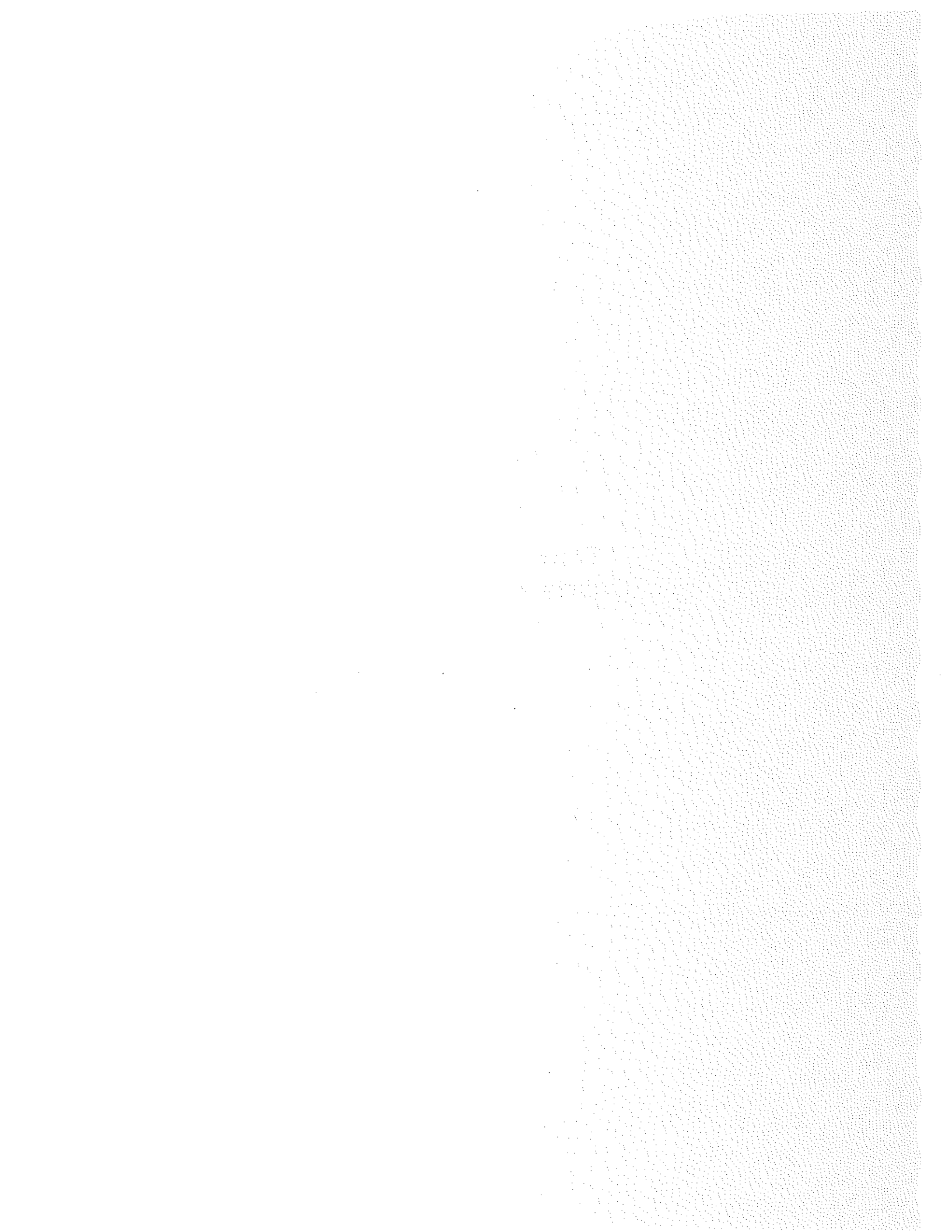
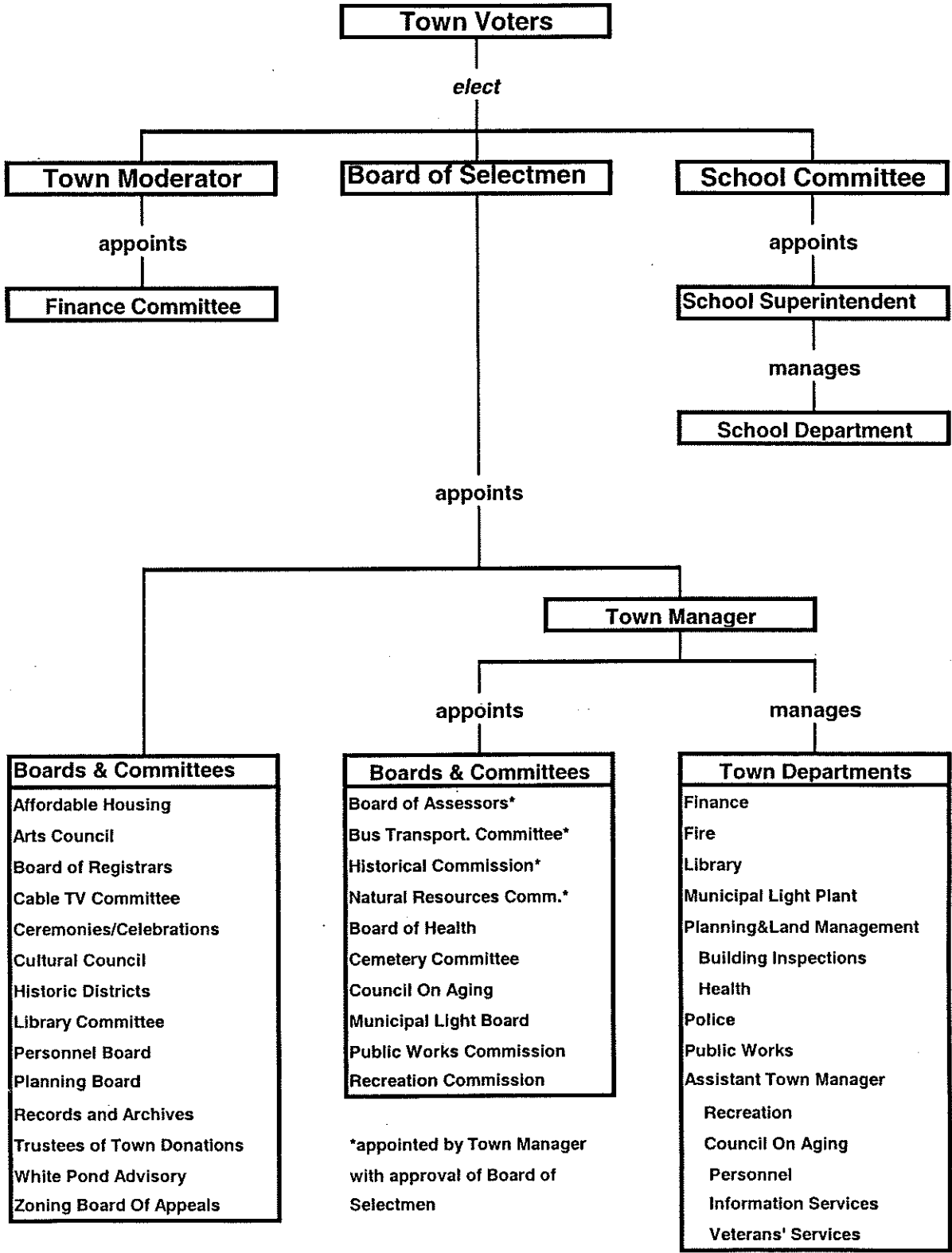


## **Section V**

### **Town Organization Charts and Statements**



**Town of Concord  
Structure of Government**



# **Office of Town Manager Organizational Support Statement**

## **I. Mission Statement**

---

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

## **II. Goals & Objectives**

---

- Provide an orderly organization of records, procedures and working systems that support the Town Manager and the Board of Selectmen in carrying out their tasks focused on the goal of progressive service to the citizens of Concord;
  
- Give responsive and courteous answers to questions raised by citizens, visitors and others having relations with the town services and to direct their requests, when appropriate, to specific offices and departments;
  
- Maintain personnel and information systems throughout the Town that contribute substantially to the ideal of responsive public service and decision making based on access to current information and effective problem solving.

## **III. Operational Description**

---

The Town Manager is the chief executive officer of the Town of Concord and operates under a "strong town manager" format as described in detail in Section 2D and Section 9 (A-I), 10, 11 and 12 of the Concord Town Charter. The Town Manager, more generally, supervises and directs "...and shall be responsible for the efficient administration of all officers, boards and committees appointed by him and their respective departments." To assist the Town Manager in discharging his responsibility, the Assistant Town Manager provides administrative direction to the immediate staff, to Personnel Administration, Veterans' Services and to Information Services. At the same time, the Assistant Town Manager gives administrative direction to the Recreation Department and Council on Aging, both of which operate with substantial volunteer and part-time assistance. The organizational support statements for Personnel Administration and Information Services are included in this section; both the organizational charts and support statements for the Recreation Department and Council on Aging are also found in the following pages. The Assistant Town Manager also manages a variety of Town-wide programs as well as the Town House building.

