kilowatt-hour for the next calendar year. The Light Plant has estimated that the street light rate will be 8.741 cents per kWh for the period July-December 2003 and 8.169 cents per kWh for the period January-June 2004. These costs are smaller than last year because of the lower cost of purchased power from Constellation Power Resources. Streetlight charges for FY04 are estimated as follows:

July-December 2003	420,000 kWh	(46%)	@ \$0.08741 =	\$36,713
January-June 2004	<u>493,000 kWh</u>	(54%)	@ \$0.08169 =	<u>\$40,274</u>
Total	913,000 kWh			\$76,987

The calculated budget was rounded up to a recommended level of \$77,500. The average charge per street light in FY04 is thus estimated to be about \$46 per year.

Performance Information

History of <u>Energy Usage</u>						Budgeted	Projected
	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
KWh (000)	922.3	966.0	941.7	929.6	909.3	896.0	913.0
Cents/kWh	8.3	8.4	8.7	11.0	9.7	9.6	8.5

Town of Concord, Massachusetts

PUBLIC WORKS: Street Lighting	ACCT.# 24
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	0	0
Purchased Services	88,647	88,518	86,300	77,500	77,500
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	<u>88,647</u>	<u>88,518</u>	<u>86,300</u>	<u>77,500</u>	<u>77,500</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	86,196	99.9%	77,409	99.9%	-10.2%
Town Trust Fund	104	0.1%	91	0.1%	-12.5%
	<u>86,300</u>	100.0%	<u>77,500</u>	100.0%	-10.2%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

Program Description

This account funds the acquisition of Public Works equipment through appropriations from the General Fund. (Equipment supporting the Water and Sewer Division is purchased with money from the Water and Sewer Enterprise Funds.) The Town's policy is to finance equipment acquisition as a current expense. Equipment with an acquisition cost in excess of \$100,000 and with a useful life of at least five years is considered for debt financing.

Program Implementation

The availability of properly sized and equipped vehicles and equipment is essential for efficient and effective service delivery. In accordance with the FY04-08 Capital Improvement Program, the original FY04 budget request for equipment acquisition is \$222,000 and the recommended level of funding is \$200,000.

This equipment replacement budget supports a CPW equipment inventory (excluding the Water and Sewer Division) of 67 vehicles and pieces of equipment that include the following: 4 sedans, 1 light van, 26 trucks ranging in size from ½ ton pickup trucks to 10-wheel dump trucks, 2 street sweepers, 23 pieces of specialized equipment for roadway/ grounds maintenance and snow removal, 4 sidewalk tractors (2 multi-use), 2 turf tractors, and 5 trailers.

The FY04 Equipment Replacement Plan includes:

- A 1994 Rack Body pick-up truck (H-15). This vehicle is used to haul bulky materials and equipment to job sites as well as for winter plowing. This is a heavily used vehicle with a rack bed that is badly rusted and a tailgate that no longer operates satisfactorily.
- A 1992 5-ton dump truck with chip box (H-20) used for transportation, winter plowing and year-round roadside mowing projects is scheduled for replacement due to extensive rusting on chassis.
- A 1989 tractor and roadside mower arm (H-44, H-44A). The tractor has been used for roadside mowing & brush clearing. The tractor is undersized for the mower and has experienced numerous hydraulic leaks and breakdowns impacting roadside maintenance productivity.
- A 1992 ½-ton pick up truck (G-50). This vehicle has heavy mileage from use inspecting Parks & Tree projects and snow plowing. The transmission and rear end need replacement, and the truck has excessive oil leaks.
- A 1994 Sport Utility (H-2) used on a daily basis for the Highway & Grounds Superintendent to inspect street & park conditions and projects. Vehicle was purchased used and needs body work and engine repairs. It will be replaced by another used vehicle.
- A 1986 stump grinder (G-59). This is used to grind stumps down to ground level after take-downs. The equipment is underpowered and very slow to operate, and it requires excessive maintenance. Its replacement has been delayed twice due to funding constraints.

A new item to be purchased is a leaf vacuum. This equipment is necessary as the Highway/Ground Vac-All truck used to collect leaves on active recreation fields has proven too heavy for the field irrigation systems. The new tow-behind unit will be used with a lighter vehicle.

Town of Concord, Massachusetts

PUBLIC WORKS: Equipment	ACCT.# 25
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EXPENDITURE DETAIL

		FY01	FY02	Revised FY03	FY04	
		Expend.	Expend.	Budget	Dept. Request	Manager Recommends
E4	1990 Lumina sedan	18,000				
H14	1994 1-ton dump	29,987				
	trade-in	(2,500)				
H41	1983 Trojan loader	115,491				
H48	1979 large roller	25,990				
	trade-in	(1,000)				
G57	Chipper with trailer	24,352				
	Highway encumbrance	(3,650)				
	Parks & Trees encumbrance	(2,000)				
	trade-in	(1,799)				
--	miscellaneous equip.	2,129				
E5	1993 Bronco		19,500			
H24A	1986 5 ton dump					
H24A	1992 6 yd sander body		57,838			
	trade-in dump		(1,000)			
	trade-in sander		(700)			
H46	1991 Elgin sweeper		91,082			
	trade-in		(7,500)			
--	Asphalt mini-paver		8,800			
--	Trailer for asphalt paver		1,139			
G53	1994 1-ton dump		31,952			
	trade-in		(6,500)			
--	miscellaneous equip.		5,389			
H16	1989 Mini-bus			16,900		
H36	1989 10-ton dump			76,738		
	prior year encumbrance			(3,514)		
	trade-in			(6,000)		
G56	1988 Aerial lift			126,535		
	trade-in			(6,100)		
G59	Stump grinder			7,241		
--	Asphalt roller			1,200		
E6	1992 pick-up ext.cab				20,000	
H2	1994 S. utility, H. Supt.				20,000	
H15	1994 rack body pick-up				25,000	
H20	1992 5-ton dump				40,000	
H44	1989 J.D. tractor				25,000	
H44A	Roadside mower arm				25,000	
G50	1992 1/2 ton pick-up				25,000	
G59	1996 stump grinder				26,000	
--	Leaf vacuum				16,000	
TOTAL		205,000	200,000	213,000	222,000	200,000

FUNDING PLAN

	FY03	% of	FY04	% of	% Change
	Budget \$	Budget	Recomm.\$	Budget	in Dollars
General Fund	213,000	100.0%	200,000	100.0%	-6.1%

PUBLIC WORKS: Drainage Program**ACCT.# 26****Program Description**

This account funds drainage improvements such as culvert repairs and replacements, catch basin installations, and drainpipe repairs. Wherever possible, drainage improvements are coordinated with road repairs to minimize disruption and inconvenience as well as overall costs. Due to such factors as funding limitations, logistical barriers, and environmental restrictions, ditch maintenance – a critical component in the drainage program – is limited; however, there was substantial progress made on this front in 2002 with the issuance by the Natural Resources Commission of a general maintenance permit to streamline certain routine maintenance activities carried out by Concord Public Works.

Program Implementation

A contract was issued to a consultant to perform a Drainage System Inventory as the first part of CPW's development of a Stormwater Master Plan. This inventory not only identifies and assesses the condition of the Town's drainage infrastructure, but it will also form the core of Concord's NPDES (National Pollution Discharge Elimination System) Phase II permit application. The inventory has identified 3,571 catch basins and 234 drainage outfalls.

Drainage efforts undertaken in 2002 were concentrated in the Barnes Hill Road/Estabrook Road project. This project included the replacement of two cross-culverts (one on each street) and the installation of four new catch basins.

As stated above, the Natural Resources Commission issued a general permit for CPW crews to perform basic maintenance activities at drainage outfalls, stream crossings, and drainage structures nearby the Town's resource areas. This permit will substantially reduce overhead costs associated with the prior approval and oversight process while protecting the Town's resource areas.

Performance Information

Drainage work in the past construction season included replacement of two culverts on Estabrook Road as well as repairing and rebuilding drainage structures on all the other overlay streets. In response to a partial collapse and the subsequent temporary repair of the Heywood Street culvert, environmental and historical permits were obtained for the replacement of this culvert. Construction is scheduled to take place in the summer of 2003. The steel road plates that are spanning the Westford Road culvert in its entirety are still performing well, bolstered with a truck exclusion to reduce the fatigue. While local and state officials have been petitioned to include replacement culverts for both locations in the state budget, no state funding has been secured to date.

In addition to the Heywood Street culvert, drainage work for the upcoming construction season is expected to include Everett and Stow Streets, Bedford Street/Court Lane and Assabet Avenue.

The results of the Drainage System Inventory are scheduled to be integrated into the Town's Geographical Information System (GIS). In addition to identifying and cataloguing the physical inventory, the study will provide the Town with initial cost information for developing a 20-year Stormwater Master Plan.

Town of Concord, Massachusetts

PUBLIC WORKS: Drainage Program	ACCT.# 26
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				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	69,475	70,000	80,000	90,000	90,000
TOTAL	69,475	70,000	80,000	90,000	90,000

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	80,000	100.0%	90,000	100.0%	12.5%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

Program Description

This program funds construction of new sidewalks and rehabilitation (primarily overlay) of existing sidewalks and handicap ramps. Public Works staff evaluates general sidewalk conditions, and the Police Department staff assists in evaluating safety hazards. Preference is given to repairs involving school districts, disability compliance, and areas with high volumes of pedestrian traffic. The Town has approximately 53 miles of sidewalks.

Program Implementation

In 1999, CPW completed a comprehensive survey of the condition of the Town's sidewalks. This assessment, along with residents' petitions for new sidewalks, serves as the basis for recommendations for sidewalk construction and rehabilitation. Final selections are coordinated with the Roads Program construction schedule where possible.

In the FY04-08 Capital Improvement Program, there is recommended FY04 funding of \$100,000 for the sidewalk program. Due to budget constraints, this amount is less than the \$160,000 requested.

Sidewalk rehabilitation costs \$10-25 per linear foot, depending upon the extent of work necessary, sidewalk width and type of surface material, while the cost for new construction can exceed \$30 per linear foot. With approximately 53 miles of existing sidewalk with an estimated 30-year life, the Town should, on average, be repairing 1.8 miles of sidewalk per year. This budget increases the funding level to repair and/or construct approximately 1.0 mile of sidewalk per year.

FY04 funding will be used for contracting the rehabilitation of existing sidewalks as determined by priority of need and in coordination with road improvement and utility projects. The work on this program is supplemented by sidewalk overlay performed by the CPW Highway Division. In 2002, a total of 1.4 miles of sidewalk was reconstructed and 0.6 mile overlaid. In addition, the Highway Division rehabilitated approximately 0.6 mile of stone dust sidewalks in 2002.

The Town's sidewalk inventory consists of 53 miles of sidewalk with an overall sidewalk pavement condition index of 80. The chart below demonstrates that a high percentage of the Town's sidewalks show wear but are not yet in need of repair. It is estimated, however, that there is 0.7 mile of sidewalk in need of complete replacement, and approximately 10 miles of sidewalk in need of resurfacing.

Sidewalk Material	Miles
Bituminous Concrete	45.5
Stone Dust	3.6
Portland Cement Concrete	2.7
Stone Treated	1.1
Brick	<0.1
Total Miles	53.0

Sidewalk Condition	Miles	Percent
Replace	0.7	1.3%
Localized Repair	9.4	17.7
Shows Wear	39.8	75.0
No Distresses	3.0	6.0
Total Miles	53.0	100.0%

Town of Concord, Massachusetts

PUBLIC WORKS: Sidewalk Management	ACCT.# 27
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				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	80,000	80,000	80,000	160,000	100,000
TOTAL	80,000	80,000	80,000	160,000	100,000

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	80,000	100.0%	100,000	100.0%	25.0%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

PUBLIC WORKS: 133/135 Keyes Road

ACCT.# 28

Program Description

This budget provides for the operating and maintenance expenses of the Public Works buildings at 133 and 135 Keyes Road. The two-story, front section of the 133 building houses the offices of the Director, his administrative staff, and the Engineering Division of Public Works. CPW's Highway Division, Fleet Maintenance, and Parks & Trees Division utilize the garage section of the 133 building. The Water/Sewer Division is located at 135 Keyes Road, along with the Highway/Grounds administrative staff.

Program Implementation

The proposed budget includes estimated utility costs and custodial supplies for both buildings in FY04. Public Works is responsible for all costs at these two buildings with proportional funding assistance from the Water, Sewer, and Solid Waste Funds. Utility costs for 133 and 135 Keyes Road are the most significant portion of the budget at 54% of the total, including approximately \$38,900 for electricity, \$22,600 for natural gas, \$2,200 for water and sewer service, and \$6,200 for trash collection/disposal/recycling fees. The Personal Services budget includes one full-time custodian who maintains both buildings.

In the FY04-08 Capital Improvement Program, there is a FY04 funding recommendation of \$8,500 for building improvements to be used to maintain the two buildings in good condition.

Town of Concord, Massachusetts

PUBLIC WORKS: 133/135 Keyes Road	ACCT.# 28
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	33,014	33,849	40,031	41,374	41,374
Purchased Services	76,041	74,921	75,828	74,952	74,952
Supplies	4,599	5,578	5,250	5,050	5,050
Other Charges	0	0	0	0	0
Equipment Expense	0	1,940	0	0	0
Capital Outlay	10,164	0	7,500	8,500	8,500
TOTAL	123,818	116,288	128,609	129,876	129,876

FUNDING PLAN

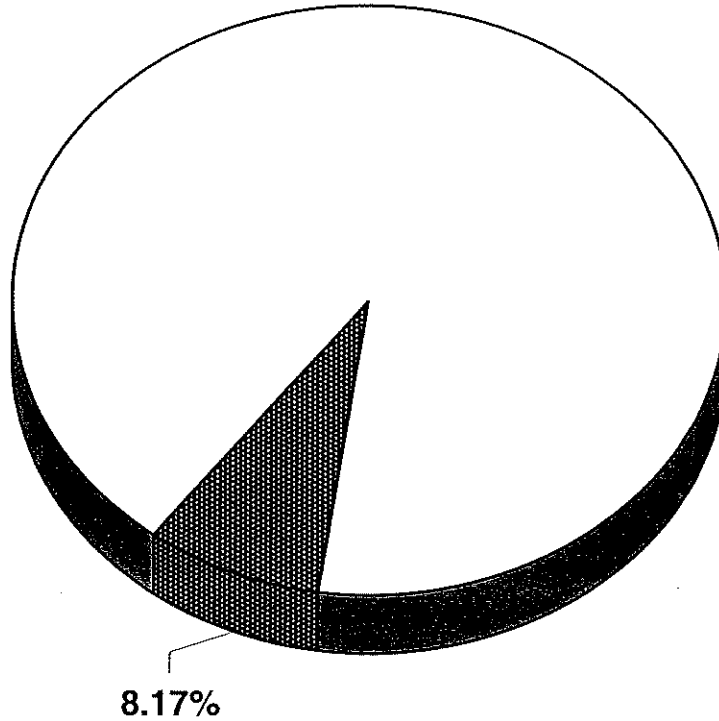
	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	70,149	54.5%	71,308	54.9%	1.7%
Water Fund	44,217	34.4%	44,296	34.1%	0.2%
Sewer Fund	10,697	8.3%	10,700	8.2%	0.0%
Solid Waste Fund	3,546	2.8%	3,572	2.8%	0.7%
	128,609	100.0%	129,876	100.0%	1.0%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Building Maintenance Custodian	LA-2	1	33,936	1	36,769
5130	Overtime		250 hrs.	6,095	175 hrs.	4,605
				40,031		41,374

