



TOWN OF CONCORD,
MASSACHUSETTS

**Town Manager's Proposed
Enterprise Budgets
FY2012**

For the Fiscal Year
July 1, 2011 - June 30, 2012



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March 21, 2011

Government Finance Officers Association

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Concord, Massachusetts for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



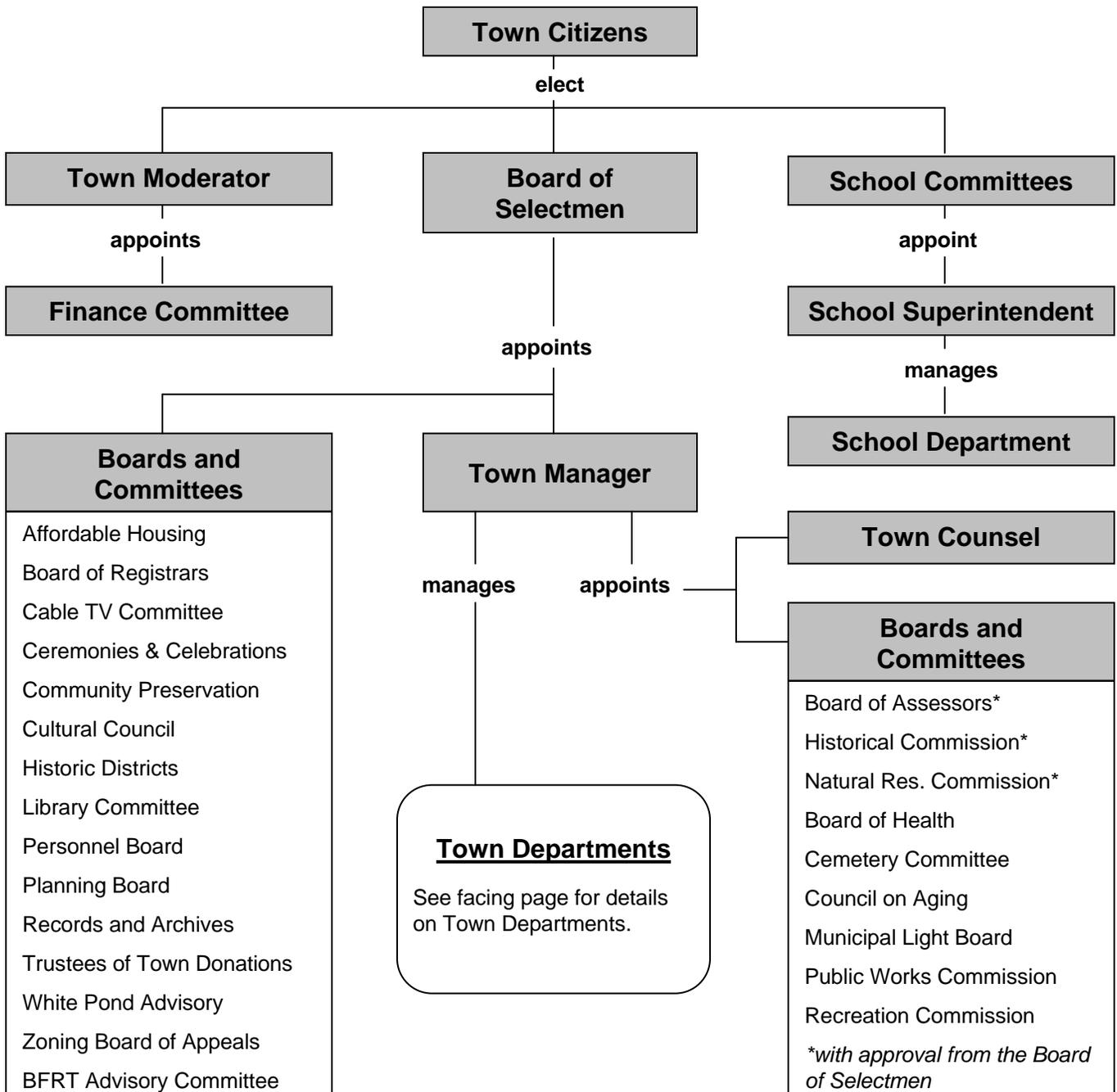


Town Government Mission Statement:

The mission of Concord's Town Government is to enhance the quality of life of Concord residents by providing efficient, effective, and innovative services, protecting the Town's character, and being a responsible steward of Town resources.

The chart below outlines how Concord citizens, either through elections or by sitting on boards and committees, can influence and participate in the operations of their government.

On the facing page, a chart shows how Town Government is structured under the Town Manager.