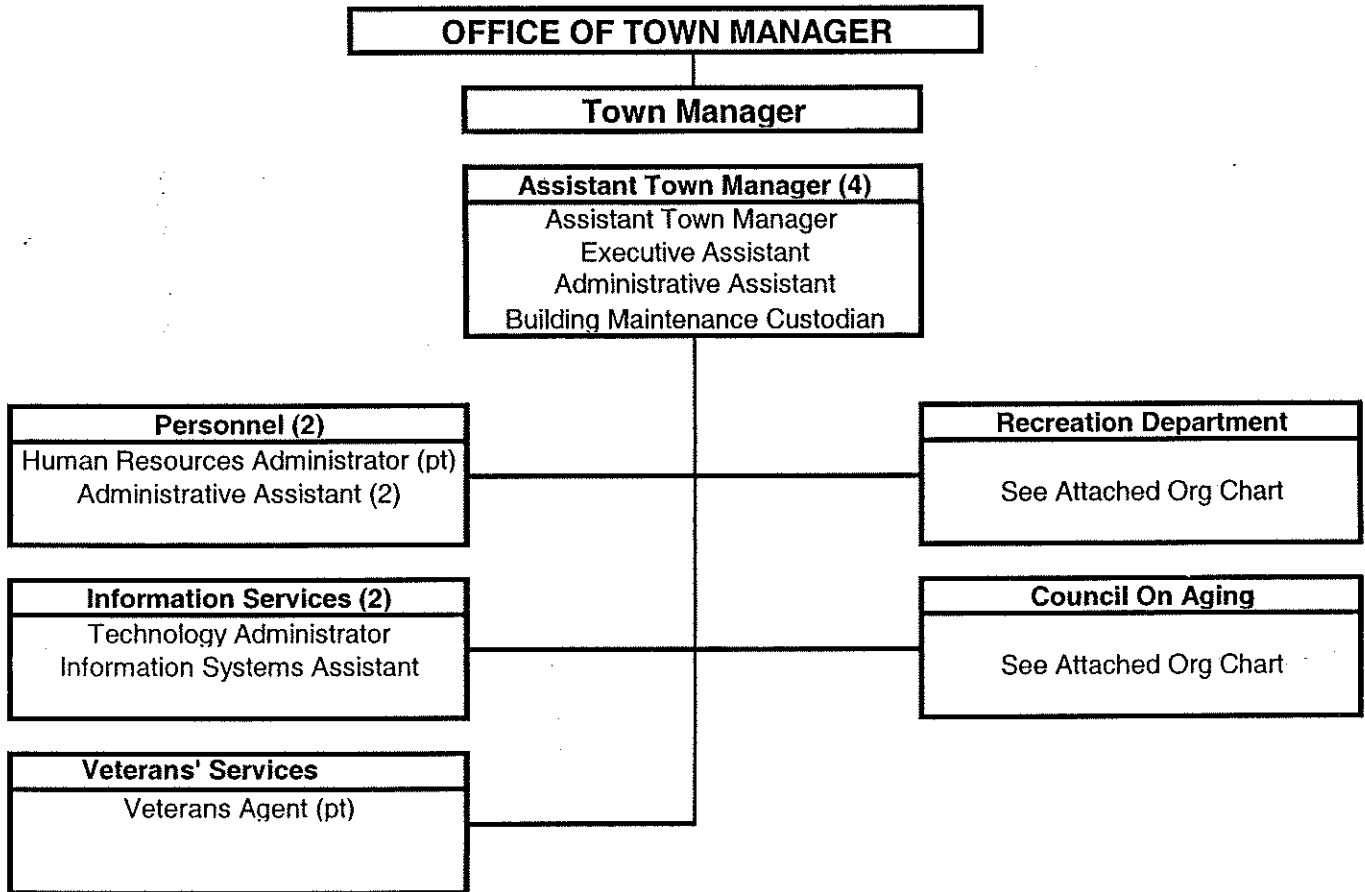
## **IV. Board/Commission Involvement**

---

The primary Board with which the Office of Town Manager works is the Board of Selectmen. The Board has five members who are elected to serve three year terms as set forth by the Town Charter and the Term of Office Bylaw. The Selectmen are invested by the Town Charter, Massachusetts General Laws and Town bylaws with broad powers to govern the Town. The Board appoints the Town Manager and several boards and committees; makes recommendations for the annual operating budget; approves the organization of Town government; approves actions in litigation; and acts as licensing authority on many matters. The Board has the power to vote on rules and regulations to control traffic, taxicabs, hawkers and peddlers, underground wiring, and other aspects of Town affairs. The Board also issues warrants for Town Meetings.

In addition the Office of Town Manager provides support to boards and committees appointed by both the Board of Selectmen and the Town Manager who are not directly supported by individual town offices or departments.

**TOWN OF CONCORD**  
**OFFICE OF TOWN MANAGER**  
 Organization Chart



**Personnel:**  
 Full Time: 9  
 Part Time: 2

## **Personnel Department Organizational Support Statement**

### **I Mission Statement**

---

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

### **II Goals & Objectives**

---

- Maintain town policies and procedures to ensure that all departments comply with applicable labor laws and regulations;
- Promote employee job satisfaction via a variety of methods including employee development and recognition, positive and effective communication, maintenance of appropriate compensation and benefit plans, and investigating employee complaints and concerns;
- Provide an orderly organization of personnel records and systems to support all departments in meeting their obligations to the employees who serve the town.

### **III Operational Description**

---

The Personnel Department provides services to approximately 600 permanent and temporary employees and over 325 retirees on issues relating to: 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; advises department managers, supervisors and employees on personnel matters; and assists in labor negotiations and contract administration.

### **IV Board/Commission Involvement**

---

The Personnel Department supports the Personnel Board, which consists of five members appointed by the Board of Selectmen with staggered three-year terms. The Personnel Board has responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town.

## **Information Services Division Organizational Support Statement**

### **I. Mission**

---

The mission of the Information Services Division is to support all Town departments in their operation of information systems. To affect this mission Information Services technicians work directly with managers and staff members in performing highly technical and responsible duties in planning, administering, maintaining, upgrading and supporting the use of information technology. The unit also provides key information, analysis and approvals on the purchase of computers and computer-related items and systems.

### **II. Goals & Objectives**

---

- Ensure that the technology equipment purchased and used within the Town of Concord is the most recent wherever and whenever feasible thus providing the necessary tools within each department to successfully perform their jobs;
  
- Assist town employees in the day-to-day operation of their information systems, providing responsive problem solving and instruction on new techniques, applications as problems and needs arise;
  
- Establish policies and procedures deemed necessary that allow for effective communications between town departments/divisions that encourage the proper use of the division and its resources.

### **III. Operational Description**

---

The Information Services Division is comprised of two members: Technology Administrator and an Information Systems Assistant. The division staff has offices at the Concord Municipal Light Plant but, organizationally, is under the immediate supervision of the Assistant Town Manager. The division is responsible for the effective operation of 130 users, involving individual PCs, integrated server networks and peripheral devices.

### **IV. Boards/Commission Involvement**

---

The division does not have direct involvement with any of the Town's Boards and Commissions. However, by supporting the technology and information systems upon which many Board and Commissions are dependent for their functioning, the division supplies an important, though indirect, linkage.

# **Recreation Department Organizational Support Statement**

## **I. Mission Statement**

---

The Department's mission is to provide Concord residents with recreational programs and to organize related activities which meet market demand while creating and maintaining an enjoyable, rewarding and safe environment for both citizens and employees. All services will be provided at a reasonable cost to the participants and without tax support. The Department helps support Concord families who need assistance to participate in recreation activities but within a strictly confidential process.

## **II. Goals and Objectives**

---

- Offer quality programs and services, receptive to lifestyle/market trends, to insure successful and profitable operation;
- Recruit and retain superior staff by creating an enjoyable work environment and by offering competitive compensation;
- Design recreation programs to be self-sufficient and to maintain their own operational success and financial stability;
- Provide scholarships in summer programs based on family referrals and recommendations of the school social workers.

## **III. Operational Description**

---

The Recreation Department provides activities which are designed to meet the recreation interests and needs of the community throughout the year. The Department's services are grouped into four main categories. PreSchool and School Age Child Care programs include Before and After School, Terrific Tuesdays, Carousel PreSchool Programs. Summer activities include Day Camp, Swimming Lessons, Kaleidoscope, PreSchool Adventures, and a variety of sport camps. Cultural Arts programs include creative dance and preschool music. Sports Activities include boys and girls basketball, youth flag football, adult basketball and volleyball, toddler and youth gymnastics, adult group exercise, and the Town's road race – the Minute Man Classic. The Department is also responsible for the management of the Hunt Recreational Center, the Rideout Field House, and the Community Bus service.

## **IV. Board/Commission Involvement**

---

The Department of Recreation works closely with the Recreation Commission whose activities are outlined in the following statement.

### **1.Recreation Commission**

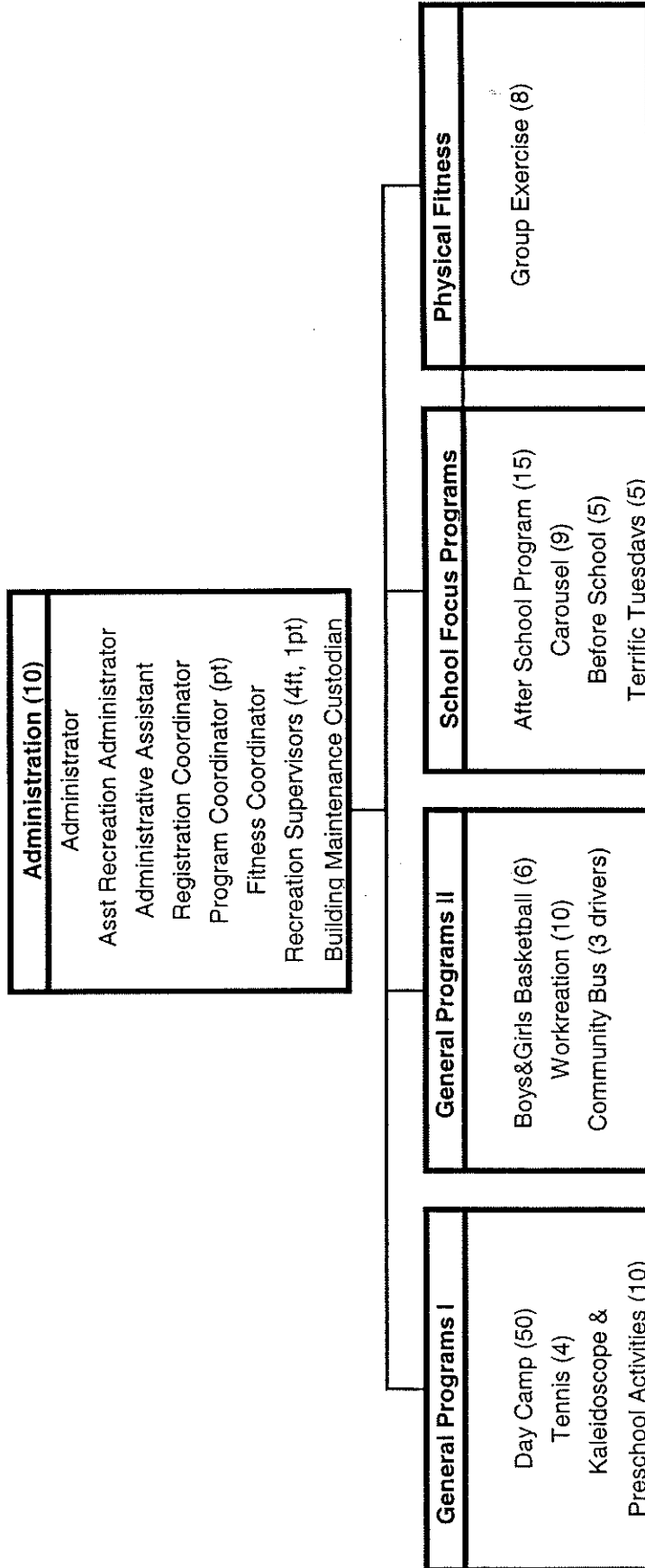
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The Recreation Commission consists of five members appointed by the Town Manager with staggered three-year terms. The Board elects one of its members to serve as the chair. The Board provides policy guidance to the Recreation Director regarding programs, policies, operations and long-range planning. It serves as the Town's liaison with other governmental units and private bodies in matters relating to public recreation, establishes admissions and user fees, and submits an annual activity summary for the Annual Town Report.