SUMMARY: Human Services	ACCT. # 29-39
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Human Services Accounts as a Percent of Town Appropriation



Proposed Change in Human Services Appropriations

<u>ACCOUNT NAME & NUMBER</u>	<u>PERCENT CHANGE</u>
29 Library	1.3%
30 Health Services	--
31 Recreation Administration	0.0%
32 Hunt Recreation Center	0.0%
33 Harvey Wheeler Community Center	-8.5%
34 Council on Aging	-0.3%
35 Transportation	-2.0%
36 Veterans Services & Benefits	-1.3%
37 Ceremonies & Celebrations	1.0%
38 Information Center	20.4%
39 Historical Commission	--

Town of Concord, Massachusetts

SUMMARY: Human Services	ACCT. # 29-39
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ACCOUNT SUMMARY

<u>ACCOUNT NAME & NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY03</u>	<u>FY04</u>	<u>FY03</u>	<u>FY04</u>
29 Library	1,387,136	1,401,694	1,371,020	1,388,950
30 Health Services	--	--	--	--
31 Recreation Administration	541,148	508,411	101,752	101,792
32 Hunt Recreation Center	93,112	102,364	65,858	65,880
33 Harvey Wheeler Com. Center	83,053	75,969	83,053	75,969
34 Council on Aging	166,526	172,824	140,720	140,362
35 Transportation	14,459	14,170	14,459	14,170
36 Veterans Services & Benefits	27,500	27,150	27,500	27,150
37 Ceremonies & Celebrations	19,565	19,770	19,565	19,770
38 Information Center	24,500	29,500	24,500	29,500
39 Historical Commission	--	--	--	--
TOTAL	2,356,999	2,351,852	1,848,427	1,863,543

FUNDING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>% Change</u>
General Fund	1,848,427	1,863,543	0.8%
Light Fund	0	0	--
Water Fund	0	0	--
Sewer Fund	0	0	--
Solid Waste Disposal Fund	0	0	--
Recreation Fund	466,650	443,103	-5.0%
State Grants & Aid	31,554	30,038	-4.8%
Special Revenue	10,368	15,168	46.3%
TOTAL	2,356,999	2,351,852	-0.2%

Program Description

The Concord Free Public Library serves the community as a vital source of information, ideas, and recreation. The Library provides, in an accessible and attractive manner, a collection of informational and recreational materials from both the main building in Concord Center and the Fowler Branch in West Concord. From its own collections and its referral capabilities, the Library staff provides access to a wide range of materials in an array of formats.

The Concord Library, as a member of the Minuteman Library Network, is responsible for maintaining Concord's portion of the network database. The Library actively participates in all decision-making on network policies and procedures, training of patrons in the use of the system, and training of staff in all phases of Library automation.

The Library houses the Town Archives in the basement room of an addition constructed in the mid-1980s with the assistance of a \$500,000 Town appropriation. The Archives are administered on a day-to-day basis by the Curator.

The Concord Library Corporation owns the building and grounds and is responsible for all maintenance and capital improvements. The Library Director maintains the financial records of the Corporation. The Town budget funds the staffing and operations of the Library.

Program Implementation

An amount of \$45,000 is budgeted under Purchased Services for the cost of the Minuteman Library Network whose network operation is diagrammed on the following page. The Purchased Services budget also includes \$2,500 for computer equipment maintenance, \$3,300 for the book ordering system, and \$5,000 for the Oral History Program.

The proposed budget has a \$5,000 increase in funding for books and materials. With allocations from the Library Corporation's FY04 budget of approximately \$50,000 and contributions from the Friends of the Library of about \$13,500, the total resources available for books and materials equal just over \$193,000. Due to budget constraints, the request for an additional librarian to support special collections and technical service was not recommended at this time.

In accordance with the terms of a 1987 agreement between the Board of Selectmen and the Library Corporation, the Town budget assumed certain building operating costs, including all utilities, telephone, printing and office supplies. Electricity (\$32,751), natural gas (\$18,600), telephone (\$11,150), and office supplies (\$10,000) comprise the bulk of these costs, which in total are projected at \$78,750. As a partial offset to these expenses, the 1987 agreement provided for "late fines" previously retained by the Corporation to instead be credited to the General Fund. Revenue from late fines is projected at approximately \$40,000 in FY03 and FY04.

Town of Concord, Massachusetts

HUMAN SERVICES: Library	ACCT.# 29
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	977,430	1,062,615	1,113,059	1,169,144	1,128,144
Purchased Services	54,720	55,505	56,300	57,500	57,500
Library Books & Materials	126,598	118,128	125,290	130,000	130,000
Other Charges	1,896	1,368	2,300	2,300	2,300
Capital Outlay	25,531	23,632	6,000	80,700	5,000
Assumption of Corp. Cost	77,683	65,070	84,187	78,750	78,750
TOTAL	<u>1,263,858</u>	<u>1,326,318</u>	<u>1,387,136</u>	<u>1,518,394</u>	<u>1,401,694</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	1,371,020	98.8%	1,388,950	99.1%	1.3%
State Aid	16,116	1.2%	12,744	0.9%	-20.9%
	<u>1,387,136</u>	100.0%	<u>1,401,694</u>	100.0%	1.0%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
SEE NEXT PAGE FOR PERSONNEL DETAIL						

Performance Information (cont'd)

In addition to the funds appropriated by the Town, the Library also is supported by grant funds, private contributions, and the Library Corporation (which owns the building). The Library Corporation supplements the Library's operating budget with an annual contribution of approximately \$150,000. Total FY04 resources from the Town budget and the Library Corporation together are estimated to be about \$1.65 million.

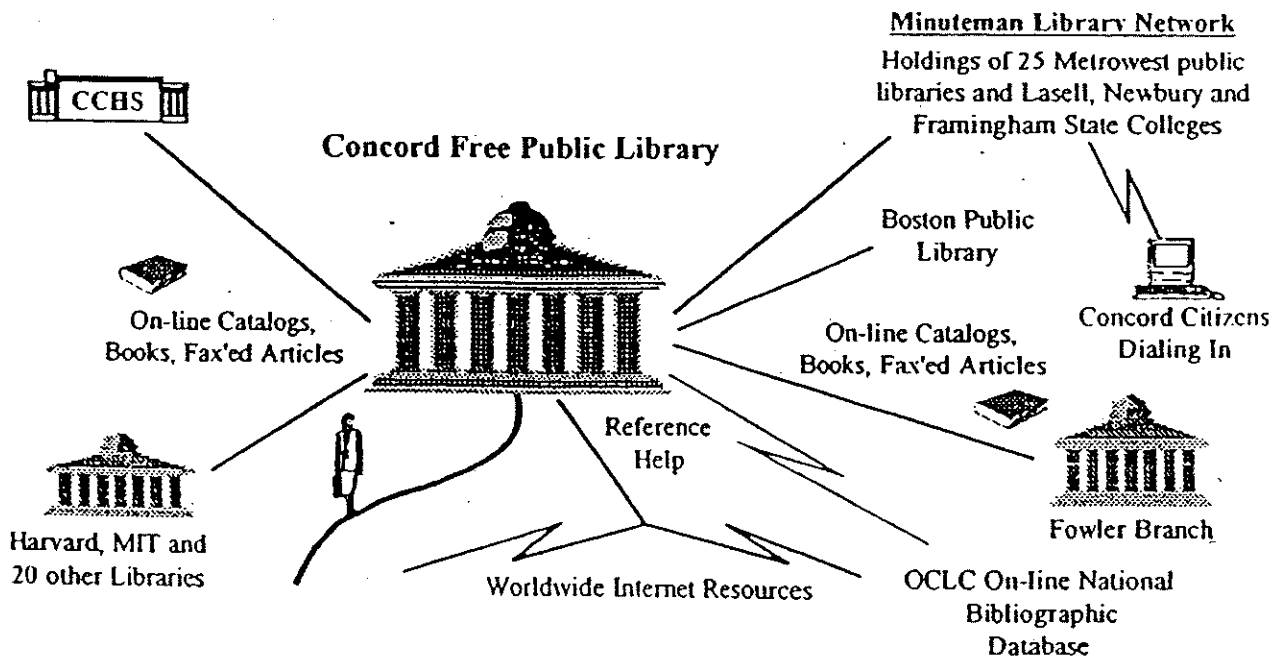
Service to patrons is reflected in the following data from the FY01 report of the Massachusetts Library Commissioners. Ranking is based on 48 municipalities in the 15,000 to 24,999 population group. The FY02 data will not be available until April, and should be ready for the April 2003 Town Meeting.

		RANK
circulation per capita	18.77	1
holdings per capita	14.96	1
average weekly hours	110.1	1
registered borrowers	16,918	N/A
subscriptions	1,300	1
attendance	21.02	1

Current number of hours of operation per week:

	Main Library	Fowler Library
Winter	71	49
Summer	61	41

Library Network



Town of Concord, Massachusetts

HUMAN SERVICES: Library

ACCT.# 29

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Library Director	MP-12	1	87,741	1	87,897
	Public Svcs. Coord.	MP-7	1	60,122	1	60,272
	Tech. Svcs. Coord.	MP-7	1	60,997	1	60,997
	Curator	MP-6	1	57,661	1	57,786
	Supv. of Children's Services	MP-5	1	57,040	1	57,040
	Staff Librarian	MP-3	3	141,982	3	142,056
	Circulation Supv.	MP-3	1	48,227	1	48,227
	Admin. Asst. / Sr. Circ. Asst.	ACL-6	1	36,653	1	36,818
	Tech. Svcs. Asst.	ACL-6	2	78,310	2	79,704
	Circulation Asst.	ACL-3	1	32,169	1	32,274
	Bldg. Maint. Cust.	LA-2	<u>2</u>	<u>75,926</u>	<u>2</u>	<u>76,938</u>
			15	736,828	15	740,009
5112	Branch Librarian	MP-5	1.28	71,104	1.28	71,122
	Staff Librarian	MP-3	0.67	32,048	0.67	32,137
	Spec. Collec. Asst.	MP-1	0.64	27,759	0.64	27,855
	Branch Library Asst.	MP-1	0.75	24,659	0.75	25,034
	Sr. Library Asst.	ACL-4	1.25	45,518	1.25	46,370
	Library Asst.	ACL-2	<u>1.13</u>	<u>30,043</u>	<u>1.71</u>	<u>46,489</u>
			5.72	231,131	6.30	249,007
5115	Staff Librarian	MP-3	1,231 hrs.	23,325	1,305 hrs.	25,400
	Circulation Asst.	ACL-3	992 hrs.	19,101	1,253 hrs.	18,681
	Library Asst.	ACL-2	1,305 hrs.	16,608	1,148 hrs.	16,237
	Clerk	ACL-1	940 hrs.	14,348	--	0
	Building Custodian	LA-1	653 hrs.	9,462	522 hrs.	7,564
	Bookbinder	Misc.	783 hrs.	13,140	626 hrs.	10,600
	End Processor	Misc.	940 hrs.	10,301	1,462 hrs.	20,832
	Library Page	Misc.	<u>2,505 hrs.</u>	<u>17,535</u>	<u>2,505 hrs.</u>	<u>18,500</u>
			9,349 hrs.	123,820	8,821 hrs.	117,814
5120	Staff Librarian	MP-3	157 hrs.	3,451	157 hrs.	3,451
	Authorities Cataloger	Misc.	783 hrs.	13,765	783 hrs.	13,765
5130	Custodial Overtime	LA-1	94 hrs.	2,564	94 hrs.	2,598
5191	Tuition Reimbursement		--	1,500	--	1,500
				<u>1,113,059</u>		<u>1,128,144</u>

HUMAN SERVICES: Health Services

ACCT.# 30

The Health Services account has been moved to and combined with the budget and narrative of the Health account (Account # 5F). However, the budget page has been included in order to identify prior budget funds and expenditures.

Town of Concord, Massachusetts

HUMAN SERVICES: Health Services	ACCT.# 30
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EXPENDITURE DETAIL

	<u>FY01 Expend.</u>	<u>FY02 Expend.</u>	<u>FY03 Budget</u>	<u>FY04</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0	0	0	0
Purchased Services	1,412	1,986	--	--	--
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	<u>1,412</u>	<u>1,986</u>	--	--	--

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	--	100.0%	--	100.0%	--

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

Program Description

The Recreation Department provides activities that are designed to meet the year-round recreational interests of the community. Seventy-five employees serve program participants in the fall, winter and spring, and ninety employees are at work in the summer. The Department operates programs seven days a week throughout the year.

The department's services are grouped into four major categories:

- Child Care Programs – Before and After School, Terrific Tuesdays, Carousel Pre-school.
- Summer Activities – Day Camp, Swimming Lessons, Kaleidoscope, Pre School Adventures, and a variety of sports camps.
- Sports Activities – Boys and Girls Basketball, Adult Basketball, Adult Volleyball, Youth Skiing, Flag Football, Group Exercise, the Hunt Fitness Center, and the Town's Minuteman Classic Road Race.

All direct program costs are supported by user fees. As a result, the marketplace guides the Department's offerings.

Program Implementation

In FY 2002, the Recreation Department served over 8,200 participants and had total revenue of \$1,500,000. Programs are provided at the Hunt Recreation Center, Emerson Playground, Harvey Wheeler Community Center (under construction), and at various school sites throughout the Town. Under the FY04 proposed budget, the General Fund supports the cost of the Administrator and two-thirds of the cost of the full-time Administrative Assistant. The Community Bus operation has been put under the managerial control of the Recreation Department and funding for the operation has been included in the Transportation account, Account #36.

Recreation program fees cover the employer share of Social Security and Medicare taxes (\$45,000 est.), as well as employee group insurance benefits (\$35,000 est.). Program fees also cover the cost of program scholarships, which average \$50,000 in support of Concord families who, otherwise, would not be able to participate. The department request for this account included General Fund support of \$10,000 toward the scholarship program, but this is not recommended due to limited resources. In summer 2002 the Recreation Commission/Department hosted the Concord Open Golf Tournament as a scholarship fundraising event and, after expenses, \$14,000 was raised. Other fundraising efforts held in 2002 included: a father/daughter dance – The Shamrock Ball, and a family Pancake Breakfast.

Performance Information

The Department had the following results in CY 2002

	Enrollment	Revenue
Child Care Carousel, Before School, After School, Terrific Tuesdays	280	\$524,000
Summer Activities Day Camp, Kaleidoscope, Pre School Adventures, Swim Lessons, Sports Camps	2,895	\$557,743

Town of Concord, Massachusetts

HUMAN SERVICES: Recreation Administration	ACCT.# 31
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	376,567	478,161	506,248	470,911	470,911
Purchased Services	29,997	33,578	30,000	32,300	32,300
Supplies	4,808	5,433	4,900	5,200	5,200
Other Charges	0	0	0	10,000	0
Equipment Expense	181	0	0	0	0
Capital Outlay	0	6,471	0	80,000	0
TOTAL	411,553	523,643	541,148	598,411	508,411

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	101,752	18.8%	101,792	20.0%	0.0%
Recreation Fund	439,396	81.2%	406,619	80.0%	-7.5%
	<u>541,148</u>	<u>100.0%</u>	<u>508,411</u>	<u>100.0%</u>	<u>-6.0%</u>

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Recreation Admin.	MP-9	1	70,910	1	70,910
	Asst.Recreation Adm.	MP-6	1	57,083	1	57,119
	Fitness Coordinator	MP-3	1	49,511	1	49,511
	Recreation Supervisor	MP-1	4	140,383	4	140,384
	Admin. Asst.	ACL-5	1	42,892	1	42,932
	Registration Coord.	ACL-5	<u>1</u>	<u>41,487</u>	<u>1</u>	<u>41,794</u>
			9	402,266	9	402,650
5112	Program Coordinator	MP-4	0.75	39,937	0.75	39,942
	Recreation Supervisor	MP-1	1.60	61,845	0.70	26,119
5157	Car Allowance		--	<u>2,200</u>	--	<u>2,200</u>
				506,248		470,911

Program Description

The Hunt Recreation Center houses the Recreation Department and approximately one-half of the Department's programs. It is located at 90 Stow Street adjacent to the Emerson Playground. The facility underwent a \$1.2 million renovation completed in 1988, prior to which it had been vacant and unused for a number of years. The building has office, conference and multi-purpose rooms, a large second floor gymnasium, and shower facilities. Adjacent to the building on Emerson Playground is a small teaching swimming pool, children's spray fountain, playground equipment, basketball/tennis courts, and a state-of-the-art running track.