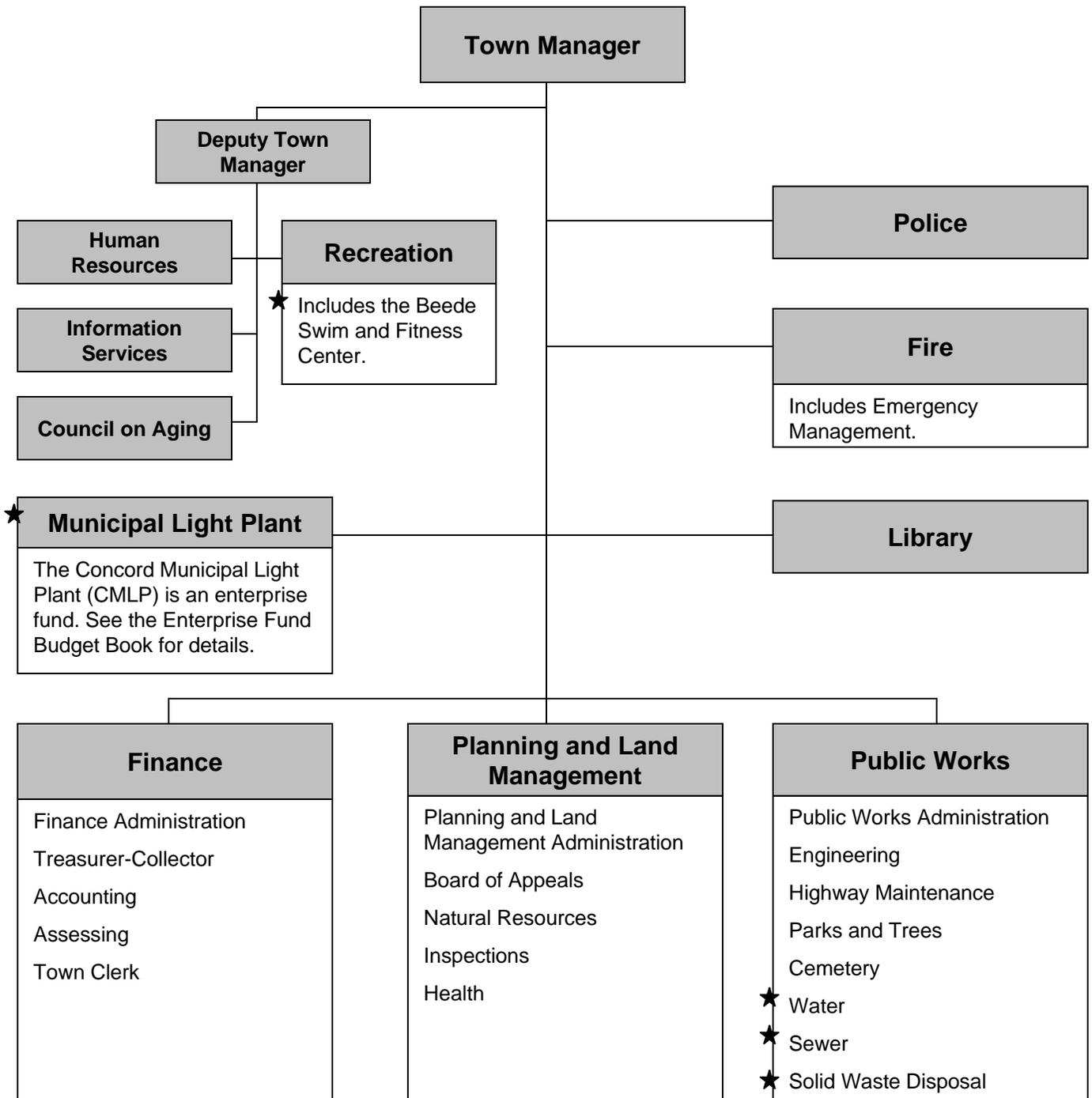


The Town Manager oversees Town Departments, including the following 5 business-type activities:

- The Concord Municipal Light Plant;
- The Water Division;
- The Sewer Division;
- The Beede Swim and Fitness Center; and
- The Solid Waste Disposal Division.

In this budget book, the above 5 business-type activities are presented (marked by ★ in the chart below). The Light Fund, Water Fund, Sewer Fund, and Swim and Fitness Fund are all Enterprise Funds, while the Solid Waste Fund is a Special Revenue Fund (see page II-1, "A Note on the Solid Waste Fund").

See page II-3 for an organizational chart that focuses solely on the Town's business-type activities.



Budget Book Guide

Section I – Letter of Transmittal

The Letter of Transmittal is an introduction to the budget book by the Town Manager. Included in the letter is summary information about each of the four enterprise funds (Light, Water, Sewer, and Swim and Fitness) and the one special revenue fund (Solid Waste Disposal). The letter highlights some of the major changes budgeted for in the coming year.

Section II – Budget Summary

The Budget Summary contains charts, schedules, and narratives that describe the FY10 Enterprise Budgets. The level of detail presented in this summary section allows the reader to grasp the big picture relating to the enterprise operations' recent past, present, and near future.

Section III – Light Fund

The Light Fund presentation provides the charts and narratives necessary to understand the operations and plans of the Concord Municipal Light Plant.

Section IV – Water Fund

The Water Fund presentation provides the charts and narratives necessary to understand the operations and plans of Concord's Municipal Water Services Division.

Section V – Sewer Fund

The Sewer Fund presentation provides the charts and narratives necessary to understand the operations and plans of Concord's Municipal Sewer Services Division.

Section VI – Swim and Fitness Fund

The Swim and Fitness Fund presentation provides the charts and narratives necessary to understand the operations and plans of Concord's Beede Swim and Fitness Center.

Section VII – Solid Waste Fund

The Solid Waste Fund presentation provides the charts and narratives necessary to understand the operations and plans of Concord's Solid Waste Disposal Division.

Section VIII – Appendix

The Appendix contains information describing the budgeting process (including a calendar of events), as well as relevant excerpts from the most recent Audited Financial Statements and a glossary of terms used throughout the book.

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