# TOWN OF CONCORD

## RECREATION DEPARTMENT

### Organization Chart



**Personnel:**  
 Full Time: 10  
 Part Time: 127

# Council on Aging Organizational Support Statement

## I. Mission Statement

---

The mission of the Council on Aging (COA) is to work to improve the quality of life of Concord's citizens who are over the age of sixty. The COA strives to assist them, to the greatest extent possible, in maintaining their dignity, self-esteem, personal independence and role as full participants in the community. The COA makes every effort to provide seniors with opportunities to enhance their physical, emotional, intellectual and spiritual wellbeing.

## II. Goals & Objectives

---

- To serve as an information and referral resource for seniors and their families regarding all issues pertaining to aging.
- To develop and implement services to meet the changing needs of the increasing senior population, especially the older, frail elder.
- To develop interesting and challenging social and intellectual programs that will appeal to all seniors including younger newly retired individuals.
- Administer resources from taxes, grants, gifts and donations creatively and efficiently.
- Encourage seniors to both take advantage of the many opportunities offered by COA and to volunteer in support of these undertakings.

## III. Operational Description

---

The Council of Aging provides a variety of services and programs to Concord's seniors. The COA has organized its operations into four functional groupings: **Support Services** includes providing information and referral, counseling and programs that address issues pertaining to aging. **Transportation Services** offers a curb to curb van service by appointment. **Wellness Programs** includes health clinics, educational programs and exercise classes. **Educational/Social Programming** includes a wide variety of lectures, trips, parties, luncheons, bingo contests, bridge games and much more. In addition to paid staff members, over one hundred volunteers donate their time and talents to support many of the core activities of the COA. In addition, the COA Administrator will resume the management of the Harvey Wheeler Community Center when that historic building is fully renovated.

## IV. Board/Commission Involvement

---

The Council on Aging Administrator works closely with two groups: The Council on Aging Board and the Concord Friends of the Aging. Their work is summarized below.

### Council on Aging Board

---

The Council on Aging board consists of a representative from the Recreation Commission, a representative from the Board of Health, a representative from the School Committee and nine members appointed by the Town Manager from Town residents. From the membership, the Board elects a chairperson. Appointees hold office until successors are designated. With the assistance of the COA Administrator, the Council plays an important advisory role in investigating needs of Concord's seniors, developing programs, and making recommendations to the Town Manager.

### 2. Concord Friends of the Aging

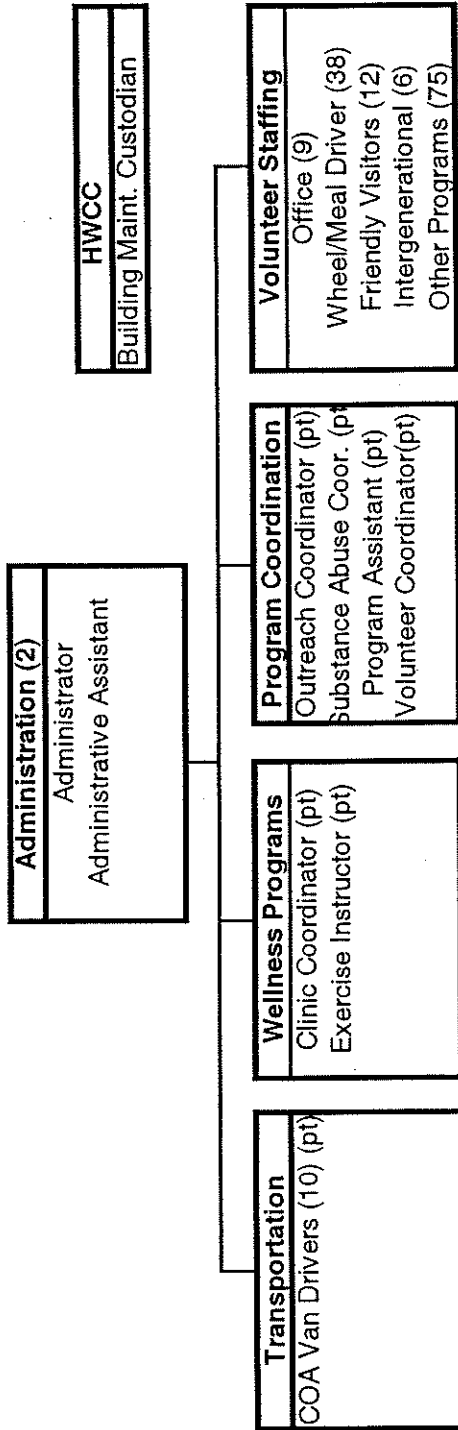
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The Friends are incorporated as a non-profit organization with a fifteen-member board. Annually, they conduct a campaign for donations, which they use to support Council on Aging activities that are not otherwise supported by town, state or private grant funds.

**TOWN OF CONCORD**

**COUNCIL ON AGING**

Organization Chart



**Personnel:**  
 Full Time: 3  
 Part Time: 16  
 Volunteers: 140

# Finance & Administration Department Organizational Support Statement

## **I. Mission**

---

The Department's mission is to carry out financial and information activities for the Town's citizens, to provide budgetary support for service delivery by the Town's operating divisions, performing a variety of town-wide regulatory functions required by local, state and federal laws.

## **II. Goals & Objectives**

---

- Deliver public service in a timely, open, fair, and courteous manner while providing information and assistance to clients;
- Operate services to make sure that relevant laws and regulations are complied with and that clients are informed about these law and regulations and are generally satisfied with the process by which decisions are made;
- Provide services to other Town departments to assist them in analyzing their financial operations and managing their budgets;
- Increase departmental service delivery and provide opportunities for staff in terms of training and career development.

## **III. Operational Description**

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The Department's function is carried out through five divisions: Administration, Treasury, Assessor, Town Clerk, and Accounting. These are shown on the organization chart and their functions are summarized below.

### **I. Administration**

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This unit supports both the Director in his overall financial, administrative and budgetary functions and the Finance Committee in its budgetary duties. The Division operates the purchasing and public bidding systems. In addition, it is responsible for payroll and employee benefits administration. The Division also provides detailed presentations explaining the operating and capital budget. The staff undertakes specialized studies involving the financial operations of all other Town departments. Among his responsibilities, the Finance Director serves as Treasurer-Collector for the Town.

### **2. Treasurer/Collector**

---

The Treasury Division is responsible for the detailed cash management of town funds. All town levied taxes and refuse & recycling subscriptions are billed and collected in this division. Additional fees, utilities, ambulance charges, parking fines, and false alarm fees are also collected by the Treasury Division. The Division manages short-term investments and the disbursements of all town funds. It is the Assistant Treasurer/Collector who is in charge of the division's day-to-day operations.

### **3. Assessor**

---

Valuing the Town's real and personal property, and maintaining equitable assessments is the major role assigned to this Division. The Town Appraiser directs the Division in updating the town-wide property database and valuing each parcel at its "full and fair" market value as of January 1<sup>st</sup>. The Board of Assessors ultimately certifies the yearly values to the Department of Revenue. This Division also reviews various property exemption and property abatement applications. In addition, the Division is responsible for committing motor vehicle excise taxes to the collector.

### **4. Town Clerk**

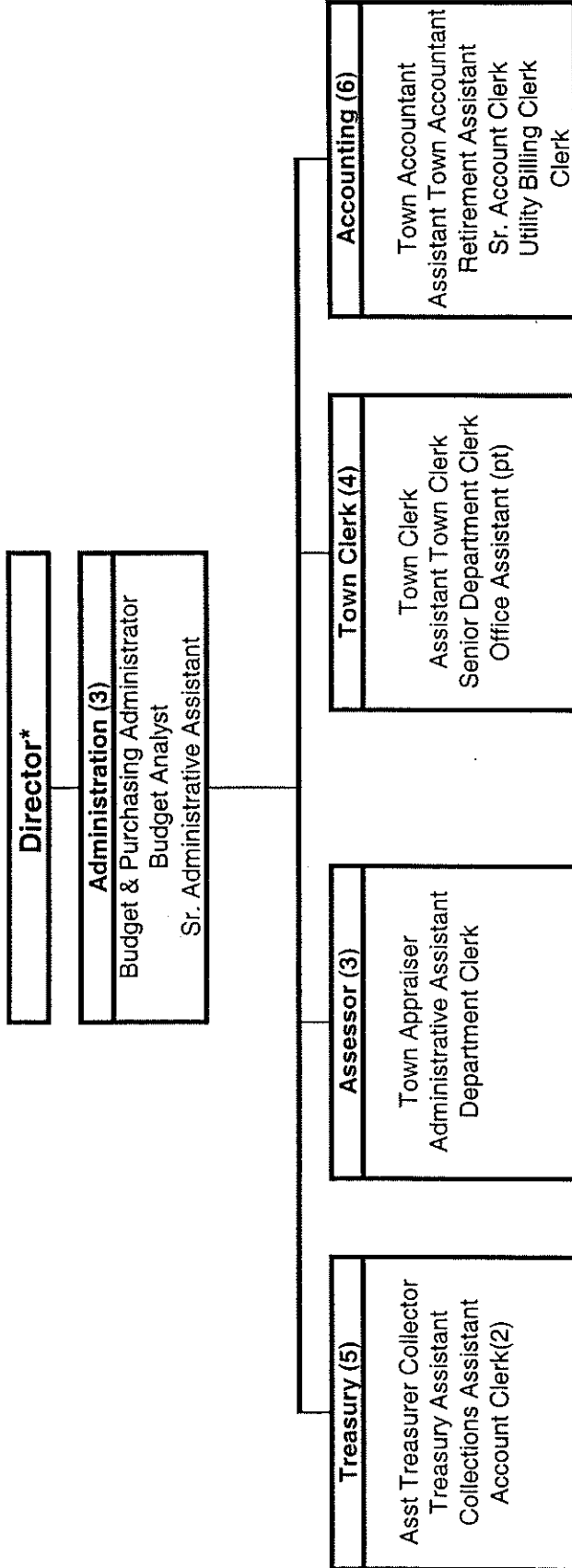
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Directed by the Town Clerk, this division administers all public elections in Concord, campaign finance regulations, and the annual population census that is printed as the Street Listing. Division staff records and issues certified copies of all births, deaths, and marriages; issues marriage, hunting, fishing, and dog licenses; and issues business permits. The Town's public records, both current and archival, are also within the Town Clerk's purview, and the Town Clerk is responsible for recording the minutes of Town Meetings and managing the storage, retrieval and disposal of all town records. The Town Clerk also accepts passport applications and distributes general information on Concord.

**TOWN OF CONCORD**

**DEPARTMENT OF FINANCE & ADMINISTRATION**

Organization Chart



\* Director serves as Treasurer/Collector

**Employees:**

Full Time: 20

Part Time: 1

Seasonal & special project employees are used based on work load and need.