The Hunt Recreation Center operates from 6:00 a.m. to 10:00 p.m. Monday through Friday, 8:00 a.m. to 6:00 p.m. on Saturday, and 8:00 a.m. to 10:00 p.m. on Sunday. The primary summer activity is the Day Camp that operates Monday through Friday. The summer season includes a weekend and evening family swim program. The Recreation Center is also very busy throughout the year with activities that include the following: creative dance, toddler gym classes, men's and women's basketball, aerobics, the Hunt Fitness Center, girl's basketball, co-ed volleyball, and "Saturday Night Live" dances for middle school age students. The Center is also home for the department's grade 3- 5 after school childcare program operating September through June. The Center is available to organizations and residents for private function rental. Town boards and committees, as well as Concord youth sports organizations, regularly use the building for meetings. The Center is used as a polling site for Precinct 5.

Program Implementation

The Recreation Fund, in which revenues are generated from program fees, supports those facility costs that are directly related to program activities: painting, carpet cleaning, custodial supplies, and selected expenses including water used by the pool, annual custodial costs, and other building utilities and repairs. The most significant costs of maintaining the Hunt Center are for utilities: electricity (\$13,650), natural gas (\$8,640), water and sewer (\$4,498).

An amount of \$5,278 is included in this account to cover utility costs at the nearby 105 Everett Street property which is temporarily being utilized during the Harvey Wheeler project for the Council on Aging offices and the Veteran's Agent office. 105 Everett Street is also used by the Recreation Department and for other beneficial town purposes such as Concord Open Table.

Performance Information

The Hunt Recreation Center serves approximately 300 customers per day during the busy summer season and 275 per day from September through June. Due to this intense use, significant annual maintenance work, such as applying fresh polyurethane to the gymnasium floor, painting various rooms, cleaning the carpets, moving equipment, and closing/opening the pool, must be performed. A capital expenditure line item of \$5,000 – to be charged to the Recreation Fund – is recommended to address building improvement needs. In addition, the toilet facilities at the Hunt Recreation Center serve the public who uses Emerson Playground during the fall, spring and summer sports season.

Town of Concord, Massachusetts

HUMAN SERVICES: Hunt Recreation Center	ACCT.# 32
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	30,834	42,764	37,799	48,720	48,720
Purchased Services	37,285	45,590	38,703	37,166	37,166
Supplies	8,581	5,830	6,200	6,200	6,200
Other Charges	0	0	0	0	0
Equipment Expense	2,480	0	0	0	0
Capital Outlay	0	12,860	5,000	5,000	5,000
105 Everett Street	3,639	3,179	5,410	5,278	5,278
TOTAL	82,819	110,223	93,112	102,364	102,364

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	65,858	70.7%	65,880	64.4%	0.0%
Recreation Fund	27,254	29.3%	36,484	35.6%	33.9%
	93,112	100.0%	102,364	100.0%	9.9%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Building Maintenance Custodian	LA-2	1	33,990	1	34,814
5130	Overtime		156 hrs.	3,809	556 hrs.	13,906
				37,799		48,720

HUMAN SERVICES: Harvey Wheeler Community Center

ACCT.# 33

Program Description

The Harvey Wheeler Community Center (HWCC) is currently undergoing extensive renovation. When the renovation is complete, the HWCC will once again provide a home for the Council on Aging and the Recreation Department's pre-school and after-school programs. Over the years many other Town departments and community organizations have also used the facility for meetings. They will also be welcomed back to HWCC after the renovation.

Program Implementation

It is anticipated that the HWCC will reopen in January 2004. The most significant budget expenses for the HWCC in FY 2004 are energy and utilities. Electricity is budgeted at \$10,300; natural gas for heat and hot water will be \$4,700; combined water and sewer is anticipated to be \$4,309 and solid waste collection and disposal is \$2,620 with Solid Waste Recycling anticipated to cost \$104. The building maintenance line item, at \$1,370 covers minor repairs and maintenance of the building, as needed. With completed renovation to include a new elevator to service new office and meeting space at the lower level, elevator maintenance will be a new consideration in future years. Personal Services for this account reflects the full time building custodian's salary (\$39,171), whose current responsibilities include work at 105 Everett Street and at the new Visitors' Center / Public Restroom Facilities.

Performance Information

As mentioned above, the HWCC is closed during renovation. The Council on Aging has temporarily relocated to 105 Everett Street and is carrying on as usual. The Recreation Department's children's programs normally located at HWCC are temporarily relocated at the Ripley School site on Merriam Road.

Town of Concord, Massachusetts

HUMAN SERVICES: Harvey Wheeler Community Center	ACCT.# 33
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EXPENDITURE DETAIL

	<u>FY01 Expend.</u>	<u>FY02 Expend.</u>	<u>FY03 Budget</u>	<u>FY04</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	38,172	37,324	39,051	39,171	39,171
Purchased Services	27,323	26,030	34,227	32,023	32,023
Supplies	5,081	4,566	4,775	4,775	4,775
Other Charges	0	0	0	0	0
Capital Outlay	7,500	13,464	5,000	5,000	0
TOTAL	<u>78,076</u>	<u>81,384</u>	<u>83,053</u>	<u>80,969</u>	<u>75,969</u>

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	83,053	100.0%	75,969	100.0%	-8.5%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Building Maintenance Custodian	LA-2	1	39,051	1	39,171

Program Description

The Council on Aging (COA) is mandated to provide a variety of essential services, information, educational programs and recreational activities for all Concord seniors over the age of sixty and their families. The COA staff cooperates with other local and regional elder service providers to coordinate services to elders in Concord.

Program Implementation

Personnel Services is the largest portion of the COA budget. Town appropriations cover salaries for the Administrator, two Administrative Assistants who job-share a forty-hour position as well as 11 COA Van Drivers and an Office Assistant. The Van Drivers and the Office Assistant are limited status employees of the Town. The drivers cover 56 hours of van service per week and the Office Assistant works 10 hours per week.

The Formula Grant, received from the Executive Office of Elder Affairs (EOEA), is expected to be \$17,752 in FY04. This amount will continue to fund the part time Coordinator positions that are responsible for the Wellness, Outreach, COA Program, and Substance Abuse Outreach programs. A small portion of this grant is also used for volunteer training and recognition. The COA also received a grant from the Concord-Carlisle Community Chest in FY03 to fund the position of a Volunteer Coordinator. An application for this grant has been submitted for FY04. Fees from the Senior Aerobics and Strength and Flexibility classes fund the Exercise Instructor's salary.

The Concord Friends of the Aging solicit sponsors and subsidize any remaining costs for the monthly newsletter, Harvest Happenings. The "Friends" also support the COA throughout the year by providing money for the annual holiday party and other special needs as they arise.

During FY02 and FY03, the demand for van service has continued to increase. The FY04 budget continues to fund 56 hours of van service per week. This is reflected in a recommendation of \$3,500 for vehicular maintenance, \$3,585 for gasoline and \$25,152 for van drivers' salaries.

Performance Information

The COA staff and 163 volunteers work together to provide a variety of services and programs to Concord's seniors. In FY02, a total of 1,400 seniors received services from the COA. Last year volunteers contributed 8,005 hours of work to the COA, valued at over \$123,000.

Wellness and Fitness: The Formula Grant funded Wellness Program brings numerous health clinics and educational programs to seniors. Last year, the Wellness Coordinator and nurse volunteers provided 2000 health screenings (blood pressure, blood sugar etc.), 15 health education talks, and 825 flu shots. Senior Aerobics and Strength and Flexibility classes continue to be self-sustaining through fee for service.

Support Information and Education Services: In the last year, over 200 seniors and their families received case management, group support, housing assistance and health benefits counseling through the COA. These services are provided by the COA Director, the Outreach Coordinator and Drug and Alcohol Coordinator.

Food, Fun & Trips: Every Wednesday, lunch is prepared and served to seniors by many local organizations, Town departments, and schools. Fees (\$2 per person) and the efforts of volunteer cooks support the luncheon. Special trips and activities are fee supported and include the Boston Symphony Series, Museum trips, plays, lunches and cruises. The Program Coordinator, who works 8 hours per week and is paid through the State Formula Grant, plans trips and special events.

Town of Concord, Massachusetts

HUMAN SERVICES: Council on Aging	ACCT.# 34
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EXPENDITURE DETAIL

	FY01 Budget	FY02 Budget	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	91,393	101,117	149,321	156,205	156,205
Purchased Services	8,589	8,485	10,762	10,956	10,956
Supplies	4,642	3,517	5,660	4,880	4,880
Other Charges	805	716	783	783	783
Capital Outlay	133	0	0	0	0
105 Everett Street	0	5,000	0	0	0
TOTAL	105,562	118,835	166,526	172,824	172,824

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	140,720	84.5%	140,362	81.2%	-0.3%
EOEA Formula Grant	15,438	9.3%	17,294	10.0%	12.0%
Fee Supported	10,368	6.2%	10,368	6.0%	0.0%
Community Chest Grant	0	0.0%	4,800	2.8%	--
	166,526	100.0%	172,824	100.0%	3.8%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	COA Administrator	MP-8	1	50,448	1	50,448
5112	Admin. Asst.	ACL-5	1	38,892	1	39,120
			2	89,340	2	89,568
5115	Van Drivers	Misc.	3,144 hrs.	23,296	3,144 hrs.	25,152
	Office Assistant	Misc.	630 hrs.	6,300	630 hrs.	6,300
	Sr.Aerobics Instruc.	Misc.	192 hrs.	6,912	192 hrs.	6,912
	Fitness Trainer	Misc.	96 hrs.	3,456	96 hrs.	3,456
	<u>Coordinators:</u>					
	Wellness Clinic	Misc.	384 hrs.	6,432	384 hrs.	6,432
	Substance Abuse	Misc.	120 hrs.	1,950	120 hrs.	1,950
	COA Program	Misc.	384 hrs.	3,456	384 hrs.	3,456
	Outreach	Misc.	480 hrs.	6,000	480 hrs.	6,000
	Volunteer	Misc.	--	0	480 hrs.	4,800
5130	Overtime	ACL	78 hrs.	2,179	78 hrs.	2,179
				149,321		156,205

HUMAN SERVICES: Transportation

ACCT.# 35

Program Description

The transportation budget supports the cost of maintaining and operating a bus used for a free fixed-route community transportation system available to riders of all ages. The fixed-route service is provided on Monday, Wednesday and Friday mornings. In addition, the Recreation Department uses the bus for a variety of recreational activities including school age childcare transportation and various program trips.

Program Implementation

The Concord Community Bus follows a fixed route with pick-up available anywhere on that route. Printed schedules are available at the Library, Recreation Department, Town House, Chamber of Commerce, and COA office at 105 Everett Street.

The FY04 Budget includes hourly wages of \$15.00 for the part-time bus drivers. Level funding of \$11,745 is recommended for personnel. The budget also provides funds for vehicle maintenance, random drug & alcohol testing for drivers as required by law, fuel, and other items. The total of these items equals \$2,425.

Performance Information

The average daily ridership for the bus on the fixed route is between four and six passengers.

Town of Concord, Massachusetts

HUMAN SERVICES: Transportation	ACCT.# 35
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EXPENDITURE DETAIL

	<u>FY01 Expend.</u>	<u>FY02 Expend.</u>	<u>FY03 Budget</u>	<u>FY04</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	8,805	9,090	11,745	11,745	11,745
Purchased Services	740	889	1,264	1,075	1,075
Supplies	1,041	1,024	1,450	1,350	1,350
Other Charges	0	44	0	0	0
Capital Outlay	0	0	0	0	0
TOTAL	10,586	11,047	14,459	14,170	14,170

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	14,459	100.0%	14,170	100.0%	-2.0%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5115	CDL Drivers	Misc.	783 hrs.	11,745	783 hrs.	11,745

HUMAN SERVICES: Veterans Services & Benefits

ACCT.# 36

Program Description

The Veterans' Services Program is mandated according to Massachusetts General Law, Chapter 115, and is administered under state guidelines. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a full-time Director of Veterans' Services/Veterans' Agent. State law also requires that the Town's Director of Veterans' Services/Veterans' Agent be a war-era veteran and be available on a full-time basis to provide assistance.

The purpose of this program is to provide information, advice and assistance regarding benefits to veterans and their dependents. The Town is reimbursed by the state for 75% of benefits paid under this mandated program. Administrative costs, including salary, are not reimbursable. The Office of Veterans' Services serves as a one-stop human service office with the top priority of providing services which improve the quality of life for every veteran in town, as well as their families and surviving dependents.

Program Implementation

Until the retirement of the former Veterans' Agent, the personal services portion of this account provided for a stipend for full-time Town employees to provide Veterans' Agent services, in addition to other duties, during the Town's regular business hours. In the past year, the Town Manager's Office explored alternative methods of providing cost-effective full-time veterans' services, including the possibility of an intermunicipal agreement with the Town of Sudbury. The most effective course of action that was identified was the hiring of a limited status employee who is available during normal business hours to provide information, assistance and advice to resident veterans and their dependents. The personal services portion of this account for FY04 reflects the wages of that limited status employee. The purchased services portion of the account (\$1,490) is for costs such as office supplies and vehicle related expenses.

The current Director of Veterans' Services/Veterans' Agent receives 4 to 6 requests per day for information, advice and assistance. Calls come from Concord residents as well as veterans and dependents from surrounding communities. The Agent often helps veterans obtain assistance from veterans' organizations as well as other state and federal organizations, such as Social Security. The Agent is also called upon to provide transportation to and from medical appointments for veterans.

Currently, one individual is receiving financial assistance for qualifying expenses. The number of qualifying individuals recently decreased from two, and continues to fluctuate from year to year based upon circumstances such as whether the individual has relocated or has experienced changes in personal financial or work status. Financial assistance to qualified veterans and their dependents is provided, in accordance with state regulations, for the following types of expenditures: food, clothing, shelter, heating fuel, telephone, other utilities, transportation, medical costs, and nursing and hospital care. The benefits portion of this budget recommendation reflects current needs as well as potential requests for assistance based upon current experience.

Performance Information

Reimbursements relate to expenses occurring approximately one year prior.