## **5. Town Accountant**

The focus of this division is the preparation and maintenance of accounting records and budgetary reports reflecting the financial operations of all departments, including the retirement system. The division also prepares interim and annual financial statements, manages the annual audit, processes all payments for Selectmen approval and undertakes billing for the water, sewer and electric utilities. Headed by the Town Accountant, the division also insures that the Town's accounting system complies with all state and federal regulations and operates in accordance with generally accepted accounting principles and practices. The division is responsible for the detailed operation of the Retirement System.

## **IV. Board/Commission Involvement**

Six Boards/Committees are closely involved in the work of the Finance and Administration Department whose work is identified and summarized below.

### **1. Finance Committee**

The Finance Committee is made up of 15 members who are appointed by the Town Moderator. At each annual Town Meeting, five members are selected for three-year terms. The Committee establishes a budget guideline before November 30<sup>th</sup> of each year. It also conducts public hearings on financial matters which are held before the Annual or Special Town Meetings. The Committee publishes an Annual Report and other reports as necessary in which its recommendations on financial issues are included. The Town's appropriated Reserve Fund is managed by the Finance Committee.

### **2. Board of Assessors**

The five-member Board of Assessors is appointed by the Town Manager for three-year terms. The terms of the members are staggered. The Board is responsible for valuing property in accordance with Massachusetts General Laws and for certifying those values to the Department of Revenue yearly. It reviews and votes on property abatement applications and various property exemptions. The Board's decisions may be appealed to the state Appellate Tax Board.

### **3. Board of Registrars**

The Board of Registrars has four members, three of which are appointed by the Selectmen and the fourth being the Town Clerk. The terms are for three years on a staggered system. Among the Board's most important duties is the approval of the annual census, registration of voters, acceptance of nomination papers, and certification of initiatives and referendum petitions. The Board also performs other duties related to the Town's electoral process.

### **4. Contributory Retirement Board**

This Board is a statutory board and has five members who serve for three-year terms: one is appointed by the Town Manager with approval of the Selectmen; two are elected by retirement system members; another is the Town Accountant. These four members then choose a fifth person who cannot be a town employee. The Board administers the Concord Retirement System which includes employees (who work at least 25 hours per week) of the Town, the School Board, the Concord-Carlisle Regional School District and the Concord Housing Authority. Teaching personnel, however, are covered under a different system.

### **5. Trustees of Town Donations**

The Board of Selectmen appoints five trustees serving staggered three-year terms. The Town Treasurer serves as Treasurer of the Trust Funds. The Trustees dispense the income from 39 bequests and permanent gifts made to the Town for public or charitable purposes. These donations have been made over a time span from the late 1600s to as recently as this year and are now valued at over 4 million dollars.

### **6. Record and Archives Committee**

The Board of Selectmen appoints five members for staggered three-year terms. The Committee serves as a resource to the Town Clerk and other town departments in sorting, cataloging and preserving historical records. In addition, it studies problems relating to the storage and preservation of Town documents and records. The committee also develops policies for Town departments concerning record management.



# Fire Department Organizational Support Statement

## I. Mission

---

The Department's mission is to provide quality fire, rescue and emergency medical services to the Concord residents and visitors while promoting customer satisfaction.

## II. Goals and Objectives

---

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

## III. Operational Description

---

The Department's essential function is timely, effective response to fire and medical emergency calls; at the same time it maintains administrative direction for its operations and implements related functions dealing with fire prevention and safety. These are described in what follows.

### 1. Administration

---

The Administrative Unit is responsible for general management, support and planning for all emergency operations and the subsidiary tasks associated with this support. Responsibilities include the integration of all capital and operating resources, budgeting, organization and staffing, planning, maintenance of departmental records and provision of liaison services to other Town departments and local regional fire organizations.

### 2. Response to Fire and Medical Emergencies

---

To carry out this function, the Department is organized into four groups that support a central fire station in Concord Center and a subsidiary station in West Concord. Each group is directed by a fire officer (a captain at the central fire station and a lieutenant at the station in West Concord.) The Emergency Medical Service (EMS) is provided through the same organization with the ambulance service directed from the central station. The Department is part of an integrated regional back up system that includes fire operation and emergency medical systems in ten nearby towns.

### 3. Fire and Medical Support and Prevention Activities

---

The Department supports related activities in fire investigations, water rescue and recovery, fire prevention, hazardous materials, technical training in fire operations and new equipment, and motor vehicle extraction. The Department also provides ongoing public education as an important element in fire prevention and medical emergency procedure, including CPR instruction.

## IV. Board/Commission Involvement

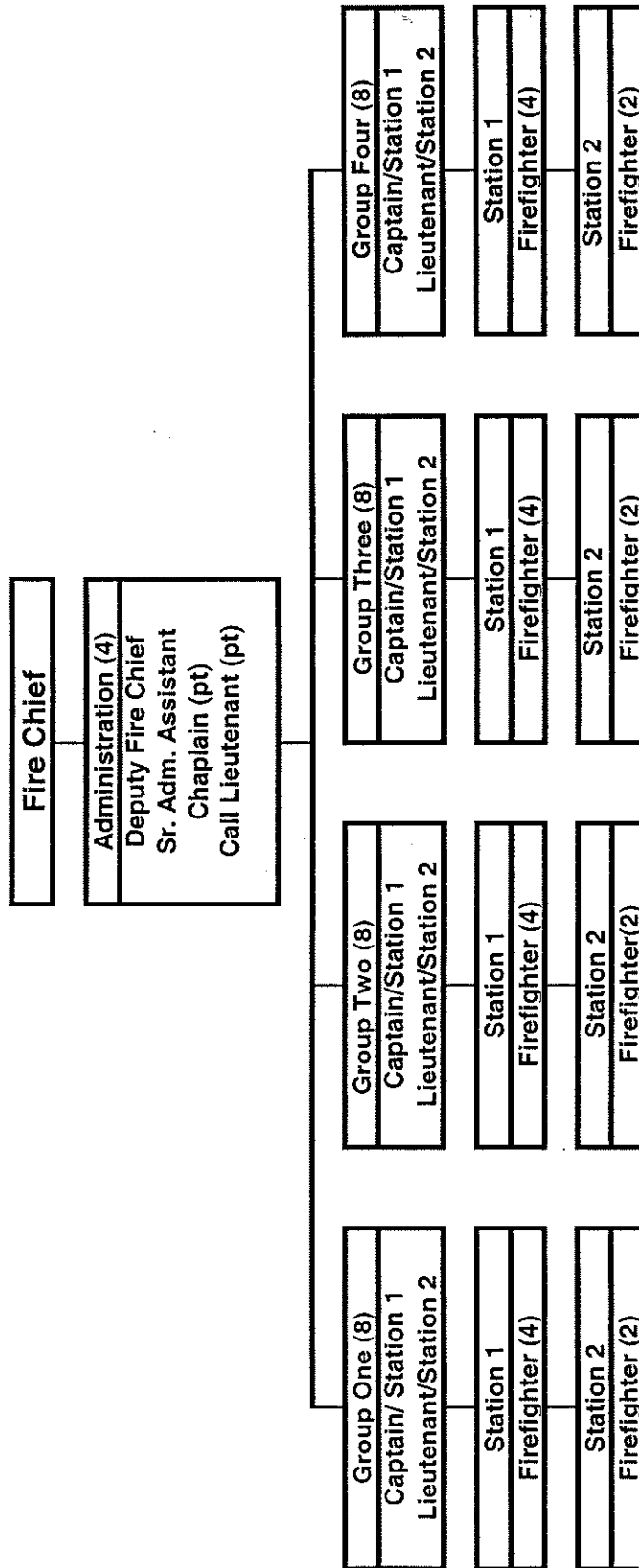
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Though the Department does not work directly with a specific Board or Commission, it does provide, through its Administrative Division, liaison with all Town Departments, Boards and Commissions as circumstances require.

TOWN OF CONCORD

FIRE DEPARTMENT

Organization Chart



Employees:

Full Time: 35

Part Time: 8 On-call firefighters including Lieutenant-in-Charge

Note: Neither the on-call Lieutenant nor the Chaplain are part of the town's regular employment system

# Concord Free Public Library Organizational Support Statement

## **I. Mission**

---

The purpose of the Concord Free Public Library is to serve every member of the Concord community by being an access point to a broad spectrum of information, ideas and recreational materials.

## **II. Goals and Objectives**

---

- Provide a collection of information and recreational materials, including books, periodicals, electronic databases and other media, which responds to the needs of the entire community;
- Employ persons skilled in information retrieval from all available sources and support the training of those employees in contemporary technology and usage;
- Inform the community of the services the Library can provide, actively seek input from the community and respond to community expression of its needs;
- Maintain the physical condition and the currency of its collections, its physical plant and its equipment.

## **III. Operational Description**

---

The Library's function is carried out through six divisions: Administration, Technical Services, Circulation, Children's Services, Reference and Archives. A seventh operating unit is the Fowler Branch Library in West Concord. These divisions are summarized below.

### **1. Administration**

---

This division is responsible for general management, administrative support, financial record keeping and overall planning for the Library's operations. These activities include the coordination of library services between the Main Library and the Fowler Branch as well as providing liaison with the Town Manager/ Board of Selectmen, the Concord Free Public Library Corporation, the Concord Free Public Library Committee, and the Friends of the Concord Free Public Library.

### **2. Technical Services**

---

This division catalogues new purchases, maintains the Minuteman Library Network (a regional consortium of 25 Metrowest libraries) within the Main Library and the Fowler Branch, trains both patrons and library employees in the use of the systems and represents the Library in the overall Network's decisions on policies and procedures.