	Actual		Estimated		
	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>
Benefit Reimbursements Submitted	\$3,225	\$3,715	\$4,890	\$4,054	\$7,250
State Reimbursements Received	\$4,227	\$2,250	\$2,617	\$2,523	\$5,438

Town of Concord, Massachusetts

HUMAN SERVICES: Veterans Services & Benefits	ACCT.# 36
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
VETERANS SERVICES:					
Personal Services	4,784	1,125	0	15,660	15,660
Purchased Services	0	4,581	20,170	1,490	1,490
Supplies	0	0	80	0	0
Subtotal	4,784	5,706	20,250	17,150	17,150
VETERANS BENEFITS:					
Purchased Services	0	0	0	0	0
Other Charges	4,494	5,059	7,250	10,000	10,000
Subtotal	4,494	5,059	7,250	10,000	10,000
TOTAL	9,278	10,765	27,500	27,150	27,150

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	27,500	100.0%	27,150	100.0%	-1.3%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5115	Veterans Agent	Misc.	--	0	783 hrs.	15,660

HUMAN SERVICES: Ceremonies & Celebrations**ACCT.# 37****Program Description**

This budget provides for equipment and activities associated with distinctly separate functions that are related to various Concord ceremonies and celebrations. Committees and volunteers, with the assistance of staff from the Town departments, carry out the related activities.

Program Implementation

Public Ceremonies Committee: Committee members are appointed by the Board of Selectmen for a term of five years. The Committee organizes various annual events including the Honored Citizen Reception, Patriot's Day Parade, Meriam's Corner Exercises, Dawn Salute, and Memorial and Veteran's Day activities. Funding for Public Ceremonies covers expenses associated with paying for police overtime to ensure public safety as necessary, providing for professional services such as participant fees and honoraria, and purchasing supplies such as food, flowers and other event items. A modest increase in funding (\$205) is requested to cover the rising costs of services, particularly parade participant fees, to make the aforementioned events successful. The Committee identifies that it is becoming more difficult each year to gather adequate parade participants (particularly bands) with the limited funding available. While a substantial adjustment is not requested for the FY04 account, the Committee identifies the matter as an issue for consideration in future years.

Flags: This cost area is level funded. Some annual variation in expenditures for Memorial Day flags and street flags items is attributed to the yearly effort to replace those flags and flag poles that are in poor condition. For the Memorial Day Flags item, level funding of \$1,500 is recommended to cover expenses for all Memorial Day flags (ceremonial) and flags for the veterans' graves that are placed in memoriam each year. For the Street Flags item, level funding of \$2,000 is also requested to continue an effective maintenance and replacement program for street flags that are placed along various streets on holidays and other special occasions as determined by the Town Manager and Selectmen. Natural causes such as weather and normal "wear and tear" contribute to make such a replacement program an annual necessity in order to uphold the honor, dignity and respect associated with each flag. Labor costs for posting and removing street flags are in the Public Works budget.

U.N. Day Committee: No funds are requested for activities related to this cost center in FY04.

Special Events: This cost center covers the purchase of supplies related to various special events that may be hosted by the Board of Selectmen. It is also available to cover the costs associated with unexpected events, including the arrival of visiting dignitaries from other countries. Level funding of \$500 is recommended for this cost center in FY04.

Town of Concord, Massachusetts

HUMAN SERVICES: Ceremonies & Celebrations	ACCT.# 37
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Public Ceremonies Committee	14,620	13,927	15,565	15,770	15,770
Memorial Day Flags	1,978	2,330	1,500	1,500	1,500
Street Flags	1,312	2,000	2,000	2,000	2,000
U.N. Day Committee	0	0	0	0	0
Special Events	0	0	500	500	500
TOTAL	17,910	18,257	19,565	19,770	19,770

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	19,565	100.0%	19,770	100.0%	1.0%

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

HUMAN SERVICES: Information Center**ACCT.# 38****Program Description**

This account previously provided a portion (\$4,500) of the total operating cost of the information booth that was located on Heywood Street. The department request for this account now reflects utility costs, daily restroom cleaning expenses, and building maintenance expenses for the Visitors' Center/Public Restroom Facility located on Main Street. The Concord Chamber of Commerce is a tenant in the Visitors' Center portion of the building and manages the information service. The Chamber compensates the Town for a proportionate share of natural gas and electric costs for the building.

Program Implementation

In the summer of 2002, the new Visitors' Center/Public Restroom Facility opened. The opening had the result of relocating of the visitors' information services to Concord Center and providing a much-needed restroom facility for public use in the Center. The Information Center hours of operation are established by the Chamber of Commerce. The restroom facility hours of operation are set by the Town Manager's Office. Hours of operation are currently 7:00 a.m. to 8:00 p.m., and may be adjusted based upon demand. The restrooms are currently cleaned twice per day by Town staff who are primarily responsible for other Town buildings. While the Council on Aging offices are temporarily located at 105 Everett Street during the Harvey Wheeler building renovations, the Harvey Wheeler custodian is able to maintain both 105 Everett Street and the public restroom facility Monday through Friday. When Harvey Wheeler reopens in early 2004, that custodian will no longer be available to assist with the restroom facility. \$15,000 is requested under Purchased Services to address the cost of contract cleaning services after the date when aforementioned staff will no longer be available. Due to the short-term experience with this new facility, the recommended utility funding schedule remains level with that which was presented in the FY03 budget (natural gas: \$2,000; electricity: \$2,000).

The department request for this account (\$29,500) also includes cleaning supplies and paper goods (\$4,000), building maintenance funds (\$1,000) for plumbing, heating and other mechanical repairs, and a modest capital outlay (\$5,000) to address more significant building repairs and improvements necessary to properly maintain this public facility.

Town of Concord, Massachusetts

HUMAN SERVICES: Information Center	ACCT.# 38
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	0	0
Purchased Services	4,500	4,500	20,500	20,500	20,500
Supplies	0	0	4,000	4,000	4,000
Other Charges	0	0	0	0	0
Capital Outlay	0	10,000	0	5,000	5,000
TOTAL	<u>4,500</u>	<u>14,500</u>	<u>24,500</u>	<u>29,500</u>	<u>29,500</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	24,500	100.0%	29,500	100.0%	20.4%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY03 Budget		FY04 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

HUMAN SERVICES: Historical Commission

ACCT.# 39

The Historical Commission account has been moved to and combined with the budget of the Planning account (Account #5A). However, this account section has been included in order to identify prior budget funds and expenditure.

Town of Concord, Massachusetts

HUMAN SERVICES: Historical Commission

ACCT.# 39

EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Personal Services	0	0			
Purchased Services	3,223	3,045			
Supplies	175	1,006			
Other Charges	87	50			
Capital Outlay	0	0			
TOTAL	3,485	4,101	--	--	--

FUNDING PLAN

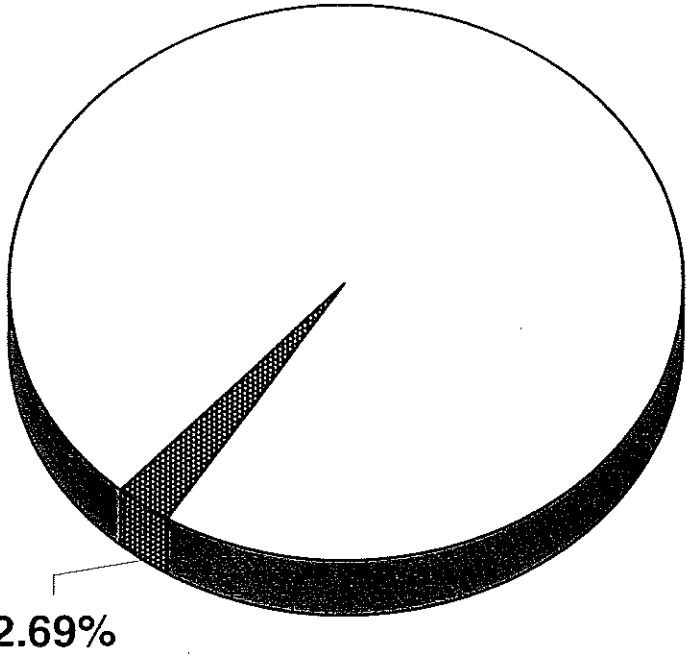
	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
General Fund	--	100.0%	--	100.0%	--

AUTHORIZED POSITIONS

Code	Position Title	Grade	FY03 Budget		FY04 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
			--	--	--	--

SUMMARY: Unclassified	ACCT. # 40-44A
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Unclassified Accounts as a Percent of Town Appropriation



Proposed Change in Unclassified Appropriations

<u>ACCOUNT NAME & NUMBER</u>	<u>PERCENT CHANGE</u>
40 Town Employee Benefits	0.0%
41 Reserve Fund	6.7%
42 Salary Reserve	-29.2%
43 Land Fund	--
44 Road Improvements	7.1%
44A Capital Projects	--

Town of Concord, Massachusetts

SUMMARY: Unclassified	ACCT. # 40-44A
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ACCOUNT SUMMARY

<u>ACCOUNT NAME & NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY03</u>	<u>FY04</u>	<u>FY03</u>	<u>FY04</u>
40 Town Employee Benefits	53,000	53,000	53,000	53,000
41 Reserve Fund	187,500	200,000	187,500	200,000
42 Salary Reserve	52,028 *	285,829	52,028 *	285,829
43 Land Fund	0	0	0	0
44 Road Improvements	1,216,959	1,026,959	70,000	75,000
44A Capital Projects	0	0	0	0
TOTAL	1,509,487	1,565,788	362,528	613,829

* Original appropriation \$403,500; balance of \$351,472 transferred to other accounts.

FUNDING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>% Change</u>
General Fund	362,528	613,829	69.3%
Light Fund	0	0	--
Water Fund	0	0	--
Sewer Fund	0	0	--
Solid Waste Disposal Fund	0	0	--
Parking Meter Fund	0	0	--
State Aid - Chapter 90	355,028	351,959	-0.9%
Borrowing	670,000	600,000	-10.4%
TOTAL	1,387,556	1,565,788	12.8%

UNCLASSIFIED: Town Employee Benefits

ACCT.# 40

Program Description

This account provides for various miscellaneous benefit costs arising from provisions of the Town's Personnel Bylaw and state statute. It is not possible to determine ahead of time specifically who will receive these benefits. Therefore, these items are aggregated into a single appropriation account.

The specific components of this budget are as follows:

Unused Sick Leave

This benefit is received upon retirement in accordance with collective bargaining agreements and the provisions of the Personnel Bylaw, Section 11.3. Action at the 1992 Annual Town Meeting restricted this payment to employees hired prior to July 1, 1992. For eligible employees terminating by reason of retirement, the maximum payoff is 62 days of pay (50% of a maximum 124 accumulated unused sick days). While the year to year expenditure is erratic, the budget is based on a five-year average adjusted for the rise in average wage levels over that time period.

The FY01 expenditure level required a Reserve Fund transfer of \$9,652. The "five-year average" calculation results in a requested FY04 budget of \$40,000.

Public Safety Medical Disability

Chapter 41, section 100B of the Mass. General Laws, accepted by Article 10 of the 1976 Annual Town Meeting, permits the Town to indemnify police officers and firefighters who are retired on accidental disability for medical expenses incurred during their retirement. Such expenses must be "the natural and proximate result of the disability for which the police officer or firefighter was retired." Normally, these expenses are items not reimbursable by the Town's Health insurance plans or co-insurance payments.

There are presently 17 retirees eligible for this benefit. The statute does not require the Town to make payments in excess of funds appropriated for the purpose, but our past practice suggests that we make every practical effort to cover eligible expenses.

As the number of beneficiaries has increased and as they have aged, costs for this benefit may tend to increase. It remains possible that substantial expenses could be claimed for reimbursement. At present, this account is projected to cover only expenses such as office visits and prescriptions.

Employee Assistance Program

The proposed budget funds an annual contract with an Employee Assistance Program. This agreement provides services such as orientation and training sessions, workshops to improve communication and team-building, and personal development seminars.

Town of Concord, Massachusetts

UNCLASSIFIED: Town Employee Benefits	ACCT.# 40
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EXPENDITURE DETAIL

	<u>FY01 Expend.</u>	<u>FY02 Expend.</u>	<u>FY03 Budget</u>	<u>FY04</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Unused Sick Leave	52,833	20,219	40,000	40,000	40,000
Public Safety Medical	3,209	1,938	6,000	6,000	6,000
Employee Assist. Prog.	6,110	6,110	7,000	7,000	7,000
TOTAL	62,152 *	28,267	53,000	53,000	53,000

* includes Reserve Fund transfer \$9,152

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	53,000	100.0%	53,000	100.0%	0.0%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

Program Description

The Reserve Fund is an appropriated contingency account that is allocated during the year by vote of the Finance Committee pursuant to petition of the Town departments. It is intended to meet "extraordinary or unforeseen expenditures."

While the Reserve Fund may be allocated for any Town purpose, it has not been used for Education operating budgets over the past decade (except through supplemental appropriations specifically earmarked by Town Meeting vote). This is because the Concord Public School Committee has the legal authority to transfer appropriations within the overall amount appropriated to it by Town Meeting. The Town Manager has no similar authority to make transfers among the 49 separate appropriation accounts that constitute the **Town Budget** Article to be voted by the 2003 Annual Town Meeting.

Requests from Town departments are first reviewed and approved by the Town Manager for transmittal to the Finance Committee.

Program Implementation

For a number of years prior to FY98, the Reserve Fund account total had been based upon the objective of maintaining a level equal to 1% of the **Town Government** budget article (recommended in this document at \$22,806,544 in accordance with the Finance Committee's Guidelines). Full restoration of this budgetary policy would require allocation of an additional \$28,000 to the Reserve Fund recommendation. Within the constraint of the Finance Committee Guideline, however, funding of this account at \$200,000 (an increase of \$12,500) is recommended.

A 1% budget margin for contingency remains a prudent objective. State law permits a Reserve Fund appropriation up to 5% of the prior year tax levy, a calculation which would allow a Reserve Fund of \$2,125,000!

The original FY02 appropriation was \$187,500. This was supplemented by a \$350,000 appropriation made at the 2002 Annual Town meeting as a FY02 budget amendment. This appropriation was earmarked for school department Special Education expenses. During the year ended June 30, 2002, the Finance Committee received requests involving five Town budget accounts and made transfers of \$84,400. Additionally, at the end of June 2002, the School Department requested a transfer of \$206,641 from the \$350,000 that had been earmarked for its purposes.

Performance Information

Actual FY02 transfers totaling \$84,400 to Town department budgets were as follows:

<u>Town Account</u>	<u>Amount</u>	<u>Purpose</u>
Street Lighting	\$ 2,000.00	Utility expenses
Elections & Registrars	14,000.00	Special elections of 5/14/02 and 6/19/02
Police/Fire Station	8,000.00	sitework and dispatch area renovations
Legal Services	50,000.00	cost of litigation matters
Hunt Recreation Center	10,400.00	fire alarm and telephone system damage due to lightning strike

The return of unexpended funds from all Town department appropriation accounts at June 30, 2002 totaled \$700,110.39 , consisting of:

- \$536,809 from FY02 initial appropriations;
- \$143,359 from the supplemental appropriation of \$350,000 that had been made to the Reserve Fund for special education costs at the K-8 Concord Public Schools; and
- \$19,942 from the release of prior year encumbrances.