### **3. Circulation**

---

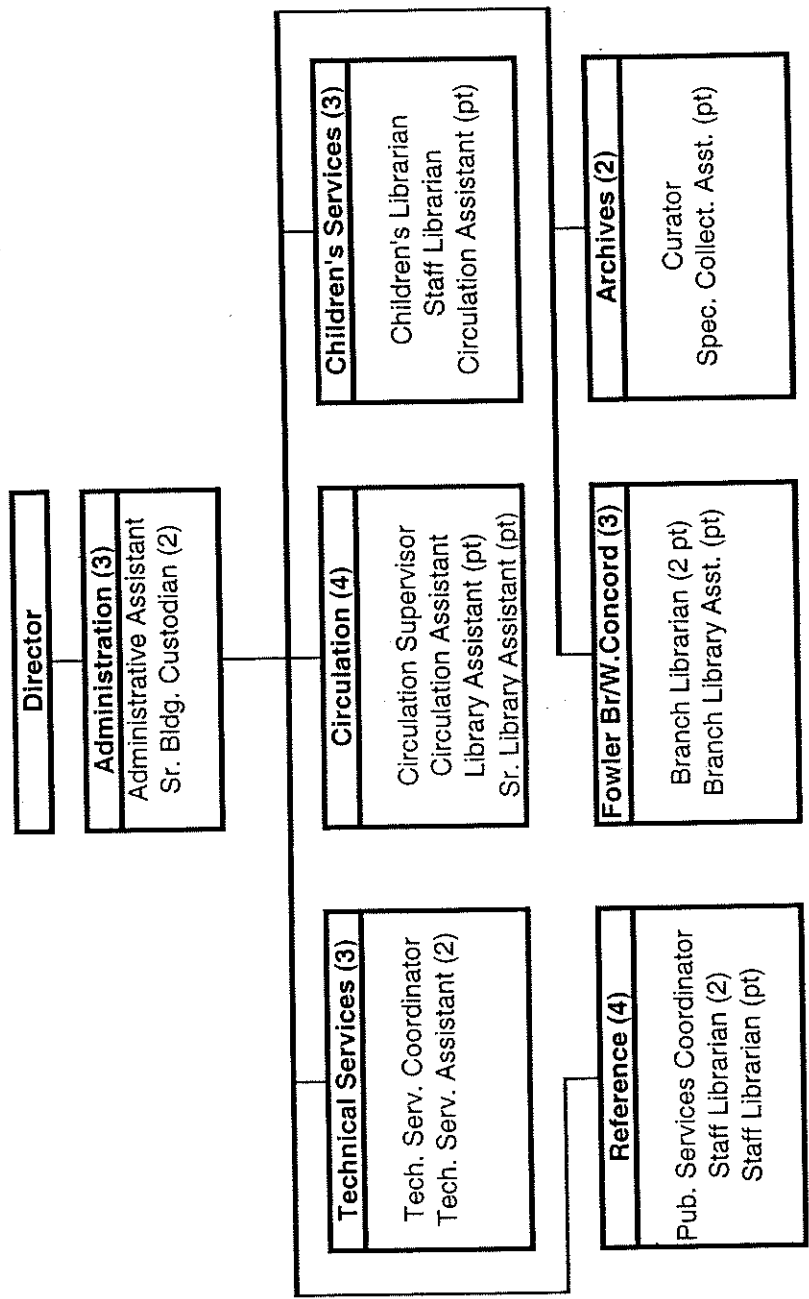
The Library's annual circulation includes nearly 340,000 material units; the processes, procedures and system problem solving are supervised by this division in the Main Library, the Fowler Branch and in the growing numbers of circulation requests based on Concord's access to the Minuteman Library Network. The division keeps accurate records of circulation, identifies problems in receipt of circulated units, monitors the returns and oversees a substantial inter-library loan program.

### **4 Children's Services**

---

With a circulation of over 127,000 units, the Children Services Division provides a variety of programs, reading projects and introductory visitations that encourage circulation levels and help sustain their momentum. Close liaison is also maintained with the Concord Public Schools in the development of interactive programs between school-identified student reading needs and Library resources.

**TOWN OF CONCORD**  
**FREE PUBLIC LIBRARY**  
 Organization Chart



**Personnel:**  
 Full Time: 15  
 Part Time: 44

Note: The Library also uses significant person hours on a seasonal basis to assist in a variety of outreach programs

## **5. Reference**

---

This division provides access to a worldwide system of information, reference libraries and research material and makes this available to requesting library clientele. A substantial part of the division's services are provided through its Reference Desk which handles hundreds of requests each day and conducts network searches for available material.

## **6. Archives**

---

The Library houses the Town archives in the basement room of an addition constructed in the mid 1980's with the assistance of a \$500,000 Town appropriation. The Curator, officially designated as Municipal Archivist, administers the archives on a day-to day basis. which are open to writers, historians, journalists, Concord residents and students.

## **7. Fowler Branch Library, West Concord**

---

The Fowler Branch Library has been serving West Concord since 1930. It is a full partner in the Minuteman Library Network. Most online services available at the Main Library are also accessible at the Branch . Story hours for children and other programs for children and adults are offered throughout the year. The Branch is open five days a week, has evening hours on Monday and Tuesdays and is closed on Sunday and Thursdays as well as on regular holidays.

## **IV. Boards/Commissions Involvement**

---

Three Boards/Committees are closely involved in the work of the Library: The Library Committee, the Trustees of the Concord Free Public Library Corporation and the Friends of the Concord Free Public Library.

### **1. Library Committee**

---

The Library Committee has seven members appointed by the Selectmen for three-year staggered terms. The Committee is responsible for overseeing the operations of the Concord Free Public Library, the proper use of Town funds appropriated for library staff, and the acquisition of books. In addition, the Committee provides policy guidance to the Library Director, assists the Director in developing financial operating plans and conducting special studies, recommends to the Town Manager operational and organizational procedures for efficient use of resources while improving patron services. The Committee also serves as liaison among the library staff, trustees, governmental units and private groups relating to library services.

### **2. Trustees of the Concord Free Public Library Corporation**

---

The Trustees, a self-renewing board of nine members, works with the Library Department on issues related to the maintenance and improvement of library buildings and grounds which are owned by the Corporation, and on issues related to the various funds overseen by the Corporation. The Trustees have, in recent years, focused on issues involved in the Town funding and long-range planning. Gifts and donations are accepted and administered by the Trustees; these funds are used mainly to purchase books and important library materials for the continued maintenance of library property.

### **3. Friends of the Concord Free Public Library**

---

The Friends of the Concord Free Public Library is a non-profit volunteer organization dedicated to raising money and sponsoring cultural events for the Concord Free Public Library. The organization is headed by a president who is supported by a vice president, treasurer, clerk and a ten-member board which includes the Library Director. The Friends provide many services to the Library, including museum passes, large print books, books on tape, videos, bestseller rental books, CD-ROMs and staff development opportunities.

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# Concord Municipal Light Plant Organizational Support Statement

## I. Mission Statement

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The mission of the Concord Municipal Light Plant is to provide reliable and cost effective energy services, in a responsible and courteous manner, which meet the current and future needs of our customers.

## II. Goals & Objectives

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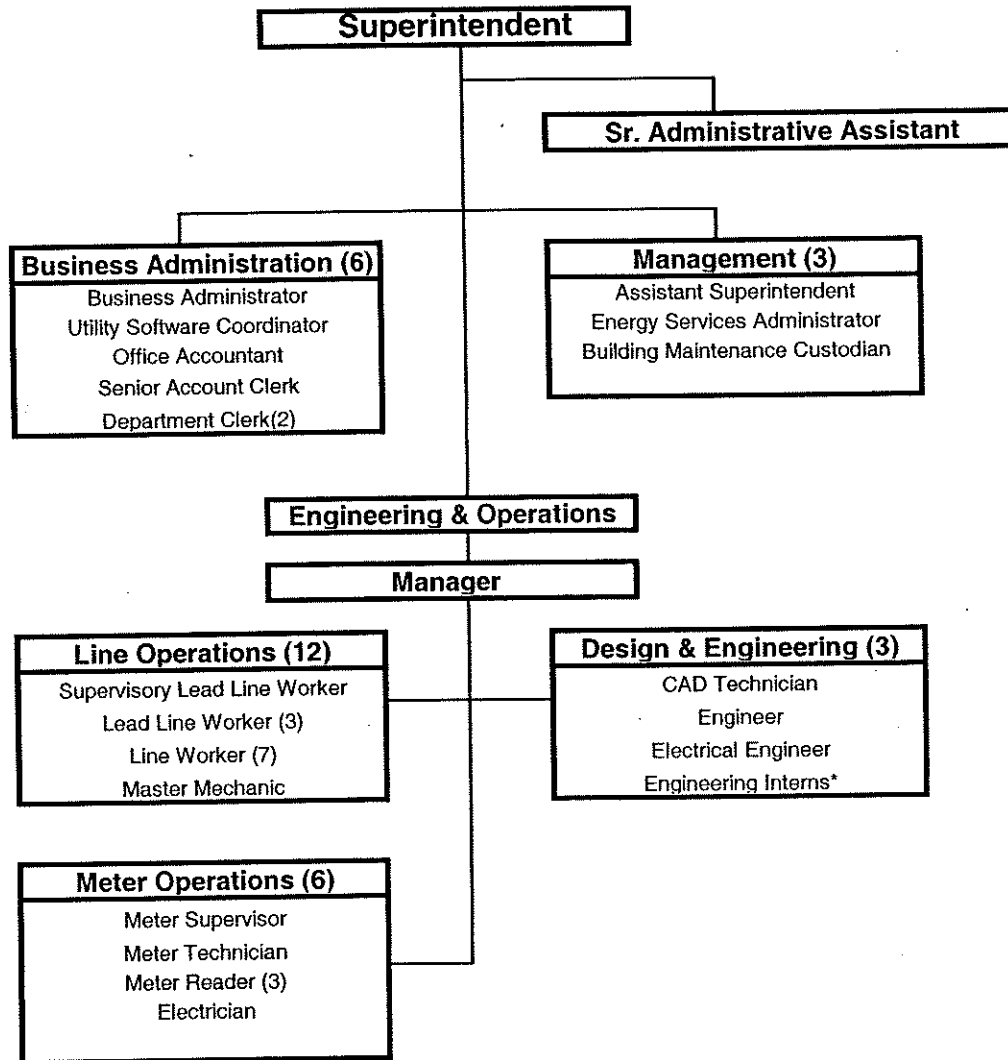
- **Customers.** We will continually strive to remain customer focused and always seek to improve the way in which we deliver services to our customers. We will constantly review value added opportunities in the marketplace which might enhance deliverable services to our customers;
- **Employees.** We will maintain a safe and positive work environment and provide the opportunity for professional and personal development. We will properly train employees for their responsibilities and see that they are regularly updated in current developments in their disciplines. We will ensure that employees interact in a courteous, professional manner with their fellow employees, other town and school employees and the community;
- **Power Supply.** We will develop and maintain a reliable and secure supply of electric energy at a reasonable cost;
- **Rates.** We will deliver energy and associated services at competitive rates that are fair to all customer segments and based upon a reliable system and sound financial management;
- **Environment.** We will meet or exceed applicable environmental regulations, keeping our customers informed of our progress and the costs involved. We will promote environmental research while exploring and evaluating new methods for disposing of waste material in a responsible manner;
- **Physical Assets.** We will engineer, construct and maintain an electrical distribution system and related facilities and equipment that will meet current and future customer needs and requirements. We will explore and evaluate the latest in technology and methods to achieve this objective;
- **Efficiency.** We will develop and implement energy conservation and load management programs designed to reduce system load while improving load factor and educate our customers in energy efficiency and the wise use of energy.

## III. Operational Description

---

The Concord Municipal Light Plant is owned by the Town of Concord and is responsible for the distribution of electricity to all residents, businesses and other customers within the Town. The Light Plant installs and maintains all the poles, wires, transformers, meters, streetlights, underground conduits and other electrical distribution equipment within the Town. The electricity is not generated by the Light Plant but purchased from outside suppliers including hydroelectric energy from the New York State Power Authority. In addition to providing and maintaining reliable electric service, the Light Plant also offers customer programs in the areas of energy conservation, demand side management and off peak domestic water heating and space heating.

**TOWN OF CONCORD**  
**CONCORD MUNICIPAL LIGHT PLANT**  
 Organization Chart



**Personnel:**

Full Time: 33  
 \* part time interns

#### **IV. Boards/Commissions Involvement**

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The Concord Municipal Light Board is comprised of five members appointed by the Town Manager in accordance with Section 2 of the Town Charter. Members are appointed for staggered three-year terms. The Light Board provides recommendations to the Town Manager concerning the general operation and maintenance of the Light Plant, formulates policy for the ongoing operation and future development of the electrical supply and distribution system and cooperates with the staff of the Light Plant to insure customer needs are satisfied in an appropriate and efficient manner.



# Department of Planning and Land Management

## Organizational Support Statement

### I. Mission Statement

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The Department's mission is to guide the development of land and its use within the Town of Concord in a manner that preserves the Town's unique character while guiding reasonably planned growth and development.

### II. Goals and Objectives

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- Guide both public and private lands use, resource and building decisions while providing a high level of staff support services on these issues to the Town's boards and committees;
- Strive toward excellence, quality and innovation in service delivery for planning, zoning, historic districts, natural resources, building inspections and application of public health and sanitation mandates;
- Implement land use and environmental regulations that are mandates from State law and Town bylaws;
- Coordinate and build consensus between Town agencies, Town boards and committees and the general public on the implementation of land use, historic and environmental regulations through the full sequence of discussion, review, analysis and decision making on all development plans submitted to the Town;
- Initiate and implement planning efforts, in order to advance the Town's land use planning, environmental, inspections and health goals.

### III. Operational Description

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The Department's function is carried out through four divisions: Planning, Natural Resources, Building Inspections and Health. The divisional responsibilities are summarized as follows.

#### 1. Planning & Administration

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The Planning Division reviews all development proposals submitted for regulatory approval to the Planning Board, the Board of Appeals and the Historic Districts Commission. The Division also gives guidance, input and consultation to other Town departments, boards and committees on current and future activity regarding the Town's land use planning policy and objectives.

#### 2. Natural Resources

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This unit works to conserve and preserve natural resources and open spaces, including enforcement of the State Wetlands Protection Act and the Rivers Act. The Natural Resource Division is also responsible for the management and maintenance of the Town's open space and conservation land.

#### 3. Building/Inspections

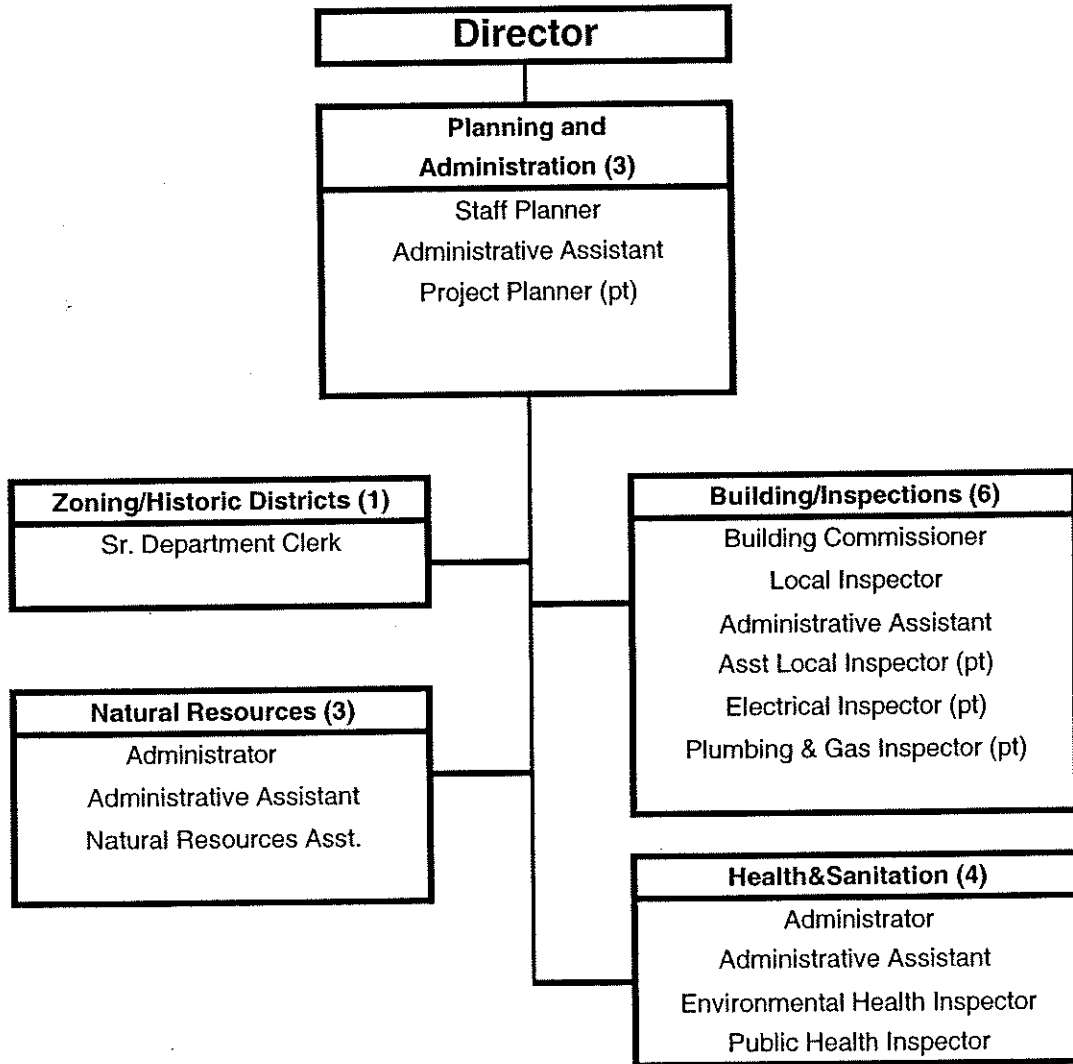
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The Building Division enforces the provisions of the State Building Code for all construction, reconstruction, alteration, repair, demolition, removal, occupancy, etc. in the Town. The Division ensures code compliance for safety and energy conservation within buildings and enforces specialized codes such as the Architectural Access, Plumbing and Electrical codes.

**TOWN OF CONCORD**

**DEPARTMENT OF PLANNING & LAND MANAGEMENT**

**Organization Chart**



**Personnel:**

Full Time: 14

Part Time: 4

#### **4. Health**

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

### **IV. Board/Commission Involvement**

---

Five Boards/Commissions are closely involved in the work of the Department of Planning and Land Management and have regulatory authority: Board of Appeals, Planning Board, Natural Resources Commission, Board of Health and Historic Districts Commission. Their work is summarized below.

#### **1. Board of Appeals**

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The Board of Appeals has three full members and three associate members appointed by the Board of Selectmen for three-year staggered terms. The Board is a quasi-judicial body authorized by M.G.L. Chapter 40A. It decides on the application of the Town's zoning, subdivision, sign and building code laws and bylaws. Decisions are made based on public hearings and are rendered consistent with the State statutes and Concord's Zoning and Sign Bylaws.

#### **2. Planning Board**

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This Board has seven members, appointed by the Board of Selectmen for five-year staggered terms. The Planning Board conducts public hearings and decides on matters related to the Town's Subdivision Rules and Regulations, provides recommendations and makes decisions on certain aspects of the Concord Zoning Bylaw, and is responsible for proposals regarding amendments to the Zoning Bylaw.

#### **3. Natural Resources Commission**

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The Natural Resources Commission has five members, appointed by the Town Manager, with the approval of the Selectmen, for three-year staggered terms. The Commission is responsible for the overall stewardship of the natural resources of the Town and acts as Conservation Commission and Town Forest Committee in all matters delegated by Mass. General Law or Town bylaw. The Commission bears responsibility for updates to the Town's Open Space Plan.

#### **4. Board of Health**

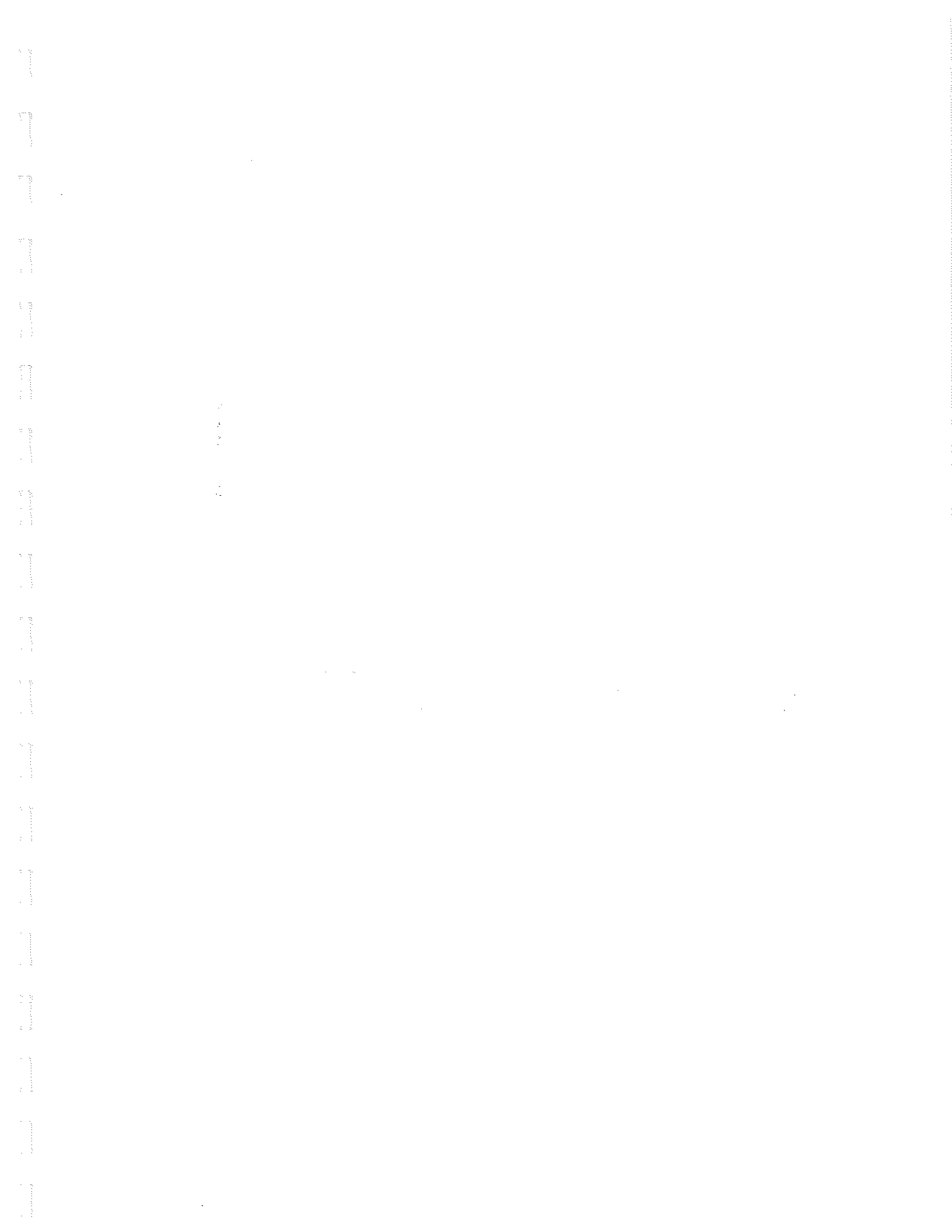
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This Board has five members, appointed by the Town Manager for three-year staggered terms. The Board is responsible for the overall stewardship of the public health, which is defined by both local bylaws and state law. In certain cases the Board may act at its own discretion to protect the public health when required.