Town of Concord, Massachusetts

UNCLASSIFIED: Reserve Fund	ACCT.# 41
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EXPENDITURE DETAIL

	<u>FY01 Expend.</u>	<u>FY02 Expend.</u>	<u>FY03 Budget</u>	<u>FY04</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Reserve Fund	291,670	291,041	187,500	200,000	200,000

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	187,500	100.0%	200,000	100.0%	6.7%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

UNCLASSIFIED: Salary Reserve

ACCT.# 42

Program Description

Funding for salary adjustments is appropriated to a single reserve account and then, pursuant to the authorization of Town Meeting, is transferred (after the July 1 start of the fiscal year) to the various operating accounts based upon actual requirements. In accordance with the Town Meeting vote, the Town Manager reports all transfers to both the Board of Selectmen and the Finance Committee. This procedure avoids the need to estimate salary adjustment amounts in each of the 23 separate accounts that include salary funds.

The FY04 recommendation is projected to be sufficient for a 2% adjustment to pay scales which will be incorporated into the *Classification and Compensation Plans* to be voted upon by the Town Meeting for Administrative-Clerical, Library, and Laborers. This account will also cover other salary related costs such as merit increases for Managerial & Professional Employees, collective bargaining agreements, reclassifications or proposed salary structure and compensation plan revisions.

Only known step and longevity increases scheduled for existing staff are included in the proposed departmental budgets. All other salary changes for FY04 are proposed for funding in this account.

Town of Concord, Massachusetts

UNCLASSIFIED: Salary Reserve	ACCT.# 42
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EXPENDITURE DETAIL

	FY01 <u>Expend.</u>	FY02 <u>Expend.</u>	FY03 <u>Budget</u>	FY04	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
<u>As of 12/12/02</u>					
Amount distributed to other accounts	350,000	368,048	351,472	--	--
Amount remaining in this account	0	0	52,028	--	--
Amount returned to revenue	<u>0</u>	<u>31,952</u>	<u>0</u>	--	--
Original Appropriation	350,000	400,000	403,500	300,000	285,829

FUNDING PLAN

	FY03 <u>Original Budget \$</u>	% of <u>Budget</u>	FY04 <u>Recomm.\$</u>	% of <u>Budget</u>	% Change <u>in Dollars</u>
General Fund	403,500	100.0%	285,829	100.0%	-29.2%

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY03 Budget		FY04 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

UNCLASSIFIED: Land Fund

ACCT.# 43

Program Description

The Land Fund was established by Town Meeting vote on April 7, 1986 (Article 12). The Bylaw states that the Fund receives:

1. Appropriations voted at any Annual or Special Town Meeting;
2. Interest income on any available cash balance in the fund;
3. Gifts from private sources.

This budget account shows the appropriations voted by the Town, supported either by the property tax levy or by transfer from the available fund balance. No appropriation is proposed for FY04. The balance of the fund as of June 30, 2002 is \$299,012, of which \$200,000 is restricted for affordable housing development purposes.

Program Implementation

The first use of the Land Fund was to acquire the Heywood Meadow (Lots 1&2) in 1986. This one-acre parcel was purchased at a total price of \$400,000, of which \$225,000 was raised from private donations and \$175,000 was raised by the issuance of town debt.. Heywood Meadow Lot #3 (0.75 acre) was acquired in 1995 at a price of \$250,000; \$125,000 was raised from private donations, \$35,000 was paid from the Land Fund balance, and \$90,000 was raised by the issuance of town debt.

Besides the Heywood Meadow lot acquisitions, the Land Fund has expended more than \$1.3 million since its creation for acquisitions totaling 57 acres including the following: Marshall land (3.69 acres off of Harrington Avenue -FY1987); EDCO land (4.22 acres on Barrett's Mill Road -FY1989); Sawmill Brook land (8 acres on Monument Street -FY1990); Unisys land (40 acres on White Pond to the Sudbury border -FY1992).

Expenditure Detail: The FY02 transfer from the Land Fund was voted under two Articles at the 2001 Town Meeting. Article 47 transferred \$25,000 for the use of the Housing Authority. This was combined with a \$50,000 appropriation made for the CHA at the 1999 Town Meeting for a CHA land acquisition reserve totaling \$75,000. These funds were utilized by the CHA in July 2002 to acquire from the state the land and dwelling at 365 Commonwealth Avenue. Article 49 of 2001 transferred \$20,000 for use in connection with the review of certain town-owned parcels with regard to their suitability for affordable housing development. These funds remain unused.

Performance Information

In addition to the Land Fund resources, the Town has allocated other tax and enterprise funds to land acquisition in recent years, amounting to an additional \$3.6 million and 195 acres in since 1987. In addition to Town funds, about \$3.4 million in private gifts and state grants has aided in these purchases.

The total FY04 debt service commitment for land acquisition purposes from all funds is projected at \$529,655 (\$145,365 excluded from the Levy Limit).

	<u>Original Issue</u>	<u>Issue Date</u>	<u>General Fund</u>	<u>Enterprises</u>
Forest Ridge Rd substation site	\$ 500,000	4/15/92		\$ 37,905
Nagog Pond watershed (Littleton)	440,000	4/15/94		26,275
Thoreau birthplace (Virginia Rd)	160,000	5/15/98	20,820	
Mattison Field (ORNAC)	1,410,000	5/15/98	145,365	
Hebb land (Lot B, Virginia Rd)	160,000	5/15/99	31,490	
Benson Land well site (Ball's Hill)	2,000,000	3/01/02		267,800
		TOTAL	\$197,675	\$ 331,980

Town of Concord, Massachusetts

UNCLASSIFIED: Land Fund	ACCT.# 43
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EXPENDITURE DETAIL

	FY01 Budget	FY02 Budget	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Transfer from Land Fund	0	45,000	0	0	0

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm.\$	% of Budget	% Change in Dollars
Land Fund	0	--	0	--	--

LAND FUND HISTORY

	ACTUAL					PROJECTED	
	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004
SOURCES:							
Beginning Balance	\$ 366,941	329,614	328,329	321,231	333,804	299,012	304,012
Tax Levy	0	0	0	0	0	0	0
Gifts	0	0	0	0	0	0	0
Interest earned	19,716	17,154	17,902	19,936	10,208	5,000	5,000
	\$ 386,657	346,768	346,231	341,167	344,012	304,012	309,012
USES:							
Debt service	\$ 0	0	0	0	0	0	0
Land purchase	0	0	0	0	0	0	0
Options	0	0	0	0	0	0	0
Appraisal, legal, surveying, etc.	57,043 (a)	18,439 (b)	25,000 (c)	7,363 (d)	45,000 (e)	0	0
	\$ 57,043	18,439	25,000	7,363	45,000	0	0
Ending Balance	\$ 329,614	328,329	321,231	333,804	299,012	304,012	304,012
<p>Notes:</p> <p>(a) Includes \$30,000 appropriated by Article 45 (1997 Town Meeting) for costs of planning, engineering, design and permitting of affordable housing on Virginia Road; includes \$10,000 appropriated by Article 37 (1998 Town Meeting) for Hebb land down payment.</p> <p>(b) Includes \$10,000 for Hebb land purchase (Art.37,1998); additional \$20,000 from gifts.</p> <p>(c) Appropriated for use of Concord Housing Authority for land acquisition (Art. 46, 1999 Town Meeting).</p> <p>(d) Includes \$1 appropriated by Article 34 (2000 Town Meeting) for 21 acres, lot B, Hebb Land on Virginia Road, acquired for conservation purposes.</p> <p>(e) Includes \$25,000 appropriated for use of Concord Housing Authority for land acquisition (Art. 47, 2001 Town Meeting); \$20,000 appropriated for purpose of evaluating several parcels of town-owned land with respect to potential for development of affordable housing (Art. 49, 2001 Town Meeting).</p>							

UNCLASSIFIED: Road Improvements

ACCT.# 44

Program Description

The Town of Concord's infrastructure includes just over 103 miles of public roads. Arterial roads, used to provide movement between collectors, other arterials, and major highways, comprise about 34% of the total mileage. Approximately 7% are functionally classified as collector roads, used primarily to connect local streets to other collector and arterial streets. The remaining 59% of the network consists of local streets.

Consistent with the 20-year Roads Program Plan, the annual funding level has totaled approximately \$1,000,000 annually since the mid-90s. In the past, half of this total was made up of state aid. Beginning in FY00, the annual state aid contribution for Concord from the Transportation Bond Bill (referred to as "Chapter 90 Aid") was cut by \$179,000 from its previous level of \$535,000. In FY03, the State reduced its Chapter 90 Aid by an additional \$177,000, but later restored it to the \$352,000 level. Funding for FY04 is authorized at the same level, but the current State fiscal crisis may defer some of this funding for an indefinite period.

Program Implementation

Concord Public Works has adopted a Pavement Management Strategy along with a 20-year Roads Program Plan that emphasizes adequate investment in road rehabilitation combined with preventive and routine maintenance. A key tool for enhancing pavement maintenance is the extensive use of crack-sealing (funded in Highway Maintenance, Account #21, at \$59,000 for FY04). This strategy, based on the recommended funding levels and guidance provided by pavement management software, maintains the integrity of the existing road structures while improving selected roads by means of reconstruction, cold plane/overlay, and chip sealing.

The Roads Program Plan stipulates that 25% of the pavement management database be updated each year. This software database contains detailed information on current roadway conditions. Based on a specified annual funding level, the software recommends repairs to those roads that will derive the most benefit from the repair while remaining within the budgetary constraint. The software projects both an individual street and overall network Pavement Condition Index (PCI) based on the recommended repairs. The software recommendations are then adjusted to reflect other considerations such as anticipated water main and electrical conduit projects.

The major project for 2002 was the reconstruction of Barnes Hill Road and Estabrook Road. This project also involved the replacement of two drainage culverts as well as the installation of drainage catch basins. Both roads underwent full depth pavement reclamation and were reopened to traffic prior to the start of the new school year. In addition to this reconstruction project, in late August it was decided that portions of the CMLP Main Street Undergrounding Project needed to be rebuilt as well due to the severity and extent of the utility work. Sections of Route 62 (Main Street) from Sudbury Road to Thoreau Street and from Wood Street to Route 2 were reclaimed and the binder course laid, again prior to the start of the school season. Final overlay in these sections is scheduled to be finished in the spring of 2003.

A new approach was instituted for the start of the Roads Program in 2002. The contractor who finished the 2001 program was brought back early in the year under its pre-existing contract, allowing many of the overlay streets to be paved well before July. These streets included Barrett's Mill Road in its entirety, Farmer's Cliff Road, Hildreth Lane and Indian Spring Road in their entirety, and Lowell Road from Hugh Cargill Road to Westford Road. These streets alone comprised 3.5 miles of the 6.5 total miles of road improvements in 2002. Other road work completed in 2002 included the repaving of Old Pickard Road, Sandy Pond Road from Route 2 to the Town line, and a small section of Route 62 in West Concord (from Old Stow Road to the Assabet River).

The 2003 Roads Program Plan will consist primarily of projects that have been previously deferred due to utility projects. Any remaining work will be based on the results of the pavement management program analysis, the CPW's Roads Team review, and final approved funding levels.

Town of Concord, Massachusetts

UNCLASSIFIED: Road Improvements	ACCT.# 44
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EXPENDITURE DETAIL

	<u>FY01 Expend.</u>	<u>FY02 Expend.</u>	<u>Revised FY03 Budget</u>	<u>FY04</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Road Improvements	896,932	1,087,542	1,216,959	1,026,959	1,026,959

FUNDING PLAN

	<u>FY03 Budget \$</u>	<u>% of Budget</u>	<u>FY04 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	70,000	5.8%	75,000	7.3%	7.1%
State Aid - Chapter 90	351,959	28.9%	351,959	34.3%	0.0%
Borrowing	795,000	65.3%	600,000	58.3%	-24.5%
	<u>1,216,959</u>	<u>100.0%</u>	<u>1,026,959</u>	<u>100.0%</u>	<u>-15.6%</u>

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY03 Budget</u>		<u>FY04 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

Performance Information

At the requested level of funding, the Pavement Management Software predicts that the current network PCI can be sustained. Reduced funding may result in a deterioration of road conditions and a lower PCI, resulting in higher future costs. Recent gains in the network PCI (see following table) may be lost if the roads program endures a sustained period of reduced funding.

The following table presents the improvements realized in the past four years as a result of the properly funded, pro-active approach to pavement management. As shown by the PCI network average, there has been a steady increase in the condition of roads during the recent past. With the current funding amounts, the PCI network average is expected to remain at this level.

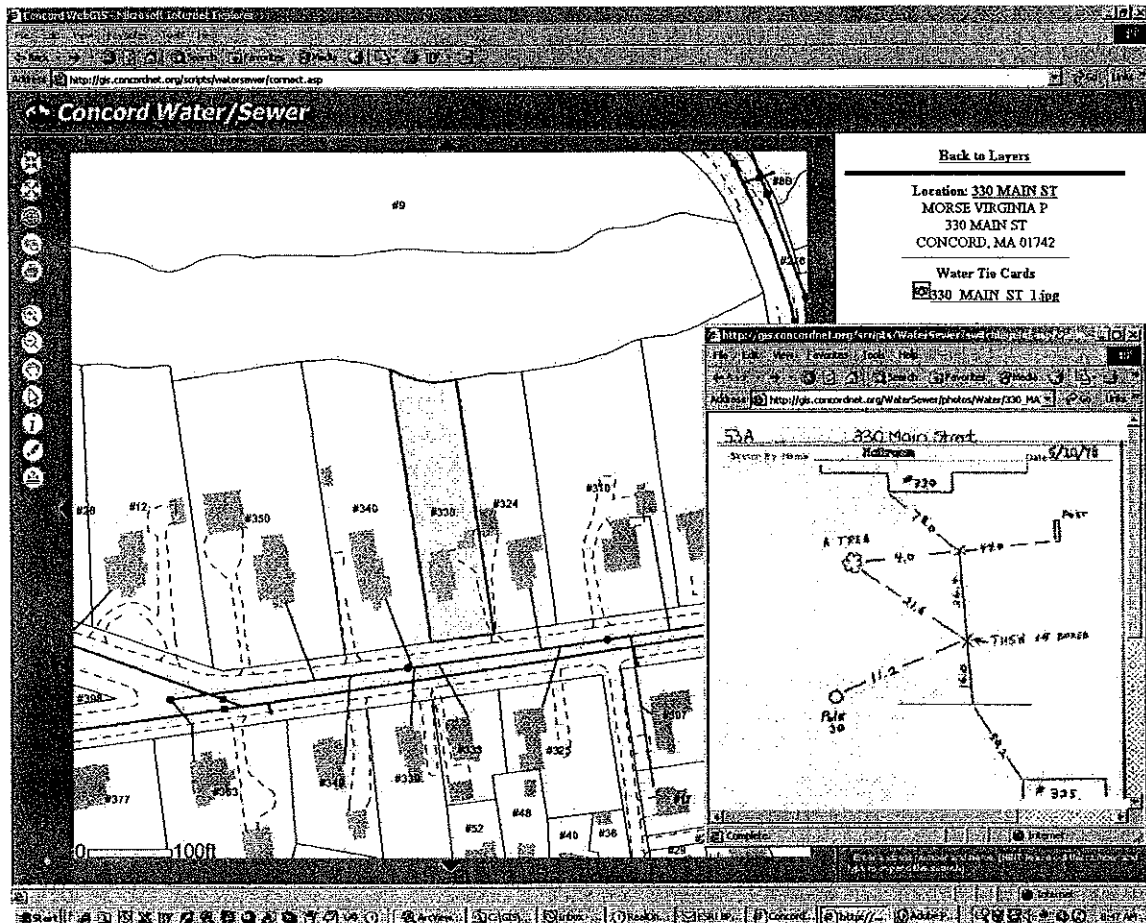
	<u>1997</u>	<u>1999</u>	<u>2001</u>	<u>2002</u>
<u>PCI Network Average</u>	74	79	80	80
<u>Recommended Repair</u>				
▪ Rehabilitation	20%	16%	16%	16%
▪ Overlay/Chipseal/Crackseal	40%	35%	47%	47%
▪ Routine Maintenance	20%	17%	10%	7%
▪ No Maintenance Required	20%	32%	27%	30%

The recent history of Road Program funding for Concord is shown below by source: General Fund, local borrowing authorization, and Chapter 90 state aid. Estimates beyond FY04 are not included for state funds since there is no way of estimating the funding amount, if any, which may be allocated in future years. Local funding from both the General Fund and borrowing authorizations is listed for FY96-FY07. Funds from these sources are based on Concord's Capital Improvement Program (CIP) for FY04-08. The Town Manager's recommendation for FY04 provides total Roads Program funding of approximately \$1,027,000 consisting of \$75,000 from the General Fund, \$600,000 in borrowing authorization and an estimated \$352,000 in state aid (representing a 1/3 reduction in Chapter 90 funding from pre-2000 levels). To maintain funding levels needed for proper road maintenance, the FY02, FY03 and FY04 recommendations have substantially increased the local share of funding to replace state cutbacks. This has meant deferral or elimination of funding for other capital needs.