#### **5. Historic Districts Commission**

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The Commission, created to preserve the historic atmosphere of the Town's five designated historic districts, has five full members and five associate members, appointed by the Board of Selectmen for staggered five-year terms. The Commission is responsible for the preservation and protection of buildings, places and districts of historic or literary significance in the Town. Changes of any building or structure in the Historic Districts must be granted a Certificate of Appropriateness by the Historic Districts Commission.



# Police Department Organizational Support Statement

## I. Mission Statement

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The mission of the Concord Police Department is to provide quality service to the people of Concord, including the protection of life, property and the values of living. The Mission is accomplished by working in partnership with the community, being accessible to Concord's citizens and solving problems directly and openly.

In addition, the Police Department's mission is to affirmatively promote, preserve and deliver a feeling of security, safety, and quality services to all members of our community through ethical decision making based upon integrity, morality and respect for the dignity and diversity of all.

## II. Goals & Objectives

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- Standardize departmental polices and procedures by completing the Massachusetts Police Accreditation Process, use results of citizen survey to make policy changes, and complete random incident survey;
- Reduce domestic violence incidents by providing continued support to the Domestic Violence Assistance Program (DVAP), continuing formation of Concord Carlisle Domestic Violence Roundtable, and continue training in prevention of domestic violence for all members of the department;
- Reduce incidents of commercial theft, shoplifting in the business areas and of burglaries/theft in residences by continuing the Merchant Alert Program, establishing Neighborhood watches groups, deploy interactive community policing and continue walking/bike patrols in the business areas;
- Decrease juvenile incidents by increasing positive interaction between the police and Concord young people, assigning school resource officers to the schools; and improve DARE by increasing its interaction with the SADD (Students Against Drunk Driving) effort.

## III. Operational Description

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The Department's implementation of its mission and achievement of its goals & objectives is organized through four divisions: administration, special services, uniform patrol and criminal investigation. The function of these units is summarized in what follows.

### 1. Administration

---

This unit is responsible for general administration, payroll, budgeting and day-to day support activities; it also collects records and deposits fees for accident reports, permits, licenses and departmental services. The unit also prepares budget reports and reconciles with the Town Accountant and Town Treasurer and assists in administering animal control, emergency preparedness, police and fire station budgets and accounts, parking meter fund and firearms record keeping fund.

### 2. Special Services

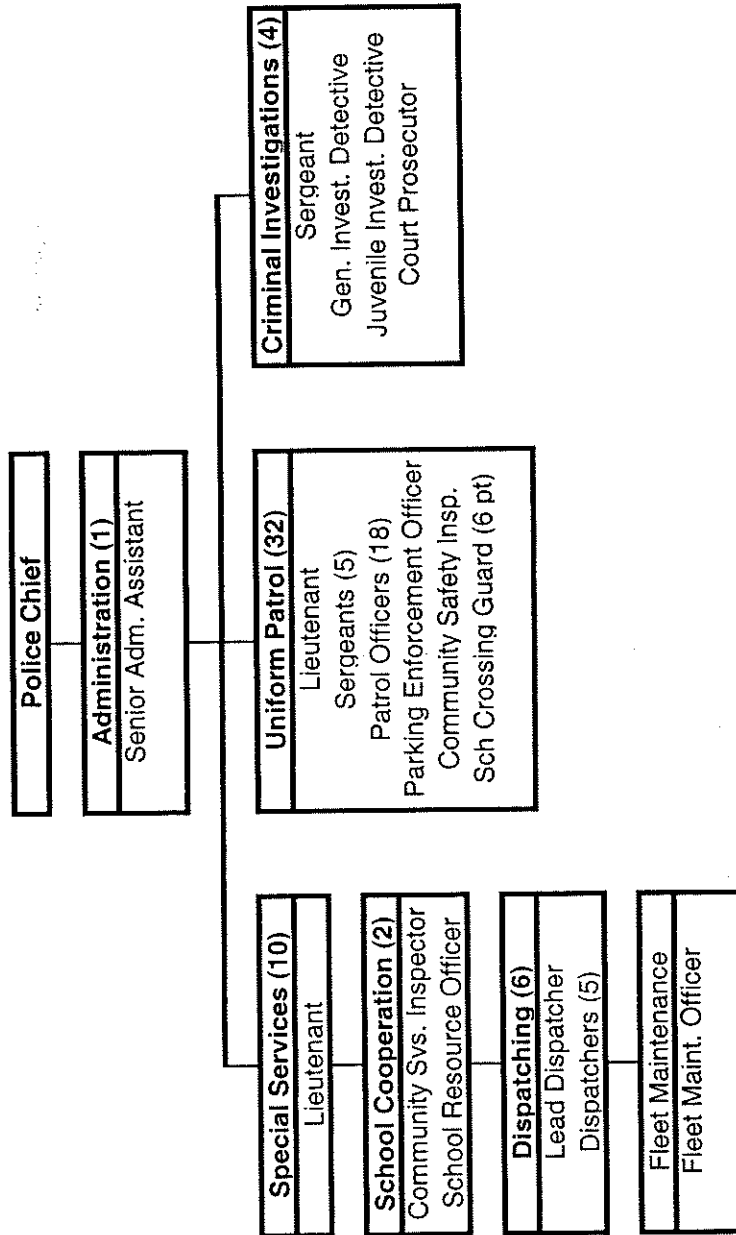
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This division is headed by a Lieutenant who manages a variety of community based programs. Chief among these is the school outreach effort including DARE, which concentrates on turning young people away from drugs. The Domestic Violence Victim Assistance Program (DVVAP) is also an important aspect of Special Services activities as is the Seniors & Law Enforcement Together (SALT) where seniors input police activities that affect them. This unit also handles the Department's MIS operation and is responsible for the application, follow-through and operation of grants funds obtained through State, Federal or Foundation sources. The Police-Fire Dispatching Unit also operates within Special Services; it is an integrated unit handling all police, fire and emergency calls plus providing 24-hour coverage for other departments.

# TOWN OF CONCORD

## POLICE DEPARTMENT

Organization Chart



**Personnel:**

- 35 Sworn Officers
- 1 Lead Public Safety Dispatcher
- 5 Public Safety Dispatchers
- 6 Crossing Guards: part time
- 1 Senior Adm. Assistant

Note: The two lieutenants are management positions

### **3. Uniform Patrol**

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This unit is headed by a Lieutenant and provides basic security and protection for Concord residents. Sergeants and patrol officers are assigned shifts, which provide 24-hour coverage. The division also emphasizes foot and bike patrols during critical hours in the Town's shopping areas and provides full time patrol officer to manage, operate and enforce the Town's parking by laws. School crossing guards, which work at 6 critical crossings, are also supported by Uniform Patrol.

### **4. Criminal Investigations**

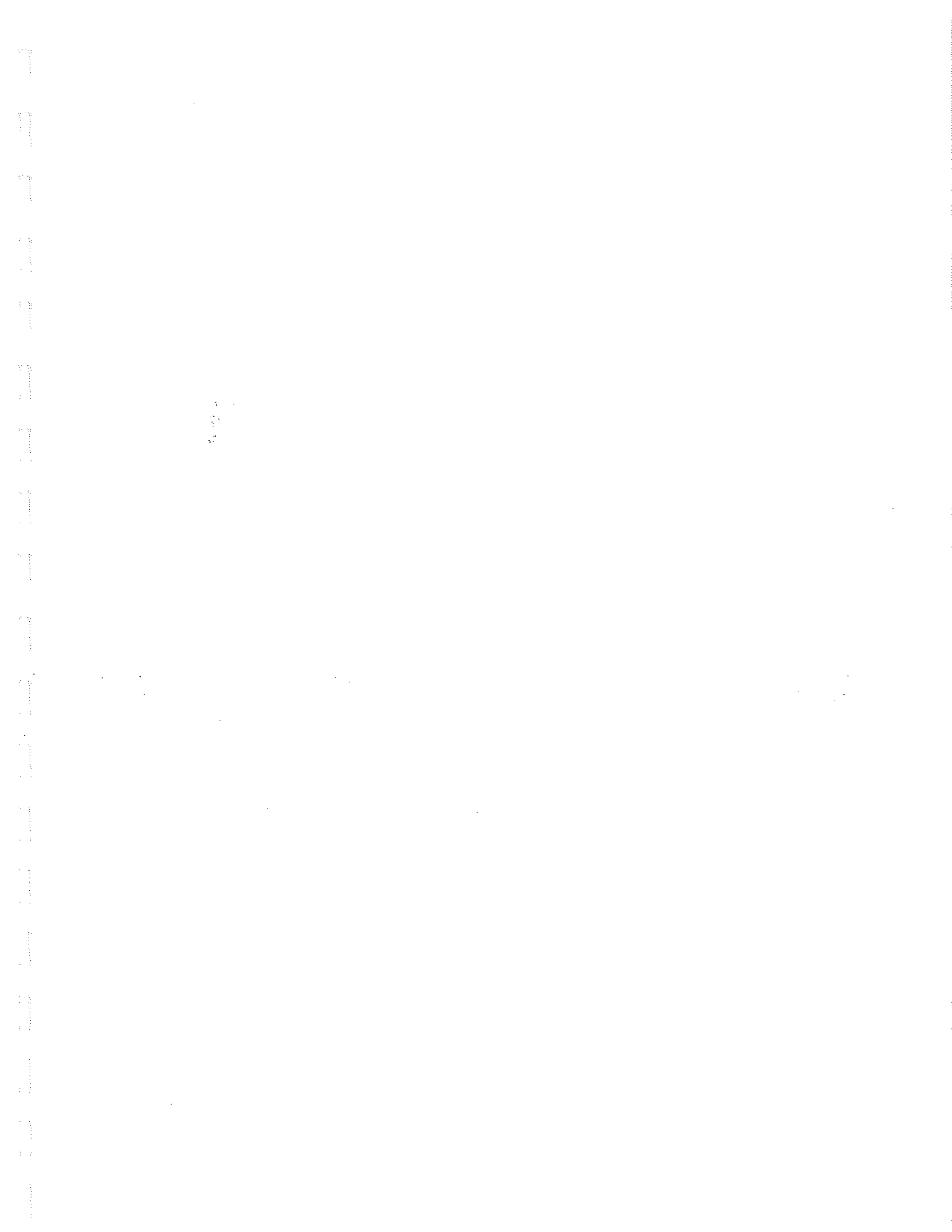
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Criminal Investigations Division's main function is the investigations of complaints, arrests and apprehensions and filing charges against the alleged defendants. In addition, one of the division's inspectors is also assigned as a case prosecutor and represents the Department before the district court in criminal and motor vehicle cases.

## **IV. Board/Commission Involvement**

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While the Department does not work directly with a particular Board or Commission, it does, through its Community Oriented Policy philosophy maintain contact with many community organizations aimed at reducing crime and raising security and protection levels through out the Concord Community.



## **Concord Public Works Organization Support Statement**

### **I. Mission Statement:**

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It is the mission of Concord Public Works to enhance Concord's quality of life, and through sound management, innovation, teamwork and vision, provide dependable, high quality, responsive public works and utility services, consistent with community values and at reasonable costs to Concord's citizens, businesses, institutions, and visitors.

### **II. Goals & Objectives:**

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- Maintain Town's public way infrastructure including streets, curbing, sidewalks, street signs, traffic islands, public shade trees, guardrails, storm drains, catch basins, and culverts;
- Maintain and beautify the Town's active and passive recreation areas including parks and athletic fields, municipal grounds, and park tree inventory;
- Operate, maintain, and preserve the Town's public cemeteries;
- Manage the municipal collection, recycling, and disposal of solid wastes;
- Operate and maintain the Town's wastewater collection, treatment, and disposal system;
- Operate and maintain the Town's public drinking water system including its supply, treatment, distribution and storage; promote water conservation and water supply protection;
- Provide engineering services for Town departments and the public;
- Provide managerial leadership and administrative support for the effective and efficient accomplishment of the above goals.

### **III. Operational Description:**

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Resources necessary to carry out these responsibilities are grouped into four organizational divisions of the CPW: **Administration** (including management of the Recycling and Collection Program), **Engineering** (including management of the Town's GIS system), **Highway and Grounds** (Highway, Grounds, Cemetery, Fleet, and CPW Building Maintenance), and **Water and Sewer**. The management of these programmatic responsibilities requires a high level of interdivisional coordination, communication, and support. The Department is led by the CPW Director.

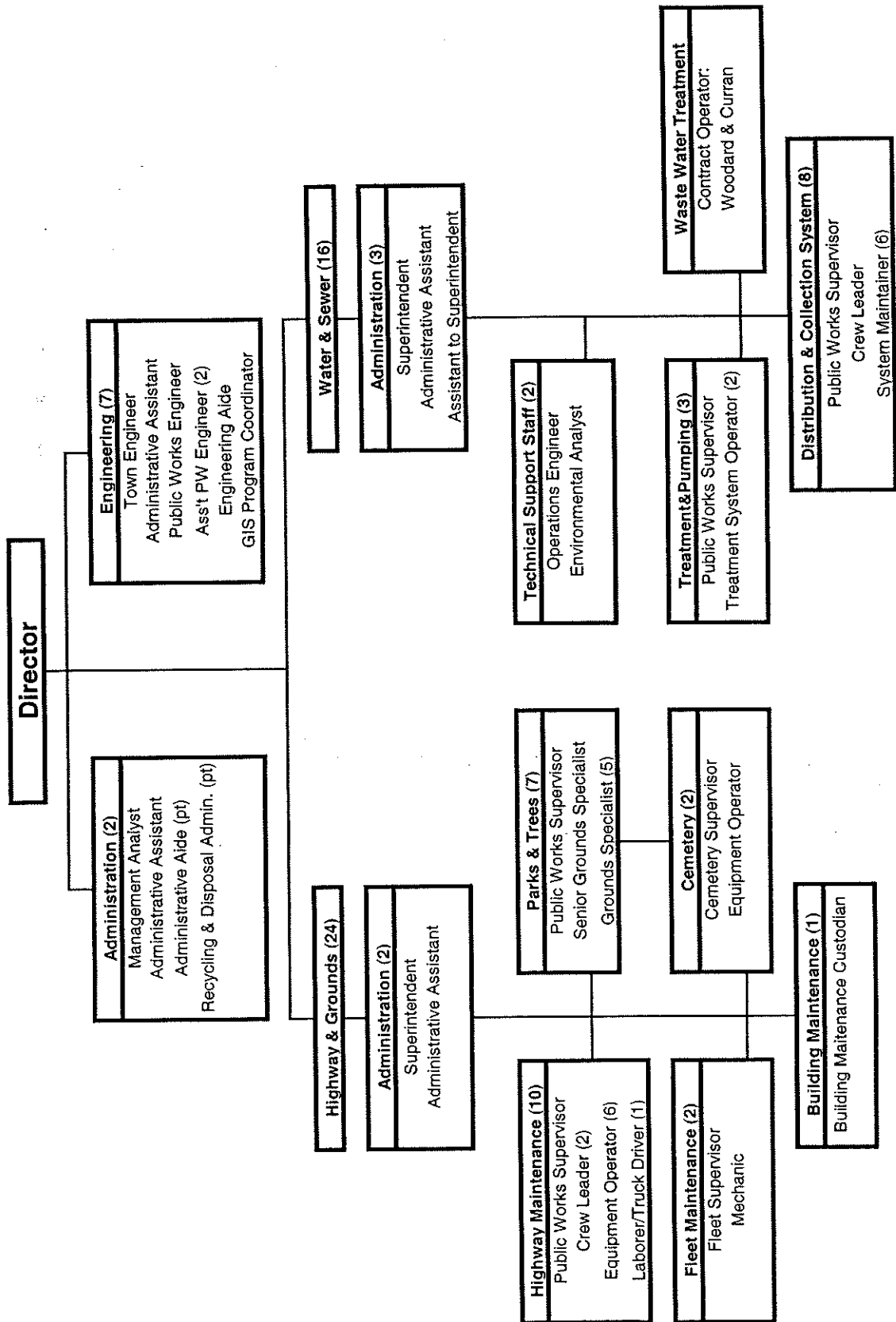
#### **1. Administration**

---

This division is responsible for general management, administrative support, and overall program/project planning for the Department's operations. In addition, the Director and staff provide support for the Public Works Commission and several ad hoc committees. Responsibilities include the integration of financial, operating, and capital resources for effective and efficient service delivery and asset management. Functions performed in coordination with division staff include planning, programming, budgeting, organization and staffing, systems development, data processing management, maintenance of central files, and public information services. The division manages the Town's Solid Waste and Recycling Program with curbside collection and disposal services provided under contract.

# CONCORD PUBLIC WORKS

## Organization Chart



## **Recycling and Waste Management**

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Led by the Recycling and Disposal Program Administrator, this program manages all aspects of the Town's recycling and waste management programs. This includes the curbside collection and disposal program provided under contract to residents, municipal buildings, and schools; the semi-annual drop-off days for additional recyclable materials and oversized waste not collected at the curb; and public area recycling and trash collection services. This program serves as a resource for residents, businesses, and employees on recycling and disposal issues, develops outreach and educational materials, provides guidance and oversight to municipal buildings and school recycling programs, assists all departments in the purchasing of products containing recycled materials, promotes the use of the composting site, and oversees the paint reuse and recycling program as well collection of fluorescent bulbs and other mercury containing devices.

## **2. Engineering**

---

This division is responsible for planning, engineering, design and construction of the Town's infrastructure including roads, sidewalks, drainage, and water and sewer mains. Led by the Town Engineer, the division provides a wide range of technical assistance to other divisions in the CPW, other Town departments, residents, businesses, institutions, and contractors, as well as to State and Federal agencies. The division maintains the Town's plans and records and oversees the design, procurement, construction and inspection of Town infrastructure improvements; it also manages the Town's GIS system.

## **3. Highway and Grounds**

---

This division is responsible for managing and maintaining the Town's public way, park and cemetery infrastructure as well as CPW equipment and buildings. Led by the Highway and Grounds Superintendent the division is organized into four sections: **Highway**: including the maintenance of Town roads, curbing, sidewalks, drain system, guardrails, and street signs. Services provided include snow removal, street sweeping, litter control, roadside mowing and brush clearance, and CPW building maintenance. In addition, the section is responsible for the maintenance of active and passive recreation areas, traffic islands, municipal grounds and landscaping, public shade and park trees, and miscellaneous support services to other Town departments. **Cemetery**: including the operation, maintenance and preservation of the Town's four cemeteries. Responsibilities include mowing, turf and tree care, gravemarker maintenance and preservation, and capital infrastructure upkeep and improvements. Cemetery staff also prepares burial plots for interments and manages related public events and public information. **Fleet Maintenance**: including the repair, maintenance and procurement of the CPW's vehicles and associated equipment, and oversight of one of the Town's two fuel dispensing stations. The division also provides liaison and support to the Town Cemetery Committee.

## **4. Water and Sewer**

---

This division is responsible for managing the Town's Water and Sewer Programs. Led by the Water and Sewer Superintendent, the division operates and maintains the Town's public drinking water system consisting of groundwater and surface water sources, and the water pumping, treatment, distribution and storage systems. The division is responsible for water source protection and conservation, and for meeting all associated federal and state drinking water rules and regulations. The division is also responsible for maintaining and operating the Town's sewer collection, pumping, treatment, and disposal systems including the 1.2 mgd wastewater treatment plant, and for meeting all associated federal and state wastewater rules and regulations. The maintenance and operation of the treatment plant are under contract, with operational and administrative oversight provided by the division. Town sewers serve approximately 30% of the Town. Division staff also provides winter maintenance support services for the Highway and Grounds Division.

## **IV. Board/Commission Involvement**

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One commission and one committee are closely involved in activities of Concord Public Works—the Public Works Commission and the Cemetery Committee. Their work is summarized below. In addition, the CPW works actively with the Wastewater Planning Committee in the development of the Town's Comprehensive Wastewater Management Plan.

### **1. Public Works Commission**

---

The Public Works Commission, consisting of five members, is appointed by the Town Manager for staggered, three-year terms. The Commission advises the Town Manager, the Director of Public Works, the Planning Board, and other Town boards on matters that concern Town water, sewerage, solid waste, drainage, and roads. The Commission is responsible for setting policy and rate schedules for water, sewerage, and solid waste service, and approves minimum standards for and the final layout of Town roads.

### **2. Cemetery Committee**

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The Cemetery Committee has five members, appointed by the Town Manager for staggered three-year terms. The Committee is responsible for oversight of the operation of Town cemeteries and burial grounds and for establishing policies, regulations and a schedule of charges.

#### **CPW Personnel Summary:**

Director	1
Administration	2
Engineering	7
Highway	24
Water & Sewer	16
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Total	50