Road Program Funding History & CIP Plan as of 1/1/2003
(000's omitted)

FY	General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
96	80	325	533	35841	938
97	50	385	535	36192	970
98	60	590	535	36897	1,185
99	60	475	535	37255	1,070
00	60	500	356	37610, 37965	916
01	60	480	357	38366, 383660	897
02	65	670	353	235065,253C067	1,088
03	70	795	352	3246067	1,217
04	75	600	352		1,027
05	80	650	Unknown		
06	80	700	"		
07	80	750	"		

Concord Water/Sewer WebGIS



Water/Sewer WebGIS is the latest addition to the Town of Concord's Geographic Information System.

This new member of the Concord WebGIS family was created to allow Concord Public Works Water/Sewer Division staff to get more out of the Town's investments in GIS technologies. Through an Intranet Web site it enables staff to obtain critical information about the water and/or sewer connections to properties providing them with the information they need to help service customers more efficiently.

UNCLASSIFIED: Capital Projects

ACCT.# 44A

Program Description

The adopted FY01 budget included an allocation of \$40,000 for costs associated with parking area improvement at Rideout Playground on Laws Brook Road.

This account is utilized for appropriations only when the scheduling of debt issuance would otherwise cause such debt-eligible capital project allocations to fall below the target level – 5% of the total budget

Town of Concord, Massachusetts

UNCLASSIFIED: Capital Projects	ACCT.# 44A
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EXPENDITURE DETAIL

	<u>FY01 Expend.</u>	<u>FY02 Expend.</u>	<u>FY03 Budget</u>	<u>FY04</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Capital Projects	40,000	0	0	0	0

FUNDING PLAN

	<u>FY02 Budget \$</u>	<u>% of Budget</u>	<u>FY03 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	0	100.0%	0	100.0%	--

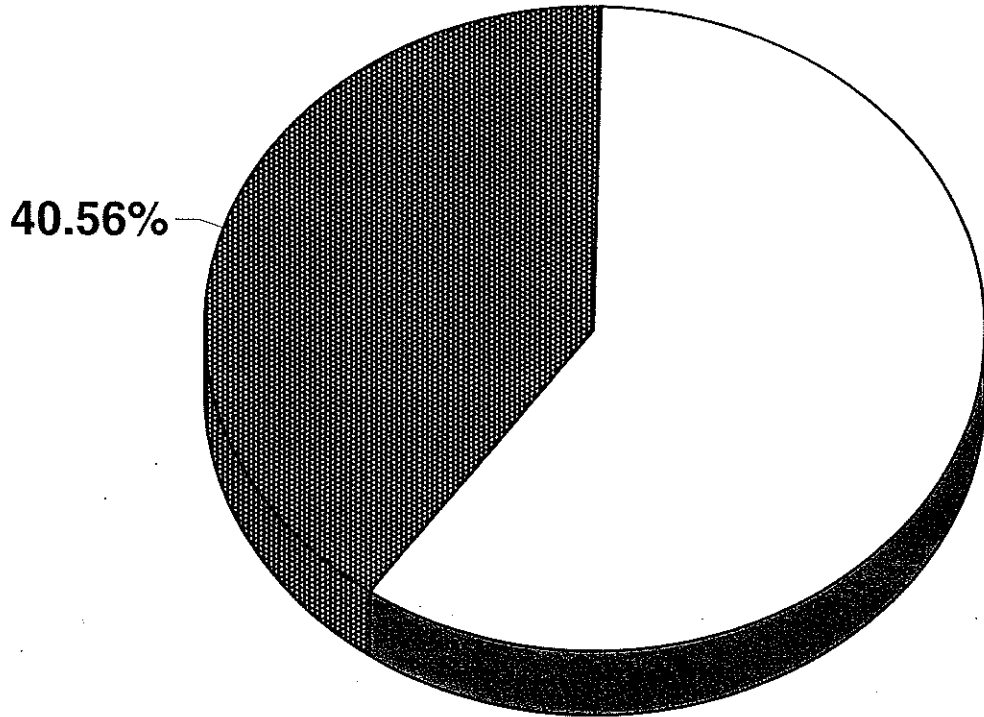
AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY02 Budget</u>		<u>FY03 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

Town of Concord, Massachusetts

SUMMARY: Joint (Town & CPS)	ACCT. # 44-49
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Joint (Town-CPS) Accounts as a Percent of Town Appropriation



Proposed Change in Joint (Town-CPS) Appropriations

<u>ACCOUNT NAME & NUMBER</u>	<u>PERCENT CHANGE</u>
45A Group Insurance	14.2%
45B Property & Liability Insurance	12.5%
46 Unemployment/Workers Compensation	0.0%
47 Retirement	2.8%
48 Social Security / Medicare	3.4%
49 Debt Service - within limit	4.2%
debt exclusion	382.5%

Town of Concord, Massachusetts

SUMMARY: Joint (Town-CPS)	ACCT. # 45-49
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ACCOUNT SUMMARY

<u>ACCOUNT NAME & NUMBER</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY03</u>	<u>FY04</u>	<u>FY03</u>	<u>FY04</u>
45A Group Insurance	2,349,315	2,678,000	2,171,450	2,480,000
45B Property & Liability Insurance	296,000	355,000	200,000	225,000
46 Unemployment & Workers Compensation	130,000	130,000	130,000	130,000
47 Retirement	2,348,827	2,414,586	2,050,000	2,107,400
48 Social Security / Medicare	498,000	517,000	423,550	438,000
49 Debt Service	<u>4,256,195</u>	<u>5,327,458</u>	<u>2,684,040</u>	<u>3,870,365</u>
TOTAL	9,878,337	11,422,044	7,659,040	9,250,765

FUNDING PLAN

	<u>FY03</u>	<u>FY04</u>	<u>% Change</u>
General Fund	7,659,040	9,250,765	20.8%
Light Fund	1,105,146	1,175,447	6.4%
Water Fund	855,926	770,514	-10.0%
Sewer Fund	104,496	25,618	-75.5%
Solid Waste Disposal Fund	800	800	0.0%
Parking Meter Fund	650	700	7.7%
Recreation Fund	56,279	68,200	21.2%
Various Sources	<u>96,000</u>	<u>130,000</u>	35.4%
TOTAL	9,878,337	11,422,044	15.6%

JOINT (TOWN-CPS): Group Insurance

ACCT.# 45A

Program Description

This budget provides for the Town's share of the cost of employee group insurance programs. It covers both Town government *and* Concord Public School employees. The Town offers health, dental and basic life insurance programs on a contributory basis. State law requires that the Town's contribution rate can be **no less than 50%**. This is the rate the town contributes for retirees, but the contribution rate for active employees is slightly higher depending on the plan option. Overall, the town contributes 55% of the cost for active employees. The Town also provides supplemental life insurance and a disability income protection plan on a group basis but, in accordance with state law, no Town contribution is paid for these programs.

The Town's group health insurance plan is provided through the ***Minuteman Nashoba Health Group (MNHG)***, a consortium of eleven towns, two regional school districts and a Special Education Collaborative. The group consists of: Concord, Carlisle, Ayer, Bolton, Boxborough, Harvard, Groton, Lancaster, Pepperell, Stow, Tyngsboro, the Concord-Carlisle Regional School District, the Lincoln-Sudbury Regional School District, and the Concord Area Special Education Collaborative. As of December, 2002, the MNHG Group covered 1,022 individuals, 1,199 families and 597 retirees.

Dental and basic life insurance, as well as the non-contributory programs of supplemental life insurance and disability income protection, are contracted jointly with the Concord-Carlisle Regional School District and provided to all eligible town, CPS and CCRSD employees

Program Implementation

The objective in forming the ***Minuteman Nashoba Health Group*** in 1990 was to realize the purchasing benefits and actuarial soundness of a larger group, and thus to rein in expected future cost increases. The present program was put into place on July 1, 1993. The group offers the Harvard Pilgrim Health Plan, two optional plans through the Tufts Health Plan, the Fallon Plan and an out-of-area plan for retirees living outside of the Tufts and Harvard Health Plan service areas (administered by Harvard Pilgrim). A Medicare supplement plan (administered by Tufts) and several HMO Senior Plans are offered to eligible retirees. Those retirees who are not Medicare-eligible can continue in one of the other group plans, in accordance with state law.

The Fallon Health Plan is funded on a premium basis; the other components of the MNHG program are self-funded and protected by reinsurance. The Concord Treasurer's Office serves as treasurer for the group, which had revenues of \$14.5 million in its fiscal year ended May 31, 2002. The MNHG ended that fiscal year with an audited net asset position of \$679,337. The MNHG offerings maintain a range of health care options for more than 2,800 active and retired employees.

From FY90 through FY93, a three-year span, group health insurance costs rose 50%. From the FY93 budget through the FY99 budget, group health insurance costs rose just 2%. However, escalating claim and prescription drug costs saw expenses rise 10% in FY00, 21% in FY01, and 19% in FY02. The budget for FY04 is 58% higher than actual expenditures of FY01. Despite this sharp increase, the MNHG rates remain lower than for many other area public jurisdictions. Boxborough, Bolton and Lancaster have joined the MNHG in the recent past and other neighboring towns are expressing renewed interest in the group.

Of Concord's total FY02 Group Health Insurance expense of \$1,830,000, \$434,000 or 24% was for retiree coverage. This component alone has increased by 71% in just three years (from FY99). The Town plans to undertake a valuation study of post-retirement health insurance costs.

Town of Concord, Massachusetts

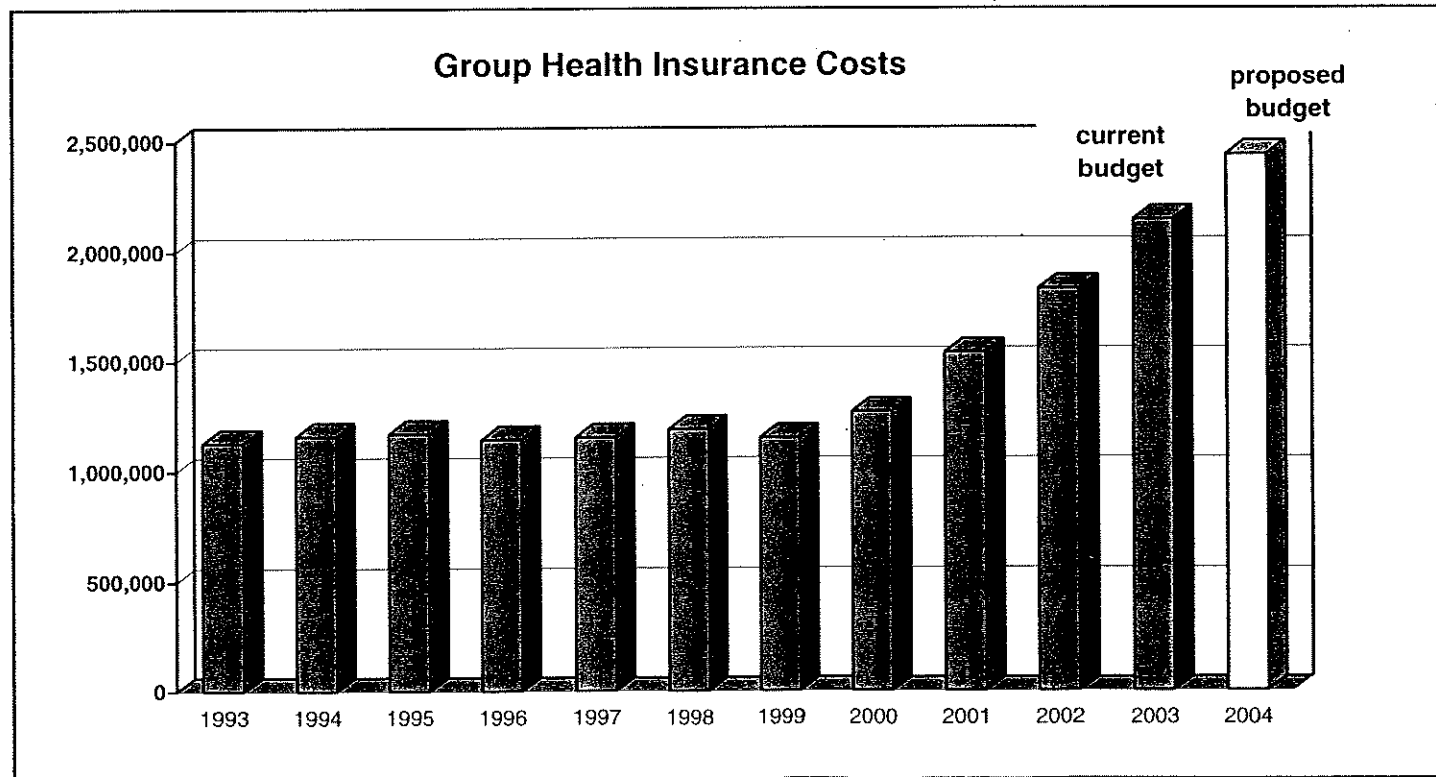
JOINT (TOWN-CPS): Group Insurance	ACCT.# 45A
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Health Insurance	1,537,976	1,829,922	2,142,815	2,436,500	2,436,500
Life Insurance	19,797	19,910	22,000	24,000	24,000
Dental Insurance	156,320	170,934	183,000	216,000	216,000
Other Prof. Svcs.	2,400	1,200	1,500	1,500	1,500
Transfer to:					
Insurance Reserve Fund	0	0	--	--	--
TOTAL	1,716,493	2,021,966	2,349,315	2,678,000	2,678,000

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm. \$	% of Budget	% Change in Dollars
General Fund	2,171,450	92.5%	2,480,000	92.7%	14.2%
Light Fund	108,800	4.6%	110,000	4.1%	1.1%
Water Fund	42,581	1.8%	46,000	1.7%	8.0%
Sewer Fund	10,405	0.4%	14,000	0.5%	34.6%
Recreation Fund	16,079	0.7%	28,000	1.0%	74.1%
	2,349,315	100.0%	2,678,000	100.0%	14.0%



Program Description

This account funds property insurance coverage for all Town-owned buildings and contents, vehicles, boilers and machinery; liability coverage for Town officials; and special risk coverage for police and fire personnel. Insurance policies cover the Concord Public Schools, the Concord-Carlisle Regional High School, 51 Walden Street (Friends of the Performing Arts in Concord - "FOPAC"), the Emerson Building ("Emerson Umbrella"), and all properties of Town departments including assets of the Town enterprises (Light, Water, Sewer).

Program Implementation

The Town purchases blanket insurance coverage for all municipal and school buildings (with a current direct damage blanket limit of \$75 million) and over 200 vehicles of all kinds, from police cars to school buses to backhoes, against damage or loss. Coverage also includes any construction projects that are undertaken during the year.

The Town is advised by an insurance consulting firm on an as-needed basis in order to guarantee the Town meets all insurance requirements and is able to respond to fluctuating market changes. The insurance program is managed by the Assistant Town Manager.

Property and Liability insurance is currently purchased through the Metrogard Municipal and Public School Program. Although the program was recently bid in 2000, fluctuating insurance market conditions indicated that it was advisable to re-bid the program in 2002. While many towns experienced property and liability premium increases in the past year upwards of 50%, competitive bidding between the two major Massachusetts programs (MIIA and Metrogard) allowed for a more moderate 10.95% increase over the prior year's premium. The revised Metrogard program provides essentially the same coverage as the previous insurance package, but with a revised and strengthened assembly of insurance carriers.

In general, it remains accurate that premium rates in the marketplace have been rising and coverage restrictions have been expanding.

The proposed budget increases the General Fund appropriation by \$25,000 in light of this uncertainty.

The FY04 premium budget is distributed, based upon building and vehicle ownership, as follows:

General Fund	\$ 200,000	60.6%
Concord Public Schools	23,100	7.0%
Concord-Carlisle High School	39,600	12.0%
<u>Enterprises:</u>		
Water	19,800	6.0%
Sewer	7,900	2.4%
Light	33,000	10.0%
<u>all other:</u>		
Fopac, Umbrella	6,600	2.0%
	<u>\$ 330,000</u>	

Town of Concord, Massachusetts

JOINT (TOWN-CPS): Property & Liability Insurance	ACCT.# 45B
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Insurance Premiums	190,146	206,700	266,000	330,000	330,000
Damages to Person & Property	23,826	2,031	5,000	5,000	5,000
Insurance Advisor	5,303	15,796	25,000	20,000	20,000
Transfer to: Insurance Reserve Fund	66,828	0	--	--	--
TOTAL	286,103	224,527	296,000	355,000	355,000

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm. \$	% of Budget	% Change in Dollars
General Fund	200,000	67.6%	225,000	63.4%	12.5%
Other Sources -	96,000	32.4%	130,000	36.6%	35.4%
Schools (CPS,CCRHS)					
Enterprises (Light,Water,Sewer)					
Lessees (FOPAC and Emerson Umbrella)					
	296,000	100.0%	355,000	100.0%	19.9%

Insurance Premium Detail

Type of Coverage	FY01 Gross Actual	FY02 Gross Actual	FY03 Gross Budget	FY04 Gross Budget	FY04 Town Share
Automobile	85,977	86,957	115,700	115,700	51,500
Public Officials Liability	4,996	5,655	6,100	7,500	7,500
Prop./Genl.Liab.Pckg.	73,804	73,067	103,000	156,300	109,500
Boiler & Machinery	5,092	5,092	6,800	8,500	4,000
Excess Umbrella Liab.	16,551	33,579	29,300	36,000	21,500
School Leaders Liab.	2,599	1,223	3,500	4,000	4,000
Bonds	1,127	1,127	1,600	2,000	2,000
TOTAL	190,146	206,700	266,000	330,000	200,000

Program Description

Unemployment Compensation:

This account covers the cost of claims for both Town and School (K-8) personnel involving layoff from service, layoff from subsequent employment, resignation due to relocation of a spouse's job, and underemployment (being available for full-time work, even if the position is part-time). The Town has chosen the "reimbursement method," which means that it pays for actual claims incurred rather than a tax on total payroll. Claims cost estimated for FY04 in relation to total projected payroll of about \$31.6 million is approximately one-tenth of one percent.

The budget recommendation anticipates no substantial change in claims experience.

The weekly benefit rate is the average weekly wage for the two highest quarters in the claimant's past year ("base period") of employment, subject to a maximum of \$512 (with \$25 per dependent added). The claimant is then eligible for a total benefit which is the **lesser** of:

(a) 30 times the weekly benefit

or

(b) 36% of the base period wages.

Workers' Compensation:

This account covers medical expenses for Town and School employees injured on the job. Salary continuation costs are charged to each department's budget. The Town and School departments carry out continual activities to focus on employee safety. Our cost experience over the years has been highly favorable. The School Department (for CPS employee coverage only, not CCRSD) and the Town administration have jointly retained consulting services, claims administration services and stop loss reinsurance coverage.

"Stop Loss" coverage with an insured ceiling of \$2 million per year, a specific retention level of \$350,000 per accident and an aggregate retained loss of \$503,400 per year has been acquired. This coverage is substantially reduced from the coverage that had been in place with a now-defunct Pennsylvania insurer. However, the premium is also reduced

Program Implementation

Enterprise Funds and Special Revenue Funds with significant staffing costs are charged directly for costs pertaining to employees of those departments (water, sewer, solid waste disposal, electric, and recreation).

Unemployment Compensation administration is managed through the Town Finance Department. This includes preparation and filing of statements of earnings (required to be submitted to the state Department of Employment Security within ten days of notification of a claim) and filing appeals of erroneous or questioned claims for both town department and CPS employees.

Workers Compensation administration for town and CPS employees is managed through the Town Personnel Department. Claims case management and medical expense/benefit processing is carried out by a private firm contracted by the Town.

Town of Concord, Massachusetts

JOINT (TOWN-CPS): Unemployment & Workers' Compensation	ACCT.# 46
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Unemployment Comp.	12,971	10,814	30,000	45,000	45,000
Workers' Compensation:					
• admin. services	11,250	9,000	13,000	13,000	13,000
• reinsurance/stoploss	26,299	23,225	37,000	22,000	22,000
• medical expenses	39,426	21,575	50,000	50,000	50,000
• other	6,344	1,312	0	0	0
	<u>83,318</u>	<u>55,112</u>	<u>100,000</u>	<u>85,000</u>	<u>85,000</u>
TOTAL	96,289	65,926	130,000	130,000	130,000

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm. \$	% of Budget	% Change in Dollars
General Fund	130,000	100.0%	130,000	100.0%	0.0%

Performance Highlights

<u>Unemployment Compensation</u>			
<u>Beneficiaries</u>	<u>Town *</u>	<u>School (CPS)</u>	
FY1993	3	3	<i>For FY02, School (CPS) employees represented 27% of unemployment compensation costs and 35% of workers' compensation medical costs.</i>
FY1994	7	0	
FY1995	4	7	
FY1996	0	3	
FY1997	3	3	
FY1998	3	1	
FY1999	2	3	
FY2000	5	5	
FY2001	1	3	
FY2002	1	3	

* not including enterprises (Water, Sewer, Light)

Program Description

The Town administers a contributory retirement system established under Massachusetts General Laws, Chapter 32, that is partially funded by employee contributions. Employer groups covered by the System include the Town of Concord (including the Concord Public School Department, **CPS**), the Concord-Carlisle Regional School District (**CCRS**D) and the Concord Housing Authority (**CHA**). The Retirement System covers substantially all municipal employees working at least 25 hours per week, except for teaching personnel (who are members of the State Teachers Retirement System, a single statewide system for which the employer cost is covered by the state budget).

Program Implementation

106 Local Retirement Boards operate under the rules of MGL Chapter 32. Most smaller towns are members of a County Retirement System. The Concord Retirement Board is a five-member body consisting of the Town Accountant, two elected members, one appointee of the Board of Selectmen and one member appointed by the other four. The system is administered through the Town's Finance Department; the Town Treasurer is custodian of the System's assets.

The System is "unfunded" in that, since its inception in 1937 until 1992, the employer contribution had been related solely to current pension payments. A "funded" system would require that, upon retirement, assets had been accumulated on behalf of each member sufficient to meet pension obligations for the projected life of the beneficiary. The "Unfunded Liability" of a system is a measure of the shortfall between projected actuarial obligations and accumulated assets. Current taxpayers are thus paying not only for the accumulating future benefits payable to current employees upon their retirement, but also, to the extent a pension system is not "fully funded," for benefits to persons already retired. A pension system can be fully funded at one point in time and then be underfunded later even while making required funding plan payments, if the investment yield falls below the actuarial projection. Concord's assumed annual investment yield for the purpose of calculating its future obligations is 8%.

Recognizing the adverse fiscal implications of a funding shortfall, the Town of Concord commenced in 1978 a program of funding its accumulated past service liability. At January 1, 1993, assets amounting to \$5,492,405 were transferred from this special "Pension Reserve" fund to the Retirement System in connection with the formal adoption of a twenty-year funding plan to amortize the remaining unfunded liability.

The actuarial valuation of January 1, 2002 reported pension benefit obligations as follows:

	at 1/1/00	at 1/1/02	% change (2 yrs)
Obligations (AAL)	\$59,719,767	\$67,762,944	+13.5%
Assets (AVA)	\$56,250,722	\$56,748,473	+ 0.9%
Unfunded Obligation	\$ 3,469,045	\$11,014,471	
Funded Ratio	94.2%	83.7%	

Plan obligations include the impact of acceptance by the 1998 Town Meeting of a state law governing cost of living adjustments (COLA) to retirees. The COLA statute provided for a pension increase equal to the social security percentage increase each year or 3%, whichever is less, on the first \$12,000 of annual pension payment. The 1999 State Legislature enacted a further revision, permitting the granting of a full 3% COLA adjustment on the first \$12,000 (a maximum adjustment of \$360 per year) without regard to whether the social security adjustment was lower than 3%. This revision was accepted by a 2000 Town Meeting vote. The Concord Retirement Board's Funding Plan assumes a 3% annual COLA in perpetuity. If, however, the \$12,000 base for COLA adjustments is raised, the Funding Plan could be affected significantly.

In addition to the system's assets shown above, the Town continues to maintain a Pension Reserve Fund that had a market value of \$2,438,755 on January 1, 2003.

Town of Concord, Massachusetts

JOINT (TOWN-CPS): Retirement	ACCT.# 47
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Contributory Retirement	2,208,052	1,987,750	2,253,178	2,299,821	2,299,821
Non-Contrib. Retirement	2,217	2,217	2,250	2,250	2,250
To: Pension Reserve	263,742	435,621	93,399	112,515	112,515
TOTAL	2,474,011	2,425,588	2,348,827	2,414,586	2,414,586

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm. \$	% of Budget	% Change in Dollars
General Fund	2,050,000	87.4%	2,107,400	87.4%	2.8%
Light Fund	258,371	11.0%	265,597	11.0%	2.8%
Water Fund	32,365	1.4%	33,271	1.4%	2.8%
Sewer Fund	8,091	0.3%	8,318	0.3%	2.8%
	<u>2,348,827</u>	<u>100.1%</u>	<u>2,414,586</u>	<u>100.1%</u>	<u>2.8%</u>

Performance Highlights

Restatement to Actuarial Accrued Liability Method: (amounts in thousands)

Date of Actuarial Valuation and Data Provided	(1) Net Assets Available for Plan Benefits	(2) Actuarial Accrued Liability	(3) Percentage Funded (1)÷(2)	(4) Unfunded Actuarial Accrued Liability (2)-(1)	(5) Unfunded Actuarial Accrued Liability as a Percentage of Annual Covered Payroll	(4)÷(5)
January 1, 1992	\$16,056	\$33,459	48.0%	17,403	10,541	165%
January 1, 1994	27,603	38,207	72.2%	10,604	11,011	96%
January 1, 1996	33,678	42,701	78.9%	9,023	11,655	77%
January 1, 1998	43,221	51,392	84.1%	8,171	13,676	60%
January 1, 2000	56,251	59,720	94.2%	3,469	14,807	23%
January 1, 2002	56,748	67,763	83.7%	11,014	16,776	66%

Source: Watson Wyatt Worldwide through January 1, 1996.
Stone Consulting, Inc. since January 1, 1998.

JOINT (TOWN-CPS): Retirement

ACCT.# 47

The Pension Fund contribution required from the employers for FY04, as set forth by the revised 11-year Funding Schedule of the Jan. 1, 2002 Actuarial Valuation, is \$2,728,786. The **Cost of Benefits** required by PERAC (the **Public Employee Retirement Administration Commission**, an agency of the Commonwealth) to be funded in FY04 is \$3,273,875. This difference of \$545,089 may be taken from the **Retirement System's Pension Reserve Fund** ("PRF," different from the Town's Pension Reserve Fund, shown in the accompanying Expenditure Detail).

As a consequence of an investment return for calendar years 2000 and 2001 that was significantly below the 8% plan assumption, the actuarial valuation at January 1, 2002 reflected a significant deterioration in the system's "funded" position. This required a lengthening (from 3 years to 11 years) of the schedule to reach fully funded status.

The Pension Fund is the portion of the System's total assets from which the employer share of retirement allowance is payable (the employee contributions are held in the Annuity Fund). The expense budget of the Retirement Board - which covers support services provided by the Town Accountant and Town Treasurer, investment management fees, consultant fees (including the Actuary), and legal expenses - is charged directly against the system's earnings, in accordance with state law. FY01-03 costs and projected FY04 costs are:

	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
<i>Pension Fund</i>	\$2,761,360	\$ 2,876,567	\$ 3,051,485	\$3,273,875
<i>less PRF transfer</i>	<u>180,555</u>	<u>360,364</u>	<u>375,625</u>	<u>545,089</u>
<i>Net funding, all employers:</i>	\$2,580,805	\$2,516,203	\$2,654,545	\$2,728,786

Net funding is apportioned among the employer groups in accordance with the share of annualized covered payroll as of the preceding September 30th (in accordance with state law). The shares for FY04 will be:

	<u>FY03</u>	<u>FY04 shares</u>
Town (including CPS)	84.88%	84.28%
CCRSB	13.94%	14.51%
Housing Authority	1.18%	1.21%

This budget proposes to meet the Town share of \$2,299,821 by allocating \$2,105,150 from the General Fund (up 2.8%) and \$194,671 from charges made to the Town's enterprise funds. The remainder of the General Fund appropriation, \$2,250, will pay the cost of non-contributory pensions (an assessment from the Town of Brookline).

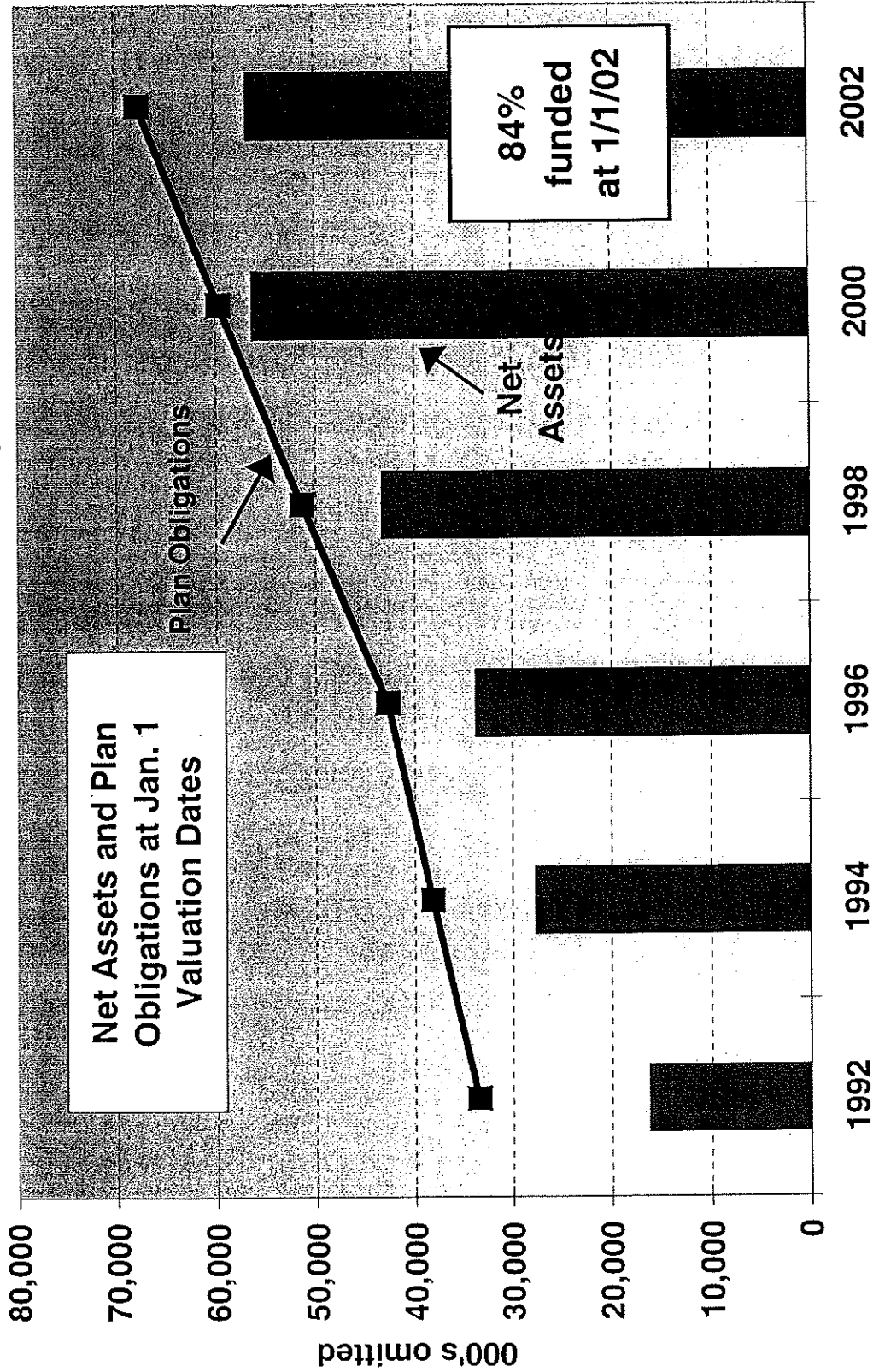
Performance Information

The Retirement System operates on a calendar year fiscal period. For the year ended December 31, 2001, system receipts of \$3.9 million were derived as follows:

Employee contributions	38.3 %
Employer contributions	66.0 %
Commonwealth (COLA)	5.6 %
Investment earnings & gains	(9.9)%

For the five-year period 1997-2001, the Concord Retirement System's investment performance showed an annualized return of 8.40%. Concord's funded ratio of 83.7% at January 1, 2002 was the sixth highest of any city, town, or county Board reported in PERAC's 2001 Annual Report, among those based on a January 1, 2002 valuation date (behind Cambridge, Lexington, Marblehead, Norwood, Wellesley and Worcester).

Concord Retirement System - Funding Progress
based on actuarial accrued liability method



Program Description

Medicare Tax:

Federal legislation enacted in 1986 extended mandatory Medicare coverage to employees of state and local governments who were hired on or after April 1, 1986. Covered employees are required to pay withholding tax of 1.45% on regular earnings, matched by an equal 1.45% from the employer. This budget covers the employer share for both the Town and CPS employees. The escalating cost is related directly to the rate of employee turnover. Since inception of this tax, the covered percentage of the gross payroll has risen to 69% in FY02 and is projected to be 76% in FY04 (see chart, following page).

Federal legislation requiring universal Medicare coverage regardless of hire date remains a possibility. Such legislation would add \$120,000 to FY04 projected expense (\$108,000 from the General Fund) and about \$25,000 to the Town's share of the CCRSD assessment.

Social Security Tax:

Pursuant to legislation enacted by Congress in 1990 and effective July 1, 1991, town and CPS non-certified employees who are not members of the Town's retirement system are required to be covered by Social Security. The Town and the employee each pay the Social Security tax of 6.2%. Membership in the Town's retirement system requires a minimum 25-hour per week permanent position. Thus, the Social Security legislation covers most part-time employees. Departments placing particular emphasis on part-time employment include: Recreation, Library, Concord Public Schools. Employees required to pay the Social Security tax also lose exemption from the Medicare tax even if initially hired by the Town prior to April 1, 1986.

Performance Information

<i>Medicare Tax</i>							est.	est.
		FY98	FY99	FY00	FY01	FY02	FY03	FY04
% of payroll covered:								
	Town	60%	64%	66%	68%	70%	73%	76%
	CPS	61%	63%	66%	68%	69%	73%	76%
% of expense:								
	Town	48%	48%	47%	47%	47%	48%	48%
	CPS	52%	52%	52%	53%	53%	52%	52%

Social Security Tax

Projected allocation (FY04)		
	Town - General Fund	27%
	Recreation	22%
	CPS	44%
	Other	7%

Town of Concord, Massachusetts

JOINT (TOWN-CPS): Social Security/Medicare	ACCT.# 48
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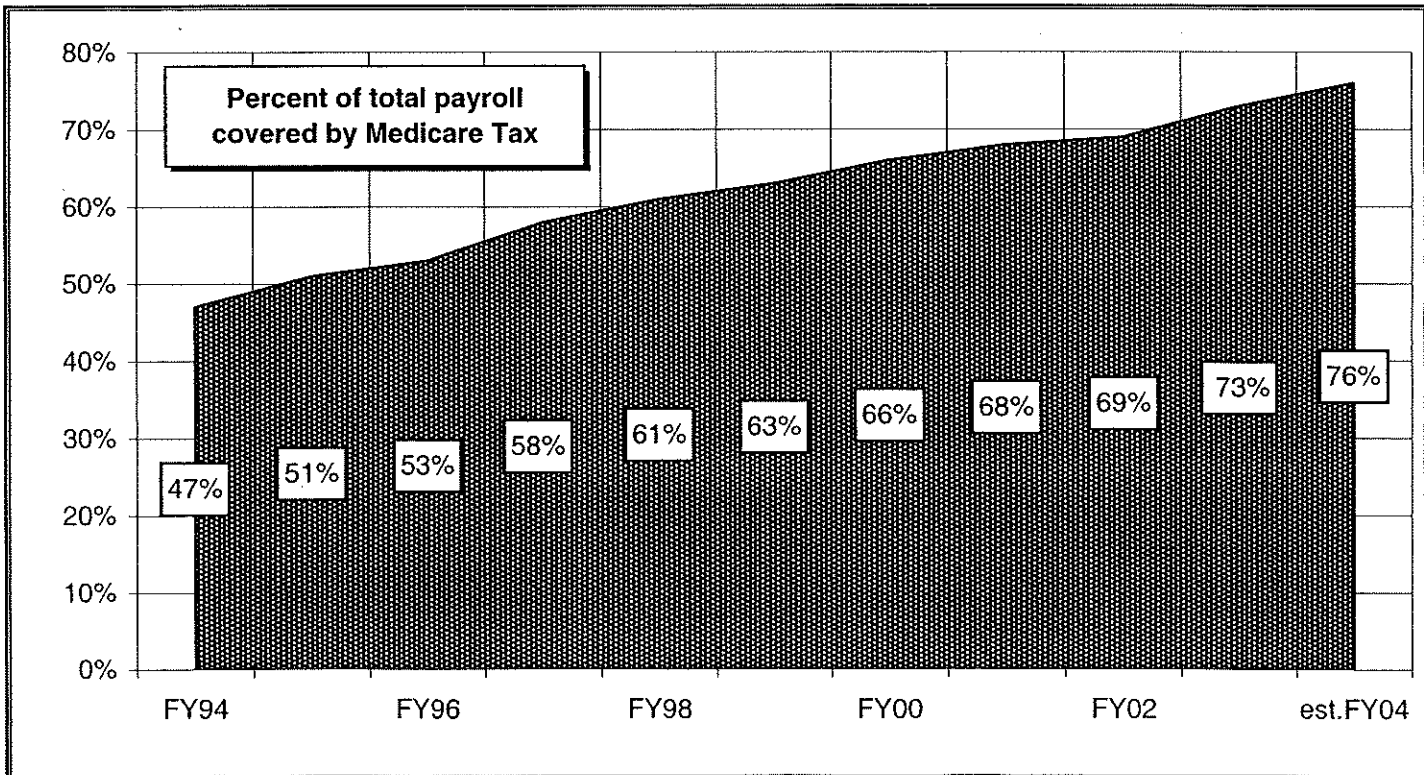
EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Budget	FY04	
				Dept. Request	Manager Recommends
Medicare Tax	272,806	303,517	358,000	369,000	369,000
Social Security Tax	126,882	130,777	140,000	148,000	148,000
TOTAL	399,688	434,294	498,000	517,000	517,000

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm. \$	% of Budget	% Change in Dollars
General Fund	423,550	85.0%	438,000	84.7%	3.4%
Light Fund	19,000	3.8%	22,000	4.3%	15.8%
Water fund	10,500	2.1%	12,000	2.3%	14.3%
Sewer Fund	3,300	0.7%	3,300	0.6%	0.0%
Recreation Fund	40,200	8.1%	40,200	7.8%	0.0%
Solid Waste Fund	800	0.2%	800	0.2%	0.0%
Parking Meter Fund	650	0.1%	700	0.1%	7.7%
	498,000	100.0%	517,000	100.0%	3.8%

Performance Information



Program Description

This budget provides for principal and interest repayment on the Town's long-term debt, short-term note interest for cash flow and construction financing needs, and costs associated with debt issuance. All debt is issued as "General Obligation" based on the full faith and credit of the Town, but debt issued on behalf of the Town's enterprises (Water, Sewer, Light) is supported fully by the respective enterprise revenue. On occasion, Special Revenue Funds may also be utilized to support debt service.

Capital financing and debt management policy for **debt supported by property taxation within the levy limit** is subject to the following guidelines:

- The total budget allocation for capital needs should be in the range of 7-8%;
- One-third of capital needs should be met from current resources; the cost of borrowing (principal and interest repayment, together with related issuance costs and short-term interest expense) should not exceed approximately 5% of the current resource budget;
- A rapid debt repayment schedule should be maintained for tax-supported debt, with a goal of 65% repayment within five years and 90% repayment within ten years.

These guidelines serve several important purposes:

- Capital needs are not "squeezed out" of the budget by the demands of current operations;
- The appetite for meeting capital needs through potentially excessive borrowing is controlled;
- Rapid repayment schedules hold down the amount of debt service dollars expended in the form of interest costs, and new capacity is continually made available, enabling newly recognized capital needs to be addressed.

Debt supported outside of the levy limit, through a "debt exclusion", would be above the base 7-8% allocation and might be structured for a longer repayment depending on the nature of the project. Revenue-supported debt (water, sewer, light) is subject to different guidelines which relate to the useful life of the project and the current interest rate environment. Generally, debt issued for longer periods bears a higher interest rate.

Program Implementation

The FY04 recommended budget is based upon outstanding debt scheduled for repayment between July 1, 2003 and June 30, 2004 (\$3,353,301 principal and interest) with an additional amount incorporated for the first-year debt service on a new issuance of \$5,715,000 scheduled for sale on February 19, 2003 (estimated first year \$1,593,600 principal and interest, based on an expected coupon rate of 4%).

Performance Information

In February 2002, Moody's Investors Service reaffirmed the Town's credit rating of Aaa, its highest rating category. Concord is one of eleven Massachusetts municipalities to hold this rating, which it has maintained since November 1987.

Projected Debt level at June 30, 2003:

	Amount	Per Capita	% of Assessed Value
Tax supported, municipal - within limit	\$ 4,593,000	\$ 270	0.10%
Tax supported, School – within limit	2,962,000	174	0.07%
Tax supported -debt exclusion	3,465,000	204	0.08%
Electric	4,600,000	271	0.10%
Water	<u>2,985,000</u>	<u>176</u>	<u>0.07%</u>
Total long-term debt	\$ 18,605,000	\$ 1,095	0.42%

Town of Concord, Massachusetts

JOINT (TOWN-CPS): Debt Service	ACCT.# 49
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EXPENDITURE DETAIL

	FY01 Expend.	FY02 Expend.	FY03 Revised Budget	FY04	
				Dept. Request	Manager Recommends
LONG-TERM DEBT:					
Town - Principal	1,081,500	929,000	1,243,000	1,243,000	1,243,000
- Interest	225,878	175,476	203,950	189,961	189,961
Subtotal	<u>1,307,378</u>	<u>1,104,476</u>	<u>1,446,950</u>	<u>1,432,961</u>	<u>1,432,961</u>
School - Principal	560,500	606,000	732,000	807,000	807,000
- Interest	156,949	131,123	108,826	129,482	129,482
Subtotal	<u>717,449</u>	<u>737,123</u>	<u>840,826</u>	<u>936,482</u>	<u>936,482</u>
Total within levy limit	2,024,827	1,841,599	2,287,776	2,369,443	2,369,443
Debt Exclusion - Principal	140,000	140,000	125,000	1,032,000	1,032,000
- Interest	46,628	41,028	35,428	88,365	88,365
	<u>186,628</u>	<u>181,028</u>	<u>160,428</u>	<u>1,120,365</u>	<u>1,120,365</u>
Utilities - Principal	1,208,000	1,215,000	1,195,000	1,120,000	1,120,000
- Interest	408,196	349,355	371,155	337,093	337,093
Subtotal	<u>1,616,196</u>	<u>1,564,355</u>	<u>1,566,155</u>	<u>1,457,093</u>	<u>1,457,093</u>
Other Revenue - Principal	50,000	0	0	0	0
- Interest	2,175	494	0	0	0
Subtotal	<u>52,175</u>	<u>494</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL LT DEBT	3,879,826	3,587,476	4,014,359	4,946,901	4,946,901
BAN Interest	40,346	224,306	72,224	80,557	80,557
BAN interest-debt exclusion	0	181,358	123,612	250,000	250,000
Issuance Costs/Admin.	19,049	38,480	46,000	50,000	50,000
TOTAL	<u>3,939,221</u>	<u>4,031,620</u>	<u>4,256,195</u>	<u>5,327,458</u>	<u>5,327,458</u>

FUNDING PLAN

	FY03 Budget \$	% of Budget	FY04 Recomm. \$	% of Budget	% Change in Dollars
General Fund - within limit	2,400,000	56.4%	2,500,000	47.0%	4.2%
- debt exclusion	284,040	6.7%	1,370,365	25.7%	382.5%
Light Fund	718,975	16.9%	777,850	14.6%	8.2%
Water Fund	770,480	18.1%	679,243	12.7%	-11.8%
Sewer Fund	82,700	1.9%	0	0.0%	-100.0%
	<u>4,256,195</u>	100.0%	<u>5,327,458</u>	100.0%	25.2%

